



# Curriculum Vitae

## Personal details

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- Private life: married, two children

## Profile

Thom has over 12 years of consultancy and project management experience in the financial services industry. He has been working in projects on behalf of investment services institutions, asset managers, retail and wholesale banks, an exchange, a broker and a custodian. Amongst others, Thom has been as project manager and / or test coordinator responsible for the implementation of investment management systems (front and back office), the upgrade of a treasury back office and the set up of new disaster recovery environments.

Thom is an enthusiastic consultant, result focused with a good eye for inter human relationships. As project and people manager, Thom has gained experience in the management and coaching of a team of experts and consultants. He is used to working in multidisciplinary and international environments. He is specialized in the implementation of new ways of working, often triggered by the implementation of new software systems. Thom's focus is on making sure that the organisation is capable of managing the new situation and benefiting to the maximum extends of the new delivered products. His span of control includes business process and organization structure, application set up as well as the IT.

Thom has a university degree in economics, specialised in Banking and Financial Markets.

## Employers

TDelleman Consulting - Almere  
December 2007 – current position  
Senior consultant Financial Institutions

DCE Consultants - Schiphol  
Februari 2004 – December 2007  
Senior Consultant Financial Institutions

Business Management Group (acquired by Getronics Consulting), - June 1997 - January 2004  
Role: Consultant (business analyst and project manager)

Arbeidsvoorziening, August 1993 – May 1997  
Role: Management support

Military service, February 1992 – May 1993  
Rank: sergeant

# Curriculum Vitae

## Management & Consultancy experience

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| Market/Organisation | <b>Private Bank – Wealth manager</b>  |
| Role                | Project manager, test coordinator   |
| Project             | Implementation of a wealth management system (WMS)  |
| Business aspects    | Portfolio management for private and institutional clients, including order generation, compliance. Instrument coverage: equities, funds, fixed income, listed derivatives, alternatives, structured products. Static data, market data, client data, benchmarks. The system role out is to 7 different branches. The implementation also leads to changes in processes across Portfolio and Relationship management, Risk Management, Back Office and Mid Office departments. Integration with the back office and order management system.  |
| Technical aspects   | 3 tier web based architecture; integration; back up & restore; disaster recovery; technical infrastructure; system performance; security. The system integration is about developing batch and real time interfaces (via Biz talk),   |
| Period              | 2009, 2010 (current position)   |
| Activities          | Managing the implementation with a project team of business and technical experts and with good involvement of the consultants of the system vendors (back off system and WMS). The project goes through the stages: analysis, configuration and development, system testing, User Acceptance Testing, Go Live. Heavy involvement of future business users, as well as the heavy involvement of IT experts and application managers has been the cornerstone for success. Besides being able to manage the project and taking care of vendor management, Thom has supported the organisation through his business knowledge and communication skills. This has contributed for example to faster decision making with respect to investment management and procedural issues. |
| Results             | The WMS and adjoining procedures have been implemented successfully and smoothly according to the business and IT quality requirements, taking 10% more time and budget then anticipated.   |
| Market/Organisation | <b>Private Bank – Wealth manager</b>  |
| Role                | Project manager, Business consultant, Procurement officer   |
| Project             | Selection of a wealth management system (WMS) and order management system (OMS)   |
| Business aspects    | Portfolio management for private and institutional clients, order management and routing, connectivity to electronic trading network (fix), compliance, client relationship management, risk measurement, performance measurement (GIPS compliant), client reporting (paper and internet). Instrument coverage: equities, funds, fixed income, listed derivatives, alternatives, structured products. Static data, market data, client data, benchmarks.  |
| Technical aspects   | Web services, service oriented architecture, message bus (Biz talk), 3 tier architecture, system installation; client installation; database; integration; back up & restore; disaster recovery; technical infrastructure; security   |
| Period              | 2008 (12 months)  |
| Activities          | Managing the selection for a solution that covers portfolio management, order management , CRM, performance and risk measurement and  |

