

Jan Van Hootehem

+32 475 462 116
C-Focus bvba
Ronceval 34
8700 Tielt

Jan@c-focus.be

Target	Executive & Senior HR assignments in all type of businesses with a preference for strategy execution, organizations in transformation and for executive coaching (individual & team).
Summary	Executive Committee member and CHRO @ Group Vandemoortele (1.5 billion € turnover, 12 countries in Europe, 5400 employees). Executive CHRO interim assignment @ Group Renson. Solid experience in Business partnering to the CEO, Leadership & Culture transformation, Organizational development and Change programs, international HRM, Mergers&Acquisitions, Divestments and Greenfields, Industrial & Labor Relations.
Credentials	<ul style="list-style-type: none">• Executive HR interim / transition assignment in a technology/innovation/entrepreneurial environment• 20 years' experience as Chief Human Resources Officer in Vandemoortele, an international Food group, family owned with a revenue of 1,5 billion€ and 5400 employees in 12 countries• 20 years' experience as member of the Executive Committee and co-lead with the CEO and the other Exco members the business from strategy formulation to strategy execution• Building a business partnership based on trust and authenticity with the different CEO's (J.Rathke, P.Godfroid, J.Vandemoortele, J.Noten, P.Renson)• Good insights of interrelations between and alignment with stakeholders, and in particular Shareholders (Family and private equity – GIMV), Board and Management,• Report to the chairman of the Nomination & Remuneration committee since 1998, and architect of a common European executive and management reward policy and structure, including base pay bands, short term – mid term and long term incentive schemes, including the roll out of a Stock Option Plan in 1999, a Top Hat plan in 2001 and a Stock Appreciation Rights (SAR) plan in 2018• Set up and lead an international HR team (68 FTE's) with a sustained track record on attracting and retaining the right people with a sound staff turnover of 11%• 30 years experience in all domains of HRM on a European scale : embedding HR processes in the organization and keeping up with the continuous evolutions in the field, incl 'new way of working'

- Co-lead with the CEO international Leadership and Cultural transformation programs within a business context where Operational Excellence is key, with the objective to support as well the Growth as the Profitability (Ebitda and Roce) targets
- Co-lead with the CEO Organizational Design Programs on top 3 layers, resulting in better governance, decision making and efficiency/effectiveness in alignments and meetings
- HR vision/strategy development based on the business priorities and within the business constraints, followed by a pragmatic/operational implementation focused on Operational Excellence and cost control. Successful managing the tension between budget imperatives daily tasks and the long-term success.
- Proven ability to manage the complete HR agenda in Mergers & Acquisitions ; due diligence and post-acquisition integration and associated change management resulting in realizing the synergies.
- Proven ability to manage the complete HR agenda in Divestments & Carve-out's (Data room management, communication, management retention) and in Collective Restructuring.
- Strongest & shared (360° feedback) executive leadership competencies (based on the GELI Insead) : empowering, rewarding and feedback, global mindset, emotional intelligence, resilience to stress.
- Excellent communication, networking and influencing skills towards shareholders, board, executive and managerial audiences, employees, operators, unions and external stakeholders (eg suppliers).

Experience

Amelior (www.amelior.be)

2006-

- Since 2006 : member of the Board
- Since 2015 : chairman of the Board

Group Renson (www.renson.be)

11/2018 – 10/2019

- Transition assignment as CHRO and member of the ExCo

Group Vandemoortele (www.vandemoortele.com)

02/1995 – 01/2019

- Since 05/98 Group HR Director and since 09/98 member of the ExCo
- Since 09/98 : seat in the Remco (Remuneration Committee)
- Since 09/98 : Exco seat in the Board of Directors
- Started as HR Manager Izegem site (02/95)

CNH (Case New Holland) (www.newholland.com)

1988-1995

- Started in Zedelgem as Management Training Coordinator
- Assigned as programme lead/key member in international management development projects within Ford New Holland and later Fiat New Holland
- Since 1991 : Manager Personnel Relations & Internal Communications

VLEKHO (Vlaams Economische Hogeschool Brussels)

1983-1988

- Started as Student Counselor and Advisor
- Since 1984 : docent, trainer at the V.I.M (Vlaams Institute for Management) and Programme Director 'Postgraduaat HRM'

Major projects

@ Renson

Restore operational stability and trust in all domains of HRM throughout the whole organization

- From exco, to senior management, the HR team and all employees
- Including the recruitment and onboarding of a new CHRO
- Prepared and installed a solid base HR administration

Set up an Operating Framework on the N-1 and N-2 levels within a changed organization structure

- Following a shift from a functional organization towards a matrix organization (exercise facilitated by Deloitte BMC best managed companies) , discuss – align and describe an “Operating Framework”
- Alignment on roles, responsibilities, interfaces (kruispunten), decision authorities (RACI) and governance platforms

Lead a large talent sourcing programme

- Attract +90 management, expert and commercial talents in 8 months worldwide (ao BU mgn, IoT engineers, SAP experts, Front end developers, internal and external account managers
- Implemented a ATS (application tracking system) Careerix

