Frank VANDEPUTTE
Brussels Belgium
Belgian national

E-mail address: vandeputte.frank@skynet.be
Mobile: + 32 473 23 39 23
Skype : live:vandeputte.frank
https://aaaafinancialservices.be
https://www.linkedin.com/in/frank-vandeputte-85067016b

CAREER OBJECTIVE: main fields

Program & Project Lead/Manager (ICT & Finance related : SAP S/4 & IFS)
Change & Transition Manager (ICT & Finance related)
CFO / Finance Director / Group controller / Regional Finance Manager

PROFILE

Tri-lingual International CFO with extensive **SAP Project Management** and **Transition and Transformation** Program Management.
Business Change Management experience with in-depth ICT, accounting, and financial skills & competences.
Practical **HR experience** with re-organisations and restructuring (lay-off exercises included) companies.

Having a large experience in **multicultural environments** (living years in different European countries and the Middle East).
University of Leuven, INSEAD, SOX certification.

PROFESSIONAL EXPERIENCE

2011-present **INTERNATIONAL CONSULTING COMPANY (PRIVATELY OWNED)**
PROGRAM & PROJECT MANAGEMENT/CONSULTANCY SERVICES / INTERIM MANAGEMENT

Major clients

Detailed projects:

BMT Aerospace International NV; BMT EURAIR NV; BMT Aerospace Romania srl.; BMT Aerospace USA Inc.

Finance Project Lead (Divisional controller) SAP S/4 Hana.(1/2025 – 15/7/2025)

Scope: implementation of SAP S/4 cloud as a green field
Reporting to the global PM S/4 with following responsibilities/tasks :

- Analyzing & drawing the E2E processes(mainly O2C, P2P) in Visio of all financial releated business processes (Finance & Controlling)
- Defining in liaison with the business, the key-users enabling the program to organize the training sessions.
- Documenting the training material (Material ledger, BOM, Routing, Product variances etc.)
- Preparing the training material and organize the training sessions (on-site & on-line)
- Documenting the testscripts for all finance related matters for the SIT & UAT (3 different environment)
- Executing all tests in the different test environments incuded all documentation (basis for the RO & US key-users).
- Reconciliation between all Costing runs (standard cost) and the COGM in the budget/forecast.
- Feedback to the operational departments after executing & scrutinizing all Costing runs (details of Bill of Material, routings, used rates)
- In depth analyse of company & group reports like Margin analysis, Profitability analysis and Cost centers analysis.
- Editing the Working instructions and documenting the procedures & processes.
- Guiding the key-users during the System Intergration test (SIT) & User Acceptance test (UAT).
- Folllow-up in ALM (open items, due dates & key persons of the implementation partner who are accountable)
- Follow-up of the GAPS between Belgian and Roumania (different tax laws etc.)
- Defining the training needs for the key-users in view of the Go-life in 2026.
- Supporting the users during Go-live and hyper-care
- Organizing the SAP S/4 trainings and teach.

www.sapristic.com
www.mirrhia.com

Sapristic International SA; Sapristic IMMO SA; Sapristic Belgium & Luxembourg; Mirrhia SA
Located in Louvain-La-Neuve (Belgium)

CFO a.i.(10/2024 – 12/2024)

Scope: Reorganizing all financial processes and act as Project Manager for the green field implementation of Odoo.
Main responsibilities/tasks:

- Analysing all business processes & transactions in particular all processes with an financial impact.
- Working with & assess the external accounting firm and giving them guidance to improve the overall accuracy of all transactions
- Improving the cash-flow reporting and negotiating additional financing (factoring, loans, sale of assets)
- Reporting to the CEO (owner) and the Board of Directors (quarterly meetings)
- Acting as Project Manager for the green field implementation of Odoo (contractual negotiations, roadmap, planning & budget, training etc.)
- Assisting and giving guidance to all financial departments (processes, reporting & management)

Private project (3/2024-8/2024)

Finalized a private project

DURAVANT
INNOVATION THAT WORKS.

marelec
A DURAVANT COMPANY

www.duravant.com ; www.marelec.com

Finance project lead IFS (10/2023 -2/2024)

Scope: Green field of IFS
Main responsibilities/tasks:

