

Address Buchzelgstrasse 47
CH - 8053 Zurich

Work Permit C-Permit Switzerland, EU

Date of Birth 09.05.1957
Siegburg, NRW, Germany

Nationality German

Civil Status Single

Akadem. Degree Dipl. Ing. (FH) Electrotechnology,
Electrical Communication Technology



Main Topics in the ICT

Agility in companies, in projects, as a methodical approach, as servant leadership, as project and program coaching. Agile / Hybrid / Traditional Project Management, Business Analysis / Requirements Engineering, Processes, Methodology / Process Model Consulting for projects in your business area.

Motivation

Projects which require analytical, creative, problem solution-oriented, interdisciplinary abilities to reach strategic or operational aims using agile methodologies are my core competence. I'm interested in innovative ICT technologies and methods for the foci mentioned above as well as ICT system and software engineering (Agile methods, meta-, domain-, requirements-, process- modeling (UML, sysML, BPMN), architecture).

I am a managing director and ambitious since 1988 as entrepreneur, project manager, consultant and technology developer. In this position I permanently manage projects and must live agility applied to project management and everything that has to do to with Business Analysis and Requirements Engineering & Management. I am orientated strongly at methodical process models, empathy, team building, scope, up-to-schedule performance, effort, quality and in-budget as well as right tool, technology use.

It's about doing the right things right. Essence formation and use / definition of the right terms / specifications and consensus derived from this is the craft of the Requirement Engineer; Servant leadership in agile, or traditional, industry-specific ICT project management, analysis and engineering practices is the property of the agile project manager in me.

I was initiator/author of methodical themes at User Group eco-HERMES, the Verein eCH, at PMI, at swissICT, at SSSE/INCOSE, at electrosuisse until 2017.

I'm currently initiating several product developments: a haptic language sonar sensor based blind orientation guide, a classifying community model as a blockchain middleware to improve value chains, and IOTA / Streamr based IoT components connected to a blockchain middleware (data market).

I am certified PMI-ACP^{®(1)}, HERMES SPTP, Rational CE/RUP, OUCP-F und CPRE-FL und co-owner of EU-/CH-Patent „Smart RSA“ EP2854250 (A2).

⁽¹⁾ PMI-ACP is an all-encompassing certification: Agility+CSM+CSPO+SAFe+DSDM+XP+Lean+Kanban et.al.

Project experience (Topic statements, complete CV on request):**09.2018-11.2018 Order: Blockchain Proof of Concept of Open Book Contracts of a Logistics Service**

*DHL Global Forwarding b.v., Netherlands, <http://www.dhl.com>
(Peter Milan Trapp, peter@untitled-inc.com, Phone. o.D.)*

Tätigkeitsbeschreibung: Collection of requirements, blockchain analysis, and implementation of a simple architecture proof of concept design using one of three Enterprise Blockchain variants under test, all tested.

Tool Skills: Hyperledger, R3 Corda, NEM, Mijin, Java, node.JS, Typescript, Kotlin, Docker, IntelliJ IDEA, Atom, NPM, brew, CouchDB, MongoDB, gradle, Wordpress, Avada, Office, Parallels-VM, Mac-Umgebungen, Enterprise Architect

05.2018-09.2018 Contract: Analysis of the overall availability of Züriprimo systems for the main business transactions

*Cantonal Tax Government Canton Zurich, Switzerland, <http://www.steuernamt.zh.ch>
(Contact request on demand)*

Job Description: Survey, analysis and calculation / visualization of the overall availability of Züriprimo systems in day-to-day business. Project management (interim, 2nd half) of an existing team to collect, analyze and improve data quality in the area of finance. Data quality in this project included the definition of data quality, improving the transparency and quality-enhancing processing of report and account data of the respective global subsidiaries for internal and external reporting in a first approach. A dashboard, first defined, indicates the improvement of some aspects.

Tool Skills: Office, VBA, Mac / PC-Environment

01.2018-05.2018 Interim Projekt Management: Data Quality

*Zurich Insurance AG, Zurich, Switzerland, <http://zurich.com>
(Contact request on demand)*

Job Description: Project management (interim, 2nd half) of an existing team to collect, analyze and improve data quality in the area of the groupe finance. Data quality in this project included the definition of data quality, improvement of transparency and quality-enhancing processing of report and account data of the respective worldwide national companies for the internal and external reporting in a first approach. A new defined dashboard indicates the improvement of some aspects.

