

Resume



ZWARTEVEEN, O.A. (Olav) MSc Mech. Eng.

+31-(0)481-371613

+31-(0)6-52334355

www.provales.nl

www.linkedin.com/in/olavzwartheveen

Professional Profile

Seasoned asset, project and program manager for the process industry, utility and rail infrastructure sector. Understands technical content and its jargon, but always considers project context, strategic organisation interests, long term goals, business risks and acts accordingly. Strengthens organisations in the chain of strategic investment decisions, business cases, project definition, (multi) project realisation or program management. Skilled multi stakeholder manager. Solid and varied asset and project management experience gathered in many different organisations. Knows what it takes to achieve project success. Sees issues coming long before they will become hard to manage. Possesses international work experience (USA, France, Germany).

Inspires and motivates by knowledge, experience, enthusiasm and involvement. Strategic thinker, conceptual visionary. Solid analysing and structuring capabilities. Acts result oriented, without losing the human perspective. Team builder, team player and team leader with charisma and flair. Clear in his communication, purposeful and pragmatic, good listener. Is driven by the desire to ensure that projects generate the long term business value for the investor.

Core Competences

Investment portfolio management

Project start-ups, audits and revitalisation

Procurement, contracting and contract management

Project and program management

Project risk analysis and risk management

Performance/risk based investing and management of assets

Career as an independent professional (2003-present)

2003-present ProVales, Elst (NL) –Independent interim professional

Project organisation Heat Supply Leiden Region (Warmtelevering Leidse Regio (WLR)), (Aug 2016-Dec 2016)– Project Director

Leading role in a 3 party project organisation (Warmtebedrijf Rotterdam/Heineken/Nuon Warmte) set up for the development phase of the WLR project. Ultimate goal is an increased sustainability of the district heating of the city of Leiden and Heineken's largest European brewery at Zoeterwoude by the use of industrial waste heat. The development phase comprised of a basic design for 43 kms of heat transport infrastructure from industrial waste incinerator AVR Europoort to Zoeterwoude and to the city of Leiden and also of an innovative heat pump system for Heineken to boost waste heat to process steam, first of its kind at this scale. Technical concept turned out to be complex and more costly than anticipated, translating into an unfavorable business case. Besides that, the partnership between parties proved to be challenging. The project development was slowed down by mid November 2016 and external cost had to be reduced to the minimum possible. This resulted in ending the assignment per December 31 as contractually agreed upon.

Merck/Global Engineering Solutions, Oss (Feb 2016-present) – Senior Project Manager

Project management of feasibility, engineering and realization phase of a new pharmaceutical manufacturing facility in Oss. The new plant is for production of an active pharmaceutical ingredient (API) for Merck Animal Health product line.

Argos Storage BV, Rotterdam (Jan 2015-Feb 2016)-Project Manager

Project management of strategic underground diesel storage project, a first of its kind in the Netherlands. The Netherlands Petroleum Stockpiling Agency (COVA) is the independent national organization which is responsible for the strategic oil stocks of the Netherlands. The initiative for underground storage is politically sensitive. The project is a joint activity of COVA, AkzoNobel and Argos and will result in storage of 250k m³ of diesel in two AkzoNobel salt caverns at a depth of 400 m in Enschede by May 2016. On behalf of Argos I managed the installations design, contracting & procurement, construction and commissioning of 2 cavern loading and unloading installations, as well as all modifications to the diesel storage and pumping installations of Argos Terminal Hengelo. The project entered its operational phase by mid Dec 2015. Reporting directly to Argos Board of Directors.

Emmtec Engineering, Emmen (Sep 2014 – Jan 2015)-Project Manager

Project management of a feasibility study and realization of a basic engineering package for exhaust gas treatment of two district heating heat and power plants in the Netherlands. The project is related to stricter emission regulations.

Dekra Certification, Arnhem (Oct-Nov 2013) - Lead Auditor System Certification Asset Management

Execution of a gap analysis/audit at a large water company and maturity analysis of its asset management development and implementation against PAS-55/ISO 5500 standard of the International Asset Management Institute. Presentation of results and recommendations to the Board.

Joulz, Rotterdam (Sep 2012-Mar 2013) – Project manager

Project manager with Joulz Engineering & Consultancy for the extension of 150/66/23 kV substation Maasvlakte of Stedin. The project is to improve power supply reliability for various industrial companies in the Maasvlakte I and II area. Responsible for procurement of the assignment from Stedin, customer management, setup and execution of the pre-engineering of all primary and secondary components.

Tata Steel, IJmuiden (Feb-May 2013) - Risk consultant/process facilitator

Setup and execution of FMECA (Failure Mode Effect and Criticality Analysis) work sessions involving Tata Steel project management, work unit management and technical specialists for the Blast Furnace 6 Revamp project. Focus on project management, investment decision making process, strategic goals and business risks, organisational aspects, interface management, procurement and engineering.

