



MARTIN D.G. VAN HOUTTE

EXPERIENCED GENERAL MANAGER

SENIOR MANAGEMENT CONSULTANT

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WORK EXPERIENCE AND ACHIEVEMENTS

When	Early 2000 - ongoing
Position	Managing Director Management & Consultancy C° (MCC bvba)
Name and address of employer	MCC, De Nayerstraat 32, 9470 Denderleeuw, België
Responsibilities	General Manager - Founder of MCC
Activities	<p>Organisation development audits - Interim management - Strategy development - Economic development cooperation Projects - International Business Development - Personal Coaching - EU Public Affairs - Selected EU tenders</p> <p>(Activity from within MCC)</p> <p>2001- 2006 : Design, development and implementation of 7 international cooperation projects with a variety of partners in the EU, Asia and Eastern Europe.</p>
Position	EU-projects Project Leader (EuropeAid)
Responsibilities	Project concept development, partnership development, partnership agreements, practical organisation of all project activities, financial and general reporting
Activities	<p>Economic cooperation projects co-financed by EuropeAid.</p> <p>Main topics: Supply Chain Management in Ports, Automated Data Interchange (EDI), Maritime Higher Education, e-learning, e-government and the use of IT applications in the health care sector.</p>
Results	Project partners expressed their entire satisfaction on content, organisation and result oriented approach of the projects. Some reference letters can be found on www.mccbe.be .

(Activity from within MCC)

2006 - 2009 : Interim Crisis Management, Change Management and General Management at GOCA the Belgian Periodic Technical Inspection & Driver Testing Association (www.goca.be).

Position **Crisis Manager - CEO ad interim of GOCA**

Name and address of employer GOCA, Technologiestraat, Sint-Agatha-Berchem, Belgium

Responsibilities Crisis Management - Day to day management - Re-definition of Vision and Mission - Strategy - Strategic Action Plans Implementation

Organisation Development, Performance Management

Activities Defending the interests and delivery of services to the companies responsible for Periodic Vehicle Inspection, Driving License Examinations (including Training and ICT Services)

Results GOCA is back on track. The ISO 9000 quality management system is renewed. A large number of strategic projects is being implemented. Improved relations with the government administration. Positive image in the media. GOCA expresses its entire satisfaction with the achieved results. Reference letter available.

(Activities from within MCC)

2009 - 2011 : Managing Director ad interim with important reorganisation mission at the Belgian Road Safety Institute (www.BIVV.be - www.IBSR.be)

Position **Managing Director ad interim of the BRSI**

Name and address of employer BIVV, Haachtsesteenweg 1405, Haren, Belgium

Responsibilities Day to day management - Change Management - Vision and Mission, Strategy, action plans, Quality Management - Internal reorganisation

Organisation Development - Performance Management

Activities The Belgian Road Safety Institute (BIVV) has 150 staff in 7 departments each performing activities of a very different nature such as awareness building for more road safety, research and policy development, technical services, medical and psychological examinations, 'alternative measures', volunteering, running an Observatory for Road Safety, managing the network of road safety coordinators of the local police, co-operation with the Justice Department and the Home Office, presiding and managing the Federal Commission for Road Safety...

Results The BRSI has now 4 departments. The objectives were achieved in full, to the entire satisfaction of the President, the Management Committee and the Board. Reference letters are available.

(Activities within MCC)

2009 - 2011 : Managing the Federal Commission for Road Safety

Position **President of the Federal Commission for Road Safety**

(this position is part of the above job description of the Managing Director of the Belgian Road Safety Institute)

Name and address of employer BIVV, Haachtsesteenweg 1405, Haren, Belgium

Responsibilities Manage the activities of the Federal Commission for Road Safety (evaluation of road safety, developing indicators, monitoring, present new policy measures).

Results Consensus between the 27 members on 20 recommendations to governments and public authorities to reduce the number of road fatalities by 50% before the year 2020.

Organisation of a General Stakeholder Conference on Road Safety on May 11th, 2011 (www.fcvv.be)

2014-2016 = General Management of ENGIE Fleet, the shared services company of ENGIE Belux during a transition process. Develop a strategy, a new organisation model and a transition plan.

Position **General Manager ad interim of ENGIE Fleet**

Name and address of employer ENGIE Fleet N.V., Chaussée de Tubize 489, 1420 Braine l'Alleud

Responsibilities Manage the activities of ENGIE Fleet, reorganise the company, introduce a new fleet management software, introduce a series of invoicing modules. ENGIE Fleet manages 7000 vehicles and is within the top 3 of Belgian fleet management companies.

