# RAWEN MRAIDI

### BUSINESS ANALYST
**De Jong Verpakking - May 2025 - October 2025**
- Implemented Microsoft Dynamics 365 and delivered an API-integrated CRM + ERP solution (AS-IS / TO-BE, **40+ user stories & acceptance criteria**), resulting in **+6% higher order margins** through optimized pricing and order processing.
- Redesigned and automated the full HR onboarding process (TOPdesk / Power Apps), achieving **70% faster onboarding** and a structural reduction of security risks.

### PRODUCT OWNER
**De Jong Verpakking - May 2025 - October 2025**
- Led the implementation of an AI-driven order processing system.
- Managed the backlog across three teams (Sales, Finance, IT) and acted as primary escalation point for high-impact incidents, ensuring continuity of daily business operations.

### BUSINESS ANALYST & IT PROJECT MANAGER
**The Hague Clinic - November 2024 - April 2025**
- Delivered a new website, loyalty app, and CX flows, resulting in nearly 2× revenue growth through redesigned customer journeys.

### IT PORTFOLIO MANAGER (<u>REQUESTED TO TRAVEL TO PARIS WITHIN 24 HOURS TO LEAD</u>)
**ALD Automotive X LeasePlan - October 2022 - November 2024**
- Led the global ALD × LeasePlan merger program across **50+ countries**, the largest automotive integration in Europe.
- Established portfolio governance for 26 global program clusters and 110+ Jira projects, increasing structure and achieving 95% reporting accuracy (we started with just 30%)

### BUSINESS ANALYST
**Amazon - October 2022 - October 2024**
**Project 1: Operations & Incident Management (pre-merger)**
- Analyzed and resolved incidents within Amazon's fulfillment processes by investigating AWS portal data issues (including SQL) and coordinating international teams.
- Directed change requests and implemented new requirements.
- Impact: **Over 90% of incidents resolved within 24 hours.**

**Project 2: Cross-Program Business Analyst – Merger Impact (ALD × LeasePlan)**
- Led impact analyses on systems and process changes across multiple countries and platforms.
- Delivered 55+ AS-IS / TO-BE BPMN processes for 11 countries, including system-fit and gap analyses and migration blueprints for Amazon.

### BUSINESS ANALYST
**ABN AMRO - Private Banking - October 2021 - October 2022**
- Harmonized international reporting processes and improved UX of reports.
- Built a central knowledge base, accelerating onboarding of new employees by 50%.

### BUSINESS ANALYST
**Red Star - February 2021 - July 2021**
- Optimized forecasting processes by identifying critical variables (price, temperature, humidity).
- Developed a software shortlist and business case, reducing overproduction and waste by **€200K+ per year.**

### BUSINESS ANALYST & PROBLEM MANAGER
**HMC Haaglanden - September 2019 - February 2020**
- Implemented ITIL problem and incident management, including a handbook for a 24/7 hospital environment (with P1 escalation rules).
- Delivered a TOPdesk process and a new self-service portal, **reducing duplicate tickets by 70%** and significantly improving response times for critical incidents.

### BUSINESS ANALYST
**ICTU - Rijksoverheid - September 2018 - March 2019**
- Redesigned the NORA Wiki governance model with KPI/KSF tracking and management processes.
- Delivered an implementation plan, resulting in **+30% more efficient** governance processes.

### BUSINESS ANALYST
**De Haagse hogeschool - September 2017 - April 2018**
- Optimized student registration processes by redesigning workflows and communication channels (WhatsApp & Blackboard alerts).
- **Reduced registration errors by 40% and incorrect registrations by 25%.**

## MIJN PORTFOLIO

rawenmraidi.com

**Click here to view my full case studies →**

## ABOUT ME

A multidisciplinary Business Analyst and IT Project Manager with a proven track record in creating clarity, structure, and measurable impact in complex environments. Specialized in resolving process bottlenecks, bridging business and IT, driving change within (international) teams, and delivering the tools organizations need to make informed, data-driven decisions.

