Profile

Har is a visionary Enterprise Architect with over 24 years of experience bridging strategy, people, and technology. He focuses on developing organization-wide architecture functions and guiding enterprises in their growth toward maturity in data, digitalization, and governance. With a background as a lecturer and coach, he combines technical leadership with team and talent development. His strength lies in establishing architecture governance, aligning business and IT strategy, and leading architects toward shared principles and roadmaps.

People and Culture

Har is a connecting leader who unites architecture teams and stakeholders around shared vision and target architecture. He drives ownership, collaboration, and growth within the architecture function. With his background as a lecturer and coach, he inspires, guides, and translates complex topics into clear direction for both architects and executives.

Architecture Leadership and Transformation

- Led architects and multidisciplinary teams in data, IAM, and digital transformation programs.
- Established and developed architecture governance structures & maturity models (HDSR, Schiphol, CNV).
- Developer and coach of enterprise architecture competencies, with a strong focus on capability building and knowledge sharing.

Inspiration

Passion for digitization of organizations and composing and producing music and digital music product.

Specialisms

- Enterprise & Domain Architecture
- Data Strategy & Governance (DAMA DMBOK)
- IAM & IGA Architecture (BIO, NIST, Zero Trust)
- Microsoft Data & Integration Platforms
- Architecture Governance, Maturity & Capability Building
- Digital Transformation & Business/IT Alignment

Leadership & Coaching Development

- Lecturer and mentor for architects (Logica, consultancy)
- Developer of architecture capability & maturity frameworks
- Training in influence, leadership, and didactics (Zuidema, Rotterdam Conservatory)

Recent assignments

- Enterprise Data architect (HDSR)
- Architect Roles and Rights (IAM/IGA) (WUR)
- Enterprise Architect (CNV)
- Enterprise Data Architect (NS)
- Domain architect Passenger & Operations (Transavia)
- Enterprise Architect w(CNV)
- Digital Domain Architect (Priva)
- Domain Architect Education (EUR)
- Architecture Capability & maturity (Schiphol)
- Architect Instroom/Alumni (Windesheim)
- Enterprise Architect Digital (Essent)
- Domain Architect (Vopak)

Work experience

Feb 2011 -	**HarMa Music – Music- composition, production**
Today	Music composition, production and guitar production from collaboration with various artists.
Jan 2013 –	***Maes Consultancy - Architect and consultant***
Today	*Carrying out assignments as an independent professional in the field of ICT, Enterprise and integration architecture and consultancy in general. See the periods below for more details.*
Jun 2025	**Sabbatical and move**
Sep 2025	Sabbatical and move from Maarssen to Bergen op Zoom.
Jun 2024 -	**Enterprise Data Architect Hoogheemraadschap De Stichtse Rijnlanden (HDSR)**
Mei 2025	HDSR is in the middle of a digital transformation aimed at data-driven and asset-oriented working, but is lacking a coherent data strategy, governance structure and future-oriented data architecture. My assignment was to develop a data strategy and associated target architecture, including a governance model and recommendations for the data platform. In this role, I served as lead architect and advisor for the digitization trail asset and datadriven work, responsible for direction and governance of the data architecture function. I have carried out the following activities: • Data strategy and architecture based on DAMA DMBOK capabilities • Researched Microsoft Fabric, Purview and data mesh provisioning • New version of company-wide metamodel drawn up (MDTO, INSPIRE, DAMO), preliminary research Object type library carried out • Data debt inventoried and data quality analysis carried out • Connection sought with NORA, GEMMA and WILMA reference architectures The result after completion of the assignment: • Clear data strategy and target architecture for HDSR established • Increased awareness of data governance within the organization • Foundation laid for implementation of data-driven working
May 2023 -	**Architect Roles and Rights - IGA (Wageningen University & Research)**
April 2024	WUR lacked a coherent architecture and approach to the management of digital identities and rights structure. My assignment was to design a reference architecture for IGA and to provide support and direction to the selection process for an IGA solution. I have carried out the following activities: • Drawing up an IGA reference architecture with value streams, chain processes and data object models, which is also propagated from SURF and shared with education and research institutions • Market consultation organised with IGA suppliers and service partners • Defined goal architecture, roadmap, and maturity model • Baseline solution architecture drawn up including security policy in accordance with BIO and SURF audit framework • Living lab supervised in collaboration with Traxion for IGA SailPoint SaaS solution The result after completion of the assignment: • Selected solution direction with broad organizational involvement • Ready for tendering with supported IGA strategy and concrete principles • Created a starting point for EduID implementation within EWUU (partnership of universities)
Jun 2022 -	**Enterprise Architect (CNV)**

