



## Curriculum Vitae

Ibereffect - Sander Hoogendoorn

### Professional profile and competencies

- Experienced program & project manager
- International experience: Worked in the Netherlands, Germany, Spain and Italy and worked with various countries around the globe
- Strong skills to liaise between departments (ICT, business, marketing, legal) and across suppliers and cultures
- Process-oriented with eye for detail
- Results driven
- Multi-lingual: fluent in Dutch, English, Spanish and German
- Experience in the Gambling and iGaming industry, managing technical implementations in a regulated market with a strong focus on compliance with local regulation and internal legal and fiscal departments.
- Vendor management and outsourcing
- Stakeholder management
- Web development and internet business

### Industry Experience

Gaming & Betting, Online Business, Telecommunications, Public Administration, Internet Start-up, ICT Consultancy, Business Process Consultancy, Medical Sector, Rail Infrastructure, Housing

### Languages

<i>Dutch</i>	mother tongue
<i>English</i>	fluent
<i>Spanish</i>	fluent
<i>German</i>	fluent

### Education

2007-2013	Various congresses and conferences in the sector of gaming and online business
2007	Instituto Cervantes: Spanish course, superior level
2005	Schouten and Nelissen: Management by coaching
2003	Oppidum: Prince2, Foundation and Practitioner
2000	Capgemini: ITIL Foundations
1999	KernKonsult: Project management
1999	VNU Business Training: Improving by Business Processes
1998	Kweekel: Personal Effectiveness
1997-1998	Open University: Introductory Year in Management
1997	Oracle: Oracle SQL
1996	University of Bologna (Italy): Summer School 'A Civic Nation for Europe?'
1995-1996	University of Navarre (Pamplona, Spain): Final project in the Spanish Basque Country
1990-1996	State University of Leyden: Political Science
1984-1990	Protestant Lyceum Alphen aan den Rijn: Pre-University Education (VWO)



**Since Oct 2011** **Codere Interactiva – Madrid (ES)**

*Industry:* Online gambling  
*Position:* Vendor Manager/ Program Manager  
*Scope:* Program and vendor management in a multi-provider and multi-lingual environment for the implementation of an online gambling site (www.greenplay.mx) on the Mexican regulated market:

- Project Management for implementation platform and operations
- Specification and implementation of local fiscal and compliance requirements
- Vendor Management of suppliers and integrators of a.o. gaming platform, content providers, affiliate marketing, payment gateway
- Advise on sourcing strategy and contract management
- Coordinate and implement changes in corporate business processes

**Since Feb 2007** **Tierra Consult/Ibereffect – Madrid (ES)**

*Industry:* Consultancy and project management agency  
*Position:* Owner/Interim Manager  
*Scope:* Owner of consulting and project management company that operates on Spanish market with a passion for helping our customers establishing a contained result. We do this by setting up your sourcing strategy, implementing an effective vendor management focused on building good relationships and strong communications to deliver projects across cultures, languages, disciplines and suppliers.

**Jul 2010 - Sep 2011** **Codere Interactiva – Madrid (ES) / Rome (IT)**

*Industry:* Online gambling  
*Position:* Project Manager/Interim Online Country Manager  
*Scope:* Project management of the technical implementation of an online bingo website (www.codere.it) on the Italian regulated market:

- Project Management for implementation platform
- Certification process to comply with AAMS bingo protocol (PBAD)
- Vendor Management of vendors of a.o. gambling system, CRM, payment gateway
- Interim Online Country Manager before and after go-live
- Preparations and certification for new PGAD and PGDA protocol
- Advise on sourcing strategy and contract management
- Coordinate and implement changes in corporate business processes

**Jul 2007 – Mar 2010** **William Hill/Codere – Madrid (ES)**

*Industry:* Sports Betting  
*Position:* Project Manager  
*Scope:* Victoria Apuestas was a joint venture of the Spanish gambling company Codere and the English bookmaker William Hill. As IT project manager I have managed several key elements of Victoria's technical roll out:

- Managing software, hardware and communications providers and test team in an international project in an English-Spanish joint venture in fast moving environment.
- Liaise with business. Built up deep understanding of betting & gaming business.
- Implementation of a system in the new business of sports betting (central system, tills, self-service terminals) in the regions of Madrid and the Basque Country.
- Responsible for certifications with the public administration (to meet technical legal requirements).