## CERTIFICATIONS

**ITIL 4 FOUNDATION**

**PROFESSIONAL PRODUCT OWNER™ I & II**

**PROFESSIONAL SCRUM MASTER™ I & II**

## LANGUAGES

**ENGLISH - FLUENT**

**DUTCH - FLUENT**

**GERMAN - ADVANCED**

**ARABIC - ADVANCED**

## EDUCATION

| 2017 - 2021 | **THE HAGUE UNIVERSITY** <br> *HBO BUSINESS & IT* |
| 2012 - 2027 | **HOFSTAD LYCEUM** <br> *HAVO* |

**BUSINESS ANALYST**

**De Jong Verpakking - May 2025 - October 2025**

**Business Analysis – Microsoft Dynamics 365 CRM & ERP Integration**

Led the business analysis for the implementation of Microsoft Dynamics 365 CRM and the API integration with the existing ERP system.

**Objective**

Create one data-driven end-to-end process from customer request to confirmed order, with reliable pricing, clear margin insight, and consistent data flows.

**Key Contributions**

- Fully mapped AS-IS and TO-BE customer and order processes, revealing duplicated data, inconsistent pricing, and missing ownership.
- Defined API integration requirements to enable data synchronization between CRM and ERP.
- Designed data fields and pricing logic for margin-based pricing, aligned with the Simon-Kucher pricing model.
- Wrote user stories and acceptance criteria for the Dynamics 365 implementation and CRM ↔ ERP integration.
- Facilitated alignment workshops with Sales, Finance, Planning, Logistics, and Simon-Kucher.

**Impact**

- +6% margin improvement through automated sales price calculation and automatic synchronization with the ERP system.
- Delivered 40+ user stories, enabling a successful Microsoft Dynamics 365 implementation and CRM–ERP integration.
- Designed 8 BPMN order processes, establishing one standardized way of working instead of exception-based handling.
- Increased adoption and reduced rework by creating one source of truth for both customer and order data.
- Prepared the organization for scalable, CRM-driven growth with audit-ready data quality


**BUSINESS ANALYST**

**De Jong Verpakking - May 2025 - October 2025**

The organization faced structural onboarding issues that I experienced firsthand in daily operations, directly impacting productivity, ITSM performance, and security.
At the time, IT onboarding was new to the organization and no formal onboarding or offboarding process existed. All activities relied on manual handovers, personal knowledge, and email communication.

**Objective**

Design and implement a clear, documented, and secure onboarding and offboarding process from scratch, ensuring consistency, ownership, and compliance while reducing manual work and operational risk.

**Key Contributions**

**AS-IS Analysis & Process Documentation**

- Mapped the entire onboarding and offboarding flow in BPMN, from manager → HR → IT Service Desk → device issuance and return.
- Made visible where information was lost, where tasks depended on individuals, and where ownership was unclear due to the absence of a defined process.

**Workshops & Problem Clarification**

- Facilitated workshops with:
  - The full IT Service Desk
  - HR
  - Two line managers
- Established a shared understanding that onboarding issues were the root cause of broader operational and security problems, including:
  - 5–10 email loops per onboarding
  - Unprepared device handovers
  - Paper-based loan agreements with no audit trail
  - Devices without an owner in the CMDB
  - Active accounts for former employees

**Solution Design: TO-BE Process**

- Designed and validated a TO-BE BPMN process, defining the first standardized IT onboarding and offboarding flow for the organization.
- Clearly documented:
  - The future process structure
  - Role-specific responsibilities
  - Ownership transitions
  - Automated versus manual steps

**Implementation of Solutions**

- Implemented a Power Apps onboarding form in TOPdesk with mandatory fields, automatically triggering onboarding changes.
- Reduced 5–10 email rounds to zero through structured intake and automation.
- Developed a Power App pickup planner for device appointments, synced with the Service Desk calendar and confirmed to new employees.
- Introduced digital loan agreements via DocuSign, automatically linked to TOPdesk and the CMDB.
- Executed CMDB normalization, resolving 627 device-related risks.
- Implemented a structured offboarding flow, ensuring timely account deactivation and device return.

**Impact**

- 70% faster onboarding despite onboarding being newly introduced.
- 100% digital compliance, including audit-ready documentation and traceability.
- First fully documented AS-IS and TO-BE onboarding/offboarding processes in the organization.
- Stronger collaboration and alignment between HR, IT, and management.