March 2023	CNV sought to deepen their previously drawn up target architecture with a focus on data, digitization and IAM. My assignment was to recalibrate the data architecture, IAM strategy and digital proposition development. I have carried out the following activities: • Roadmap and Data Value Transformation Framework Developed • IAM/IGA architecture developed based on Omada capabilities and Azure AD B2C (CIAM) and NIST/CAF assessment • Workshops organized for data strategy and decisioning logic • Supervised the selection process for IAM/IGA solution including impact analysis and security assessment • Connection to CRM environment and link with Buckaroo PSP and Acceptgiro phase-out The result after completion of the assignment: • Improved digital customer environment for members and internal users • Clear IAM strategy linked to omnichannel vision and data-driven processes • Selection and preparation for IAM implementation successfully completed
Feb 2022 -	**Enterprise Data Architect (NS)**
May 2022	NS was in the process of concretizing its digital strategy within ComIT, without an overarching data strategy. My assignment was to develop an organization-wide data strategy, including a phasing for data maturity. I have carried out the following activities: • Drafting ComIT-wide data target architecture and data management framework • Analysis performed on existing data teams and data capabilities (governance, MDM, data security) • Focus on business information modeling, metadata management, and data lineage • Roadmap developed with implementable plateaus The result after completion of the assignment: • Clear data vision and phased roadmap delivered • Foundation laid for data-driven decision-making within NS
Aug 2021 –	**Domain architect P&OC (Transavia)**
Dec 2021	Transavia's Passenger & Operations Control department needed theme architectures for digital improvement processes in operational and passenger processes. My assignment was to develop a target architecture and roadmap for the themes of aviation planning, customer experience and operations control. I have carried out the following activities: • Established thematic architectures for passenger experience, operations control and CS processes • Set up a data value transformation model • Selection supported for data platform architecture • Integration with systems such as Sabre, Navitaire and Pega analysed The result after completion of the assignment: • Concrete improvement plan and data architecture delivered for P&OC domain • Collaboration between business and IT strengthened by thematic approach
Sep 2020 -	**Enterprise Architect (CNV)**
Jun 2021	CNV needed a restructuring of its architectural landscape and digital strategy. My assignment was to develop a target architecture, proposition model and to supervise digitization processes. I have carried out the following activities: • Target architecture drawn up based on union-specific capability model including member organisation • Segment/theme architectures for Data, integration, security (IAM) and Finance & Billing • Set up: roadmap with heatmaps and digitalization themes such as Omnichannel and CIAM • AX to Dynamics 365 Finance & Operations migration • Product Owner integration (AIS) and CIAM (Azure B2C) teams, business/demand management, team management and recruitment. The result after completion of the assignment: • Clear direction and architectural choices for digitization CNV • Successful design and management of new agile teams, Customer 360 and membership recruitment APIs
Apr-Jun 2020	**Tutorial Online influence, digital marketing, AWS Solution Architect Associate**

Mar 2019 -	**Digital Domain Architect (Priva)**
April 2020	• Responsible for setting up, challenging and realizing the digital experience architecture and selection of DXP platform (Sitecore) • Drafted: Target architectures for DXP, CPQ, Subscription & Billing, Finance & Billing, and AIOps • Architecture and support in global transformation program from Microsodft AX to Dynamics 365 FO/CRM. This also involved making the chain processes, complexity, and integrations between subscriptions and other financial flows transparent. • Product Owner integration team, business/demand management, team management and recruitment. • Developed an architecture for Enterprise Data with attention to propositions and products, subscription operating model, data governance, data quality, privacy and a 360° customer view; this formed the blueprint for a data-driven architecture including MDM, data governance and privacy-by-design principles, with strategic implications towards a central data management role (CDO)
Oct 2018 -	**Domain Architect Education (Erasmus University Rotterdam)**
Feb 2019	• Drafting educational goal architecture and PSA documents (Osiris, D365 Marketing) • Architecture Consulting for Core Systems Migration to Private Cloud
Feb 2018 -	**Architect capability and maturity (Schiphol Group)**
April 2018	• Responsible for EA maturity development and designing governance structures for architecture decision-making at executive level • Improvement of the EA capability (architecture process, tooling, principles and standards) • Support in drawing up target architectures for data and cloud, with an emphasis on maturity development towards central data management and data and event hubs
Oct 2017 -	**Domain and Project architect Instroom/Alumni (Windesheim)**
Feb 2018	• Vision and target architecture drawn up for aboarding of new students and Alumni domains • Topics: Omnichannel, AI and machine learning, analytics, Dynamics 365, API management
Feb 2017 -	**Enterprise/IT architect (Essent)**
June 2017	• Roadmap drawn up for digital engine (Axway, Tibco, SAP) • Focus on search technology, omni-tier architecture and integration
Sep 2016 -	**Domain Architect and Business Analyst Customs (Vopak)**
April 2017	• Domain architecture and solution architecture for the customs domain. • Creation of business and data models (master/transactional). • Integration with AWS, Webmethods, Okta, Workday, and ServiceNow.
Aug 2016	**Tutorial (Big) Data & Analytics - IoT**
May-Jun 2016	**Vlocity consultant & trainer (Cognizant - telecom)**
July 2015-	**ICT and Enterprise Architect for KPN/Telfort Business (telecom)**
May 2016	• Responsible for IT strategy and target architecture 2016–2018 • Focus on CRM, omnichannel, Finance & Billing, API management, integration, MDM and analytics • Setting up the architecture process and coaching of the internal architect • Selection and implementation of Salesforce/Vlocity as a strategic platform
Feb 2015-	**ICT / Domain Architect for Enexis Facility Management (Energy)**
May 2015	Domain architecture drawn up for facility domain within energy company
Jan 2014-	**Domain architect Education Utrecht University (Education)**
Dec 2014	Architectural support for educational projects
Feb-Nov 2013	**HarMa Music - Presentations and marketing/digital influencing**
2004-2012	**Logic – Architect**
2011-2012	**VGZ – Enterprise/Domain Architect CRM Commerce (Healthcare sector) via Logica**
2004-2011	**Achmea – Project and integration architect, business analyst/architect and technical PL for Interpolis via Logica**