Tool Skills: Office, Mac / PC-Environment

01.2018-today Blockchain development: Sensors and Actuators access to value chains based on IOTA / Streamr blockchains

Venture of Ritz Engineering GmbH and Investors

Job Description: On the basis of blockchain transport layers (middleware), the determination of input measured values via sensors, the processing and the actuation of actuators as process steps of value chains is exemplarily constructed and made available.

Tool Skills: Office, Enterprise Architect, Javascript, node.JS, Python, C++, Arduino-Umgebung, UNO / ESP32, ruuvi tag, IOTA, Streamr, Pi, Mac / PC-Environment

07.2017-12.2018 Blockchain-Development: Model based classifying community model development

Venture of Ritz Engineering GmbH and Investors

Job Description: Starting with a UML high-level meta-model on an understandable abstract level, a white paper is created. This model is deepened into a metamodel that can be processed and implemented. Each component or Dapp inherits its classification and behavior as well as the blockchain / tagle interaction and interoperability from the basics of the model. Signals in the model give the system the dynamic parts and enable the implementation of mechanisms such as negotiation, contracting, routing, reservation, scheduling and structured pricing of each process step.

Tool Skills: Office, Enterprise Architect, Mist, Solidity, ReMix, MixIDE, Truffle, Dapple, Dapp, Meteor.js, Javascript, Hyperledger, C++, Java, Neural Networks, Machine Learning, Mongo DB.

03.2017-08.2018 Author Online Platform: e-Learning Product Enhancement „Agility and agile Transformation“, 9 Module, each 6-8 Lessons (PDU-qualified)

STS SA, Lausanne, Switzerland, <http://sts.ch/en/products>

(Patrick Lehmann, STS SA, patrick.lehmann@sts.ch, +41 79 666 83 96)

Job Description: Further development of the PMI-ACP certification preparation as eLearning, based on the existing platform of the STS SA.

Tool Skills: edudip Webinarplatform, Office, Enterprise Architect, HTML5-Animation.

09.2016-04.2017 Product Design, Product Owner, Author: Webinar „PMI-ACP® Certification Exam Prep“, 30 Lessons each 1 hour (21 PDU-qualified), Question Catalogue Portal, eBook App about more than 1200 Questions (> 11 Exam Simulations)

Ritz Engineering GmbH, Stäfa, ZH as Partner of STS SA, Lausanne, Switzerland
<https://www.edudip.com/academy/methoden.ch>
<http://sts.ch/en/products/certification/x-am-pmi-acp>
(Patrick Lehmann, STS SA, patrick.lehmann@sts.ch, +41 79 666 83 96)

Job Description: Continuous development of my PMI-ACP certification preparation as a webinar, questionnaire and an Excel-based management tool.

Tool Skills: edudip Webinar platform, Office, Enterprise Architect, Hype, HTML5-Animation.

05.2016-07.2017 Interim-CEO, Foundation, IoT-Development: Joulense - the sonar for visually impaired people; myE&E Integration

Startup / Venture of Ritz Engineering GmbH, Samuel Fricker, Alex Bramah-Lawani
(Prof. Dr. Samuel Fricker, samuel.a.fricker@gmail.com, +41 79 196 96 29)

Tool Skills: Office, iOS, Android, Arduino, Microdevices, Enterprise Architect

04.2016-today Interim-CEO, Foundation, Webservice / IoT / App-Development (iOS): my Ears and Eyes (www.myearsandeyes.ch)

Venture of Ritz Engineering GmbH, and investors
(Frank H. Ritz, info@myearsandeyes.ch, +41 79 209 9720)

Job Description: Management of a Startup in the area of hearing and visually impairment of people. All activities of the development of the vision, the communication and marketing in the web and social media, the application for subsidies, the business plan, the project organisation, the specification and the software development on iOS and Ruby (on Rails). Definition of the business plan, execution of Crowdfunding and alternative financing opportunities and development of first prototypes. Co-arrangement of a haptic glove/haptic hand signals (Apple Watch) for visually impaired people.

Methodical Skills: Business analysis, enterprise finances and economic key financial data, agile business planning, agile product development, enterprise and product marketing, Architecture design, Federative ICT-Architecture.

