

Jan Van Hootegem



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Executive HR Management

International assignments (Europe)
Strategy execution assignments
Companies going through or preparing a transformation

Areas of Practice

CHRO
Business partner to the CEO
Exco & Board (remuneration committee)
Executive Coach
Change & transformation
Key note speaker

Industry Lines

Food
Agricultural machinery
Industry Technology
Family owned company
International/multinational environment
University-Business schools

Education/Qualifications

Executive Master Coaching and Consulting for Change (EMCC) - Insead/Fontainebleau - France 2012

Leader Academy – Businesswise – (D.Van Gool) - 1989

Strategisch Bedrijfsmanagement – Kluwer – 1989

Counseling and psychotherapy postuniversity programme – University Leuven - 1983

Master in Psychology – University Ghent 1982

Fluent in Dutch & English
Very good command of French

HR Ambassador of the Year 2008

Contact details

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Professional Experience

- 2018 - C-Focus bvba Owner
- 11/2018-10/2019 : Renson – CHRO ad interim
- 2015- Amelior - Chairman of the Board
- 1998-2018 Vandemoortele Group - CHRO
- 1995-1998 Vandemoortele Izegem - HR Director
- 1991-1995 Fiat New Holland (CNH)-Zedelgem-Industrial Relations&Communication Mgr
- 1988-1991 Ford New Holland (CNH) - Zedelgem - Management Training Coordinator
- 1983-1988 Vlaams Economische Hogeschool (VLEKHO) Brussel – counselor and docent

Credentials

- Executive HR interim / transition assignment in a technology/innovation 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 different CEO's (P.Renson, J.Noten, J.Vandemoortele, P.Godfroid, J.Rathke)
- 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 from 1998 till 2018, 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).

Major Projects

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

- 'Add Value to Change' programme (2000-2002) : sponsor CEO P.Godfroid.
- Organization redesign programme after Alpro divestment (2009) CEO J.Vandemoortele
- 'Leadership for Growth' programme (2016-2017) : sponsor CEO J.Noten.
- Organization redesign programme 'strategy execution' (2017-2018) : CEO J.Noten

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

- France (2004-Cottes,2008-Panavi), Italy (2015-LAG), Poland (2007-Dossche), Netherlands (Erkens-2006, VanDijk-2010)

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

- Belgium (1998-sold Crush&Refining to Cargill), Europe (2004- sold Mayonnaise to Hamker), Europe (2009-sold Soy/Alpro to Dean Foods (USA))

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

- Implementation of People Soft (Oracle)- 2004 and Success Factors (SAP) - 2017 in Europe

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.

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

- .full design and roll out in 2002 and 2018 (revised) of a job classification and reward project (base and variable) including company pension schemes in Be, Ge, Neth, UK

European engagement surveys for all employees

- In 2015 and in 2018 (participation rate of 80%) and roll out of group programs on Strategy communication, sustainability, safety and training