# Curriculum Vitae

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| Results             | <p>reporting. The selection went through the following stages: defining requirements, develop long list of systems, develop RFP, processing RFP's and short listing, use cases, technical Proof of Concept, references, vendor visits, contract negotiations. Business wise Thom supported the organisation through workshops and sharing his business knowledge. Thom participated in the procurement team for the contract negotiations. Thom delivered and maintained the business case . A WMS was selected with full commitment of the business, technical experts and the steering committee. The selection process learned that the WMS did not cover the CRM requirements sufficiently. The selection of an OMS was postponed due to budget constraints.</p> |
| Market/Organisation | <b>Institutional asset manager</b>   |
| Role                | Project manager  |
| Project             | Implementation of a portfolio- and order management and compliance system (a PMS).   |
| Business aspects    | portfolio management (models, benchmarks, rebalancing), managing funds and mandates; order management; pre and post trade compliance; electronic trading network (fix); static data; market data; client data; instrument coverage: equity, fixed income and traded and OTC derivatives.   |
| Technical aspects   | system installation; client installation; database; integration; back up & restore; disaster recovery; technical infrastructure; security  |
| Period              | 2007 (10 months)   |
| Activities          | Project management, test coordination; vendor management.  |
| Results             | Portfolio management, order management and compliance were successfully improved with the implementation of the new system and new procedures. Due to the fact that future users and maintenance staff were heavily involved in the project, they were committed and business continuity was guaranteed.   |
| Market/Organisation | <b>Institutional asset manager</b>   |
| Role                | Project manager / Business consultant / Procurement officer  |
| Project             | Selection of a portfolio and order management and compliance system (a PMS).   |
| Business aspects    | portfolio management (models, benchmarks, rebalancing), managing funds and mandates; order management; pre and post trade compliance; electronic trading network (fix); static data; market data; client data; instrument coverage: equity, fixed income and traded and OTC derivatives.   |
| Technical aspects   | system installation; client installation; database; integration; back up & restore; disaster recovery; technical infrastructure; security  |
| Period              | 2006 (4 months)  |
| Activities          | Thom was project manager and facilitator of the selection process. He made sure that all disciplines were involved and were taking their responsibilities and in a later stage he was managing the decision making process. The selection process covered: define requirements list, develop an RFI, manage the RFI selection process (short list), system demonstrations, use cases, reference en vendor visits and contract negotiations. The capturing of requirements was done through workshops and interviews. The business case was calculated and delivered by Thom. Thom participated in the procurement team to  |

# Curriculum Vitae

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| Results | negotiate the contract and service levels (SLA).<br>A PMS (Capstone of Fidessa Latentzero) was successfully selected by a team of experts and by the decision board. It was a broadly supported decision. Once in production the users were very satisfied with the selected PMS and it has shown that the system fulfils the requirements successfully. |
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| Market/Organisation | <b>Institutional asset manager</b>  |
| Role                | Project manager   |
| Project             | Upgrade of the asset administration back office system (Pacer of SS&C) and performance measurement system (Sylvan of SS&C) in combination with user trainings.  |
| Business aspects    | Confirmation, settlement, reconciliation, funds and NAV calculations, corporate actions, cleansing static data, market data. Performance measurement, GIPS compliancy.  |
| Technical aspects   | The technical upgrades required new hardware and new database versions. New test and production environments were delivered. Go live transition plan and Contingency plan delivered   |
| Period              | 2006 – 2007 (10 months)   |
| Activities          | Project management, vendor management, test coordination  |
| Results             | Due to successful upgrades, operational risk improved as the systems were again supported by the vendor. Due to trainings, staff made better use of the system. The transaction handling process was improved, resulting in a higher STP ratio. |

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| Market/Organisation | <b>Institutional asset manager</b>   |
| Role                | Project manager  |
| Project             | Strategic analysis outsourcing asset management back office processes (BPO) and the asset management front office (ASP) to a investment management service institute.  |
| Business aspects    | The analysis covered the following functions: portfolio and order management, compliance, asset and financial administration, performance measurement, fund accounting and reporting.  |
| Technical aspects   | Offered Service levels (SLA), business continuity and operational risks, security  |
| Period              | 2006 (4 months)  |
| Activities          | The role of Thom was the facilitation and management of the investigation, in close cooperation with the IT and business specialists, project team and steering committee. The investigation was performed by means of facilitating workshops, demo's, definition of a requirements list and an RFI, on site visits and work sessions with the possible in sourcing provider. A business case was build based on three different scenarios: 1) to improve current systems and process (do not outsource); 2) partly renewal of applications (no outsourcing; 3) outsourcing (BPO and ASP). Major decision criteria were offered functionalities (quality), IT, risks, financial business case and expected project duration and risks. |
| Results             | The project team has presented a report of advice in close cooperation with the IT and business specialists and steering committee. This reported was the basis for the decision to improve back office processes and systems and to renew the front office system and processes.  |

