

Curriculum Vitae



Terry Ayerve

Global Executive MBA
Senior Programme- / Project Manager
Executive Consultant



AYERVE CONSULTING
EMPOWERING PROGRESS



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Executive Summary

Results-oriented management consultant and leader with over 15 years of experience in finance, aviation, logistics and the public sector. Specialized in IT project management, process optimization and quality management. Successful management of strategic projects with multi-million euro budgets and leadership of national and international teams. Strong focus and track record in digital transformation and strategic innovation for public authorities and international corporations. Proven strong communication skills in multiple languages up to C-level. Global Executive MBA at IESE Business School has acquired strategic leadership skills, global business acumen, innovation management and data-driven decision making essential for organizational success. Passion for implementing innovative solutions and value-creating initiatives.

Professional experience

Senior Project Manager

DWS AG

Group-wide insourcing and centralization of processes and systems, including the replacement of systems and databases for the asset management of real estate funds

since 03/2022

Frankfurt, London,
Sossenheim

- Led a group-wide insourcing and centralization initiative at DWS AG to improve efficiency and consistency in real estate fund asset management workflows.
- Implemented Real Estate Value Creator (REVC) to manage fund details and financial data, extended REVC to additional business areas and improved data quality.
- Developed a data control interface to monitor and quality check data from real estate managers.
- Replaced an EUDA Access database with a new SQL database and identified optimization opportunities for the new reporting platform.
- Connected BlackRock's Aladdin to the bank's risk management and investment management systems using API technology and conducted contract negotiations with IT service providers and facilitated workshops.
- Provided detailed project planning, progress monitoring, team coordination, risk management and quality control as well as facilitating workshops and contract negotiations with IT service providers.

Management consultant, business analyst

DB Netz AG

Centralization through the introduction of a DB Netz-wide standardized, new scheduling system including the necessary peripheral systems in Germany

10/2021 – 03/2022

(0. y. 6 m.)

Frankfurt

- Participated as a management consultant and business analyst at DB Netz AG in the PRISMA project to modernize the information systems for rail operations, with a focus on the centralization and introduction of a new, standardized dispatching system.
- Analyzed existing documents, processes, contract terms and the IT architecture of the S-Bahn Berlin timetable system, and conducted a gap analysis of the IT landscape to identify integration requirements.
- Developed interview guides for standardized requirements gathering, conducted workshops and meetings to align requirements and contributed to the creation of decision templates.
- Applied proven negotiation techniques to clarify requirements and resolve conflicts, and coordinated communication with various stakeholders and collaboration with the project team.
- Created regular progress reports and presentations for management to communicate project status and results and was instrumental in the successful implementation of the new dispatching system and integration of S-Bahn Berlin.
- Developed strategies for the implementation of the centralized dispatching system and ensured that the operational requirements of S-Bahn Berlin were met.

Senior Business Design Analyst

Barclays Bank Ireland PLC
Hamburg Branch

Expansion of the ePoS business of Barclays and Amazon in Germany to Austria

10/2020 – 12/2021

(1. y. 3 m.)

Hamburg

- Took on the role of Senior Business Design Analyst at Barclays Bank Ireland PLC Hamburg, focusing on the expansion of Barclays and Amazon's ePoS business from Germany to Austria.
- Analyzed existing processes and coordinated communication, funding, legal and regulatory requirements for the extension of the product to Austria, using waterfall and agile methodologies.
- Integrated Austria's largest credit bureau into the bank's IT landscape in Germany and prepared regular project status reports for program management.
- Elicited, planned, structured and prioritized requirements in coordination with the project manager and stakeholders, organized and moderated workshops to clarify contradictions and conflicts.
- Created functional documentation to model business processes according to BPMN standards and documented requirements as user stories to support the development teams.
- Managed contracts and adapted them to international requirements to ensure a smooth expansion of the ePoS business to the Austrian market.
- Demonstrated extensive consulting skills by applying proven negotiation techniques, clarifying requirements and solving complex problems in an international project environment.



Project Manager,

Business Analyst

Hessian Police Headquarters
for Technology (HPT)

Police 20/20 programme - Modernization and harmonization of the police IT architecture in Germany

08/2020 – 11/2020

(0.y. 3 m.)