Be the executive HR business partner in multiple change & transformation programs & projects

- Lead the HR part in parallel programs : SAP Hana S4 implementation (Sunrise), post acquisition Louagie&Wisselinck (ROB), new greenfield Deinze De Prijckels, digital transformation programme (Renson One)
- Enlarged the HR Business partner role and embedded this role in the organization
- Installed a newly created Compensation & Benefits role to a added value role within the organization (incl. new jobgrading, salary structures)

@ Vandemoortele

Co-lead with the CEO Leadership, Cultural transformation & Organization design programs:

- Add value to change programme 2000 – 2002 : sponsor CEO P.Godfroid. This programme was supporting the “Vandemoortele 2002” business transformation plan, launched in 1999 by P.Godfroid CEO. Goal was to increase shareholders value and redesign and improve the business processes. Realization : bring the HR agenda to the Exco, exits/fair deals for a majority of senior managers, new way of internal communication, new performance management programme, new role & jobgrading framework, move to broad paybands across Europe, new reward system, implement new organizational structure (roles, responsibilities), introduced a People & Organizational review (incl 9 box – Performance-Potential grid)
- After the divestment of Alpro in 2009, co-lead with the CEO the Organization Redesign starting from Exco with a new governance model (roles, responsibilities – RACI, decision making platform) in a matrix structure. This included also the set up and relocation to a new Headoffice in Ghent, closing divisional HQ’s in Izegem
- Leadership for Growth programme 2016 – 2018 : sponsor J.Noten CEO. This programme was a cornerstone of the Vandemoortele transformation from a ‘B to B’ to a ‘B to B to C’ company. This was also part of a longer transformation from a ‘Production & Engineering company’ to a ‘Market oriented and Sales driven’ organization. Realization : change a leadership culture from a ‘command & control’ to a ‘trust & support’ culture
- Following the strategy execution aimed at ‘Operational Excellence’, co-lead with J.Noten (CEO) in 2017 and 2018 a further Organization Framework where we moved from a central group organization to a country organization for Sales, Marketing & Category development, and Operations, whilst maintaining synergies and expertise at Group level (ao HR, IT, Finance, Supply Chain ..)
- Design, organize and facilitate since 2000, yearly off-site exco, top management and management (150+ participants) events. Objectives : strategy and strategy execution, team alignment & teambuilding, business update, outside thinking (keynote)

Merger & Acquisition programs in France, Italy, the Netherlands and Poland

HR lead in M&A programs : in France (2004 acquisition of Cottet Group – 2 sites , 2008 Panavi Group - +10 sites, 4 legal entities), in Italy (2015, acquisition of LAG Group - 2 sites), the Netherlands (Van Dijk 2010), in Poland (Dossche, 2007)

- Due diligences : Data room analysis, Management assessments
- Between signing and closing : Management assessments (incl retention schemes)

- Post signing : member of the overall steering committee, lead the HR PMO office (processes, systems, policies, pensionschemes), lead the HR integration programme (ao company culture fit & gap analysis), lead management exits

Realised full and successful integrations, including the synergies aimed for.

Divestments and carve outs of major business parts within the Vandemoortele Group :

- 1998 : divestment of the Vandemoortele Crush and Refining division to Cargill. Take the lead in the social restructuring plan in Izegem (major site and origin of Vandemoortele (1898). Site (+1000 employees ; management, white and blue collars) was split in 3 separate entities (Vandemoortele, Cargill and Associated Oil packers -Joint Venture). Realization : social peace and social plan at a good cost.
- 2004 : divestment of the VDM Mayonnaise division (3 sites, Belgium – France – UK) to Hamker (Germany). Take the lead in the HR data room, management presentations and carve out. Realization : smooth transition, including retention/transfer of the General Manager
- 2009 : divestment of the Soy division (Alpro) (5 sites, Belgium – UK – France – Germany – Netherlands) to Dean Foods (USA). Take the lead in the HR stream (crisis communication, HR data room, management presentations, carve out, top management retention, post closing : service level agreements ...). Realization : crisis communication, carve out of pension scheme, HR IT system , re-gain motivation/trust with employees, set up and execution of HR service level agreements for the commercial team Belgium

Two successful HR-IT implementations in Europe (9 countries) :

- Make a business case and lead European HR-IT implementation project in Europe (all employees – mgm, white,blue collars) : including change management, functional requirements, process re-design ..
- 2004 : People Soft (Oracle) partner Cap Gemini : database employee central (lead) , interface with payroll systems (on country level) and finance (actuals), performance, recruitment, reporting
- 2016 : Succes Factors (SAP) full replacement, partner Emeritis : employee central, interface with finance (budget and actuals), payroll, performance, goals, succession & development, recruitment, onboarding (planned 2019) and compensation (planned 2019)

Creation of Learning & Development platforms:

- setup of the VANDEMOORTELE ACADEMY (2017-2018) at group level. Goal achieved is providing appropriate development programs to enhance personal commitment and to improve the skills and employability of staff employees. Roll out of international programs on Leadership, Selling Solutions, Safety and others
- Set up of a high potential programme (Europe) in Vandemoortele, including PDE (Personal Development Exercise), PDP (Personal Development Program) and Mentorship
- Young graduates programme Ford and Fiat New Holland. Co- lead, set up and facilitate a international development programme (one year) for a group of young high potentials

Performance, reward and benefit project for all staff (500+) and executives within Europe

- 2000 – 2002 : after the divestment of Crush and Refining , design and roll out of a fully new and integrated HR platform in Europe for all management and staff. Including ao : role and jobgrading, base pay broad banding, competency based performance management, variable pay system (Short Term Incentive scheme), Mid Term Incentive scheme, Stock Option Plan (Long Term Incentive scheme)
- 2016 – 2018 : review and redesign of our HR platform in Europe for all management and staff. Including ao : role and jobgrading, variable pay system STI, extension of the Stock Option Plan incl Belgian ruling on tax upfront (as Benefit Certain) and introduction of a Stock Appreciation Rights (SAR) plan for non-Belgian executives
- HR lead in introducing, changing and adapting company pension schemes in Europe (incl communication) :
- Belgium (2010) : set up and roll out of a new Defined Contribution Plan (Cash Balance) replacing the Defined Benefit Plan (DB) for all Belgium staff
- Netherlands : adapt existing DB plan to a IFRS proof plan (2014), move existing plan between insurers/providers (2017-2018)
- Spain : introduction and roll out of a Defined Contribution plan (2003)
- Germany : introduction and roll out of a Defined Contribution Plan (2004)

European engagement surveys for all employees

- Design, lead and roll out company wide engagement surveys in Europe, including post result Group actions on Leadership, Training, Communication (ao Townhall meetings) and Safety :
- 2015 : participation rate 80%

- 2018 : participation rate +80%, with clear improvements ref 2015 on the 3 domains

Industrial relations

- lead and manage the European Workscouncil (since 1998)
- lead and manage Industrial Relations on all aspects :
- member of Sociaal Committee (Fevia – Belgium) preparing and follow up on sector CLA's
- lead/supervise CLA's in Belgium, Netherlands, Germany, France, Spain
- Lead many collective restructuring programs in Europe (Belgium : site Izegem, relocation of HQ from Izegem to Ghent, Poland : site Chiekanow, France : multiple closures (one site per year) as from 2009 ; Caen, Chatellerault, Saint Esteve , Nanterre .., Netherlands : site Oudenbosch, site Roosendaal, UK office Hounslow). Succeeded @ fair cost and without major social unrest/strikes/litigations (France)
- Delt with two forced dismissals of protected employees in Seneffe (Belgium)
-

Build new Food Experience Centre

- Member of the Steerco (2017 – 2018 ..) in the preparation of building a new Headquarter in Ghent : named as 'Food Experience centre'
- Sponsor of the HR/change track related to Bytes, Bricks and Behaviors : communication stream, introduce new 'way of working'

Project Europe : set up of a new branch structure of all commercial legal entities (in Europe)

- In 2018 a major project was launched with the aim to simplify our legal set up, by moving all commercial activities in the different countries and part of different legal entities to a branch structure and part of three Belgian legal entities
- Project sponsor for the HR track, including transfer of employees to the branch in application of the Transfer of Undertaking (European Directive 2001/23/EC)

Education

Insead – Fontaineblau – France

2012 : Master in Coaching and Consulting for Change

	<p>Business wise (D.Van Gool) 1989 : Leader Academy</p> <p>Kluwer 1989 : Strategisch Bedrijfsmanagement</p> <p>University Leuven – Belgium 1983 : Postuniversity programme Counseling and Psychotherapy</p> <p>University Ghent – Belgium 1982 : Master in Psychology – with great honours</p> <p>Sint Jozefsinstituut – Tielt 1978 : Latin -Greek</p>
<p>Affiliations</p>	<p>Amelior</p> <ul style="list-style-type: none"> - Member of the board (since 2006) and chairman since 10/2015 <p>HR Forum</p> <ul style="list-style-type: none"> - Cofounder of an association of CHRO's of Belgium based international companies (revenue + 1 billion €, ao Solvay, UCB, Besix, Carmeuze, Puratos, Bekaert, KBC, Ontex, Tessenderlo Chemie, Etex, Rectivel, Alcopa, Agfa Gevaert ...) <p>HR Lab</p> <p>Business networks</p> <ul style="list-style-type: none"> - Member of 'Friday Friends ' (www.fridayfriends.be) - Member of 'Top West Vlamingen' (www.topwestvlamingen.be) <p>Service clubs</p> <ul style="list-style-type: none"> - Former member/president of Jaycees (Tielt), Kiwanis (Tielt) - Member of Ambassador (Tielt) (www.ambassador.org) <p>Insead alumni (EMCCC)</p>