

## Curriculum Vitae

**J.A. van Uchelen**

### **Personal details:**

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Age:	48

### **Professional objectives:**

To be responsible for the development and implementation of the strategy in a company and for optimization of processes in all areas. To deliver company- wide solutions instead of sub optimization. My broad experience in a wide variety of jobs, my structured solution oriented approach and my ability to motivate people are my key factors for success. New responsibilities in a new environment will certainly enable me to further enhance my competencies and skills.

### **Personal Characteristics / Competences:**

I am a seasoned executive with multicultural and international experience. My strength is to develop a clear strategy, translate it into clearly defined actions plans with clear roles and responsibilities for all team members. I motivate my team during execution of these plans by challenging situational support and coaching with a lot of attention for development of the team and its individual members. Analytical skills and my structural approach are key success factors for the development and implementation of process flows and organizational structures. My personal key values are based on respect of the individual, clarity and high integrity.

### **Work Experience:**

#### ***Current Position: Owner of Van Uchelen Business Solutions***

Van Uchelen Business Solutions offers solutions for complex issues companies have to deal with. It offers hands-on support by means of interim- management or consultancy. Focus is on financial, operational or general management issues. Van Uchelen Business solutions does not give only good advice, but takes the lead in realization as well.

#### ***2008 - 2009: Senior Management Consultant at NextChange Business Improvement***

NextChange is a consultancy company specialized in implementing change. Final objective is always bottom line improvement of financial results of the customer. Therefore, processes should be aligned with the needs of the customers and the

organization should be as efficient as possible in its processes. In order to embed these changes in the organization the team is involved from the early stages onwards. Modern leadership enables people to take full responsibility and to develop themselves. The NextChange team consists of 5 people.

The Senior Management consultant is together with the partners responsible for development of the customer base, development of the indirect markets, development of business and sales plan, development of new products and services. The senior management consultant supports customers in their operations, develops and gives in-house training en acts as speaker on various seminars.

Milestones:

- Internal Strategy developed and business- and sales plan aligned with the strategy.
- Multiple conversations arranged in highly protective new markets like healthcare, leading to various small orders.
- Further development of the NextChange website

***1989 -2008: Broad experience in a wide variety of positions in one and the same multinational***

Bührmann Tetterode merged in 1993 with KNP to KNP-BT. The packaging companies of KNP-BT were sold in 1998 as Kappa Packaging and merged in 2005 with the Jefferson Smurfit Group to the Smurfit Kappa Group, one of the leading packaging companies in Europe.

Held positions in general, financial and operational management in various operating companies in different countries. Managed various projects on a wide range of subjects.

***1997 – 2008: Various Management positions at Smurfit Kappa Trimbach and Interbox***

Trimbach (located at Bergen op Zoom, the Netherlands) en Interbox (located at Hoogstraten, Belgium) are two operating companies of the Smurfit Kappa Group. It produces solid board boxes for various dedicated market in Europa. Trimbach held small production units in Thailand and South Africa. Headcount for Trimbach and Interbox is about 100 each, with a turnover of around € 35 mln. for each location.

All milestones directly resulted from a successful combination of process improvement, change management and full support of the organization.

**Plant Manager Trimbach (2006 – 2008):**

The plant manager held final responsibility for the Trimbach site excluding the commercial department. In this position the following departments were under my direct supervision: manufacturing, facility management, HRM, R&D en customer services.

Milestones:

- Realised process improvements which led to both BRC-IoP and ISO certificate. These improvements also reduced business risks, leading to 80% lower insurance premiums for property damage and business interruptions.
- Developed and successfully implemented KPI's and process improvements which led to a reduction of total operational costs by more than 10% in 2007. Reduction of headcount with around 20 people realized without social unrest despite a conflict with workers council and unions on a proposed reorganisation.

#### Director Finance & Operations (2002 – 2006):

The director Finance & Operations was responsible for all financial and operational areas at both Trimbach and Interbox. Direct reports were in the area of Accounting and Control, ICT, Manufacturing, Technical Department and Procurement, representing well over 150 people.

#### Milestones:

- Developed and implemented an impressive cash management program in 2006. Working capital reduction of 60% was realised in 2006. Stable working capital in 2007.
- Introduced a location plan on machinery and equipment. Proven to be a perfect mean to allocate limited financial resources. Machinery is in much better shape and in 2007 a reduction in maintenance costs well over 25% was realised.
- Managed projects on various topics like strategy, profit improvement, planning and control cycle, millennium, euro, SoX, IFRS and a sprinkler investment project.

#### Controller (1997 – 2002):

The controller is responsible for the departments Accounting en Control and ICT for both Trimbach and Interbox.

#### Milestones:

- Replaced the Accounting and Control team at Trimbach. I was responsible for the selection and coaching of the new team. Currently the team delivers high quality output within tight deadlines and targets.
- Contributed as controller to the successful closedown of a plant at Voorschoten (1998). Despite a tough decision, under difficult circumstances, the whole process was finalised without any social unrest within budget terms.
- Transformed ICT into a pro-active department based on stable infrastructure with no additional personnel. We even rendered services to sister- companies.
- Standardised sourcing of ICT hardware achieving price levels up to 20% under Smurfit Kappa contracts.