European Commission - Executive Agency for Competitiveness and Innovation (EACI) (Jul-Sep 2012 +Jul-Sep 2013)

Expert assessor for project proposals for energy efficiency improvements for small and medium European industrial enterprises. Proposals involved decentralised energy systems, energy efficiency improvements and energy consumption reduction, making small and medium business more "green" by reducing their carbon foot print. Two assignments for review/scoring against the criteria of the applicable EU funding program: relevance, project setup and methodology, impact and cost effectiveness, project management and resource qualities. Following individuals assessments, a central evaluation in an expert team in Brussels and finalising the scoring of proposals, concluded the assignments.

Tata Steel, IJmuiden (Apr 2010-Dec 2011) - Investment manager

Financial resources needed for an investment portfolio of maintenance and renewal projects exceeds available funds. The company needed objectification of investment decision making and a ranking method. A ranking and prioritisation model was designed. Business cases were scrutinised and challenged. Performance and risk analysis of production systems, jointly executed with Tata Steel specialists, formed the input for the ranking and prioritisation of investment proposals and related business cases. The method and ranking results were presented to Tata Steel's Investment Board. Recommendations were set up for improvement of business cases, investment proposal evaluation and portfolio management.

TenneT (Power Transport System Operator), Arnhem (May 2008- July 2009) - Program manager

The business unit Asset Management (BU AM) sets up the investment portfolio in close cooperation with the asset owner and transport network strategy. BU AM is responsible for realisation within planning and budget. As a program manager I managed a portfolio (approx. M€100) of various 150 kV and 380 kV investment projects in different stages of development and execution. I had the position of principal for the internal and external service providers.

Tata Steel, IJmuiden (Mar 2005-Dec 2009) - Risk Manager

To improve on the manageability of substantial investment projects (maintenance projects and new production systems), Tata Steel wanted to strengthen risk analysis and risk mitigation processes. I worked as a risk manager on some 15 large scale projects for various work units on the IJmuiden site. The FMECA (Failure Mode Effect and Criticality Analysis) was used.

Tata Steel, IJmuiden (June 2005-Aug 2005) - Risk analyst contracting strategy Zinc Surface Finish line

In order to reduce the investment cost Tata Steel considered awarding the civil lot of the project to a contractor using an integrated Design & Construct contract. I was requested to review this contracting strategy. A risk analysis and evaluation of opportunities, threats and critical success factors of the approach was conducted. An advice for the adjustment of the strategy was set up for the procurement and project manager.

Dept. of Infrastructure, Traffic & Transportation, City of Amsterdam (Feb 2007-Dec 2007) - Program manager

To achieve a manageable investment portfolio for the maintenance and upgrading of the Amsterdam metro infrastructure (M€700 for 20 years of operation) and to minimise the total-cost-of-ownership, the department has decided to develop and implement a program management based asset management methodology. As program manager I managed a maintenance and renovation program for a number of metro lines, focussing on reduction of life-cycle-cost, tender processes and contract management.

Project Organisation RandstadRail, The Hague (Dec 2005-Nov 2006) - Project manager Train Safety

Project management wanted to improve the organisational structure and manageability of the electro-technical systems lot of the M€900 project, in particular Train Safety Systems. Structure improvements were proposed and implemented and all contracts for train safety systems (M€52) were managed, including scope changes and financial and contractual effects.

Movares, Utrecht (Mar 2005-Nov 2005) - Business Case Developer

Movares (previously known as Holland Rail consult) has the ambition to enter the utilities market with technical services. Development of a business case "utility market". Market opportunities were identified and a SWOT analysis of Movares was executed. Setup of recommendations for business development, structure of the organisation and determination of critical success factors. Results were presented to the Board of Directors and the positive advice to proceed was adopted.

Energy Matters (previously: Cogen Projects), Driebergen (Jan 2004-Dec 2004)

- Business case developer and project risk analyst

Executed an assignment from Linde Gas Benelux for the OCAP project, the supply of CO₂ from the Shell Per+ plant to greenhouse growers in the Westland and Bleiswijk area. Business and technical risks were determined. Relevant technological, regional planning and economic developments in the green house sector were documented and their influence on the profitability of the OCAP project was determined. Results were presented to the general manager of Linde Gas Benelux. Also a CHP project business case was analysed on its economic and technical feasibility for Linde Gas Benelux.