- Analysing & drawing the E2E processes (Order to Cash & Purchase to Pay). Matching the IFS process with the (to be) operational organization (manufacturing with sales activity)
- Supporting the finance department in all operational aspects (revenue recognition with POC, consolidation and IC elimination, costing model by means of standard cost and variances, work orders & labor costs, mapping BE GaaP with Group US GaaP, Chart of Accounts, cost centres & profit centres, calculating labor costs & overheads etc.) All reporting towards HQ Duravant based on US GaaP.
- Special emphasis is given to the standard cost and variances given it is a manufacturing company with no US GaaP knowledge & history.
- Part of the hyper care team (daily monitoring)
- Daily follow-up of the CR's (change requests) and open items in liaison with the finance department.
- Documenting & drawing of the work instructions.
- Work intensively with the implementation partner Hoist and liaison with the finance department.
- Supporting the finance department for all operational tasks in liaison with other departments (supply chain, manufacturing, sales & invoicing)

Brussels airport
www.brusselsairport.be

Finance project lead SAP S/4 (2/2023 -9/2023)

Scope : implementation of SAP S/4 cloud, Successfactors, Concur & Central invoice management (CIM), Ariba and SAP Analytics Cloud (SAC)
Reporting to the global PM S/4 with following responsibilities/tasks :

- Analyzing & drawing the E2E processes(mainly O2C, P2P) in Visio of all financial releated business processes (Finance & PMO)
- Defining in liaison with the business, the key-users & end-users enabling the program to organize the training sessions, the walkthroughs and testing activities.
- Documenting the testscenario's for all finance related matters for the SIT & UAT
- Guiding the key-users during the System Intergration test (SIT) & User Acceptance test (UAT).
- Folllow-up in Jira (open items, due dates & key persons of the implementation partner who are accountable)
- Setting-up the internal controls frame in accordance with auditors comments & general accepted controls
- Defining the training needs for the key-users & end-users
- Defining the roles and defining the key change impacts (tasks & organisation)
- Building the Segregation of duties frame and subsequent authorithies within the system
- Supporting the users during Go-live and hyper-care (reporting in ServiceNow)
- Organizing & teaching the S/4 trainings

Punch Powertrain
China, India, Belgium, France, The Netherlands, Germany
www.punchpowertrain.com

Chief Financial Officer a.i. (6/2022 – 1/2023)

Oversee and coordinate the business planning process to develop long-term strategic and annual operating budgets, including decisions on deploying capital, cash flow optimization and strategic manufacturing footprint.
Act as the BPO improving the processes based on the SAP ECC standard.
Lead internal controls , including any action plans associated with audit findings.
Coordinate and collaborate with internal/external resources in such areas as funding, taxation, accounting policies and procedures, financial modelling, economic projections, etc.
Carve-out exercise in view of attracting external private equity partners and/or industrial partners.

Provide sound financial and economic advice to the management team as part of the ongoing planning and implementation of business strategies, including standard cost, profitability, cost management, cash flow, capital utilization, taxes and funding optimization.

Drive transparent consolidation and reporting of financial operating performance, variance analysis, and sales forecasts review and business projections (half-year forecast and yearly budget).

Own the enterprise risk assessment framework to ensure risks are identified and reduced to acceptable levels.
Direct interaction with the CEO and shareholders financial department (Yinyi), to provide the board the relevant financial information for strategic decision making.

Negotiating with financial partners (banks, investors) to ensure effective and efficient funding towards Punch Powertrain (JV's included).
Advise on financial/business issues related to new joint ventures, mergers/acquisitions, and operations.
Develop a world class team through talent acquisition, and management & development to support business growth plans and training through establishing a best in class finance team, structure and processes.

Build a strong and trusted relationship between the major Chinese shareholders (Yinyi) and the Punch Powertrain leadership team, acting as a key conduit between the two.
Secure new capital investment not only from the current shareholders (Yinyi) but help to find new ways to bring liquidity/cash to the company and reinforce the existing capital structure.

