

## Drs. Martin Hoorn CMC

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### Personal details

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### Profile

Martin is a passionate professional with a keen eye for the customer, the business and the individual human being. With an eye for detail, but without losing the main focus, he takes the lead, motivates people and demonstrates confidence, and thereby gets the desired results.

### Areas of expertise

- Business project- and changemanagement:
  - Improving business performance and realising business benefits through clearly defined and skillfully managed programs and projects
  - Implementing change coming from law and regulatory measures (Risk Management/Basel II/SolvencyII)
- Businessarchitecture and -alignment:
  - Business alignment for strategy realization
  - Proces- and Productarchitecture (STP/ rationalisation/ innovation/ optimalisation)
- Business and operational management:
  - Defining and implementing operational goals
  - Managing work and workers
  - Organizational development.

### Experience

- Finance: Mortgages, Insurance, Pensions, Basic banking and Retail banking
- Health Insurance
- Business – ICT Alignment.

Martin has experience working with the following financial corporations: ING/DI, Delta Lloyd Verzekeringen, Ohra, SNS Bank, Staalbankiers, DBV, Syntus Achmea, RaboBank, Van Lanschot Bankiers, Friesland Bank.

## Roles

- Program-/project-/implementationmanager (COPAFIJTH).
- Management consultant
- Business architect.

## Skills and competences

- strong analytical skills (what is the real issue)
- out-side in approach (what's in it for the customer)
- taking action (passion and drive)
- people-orientated (good communication to stakeholders, giving confidence)
- want for results (strive for success).
- structuring and controlling (follow the plan).

## References and most important working experience

May 2010 - present	Freelance Project Manager / Management Consultant
Opdracht	Diverse parallelle opdrachten (o.a. Solvency II and Productrationalization).
Okt. 2009 - April 2010	Business Developer (Freelance) at well-known Dutch Consultancy Firm
Assignment	To research the opportunities of the 'Organizational Agility' proposition.
Results	Market analysis and (financial) businessplan for proposition 'Organizational Agility'.
Jan. 2007 - May 2009	Business Unit / Operational Manager at Ordina Finance Consulting
Assignment	Directing and managing (part of) consultancy organization, having a clear external market profile and internally focussed on professional development.
Results	Raise of average exploitation rate (from 60% to 65%) and raise in consultant rates (30% in 2 years) - Turnover growth at focus 10 customers (from 40% to 70%) and growth in number of employed consultants (50% in 2 years) - Improving market position through focus in (marketing, propositions, account management): Improvement of brand awareness (+50%) and increase in customer accounts (+200%) - Improvement efficiency internal organization: contracts, invoicing, budgeting, forecasting (faster, less corrections, adequate budgeting) - Investment of 2000 hours in professional development (in 2 years time) and drafting Professional Development plan for Ordina Consulting (600 professionals) - Drafting, executing and monitoring Business plans for 2008 and 2009 - (co-) Drafting whitepapers with vision & trends in Insurance, Mortgages and Pensions.
April 2008 - June 2008	Projectmanager Sales + HR at Ordina Holding/HR
Assignment	Leading the Ordina Delivery taskforce for the sales project concerning the intended outsourcing of the ICT department of a major Dutch financial institutions (Fortis).
Results	Businesscase for ICT outsourcing.
Sept. 2007 - Feb. 2008	Projectmanager at ING/ Divisie Intermediair - Westland Utrecht Hypotheekbank
Assignment	Interim project manager for the second phase of the project 'doorlopende provisie' (changes to the organization, processes, systems: mutations and corrections).
Results	Project brought under control and transferred to colleague.
June 2007 - Aug. 2007	Productmanager at SNS Bank