Employments (1984-2003)

1996-2003 Twynstra Gudde, Amersfoort - Project Manager & Consultant Utilities & Industry

Various project management and consultancy assignments. A selection:

Project Manager 380 kV infrastructure, TenneT (national transport system operator)

- Set up and execution of project plan for basic design of a new 380 kV substation in Borsele
 - Project management of the design phase, permit procedures and engineering services
-

Consultant Energy Infrastructure policy, Senter/Ministry of Economic Affairs

- Organisation of brain storming sessions with 25 experts in the area of power generation and transportation and topics related to the rapidly increasing amount of decentralised (sustainable) energy generation in the Netherlands.
- Setup of final report and presentation to the Ministry of Economic Affairs.

Project Developer Industrial Combined Heat and Power (CHP), Eneco, Rotterdam

Eneco is active in industrial CHP projects for process industry clusters in the Rotterdam Botlek/Europoort area and develops projects jointly with Air Liquide (Fr.).

- In the department Energy Systems & Services responsible for development of CHP projects (technical basics, financial feasibility, contract specifics)
- Contract negotiations with Air Liquide /Paris on legal, financial, technical contract details and risk mitigation.

Process Quality Improver, Movares, Utrecht

Movares is an engineering company for rail and rail related infrastructure projects and supplies innovative new concepts and designs and realises third party projects. Multidisciplinary project specifications used for tendering show quality issues and these create tendering risks and pose project manageability issues.

- Analysis on work processes for multidisciplinary project specifications performed
- Quality improvement plan set up and implemented with a Movares team

Strategic Project Developer, ACZC coke plant, Sluiskil

The coke plant in Sluiskil no longer met national and provincial environmental and safety regulations and permits requirements. Substantial investments were needed but the European steel and coke market showed serious excess production capacities and fierce competition from coke producers in China and India, capable of supplying at price levels unachievable in Europe. The company needed development of various investment scenarios, including a plant shut down scenario in the near future. For each scenario the cost price effects on the Sluiskil plant were to be determined.

- Analysis of the technical state, production and environmental performance of all production systems
- Alternative investment options defined covering short, mid and long term continuation of production and reduction of environmental impact, including a shut-down scenario
- Coke and steel market opportunities and coke cost price effects investigated
- Result presented to coke plant parent companies (Sidmar/Belgium en Sollac/France)

1992-1996 Nuon, Arnhem - Project manager environmental and power generation projects

- Project development heat & power generation plant for the new Frima salt plant at Harlingen, a €20 million investment on a very tight time schedule
- Management of European tender process, bid evaluations and contract negotiations
- Project management detailed design, construction and commissioning

1990-1992 Purac (Biochem Division of CSM), Gorinchem - Project Manager Lactic Acid Plant

- Project management basic design new green field lactic acid plant to be built in the USA
- Tendering and contracting of engineering contractor in NL (basic design) en USA (detail engineering and construction). Alignment of state and local government agencies in Missouri/USA
- Presentation of design, planning and budget to Division Management of Purac and CSM Board

1984-1990 Akzo Nobel Engineering, Arnhem - Process & Utility Engineer

Engineering for various projects. A selection:

- Analysis of product quality issues of polyimid clad thin film for the electronics industry (Charlotte, NC USA).
- Analysis of production technology for printed circuit boards (Kollmorgen's Additive Products Division, Long Island NY) and design team member for the basic design of new plant for Akzo New Business. Expat in USA (NY, 1988 en 1989).

Professional Associations

Quanta Technology Europe, Rotterdam (July 2012-present)

QT Europe is part of Quanta Technology (VS) (www.quanta-technology.com) and is an expert services provider in the area of electricity (HV) transmission & distribution, smart grids, connecting renewable energy sources, asset management & operations. Associated to QT Europe as an expert project and program manager and consultant with an extensive track record in the utility and industry sector.

Dekra Certification, Arnhem (July 2013-present)

Dekra Certification (www.dekra-certification.nl) audits and certifies organizations in the area of management systems for quality, health, safety & environment and asset management. As an Asset Management Specialist/Lead Auditor System Certification associated to Dekra Certification en available for gap analyses, audits and certification of Asset Management based on the international AM PAS-55/ISO 55000 standard.

Other Activities

2007-2008

Tutor with the Asset Management Centre (www.amccentre.nl), an accredited post academic education and asset management consultancy institution. I developed the education module on Contract Management and tutored several groups of students.

Member of TEG (Technical Economical Society) and KIVINIRIA.

Education

Technical University Eindhoven, MSc Mechanical Engineering (1983)- Faculty Heat & Fluid Dynamics, specialisation Equipment Design Process Industry and Renewable Energy Systems.

In company education: investment decision making, project management, change management, project communication, acquisition, strategic and financial management, consulting skills.

Other additional trainings:

Successful entrepreneurship; VCA Certification, Personal development program Authentic Leadership (2008/2009, RAVEL, Twynstra Gudde Interim Management).

Various entrepreneur trainings with Open Circles Academy (2013/2014).

Team Coaching.

Languages

English (proficient), German (proficient), French (basic), Dutch (native speaker)