AGB Digipolis Belgium

www.digipolis.be

Chief Financial Officer a.i. & Project lead SAP S/4 Hana (1/2022 – 3/2022)
Acting as CFO ad interim and also acting as Project lead for a Green field at Digipolis from Dynamics Navision to SAP S/4 Hana in liaison with all other entities (10 SAP entities) which are currently on an ECC platform.
Responsible for all negotiations with the implemenation partner (Delaware) content wise, scope, planning and budget.
Responsible for the organisation of all steps (Blueprint, FIT/GAP analysis, build, FIT & BAT, System Integration testing and User acceptance testing.
Responsible for determining the projec
Leading the workshops in liaison with the implementation partner to guide the process leads/owners to fully understand the SAP S/4 Hana standard and helping defining new business processes. Leading change management activities to support all process leads/owners implementing the revised processes.
Responsible for the governance (Greenfield & liaison with the ECC entities) and leading the various meetings (Steering Committee, Project management group).
Documenting & guiding the Steering Committee which GAPS need to be build and which processes need to be revised.
Responsible for the allocation of superusers for all testing activities (BAT, SIT & UAT) and tne necessarry training.
Work closely with the cut-over team preaparing the go-live.
Organizing the documenation with the super-users & key-users to have the workinstructions ready for the end-users.

Sligro Food Group

Sligro Food Group B.V. The Netherlands

Sligro Food Group N.V. Belgium

www.sligrofoodgroup.nl

Finance Project Lead SAP S/4 Hana(4/2021-12/2021)

Project Manager for the daily activities and deliverables of the Finance workstream ensuring progress (team of 6 core people : Process leads, Business Project Manager, Solution architect, Data architect)
Report directly to the Program Management Team (PMT)
Work closely with the Finance Process leads and Solution architects to facilitate the process & functional decisions around S/4 Hana.
Lead and motivate the whole Finance team (6 core people & process managers & key-users, end-users)
Prepare, facilitate and follow-up all workstream meetings and report weekly a status report to the PMT.
Coordinate activities, meetings & workshops. (Data migration, Master Data, FIT/BAT test, System Integration Test, User Acceptance test, Cut-over, Pre-Go live activities)
Ensure change management deliverables (processes & workplaces)
Ensure deliverables with external implementation partner (KPS)
Organize all business involvement for the test & training activities (allocation of super-users, testers, Solution architect)
Organize the business resources (partial allocation of operational resources)
Manage and/or escalate issues, risks & decisions to the PMT
Ensure coordination & alignment with other workstreams (sales, logistics & purchase, offer)

Belgian Company Machinery BVBA
Immolepel BVBA
TB Engineering BV
www.becomac.be

Chief Financial Officer a.i. (11/2020 – 4/2021)

CFO for the holding company Immolepel BVBA, the operational company Belgian Company Machinery and for the 50% participation in the engineering sub-contractor TB Engineering.

The company activities are : refurbishment of used machines, additional functionalities to standard & new crushers, maintenance & repair and business development (mid-sized crushers).
Acting as back-office responsible for all back-office activities which includes planning and guidance of the production, accounting, analytical accounting, reporting, subsidy files, bank relation and credit negotiations, budget, claim management, personal files of the company directors, credit control, Human resources, insurances, commercial agreements etc.

Given the absence of a back-office, many activities (legal & accounting) have been outsourced and with my venue most activities have been insourced. The basic accounting is still outsourced on the Exact platform.

Special emphasis is given to the business development with overall guidance to the CEO. Commercial contracts are negotiated with high segment customers like General Electrics and John Deere (mainly Wirtgen group).
Documented & supported by analytical reports (by type of activity) and cash-flow reports, I guide the CEO to further develop the company. The outcome of the agreed plan/budget results in a planning by project (blue collars, spare parts, raw material).

Delta Hospital, St Anne St Remi Clinic, Braine-l'Alleud Hospital, Basilique Clinic, Edith Cavell Medical centre, Park Leopold Medical centre, Europe-Lambermont Medical centre, City Clinic Louise, Jean Monnet Medical centre
www.chirec.be

Chief Financial Officer a.i. ((2/2020 – 8/2020)
CFO for all hospitals, medical centres and clinics and reporting to the Board of Directors.

The main requests of the Board of directors, besides the follow-up of the daily activities (supervision of Financial & Administration departments), are an in depth analysis of a variety of fields and to professionalize & strengthen the financial & administrative departments:

- In depth analysis of the organisational structure
- In depth analysis of the functions and their relevance
- In depth analysis of the performance based on a neutral & objective methodology
- Support to the different project teams for the implementation of new software & applications
- Create and manage a risk management environment based on internal controls and procedures
- In depth analysis of the analytical accounting and ditto reporting
- Set-up of a complete roadmap for the analytical accounting Activity based costing (ABC)
- Set-up of an Activity Based Management system & Balanced scorecard

Qualiver, Qualiphar & Gifrer : Belgium & France
www.qualiphar.be
www.gifrer.fr

Chief Financial Officer a.i. (4/2019 _ - 1/2020)
CFO for all entities. Major tasks are and not limited to :
accounting, controlling, audit, financial engineering, consolidation, financial statements, statutory accounts, tax returns, budgeting, management reporting.

