

Professional responsibilities & main achievements

1. Present Position & Assignments

As of Aug 07: Management Consultant, business leader, interim, project, crisis & transition manager:

- Juli 2014: **TopRope.be** VOF
- Juli 2007: **JVBF** gcv

He guides operational departments and project teams across complex missions and/or situations in a wide variety of business domains in:

- Audits, followed by projects & programs that focus on optimization, enhancements, quality-of-service, consolidation, certification, KPI's, customer satisfaction & CRM, lean & mean
- Initiatives that should lead to operational excellence with a tangible impact on the production chain performances
- Efforts to increase quality levels and/or production volumes; if needed even through a global or partial redesign of all activities, in other cases however a thorough cleansing & practical redeployment of resources
- Budget exercises & control: investments & operational cost optimization
- Transition programs for big target groups: roadmaps & communication plans to lever organizations and help them assimilate with restructuring and refocus, avoiding social unrest and degraded performances

Mentor for executives and young talent, coaching of management teams and guidance to the organization as a whole are ubiquitous and inherent to the different work areas and phases of a mission.

Member of and guest speaker in local entrepreneur & service forums.

1.1. References built so far

a. Since Oct 13: Min of Interiors/Civil Safety - Project 112 crisis program with short term focus (2013-2015)

- **Crisis management** to cope with a complete stand-still on the CAD (Computer Aided Dispatch) systems due to unacceptably high failure rates, missing critical functionalities, too high customization & budget requirements.
- **Action plan to ensure short term improvements** sponsored by the Minister and the 112 Director Committee: critical improvements with regard to the key building blocks (map accuracy, integrated telephony + radio, alerting chain, database management, ...).
- **Action plan for keeping up the 'old' systems, especially for the Emergency Rooms that hadn't moved up to the newer systems:** refresh + upgrade including reinforcement and centralisation of the ICT infrastructure, transition from PRA to SIP, ...
- **Business Continuity** measures for all 100/112 Emergency Rooms, ensuring short term implementation (before mid 2015).

b. July 12 – Sept 13: Min of Interiors/Civil Safety - Project 112, e2e processes & ICT design, alignment with all Emergency Services such as the fire brigades, medical units, federal crisis center, Civil Protection units

- **Project Management:** continued technical & operational migration steps.
- **Process & ICT design:** designing standardized ICT solutions for the e2e processes in which the Emergency Rooms are involved.
- **Strategic roadmap for upgrading the Emergency Rooms:** preparing a migration path from the actual ('old') to the newest ICT infrastructure.
- **Efficiency program:** defining & getting approval on fundamental actions toward cost cutting/saving and quality assurance; reference is being made to solutions for GIS, telephony (telecom), web portals, reporting,.... This project (so-called ICT4Emergency) implies centralised and virtualised solutions with full business continuity assurance.

c. May 09 – June 12: Min of Interiors/Civil Safety - Project 112

- **Project Management:** moving all 100/112 Emergency Centers to the CAD system which implies 1) transition to a new ICT platform (telecom & CAD applications), 2) a physical move and the 'living together' with the peers of the CIC101 Emergency Centers (Police), 3) the adapted organization & working models and 4) the conversion to common articles of association (federalization of the personnel statute).
- **Role as a technical & operational coach and designer/implementer of the organization to be built:** it should include ICT management, HRM strategy & solutions, coaching the field leadership team, (Internal & External) Communication, standardizing M&P (methods & procedures).
- **Reporting** to the government, the governors, the local municipalities.

d. Sept 08 - Apr 09: bPost (Mail & Parcels), commissioned by EMPACT

- Management of Change across the Mail divisions toward and during the automation & centralization of the parcels sorting activities in 2 sites (redesign of all 4 main operational processes).
- **Program management**, supporting the Parcels Director with Program Office, project plan, training & guidance, reporting and corporate communications.

e. March 08 - Sept 08: bPost (Mail) & Taxipost, commissioned by EMPACT

- **Management of Change** across Mail (Domestic) & International divisions when re-integrating the e2e operational chain, formerly deployed by Taxipost, in the Mail organization.
- **Design & build the optimal Parcels & Express organization**, to be activated in the Sales & Marketing Division after re-integration of Taxipost in the Mail Division.
- **Program & Process management**, with focus on the tangible change moments for people and teams: communication plan, impact of decisions, guidance to all involved parties throughout the Parcels & Express design & implementation program.

f. Feb 08 – Dec 08: Dexia Group - Program & Process Management Organization, commissioned by EMPACT

- **Business assessment** in B, FR, NL, Lux and the Insurance Branch with respect to the enablers to get the unique Dexia Program & Process Methodology implemented, sustained and adding value across the Group.
- **Design, development and rollout of the Dexia Intranet platform** (including the modifications in the operational processes) to enable the introduction of the DPPMO methodology.

g. Jan 08 - Feb 08: The Belgian Post - Sales & Marketing Division (Domestic), commissioned by EMPACT

- **Process assessment** for the UV/RD portfolio, focusing on the provisioning & billing chains, esp. on the loss of revenues and operational inefficiencies.
- **Reflection & prioritization exercise**, defining the action plan for cleansing & process improvements toward successful billing & complaint handling.

h. Oct 07 - Jan 08: Stater Belgium - Belgian affiliate of Stater International Mortgage Services (HQ in NL and ABN AMRO as principal shareholder), commissioned by EMPACT

- **Efficiency Program Management** with focus on Operational Excellence & Business Improvements (company wide) in: systems, service (call) center, mortgage processing activities, HR practicalities for people & teams, (re)organization, business plan, process management & KPI's.
- **Transition Management** preparing non-organic growth (volume increase expected to be 6x, starting 2Q 2008 and taking 18 months) through M&A at shareholder level, design of a business plan (including the business case).