**Jan 2003 – Feb 2007**

**Calibre Alignment – Amersfoort (NL)**

*Industry:* Consultancy and project management agency

*Position:* Senior Consultant

*Scope:* Carried out various projects at customers as listed below. Led the development of project management methodology and gave training to implement the methodology.

***Projects carried out for Calibre Alignment:***

**Since Apr 2006**

**Talis – Nijmegen (NL)**

*Industry:* Housing Corporation

*Position:* Project manager

*Scope:*

- Led the sub-project for the strategy department for the implementation of SAP (RE, FI, CO, PM, BW) and directed SAP consultants of implementation partner.
- Development of strategic and tactical management information model in blue prints for various end-to-end processes.
- Led the (technical) implementation of new website.
- Specifications of the new web site and interfaces with back-end systems.

**Feb 2003 – Apr 2006**

**ProRail – Utrecht (NL)**

*Industry:* Railway Infrastructure

*Position:* Project manager

*Scope:*

- Project management for various improvements in administration of nationwide technical railway documentation.
- Development of business case for the programme and various project proposals.
- Set-up of administrative organisation and digitalisation of complex technical documentation.
- Changes in business processes and development of ICT-systems for administration and engineering processes.
- Organized a tender.

**Apr 2003 – Dec 2003**

**Alisys – Arnhem (NL)**

*Industry:* Hospital organization

*Position:* Consultant

*Scope:*

- Carried out quick scan to decrease the arrears in payment of its debtors covering the management of the debtors' ledger and the business processes of handling claims and invoices.
- Developed production norms and set up task force to minimize arrears.

**Jun 2001 – Dec 2002**

**Weblicon Technologies AG – Berlin (DE)**

*Industry:* Internet Start-up Company

*Position:* Business Development Manager

*Scope:*

- Account management and sales for a start-up with messaging and mobile data application targeting the market of telcos and ISPs
- Responded to various RFI's/RFP's, on technical as well as on business level
- Made client proposals including functional specifications
- Attended exhibitions and conferences to elaborate client portfolio and strategic collaborations



**Apr 2000 – May 2001      KPN Mobile – The Hague (NL) via Atos Origin – The Hague (NL)**

- Industry:* Mobile Telecommunications  
*Position:* Project Manager  
*Scope:* Project management of all ICT-aspects (functional design, development, test phase, implementation) and changes in business processes (based on ITIL) in cooperation with Marketing, Product Development and other departments.
- Wrote project orders and project definitions.
  - Managed sub-project managers, project members and contractors.
  - Carried out vendor selections and quick scans.
  - Designed, realised and implemented processes and ICT-systems for a new consumer service. The project required the development of interfaces between the mobile telephony network and a web site to provision and authenticate user profiles.
  - Improved the supply of management information from billing system (proprietary database).

**Feb 2000 – May 2001      Atos Origin – The Hague (NL)**

- Industry:* ICT Consultancy and Project Management  
*Position:* Consultant  
*Scope:*
- Carried out customer project (KPN Mobile).
  - Carried out a market scan to ICT-developments and needs in the social security market
  - Part of tender team for large RFP

**Jun 1998 – Jan 2000      KPN Operator Fixed Network via Contigo – The Hague (NL)**

- Industry:* Telecommunications  
*Position:* Project Manager for business process part  
*Scope:*
- Carried out broad business process design (based on ITIL).
  - Integrated customer wishes into technical solution.
  - Arranged web based trainings.
  - Consulted internal customers and contractors.
  - Implemented changes in business processes and ICT systems.
  - Process design and implementation for following services:
    - Introduction of automatic call back service for all customers of the fixed network.
    - Adaptation of SS7-signalling network to interconnection requirements (connecting other operators to SS7-network)
    - Introduction of monitoring system for national SS7 network.



**Feb 1997 - Jun 1998** **Ministry of Traffic and Telecommunication  
National Agency of Radio Communication – Rotterdam (NL)**

*Industry:* Public Administration / Telecommunications

*Position:* Staff Member Management

*Scope:*

- Developed and planned automation projects in consultation with management.
- Advised management and policy makers.
- Project management for introduction (functional design, development, test and implementation) of custom made workflow system.
- Compiled management information from various application based on Oracle.
- Initiated and realised various improvements in business processes in cooperation with fellow workers in other regional departments.
- Implemented a new management information system (on Oracle database).

**Oct 1996 – Jan 1997** **City District of Haaglanden – The Hague (NL)**

*Industry:* Public Administration / Housing

*Position:* Assistant Policy Maker

*Scope:* Project planning and maintenance of customer care administration.