#### ***1993 – 1997 Division – Controller (Solid Board Division) KNP-BT***

The Solid Board division consisted of over 40 locations all over Europe with a total turnover of approximately € 500 mln. The division controller focussed on profit improvement, planning and control processes and support of local Accounting and Control teams.

**Milestones:**

- Improved processes by contributing as an expert member to two consecutive project team implementing new financial reporting systems (Micro-Control / Hyperion).
- Reorganisation provision controlled, accounted for and reported on (€60 mln. and no overruns).
- Achieved profitability improvements by participating as one of the two KNP BT expert members in a successful company wide sourcing project, led by AT Kearney, saving nearly € 100 mln..

***1989 – 1993 Various positions throughout the Bührmann - Tetterode company***

1992 – 1993 Assistant Controller at Gelria (Manufacturing of solid board boxes)

A management information system developed, accounting and internal control processes improved and a activity based costing system developed.

1990 – 1992 Assistant Controller at Macchingraf SpA (Italy), a leading trading company for Heidelberg presses

Implemented as a pilot for the Bührmann- Tetterode company a detailed management reporting and information system. Planning and control cycle developed and reporting process redesigned.

1989 – 1990 Assistant Controller and Head Accounting department at Bruna (retail: bookstores)

KPI's for the stores developed, inventory and trade receivables largely improved and replaced the controller for a couple of months.

**Education:**

1980-1988 Masters Degree Business Administration (drs.) Erasmus University Rotterdam

**Languages:**

Dutch	Native
English	Fluent
German	Good
Italian	Conversation

## **Attachment to CV J.A. van Uchelen:**

### **Overview Projects and Programs:**

#### **2008 – 2009      *Market Development Program***

Development and implementation of the new market strategy. Successful both in partnership with the leading companies in the business and in building market share in healthcare.

#### **2007 – 2008      *Process- and Profit Improvement Program***

Implementation of Process Improvements and KPI's accordingly, resulting in a 10% reduction of total operating costs in 2007. Reduction of maintenance costs even 20%. Reduction of headcount 20% in a situation of ongoing discussions with works counsel and unions on a larger reorganization proposal.

#### **2006              *Cash Management Program***

A cash management program developed and implemented during 2006. Impressive results: a 60% reduction of Working Capital, being stable in 2007.

#### **1998 – 2008      *Strategy – and Profit Improvement Projects***

As an expert member in several project teams actively contributed to Strategy and Profit Improvement projects both on group level as on local level.

#### **1998 – 2008      *Project Management***

Acted as the project manager in a large number of projects:

##### **\* System Implementation:**

- Sofon
- CA-tools
- ISeeIKnow
- Vision Planner
- Streamserve

##### **\* Financial Projects:**

- SoX
- IFRS
- Euro

##### **\* Other Projects:**

- Sprinkler project
- Soil Pollution project
- OEE
- Millennium
- Shopfloor Information project

#### **2005 – 2006      *Production Planning and Executions***

Realized as a senior member of the project team and steering committee a successful implementation of Synchrono on two sites, being the first in Europe.

#### **2004 – 2005      *ICT transformation program***

Successfully transformed the ICT department into a pro- active department, based on a stable ICT architecture and without extension in headcount. New ICT services introduced.

**2004** ***E-business portal***

As the project leader responsible for functional design, testing and acceptance of the system. Trained both internal as external users of the system.

**2003 – 2004** ***Procurement Standardization in ICT***

By means of standardization of ICT hardware local price levels were reduced to 20% under comparable group levels.

**2004** ***Production (Assets) Optimization Project***

A so-called location-plan regarding future needs for machinery and equipment developed. This plan has proven itself to be perfect tool to allocate limited investment money. Machinery is in much better condition, on of the reasons for the 25% reduction of maintenance costs.

**2000 – 2005** ***Financial Process Optimization***

A very structured approach of improving Business Planning and Control processes resulting in strong improvement in quality and timeliness of reporting, forecasting and budgeting.

**1998** ***Divestment and Integration project***

As controller financial responsible for the successful closedown of a site and the seamless integration of its activities in another site.

**1993 + 1996** ***Financial Reporting System***

Participated as an expert member in the development and implementation of the group reporting system (Micro Control (1993)/ Hyperion (1996)). Quality and timeliness of financial reporting has been improved significantly.

**1992 – 1993** ***Cost Pricing Calculation System based on Activity Based Costing***

As the project leader an ABC costing system developed and implemented.

**1990 - 1991** ***Implementation of a Management Information System and development of a Planning and Control cycle.***

As the project leader a detailed Management Information system developed and implemented. At the same time all Business Planning en Control processes improved.

**1989** ***KPI's for bookstores***

Developed the major KPI's for a bookstore based on statistical analyses of the success rates of the various book- stores in the group.