2. Former Position (Sept 04 till July 07) – Belgacom Group

2.1. HR Director / Head of the HR Business Partners team

Director Human Resources for the Fixed Lines business unit of Belgacom, later on also in charge of HR guidance to the affiliates such as Skynet, Certipost & Telindus.

Portfolio:

- HR guidance to top-management with regard to organization, people & teams.
- (re)organization of the Fixed Lines Business Unit (13.500 people) through a full organizational redesign program and repositioning of all management functions Strategische programma's.
- Headcount & resource management: cost cutting & optimization
- Strategic Plans (from an HR angle): design, operational plans, implementation.

Figures: Operational HR cost: 16.500 FTE (€1.150 Mio).

Team: 16 HR Business Partners, direct reporting line to the Chief HR Officer and the COO.

Achievements:

- **3Q2006** Carve-out of the ICT division to Telindus Group & first integration of Telindus.
- **2006** Design & implementation of a Belgacom wide headcount management process, resulting in a year-on-year downsizing by 850 FTE (5.5%).
- **4Q2005** Design & development of an automated IT reporting center for staff: actuals versus plan versus forecasts (heads & euros).
- **3Q2005** Design & launch of the required Belgacom TV organization.
- **2Q2005** Formal ownership for the HR budget (cost of staff).
- **2005** Full reorganization of Fixed Lines Business Unit, approved by the National Joint Committee and the Board of Directors.

Responsible for: HR operational support to all divisions, company-wide reorganizations, HR operational cost, headcount optimization, implementation of HR policies & talent programs, change management, union negotiations for operational topics, benchmarking & contributions in M&A initiatives (due diligences), sponsorship & contributions to the business strategy.

2.2. Director International Operations & Customer Service (Mid 2000 – Mid 2004)

Scope: International Carrier & Wholesale, international unit within Belgacom Group.

Role: Head of Operations & Customer Service, designing the business strategy and managing the full set of telecom services on the international network platforms spread over 50+ sites, interconnecting with 280+ carriers & operators worldwide.

Achievements:

- **2Q2004** Active involvement in the Joint Venture with Swisscom Wholesale Carrier division (due diligence, integration plan, business case).
- **4Q2003** Change & optimization program preparing future M&A's.
- **1Q2003** Enhanced International Customer Service with Technical Accounts.
- **1Q2002** Launch of a formal Customer Service unit, incl. Customer Care.
- **2Q2001** Design & activation of an operational dashboard (KPI's).
- **1Q2001** Re-engineering of the Operations dept (process & product focus).
- **4Q2000** Implementation of a Quality of Service process.

Business figures:

- Revenues around €550 Mio, EBITDA at €50 Mio.
- Capital expenditure of € 15-20 Mio.
- Operational budget of € 5 Mio.

Team: 6 managers, 27 team leaders and 76 highly qualified engineers/technicians.

Market recognition:

- **2003** Winner of the World Communication Awards – Best Wholesale Carrier. Top1 in 7 consecutive Vodafone-D2 preferred supplier rankings.
- **2002** Finalist in World Communications Awards – Best Customer Care.

2.3. Information Quality Manager (Mid 1998 - Mid 2000, under CEO sponsorship)

Scope: Data quality assurance & integration, project and process management.

Role: Internal crisis manager & consultant to the divisions, leading a group wide program with short term actions toward immediate solutions and medium-term initiatives toward a company-wide process & IT platform for data quality monitoring.

Achievements:

- **1Q2000** 5 major business domains being secured.
- **2Q1999** Internal consultancy in 16 projects.
- **4Q1998** Company wide Business Plan + Information Quality platform & organization

2.4. Business Process Manager (Begin 1997 - Mid 1998, selected by the Executive Committee)

Achievements: Leader of the company-wide Business Process Redesign program, including implementation, of the future network planning & construction process, in which 15.000 people were employed: 15 months, program with top priority, world-wide benchmarking, executive coaching, first acceleration efforts (transition to the 'new' Belgacom). The program was full scope, including reporting, ICT platforms with main targets focusing on cycle times, volumes and cost.

2.5. Competence Center Manager (Begin 1996 – Mid 2000)

Achievements:

- Restructuring & practical workload rescheduling for 600 people.
- Building the Outside Plant documentation & graphical maps: installation of 600 AutoCad stations over all sites in Belgium, purchase & specs for graphical IT tools, digitization by external companies.
- Standard technical inventory (dbase management, technical data warehouse).
- First Work Force Management (IT toolkit for practical work scheduling & logistics).
- Getting all areas (Flanders, Brussels, Wallonia, HQ) using unique tools & processes.
- Budget management (incl. planning & follow-up) as support to all area managers.

2.6. District Manager acting as an ad interim director (1995 - Begin 1996)

2.7. District Manager Network Planning & Engineering & Construction of Ghent district (1991- 1994)

Starting in Aug 1987 as Engineer in the Switching Department of the Belgacom Head Quarters, invited to lead the first Broadband initiatives in Belgium and to represent Belgacom in standardization taskforces, working groups and organizations on Belgian, European (ETSI) and worldwide level (CCITT).