

OBJECTIVES
------------

- 1) Implement key changes in international companies with hands-on responsibility on a limited-time basis;
- 2) Advise international development institutions on projects and procedures; and
- 3) Take-on additional non-executive directorship and board-memberships.

PROFILE
---------

- *Expertise:* **strategic & operational business expertise, financial engineering, turn-around, restructuring. Macroeconomic support: private sector development, financial sector.**
- *Skills:* hands-on general management executive, bottom-line results oriented, natural communicator. Good at managing changes in a variety of business situations within multicultural environments. Proven track record of establishing and managing successful teams composed of highly skilled professionals.
- *International experience:* Europe (past-resident in 7 countries), USA (res.), Africa (res.), Eastern-Europe, Asia. Multi-cultural (Belgian, Anglo-Saxon, French, German)
- *Languages (5= fluent, 1= element.):* English 5, French 5, German 5, Dutch 4, Spanish 3, Italian 2
- *Personal data:* Belgian citizenship

PROFESSIONAL TRACK
--------------------

- ◆ Since 1989: independent advisor/interim manager. (**references available**)  
Portfolio of clients include, mostly directly: **Euroclear Bank, Automation & Robotics, Zenitel** (merged **Sait-RadioHolland+Stento (World-wide), Monsanto (USA, Europe), Comparex Information Systems (Belgium/Lux.), A.E.S. (j.v. Monsanto/Exxon), D & S (j.v. Dexter/Solvay), D.S.M. (Netherlands), Daiso (Japan), Chemol (Hungary), PricewaterhouseCoopers, and the European Union (ex-DGI, ex-VIII, CDE), the European Investment Bank (Luxembourg), the United Nations (UNDP/DESA/OPS/UNIDO/ITC), the Asian Development Bank, the E.B.R.D.**
- ◆ 1987 - 1989: **INTERNATIONAL FINANCE CORPORATION (WORLD BANK)**. Washington DC, USA. Investment banker in the profit-oriented, private sector investment body of the World Bank. Negotiating, setting-up and monitoring loan and equity positions (minimum US\$1 million).
- ◆ 1981 - 1987: **MONSANTO EUROPE**. Brussels, Belgium. Different positions in business development and planning. People management. Chemicals (intermediates, plastics, biotechnology, pesticides).
- ◆ 1979 - 1981: **UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)**. Residing officer in Cameroon, for Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea and Gabon. Identifying and administrating projects. Detailed to Cape Verde.

EDUCATION
-----------

- Professional training: Advanced Marketing (in-house Monsanto) 1981-82 (American Management Association), and Advanced Finance and Banking, 1987-88 (International Finance Corporation, USA).
- Master of Science in Economics (M.Sc. ECON.), 1979. London School of Economics. London, UK.
  - Licence en Sciences Economiques (B.Sc. ECON.), Distinction, 1977. Université de Louvain, Belgium.
  - Agrégation de l'Enseignement Secondaire Supérieur (B.Ed.), 1977. Université de Louvain, Belgium.

PROFESSIONAL EXPERIENCE WITH MULTINATIONAL INDUSTRIAL COMPANIES
---

Strategic and business recommendations at corporate level for large multinationals.

- Adviser to a major International Central Securities Depository (ICSD) on strategic development in the development of securities markets (2003 on-going).
- Sales and Business Development manager for new applications for the world-wide leader in vision control and robotics for the ophthalmic industry(2003 on-going).
- Change manager, seconding the CEO for the turnaround of a telecommunications and wireless systems international company. Responsible for the implementation of "Change Initiatives" (business plans, acquisition strategy, improve cash position, divestments - business lines & real estate, HR, communication, IT, cost accounting, reporting). Directly responsible for divestments (value > 10 M€), new world-wide HQ (6 M€) and communication. World-wide (1999-end 2000)
- Strategic and tactical advice for an IT company (HITACHI regional distributor for mainframe computers & services) (1992, 1993, 1994, 1998).
- Evaluation of 5 industrial projects for the European Investment Bank (telephone switching systems, automotive, glass, industrial gases, industrial zones)
- Financial engineering and/or restructuring of industrial projects (technology, pharmaceuticals, agro-industry, chemical industry). Strategic evaluation, alliances, acquisitions.
- Business plans and board-level negotiations with strategic partners for innovative products: Smart Personal Objets with wireless technology, syringe without needle for diabetics.
- Strategic and business recommendations at corporate level for large multinationals, e.g.:
  - Semi-conductors: European market forecasts.
  - European outlook for Gallium Arsenide in wafer technology.
  - Electron beam technology: development of new applications, medical disposables, food irradiation.
  - Reaction injection moulding (RIM) and resin transfer moulding (RTM) opportunities in Europe.
  - Polyvinyl butyral: audit on marketing, technical & sales services, patents survey, technology.
  - Mist eliminators: sales potentials for power station retrofit scheme regarding acid rain (EEC).
  - Thermoplastic elastomers: market potentials in Europe.
  - Weatherable polymers/new thermoplastic elastomers: sales potentials by applications.
  - European strategy for plastic packaging (detergents).
  - World outlook for phosphoric acid.
  - World markets and potentials for chlorinated & fluorinated toluene derivatives.
  - Detergent raw materials: market trends + quantification of the European markets.
  - Polypropylene compounds in automotive applications (Europe).
  - US and European outlook for benzoic acid.
  - Agrochemical markets and strategies (F.,G., U.K., I., P., N., Dk.).
  - Introduction of TQM in a manufacturing company.