Assignment	Preparation of the plan to implement the desired product catalog for mortgages and interest rates for the labels SNS Bank, BLG Hypotheken and SNS Regio Bank.
Results	Conversion plan per product (mortgages and interest rates) and per label: describing how to execute the harmonization /phasing-out /improvement, including global impact on the administration (how to migrate the current contracts and an estimate of the required effort).
June 2006 – Feb. 2007	Projectmanager at ING/ Divisie Intermediair – Westland Utrecht Hypotheekbank
Assignment	Introduction of a new distribution policy for WUH with the objective to increase the revenue from the existing contract portfolio (of contracts and intermediaries).
Results	Definition, detailing and deployment of a new segmentation model, together with adjusted marketing processes, management information and new service concepts for intermediaries. Project approach: COPAFIJTH and PrinceII.
June 2006 – Nov. 2006	Projectmanager for ING/ Divisie Intermediair – Nationale Nederlanden
Assignment	Integral introduction of a new mortgage-type, the Startershypotheek.
Results	Internally: detailing of product requirements, definition of existing processes and systems, communication to and education of employees (back-office, risk assessment and sales). Extern: the preparation and execution of the external market introduction (marketing and communication), and master classes for intermediaries. Project approach: COPAFIJTH, PrinceII and teamwork!
May 2003 – May 2006	Management Consultant for Delta Lloyd Schade (DLS)
Assignment	<ol style="list-style-type: none"> <li>1. (May 2003 – Dec. 2003) Translating the business goals of DLS Zakelijk into internal organizational and managerial aspects and implementing these.</li> <li>2. (Jan. 2004 – Dec. 2004) Detailing a new proposition for the small businesses market.</li> <li>3. (Jan. 2005 – May 2006) Improving the market attractiveness of the product portfolio and to decrease the cost-component.</li> <li>4. (Jan. 2006 – May 2006) Together with the Business Change Manager of DLS defining goals for organizational development.</li> </ol> Project approach: MSP, COPAFIJTH, PrinceII and teamwork!
Results	<ol style="list-style-type: none"> <li>1. Through workshops and interaction with several disciplines (on processes, functions/competences, relationship with IT) determine organizational structure / FTE numbers, KPI's, decision making and information sharing requirements.</li> <li>2. Organizational design and business case for the back-office (organization and ICT) for the new proposition for the small businesses market.</li> <li>3. Rationalisation and harmonization of the product portfolio (by decreasing the number of producttypes and – variations) and simplifying the related primary processes through multi-disciplinary workshops.</li> <li>4. Report and advise on the most important organizational development issues and drafting a plan, setup with the Business, for a program for implementation.</li> </ol>
Jan. 2003 – April 2003	Management Consultant for Ordina Holding / Staalbankiers
Assignment	Research into a possible Joint Venture: BPO Basic Banking
Results	Financial business case drafted by relating back-office processes to costdrivers and a introducing a pricing model (for insourcing third-parties), and by proposing opportunities for improving efficiency.
July 2002 – Dec. 2002	Business Architect for Postkantoren BV
Assignment	Perform test on 'future-proof'ness of the business architecture of Postkantoren BV.
Results	Report and advise on the definition and alignment of several aspects of the business architecture (Business-, Process-, Information-, Application- and Technical architecture). Also detailed process analysis for simplifying (based on Operation Excellence) of the process 'Serve Customer'.

Jan. 2001 – Sept. 2001	Projectmanager for ING (Service Center Hypotheken/Sharing)
Assignment	Producing specifications for a new mortgages system (Sharing). The Sharing system. The Sharing system combines a CBD approach with WFM and Document Imaging in order to realize operational excellence and flexibility in their administrative services.
Results	Direct control of Multi-Disciplinary Teams (MDTs), in total 25/30 persons. Planning, budgeting, quality and delivery of requirements specifications. Improving quality of delivered specifications by defining clear quality requirements and regular communication with involved labels, and by setting up an functional architects team. In addition, proposals were made to improve the structure of the program and to make a reliable and feasible overall (plateau-) planning for the program.

