

KEY SKILLS

- Dynamic manager experienced in Credit Management, Contact Centre, Commercial and Financial Services organisations.
- Performance management in complex multicultural business environments.
- Skilled in 4 European languages supported with Project Assignments in multiple European countries.

EMPLOYMENT HISTORY

- Dec 15 - Present** **City Genk – Genk, Belgium** **Assistant Head of Administration**
Public Service Sector. Total employees : 1.300.
- Assistant Head of the front-and back-office administration department for the municipal School of Fine Arts and Media. Responsibility to deliver top quality, cost effective school administration services to students, teachers and the Ministry of Art Education.
 - Operational responsibility covering people and performance management, process enhancement, organizational design , standardization of work methods and SLA's.
- Feb 08 - Apr 15** **DHL Finance Services BV – Maastricht, Netherlands** **Credit & Collections Manager**
Express Logistics European Financial Shared Service Centre. Multicultural environment. Total unit employees : 400.
- Head of Credit & Collections Belgium – Netherlands – Luxemburg DHL Express and Freight business units.
 - Responsibility to deliver cost effective collection of due and overdue receivables and to meet the agreed Service Levels for Credit Management, DSO, Bad Debt Expense and SLA's.
 - Strong shaping direction - full operational responsibility – standardized the processes and work methods for all Order to Cash Services (In- and Out-bound Call Centre, Cash Collection, Cash Allocation, Dispute Management, Legal, Third Party Management, Risk management). Achieved the cost reduction targets.
 - Human resource management. Responsible for the selection and hiring, coaching, training, workload organization , motivation, optimal resource deployment, performance management and evaluations of the team members.
 - Implemented KPI's. Established individual, team and country performance targets.
 - Liaison with key stakeholders (internal – external). Negotiation and implementation of Service Level Agreements.
 - Stakeholder management : monthly performance / budget meeting with sales – operations and the CFO's.
 - Implemented Risk Management (credit ratings – credit limits – new Credit Management Policy – SLA's).
 - Achieved the operational targets (DSO and Bad Debt Expense reduction objectives) in a cost reduction environment.
 - Budget preparation and control for the Credit & Collections department.
 - Co-ordinated multiple in- and out-bound volume migrations and Business Process Optimization initiatives.
- Oct 06 - Jan 08** **DHL Finance Services BV – Maastricht, Netherlands** **Accounts Payable Manager**
Express Logistics European Financial Shared Service Centre. Multicultural environment. Total unit employees : 600.
- Responsible for the areas of Vendor Master, Payment Platform, Trial Balance Ageing, Workflow Management, Inbound Call Centre, Back office dispute management, Scanning.
 - Handled volumes for 7 countries : Benelux, Ireland, France, Austria, UK.
 - Human resource management. Operational responsibility as well as strategic positioning. Achieved cost reduction target.
 - Successful migration of 3 units inbound volumes into the operating model.
 - Achieved excellent internal/external audit rating.
- Jul 05 - Sep 06** **DHL Finance Services BV – Netherlands – Germany – France** **Project Manager**
Global Express, Freight, Mail and Logistics company. Worldwide employees : 500.000.
- Project manager responsible for the stabilization of one of the Accounts Payable departments in Maastricht (Netherlands).
 - Project manager co-ordinating the Order to Cash stabilization support in the Shared Service Centre in Cologne (Germany) and the Customer Accounting Centre in Lyon (France).
 - End to end project management responsibility from conceptual phase through implementation, delivery and follow up.

Oct 03 - Jun 05 **DHL Finance Services BV – Austria, Netherlands, Germany** **Credit & Collections Manager**
Express Logistics European Financial Shared Service Centre. Multicultural environment.
Total unit employees : 600.

- Head of Credit & Collections for Germany and Austria.
- Responsibility to deliver cost effective collection of due and overdue receivables and to meet the agreed Service Levels for Credit Management, DSO, Bad Debt Expense, SLA's.
- Full operational responsibility - including performance management, process and organizational improvements for all Receivables Services (In- and Out-bound Call Centre, Cash Collection, Cash Allocation, Dispute Management, Legal, Third Party Management, Risk Management).
- Human resource management.
- Introduced individual, team and country performance targets.
- Co-ordinated the volume migrations to the Shared Services Centre in Germany with excellent results.
- Managed multiple optimization, standardization and change initiatives. Realized the cost reduction objectives.
- Stakeholder management : monthly performance / budget meeting with sales – operations and the CFO's.
- Liaison with key stakeholders (internal – external).
- Budget preparation and control for the Credit & Collections department.
- Achieved the DSO and Bad Debt Expense reduction targets.

Oct 00 - Sep 03 **DHL Finance Services BV – Maastricht, Netherlands** **Order to Cash Supervisor**
Express Logistics European Financial Shared Service Centre. Multicultural environment.
Total unit employees : 600.

- Human resource management for a start-up Credit & Collections department for the German market.
- High change environment with multiple start up challenges.
- Organizational design implementation – strong shaping dimension.
- Standardised business processes and work methods
- Introduced a roadmap programme.
- Established individual, team and country performance targets.
- Set up and analysis of daily, weekly and monthly management reports.

Jan 94 - Sep 00 **Belgacom NV – Hasselt - Mechelen, Belgium** **Credit Control Supervisor**
Belgian market leader Telecommunications operator. Employees : 20.000.

- Within the Business to Consumer segment, responsible to maintain the collection portfolio for 3 telephone zones.
- Staff responsibility for the areas covering Cash Collection, Cash Allocation, Dispute management, Legal and Call Centre.
- Re-designed the operating model allowing for higher efficiency and effectiveness levels. Achieved the cost reduction target.
- Coordinated the volume migration from Hasselt to Mechelen.
- Achieved the operational objectives.

May 90 - Dec 93 **Dela Insurances NV – Antwerp, Belgium** **Area Sales Representative**
Benelux market leader in offering funeral service related insurance packages. Employees : 500.

- Responsible for the set up and the maintenance of a distribution network consisting of independent insurance brokers.
- Winner of the "Dela Regional Sales Award" 1992.
- Reached and regularly exceeded every quarterly sales target for the indirect and direct sales segment in my region.

Dec 87 - Apr 90 **Cosemans BVBA – Genk, Belgium** **Production Assistant**
Wholesale company producing different types of strong liquor. Employees : 25.

- Obtained exposure to all business aspects of a small sized company gaining experience in general administration, sales and production environment.

EDUCATION

- Theodore Roosevelt High School : San Antonio – Texas (USA) : High School
- Katholieke Universiteit Leuven (Belgium) : Bachelor in Philosophy
- The Open University (UK) : Diploma in Business Studies
- Skilled in Project Management methodologies

LANGUAGES

- Dutch (Native) English (Fluent) German (Fluent) French (Good)