Results The company, the financial flows and the information flows are stable (again).

(Activity not within MCC) 2002 - on-going : limited but regular activity as accredited freelance conference interpreter for all European Institutions (European Commission, European Parliament, Council of Ministers, Court of Justice, Economic and Social Committee) in Brussels, Luxembourg and Strasbourg.

Results Simultaneous interpretation of meetings and conferences organised by these institutions. Insight in the policy areas and decision making processes

When 12/96 - 12/99

Position General Manager of Export Vlaanderen (now FIT Agency)

Name and address of employer Export Vlaanderen, the Export Promotion Agency of Flanders, Belgium, now FIT Agency, Gaucheretstraat 90 - Brussels - www.FITagency.be

Responsibilities General Management with important reorganisation mission (turnaround) in a government institution. Managing 300 staff, of which 200 in 80 offices abroad.

Results Performed a complete turnaround. Developed a new vision, mission, strategy, multiple action plan, a new organisation structure, job descriptions, internal processes and procedures. Added 15 representation offices to the existing foreign network. Developed a new scheme of financial support to companies. Supervised the design and implementation of an information technology plan.

Results Developed a new external communication plan (incl. new logo, corporate identity, etc.). Frequent editorials, press, radio and TV interviews both in Belgium and abroad.

Results Launched a number of innovative services (Export Letter, Export Days, Export Monitoring, Explus1 workshops, target group trade missions, tailor made services to exporters...).

Results Increased the export promotion productivity by 50%. Headed numerous official trade missions, to all continents. Had direct contacts with Ministers, Top Level Civil Servants, and with the CEO's of hundreds of large, small and medium sized companies. Continuous contacts with the press.

Results Positive evaluation from the Flemish companies for the job done. Exports from the Flanders' region increased by over 55% between 1996 and 2001. SME's accounted for 41% of exports in 1995, and for 51% in 2000. The number of Flemish exporters increased by 950 between 1998 and 2000.

When	4/91 - 12/96
Position Director General of FEBELTEX (now FEDUSTRIA)	
Name and address of employer	<p>FEBELTEX, the Federation of Belgian Textile Manufacturers - now Fedustria (www.Fedustria.be), Hof-ter-Vleestdreef, 5/1, 1070 Brussels</p> <p>FEBELTEX had 500 members, totalling a turnover of 6 billion EUR, employing 45.000 workers.</p>
Responsibilities	<p>Day to day management of the organisation. Managed 50 staff. Important restructuring activity. Representation of the Belgian Textile Sector both in private and in public sector institutions. Writing editorials on socio-economic and trade related issues frequently. Regular TV and radio interviews.</p>
Description	<p>Restructured the number of textile sector federations from 12 to 1. Redefined the services rendered by the federation to its members; launched ISO9000-certification, redesigning the internal processes (BPR) for quality assurance.</p> <p>Introduction of ICT-tools in the organisation.</p>
Results	<p>After 6 years, the Textile Federation had been totally renewed. More was being done with less. The functioning had been streamlined, the productivity increased and the cost was less. Instead of 13 organisations, there was only one representing the Textile Industry.</p>
Period	4/86 - 4/91
Position Textile Fibres Division Manager at Bayer Belgium N.V.	
Name and address of employer	Bayer Belgium (the Belgian Sales Organisation of Bayer AG in Belgium, Louizalaan 143, Brussels)
Responsibilities	<p>Managed a team of 12 staff. B2B job - Industrial Marketing and Sales. Important turnover. Excellent profitability.</p> <p>Started with 6 months extensive technical, commercial and managerial training in Leverkusen, Dormagen, and in the production plants of several German clients of Bayer. Completed a Marketing Seminar at the Universitätsseminar der Wirtschaft, in Erfstadt, Germany.</p>
Results	<p>Was put in charge of the Benelux Sales Organisation after 3 years.</p> <p>Was invited to manage the Dormagen worldwide, non-European Sales Team after 4,5 years.</p> <p>Youngest Division Manager ever in Bayer Belgium.</p>