Wiesbaden

- As project manager and business analyst at the Hessian Police Headquarters for Technology (HPT), took on a key role in the Police 20/20 programme to harmonize and modernize the police IT architecture in Germany.
- Analyzed existing documents, processes and IT architecture, conducted comprehensive gap analyses and identified requirements for the integration of different police IT systems into a harmonized architecture.
- Conducted and facilitated workshops and meetings to capture and agree requirements, created and managed project plans, defined milestones and work packages, and monitored project progress.
- Coordinated resource allocation, led the project team, regularly coordinated with other sub-project managers and overall project management, and reported to project management and stakeholders.
- Identified and assessed project risks, developed and implemented measures to minimize risks, and monitored the sub-project budget to ensure the economic execution of the project.
- Contributed to the successful implementation of a uniform IT system for the police in Germany by ensuring the integration of the various systems and the fulfillment of the requirements of the police authorities involved.

Project Manager,

Communication & Training Manager

Deutsche Bank AG

Group-wide training and communication in the area of sanctions & embargoes

06/2017 – 02/2020

(2.y. 8 m.)

Frankfurt

London

- Took over a group-wide training and communication project in the area of sanctions & embargoes as project manager and communication and training manager at Deutsche Bank AG.
- Ensured adherence to deadlines, functionality and quality of the project and reported regularly on the project status to program management and senior management.
- Collaborated with financial regulators such as the Federal Reserve Bank of New York, BaFin and OFAC, and led successful negotiations to ensure regulatory compliance.
- Implemented training and communication strategies to sensitize all employees globally on sanctions and embargoes and ensure they are aware of and compliant with relevant regulations.
- Planned, prepared and conducted training at all global locations and managed contract negotiations, selection and monitoring of appropriate service providers.
- Optimized and led communication activities via traditional and digital channels regarding internal and external sanctions landscapes.
- Played a key role in raising awareness of sanctions and embargoes within the bank and ensuring that all employees understand and adhere to relevant policies to ensure compliance with financial crime regulations.

Project Manager,

Process Manager

State capital
Munich

Introduction of new administrative software (eFile) for the Foreigners' Registration Office and the Vehicle Registration Office

10/2015 – 05/2016

(0.y. 8 m.)

Munich

- As project manager and process manager for the modernization of the IT landscape of the City of Munich, played a key role in updating the administrative software for the foreigners authority and the vehicle registration office.
- Ensured adherence to deadlines, functionality and quality of the project and reported regularly on the project status to program management.
- Developed his own project management tool with Excel for other projects of the City of Munich and designed and implemented a requirements management system for the seamless processing of immigration law business processes with an e-file.
- Conducted an inventory and process modeling in ADONIS for the subsequent optimization of the vehicle registration office and analyzed the decision on in-house production or external procurement of a specialist procedure for the foreigners authority.
- Developed creative solutions together with the stakeholders, moderated negotiation situations in order to present the arguments and interests in the best possible way and carried out comprehensive process, requirements and gap analyses.
- Contributed significantly to modernizing and streamlining the administrative processes of the Foreigners' Registration Office and the Vehicle Registration Office by developing and implementing new software solutions and conducting extensive analyses.

Project Manager,

Business Analyst

Deutsche Bank AG &
Postbank AG

Harmonization of KYC IT systems during the merger of two large German banks

03/2014 – 12/2014

(0.y. 9 m.)

Frankfurt

Sossenheim

- As project manager and business analyst at Deutsche Bank AG and Postbank AG, played a key role in the merger of the two banks in the area of compliance IT, especially in the area of "Know Your Customer" (KYC).
- Ensured adherence to deadlines, functionality and quality of the project and reported regularly on the project status to program management and stakeholders of both banks.
- Designed and implemented the requirements management for the new Name List Screening (NLS) software and documented all bugs, change requests, test cases and their status using Confluence and Jira.
- Analyzed the decision to build in-house, outsource or customize an existing NLS tool and conducted comprehensive needs analysis.
- Developed negotiation strategies and held constructive discussions to negotiate both banks' requirements and expectations for the new NLS tool, seeking common goals and compromises.
- Analyzed customer master data using SQL and developed and performed software testing.



- Contributed significantly to the development and implementation of the compliance strategy for the merger of Deutsche Bank AG and Postbank AG by harmonizing and optimizing KYC processes.

Project Manager,

Business Analyst

Deutsche Bank AG, Berliner
Bank, Norisbank

Optimization and implementation of online and mobile banking solutions

04/2013 – 12/2013

(0 y. 8 m.)