# Curriculum Vitae

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| Market/Organisation | <b>Investment operations insourcing</b>   |
| Role                | Project manager, vendor manager, test coordinator   |
| Project             | Implementation of a new investment management system (Dimension of SimCorp) and processes.  |
| Business aspects    | Confirmation and settlement process, fund accounting and NAV's, cost and fee structures; covered instruments: fixed income, deposits & loans, equities, funds, derivatives (OTC and listed, amongst others IRS, CCS, Futures, FRA).   |
| Technical aspects   | System installation; client installation; database; system integration; back up & restore; disaster recovery; technical infrastructure; security, reporting   |
| Period              | 2005 – 2006 (12 months)   |
| Activities          | Goal of the project was the configuration of the new application, the set up of the new organisation and working procedures, the development of the new reports and the building of a new IT infrastructure. Thom has been managing the project through all project phases, from analysis and set up to test, migration and after care. He worked with a team of functional and technical specialists. In total 19.000 hours were invested in the project, while about 45 resources were involved (full and part time). The project was managed according to Prince II project management principles. |
| Results             | The new application was successfully taken in production. The financial institute was well capable in using and maintaining the system, both from a functional and technical perspective. In total 40 users were working with the system. 250 portfolios and 80 funds were set up. Numerous incoming and outgoing interfaces and reports were built. About 20 processes have been described. The reports should have been delivered with a higher quality.  |
| Market/Organisation | <b>Investment operations insourcing</b>   |
| Project             | Selection of an investment management system  |
| Role                | Project manager / Procurement officer   |
| Business aspects    | Confirmation and settlement process, fund accounting and NAV's, cost and fee structures; covered instruments: fixed income, loans, equities, funds, derivatives (OTC and listed, amongst others IRS, CCS, Futures, FRA).  |
| Technical aspects   | System installation; client installation; database; system integration; back up & restore; disaster recovery; technical infrastructure; security, reporting   |
| Period              | 2004 – 2005 (4 months)  |
| Activities          | Thom was hired to manage the completion of the selection process. He reviewed the selection process that was performed thus far and organised additional workshops and tests. He participated in the contract negotiations and organised the legal acceptance of the contract. Development and delivery of the business case.   |
| Results             | The selection process was completed successfully and the application was purchased. The actual implementation of the new system showed a good match with the required business and IT items.  |

# Curriculum Vitae

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| <b>Market/Organisation</b> | <b>Broker</b>  |
| <b>Role</b>                | Business consultant  |
| <b>Project</b>             | An investigation into the integration of the Back office and Controlling & Compliance departments  |
| <b>Business aspects</b>    | Confirmation and settlement process, cost and fee structures; financial accounting, order routing and compliance                                   |
| <b>Technical aspects</b>   | Not applicable   |
| <b>Period</b>              | 20004 (2 months)   |
| <b>Activities</b>          | Performing interviews, organising workshops and doing desk research, delivery of an integration advise report.                                     |
| <b>Results</b>             | The analysis resulted into a report that advised on a new organisation and process set up. The management has implemented the changes accordingly. |

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| <b>Market/Organisation</b> | <b>Clearing and Custodian bank</b>  |
| <b>Project</b>             | Investigation into the reorganisation of the custody and clearing divisions.  |
| <b>Role</b>                | Project manager assistant   |
| <b>Business aspects</b>    | Custody and clearing  |
| <b>Technical aspects</b>   | Not applicable.   |
| <b>Period</b>              | 2004 (4 months)   |
| <b>Activities</b>          | Thom assisted in the analysis into the reorganisation of the two divisions. In cooperation with the different department managers , the new organisation structure, procedures and IT were analysed. Accordingly Thom delivered a high level integration plan.  |
| <b>Results</b>             | The activities resulted into a high level integration plan that was presented to the works council and different specific integration plans for the following departments: Operations, Accounting, Account Management, IT and Risk Management. The plans were the basis for the management team to integrate the two divisions. |

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| <b>Market/Organisation</b> | <b>Wholesale bank, financial markets division</b>  |
| <b>Role</b>                | Assistant Project manager  |
| <b>Project</b>             | Set up of a new disaster recovery environment, delivery of a new storage solution  |
| <b>Business aspects</b>    | Not applicable   |
| <b>Technical aspects</b>   | Delivery of complete new infrastructures and hardware for the applications at the disaster recovery site (operating system, database, application), external connections and interfacing; networks, servers, back up & restore, fail over, central storage facility, mirroring   |
| <b>Period</b>              | 2003 - 2004 (8 months)   |
| <b>Activities</b>          | Thom was responsible for managing the activities around the infrastructural and applicative preparations. This included the build of new servers and the realization of a central storage facility. Crucial element in the activities was the coordination of activities across the many departments involved (business and IT). |
| <b>Results</b>             | The new storage facility was in place and servers were ready to be moved to the new disaster recovery location.  |