2006-2009	**Logica – Microsoft competence/team lead (training/coaching architects), community and proposition development**
2001-2004	**MetaObjects – Team manager, Architect, Framework Designer/Developer, Consultant**
2000-2001	**Van Spaendonck - Architect, developer, team leader**

Market & Industry Experience

Education, Software, Water Board, Climate Control, Telecom, Energy, Chemical/Oil, Finance, Healthcare, Trade Union, Music.

Functions and roles

Function/role	Experience
Architect	24+ years
Domain/Enterprise/Business architect	14+ years
ICT / Lead / Project / Application / Solution / Data / Cloud Architect	12 years
Business analyst – software architect	6 years
(Competence) Team lead/manager	8 years
Product Owner	2 years
Developer	15 years
Coach/teacher	24+ years

Knowledge and competencies

Domain	Experience
Architecture	Digitalization and process optimization, IT strategy (5yrs), Target architecture/roadmaps (12yrs), capability-based planning (EA) (3yrs)
Integration	• Integration architecture/APIs (20yrs), Service oriented architecture (12yrs), SOAP/REST/webservices (12yrs) • Azure AIS and API Management (3yrs)
(C)IAM/IGA	Identity & Access management/CIAM architecture (8 yrs), Identity Governance & Administration (IGA) architecture (2 yrs), Azure AD/Azure AD B2C/B, AD/ADFS (2 yrs), Baseline Information Security Government (BIO) – SURF security audit – NIST/CAF – Zero Trust – NIS2 – ISO27001 (1 yrs)
Data	• Data strategy (5yrs), DM-BOK (5yrs), Data / information architecture (10yrs), MDM (5yrs), Data migration (3yrs), Data quality management / data governance (3yrs), Big data/Advanced analytics/AI/ML (4yrs) • Data modeling (logical/technical), Business object model, Canonical data model (10yrs) • XML – XSD – XSLT – SQL – ERD – Databases: Azure SQL, SQL Server, Oracle
Platforms	Microsoft D365 CE & FO (3yr), Microsoft Azure Low/No-Code (hpaPaas): Mendix, Outsystems, Microsoft Azure Data stack, Power Platform, AI Ops and Traditional Monitoring (1yr)
Methods	• SAFE (3yr), Azure DevOps/TFS (5yr), DevOps (1yr), Agile/Scrum (14yr), RUP (5yr), Prince II (5yr), OTAP/lifecyclemanagement (10yr), Use Cases, user stories and service design (10yr), BPMN (3yr) • Reference/domain architecture (9yrs): Achmea Architecture method, TOGAF, DYA, Novius, TM Forum (eTom, TAM, SID), GEA, HORA, ROSA, NORA, CORA, IBM IAA, KPN Enterprise architecture, Microsoft Application Architecture for .NET • (Business) requirements management/business analysis (5yrs), BizBok (2yrs) • Archimate: Bizzdesign (8 yrs), Sparx (2 yrs), Aris (1 yrs), Archi (10 yrs), Blue Dolphin (1 yrs) • Software architecture (10yrs): SAD – Design Patterns (Cloud, Integration, OO, C#/Java) – UML

Languages

Dutch	Mother tongue
English	Fluent
German	Good

Education

NIS2 – ISO2700x	2024
BizBok	2023 - 2024
Pega Decisioning Consultant	2022
Online influence, digital marketing, AWS Solution Architect Associate	2020
Big data/analytics	2016
Salesforce Sales Cloud	2011
Achmea Requirements Management methodology	2009
Insight into influence (Zuidema)	2008
Architecture Academy Achmea (TOGAF/Archimate/Novius)	2007

HBO education Rotterdam Conservatory Guitar in Education Light Music