Jan Brunchmann

Nationality: Danish
Year of birth: 1952
Languages: Danish (First language), English (Fluent)
Roles: Programme Management, Project Management,
               Management Consulting - Business, Processes, IT

Consultant profile

During his 30 years as an IT and business management consultant for companies like PA Consulting Group, Ernst & Young Management Consulting, Capgemini and IBM, Jan has had assignments for a wide variety of companies, from very large to medium/small businesses, international as well as domestic, private as well as public, and within several industries.

Jan has carried out assignments of many kinds, most often on the borderline between business and IT. This has included Business Development (Innovation), Business Transformation, IT Governance, IT Strategy, and Process Development, usually in the role of programme or project manager. He is renowned for his creativity and capabilities for structure, communication and facilitation.

Core competencies:

- Programme and Project management, including
  - Programme Management
  - Programme Office operation
  - Project Management
  - Project Definition
  - Business Case analysis
- Business and IT consulting, including
  - Business and IT strategy,
  - Business and IT transformation,
  - Digitalisation,
  - Outsourcing – Processes, Application Management, Infrastructure
  - HR, HR Operation
  - Process re-design/improvement
  - IT Governance
- Design Thinking and workshop execution

Jobs and assignments (examples)

2019	**Client:**	SirionLabs (Fujitsu)
	Role:	Programme Management (acceleration)
	Project:	Contract Management Software Implementation

Program Management for large software implementation programme.

Primary objectives:

- To accelerate implementation;
- To ensure work-products were delivered by all parties
- To liaise with Delivery Executives, Client Service Managers, Sirion and Fujitsu programme management
- To increase customer satisfaction

Jan's focus was on Performance Management and the automation of contract management concerning Service Levels and KPIs. It included some technical skills, but primarily programme management disciplines, including stakeholder management, change management and milestone management.

Methods: Sirion Change Management method; MIO programme management principles

Technologies: Sirion CCM, ServiceNow et al

2015-18	**Client:**	Maersk Line
	Role:	Programme Management
	Project:	HR Outsourced Services

Program Management for large Business Process Outsourcing agreement, Primary objectives:

- To help ensure that the program became a success;
- To assist solve client issues and requests of any kind
- To improve delivery 'on the fly'

This included e.g. Design Thinking, RPA (robotic process automation), discussion of potential cognitive solutions, process improvement, employee experience mapping, touchpoint mapping, solution design and business analysis.

Methods: Transformation Design, Design Thinking, Touchpoint Architecture mapping

Technologies: RPA, SAP (HR)

2014	**Client:**	Maersk Line
	Role:	Project Manager and SME
	Project:	HR Shared Services Feasibility Study.

The objective of the project was to determine the feasibility of transforming HR to be partly delivered through a global shared services set-up, possibly even outsourced. The 4 months project included analysis of a select number of countries and culminated in two large workshops with participation by client representatives from across the globe, where the possible split between locally delivered and global, shared services was determined and assessed

Methods: Project Management (IBM methodology), IBM methodology for Shared Service Feasibility Studies

Technologies: N/A

2011-14	**Client:**	Various
	Role:	Practice Manager, Project Leader and Subject Matter Expert (project participant)
	Project:	Several

During the years as head of IBM's Management Consulting practice, Jan also ran or participated in projects for clients, for example:

- ATP, Cost Analysis using ICR – Project Manager
  The project used IBM's Intelligent Cost Review (ICR) method and a series of interviews and workshops to generate realistic ideas for cost improvement
- ATP, New Company architecture (pension admin.) – Project Manager
  The project used IBM's Component Business Model (CBM) method to design the new company and determine needs and possibilities for partnering / outsourcing of business functions
- e-Box, Internationalisation strategy – Project Manager
  The project reviewed e-Box's business strategy and the possibilities and requirements associated with further internationalization
- Frederiksberg Municipality, IT Strategy – Project Manager
  The project used IBM's CBM and IT Strategy methods to develop the overall IT strategy for the Municipality's Utility company
- Coop, 360-degree IT analysis, using CBM for IT – SSME
  The project looked in depth at Coop's use and provision of IT, partly using CBM for IT, where Jan provided his expertise on CBM, IT operation and facilitation
- Damco (see below description) – Project Manager and Process SME
- Maersk Oil, IT Landscape Mapping using CBM (SME)
  The project investigated and mapped the use of IT – applications as well as infrastructure – across Maersk Oil's six main organizations; Jan provided expertise on CBM and on infrastructure mapping
- Maersk Line HR Feasibility Study (see above description) – Project Mgr.
- Maersk IT – Business Service Management establishment – Project Mgr.
  Jan initiated and ran the first phase of a project to establish Business Service Management to be provided by Maersk IT to the business (Maersk)
- Maersk Line – early stages of the Global Trade Digitisation solution development (SME)
  Jan was part of the small team that made the first thoughts and designs of what later became Maersk's Global Trade Digitisation solution. Jan provided expertise on logistics, process, IT and new product design.

