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# RESUME

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**Dick J. Costeris, BSc.**



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## Let's introduce myself...

My name is Dick Costeris.

After graduating in 1984 I started working in the ICT area. Over the past eighteen years I was employed by Ordina, since 1998 in the roles of senior consultant and management consultant.

From a background of information systems development since 1994 I more and more occupy myself with the organizational aspects of ICT. I have specialized in creating and improving IT management organizations with a strong focus on service management, quality management, governance and directing IT (amongst which demand and supply management).

Over the past years I've been responsible many times for the implementation or re-structuring of IT management environments. As an interim manager I've been in charge of several ITIL-based IT management organizations. A key factor in these assignments is "people", I consider them as the most significant success and fail factor.

My working attitude can best be described with the following keywords: a direct approach, a lot of attention towards people, a strong vision, strong analytical insight, clear communication, a lot of knowledge and working experience (with a desire to share these), creativity, focus on result and above all a lot of enthusiasm.

In the many years I've been acting in this line of work I've proved to be able to handle rapidly changing environments. As a trusted advisor I function best at a strategic and tactical level, although I can carry out operational tasks where necessary.

In the Service Management area I have to keep up a reputation. I regularly publish articles in books and IT magazines. I train groups of students and speak at congresses and seminars on subjects in the ICT management area. A common theme within these presentations is the obvious inability of IT organizations to learn, both from the internal business processes as from external developments in other areas of industry. For instance, if you wish to learn something about quality management, look at Toyota first before you dive into the ISO20000 books...

Within Ordina, I am responsible for developing and coaching a group of consultants and fulfil the role of service management expert in the internal knowledge system.

Besides that, I am working for the Dutch Exam Institute EXIN as marker for the Dutch, English and German Service Manager's exams. Furthermore I develop ISO20000 exams and act as a training and exam centre auditor for EXIN.

In my spare time I occupy myself with Tai Chi, golf, theatre, movies, science fiction, cooking, a dinner with good friends, everything that makes life really worth while...

**Education** : HTS Utrecht, Civil Engineering

**Specialties** : Management coaching, directing ITR, Service Management, management of change, interim management, trainer, publicist

### Recent assignments

<u>Role</u>	<u>Keywords</u>	<u>Period</u>
Architect, advisor	Demand and supply management, directing IT, coaching	09/2005 until now
Interim manager	Production environment, international application management, limited maturity	04/2005 until 09/2005
Process architect	SOx, proces architecture, service level management, contract management	04/2004 until 03/2005



**Personal details**

Name : ing. D.J. Costeris (Dick)  
 Birth date : 20 July 1960  
 Gender : Male  
 City : Alphen aan den Rijn, NL  
 Possible roles : Trusted advisor, interim manager, service manager, process manager, coach, trainer

**Education and training**

Education			Graduated
Chr. Lyceum	HAVO	1977	Yes
Chr. Lyceum	VWO	1979	Yes
HTS	Civil Engineering	1984	Yes

IT training		
Ordina	Application programmer COBOL	1984
Cap Gemini	Technical Design	1985
Cap Gemini	Functional Design	1986
HTS Den Haag	Information Science	1987
AMBI	HE0, HE1, HE2, HE4	1994
Self study	ITIL Foundations	2000
PsiConsult	ITIL Service Manager	2000
Ordina	ITIL Foundations (as a trainer)	2003, 2004
Ordina	ITIL Advanced (as a trainer)	2003, 2004, 2005
Self study	MOF Foundation	2006
Self study	ITIL V.3 master bridge training	2007
Self study	ISO/IEC 20000 Foundation	2008
Self study	ISO/IEC 20000 Professional Control of IT Services	2008
Self study	ISO/IEC 20000 Professional Management and Improvement of IT Services	2008
Self study	ISO/IEC 20000 Manager's certificate	2008

Other training		
ISW/IBW	Middle Management	1997
ISW/IBW	Advanced Information Management	1997
ISW/IBW	Advanced business administration	1999
Schouten en Nelissen	Coaching	2005
Schouten en Nelissen	Commercial relationship management for consultants	2005
Ordina	Debating	2005



