

Yvan Veldeman

Senior Project Manager & AI enthusiast

Thirty years between the business question and the technical solution.

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SUMMARY

In short

Senior project manager with a strong combination of business knowledge and technical knowledge. The projects that stick are the ones where the remit went past project management into (proxy) product ownership.

Agile and Scrum, stakeholder management, team dynamics. Software development, migration and implementation projects at everything from small startups to IKEA, delivered in Belgium and abroad, in-house, near-shore and off-shore. Still writes code: web applications, PWAs, and the occasional mobile app.

In February 2026 I took six months to work on AI full time — a sustained study of its practical facets, technical and commercial: software development end to end with AI, agents, RAG, MCP, prompting, and operational work run with AI in the loop.

AI

AI experience

AI in your business (</en/notes/ai-in-your-business/>)

Four ways AI arrives in a company, a plan that starts with a baseline, and the risks that never make the pitch deck.

EXPERIENCE

JAN 2023 – FEB 2026



Where I've worked

Project Manager & Proxy Product Owner · BOSA (<https://bosa.belgium.be>)

Project manager and proxy product owner at the Belgian federal public service BOSA, on the EU Digital Wallet: a mobile app for iOS and Android that puts official government documents on the citizen's own phone. Working to the strictest security and privacy requirements that apply to a government app.

Agile · Proxy product ownership · iOS & Android · Security & privacy by design · Public sector

AUG 2020 – AUG
2022



Project Manager & Team Lead · Digitaal

Vlaanderen (<https://www.vlaanderen.be/digitaal-vlaanderen>)

Team lead for the programme connecting local and central government entities to Mijn Burgerprofiel — the portal where every Flemish citizen sees their government data, permits and official documents. Also project manager on overarching work across Mijn Burgerprofiel and Webplatform, and on the Corona taskforce.

Project manager for the Corona taskforce: getting Covid certificates and vaccination scheduling onto Mijn Burgerprofiel at top priority. The urgency made the work ad hoc and last-minute by nature, and it was run that way on purpose rather than by accident.

Agile · Scrum · Stakeholder management · Public sector
integration

FEB 2019 – AUG
2020



Project & Delivery Manager · Katoen Natie (<https://www.katoennatie.com>)

Project and delivery management across eighteen projects in eighteen months — running after and alongside each other rather than all at once. They ranged from building internal tools up to implementing an LMS.

18 projects / 18 months

Ran eighteen projects over eighteen months, from developing internal tools through to an LMS implementation.

Delivery management · Migration · Implementation

JAN 2018 – JAN
2019



Project Manager, Collect&Go · Colruyt Group (<https://www.colruytgroup.com>)

End-to-end owner of the new Collect&Go website, built with an external supplier in the UK. Heavy integration surface, so stakeholder and risk management carried the project.

Vendor management · Risk management · Systems integration

APR 2017 – JAN
2018



Project Manager & Digital Specialist · Gates (<https://www.gates.com>)

Gates makes belts and hoses worldwide, and wanted a project manager with hands-on digital experience rather than one who would hire the hands. I ran the Digital Marketing Strategy project: an as-is analysis first, then a digital strategy derived from the business strategy, then the work of making the organisation aware there was one.

Hands-on alongside the management: SEO, LinkedIn and Facebook, AdWords and programmatic buying — mostly together with external partners.

Digital strategy · Kanban · Coaching · SEO · Paid media

JUN 2016 – APR
2017



Project Manager, New Web & E-commerce · IKEA (<https://www.ikea.com>)

IKEA Sweden had built a new website with full e-commerce, and Belgium was the pilot for the worldwide rollout: this implementation served as the model for the rollout in the other countries. The global site had to be combined with a number of local, external solutions and adapted to Belgian legislation.

Stakeholder management · E-commerce · Kanban · Localisation

JUN 2015 – JUN
2016



Project & Portfolio Manager · VMSW (<https://www.vmsw.be>)

Project and portfolio manager at VMSW, the Flemish social housing agency. The development team had grown from five people to seventeen, and the governance model for its programmes and projects had to be rebuilt to hold at that size — in an agile context, not around one.

Managed the full project and programme portfolio, coached the other project managers, and ran projects with Scrum: Projectportaal (registering building projects), Prisma (the back office behind them) and OP (personal-data retrieval from the Kruispuntbank Sociale Zekerheid).

Agile · Scrum · Portfolio management · Governance · Coaching

NOV 2011 – MAY
2015



Senior Project Manager · AGIV (<https://www.vlaanderen.be/digitaal-vlaanderen>)

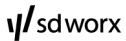
Programme and project management for Geopunt at AGIV, the Flemish government's geographic information agency — the public map of Flanders, built from scratch. Also acted as proxy product owner.