#### ADVISORY WORK FOR INTERNATIONAL DEVELOPMENT AGENCIES/BANKS

##### INVESTMENT BANKING

- Joint-mission CDI-IIC (Inter-American Investment Corporation –IDB) for investment projects above 2 M US\$ in Jamaica and the Dominican Republic (2000)
- Ex-post evaluation of E.I.B. loans for specific industrial projects (float glass, cars, industrial gas, electronics, industrial estates). United Kingdom, Germany, Spain, Ireland (1996 to 1998)

- Investment profiles for the Free Economic and Trade Zone of Rajin-Sonbong (Tumen River Economic Development Area -PR China, DPR Korea and Russian Federation). North Korea (1995)
- Audit for the financial restructuring for an international joint-venture in textiles. Botswana (1993)
- Investment banker for a credit line to small- and medium-scale enterprises. Sectors covered: agro-industries, hotel, chemicals etc. E.B.R.D., Kazakhstan (1993)
- Team Leader for a pre-feasibility study for a regional plant for animal feed concentrates for the UDEAC region. Cameroon, Central African Republic, Congo, Gabon, Chad (1992)
- Responsible for the evaluation of 15 bankable projects at the Development Bank for Central African States, formulation of the technical assistance. Projects: mineral water, clothing, car accessories, medical supplies, etc. for the 6 countries of the Central African U.D.E.A.C. union. Congo (1992)
- International Finance Corporation (World Bank). Project negotiations in agro-industries, fishing, shipping, tourism and textile ventures. Senegal, Gambia, Liberia, Guinea (1987-1989)

### RESTRUCTURING

- Restructuring of the sales & marketing part for two leading Chinese enterprises (machine-tool, buses). PricewaterhouseCoopers. Sichuan (2001)
- Team leader for the restructuring of a pump manufacturing company (for power plants, water treatment, 3.700 employees). PricewaterhouseCoopers, Commerzbank, IMI. Ukraine (1998 - 1999). [www.nempump.com](http://www.nempump.com)
- Team leader for the restructuring of a ceramic tiles manufacturing company (1.800 employees). Price waterhouse, Commerzbank, IMI. Ukraine (1997-1998). [www.plitka.kharkov.ua](http://www.plitka.kharkov.ua)
- Sole responsible for the restructuring analysis, identification of business development areas, training for ICMAv (National Institute for Research in Advanced Materials for Aviation, including a plexiglas plant). Romania and follow-up practical training in Western Europe (1992-1993)

### MACROECONOMICS

- Evaluation of the UNIDO project for the Private Sector, Chamber of Commerce, Chad (2002)
- Team leader, mission for the EU Programme for the Private Sector (6 M Euro, Burkina Faso (2002)
- Team leader, Evaluation. Programme (4,7 MUS\$) for the Develop. of the Private Sector, Benin (2001)
- National Program for the Development of the Private Sector. Madagascar (1999-2000)
- Team leader for the "Action Plan for the Development of the Private Sector". Niger (1994)
- Tuvalu, Economic Situation, Policies and Prospects. Responsible of the ADB country report part on private sector. Tuvalu, Fiji, Vanuatu (1993)
- Evaluation of the UN programme on macro-economic, sector and regional planning for Benin (1993)
- Evaluation mission for the "privatisation" of the national support institution to small- and medium-size enterprises. Rwanda (1991)
- Evaluation. Project "Pre-Investment Studies", Ministry of Economy and Planning. Madagascar (1991)
- Programming (3rd-cycle) and staff training to the U.N.D.P. office. Cape Verde (1981)