Project Experience: Experiences in the product development of the vision up to the realization of the business.

Project Skills: Economy knowledge, technical knowledge in the area of hearing and visually impairment, marketing of a startup, design and development of responsive web pages as well as iOS Apps (Apple iPhone, iPad), and Webservices (Ruby on Rails).

Tool Skills: Office, Enterprise Architect, Xcode, Swift, Objective-C, Rails, Ruby on Rails, iOS, Linux, MongoDB, iOS/watchOS, Arduino, C++, SoapUI, Arduino, Microdevices.

05.2016-08.2016 Interim-Integrationmanager: Program Züriprimo
Cantonal Tax Government Canton Zurich, i.o. of Ziörjen Informatik GmbH
(Urs Ziörjen, urs@ziorjen.info, +41 79 935 5329)

Job Description: Interim integration management of a big programme of a tax authority adapting products of different suppliers to the requirements of the tax authority. Tempor Vertretung des Integrationsmanagers. Temporary substitution of the integration manager. Operational safety of the integration and migration ability of the test environment of the programme. Test of the integration ability. Release of these test environment after updates (weekly, monthly) as integrated, migration capable environment.

Methodical Skills: ICT-Architecture, Software development lifecycle, Interface technologies, Software test management, Software test.

Project Experience: Experience in the Software development of heterogenous Systems to be managed in a complex ICT-Architektur.

Projekt Skills: Ordering, provision and test of a test environment for certain test purposes. Guaranteeing the integrated surroundings and the migration ability on the later operation environment.

Tool Skills: Office, Redmine, SoapUI, Bugtracker.

04.2015-03.2016 Interim-CEO, Foundation, Webservice / App-Development (iOS): Ears and Eyes on Demand (www.earsandeyes.ch)
Venture of Blue Chips Informatik AG, Ritz Engineering GmbH, Alireza Darvishy
(Christoph B. Meyer, cme@bluechips.ch, +41 79 425 6242)

Job Description: Management of a Startups in the area of hearing and visually impairment of people. All activities of the development of the vision, the communication and marketing in the web and social media, the application for subsidies, the business plan, the project organisation, the specification and the software development on iOS and Ruby (on Rails). Creation of a business plan/canvas, execution of traditional financing requests and development of a first prototyp concept. For more information see the successor *my Ears and Eyes*.

02.2015-04.2015 Scrum Master (interim): Client/Portfolio Asset Reporting
Credit Suisse AG, Zürich, Schweiz
(Contact request on demand)

Job Description: Scrum master two teams (online, paper) which were put together.

Methodical Skills: Agile Project Management, Scrum, Scrum of Scrums, Scaled Agile Framework (SAFe) - processes.

Project Experience: Experiences in the management of projects which are collected in a great programme with strong dependences of the projects with each other and high expectations. Experience in the integration of products.

Project Skills: Knowledge in Scrum, Reporting, Product integration.

Tool Skills: Office, Atlassian (JIRA, Confluence), Assentis.

02.2014-08.2014 Consulting System Engineering, Agile Requirements Engineering: project phases Initializing, Preanalysis, Setup for Smart RSA 1.1ff

Berner Kraftwerke Energie AG, BKW, Bern, Switzerland

(Severin Waldis, BKW, severin.waldis.bkw-fmb.ch, +41 79 699 09 22

Marian van der Elst, marian.vanderelst@bkw.ch, +41 79 572 59 75)

Job Description: Business Analysis, Requirements Engineering of the Initialization and Pre-analysis of the product SmartRSA 1.1ff in the area of products and services. The task was the conception, development and introduction of the product in the environment of Smart Grid / DSM / load shift.

Methodical Skills: Agile Project Management, Business Analysis, Requirements Engineering, Design of Architectures, Domain knowledge of the customer (energy distributive networks, Smart Grid, DSM, load shift, Ripple Control Unit (RSA)).

Project Experience: Experiences in the initialization, pre-analysis and concept phase of projects which are summarized in a programme.

Project Skills: Knowledge of the technical environment as an electrical-/ electronic-/ information technology engineer.

Tool Skills: Office, Enterprise Architect.