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## Publications, seminars, training sessions

Publication "Haalbare implementaties" (Feasible implementations), ITSMF People no. 1, June 2000, IT Service Management Forum

Publication "Nieuwe economie, nieuw management?" (New economy, new management?), ITSMF People no. 2, September 2000, IT Service Management Forum

Publication "Thou shalt be Aware", ITSMF People no. 4, November 2000, IT Service Management Forum,

Publication "Let's go crazy, let's go ITIL!", IT-beheer jaarboek 2001, February 2001, Ten Hagen Stam

Ordina Knowledge House, April 2001 – November 2004, organizing and conducting monthly interactive sessions on several aspects of IT Service Management

Publication "Russian Roulette", World Class IT Service Management Guide, international edition, September 2002

Publication "De Kloof en de Brug" (The Gap and the Bridge), IT Beheer Magazine no. 2003-01, January 2003, together with N. Huijzer

2002: development and conducting of an ITIL Foundation training.

2003, 2004, 2005: development and conducting of an ITIL Advanced training.

March 2003: conducting a discussion session between the chairs of the Dutch associations NGI, itSMF, ISACA, ISPG and the Professional Service Manager Association on the changing role of IT and IT employees.

November 2003: presentation on minimal service management tooling at the Tooling Event 2003.

November 2004: presentation on cost reduction at the Tooling Event 2004.

Publication "Daarvoor moet u niet bij mij zijn" (Not my cup of tea) on sound cost reduction, IT Beheer Jaarboek 2004/2005, November 2004, together with B. Erren

Publication "De essentials van prestatie management (Essentials of performance management)" on the basics of performance management within ICT, Best Practices Magazine ITSMF, January 2008, authors Dick Costeris and Michael van Zanten

Publication "8 tips bij outsourcing (8 tips on outsourcing)" on outsourcing of services before the contract is signed, IT Executive, February 2008, authors Dick Costeris and Gert-Jo van der Heijden

Publication "Tips bij outsourcing (tips on outsourcing, the day after)" on outsourcing of services after the contract is signed, IT Executive, April 2008, authors Dick Costeris and Gert-Jo van der Heijden

Publication "And now for something completely different" about the use of ITIL version 3, IT Beheer Magazine, June 2008, author Dick Costeris



Languages	Mondeling	Schriftelijk
Dutch	Fluently	Fluently
English	Fluently	Fluently
German	Fluently	Fluently
French	Average	Average
Bahasa Indonesia	Basic	Basic
Italian	Basic	Basic

Expertise	
Market segments	Experience
Utilities	2 years
Telecom	6 years
Health care	1 years
Public	3 years
Trade	5 years
Finance	2 years

Areas of expertise	Knowledge level			Experience
	Junior	Medior	Senior	
IT Management / Service Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	9 years
Application Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3 years
ISPL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1 year
Management of change	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4 years
Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5 years
Quality Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5 years
Directing IT (demand/supply)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3 years



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## Ordina experience

**Period** : **October 2006 – now**  
**Organization** : Ordina  
**Function** : IT Management architect  
**Situation** : Due to a serious illness I had to recover and re-integrate within Ordina. In this period I have studied on the latest developments in the field of ITIL version 3, ISO/IEC 20000 and demand/supply management.  
During my period of re-integration I coached several colleagues on their respective assignments (shadow advisory), gave training to junior employees and was involved in several pre-sales tracks.