Member of the Group Executive committee and part of the legal committees within the different countries.
Give support to major divestments (such as: product lines, real estate, production facilities etc.), data warehousing, due diligence, detailed standard cost calculations, analysis.
Guidance to two separate financial departments (country level) each with an accounting and controlling department.

Defined & installed the standard costing with variances in both manufacturing entities. The Data warehouse of Microsoft Dynamics NAV was used as the basis for standard costing & historical variances
Special emphasis to a more detailed & transparent production reporting sustained by historical analysis. Awareness of the historical problems/issues have been quantified.
Supporting both the country sales & marketing directors, as well the country production directors by documenting the business cases and investments in order to achieve the best returns.

Special attention is given to the bank relation given the group is mainly a production company and by definition important long term investments are needed in order to maintain and increase the existing market share in the world market (export by both companies of own manufactured and third party goods done in a variety of non-EU countries).

Vynova (www.vynova-group.com) : Germany, France, The Netherlands, UK, Belgium

Project Manager : Group Accounting & Consolidation Manager (3/2018 – 3/2019)
Project Manager for streamlining the current SAP ECC set-up for the EU group companies.
Existing SAP ECC configuration & CoA will be adapted to the IFRS accounts, postings and reporting.
CO-PCA will be IFRS compliant and drilldown from Management reporting to SAP postings will be operational.
The international reporting package will be feeded by FI for the BS and by CO for the P/L.

Project Manager for the Group Accounting and Consolidation organization :
IFRS training, job descriptions, segregation of duties etc. for all EU Vynova group companies.
Management of the Group Vynova Accounting & Consolidation departments (located in different EU countries).
Set-up and documenting durable internal controls in view of the (internal & external) audits of the EU IFRS reporting set and EU local Gaap set.

Accountable for the full reporting set for all EU countries based on the IFRS group accounting manual. Preparation and guidance of the IFRS audit and statutory audit & accounts. Tax computation with appropriate filing and documentation.

Cushman & Wakefield / DTZ (www.cushwake.com): Europe,US,Middle-East,Africa,Latin-America,Asia.

Integration Project Manager (located in Luxembourg): (12/2017-2/2018)
I am accountable for the full integration (operations, premises, IT, HR, Finance, legal, marketing etc.) for both Luxembourg entities: Cushman & Wakefield sarl and DTZ sa.
I deploy the methodology of Work stream (HR, IT, Finance, Operations, Legal, Marketing etc.) and designate the Wok stream leader (mainly Cushman employees and Management) by Work stream. Supporting & coaching all Work stream leaders in order them to apply the Project Management methodology and to deliver the weekly progress. Weekly conference calls with the international top management are organized, by informing the status for each

Work stream and to discuss the means, people & time needed to help the Work stream leaders to deliver the identified open issues.

Negotiating contracts with external providers (HR & Finance among others) to support the local teams to deliver timely the identified & agreed open issues.
Given matrix organisation, I have weekly interaction with the different international levels of the corporate departments.

On request of the top management, I scrutinize all major commercial contracts, supporting documents, internal reports over the years, to audit the full scope of the major contracts with the international customers. Besides making an executive summary, I reorganize the folders were the relevant information is made available for both the top management and local operations. The Executive summaries are discussed and documented with top management.
Major files are analysed and solved to support the Country Manager who can focus on Business development.

SNC·LAVALIN

SNC Lavalin (www.snclavalin.com) : Canada, Middle-East countries, Turkey, South-Africa

Finance & Administration Director (located in Belgium): (9/2016-10/2017)
responsible of the accounting, controlling and reporting activities (Statutory & Management reporting Belgian NV + all Middle-East branches mainly Jordan & Morocco).
Ensuring the accuracy of the accounts and review all the statutory & Management financial statements in accordance with Belgian GAAP, IFRS and the Group policies.
Poc methodology was a key element of the reporting.