When	2/85 - 4/86
Position	Educational Systems Division Manager at SIDEL
Name and address of employer	Sidel, an information technology branch of Sidmar (steel production, now Arcelor Mittal), Ghent, Belgium
Responsibilities	Launch of a series of training programs for PC-users. Developing a strategy towards National Education Authorities.
Results	The strategy towards National Education Authorities failed. The promotion of the use of computers in education was premature at that time. Successful launch of a number of PC Training Courses.
When	3/78 - 2/85 + ongoing since 2001
Position	Conference interpreter (European Institutions, freelance)
Name and address of employers	The European Commission, the Council of Ministers, the European Court of Justice, the Economic and Social Committee, the European Parliament and, occasionally, Eurostat.
Responsibilities	Simultaneous interpretation of all kinds of meetings of the above mentioned European Institutions Working languages at the start: Dutch, French, English, and Spanish. Added German, Italian and Portuguese later on.
Results	Developed a broad information status on almost all EU policies, on EU decision making, EU Affairs, EU programmes such as EuropeAid, Interreg, FEDER...

EDUCATION AND TRAINING

Institution	Hoger Instituut voor Vertalers en Tolken, Antwerpen, België
When	October 1971 - July 1976
Diploma	Conference Interpreter Eng/Span/French - into Dutch (Master's degree)
Results	Hired by the European Commission as a conference interpreter

Institution	Bayer Leverkusen - Corporate Training Centre Grosse Ledder - German Industry
When	June 1986 - December 1986 - March 1987
Results	Extensive 6 months' General Management Training and 3 months' Marketing & Sales Training in preparation for the job of Division Manager in Bayer Belgium, Brussels.

Institution	Universitätseminar der Wirtschaft (USW) - Erfstadt, Germany - www.usw.de - European School of Management and Technology
When	November 1986
Results	'Marketing Top Seminar' - 60 hours residential seminar for Marketing Professionals - Program information on : http://www.esmt.org/fm/44/Folder ME 2005.pdf - Integrated part of the management training programmes of Bayer AG

Institution	INSEAD, Paris, France
When	December 1996
Results	Top level private International Policy work shop lead by Arnoud De Meyer, INSEAD Deputy Dean, Dean of Administration, former Associate Dean for the MBA programme, Executive Education. Attendees: the Minister-President and the Minister of Finance of Flanders, Belgium, and the General Managers of the External Relations Ministry, Export Vlaanderen (Martin Van Houtte), Flanders' Tourism Agency, Flanders' Development Cooperation, Flanders' Foreign Investment Office. - www.insead.fr

Other

Seminars, workshops Attended countless seminars, workshops and symposia on international trade and investment, competitiveness, marketing, socio-economic topics, road safety -- policy items of regional, national, European and global interest.

Policy analysis
Policy preparation Analyses, presentations and editorials on numerous policy documents of regional, federal and EU Institutions as General Manager of the Belgian Textile Federation, as General Manager of the Flanders' Export Promotion Agency, as Executive Director of the Belgian Road Safety Institute... Responsible for the presentation and implementation of policy initiatives in the above mentioned sectors.

LANGUAGE SKILLS

Dutch Mother tongue

Languages ready for active use at a professional level, i.e. general management, project management, lobbying, commercial negotiations...

Other language(s)

European level (*)	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C1
French	C2	C2	C2	C2	C1
German	C2	C2	C2	C2	B2
Spanish	C1	C2	B2	B2	B1
Italian	C1	C2	B2	B2	B1
Portuguese	B2	C2	B2	B2	B1

(*) [Common European Framework of Reference for Languages¹](#)

1 C2-Spoken interaction: "I can take part effortlessly in any conversation or discussion and have a good familiarity with idiomatic expressions and colloquialisms. I can express myself fluently and convey finer shades of meaning precisely. If I do have a problem I can backtrack and restructure around the difficulty so smoothly that other people are hardly aware of it."

B2-Spoken production: "I can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible. I can take an active part in discussion in familiar contexts, accounting for and sustaining my views."

CORE COMPETENCIES

General Management	<ul style="list-style-type: none">▫ General management (incl. change, interim management, project management)▫ Change Strategies and Development Plans for public and private services industries▫ Management and Organisation Development of Business Associations
Project Design Project Management	<p>Project preparation, concept development and management of international projects on the development of the Virtual Transport Community in co-operation with core players of the ports of Antwerp, Marseille, Dublin, Barcelona, Cork, Bangkok, Ho Chi Minh City, Phnom Penh, Gdansk</p> <p>Project preparation, concept development and management of comprehensive change projects as in FEBELTEX, Export Vlaanderen, GOCA, the BRSI</p>
Organisation of strategy workshops	Experienced organiser of interactive, one day strategy workshops followed by the development of strategic action plans, process and performance improvements
Organisation audits, SWOT-analyses	Experienced in gap analyses, in depth interviews, AS IS and TO BE situations aimed at presenting new strategies and action plans to general management, boards, social partners...
Organisational skills	<p>Trained by Bayer Leverkusen. Successful application of organisational skills in 4 different types of organisations, both public and private, where change and performance management, and general management was required.</p> <p>Also: set up and management of economic co-operation projects in Thailand, Cambodia, Vietnam (EU Project Management) and Poland.</p>