Frankfurt
Eschborn

- Led two key mobile banking projects: Multi Mobile in Retail Mobile Banking and the implementation of online product application forms in Retail Online Banking.
- Ensured adherence to deadlines, functionality and quality of projects and reported regularly to program management.
- Worked closely with stakeholders from Deutsche Bank, Berliner Bank and Norisbank to ensure a seamless transition at project handover.
- Designed and implemented requirements management for a homogeneous development platform and testing processes for mobile operating systems such as iOS and Android.
- Documented bugs, change requests and test cases in collaboration with the development and test team using Confluence and Jira.
- Managed and coordinated suppliers in Germany, Spain, Czech Republic and the UK, managed contracts and monitored compliance with agreed performance targets and budgets.
- Managed contracts with multiple IT service providers to create and manage banking mobile apps, including contract negotiations, performance target and deadline control and budget monitoring.
- Helped to fundamentally improve the banks' mobile banking offering and implement modern solutions that increased efficiency and optimized the customer experience.

Project Manager

Deutsche Bank AG

Implementation of the Derivative Exposure System for Basel III compliance

12/2012 – 03/2013

(0 y. 4 m.)

Frankfurt

- Led the project "Derivative Exposure System" at Deutsche Bank AG to make the risk department "Basel III ready" by the end of 2013 and to optimize the RWA.
- Managed the requirements management for the Matrix NG system, DB Credit Default Engine (dbCDE), DB Aligned Risk Technology Reporting System (dbArtos) and dbAnalytics to fulfill Basel III requirements.
- Managed nearshore and offshore teams in Spain and Czech Republic to ensure smooth implementation.
- Replaced the outdated Matrix UPG algorithm with dbAnalytics and implemented a support/maintenance process.
- Optimized hardware usage by consolidating all kits and reducing the total number of blades.
- Met stress testing requirements for risk factor path generation as per risk and P&L level 2 architecture to ensure a consistent approach for all risk types.
- Applied negotiation and facilitation skills to clarify complex requirements and ensure smooth collaboration between different teams.
- Helped Deutsche Bank AG improve its risk platform to meet regulatory requirements and increase efficiency in derivatives exposure.

Project Manager,

Business Analyst

Barclaycard Deutschland

Implementation of real-time AML and transaction screening

01/2012 – 11/2012

(0 y. 11 m.)

Hamburg

- Led a major project to implement Real Time AML Screening & Transaction Screening in Payments to connect the bank's application system for all products with a real-time screening solution.
- Ensured adherence to deadlines, functionality and quality of the project and reported regularly on the project status to the program management in Germany and the UK.
- Designed and implemented requirements management for the auditing and screening of new and existing customers and transactions.
- Managed and coordinated various suppliers in Germany, UK and India to ensure smooth project implementation.
- Documented bugs, change requests, test cases and their status in collaboration with the development and test team.
- Resolved business application integration issues and optimized system performance.
- Through his leadership and analytical skills, helped Barclaycard successfully implement advanced AML screening solutions to protect the organization from payment risks and ensure regulatory compliance.

Business Analyst

Deutsche Bank AG & ABN
AMRO Bank

Introduction of the Erasmus loan operating system "Paragon" for small and medium-sized enterprises (SMEs)

01/2011 – 11/2011

(0 y. 11 m.)

Amsterdam
Sulzbach

- Played a key role in the implementation of the Erasmus loan operating system "Paragon" for small and medium-sized enterprises (SMEs) following the acquisition of ABN AMRO's business banking division by Deutsche Bank in the Netherlands.
- Analyzed existing infrastructure, processes and tools for the management and control of tools, software and applications in a global enterprise environment.
- Collaborated with various departments such as IT, business development and software development to gather information and facilitate internal communication.
- Create, update and manage high quality documentation on IT infrastructure, tools, software requirements and issues.
- Assist in documenting governance control objectives and control requirements.
- Developing use cases and business scenarios, including mock-up modeling and workflow design.
- Resolving business application integration, offline capability and performance issues.
- Through his comprehensive analysis and support, he helped Deutsche Bank AG and ABN AMRO Bank to successfully implement the Erasmus loan operating system "Paragon" to meet the needs of small and medium-sized enterprises.



Process manager

Commerzbank AG &
Dresdner Bank AG

Process optimization in branch processing after the merger of two large German banks

- Modeled, optimized and documented customer and account related business processes of both banks using tools such as ADONIS and TopEase.
- Analyzed existing processes using performance indicators to measure, control and monitor process performance.
- Implemented process portals for the approval of management reports and designed controlling reports for project-related tasks in the area of banking services.
- Developed concepts, documentation and process descriptions for branch processing.
- Analyzed and set up new processes, modeled target processes and coordinated their implementation.
- Participated in the development of a qualification concept for process management.
- Through his active participation in the analysis, documentation and optimization of existing business processes as well as the development of new processes in branch operations, he made a significant contribution to the successful integration of Commerzbank and Dresdner Bank.