9 projects · 4 PMs

Ran the programme with three other project managers across nine projects, agile from the start rather than converted to it later.

Agile · Programme management · Stakeholder management · Multi-sourcing · Proxy product ownership

APR 2008 – MAR
2011



Project Manager, e-business · SD Worx (<https://www.sdworx.com>)

Development and implementation projects for internal customers — marketing first, but also international, HR and ICT — most of them run with Scrum. A new WCMS and the migration onto it, B2B and B2C site work, reusable e-document plugins built and then rolled out across Europe, digital course evaluation, digital job applications, and back-office process optimisation.

50 – 2,200 man-days

Project sizes ran from 50 to 2,200 man-days, so the same person was sizing a fortnight's work and a multi-year programme.

Scrum · WCMS & migration · e-business

EARLIER

Developer, Team Lead & Product Owner · Raet 2001–2008

BI & Pre-sales Consultant · Information Builders 1998–2000

Analyst / Developer · KBC 1993–1998

SELECTED WORK

The most interesting projects

Official documents, on your phone

MyGov.be — the federal wallet app for iOS and Android, under the strictest requirements a government application carries.

SITUATION

The documents that prove who you are and what you are entitled to are still things a citizen requests, carries or prints. The EU Digital Wallet is the federal answer to that: a mobile app, iOS and Android, that holds official government documents on the citizen's own device.

CONSTRAINT	An app holding proof of identity is a target the day it ships. The security and privacy requirements were the strictest that apply to a government application: privacy and security by design. Agile · Proxy product ownership · iOS & Android · Security & privacy by design
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Getting a government to plug itself in

Onboarding local and central entities to a single citizen portal.

SITUATION	Mijn Burgerprofiel is the one place a Flemish citizen sees their government data, permits and official documents. That promise only holds if the entities behind it actually connect — hundreds of local and central bodies, each with its own systems, budget cycle and appetite for change.
CONSTRAINT	None of them reports to the programme. Onboarding is a matter of persuasion, sequencing and making the integration cheap enough to say yes to — not of issuing a plan.
DECISION	No onboarding process existed yet. Developing one was the first part of the job — a repeatable route to take an entity through, instead of arranging every connection from scratch. Agile · Stakeholder management · Public sector integration

A new Collect&Go, built a country away

End-to-end delivery across an external supplier and a wide integration surface.

SITUATION	Colruyt's Collect&Go needed a new website. Development sat with an external supplier in the UK; the integration surface into Colruyt's own systems was wide, and the internal stakeholder list was long.
CONSTRAINT	Distance and org boundary in the same project: the people building it were neither in the building nor in the company, while everything it had to talk to was. Vendor management · Risk management · Systems integration

One map for all of Flanders

Geopunt — the Flemish geoportal, Google Maps for Flanders — built from nothing as a programme of nine projects.

SITUATION	AGIV, the Flemish government's geographic information agency, set out to build www.geopunt.be: one public map where the region's geographic data could actually be looked at. Nothing of it existed yet, and it mattered enough to the agency to be run as a programme rather than a project — nine of them, four project managers, agile from the first day rather than converted to it halfway.
CONSTRAINT	A map of a region is made of other people's data. Almost nothing the programme needed belonged to it — the sources sat with other administrations and with parties outside government altogether, and the building of it was spread across several suppliers at once. So the programme ran on stakeholder management, internal and external, and on multi-sourcing management; neither of those is a phase you finish.
DECISION	Treat those two as the work rather than as overhead around it, and take the proxy product owner role as well as the programme one — because the decisions that settle what a map shows are product decisions, and pushing them out to a committee is how a programme this size stops moving.

RESULT

Geopunt was delivered and is public. Because it mattered strategically to AGIV, the programme did not stop at the portal: it ended up changing the agency's own processes and organisation — which is the more interesting half, and the half nobody scopes at the start.

Agile · Programme management · Stakeholder management · Multi-sourcing · Proxy product ownership

BUILT

Built myself

Twenty-one services, one page

A self-built control plane for the virtual private servers I run.

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SERVICES ON ONE PAGE

SITUATION

Everything I build for myself runs on one Hetzner box: trading dashboards, a video knowledge base with RAG search, paper-trading engines, a market scanner, and the databases behind them. Twenty-one services, split across applications, background workers, infrastructure and databases.

DECISION

One page, no navigation. Every service states its port, its status and how long it has been up; host CPU, memory, load average and uptime sit across the top; favourites pin above the rest. A web terminal, the Docker image list and a file browser are built in, so a fix does not need a second tool. The page refreshes itself and says when it last did.