Technical skills	<p>Excellent technical and practical understanding of technologies, production processes... in a variety of sectors such as textiles, chemical industry, automotive, safety, ICT, logistics...</p> <p>Hands on management style.</p>
Computer skills	<p>Daily use of MS Office 2010.</p> <p>Development and supervision of custom developed work flow programs for services organisations (e.g. subsidizing export promotion, application of MS Dynamics).</p> <p>Development and maintenance of the MCC website in Drupal (www.mccbe.be)</p>
Social and communication skills	<p>Accredited conference interpreter (spoken, multilingual communication)</p> <p>Marketing & Sales Manager trained by Bayer AG</p> <p>Twenty years of general management in a variety of corporate cultures (public and private, multinationals and SMEs, business associations and EU institutions)</p> <p>Extensive internal communication linked to crisis and change management</p> <p>Frequent radio and TV interviews, contacts with the press</p> <p>Past captain of the Brabantse Golf Club, Melsbroek, Belgium</p> <p>Founder of the Golf and Business Club of the Brabantse Golf Club; experienced organiser of debate lunches, golf competitions...</p>
EU Affairs	<p>Frequent presence in EU Institutions in Brussels, Luxembourg and Strasbourg Well acquainted with the functioning and decision making of EU Institutions</p>
The Belgian Model	<p>Well acquainted with the interaction of the Belgian federal and regional authorities with the private sector (social partners) including civil society</p>

Business Associations,
Civil Society

Experienced General and Change Manager of business associations such as FEBELTEX (now FEDUSTRIA) and GOCA, including lobbying and management aspects of all related organisations such as the European Business Associations, intersectoral and sector organisations such as the BFE, Vacantex, Centexbel, Cobot, the Federal Commission for Road Safety...

Capacity building for
public and related
services

Show the way... and help develop processes and procedures for efficient and effective, performing service organisations in sectors such as

- export promotion
- road safety
- vehicle inspection and driving examinations
- business association development
- public private partnership
- ...

Capacity building
for private sector
companies

Help develop

- export capacity development
 - international business development plans
 - strategies, concepts and designs development...
- in a variety of sectors

PERSONAL INFORMATION

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Nationality	Belgian
Date of birth	15/11/1953

ANNEX I - MANAGEMENT COMMITTEE AND BOARD MEMBER FUNCTIONS

Martin Van Houtte

- **CEO a.i. of GOCA** - the Belgian Motor Vehicle Inspection and Driving License Association
- **CEO a.i. of BIVV-IBSR** - the Belgian Road Safety Institute
- **President** of the Federal Commission for Road Safety (FCVV)
- **General Manager a.i. of ENGIE Fleet**
- **Fibres Division Manager** of Bayer Belgium NV, Brussels
- Board Member of the Federation of Belgian Enterprises, Belgium (VBO-FEB)
- **CEO of the Belgian Textile Industry Federation**, now Fedustria
- Management Committee Member of the Foreign Trade Fund, Belgium
- Board Member of the European Federation of Textile Industries (Euratex), Brussels
- Board Member of Vacantex (social benefits payment organisation), Belgium
- Board Member of Centexbel (Scientific and Technological Research), Belgium
- Board Member of Cobot (Textile Training Centre), Ghent, Belgium
- Board Member of Textirama (Trade Fair Organisation), Ghent, Belgium
- **General Manager of Export Vlaanderen**, Belgium, now FIT Agency
- Board Member of VLAM, Agro-Marketing PPS, Belgium
- Board Member of the Belgian Foreign Trade Board
- Member of the Foreign Policy Management Committee, Flanders, Belgium
- Management Committee Member of FITA (Technical Agency)
- Member of the Advisory Committee of the Flanders-Asia Investment Fund

- Foreign Trade Advisor to the Foreign Affairs Minister, Belgium
- Captain of the Brabantse Golf Club, Belgium

ANNEX II - CV IN MINDMAP FORMAT