Process Manager / Quality Management Auditor (ISO9001)

Fraport AG & subsidiaries

Introduction and further development of an integrated management system (IMS) and a quality management system in accordance with ISO9001

- Modeled, optimized and documented customer and account related business processes of both banks using tools such as ADONIS and TopEase.
- Analyzed existing processes using performance indicators to measure, control and monitor process performance.
- Implemented process portals for the approval of management reports and designed controlling reports for project-related tasks in the area of banking services.
- Developed concepts, documentation and process descriptions for branch processing.
- Analyzed and set up new processes, modeled target processes and coordinated their implementation.
- Participated in the development of a qualification concept for process management.
- Through his active participation in the analysis, documentation and optimization of existing business processes as well as the development of new processes in branch operations, he made a significant contribution to the successful integration of Commerzbank and Dresdner Bank.

Education

• Global Executive MBA	IESE Business School	📍 Barcelona, New York, Silicon Valley, Shanghai, Sao Paulo	📅 01/2015 – 06/2016 (1 y. 6 m.)
• Bachelor of Science in Business Information Systems	Hochschule Frankfurt	📍 Frankfurt am Main	📅 09/2005 – 12/2010 (5 y. 3 m.)
• Preparatory college degree	Johannes-Gutenberg-Universität	📍 Mainz	📅 01/2004 – 12/2004 (1 y. 0 m.)
• Dual high school diploma	Intisana High School and International Baccalaureate Organization (IBO)	📍 Quito Geneva	📅 10/1988 – 07/2001 (12 y. 9 m.)

Certificates

• Digital Transformation and Artificial Intelligence Manager (Ongoing)	Frankfurt	2024
• IPMA - Level D - GPM - Certified project management professional / specialist	Stuttgart	2014
• IREB Certified Professional for Requirements Engineering – Foundation Level	Munich	2012
• Prince2 - Foundation Level	Stuttgart	2014
• Steinbeis Business Process Manager	Cologne	2011
• Basic certificate for project management GPM	Stuttgart	2011
• ITIL v3 Practitioner	Cologne	2011
• Quality Management Auditor – QMA – ISO 9001	Frankfurt	2010

Trainings

• Agile project management for a complex world	Frankfurt	2021
• Lean Six Sigma Black Belt	Denver	2015
• Certified Valuation Analyst (CVA)	Vienna	2013
• Lean Six Sigma Green Belt	London	2012
• BPM210: Essentials of Tibco Business Process Management	Frankfurt	2011
• Business process modeling with ARIS	Frankfurt	2008

Languages

🇩🇪 German (fluent) ★★★★★

🇬🇧 English (fluent) ★★★★★

🇪🇸 Spanish (native) ★★★★★



Skills and expertise

Management consultancy	SWOT analysis, Porter's Five Forces, Balanced Scorecard, PESTEL Analysis, Business Model Canvas, Value Chain Analysis	MS Office, Tableau, Power BI, MS Visio, Zoom
Project management:	Agile (Scrum, Kanban, SAFe), Waterfall, PRINCE2, PMI's PMBOK	MS Project, Jira, Confluence, Asana, Smartsheet, MS Office
Requirements management:	Use Case, UML, User Stories, Mock-Ups, Requirements Traceability Matrix (RTM)	Jira, Confluence, HP ALM
Process management:	Six Sigma, Lean Management, Total Quality Management (TQM), Business Process Reengineering (BPR), BPMN, EPK, DMN, UML	Aris, Adonis, Camunda, MS Visio, SAP Signavio, Tibco BPMN 210, TopEase
Quality management:	Kaizen, PDCA-Cycle, TQM, Six Sigma	Minitab, Quality Companion, Ideagen Quality Management
Training management:	Blended Learning, E-Learning, Classroom Training	Cornerstone, Zoom, Articulate 360, Adobe Captive, Miro, Conceptboard
Software development:	Agile Development, DevOps, Extreme Programming (XP), Software Development Life Cycle (SDLC), ITIL	Visual Basic, ABAP, Java, JavaScript, PHP, Python, PowerShell, C, C++, HTML, CSS, Oracle SQL, MySQL
Digital transformation:	Design Thinking, Lean Startup, Digital Maturity Models, Capability Maturity Model Integration (CMMI)	MS Azure, Amazon Web Services (AWS), Salesforce, Google Cloud Platform (GCP), COBIT