

Pierre Van der Steichel

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INTERNATIONAL MID-SIZE COMPANY EXECUTIVE DIRECTOR

Hands-on with a focus on business expansion and based on in-depth technological experience

An intrapreneur with a passion for translating strategy into operational reality and developing highly motivated and customer oriented teams to start-up or grow profitable business units.

Experience with introduction of new technologies with long cycle solution-selling and complex project delivery in mostly B2B environments. Proven Profit & Loss responsibility in Europe, North- and South-America.

I have been active in technical, commercial and managerial positions and have shown results in each. In general I combine my technical background, organizational skills and business acumen with hard work. I combine work in depth with cross-disciplinary work in breadth, always with an end to end vision in mind. Life has also taught me to deliver this in a time- and cost-conscious approach. I revel in building operations and teams transcending their individual members.

Working in over 25 countries since 1985 – on 4 continents and in companies ranging from very small to very large – this adds up to a substantial multicultural and multidisciplinary experience gained in positions ranging from highly independent to fully collaborative and often intrapreneurial, having both joined existing teams and built new ones successfully.

Past results were achieved based on 3 main proficiencies, built over the years (see timeline on last page):

International Manager <i>Member of multiple Executive Committees</i>	Evolved through the multiple stages of management, gathering experience in production, services, day to day operational management, strategy, marketing, solution selling, due diligence, acquisitions, contracting, legal aspects and human resources. Worked for years in Europe, United States, Canada, Mexico and Brazil. Lead organizations of up to 370 people and 30M USD.
Entrepreneur, Intrapreneur, Business Developer <i>Multiple business start-ups</i>	Gradually grew from a problem solver into a multifaceted, multi-disciplinary and multi-cultural all-round profile with hands-on experience in business start-ups, re-starts, turnarounds and business expansions including marketing and solution sales. I drove these new operations both for employers or clients (intrapreneur) as in my own name (entrepreneur)
Technology Developer <i>Multiple Software Solutions</i>	Developed multiple software solutions using Basic, VBA, Assembler, Post-script, Windows API, Client Server, SQL, HTML, XML, XSLT. ERP, CRM and others applications with activities in all aspects of development and support (analysis, architecture, design, coding, release management, implementation, maintenance, customer care and documentation).

Traditional REVERSE-CHRONOLOGICAL List

Project Manager , Designer, Coordinator etc.

Urban Crops BVBA, Beveren-Leie, Belgium, Worldwide prospects

06/2015 - present

<http://www.urbancrops.be/>

- Recruited by start-up company active in PFAL (Plant Factory with Artificial Light) and CPPS (Closed Plant Production Systems) to design, coordinate and industrialize the building of the first fully automated industrial Plant Production pilot combining:
 - Modular rack structure, EUR6 crates and covers, wheel rails, piping for irrigation, drainage and recycling
 - Climate & humidity control, Air flow and CO₂ injection, O₂ injection in water, protection from algae
 - LED growth lights (PAR, power supply, dimming, power factor, cooling through better heatsinks)
 - Fertigation (irrigation and nutrient dosage) and UV irradiation of recycled water, Recipe verification
 - Robotics (up to 12 robot cranes, multiple conveyors, hatches, RFID readers, PLC Software)
 - Bill of Material for construction of up to 30 towers of 24 layers of 4 columns of 85 EUR6 crates resulting in 118.000 m² growth space on less than 10.000m² floor space. Automated Quoting and Ordering
 - Production Management Software controlling Fertigation and Robotics and production scheduling
 - Coordination of 25+ suppliers & partners in these multiple disciplines

Owner, Projects, Development (these are in addition to positions listed below)
S3 Management & Consulting BVBA, De Pinte, Belgium

05/1992 - present

<http://www.s3managementconsulting.com/>

Built from startup, this boutique technical and organizational consulting firm provides a variety of services including general management, market and product strategy, sales consulting, project management, business analysis, business development and strategy, software development, implementation and support services.

