



Emilio Bratta

Freelance technical project management for regulated IT programmes

Available immediately · Berlin, working across Germany and Europe · emilio.bratta@gmail.com · German (native), English (fluent)

SUMMARY

I lead integration programmes where several organisations, several systems and one binding rulebook have to come together — from concept through the coordination of every party involved to formal acceptance. Six years at a technology company serving the rail sector, three of them in full-time ownership reporting to the CEO, most recently with a programme portfolio of more than €1.6m across Germany, Austria and the Netherlands. Clients predominantly state-owned transport operators. Alongside delivery I carried commercial accountability: pricing, negotiating and contractually securing change requests and additional scope.

SELECTED RESULTS

Project revenue brought back on plan

After a weak start to the year, systematic control of payment milestones across the whole portfolio returned 2026 revenue close to the original plan.

Hosting costs reduced by a double-digit percentage

Analysed infrastructure spend that had run well over budget, assessed savings and implemented them.

Opened a new country market

First rollout of the standard product at a transport operator in the Netherlands — new interfaces and country specifics at a high level of standardisation.

Delivered a €950k TAP TSI integration through to go-live

Binding European data standard, three countries, alignment between rolling stock manufacturers, operators and the infrastructure side.

Certifications maintained and extended

Repeatedly accountable for ISO 9001 surveillance audits and recertification; built an ISMS towards ISO 27001; supported two external client audits (a cybersecurity audit by a state railway company and a supplier audit by a rolling stock manufacturer).

SERVICES

Programme and project management	Accountability for scope, schedule, budget and acceptance. Project structure, milestone planning, risk and escalation management. Traditional, agile and hybrid.
Portfolio and PMO	Steering parallel programmes across countries, building status models and board papers, preparing decisions for leadership.
Commercial delivery	Change request and variation management, bid and effort calculation, payment milestones, cost control.
Systems integration	Interface design along binding European standards; requirements management from specification to verifiable acceptance.
Quality and security	Determining scope under ISO 27001, NIS2 and critical infrastructure rules, building the evidence base, preparing and supporting audits.
Supplier management	Prime contractor and consortium arrangements, performance and contract controlling, handover into operations.

TECHNICAL FOCUS

- **TSI Telematics / TAP TSI** — in-house lead for transmitting train composition data to infrastructure managers and receiving operational data
- **PTCM, RailML, UIC code lists** — data models and code maintenance in European rail
- **RNE Common Interface** — operated for clients, including integration of third-party systems
- **Passenger information systems** — ground and on-board, replacement and new fleets
- **Integration architecture** — REST, SOAP, messaging, structured data migration
- **Standardisation** — realising synergies across projects instead of multiplying one-off solutions

QUALITY, SECURITY, TOOLING

- **ISO 9001** — four years in the quality management system, latterly accountable for surveillance audits and recertification
- **ISO 27001 / ISMS** — built with internal contributors and external consultants
- **NIS2, critical infrastructure** — determining applicability and scope
- **Atlassian** — Jira, Confluence, JSM: administration, permission and role models, automation, JQL; on-premise to cloud migration
- **Operations** — steering a data centre migration from Docker to Kubernetes including interfaces and monitoring
- **Data** — SQL, Excel

WORKING STYLE

- **Lateral leadership** — getting results from interdisciplinary teams and external suppliers without formal authority
- **Escalations** — the standing point of contact in critical project situations, including with corporate clients and their management
- **Translation** — between engineering, operations, sales and the client's business units; turning technical matters into decisions
- **Commitment** — clarifying and following up on ownership rather than documenting status

CAREER AND QUALIFICATIONS

2023 - 2026	Executive Assistant to the CEO — technology company serving the rail sector, Berlin. Programme and project ownership, quality and information security management, commercial project control.
2020 - 2023	Working student, latterly support and project assistance — same company, alongside studies.
2020 - 2023	BSc Business Informatics — HTW Berlin University of Applied Sciences.
Further education	Quality Management Representative (DGQ, 2026) · Professional Scrum Product Owner I (Scrum.org) · Advanced Management Seminar (University of St. Gallen).
Engagement	Day rate against recorded project days; on request with an effort estimate and budget cap. Fixed price possible for clearly bounded work packages. First engagement deliberately short. Remote and on site. Rates on request.

Clients and confidential project content are not named. All project details are anonymised; context available in conversation. As of September 2026.