### SMALL AND MEDIUM SCALE ENTERPRISES SECTOR

- Feasibility study for the relocation of a manufacturer of lady's clothing and small leather goods onto industrial Free Zones. Guadeloupe, Dominican Republic, Florida (1999)
- Project design, support or evaluation for Tacis (see below) in ex-C.I.S. countries (1994-1998)
- " Diagnostic of the National Centre for S.M.E.s (1971-81)". Cameroon (1981)

### PROGRAMMING AND FOLLOW-UP OF DEVELOPMENT PROGRAMS/PROJECTS

Advisor to the European Union Technical Assistance to ex-CIS countries (TACIS) on **privatisations, restructuring, SMEs and financial markets**. On-going missions (1994-1998) to Russia, Georgia, Armenia, Azerbaijan, Turkmenistan, Mongolia.

- programming, writing of terms of reference and monitoring projects, on site trouble-shooting, project refocusing, and consensus building between local beneficiaries, the contractor, and the E.U.
- member of evaluation committees for selection of tenders (cumulative budget above 40 M€).

Projects have included: assistance to a textile industry region (Russia), Federal Agency for Insolvency (Bankruptcy), Food Packaging, Enterprises Support Centres for Russia: 1) Voronezh, 2) Rostov, Krasnodar, Stavropol, 3) Kaliningrad (Russia), and Almaty (Kazakhstan). Implementation of an Overall Privatisation Strategy, Small and Medium-Scale Enterprises Resource Centre (Russia), SME Assistance Centres (Russia), Implementation of Business Communication Centres (Azerbaijan, Armenia, Georgia), Management Advisory and Services Facility, Investment funds and security markets (Azerbaijan, Armenia, Georgia, Kazakhstan). Accountancy training (Armenia, Azerbaijan, Uzbekistan), New Strategy for the Oil and Gas Sector (Uzbekistan), Privatisation of Large Enterprises (Azerbaijan), Strategic advice on privatisation, Support to the Tax Inspectorate (Turkmenistan), banking training (Turkmenistan, Uzbekistan), Foreign Investment Agency (Turkmenistan, Uzbekistan), Privatisation of selected large enterprises (Azerbaijan, Turkmenistan), Post-privatisation restructuring (Ukraine).

#### TRAINING Formal training in pedagogy as Bachelor of Education

- Visiting Professor at executive-training and M.B.A. level at the U.S.-recognised University of Southern Europe (Monaco) (1994 to 1997) and at Université Senghor d'Alexandrie (Egypt) (1994 and 1995)
- Sole trainer. National Workshop on Industrial Projects Preparation, Implementation and Management Case studies: breweries, textile, cement and chemical industries. Ethiopia (1990 and 1991)
- "Great Lakes Economic Commission (CEPGL). Regional Seminar on the Techniques of Identification, Preparation and Evaluation of Industrial Projects". Rwanda (1985)
- National Seminar on the Techniques of Identification, Preparation and Evaluation of Industrial Projects. Madagascar (1984)

#### SOCIAL ACTIVITIES

Board Member of a nursing home (50 people employed) and active/instrumental (since 2000) :

- 1) in the personal coaching of the Managing Director;
- 2) in getting the yearly budget on balance after 2 years ;
- 3) in outsourcing some functions (accounting, payroll administration, canteen).

COUNTRY EXPERIENCE      **Western-Europe:** all countries; **United States of America;** **Central & Eastern-Europe:** Hungary, Romania, Russia, Ukraine; **Caribbean:** Dominican Rep., Jamaica; **Asia:** Armenia, Azerbaijan, China, Georgia, Kazakhstan, Mongolia, North-Korea, Turkmenistan; **Africa:** Benin, Botswana, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Equatorial Guinea, Ethiopia, Gabon, Gambia, Guinea, Kenya, Liberia, Madagascar, Mauritius, Niger, Rwanda, Senegal, South-Africa, Zambia, Zimbabwe ; **Pacific:** Fiji, Tuvalu, Vanuatu.