Selected engagements (most recent first): Myriade (for Police Zone PZ VLAS in West-Flanders), Sofico (acquisition of Car Systems France), Vanderdonckt (construction project), More & More (strategy & operations), Schoolville education software (plan), University of Brussels (Cystic Fibrosis index), University of Ghent, Marine Biology Laboratory (Taxonomy), Sofico (translation & tools), Myriade (prototypes & tools), ITC (MSA migration to SQL), A3 Consulting AG (event management in Switzerland), CLC (laser clinic), Publiganda (booth construction ERP), Statamat (service contract management).

Project & Program Manager

bpost NV, Belgium, Brussels, & UK

06/2012 – 12/2013

<http://corporate.bpost.be>

- Belgian mail & parcels.
- First project to set up a new logistics hub in London Heathrow including site requirements, contracts, permits, licenses, company structure, financial & operational reporting, venture financing, security issues, human resources, IT infrastructure and new software choice, tuned corporate governance, etc. (5 months)
- Then strategic program for growth in B2B parcel business based on Booz & Co strategic review and involving basically all major divisions of bpost (26.000 people) and 7 projects. Included charter and business plan, process definitions, VAT issues, scope & detailed requirements for software & equipment, dependencies, change & risk management, transition process, customer support and web interface, marketing efforts, sales organization, internal & external reporting requirements & BI execution, project planning & phasing, reporting & steering committees, etc. (15 months)

Vice-President Professional Services

Kronos Systems NV, Belgium, France, The Netherlands, United Kingdom

04/2007 – 10/2009

<http://www.kronos.com/>

Recruited by Captor NV two months prior to its acquisition by USA company Kronos Corporation, to turn-around project implementations and support services for this Workforce Management software and hardware provider overseeing 8M Euro P&L center, 4 teams in 3 countries and a headcount of 45. We drove 20% revenue growth while reducing costs in 2007-2008. Member of the executive board.

- Turned around 3 Implementation Services Units heavily strained by a failed European product launch.
- Concurrently, setup and prepared all Implementation Services Units for European launch of new USA flagship product as well as supported Microsoft Dynamics ERP introduction in the service & support organizations.
- Conducted a product gap analysis as well as in-depth operational review and flaw analysis in execution of implementation projects and support in the European market. Re-directed employee incentive programs and changed team attitude towards interdepartmental cooperation and customer service.
- Reorganized a 4-site collapsed maintenance group supporting 2500 existing customers into a central location with local satellites with increased use of remote support resulting in improved quality of service and measurable improvement in customer satisfaction.
- Improved project initiation and service delivery by introducing a common project methodology, statement of work, pre-closure validation, standardized contracts and Service Level Agreements and discounting discipline. Reduced project backlog and improved utilization rate and profitability.
- Standardized interface offering to further improve service delivery and coordination with implementation partners and social agencies.

Operations Manager

Sofico NV, Ghent, Belgium, Worldwide

06/2002 – 12/2006

<http://www.sofico.be/>

Recruited to turn-around first Sales and Marketing, then Product & Software Development and finally Professional Services (Implementation & Support) for this supplier in the Vehicle Leasing & Fleet Management market with customers in 15 countries on 4 continents and annual sales of 10M Euro. Team grew from 55 people in 2003 to 90+ in 2006. Member of the executive board.

- Initiated, defined and executed market analysis, marketing & communications functions, sales contracts, lead generation, and negotiations resulting in the addition of top customers worldwide with implementations in 6 countries including North America.
- Set up Channel Management team for the market introduction for the new flagship product as well as re-defined cost & pricing and general commercial approach to target sales to larger corporate market.
- Reorganized product development, introduced a 6 week release cycle and Quality Control, handling massive developments for 5 simultaneous implementation projects on a single software core.

- Influenced corporate reorganization to an external board; analyzed and revised strategy; wrote business plan that drove company to the next growth level.
- Identified and built relationships and negotiated with implementation partners and suppliers: CSC, KPMG, Logica, IBM, BEA, Oracle, Symantec, Business Objects, Microsoft, SUN, Citrix, Sybase, Unify

Developer

02/1995 – 12/1997

Digital NV (DEC), Brussels, Belgium

https://en.wikipedia.org/wiki/Digital_Equipment_Corporation

Joined a small core team in the prototype building, database design and functional specification writing of an enterprise-wide Client-Server solution for a multinational customer active in the Packaging Industry in Europe.