02.2013-10.2013 Agile Project Management: Project phases Initializing, Pre-analysis, Projectsetup of NetSafe, Smart Grid Integration Platform (SmartRSA 1.0); Co-Author of DSM Patent „Smart RSA“ EP2854250 (A2)

Berner Kraftwerke Energie AG, BKW, Bern, Switzerland

(Severin Waldis, BKW, severin.waldis.bkw-fmb.ch, +41 58 477 64 49)

Job Description: Project Management, Business Analysis, Requirements Engineering of the Initialization and Pre-analysis of several projects in the area of Smart Grid. Cooperation on two planned patent applications. Co-owner of the EU-/CH-Patent "Smart RSA" EP2854250 (A2).

Methodical Skills: Agile Project Management, Business Analysis, Requirements Engineering, Design of successful Federated and Plugin Architectures, Domain knowledge of the customer.

Project Experience: Experiences in the analysis of power supply systems of an energy supply company and the introduction of a first smart Grid technology (DSM). Experiences to open a patent.

Project Skills: Knowledge of the technical environment as an electrical-/ electronic-/ information technology engineer.

Tool Skills: Office, Enterprise Architect.

10.2012-03.2013 Agile Project Management: Oracle 11g Migration of a Federal Authority, in cooperation with the BIT

Bundesamt für Statistik BFS, Neuchâtel, Switzerland

(Louis Belle, CIO BFS, louis.belle@bfs.admin.ch, +41 32 713 62 87, Schweiz)

Job Description: Project Management of 28 migrations to Oracle 11g of the BFS (on the side of the user) in cooperation with the BIT. Clearing up of the application and database landscape of residual wastes. Advice of the CIO with regard to strategic and operative ICT-Architecture management.

Methodical Skills: Agile Project Management, HERMES for small projects (migration section), Business Analysis, Requirements Engineering, Customer Domain knowledge.

Project Skills: Knowledge of the migration and the operation of Oracle databases in the environment of register and statistics applications. Knowledge of the environment of federation authorities and their organization.

Tool Skills: Office, Visio, Oracle DBMS (Versions 9, 10, 11).

08.2012-01.2013 Consulting and Introduction: Modeling of an ICT-Architecture using UML and EAM (Enterprise Architecture Management) methodology

Lufthansa Cargo AG, Airport Frankfurt/Main, Cargo City Süd, Germany

(Bettina Berg, bettina.berg@dlh.de, +49 69 69692209)

Job Description: Consulting of an architecture team by means of a Metamodels to describe and model the ICT architecture landscape and changes of this landscape. Consulting of the projects how a modeling should be arranged to be in conformity with the architecture.

Methodical Skills: ICT-Enterprise Architecture Management, TOGAF, Business Analysis, Requirements Engineering, Agile Modeling, UML, Domain knowledge of the Customer.

Project Skills: Integration of different aims of architecture teams and project teams.

Tool Skills: Enterprise Architect, intrinsics®.

01.2012-12.2014 Consulting System Design / Design Principles with UML / sysML, Agility, Agile Project Management, Agile Requirements Engineering, Agile Modeling: Workshop series 4 * 3½ Days per year

NASA, USA

(No reference and further details possible)

04.2012-09.2012 Co-Trainer: Product Launch Polarion – Products, Training Requirements Engineering for Power User (Dayly trainings, Serveral day Rollout)

Fahney GmbH, Zürich, Schweiz, Polarion Software AG, Schweiz

Job Description: Product Launch incl. Domainmodel, Metamodel – Defiinition, Rollout and User training.

Methodical Skills: Agile Project management, Business Analysis, Requirements Engineering, Domain knowledge of the Customer, Knowledge of Business architectures and ICT Enterprise Architecture Management.

Project Skills: Polarion knowledge, Agile Project Management, Business Analysis and Requirements Engineering skills.

Tool Skills: Polarion.

08.2011-12.2011 Business Process Analysis: Operations- and Asset Database AWEL (Cantonal Authority)

Amt für Abfall, Wasser, Energie und Luft (AWEL), Kanton Zürich, Switzerland

(Christoph B. Meyer, cme@bluechips.ch, +41 44 387 4652)

Job Description: Analysis of the business processes and the simplification of the system landscape in connection with the execution areas of permissions and controls. Identification of master applications which already bring a certain degree of eGovernment ability for these areas. Representation of the results of these analysis and modeling of a solution trial for a suitable system landscape to the support of these processes.

Methodical Skills: PosatZH, Business Process Analysis and Business Analysis, UML2.