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<b>Period</b>	:	<b>June 2006 – September 2006</b>
Organization	:	HTM – Regional Public Transport The Hague
Project name	:	RandstadRail
Market segment	:	Semi-public
Function	:	IT Management architect
Situation	:	HTM will perform the exploitation of the new RandstadRail light rail connection between The Hague and Rotterdam, on behalf of the City of The Hague. Part of this exploitation role is the maintenance and management of the IT infrastructure. The involved information systems are created in a very tight time frame, resulting in poor communication and control.
Tasks, roles, activities, responsibilities	:	The assignment consists of the following tasks. <ul style="list-style-type: none"><li>• Implement a first line management for the data transport network infrastructure;</li><li>• Implement a first line management for the Camera Control System CTS (meant for guarding social security around the RandstadRail connection);</li><li>• Implement a first line management for the Dynamic Traveller Information System DRIS (supplying dynamic transport information for the travelers);</li></ul>
Results	:	In co-operation with the involved parties, both internal and external (suppliers) an incident management process has been implemented for the involved information systems. Furthermore, a service desk function for the above mentioned systems has been arranged and steps are taken to merge this function with other service desks that are present within HTM.
Methods and techniques	:	Service management, procesarchitectuur
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<b>Period</b>	:	<b>September 2005 – June 2006</b>
Organization	:	Ministry of Internal Affairs, BPR agency
Project name	:	Burger Service Nummer
Market segment	:	Public
Function	:	Consultant IT management
Situation	:	<p>The BPR agency (base administration personal data and travel documents) manages for the Ministry of Internal Affairs several information systems and executes several governance tasks related to these information systems.</p> <p>Currently, BPR is confronted with the coming introduction of the Burger Service Nummer (BSN), a unique identification for each Dutch citizen that will be used in all governmental administration). To achieve this, a whole new chain of services is developed that partly will be hosted by BPR.</p>
Tasks, roles, activities, responsibilities	:	<p>The assignment consisted of the following tasks:</p> <ul style="list-style-type: none"><li>★ Establishing Service Level Management for, including SLA's and underpinning contracts;</li><li>★ Project management for the introduction of a service management tool.</li><li>★ Consultancy for the implementation of incident management within BPR's primary processes</li><li>★ Implementation of the incident management process for two primary processes.</li><li>★ Creating requests for proposal for external service provisioning (outsourcing)</li></ul>
Results	:	<p>All the above tasks were completed successfully. The SLA has been signed by the Minister. The tool was implemented, employees trained, working instructions handed out.</p>
Methods and techniques	:	Service management, process architecture





**Period** : **April 2005 – August 2005**  
 Organization : Royal Numico, Corporate IT Global Service Management  
 Project name :  
 Market sector : Industry  
 Role : Interim manager, service management architect, global change manager  
 Situation : Within Royal Numico the Corporate IT staff department exists for about a year and a half. It shows all signs of a beginning IT organization that tries to shake off the effects of immaturity. Because of the nature of an intensive production environment that sets high standards to its IT support, combined with a decentralized setup and a fresh, new staff, the situation is highly complex and chaotic. Add to this a poorly performing supplier where all the major information systems are hosted and supported and the picture is complete. Based on the ISM approach Corporate IT started an offensive strategy to gain control of the above situation. This resulted, amongst other things, in the introduction of ExpertDesk and mavim as supporting tools.  
 Tasks, responsibilities and activities : The assignment consisted mainly of two tasks: getting the operational management of the Global Application Support department into shape, and at the same time setting up and executing a global change management process for Numico.  
 Results : In a short amount of time an adequate line management was established for the global application support department. Whilst introducing ExpertDesk and Mavim a basic change management process was introduced that immediately showed positive results. This process is refined step by step.  
 Methods and techniques : Management of change, service management, process architecture, ISM (Bureau Hoving en Van Bon)  
 Tools : ExpertDesk, MAVIM

**Period** : **April 2004 – March 2005**  
 Organization : ING Investment Management, IT Europe  
 Project name :  
 Market sector : Finance  
 Role : Process architect  
 Situation : ING Investment Management (ING IM) is the ‘investment engine’ for the ING Group. Within ING IM, IT Europe is responsible for the creation and management of the information systems that are used within the company. The IT organization is trying to professionalize by implementing ITIL processes. While working for IT Europe, the introduction of the Sarbanes-Oxley (SOx) rules created an opportunity to participate in the Sox project as a process architect  
 Tasks, responsibilities and activities : First I was involved in expanding the SLM activities and creating adequate underpinning contracts for ING IM’s core systems. When Sox was introduced, I designed a process architecture with all relevant risks and controls.  
 Results : For all the core information systems adequate underpinning contracts were made with the different providers. For the internal customers, concise SLA documents (SL-A4’s) were created, leading to higher customer satisfaction. A mature process architecture has been developed and implemented.  
 Methods and techniques : Management of change, service management, process architecture