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**PRODUCT OWNER**

**De Jong Verpakking - May 2025 - October 2025**

Took full ownership of the implementation of an AI-driven order processing system to accelerate daily order handling and enable scalable growth. Translated business needs into clear product requirements and ensured both successful development and strong user adoption throughout the project.

**Key Contributions**

- Managed the daily backlog, writing and prioritizing user stories based on business value.
- Coordinated closely with the external vendor Rossum on product development, test scenarios, and release planning.
- Led active stakeholder management with Sales, Finance, and IT regarding scope, risks, and process impact.
- Delivered training sessions for Sales, covering system usage and correct incident reporting.
- Created user documentation for daily order processing in Rossum, including clear incident reporting guidelines.
- Acted as the primary escalation point for high-impact incidents, ensuring continuity of order processing.

**Impact**

- Faster user adoption through clear instructions and hands-on training, resulting in immediate business support.
- Reduced manual adjustments and lower error rates in order entry.

**BUSINESS ANALYST & IT PROJECT MANAGER**

**The Hague Clinic - November 2024 - April 2025**

Redesigned and launched the entire digital customer journey, introducing a loyalty app, treatment history tracking, and UX optimizations. At the same time, scaled the internal IT landscape with new systems, clear ownership, and a structured change framework, preparing the organization for continued digital growth.

**Key Contributions**

- Led project delivery, managing scope, planning, budget, and risks for the development of the new digital environment.
- Mapped the full AS-IS → TO-BE customer journey and translated it into clear IT requirements, technical user stories, and acceptance criteria.
- Designed and implemented one central digital flow, including treatment history tracking, loyalty rewards, and secure data exchanges between systems.
- Established release governance, including UAT scenarios, dependency mapping, change management, and go-live planning.
- Ensured stakeholder alignment through regular steering sessions, KPI tracking, and clear progress reporting to senior management.
- Aligned privacy and data security with IT security teams, implementing medical data processing fully compliant with regulations.

**Impact**

- +35% increase in customer retention through smoother journeys and clear progress insight.
- 28% increase in repeat bookings driven by loyalty incentives.
- 2–3× higher app engagement through relevant notifications and progress tracking.

**IT PORTFOLIO MANAGER (VERZOCHT OM METEEN NAAR PARIJS TE VLIEGEN OM DIT PROJECT TE LEIDEN)**

**ALD Automotive X LeasePlan - October 2022 - November 2024**

Appointed as Portfolio Manager, Governance Lead, and Coach for one of the largest international automotive mergers, spanning 50+ countries, 26 program clusters, and 110+ projects.
Responsible for leading 26 senior Program Managers and creating one unified operating model where no formal structure previously existed.

**Leadership, Visibility & Accountability**

- Introduced a fixed weekly "Ways of Working" governance session (every Wednesday), personally presenting to 40+ stakeholders, including all 26 Program Managers.
- Established full transparency by consistently sharing:
  - Status of all programs and clusters
  - Clear ownership per program and cluster
  - Progress, risks, and dependencies based on objective data
- By making performance visible week after week, natural accountability emerged.
- Program Managers proactively engaged to align on expectations, structure, and delivery: marking a clear shift from reactive reporting to ownership driven behavior.

**Governance, Coaching & Agile Transition**

- Coached Program Managers on:
  - Working within clear and consistent governance frameworks
  - Applying agile principles in complex, large-scale programs
  - Delivering predictable outcomes through structured reporting
- Initial resistance to structure shifted into ownership and engagement through clarity, repetition, and transparency.

**Structure & Tooling (Jira & Power BI)**

- Set up and structured 110+ projects in Jira.
- Designed and implemented standardized Jira templates covering:
  - Risks, issues, and dependencies
  - Milestones, ownership, start and end dates

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**IT PORTFOLIO MANAGER (<u>VERZOCHT OM METEEN NAAR PARIJS TE VLIEGEN OM DIT PROJECT TE LEIDEN</u>)**
**ALD Automotive X LeasePlan - Oktober 2022 - November 2024**
**Designed and delivered 8+ Power BI dashboards as a single source of truth, including:**
- Portfolio and cluster health
- Risk and dependency heatmaps
- Data quality and reporting discipline
- Escalations, blockers, and overdue items

These dashboards became the foundation for decision-making during weekly governance sessions.