Acting as an integral part of the management structure and participate to achieve the entity's financial objectives. Follow-up of the bank guarantees, letters of credit & performance guarantees. Single point of contact with all authorities (Deloitte, banks, Crescendo etc.). Ensuring internal controls and procedures around all financial cycles. With the local finance team you improve the local financial systems and processes.

Major contributions to the operations (local Project Managers & Managers on site) to prepare, negotiate and execute cash-flow positive projects as from the start during the whole project assuring the forecasted margin is realized monthly in the CF. Leading the project of dematerialization and digitalization within the Belgian entity.

gsk GlaxoSmithKline Vaccines

GSK/Novartis (www.GSK.com) : Europe,US,Middle-East,Africa,Latin-America,Asia.

Finance Partner (located in Belgium): (3/2016-6/2016)
I provide financial leadership, direction, focus to support to the Manufacturing Units (vaccines) to ensure financial target are developed, monitored, and delivered.

I built a true business partnership as the Finance key person with management team and stakeholders.
I ensure effective budget management and allocation of resources by timely & accurate reporting and providing insight in key drivers to ensure a maximum return of investment.
I work with other Finance partners to ensure consistent service and alignment to the MPU.

Allnex Corporation (www.allnex.com) Belgium, Luxemburg, UK, France, Spain, Norway, Czech Republic, Austria, Germany, Egypt, Australia, US, Canada, Mexico, Brazil, China, India, Japan, Thailand, Taiwan, Malaysia, South Korea & Russian Federation.

Project leader SAP ECC/Business Intelligence (located in Belgium with worldwide scope) (4/2015-12/2015)
for the implementation of a Business objects SAP ECC system with a change and transition management program.
Supported by a team of BI developers (7) we develop for all E2E processes (F2F, S2S, Finance, C2C) worldwide BI reports for all local & global users in all countries.
Supported by the BI team, I am replacing the Business/operational reporting in Cognos by BI reports based on BW and CO-PA.
An additional special project being the alignment of FI and CO-PA to have a Business reporting that equals the financial reporting. I am supported by external consultants (Intensum) and a team of BI developers.
A new consolidation tool (currently Infinium & TM1) will be replaced by SAP BPC, CO-PA reports and BI reports (legal consolidation & operational consolidation). Functional design & Technical design are finalized and ready for further development within SAP ECC.
I assist the Change & Program Manager with the development and implementation of the overall change and transition in all countries. SAP ECC is implemented by waves. Each wave represents some countries (EU & APAC already done) US to be started.

VGD/Nexia (www.vgd.eu **)** Belgium and major East-European countries

Chief Financial Officer (6/2013-12/2014)
and member of the Comex (Executive Committee). Accountable for and give guidance to the accounting & financial department of all entities.
Act as Project Manager (ICT & Finance) for all entities for the implementation of an ERP system.
Act as a Project Manager (ICT & Finance) representing the Project Management Committee and reporting monthly to the Steering Committee (Executive Committee).
Management of the master data, pricing, billing, reporting, monthly closing of all entities.
Set-up of a fully integrated reporting tool (P/L, analytical P/L, EBIT, Cash-flow, Source and applications of funds report, Margin report) on a consolidated platform.
Redesign of the invoicing process by decentralizing with a change management by redefining the tasks & functions.
Enhance a change management program by giving guidance to all locations and billing entities.

Bpost (www.bpostinternational.com) Belgium, UK, US, Canada, China, Singapore, Hong Kong

Project Manager-Business control- Belgian Post International (BPI) (6/2012-4/2013)
Project Manager for all international entities of the Bpost group for a variety of subprojects such as Generic revenue & cost model, set-up of management reporting versus legal reporting, Price & quality mix (volumes and revenues), transport costs, terminal dues, COGS, pricing, Tax, profitability.
Treasury and forex, Intercompany processes and policies.

Caviar Group (www.caviarcontent.com) Belgium, Netherlands, France, Czech Republic , UK & US

Co-Project leader for all operations in Europe & US (located in Belgium) (1/2013-06/2013)
for the implementation of an ERP system with a change and transition management program.
Business architecture (Business pipeline, Order to Cash, Purchase to pay, ICT cloud & cost analysis)Enterprise charter, Fixed Assets (IFRS & local GAAP) register, Banking file, Permanent file, CRM, Enterprise Master Data, Sociogram, Business Organization Model, Job register containing Job Descriptions. Weekly worldwide video conferences with specific reporting standards, issue log.