Project Experience: Experiences in the execution of permissions and controls of a canton. Insight into the PosatZH project management method.

Project Skills: Knowledge of the Business Process Analysis and the ICT Enterprise Architecture Management in the area of authorities.

Tool Skills: Enterprise Architect, MS-Office, Subversion

03.2011-12.2011 Agile Business Analysis, Requirements Engineering: Lead in Feeder-projects (Part of bank central ICT Federated Architecture) of service / product / price calculation

Credit Suisse AG, Zürich Uetlihof, Switzerland

(Jan Gustafsson, jan.gustafsson@credit-suisse.com, +41 44 333 1510

Fabio di Flaviano, fabio.diflaviano@credit-suisse.com, +41 44 334 8222

Urs Kindle, urs.kindle@credit-suisse.com, +41 44 334 2690)

Job Description: Business Analysis and Requirements Engineering in a central Project for the modernization of Brokerage and payment transactions (Federated Architecture approach) with the aim of implementing a central service-/ product and tariff management.

Analysis of the German price components for the integration of these systems into architecture.

Analysis of available systems. Identification and interviews of the stakeholders. Identification of the feature programmes and scope requirements at a high abstraction level.

Execution of the removal of the feature programmes and scope requirements. Analyses and interviews for the determination of the detailed Project and application requirements, inclusive of the follow-up documentation of available components.

Acceptance of the feature requirements and scope requirements. Analyses and interviews for the elaboration of the detailed project requirements and application requirements, inclusive of the follow-up documentation of available components.

Documentation of the requirements on use case, business rule, and interface level. Construction of the business object model (BOM) conceptual and application oriented (UML). Execution of extensive workshops over several weeks for the acceptance of the features, requirements and models.

Provision of the tool environment and configuration according to the requirements of the Feeder architecture (individual and common requirements and models.).

Methodical Skills: Stages/RUP, Business Analysis, Requirements Engineering & Management, Essence formation of Requirements , UML2, CMMI Level 3, Solution Delivery Process, Understanding of IBM Rational Toolchain in the Credit Suisse environment (CS Toolchain 2.2).

Project Experience: Federated Architecture Concept in a programme of several Feeder applications (Brokerage, EUROM, fund, payment transactions) with a central BOM, Central Client Service Management, Product and Tariff Management and Feeder specific Price components.

Project Skills: Bank knowledge in the area of Trading, Funds, Securities, Payments, Transactions and Special Terms and Conditions. Matrix Organization of Projects.

Tool Skills: methodpark Stages, IBM Rational (Clear Quest, Requisite Pro, Rational Software Modeler, HP Quality Center, SoDa, Clear Case), MS-Office, Subversion

09.2010-03.2011 Project Management, Requirements Engineering: Software Maintenance projects of a bank

Credit Suisse AG, Zürich Uetlihof, Switzerland

(Oliver Bontadi, oliver.bontadi@credit-suisse.com, +41 44 334 4816

Rolf Weiersmüller, rolf.weiersmueller@credit-suisse.com, +41 44 334 4824)

09.2010-09.2010 Project Management (Scrum Approach): Oracle CRM on Demand Webservice enhancements in the area of Telecommunication business

Swisscom AG / COMIT AG / beecom GmbH, Zürich, Switzerland

(Andreas Heim, andreas.heim@beecom.ch, +41 43 366 3300)

04.2010-05.2010 ICT-Consulting, Introduction: Methodsupport on Requirements Traceability in flight planning projects of an Airline

Lufthansa Systems Aeronautics GmbH, Raunheim, Germany

(Bettina Berg, bettina.berg@dlh.de, +49 69 69692209)

2007-2009 Part Project and Interim Project Management, Business Analysis, Requirements Engineering responsibility: Lead of a bank customer analysis and profitability project

Credit Suisse AG, Zürich, Switzerland

(Alex Sacchetto, alex.sacchetto@credit-suisse.com, +41 44 333 8020,

Rüdiger Lötzbeyer, ruediger.loetzbeyer@credit-suisse.com, +41 44 334 1334)

2006-2007 Project Release Planning, Requirements Engineering: Lead of ICT-based Optimization of airport problems (capacity, punctuality, arrival, departure)

Fraport AG, Frankfurt, Germany

(Christian Hübner, c.huebner@fraport.de, +49 69 690 20682)