**Results & Impact**
- Improved Jira data quality from 30% to 95% within two weeks.
- Delivered a fully transparent and controllable portfolio.
- Aligned 26 Program Managers around one shared way of working.
- Embedded governance and agile practices structurally across the organization.
- Enabled leadership to access reliable, real-time steering information for the first time.

**BUSINESS ANALYST**
**Amazon (LeasePlan) — October 2022 – October 2024**
During the merger between ALD and LeasePlan, I fulfilled the role of cross-cluster Business Analyst, with Amazon systems as the primary domain. Because Amazon portals depend on multiple underlying and interconnected systems, I was responsible for analysing and steering the impact of changes across all systems affecting Amazon processes, data, or integrations, spanning multiple clusters, countries, and platforms.

**Cross-program impact analysis (core responsibility)**
- Acted as the central Business Analyst for merger-related system and program impact
- Analysed how changes in one program directly affected other programs
- Responsible for answering questions such as:
- "If Salesforce in France migrates from LeasePlan to Salesforce ALD, what does this mean for the Amazon AWS portal, integrations, data flows, and processes?"

**Key Contributions**
**When Salesforce processes or data models changed (e.g. LP → ALD):**
- Determined the impact on Amazon AWS portals
- Analysed required adjustments to integrations, authorisations, and workflows
- Coordinated changes from local Business Analysts via a central point
- Ensured changes were implemented consistently across countries

**AS-IS / TO-BE & cross-system gap analysis**
- Created 55+ AS-IS and TO-BE BPMN processes across 11 countries
- Documented AS-IS processes per country and per system
- Designed TO-BE models with a strong focus on system integrations, data flows, and governance
- Performed gap analyses between local and central processes
- Achieved harmonisation between local exceptions and central standards

**Collaboration with team BAs & IT**
- Worked closely with Business Analysts within individual teams (e.g. Salesforce, Exact, iController, AWS, Amazon portals)
- Defined overarching epics and user stories in Jira to safeguard cross-program changes
- Ensured team-specific changes aligned with the overall merger design

**Jira delivery & orchestration**
- Created:
  - Cross-program epics for merger impact
  - User stories for system changes and integrations
- Managed dependencies, sequencing, and alignment across teams and countries

**Blueprint & implementation foundation**
- Translated process and system documentation into a cross-program blueprint
- Used as a reference for implementation, decision-making, and governance during the merger\

**Results & Impact**
- Consistent and controlled system transition from LeasePlan → ALD
- Full transparency into merger-related system impact
- Standardised process architecture across 11 countries and 55+ BPMN processes
- A stable, future-proof foundation for Amazon services within ALD × LeasePlan

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**BUSINESS ANALYST**
**Amazon (LeasePlan) - October 2022 - October 2024**
**Incident Management & Change Requests**
**Key Contributions**
- Provided daily support for two business-critical AWS portals (Fleet & Finance)
- Analysed data issues using SQL, aligned with data engineers, and coordinated incidents under strict SLA requirements
- Result: Over 95% of incidents resolved within 24 hours

**Improvements & Change**
- Assessed change requests based on priority, technical feasibility, data quality, and reporting impact
- Coordinated UAT, including test scenario design and validation in collaboration with local teams
- Analysed end-to-end process and data logic to eliminate errors across the chain
- Example: Splitting optional costs, resulting in new data models, updated validation rules, and redesigned reporting formats in AWS

**Stakeholder Management**
- Played a central role in prioritisation between central Amazon teams, local Amazon teams (one per country), data engineers, and developers
- Translated requirements into new initiatives and features within the existing AWS cloud architecture

**AWS Portals Under Responsibility**
- AWS Fleet Portal: Real-time vehicle tracking, repair status monitoring, and operational insights for delivery companies and independent drivers
- AWS Finance Portal: Invoice downloads for non-lease-related costs, including exception logic (e.g. standalone repair costs, new wheels)

**Results & Impact**
- Ensured continuity and stability of two critical portals across all Amazon countries
- Structurally reduced error rates by improving data quality and process robustness

**BUSINESS ANALYST**
**ABN AMRO - Private Banking - October 2021 - October 2022**
Part of an international initiative to build one harmonized reporting approach for Private Banking across the Netherlands, France, Belgium, and Germany. I consolidated fragmented processes, unclear approval structures, and scattered documentation into one clear and logical governance and reporting framework.