# Curriculum Vitae

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| <b>Market/Organisation</b> | <b>Retail bank, treasury department</b>  |
| <b>Role</b>                | Test coordinator, transition coordinator   |
| <b>Project</b>             | Implementation of a new back office treasury application (Flexcube by Iflex)   |
| <b>Business aspects</b>    | Instruments: Derivatives (IRS, CCS), Securities, Deposit & Loans, Foreign Exchange and Money Market products; transaction processing and reconciliation, standard settlement instructions, processing of Swift messages, financial accounting (postings) |
| <b>Technical aspects</b>   | Not applicable.  |
| <b>Period</b>              | 2002 – 2003 (7 months)   |
| <b>Activities</b>          | Thom organised the testing: test plan, organise test resources, test environments, use cases, test administration. Managing of the process to solve issues and take them back into testing. Thom planned and coordinated the migration activities.       |
| <b>Results</b>             | The application was successfully taken into production.  |

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| <b>Market/Organisation</b> | <b>Exchange</b>   |
| <b>Role</b>                | Transition coordinator  |
| <b>Project</b>             | Migration to a new trade platform for the Dutch cash market   |
| <b>Business aspects</b>    | Order processing of cash market instruments   |
| <b>Technical aspects</b>   | Not applicable  |
| <b>Period</b>              | 2002 (6 months)   |
| <b>Activities</b>          | Thom was responsible for the organisation and communication of the migration path with all internal and external (international) parties (exchange members). He organised this in cooperation with and as manager of a team of 8 account managers. Thom gave several presentations. |
| <b>Results</b>             | The migration towards the new trade platform was completed successfully.  |

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| <b>Market/Organisation</b> | <b>Investment bank</b>  |
| <b>Role</b>                | Project manager, vendor manager   |
| <b>Project</b>             | Functional and technical upgrade of the back office treasury application (Opics by Misys)   |
| <b>Business aspects</b>    | Product definition and set up for treasury and fixed income products, set up of the posting entries and account structure, reporting.                         |
| <b>Technical aspects</b>   | System integration, security set up and user roles and rights, disaster recovery environment  |
| <b>Period</b>              | 2001 (10 months)  |
| <b>Activities</b>          | Thom managed the project initiation and execution together with a team of business and technical experts, both from the financial institution and the vendor. |
| <b>Results</b>             | The treasury application was successfully taken into production.  |

# Curriculum Vitae

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| Market/Organisation | <b>Retail and wholesale bank</b>  |
| Role                | Information analyst, team leader  |
| Project             | A large number of implementation projects for offices abroad (amongst others in Milan, London, Monaco and the Dutch Antilles).  |
| Business aspects    | Reporting on behalf of financial authorities and management reports (Balance sheets, P&L, transactions, ratio's).   |
| Technical aspects   | Report delivery: functional design, technical design, testing, delivery   |
| Period              | 1999 – 2000 (24 months)   |
| Activities          | The main activities were the implementation of a reporting application and report delivery and leading a team for the development of management reports and reports for authorities. Thom often played an important role in bridging cultures between the project team and the branch. Besides this, Thom gave several trainings and presentations. |
| Results             | Implementation of a reporting tool, trained users and reports (amongst others Central Banking and credit risk reports).   |

## Age

42 years of age.

## Education and training

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| Education | <ul style="list-style-type: none"><li>• Securities Settlement, Clearing and Global Custody, IIF, London</li><li>• Inside Market data training. Incisive training, London</li><li>• Banking and Financial markets, University of Amsterdam</li><li>• Financial Markets and Banks, CGEY</li><li>• Prince II - Practitioner</li><li>• Managing Successful Programs – Intermediate</li><li>• Streamlining working processes, DCE Consultants</li><li>• Strategic Management, Krijnen Organisatie Adviseurs</li><li>• Business Engineering, Getronics Consulting</li></ul> |
| Training  | <ul style="list-style-type: none"><li>• People management, Getronics Consulting</li><li>• Coaching techniques, Kessels &amp; Smit</li><li>• Efficient Communication, Krauthammer I</li></ul>  |