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**Period** : **Januari 2004 – March 2004**  
Organization : ICTRO (ICT Rechterlijke Organisatie)  
Project name :  
Market sector : Public  
Role : Process architect / service management expert  
Situation : The ICTRO organization is on the verge of a huge re-organization, where the IT infrastructure will be centralized, forming a national data centre. This results in a new definition of the ICTRO support organization, too.  
Tasks, responsibilities and activities : The assignment I received was to write a report defining the new organization and its staffing. Subjects of this report were the descriptions of tasks, processes, roles and functions, with special attention to the interfaces with other governmental organizations. Besides writing the report, I have been involved in numerous awareness activities, like organizing workshops and training sessions.  
Results : The report was finished in time, the recommendations in the report have been implemented. Also the awareness activities have resulted in a more positive attitude of the employees toward the change.  
Methods and techniques : Management of change, service management

**Period** : **April 2003 - December 2003**  
Organization : Alysis Zorggroep  
Project name :  
Market sector : Health  
Role : Interim manager  
Situation : The Alysis Zorggroep is a co-operation of three hospitals in the region of Arnhem. IT support is provided by the central IT department of the Rijnstaete Hospital in Arnhem. The IT environment can be described as complex and time critical. I took the position of IT manager.  
Tasks, responsibilities and activities : Operational management of the IT department with 25 employees, based on clear, previously determined objectives. Besides operational management, several proposals were made for restructuring the IT department. These proposals are made effective.  
Results : The assignment was concluded successfully. The objectives were mainly reached (95% score), the department is re-structured in a front office (mainly operations and incident management) and a back office (mainly change management and projects). Team spirit in the new organization was excellent.  
Methods and techniques : ITIL, Service Management



**Period** : **April 2002 – now (ongoing activity)**  
 Organization : Ordina  
 Project name : OSMF  
 Market sector : IT service provisioning  
 Role : Trainer  
 Situation : Within Ordina, a community named the Ordina Service Management Forum was founded by me. Goals of the OSMF are sharing knowledge and experience, professionalizing Ordina employees in the area of IT service management and make a significant contribution to the market position of Ordina in this area. One of the sub groups within the OSMF develops and conducts training sessions and seminars.

Tasks, responsibilities and activities : Development of the following training material: ITIL Foundation, ITIL Advanced, ITIL masterclass, ASL Foundation, several ITIL games.

Results : These trainings are given regularly within Ordina.  
 Methods and techniques : ITIL, Service Management

**Period** : **April 2002 – now (ongoing activity)**  
 Organization : Ordina  
 Project name : OSMF  
 Market sector : IT service provisioning  
 Role : Competence center manager  
 Situation : Within Ordina, a community named the Ordina Service Management Forum was founded by me. Goals of the OSMF are sharing knowledge and experience, professionalizing Ordina employees in the area of IT service management and make a significant contribution to the market position of Ordina in this area.

Tasks, responsibilities and activities : Chair of the OSMF board

Results : Defined in the OSMF year plan  
 Methods and techniques : ITIL, Service Management

**Period** : **January 2001 – June 2001**  
 Organization : Ministry of OC&W, Cfl agency  
 Project name :  
 Market sector : Public  
 Role : Project manager  
 Situation : Both the Core Department of the Ministry of OC&W as the Cfl agency were located in Zoetermeer. Because the Core Department was to be relocated to The Hague, the common IT infrastructure of Cfl and the Core Department had to be entangled. This IT project was part of a larger program that dealt with all other entanglement aspects.