**Key Contributions**
- Mapped AS-IS reporting workflows per country, making bottlenecks, inconsistencies, and dependencies transparent
- Designed a unified change request process with clear approvals and documentation standards
- Translated complex reporting logic and data transformations for both business stakeholders and developers
- Built a Confluence knowledge base as a single source of truth (templates, guidelines, changelogs)
- Delivered training sessions for new team members

**Results & Impact**
- 50% faster onboarding through clear structure and ways of working
- One consistent reporting approach across four countries, reducing confusion and rework
- Faster change cycles due to clear ownership and traceable requirements
- Stronger collaboration: business and IT aligned on a shared language for reporting and governance

**BUSINESS ANALYST**
**Red Star - February 2021 - July 2021**
Within six months, I mapped the entire forecasting process of an international tomatoes-producer, enabling decision-making to shift from intuition to data-driven insights. I uncovered the root causes of forecasting inaccuracies and designed a clear direction for process standardization and tooling.

**Key Contributions**
- Modelled the AS-IS forecasting workflow from climate data → harvest planning → production → delivery
- Performed deep data analysis to identify the causes of a 10–15% forecast deviation
- Conducted on-site observations to pinpoint where processes broke down in daily operations
- Built a root cause framework using the 5 Whys methodology, addressing waste, inventory, and labour costs
- Aligned stakeholders across sales, operations, and growers around a single improvement assessment
- Developed a vendor shortlist for forecasting tools, including analysis of integration, scalability, and ROI

**Results & Impact**
- €200K+ in annual cost reduction substantiated by the elimination of labour and product waste
- Clear, actionable plan to improve forecast accuracy and planning
- One consistent forecasting workflow, replacing local variations per site
- Strategic readiness: a validated roadmap for standardisation and tool selection

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**BUSINESS ANALYST & PROBLEM MANAGER**
**HMC Haaglanden - September 2019 - February 2020**
In a 24/7 hospital environment, I designed the entire incident and problem management process, enabling P1 incidents to be addressed faster and preventing medical workflows from being delayed by phone congestion.

**Key Contributions**
- Mapped the AS-IS incident and problem flows, identifying bottlenecks, duplicate tickets, and unclear ownership
- Designed ITIL-based incident and problem management processes with clear priorities, escalation paths, and RCA structures
- Implemented a TopDesk self-service portal, simplifying intake and adding transparent status updates
- Standardised templates, classifications, and documentation to ensure consistent registration
- Aligned IT, service desk, and hospital staff around the new way of working

**Results & Impact**
- 70% reduction in duplicate tickets
- Immediate availability of phone lines for P1 incidents through the shift to self-service
- Faster root-cause identification, leading to more reliable IT systems in healthcare
- One clear way of working, resulting in higher adoption and reduced miscommunication

**BUSINESS ANALYST**
**ICTU - Rijksoverheid - September 2018 - March 2019**
I redesigned how the government manages and governs the NORA Wiki — the central platform for documenting national architecture standards. The objective was to restore clear ownership, measurability, and structure, enabling teams to collaborate efficiently and at scale.

**Key Contributions**
- Conducted a full AS-IS analysis of management processes, exposing gaps in responsibilities and the absence of KPI-driven governance
- Performed a stakeholder analysis, resolving conflicting expectations and ownership ambiguities
- Designed TO-BE governance documentation, defining roles, escalation paths, and responsibilities
- Developed a new management plan structure, including KPIs to monitor performance and compliance
- Created a change management blueprint to support adoption of the new way of working

**Results & Impact**
- 30%+ efficiency increase driven by clear ownership and accountability
- Full transparency of processes and roles, resulting in less delay and reduced miscommunication
- A scalable governance foundation capable of evolving with future functionality and growth

**BUSINESS ANALYST**
**De Haagse hogeschool - September 2017-April 2018**
I optimized the entire student enrollment process, significantly reducing waiting times, frustration, and manual workload during a high-volume peak period.

