



## Selected Assignments

### European Salesforce CRM implementation for a Global energy company

Envisioning, as the Global CRM program manager, a more professionalised client relationship management (CRM) approach for all operating companies around the globe. Initiation of the innovative CRM program involving five European opco's and overseeing the implementation in Great Britain, France and Italy.

### External stakeholder engagement for a medium sized municipality in The Netherlands

Shaping the approach for a municipality to engage external stakeholders through "expert sessions" as they are transitioning to the Next Digital Economy. Supporting top-management to identify and frame their challenges, covering topics like regional economic positioning, digital inclusion, digital platforms, and ecosystem nurturing.

### Vision on e-services for a large municipality in The Netherlands

Supporting a cross-departmental team of the municipality to craft their vision on e-Services and required ICT capabilities. Guiding the discussion with frameworks about the future of digital government and the impact on modern ICT architectures.

### Change management & business process redesign (BPR) at a large Polish Food Retailer

Leading a large multi-disciplinary, multi-national project team working on the optimisation of all the administrative and operational retail processes and systems. Personally responsible for change management, working closely with the CFO and other Board members of the company.



### **Post-acquisition organisational integration at a European Commercial Real Estate Organisation**

Supporting the CEO and management team of the Netherlands Operating Company to integrate the two organisations. Redefined the organisation structure and business processes, and co-developed their Digital Innovation Agenda.

### **CRM visioning, implementation, and organisation redesign at a Dutch Public Transport Operator**

Working closely with the commercial directors and managers to help them transform into a more commercial and more customer oriented organisation. Defining their CRM strategy based on e-ticking in public transport, redesigning the organisation structure and required competencies, and managing various ICT projects.

### **Post Implementation Evaluation of an ERP Implementation at a Czech Retailer**

Leading a team hired to evaluate a recently implemented ERP system that faced severe user rejection. Failed change management was identified as the root cause of the problems. By bringing IT and Business back on speaking terms, most issues were resolved resulting in good use of the system.

### **Electronic Market envisioning and implementation in the FMCG sector in the United States**

Starting up one of the first electronic exchanges led by a consortium of fast moving consumer goods (FMCG) companies. I joined the team in Chicago to contribute my expertise and experience with Joint Category Management gained by working with retailers and manufacturers across Europe.

### **CRM Strategy in a B2B environment at a global Industrial Electronics Company**

Coaching an international team of key players to agree on a shared B2B CRM Vision, critical success factors, and an implementation Roadmap. The challenge was to align vision and strategy across the various business units and countries. Using my expertise I helped steer the decision making as needed.

### **Strategic innovation at a packaging supplier for the consumer goods industry**

Supporting a packaging supplier developing a revolutionary new printing concept allowing consumer goods manufacturers to reduce inventory and obsolescence of packaging material. Added retail industry knowledge to the innovation processes, and led a team that surveyed over 20 consumer goods companies across Europe.

### **Retail Information System for a Major International Airport and its Duty Free Retailers**

Leading a team that developed a shared vision for the airport and its duty free retailers, by getting the different organisations to agree on the advantages and purpose of a common system. We also designed the architecture and roadmap for implementing this system.

### **CRM implementation for the marketing & sales department of a Pharmaceutical Company**

Developing and implementing a Pharma CRM system. My team emphasised change management through extensive communication with core users, the steering group, and the rest of the organisation. Training of all users was key. The project was completed within budget and ahead of schedule.

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