Ex'Spends (www.exspends.com) Belgium, Netherlands, France, Italy, Spain :
Financial and organizational consultant (acting General Manager and located in France) (1/2012-6/2012)
for all Ex'Spends entities in Europe. Finalizing the financial statements, the intercompany invoicing & financial flows of the Belgian holding and all European subsidiaries. In view of the launch in the Netherlands, an agreement with Dutch partners has been signed after an intense screening of the market, Draw up of the 2012 budget, the 2013 forecast, the financial needs, sources & applications of funds and the operational cash-flow. Organizing external financing (major European banks) and lead successfully discussions with potential venture capitalists, industrial partners and financial partners.
Development of the business in Europe especially in the Benelux.

Anheuser-Busch InBev (www.ab-inbev.com)
Western-European Controller (located in Belgium): (3/2011-9/2011)
analysing all price variances of the production costs (BNL: SAP R/3) for the 15 breweries in Western-Europe. Analysing and documenting all variable costs in liaison with all country financial departments and documenting the financials to procurement.

Monthly planning & calculating the price variances of the production costs and align the monthly forecasts with the procurement department (Western-Europe zone and HQ), financial quantification of all simulations and forecasts; business cycle for budget purposes.

2010 Metra Computer FZCO (UAE) : (www.metracomputer.com)

CHIEF FINANCIAL OFFICER

CFO & Project Management located in Egypt/UAE (2010)
Responsible for all financial departments (accounting, controlling, treasury, credit control) for the holding & subsidiaries (Egypt, Qatar, Kuwait, Kingdom of Bahrain, Kingdom of Jordan, Kingdom of Saudi-Arabia, Iraq, Singapore, US) having their headquarters in Cairo.

The factory for the production of Intel boards is located in Cairo and the distribution activities are in all countries in the Middle-East.
Standardization of all accounting procedures and financial processes.

Responsible for the SAP R/3 implementation (blueprints, Chart of accounts, cost centers, profitability centers, reporting and Accounting principles) for all legal entities with the assistance of external consultants (Wipro).The following modules : SD, MM, FI, CO, WM

Streamlining the whole financial organization by segregating the functions in line with the SAP functionalities. Drafting the procedures & policies for the whole group.
Implement a new approach in the whole region with an accurate & timely reporting schedule and with the necessary training.

Financial expertise for investments, new regions & products and in depth analysis of competitors and their business model.

2006 – 2009 Komatsu Europe International N.V.(JP) (www.komatsueurope.com)

GENERAL MANAGER, EUROPEAN HR

Responsible for the overall HR European strategy in 4 production entities and 3 distributing entities. I am assisted by a HQ HR team and HR Managers in each production plant. (4 manufacturing entities, 3 distributors) and selling entities in African countries.
Responsible for all expat files (EU within Belgium, non-EU within Belgian, EU and African expats in African countries and Middle-East representation. Negotiate a frame agreement with Deloitte/Laga for all expats files including individual coaching or each single expat.
Organized with the local BE team the social elections.
Reporting to the European President, acting as a European HR leader, I am an active member of the European forum (all EU countries represented)
Acted as the employer representative in all social councils and restored a positive social climate. I had a leading role in all social bargaining (collective labour agreements, working time reduction, labour & work rules, ERA project etc.).
Organized and executed with the teams the reorganisation (avoiding law Renault) with the buy-in of the unions.
Implementing the overall European strategy in the different subsidiaries in accordance with the local social laws.
Supervised a HQ team of 4 specialists (Comp & Ben, payroll, training, recruitment).

2004 - 2005 **CONSULTANCY / INTERIM MANAGEMENT**

Nuance (US) (www.nuance.com) : **Sarbanes Oxley International Project Manager**. (12 months)

I organized and gave guidance to the International organisation (non-US) of Nuance Inc. to make them Sarbanes-Oxley compliant (Finance, HR, purchasing, Controlling).
I was assisted by a team of consultants (4) being direct reports during the different phases of the project. The client Nuance was in the process of finalizing the Oracle financials implementation (Oracle Assets, Oracle General Ledger, Oracle Payables, Oracle Receivables, Oracle Cash Management). Given the specific revenue recognition (US-Gaap), the client implemented also the Revenue recognition module. The major part of my daily work was focussed on remediation (embedded controls within the different Oracle modules) and give guidance to all client financial departments & supervising the work of my team of consultants. We achieved excellent SOX results based on the BDO audit.