Tasks, responsibilities and activities : In my IT portfolio, it had to be made sure that all the primary processes within Cfl were not disturbed during the entanglement. All support had to remain in place. Complicating factors in this project was a large scale operating system migration.

Results : A project plan was prepared for the entanglement of the IT infrastructure, taking in account the complex relationships with the other sub projects and the OS migration. Due to illness this assignment was cancelled.



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**Period** : **August 2000 – December 2000**  
Organization : FICO Trim & Form  
Project name :  
Market sector : Industry  
Role : Interim manager  
Situation : I was assigned as interim manager over both the software engineering and the hardware engineering teams.  
Tasks, responsibilities and activities : Special attention was paid to improving the effectiveness and efficiency of the department. Initiation and governing the many improvement projects belonged to my responsibility. Examples of these projects are timekeeping, project documentation, simulation & testing, requirement management.  
Results : As a result of the improvement projects the FICO management had for the first time a clear view of the workload and efficiency of the department. Based on this insight, several proposals were made to minimize the structural overload. Unfortunately, the FICO management didn't provide enough support for these improvements. I decided to hand over the management position to one of my Ordina colleagues

**Period** : **December 1999 – July 2000**  
Organization : KPN Telecommerce  
Project name :  
Market sector : Telecom  
Role : Service management consultant  
Situation : The original request by KPN was to implement a service management organization. I started with a basic feasibility study.  
Tasks, responsibilities and activities : The feasibility study showed that the introduction of an isolated, partial solution like the introduction of ITIL support processes was of no use and would even be counterproductive. The implementation of service management in this organization was barely supported by the management. The involved departments barely co-operated with each other. I've given advice to improve this situation, thus creating a better foundation for the introduction of service management. The Telecommerce management decided to act on this advice. Activities performed by my team were awareness sessions, process design and tool selection.  
Results : It appeared that the agreed measures that were to enable an introduction of the service management processes, were not effectuated. The differences between the involved departments appeared to be too big. Therefore I decided to end the assignment.  
Methods and techniques : ITIL, service management



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**Period** : **August 1999 – December 1999**  
Organization : KPN Telecom Software House  
Project name : LVV  
Market sector : Telecom  
Role : Project manager  
Situation : KPN uses the LVV information system to administer all details of leased lines (fixed connections) in its network. I was asked to manage the project to develop and roll out a new release.  
Tasks, responsibilities and activities : Development of the neww release was influenced negatively because of the high workload of the involved teams (a fast introduction of several new releases), resulting in scarce resources. Part of the development took place in India. I was responsible for the Total development, both in the Netherlands and in India.  
Results : A first analysis resulted in a negative advice to my client: the chances that the new releases could be delivered in time seemed very small. The client stated that the new release had to be delivered at the agreed date, no matter what the consequences were, because of the approaching millennium change. My first actions were to form a strong and willing team that was prepared to go great lengths to create this new release. This paid off, the release was completed in time, with almost no added recovery actions.

**Period** : **Juli 1999**  
Organization : Ordina  
Project name : Proposal KNMI  
Market sector : IT service provisioning  
Role : Service management consultant  
Situation : Ordina was asked by the Royal Weather Institute (KNMI) to make a proposal for a new measurement network in the Netherlands. Part of this proposal was a description of the supporting processes and organization.  
Tasks, responsibilities and activities : I designed and described the required support organization.  
Results : A complete description of the service organization is made and added to the proposal, based on all ITIL processes.