2005-2006 Consulting, Coaching and Introduction: RUP and RUP QM/QS Policy, Methodology, Assessments, Tailored RUP Process Model

Lufthansa Systems Passenger Services GmbH, Kelsterbach, Germany

(Uta Thomsen, uta.thomsen@lhsystems.com, +49 69 696 6219)

Publications (complete list on request)

- 2015-2017 **Webinar „Hermes Agil“ based on the guideline „Agiles HERMES 5“.**
< <https://vimeo.com/135448710>, <https://vimeo.com/135449159> >
< <https://www.edudip.com/w/22079> >
- 2015 **Co-Author eco-HERMES Guide „Agiles HERMES 5“**
Verein eco-HERMES Themengruppe Agiles HERMES, Bern
< <http://www.eco-hermes.ch> >
- 2014-2017 **Webinar „System Design using Metamodels“.**
< <https://www.edudip.com/w/67292> >
- 2014-2017 **Webinar „PMI-ACP® Certification Exam Prep Introduction“**
< <https://www.edudip.com/w/159596> >
< <https://www.edudip.com/w/107700> >
- 2013 **Co-Author: EU-/CH-Patent „Smart RSA“ EP2854250 (A2)**
Berner Kraftwerke Energie AG, BKW, Bern, Switzerland
< <http://smartrsa.patent.ritzeng.com> >
- 2012 **Co-Author: eco-HERMES „Leitfaden Agiles HERMES“**
Verein eco-HERMES Working group Agiles HERMES, Bern, Switzerland
< <http://www.eco-hermes.ch> >
- 2010 **Co-Author: approved utility eCH-0120 „Requirements Engineering Best Practices für das eGovernment der Bundesbehörden, Kantone, Kommunen“**
Verein eCH Working group HERMES, Sub group REQMOD, Zürich, Switzerland
< <http://www.ech.ch/vechweb/page?p=dossier&documentNumber=eCH-0120&documentVersion=1.00> >

Education

- 1983 **Dipl.Ing. (FH) Electrotechnology, Electrical Communication Technology**
Fachhochschule Konstanz, Germany
Master Thesis: Microprocessor development systems

Activities in Organizations

- 2015-2017 **Swiss Society of Systems Engineering**
< <http://www.ssse.ch> >
- **Event Communication SWISSED 2017**
< <http://www.incose.ch/swissed17> >
 - **Event Organization SWISSED 2016**
< <http://www.incose.ch/swissed2016> >
 - **Event Organizer SESE2016**
< <http://sese.aeis-incose.org> > < <https://www.youtube.com/watch?v=Ly7I3VVUvIs> >
 - **Event Organization SWISSED 2015**
< <http://www.incose.ch/swissed2015> >

- 2015-2017 Community eco-HERMES
< eco-hermes.ch >
- Treasurer
 - Newsletter
 - Media (Website, eMail, Host)
 - Co-Author Guide Agiles HERMES (5)
 - Internal Organization (Trello, Share)
 - Organization Event HdS 2017
- 2009-2014 Community eCH
< www.ech.ch >
- Standardization eCH-0120; Approved Utility

Certificates (complete list on request)

- 17.05.2013 **PMI Agile Certified Practitioner (PMI-ACP)[®]**
Certification: PMI-ACP Number: 1608079
Project Management Institute, Switzerland Chapter
- 2009-2011 **CMMI and Solution Delivery Platform (Theme: Project management, Requirements- und Solution- Engineering)**
Credit Suisse, Zürich, Switzerland
- 11.05.2010 **HERMES Swiss Project Team Professional, HSPTP**
SAQ, Bern, Switzerland
- 17.03.2010 **Certified Requirements Engineering Professional, CPRE-FL**
IREB e.V. / SAQ / IFA AG, Altstetten, Switzerland
- 18.01.2008 **OMG UML Certified Professional, OUCP-F**
OOSE, Hamburg, Germany
- 2002 **Certified as Rational Certified Engineer, RCE, CE/RUP**
Certified by Rational Partner earlier the takeover by IBM

Language, Foreign countrys (Profession)

- German mother tongue
- Englisch Grade C1, fluent in word und text, technical oriented
- Foreign Countrys USA, Norway, Japan, South Korea, Hong Kong, Singapore, Russia