## Career

Nov. 2009 - present	Freelance project manager, consultant & interim-manager
Organization	HoornConsult
Situation	Owner and Director, responsible for all aspects of the business. Services: Project- & Programme management, Change/Interim-management, Management Consultancy.
May 2009 – Okt. 2009	Sabbatical
Jan. 2007 – May 2009	Business Unit Manager
Organization	Ordina Finance Consulting
Situation	Member of Management Team. Responsible for a unit of 20 business consultants and projectmanagers (Mortgages, Insurance and Pensions). Member of Special Interest Groups Insurance and Change. Responsible for Internal Organisation, Marketing and Proposition Development. From Okt. 2008 onwards Operational Manager for all of OFC (66 FTE).
July 2002 – Dec. 2006	Senior Management Consultant
Organization	Ordina Finance
Situation	Senior Management Consultant responsible for projects and implementations at Ordina customers in Finance (Mortgages and Insurance). Specialised in Productdevelopment and – introductions, Organisation Structures & Performance, Organisational Development, Vision & Strategy workshops, Business cases.
May 2000 – June 2002	Projectmanager
Organization	Devote
Situation	Projectmanager responsible for projects and implementations at Devote customers in Finance. Specialised in Business – ICT Alignment projects.
Jan. 1996 – April 2000	Managing Consultant, Projectmanager
Organization	Compuware Professional Services
Situation	Projectmanager responsible for projects and implementations at Compuware customers in Finance. Specialised in Startup and Conversions projects. As Managing Consultant member of Management Team and responsible for project-delivery.
March 1991 – Dec. 1995	Senior Consultant

Organization	Uniface/Compuware Europe
Situation	Senior Consultant responsible for Training & Startup of new customers (worldwide).
June 1990 – Feb. 1991	Senior Consultant
Organization	Heineken BV
Situation	Senior Consultant in Enterprise Resource Management.
Sept. 1987 – May 1990	Senior Consultant
Organization	Philips TDS
Situation	Senior Consultant responsible for Training & Startup of new customers (Europe).
May 1986 – Aug. 1987	2e Luitenant (drafted)
Organization	Department of Defense
Situation	'Reserve officier academisch gevormd' (ROAG): research at TNO-FEL.
Aug. 1985 – April 1986	Research assistent (stage)
Organization	Shell, KSLA
Situation	Research for graduation ('Solution Mining').
Aug. 1984 – July 1985	Assistent-tutor
Organization	Vrije Universiteit, Amsterdam
Situation	Tutoring and assisting students during lectures.

## Education

Education/Academic status	Organization	Completed
Enterprise Risk Management	Universiteit van Amsterdam	Ongoing
<b>Drs Mathematics</b> <ul style="list-style-type: none"> <li>• Ordinary degree (cum laude)</li> <li>• Internship at Shell KSLA</li> <li>• Principal subject: Applied Analysis, secondary subjects: Fysics, ICT.</li> </ul>	Vrije Universiteit - Amsterdam	1986
N-propadeutics	Landbouw Hogeschool - Wageningen	1981
Gymnasium-β	RSG Steenwijk	1980

Martin is a member of the Dutch 'Orde van Organisatiekundigen en -adviseurs (OOA)'.

## Training / Qualifications

Courses	Organization	Completed
Solvency II Workshop	Gutss Advies	2010
Lean Six Sigma Workshop	Knowledge center SixSigma.nl	2009
<b>CMC</b> In de Wind – Course for Management Consultants	SIOO	2007
Managing Successful Programs	ISES	2007
Effective Leadership	Remco Claassen	2007

Change with a purpose	Prof. S. ten Have	2007
Commercial Skills II	GITP	2004
Change management	Schouten & Nelissen	2002
Course Financial Services	NIBESVV	2002
Coaching	Ormit	2002
Course Practical Middle-Management	Boertien & Partners	2001
Branche training	Organization	Completed
Life Insurance – Certificate A	NIBESVV	2010
Master class Mortgages	Hypsotech (Tom van der Geest)	2006
Process optimisation in Financial Services	Conference IIR	2004
Course Financial Services	NIBESVV	2002

### Media/Hobbies/Passions

Issue	Contents	Date
Publicatie	Met de Klant op Expeditie! (Incrowd)	November 2007
Site/Weblog	<a href="http://www.martinhoorn.nl">www.martinhoorn.nl</a> / <a href="http://blog.martinhoorn.nl">blog.martinhoorn.nl</a>	Since April 2009
Interests/Passions	Geschiedenis, Opera, Kajuitzeilen, Volleybal, F1, Reizen, Bergwandelen	For almost 30 years