| | **Methods:** | Intelligent Cost Reduction, CBM - Component Business Modelling, Customer Experience modelling, IT Strategy development, Process Improvement – all IBM methodologies |
| | **Technologies:** | Several |

2011	**Client:**	Damco, International Logistics Company
	Role:	Project Manager and SME
	Project:	Process and Application Modernisation

6 months assignment aiming at developing a plan for complete modernisation of this 3PL's processes and applications. A process workstream looked at all the processes, and an architecture team looked at the IT landscape. Then the two tracks were

combined to produce recommendations for modernisation and a plan to implement the recommended modernisation. The three-year plan was developed on time and within budget in close collaboration between client representatives and a core team from IBM consisting of process experts and IT architects.

Methods: Project Management, Process Improvement methodology, Application Assessment, Programme Design (all IBM methodologies)

Technologies: Several

2006-11	**Client:**	Various
	Role:	Business Development Executive, BDE (consultative selling); Project Management
	Project:	The role of the BDE concerned working with clients and potential clients to establish the optimal relationship between the client and IBM, involving dialogues with the C-level, and sometimes smaller projects. For example:

- Kesko IT Strategy
  As part of one such dialogue, Jan lead a 3 months joint project with a retail client in Finland to determine the future IT strategy including sourcing and improvement portfolio as well as input to the business on how IT could improve business activities further.
- ProfIT
  Collaborative project with Maersk Global IT to explore possibilities for professionalising the delivery of IT in Maersk

Methods: Consultative Selling, SSM (Signature Selling Method), SSVT (Sales & Solution Value Transformation), Best of Blue, IT Strategy

Technologies: Several, mainly proprietary application systems

2004-5	**Client:**	TDC
	Role:	Project Manager, Transition Manager
	Project:	Development of structure, processes and handbook for Front Office operation in an outsourced set-up (Back Office in India); outsourcing included a portfolio of applications. For some, it was as much development as it was maintenance, and the processes crossed boundaries from client through on-shore work unit to the off-shore main work units.

Methods: Proprietary methodologies for Application Maintenance Services including Transition

Technologies: Several, mainly web-related

2003-4	**Client:**	Torvald Klaveness Group (TKG)
	Role:	Project Manager and SME
	Project:	Several, for example:

- Product Development.
  Project to develop TKG's core product to their clients to become unique for the industry including analysis of 'adjacent' industries and feasibility analysis
- Transformation Programme Design
  Analysis and design to enable the business to deliver the developed new products. Over a 12-week period, a small joint (TKG and Capgemini) team lead by Jan developed a Future Design and a complete Implementation Plan to obtain that state. The plan comprised over 20 projects, medium and large,

pure business projects as well as IT support projects (including their business part).

- SAP Development Project
  One of the larger projects in the programme, was a change and extension project for SAP, which was at the core of TKG's IT Strategy. It included migration to NetWeaver and extended use of SAP functionality. Jan designed the pre-analysis project and assisted in its execution
- Chartering support using agent-based technologies.
  Design and project management for project that investigated the possibilities for using agent-based technologies to assist charterers in their work.

Methods:	Several	
Technologies:	Primarily SAP, also early versions of intelligent agent technology	

2001	**Client:**	Maersk
	Role:	Project Manager and SME
	Project:	IT Governance
		Jan lead a small team (the rest of the team being recruited from the client's ranks), which established the foundation, processes and organisation for IT Governance for all the container-based business: Maersk Line, Maersk Logistics, APM Terminals and the owned network of agencies.
	Methods:	IT Governance (CoBiT et al), Project Management
	Technologies:	N/A

Courses and certifications

2016	Certified Design Thinking Practitioner
2006-18	CBM – Component Business Modeling, 5-day advanced course SSVT - Sales & Solution Value Transformation Applied Intelligence Course Watson solution design (programming) course
2005	ITIL certified (basics)
1997	Project management and Process Improvement (PA internal certification)

Education

1978	Master of Science in Electronic Engineering, Danish Technical University

Competencies

Competency	Last Used	Level	Years of experience
Transformation Design	2017	Expert	20
Project Management	2018	Expert	28
Process Improvement/re-engineering	2017	Expert	20
Customer/employee journey mapping	2017	Expert	5
Outsourcing	2015	Expert	10
Business Development	2018	Expert	13
Facilitation and workshop design	2017	Expert	15

Level:
5:Expert, 4: Very experienced, 3: Experienced,
2: Some experience, 1: Knowledgeable

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