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- Period** : **April 1998 – June 1999**
- Organization : NUON
- Project name :
- Market sector : Utilities
- Role : Interim manager / service management consultant
- Situation : At first, the assignment involved the management of the Infrastructure Management Department (ISB, 13 employees) and part time management of the Service Desk (12 employees). Besides that, I was responsible as a process manager for the problem management process.
- Tasks, responsibilities and activities : During the assignment I have been involved in optimizing the (interfaces between the) several ITIL processes.
- Results : Second, I have been the architect and initiator of an organizational change, where the Information Technology Centre was divided in a front and back office organization. During seven months after this organizational change, I performed interim management of the ITC back office.
- Methods and techniques : ITIL, service management
- Tools : Marval service management tooling, quota management.
- Period** : **October 1997 – March 1998**
- Organization : KPN I&AT
- Project name : Wholesale billing
- Market sector : Telecom
- Role : Project manager / program manager
- Situation : The assignment started with with a request to organize the management of one of the new information systems that formed a new billing street for wholesale billing. While doing so, I discovered several shortcomings in the alignment between the different sub projects. This resulted in the request of KPN to act on this as a program manager.
- Tasks, responsibilities and activities : I lead as a program manager a complex program where three strongly dependent information systems were developed and implemented.
- Results : The program, with a total cost of almost five million guilders, has run successfully under extreme time pressure within a severely demotivated organization. Finally, the objectives were reached within time and budget.



- Period** : **October 1996 – September 1997**  
 Organization : KPN Telecom Operator Services  
 Project name : TOP  
 Market sector : Telecom  
 Role : Service management consultant  
 Situation : The objective of this project was to implement a complete management environment before the new Telecom Operator Platform (TOP) went into testing phase. The structure of this new management environment had to be generic, so that other KPN information systems could be managed following the same approach.
- Tasks, responsibilities and activities : During this assignment, I managed a team of five persons that defined the new management environment, based on the ITIL principles. Activities that were carried out were, amongst others:
- Describing the management processes
  - Determining staffing
  - Determining the needed organizational structure
  - Selecting new employees
  - Implementing the service desk
  - Implementing operational and functional management
- Results : The management environment was ready in time. The implementation of the processes and the organization proved successfully, not in the least because of the enthusiasm of the new crew that was hired to carry out the operational and functional tasks.
- Methods and techniques : ITIL  
 Tools : HP ITSM service management tooling
- Period** : **January 1996 – September 1996**  
 Organization : KPN Telecom Operator Services  
 Project name : Text telephony (for deaf or hearing impaired people)  
 Market sector : Telecom  
 Role : Project manager
- Period** : **April 1994 – December 1995**  
 Organization : KPN B&IT  
 Project name : UNR  
 Market sector : Telecom  
 Role : Functional manager
- Period** : **February 1994 – April 1994**  
 Organization : Record Service Benelux  
 Project name :  
 Market sector : Trade  
 Role : Consultant IT infrastructure
- Period** : **November 1993 – February 1994**  
 Organization : Campina  
 Project name :  
 Market sector : Food  
 Role : Consultant IT infrastructure



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- Period** : **February 1993 – November 1993**  
Organization : Detam  
Project name :  
Market sector : Public  
Role : Network specialist
- Period** : **January 1992 – February 1993**  
Organization : Vereenigde Glasfabrieken, Detla Nutsbedrijven, GTE Import  
Düsseldorf, ING Bank (concurrent assignments)  
Project name :  
Market sector : Industry, Trade, Finance  
Role : Network consultant
- Period** : **September 1990 – January 1992**  
Organization : Solvay Chemie / Topdecor  
Project name :  
Market sector : Trade  
Role : Project manager / interim manager
- Period** : **May 1990 – September 1990**  
Organization : Ahrend  
Project name :  
Market sector : Trade  
Role : Network specialist
- Period** : **February 1990 – May 1990**  
Organization : ECI  
Project name :  
Market sector : Trade  
Role : System analyst / programmer
- Period** : **October 1989 – February 1990**  
Organization : AAG  
Project name :  
Market sector : Public  
Role : System analyst / programmer

## Previous employers

- Period** : **February 1987 – September 1989**  
Organization : Quality & Results  
Market sector : IT service provisioning  
Role : Project manager / system designer / analyst
- Period** : **January 1986 – February 1987**  
Organization : Multi Data Technics  
Market sector : IT service provisioning  
Role : System designer / analyst / programmer





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**Period** : **January 1985 – December 1985**  
Organization : Quality & Results  
Market sector : IT service provisioning  
Role : Analyst / programmer