Tower Automotive (US) (www.towerinternational.com): **Financial Leader Western Europe** (located in Belgium)
I worked as an FL for several months within the Tower Automotive being a manufacturing entity. The main tasks were building a professional and stable finance organisation to further enhance the cost accounting and financial reporting.

Rogers Cooperation (US) (www.rogers.be):
Financial Manager (located in Belgium)
I worked as an FM for several months within the Rogers Cooperation, being a manufacturing entity. The main tasks were the temporary replacement of the responsible person of the accounting & financial department.

2001- 2004 TECH DATA (US) (www.techdataeurope.com)

(Tech Data N.V. / Tech Data Nederland B.V.)
FINANCIAL DIRECTOR BENELUX

Direct, organise, manage and co-ordinate the different departments within the Financial Department in the Benelux: accounting, controlling, tax, vendor accounting, treasury, customer service. The Financial team within the Benelux consists of 40 people. The direct reports consist of 4 Managers and 3 supervisors and 1 staff.

Supported by HQ we manage the move of SAP R/2 to SAP R/3 (blueprints, Chart of accounts, cost centers, profitability centers, reporting and Accounting principles) for all legal entities with the assistance of internal SAP consultants: SD, MM, FI, CO, WM. BI

Responsible for the financial statements, budgeting, forecasting, statutory accounts for all Belgian entities and the Dutch entity. Spokesman of the company towards the external auditors, tax authorities, banks, insurance companies, brokers.

2000 - 2001

VANDEMOORTELE GROUP (B) (www.vandemoortele.com)
(Bakery Products Division)
FINANCE & ADMINISTRATION DIRECTOR

Direct, organise, manage and co-ordinate all Financial Departments within Europe (Belgium, Netherlands, France, Germany, UK, Czech Republic, Italy, Spain). The European Financial team consists of 45 people. The direct reports consist of a French and German Financial Manager and local controllers and I was also assisted by an International Controller and a Financial analyst.
I was responsible for the consolidated statements and, reporting of all the commercial entities and manufacturing entities with monthly comprehensive analysis and comments.
The main focus was streamlining the reporting (cost accounting, financial reporting) with the support of the local financial departments and further developing the ERP reporting tools (SAP R/3 : FI CO SD MM WM).

1998 - 2000

CMB GROUP (B) (www.cmb.be)
ASSISTANT GENERAL MANAGER

Worked closely with the General Manager and give the necessary support, analysis, solutions on a variety of complex International files. The focus was Corporate Finance, Acquisitions and divestments and streamlining complex reporting.
I was mainly responsible for the follow-up of major files with a direct report to the General Manager.

1993 - 1997	OLIVETTI GROUP (IT) (Decision Systems International S.A.) **EUROPEAN CONTROLLER (located in Paris)** (11 European companies reporting to the European Controller) **CONTROLLER BENELUX (located in Brussels)**

Europe:

Direct, organise, manage and co-ordinate all Financial & HR Departments within Europe
(Netherlands, Belgium, UK, France, Germany, Spain, Luxemburg).
The HQ team consisted of 6 direct reports (2 Financial analysts, one Consolidation, one Treasury, one administrative secretary, one HR Coordinator) and each country had a local FD (HR included) reporting to the European controller.
Responsible for the financial statements, budgeting, and forecasting, statutory accounts for all European entities and negotiated the European budget with the Italian top management and was the liaison with the banks for the group financing.

Benelux :

Direct, organise, manage and co-ordinate the different departments within the Financial & HR Department in the Benelux: accounting, controlling, tax, treasury, logistics, pay-roll, Compensation & Benefit
I was responsible for the financial statements, budgeting, and forecasting, statutory accounts for all Belgian and Dutch entities. Spokesman of the company towards the external auditors, tax authorities, banks, insurance companies, brokers, external unions.