RESULT

Managing all my services got a great deal easier at a glance.

Make AI Work

A Claude course for small teams, built as an app — three install paths, 18 modules, 87 ready-to-run recipes.

18873

MODULES RECIPES INSTALL PATHS

SITUATION

Small business owners hear constantly what AI can do and get a fraction of it. The gap is rarely the model; it is knowing which workflow to run, in the software they already pay for.

DECISION

Not a video course — an application. Three install paths sit across the front: Claude Desktop for the full eighteen modules, a Chrome extension that drives the browser, and an add-in that puts Claude inside Sheets and Excel. Each has its own setup steps and marks its own progress. Behind them: eighty-seven copy-paste recipes grouped by business function, twenty-eight setup guides, a prompt builder, and a scenarios route for someone who wants to skip the course and solve today's problem. Aimed at one-to-ten-person teams, explicitly not at developers.

A readiness check for the AI Act

An assessment instrument for mid-sized companies, in three reading depths, with its own legal currency on the page.

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READING DEPTHS

SITUATION

A mid-sized company has no in-house counsel and no appetite for the Official Journal. The news said the AI deadline had moved, most people read that and stopped reading, and the

	obligations that were already enforceable — the ones carrying the largest fines — were never postponed at all.
DECISION	Three reading depths over one body of content — basic, practical, legal — so all three readers use the same page at their own level instead of being sent to different ones. A dated line in the header states which text it was checked against and when, so its currency is a claim on the page rather than an assumption in the reader's head. Four cards carry the live position: what is enforceable today, what actually moved and to when, the next deadline with a running count, and the maximum exposure. Then a guided assessment, with a worked example for anyone who wants to see one filled in before starting their own.

SKILLS	What I can defend in an interview		
DELIVERY & LEADERSHIP	Agile & Scrum Certified · Certified ScrumMaster Delivery management Production · Katoen Natie, 18 projects PRINCE2 Certified · PRINCE2 Practitioner Vendor & multi-sourcing management Project · Collect&Go, external UK supplier; Geopunt	Team leadership Production · Digitaal Vlaanderen Portfolio management Production · VMSW Kanban Project · IKEA & Gates	Programme management Production · AGIV, Geopunt Project management Certified · PMP Risk management Project · Collect&Go integration surface
PRODUCT & STAKEHOLDERS	Stakeholder management Production · Digitaal Vlaanderen, IKEA, Geopunt	(Proxy) product ownership Production · BOSA & AGIV	Team dynamics & coaching Production · VMSW & Gates
WEB & APP DEVELOPMENT	Experience with the common front-end and back-end technologies, databases and cloud hosting — enough for a strong conceptual grasp, and enough to question a technical solution rather than take delivery of it.		
ENTERPRISE SYSTEMS	Experience with enterprise CMS platforms, and with ERP and CRM — SAP and Salesforce — in implementation and migration projects.		
DIGITAL MARKETING	SEO Project · Gates Programmatic buying Project · Gates	Google Ads (search & display) Project · Gates	Paid social (LinkedIn, Facebook) Project · Gates

DETAILS	Education, certifications, training, languages
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EDUCATION	Bachelor, Informatics Na.Ra.FI																						
CERTIFICATIONS	PRINCE2 Practitioner	PMP Project Management Institute	Certified ScrumMaster																				
TRAINING	LEADERSHIP Leadership training (MBTI, situational leadership) Master in Results / Matrix van Leiderschap — Carl Van De Velde BUSINESS Young Entrepreneurs — Cronos Growth hacking DELIVERY ITIL Risk management Time management MS Project																						
LANGUAGES	<table><tr><td></td><td>UNDERSTAND</td><td>SPEAK</td><td>READ / WRITE</td></tr><tr><td>Dutch</td><td>Native</td><td>Native</td><td>Native</td></tr><tr><td>English</td><td>Excellent</td><td>Excellent</td><td>Excellent</td></tr><tr><td>German</td><td>Good</td><td>Good</td><td>Basic</td></tr><tr><td>French</td><td>Medium</td><td>Medium</td><td>Basic</td></tr></table>				UNDERSTAND	SPEAK	READ / WRITE	Dutch	Native	Native	Native	English	Excellent	Excellent	Excellent	German	Good	Good	Basic	French	Medium	Medium	Basic
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Dutch	Native	Native	Native																				
English	Excellent	Excellent	Excellent																				
German	Good	Good	Basic																				
French	Medium	Medium	Basic																				
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