Founding partner

02/1993 – 12/1994

Myriade NV, Drongen, Belgium

<http://www.myriade.be/>

Built from product development to prototype a start-up providing software solutions for On-Demand Short Run Electronic Color Imaging intended to integrate Database Publishing, optimized postscript, digital cameras, portable lay-out designs, on-line cost & pricing, automated invoicing and stock control and semi-automated finishing. Ended development for lack of funding. Myriade re-started later and became a customer.

Operations Manager/General Manager Datagraphics Division

02/1985 – 04/1992

Moore Corporation, Europe, USA, Brazil, Mexico

<http://www.rrdonnelley.com/>

With rapid promotion and early technical assignments in the USA and Canada and management assignments in Brazil for this provider of business forms and electronic printing that was later acquired first by Wallace and then by RR Donnelly. Member of the executive board Moore Latin America.

- Set up first technical and later broader application support network with local satellites in 8 European countries working for the Moore Research Center, Grand Island, New York.
- In Brazil as general manager of new Datagraphics division directed P&L, Marketing, Sales, IT, Product Development and Production and grew sales from 1.5M USD to 10M USD in one year and went from 5 people in 1989 to 357 in 1991. Member of the executive board.
- Oversaw turn-around, market introduction of 3 product lines: Direct Market Mailings, Product Numbering and Barcode Systems.
- Developed and launched additional product lines: scratch-off lottery tickets and the first personalized magazine in the world mentioned in the New York Times.
- Initiated and built from startup an innovative subsidiary, creating a consumer marketing behavioral database, in collaboration with the Marketing Director of American Express in Brazil that later sold to Ogilvy & Mather.

LANGUAGES

Dutch, native
French, native
English, fluent
Portuguese, fluent in the past
German & Spanish basic knowledge

EDUCATION

Latin-Greek + Latin-Sciences + Mathematics Year Koninklijk Atheneum Gent Voskenslaan (Ghent - Belgium)	1977
Industrial Engineer Electronics & Automation Industriële hogeschool van het Rijk (Ghent – Belgium)	1983
Inkjet and Ion Deposition Systems (6 Months) Moore Research Center (Grand Island NY - USA)	1985

MILITARY

Conscription of 13 months. Lieutenant in the Belgian Army - Transmission Forces. Training in Peuti. Service in Transmission Headquarters in Tervuren on the start of the BEMILCOM project.	1984
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PROFILE

I am truly convinced that an operation is only as good as its weakest part. That is why I made sure to gain experience in the multiple disciplines at work in a dynamic and expansive company and to learn to rapidly figure out, mostly by listening to all stakeholders, what is wrong and what is needed. To do so I often had to quickly master new technologies, new business processes and complex organizational issues. With time I learned to combine short term priorities with the – often simultaneously needed – longer term efforts.

To me, balance, mutual understanding and trust between the different aspects of a business are crucial components in running an efficient operation able to get ahead of the pack. To achieve this I apply know-how and experience with common sense, consistency and pragmatism and ... a lot of hard work and enthusiasm by all.

I am used to immerse myself in new challenges and earn respect through my efforts and results. I have often been told I have contagious enthusiasm. I definitely have a driven personality and I do manage and lead by example. Fast-paced and multi-track momentum building comes naturally to me.

I can count on a good balance between analysis and synthesis in my thinking. Once convinced of the objectives and the feasibility, I always shoulder the operation as if it was my own and – in due time – deliver productivity, revenues, and profitability. I have learned to manage change over time.

Over the years, I have proven to possess a good dose of creativity and vision and to be neither overly risk averse nor thrill seeking. I have learned both from past successes and past failures.

The request I like to receive best is "Make it happen" and I do.

This approach obviously requires a clear understanding on autonomy, responsibility and authority.

I greatly admire polymaths and have done my best to emulate them as much as possible. I am driven by curiosity and the need for purpose in my life. I am passionate by nature and looking for a new objective to invest my energies in. I tend to despise mediocrity and am often weary of pragmatism and compromise in the absence of fundamental principles and integrity.