**Key Contributions**
- Performed BPMN AS-IS and TO-BE modelling for all process steps
- Conducted interviews with lecturers, front-office staff, and students to identify bottlenecks and recurring error patterns
- Enabled the development of a central portal as a single source for deadlines, instructions, and updates
- Implemented automated notifications (WhatsApp & Blackboard) to ensure timely and error-free submissions
- Rewrote instructions and documentation into clear, easy-to-follow guidance

**Results & Impact**
- 40% faster processing of registrations
- 25%+ reduction in registration errors through clearer instructions
- Significant workload reduction for administration and teaching staff

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# CORE SKILLS

## CRM/ERP Systems
- Salesforce CRM
- Microsoft Dynamics 365
- Exact

## HR, Finance & Banking Systems
- Exact
- Oracle
- AFAS
- Workday
- Triple A (ABN Amro)

## ITSM Systems
- TopDesk (ITSM + CMDB)
- Jira Service Management
- ServiceNow

## Delivery, DevOps & Collaboration
- Jira Software & Portfolio / Advanced Roadmaps
- Azure DevOps
- Confluence

## Data, BI & Analytics systems
- AWS (data-issue debugging)
- SQL
- Power BI (dashboards)
- QlikView / Qliksense
- Snowflake
- Tableau
- Python
- Excel

## Process, Modelling & Architecture Tools
- BPMN 2.0
- UML
- Bizagi Modeler
- Lucidchart
- Miro
- ArchiMate
- draw.io

## Governance & Operating Models
- Portfolio-level governance (26 program clusters)
- Cross-program alignment
- Reporting & decision frameworks
- ASL / BiSL frameworks

## Business Analysis
- Requirements elicitation (workshops, interviews)
- User story creation & refinement
- Translating business needs → functional + technical specs
- AS-IS & TO-BE modeling
- Gap & impact analysis
- Root cause analysis
- Problems & issues classification
- Feature/system capability mapping
- Governance modelling

## Process Management
- End-to-end process design
- Cross-system touchpoint mapping
- System & data flow mapping
- Integration mapping
- Workflow redesign
- Exception & rule identification
- RACI modelling
- Policy & process documentation
- AWS portal process improvements

## Data Analysis
- SQL debugging
- KPI dashboards
- Data quality audits
- Data flow mapping
- CMDB validation
- SLA performance analysis

## Change & Incident Management
- Full change lifecycle (intake → assessment → approval → UAT → release)
- Structured incident categorization
- Change prioritization (value × risk × dependencies)
- Release planning & rollout orchestration
- Multi-country governance
- Dependency & blocker management
- RISK management
- Escalation management

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# CORE SKILLS

### Digital Adoption & UX
- Customer journey mapping
- Service blueprinting
- UX/flow design for internal tools
- Portal & website process optimisation
- Scenario & touchpoint design

### Enterprise Architecture
- Business capability mapping
- System landscape mapping
- Integration & dependency mapping
- Migration blueprint design
- Service vs. system fit analysis

### Risk & Issue Management
- RAID analysis (Risks, Assumptions, Issues, Dependencies)
- Mitigation planning
- Risk matrix modelling
- Blocker identification
- Executive risk escalation
- Structural vs. temporary issue classification

### Lean / Continuous Improvement
- Process bottleneck removal
- Lean principles
- Waste elimination
- Continuous improvement cycles
- Workflow optimisation

### Leadership & Ownership
- Leading workshops across 11 countries
- Portfolio-level governance (26 global program clusters)
- Managing large multi-system workstreams
- Driving accountability through dashboards & data
- Mentoring new employees & onboarding teams
- Stakeholder leadership under pressure
- Evidence-based decision-making
- Conflict navigation between business & IT

### Communication & Facilitation
- Stakeholder workshops
- Cross-country workshops facilitation
- Executive-ready reporting
- Translating complexity → clarity
- Conflict navigation (business vs. IT)
- Visual communication (flows, diagrams, dashboards)

### Collaboration
- Working with developers, BI, testers and managers.
- Multi-timezone coordination
- Aligning management & delivery teams

### Agile & Delivery
- Scrum
- Kanban
- Sprint facilitation
- User story slicing & refinement
- Backlog management
- Definition of Ready / Done
- SAFe

### ITIL / ITSM
- ITIL v3 & v4
- Incident Management
- Problem Management
- Change Management

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