1987 - 1993	Variety of International groups (BASF, Esselte, Royal Begemann Group) **FINANCIAL CONTROLLER / FINANCIAL MANAGER**

(www.basf.com)
(www.esselte.com)

LANGUAGE PROFICIENCY

Dutch	mother tongue (C2)
French	mother tongue (C2)
English	very good command (C1)
German	notions (B1)
Arabic	notions (A1)

EDUCATIONAL BACKGROUND

Academic background

Master: Graduated in Economic Sciences	Catholic University Leuven (1986): Belgium
Master after Master: Post-Graduate in Business Administration	Catholic University Leuven (1988): Belgium

Professional training

TVA et la réglementation douanière	Chambre Economique	Brussels (1988) : Belgium
Finance for Executives	INSEAD	Fontainebleau/Paris (1990): France

ICT literate

Microsoft Office
MS Office

ERP & Databases
IFS
SAP S/4 Hana
Microsoft Dynamics Navision
Tagetik
Oracle financials
Hyperion

Project Management methodology
PRINCE2

HOBBIES

Coach of hockey teams, swimming, hiking, culture

COMPETENCES & ACHIEVEMENTS

Financial analyses & accounting & reporting

- Analysing and commenting on the consolidated operational results. Consolidated P&L is presented to management monthly. Balance sheet analysis with sources and applications of funds is presented to the management with detailed comments.
- Analysing the financial consequences of investments and controlling ex-post financial objectives.
- SWOT-analysis and presentation of the financial needs and future developments of a variety of alternatives.
- Supporting and coaching controllers to draw up budgets and accurate forecasts.
- Creating new management reporting tools to support the business. These tools are required to sustain the existing group strategy and to make the business more understandable and transparent for management.
- Guaranteeing the efficient registration of the company's activities and ensuring optimal management information.
- Ensuring that the group accounting requirements (IFRS-US-Gaap) are fully understood and adjusting within the organisation in co-operation with auditor's recommendations.
- Evaluating if the observance of the group accounting requirements is accurate.
- Ensuring that statutory requirements are met.
- Implementing the Internal controls in accordance with the Sarbanes-Oxley Act of 2002.

(ICT) Program & Project Methodology

- Change & Organization Management: perform the role of a coach enhancing change (e.g. Turnaround, new business model, redefined organisation).I create a culture of responsibility for business change with ownership by tracking KPI's. I identify the needs of training, communication and organizational alignment and organize where needed.
- Transition & Transformation Manager: install result driven projects supported by a variety of project management methodologies across different sectors, cultures and environments.
- SAP implementation/remediation: complete implementation cycle of SAP R/3
- ICT audits, End User Computer Compliance
- Business Intelligence –SAP R/3 & SAP ERP EEC 6

Operational change management - negotiations

- Developing a group treasury function, including accurate cash flow forecasting and managing the bank relations at the corporate level. This reporting is fundamental towards the acceptance of projects and must be both accurate and transparent.
- Managing all kind of credits and organising a tight follow-up of the cash flow.
- Negotiating project financing with various banks and negotiating different insurance issues for specific export projects. These projects were important due to their important profit contribution rather than to turnover contribution.
- Co-ordinating procurement and purchasing activities at the Distribution Centre.
- Negotiating contracts with suppliers and transporters.
- Social bargaining with unions (white / blue collars)
    - Salary policy, rewards policy
    - Negotiated and implemented reorganization with collective dismissals

Acquisitions & selling of companies

- Organizing and implementing the due diligence processes in co-operation with external auditors and corporate lawyers.
- Drawing up and negotiating contract terms, for instance the purchase price, the sale and purchase agreement, the guarantees, etc…
- Screening the potential buyers and finalising sales memorandum, confidentiality letter in co-operation with local management and corporate lawyers.
- Organizing and guiding carve-out exercises in view of attracting private equity groups and/or industrial partners.

Procedure and policy definition

- Write all HR & Finance procedures to improve consistency and internal control.
- Observing the company policies and procedures.
- Reviewing important contractual documents and ensuring they are in line with company rules and regulations.
- Acting as an intermediary between insurance brokers and insurers.
- Managing fiscal optimisation and ruling with local tax authorities and ensuring they are in accordance with the company rules and regulations.

Project management & change management

- Reorganizing existing structures in co-operation with external consultants.
- Defining reception structures for roll-out of different software (variety of ERP systems) and organisation.
- Reorganization and change management after the collective dismissals.

Coaching

- Managing, recruiting and motivating all departmental staff.
- Making sure that adequate and continuing training is given.
- Ensuring all personnel files are properly safeguarded, accurate and complete.
- Assist and help operational Management to solve all personnel issues.

References upon request