

CURRICULUM VITAE



CREVALE MANAGEMENT SPRL

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Belgian, born June 22nd, 1956.
Divorced, 2 children

Civil Engineer (Catholic University of Louvain-La-Neuve, UCL)
French, English (German and Dutch)

INTERESTED IN FUNCTIONS WITH LARGE MANAGING RESPONSIBILITIES AND REORGANIZATION CHALLENGES

**Commercial ,Supply Chain ,
HR, Controlling ,
Strategy and Innovation experience**

Transformation – Change management - Merges

From Strategy to Execution

Complex environments

International Companies and SME's

EXECUTIVE SUMMARY

- Thorough knowledge in commercial, logistic, product and strategy development, commercial management control, human resource, organization and management of multinational organizations and SME's.
- Piloted and implemented major change programs: merger and reorganization, innovation and product strategy, product development, commercial network, management control, process reengineering, human resource. Extensive professional experience in the implementation of multifunctional, multicultural and multi-countries projects.
- Excellent leadership, led large international teams (up to 300 people), local, relocated and international teams. Motivation of the teams and development of the people, communication.
- Result as the first focus of teams, change management and continuous improvement.
- High level of management, energy and commitment. Conceptual, innovative and entrepreneur.
- Member of the Board of Directors of companies of the ArcelorMittal group, the two research and development centres and two industrial companies in Belgium, and various industrial or commercial companies in Europe.

PROFESSIONAL EXPERIENCE

May 2018 : Creation of CREVALE Management and coaching (sprl) **Consulting, Organization, Cost Management, Coaching, Strategy, Marketing, Commercial, Controlling, Human Resources**

Missions

Liberty Belgium: 14 months.

Put in place a commercial controlling (hiring of 3 financial profiles) sales administration ... for a turnover of 1,2 billion euro. IATF audit was a success.

Véranda Confort : 3 week

Devised a new Marketing Plan and set a cost reduction program of 60%

ArcelorMittal /Liège-Dudelange Steel Industry : 12 months.

Adviser of the CEO ArcelorMittal /Liège-Dudelange Steel Industry.
Creation of a Commercial Direction pour LDSI, selection of the new CMO, technico-Commercial team, sales forces (25 people)

1. August 2006 till December 2017: ArcelorMittal Group

November 2015 till December 2018

General Manager of QSE and Supply chain at AMTailored Blanks Liège.

Responsible for: Safety, Product Quality, Environment, Supply Chain and Purchasing (Transport and consumables) , 95% of the clients are Automotive OEM .

Major achievements: World Class Manufacturing (WCM) Silver level ,new commercial controlling in place . Supplier level A audited by Volkswagen (VDA : Quality and supply chain Audit) , first ArcelorMittal mill with a A level

EBITDA 2017 : plus 114% compared with 2015, level confirmed in 2018.

October 2012 till October 2015

General Manager Trade Defense.

Responsible for: Early Warning System optimization, relations with EU commission and Lawyers

Major achievements: New early warning system put in place based on follow-up of import licences demand and not only when goods arrive at EU customs, shared indicators with all stakeholders and robust reporting process put in place; mobilization of sales force for early warning price indicators Speed up of EU reaction in case various potential conflicts.

July 2008 till September 2012

General Manager of Technico Commercial Industry and Performance Management.

Responsible for: - Technico Commercial Team (100 engineers)
- Performance management (HR, Commercial Controlling and Process)

Major achievements: Give a strong visibility to the job of CTS (Client Technical Support) from a claims settler to an innovation arm for our customers thanks to strong improvement in product communication and KPI based on innovation. HAV (High added value products: specialties) and NEW products: Increase the sales by 45 % in 3 years, +1,2 million tons of HAV/NEW products, + 45 million euro for the company, on a yearly base.

New Client teams including also production and supply chain to boost an approach base on innovation and product specialties; time to market become KPI. HAV and NEW products become a global KPI for ArcelorMittal Europe in 2012 .

August 2006 till June 2008:

General Manager of Performance Management in ArcelorMittal Commercial Europe.

Responsible for: - Human Resources (1500 FTE)
- Commercial Controlling
- Commercial Excellence (System, Process and procedure optimisation, skills, competencies)

Major achievements: Integration and merge of the Arcelor and Mittal Europe commercial organisation. In HR, integration of a common Management by Objectif , robust KPI on talents , specialists , internal mobility rules ,structure costs reduction . Creation of a Commercial controlling, sales reporting , analyse, sales and margins forecast, orientation of the commercial strategy :’’ steering by margins’’. Alignment of process and procedures of both companies, creation of a ’’cockpit of KPI’’ to concentrate all stakeholder on the same goals.

2. April 2002 till July 2006 – Arcelor Group

July 2005 till July 2006

Senior Vice-President of Construction & General Industry (CGI) in Arcelor Commercial .

responsible for :

- Commercial relation with the Partners of Industry
- Marketing and Strategy for the segments Appliance, Construction & General

Industry

Major achievements: partnership contracts with key customers including services and innovation. Partners and Segment strategies, transformation of the ’’sales forces’’ in ’’commercial forces’’.

April 2002 till June 2005

Senior Vice-President of the segment Metal Processing (MPR) in Arcelor Commercial

responsible for:

- Sales, marketing and strategy of the segment Metal Processing (worldwide)
- Profit Management Process for Arcelor Commercial
- Commercial relay for Cockerill-Sambre

Major achievements: all MPR subsegments have a strategy based on long term margin and innovation. Results , 30 Euro/ton more than company average and cost reduction of the MPR organization by 30 %. Put in place of a Profit Management spirit in the commercial population of Arcelor thanks to robust reporting created and large training programs given, change management implemented , from “tons sellers” to “margins sellers “.

3. April 1986 till March 2002 : Cockerill-Sambre Group

June 1999 till March 2002.

Commercial Managing Director of Cockerill-Sambre, Member of the Board of Directors of Cockerill-Sambre.

responsible for: Commercial , Supply Chain and Product Innovation

January 1998 till May 1999

Commercial Management, Head of International Sales

Member of the Board of Directors of the commercial branch (since January 1997)

From April 86 till December 1997

Various Technico Commercial-Product Manager position (1986-1989) and Sales positions (1990-1991)

Commercial Management, Head of Sales Department, Marketing Manager , product development .

responsible for :

- Appliance (in 1991)
- Other Industry (in 1992)
- Construction (in 1994)
- Europe (in 1997)
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4. July 1983 till December 1985 : Bureau d'étude de Wilaya de Tamanrasset (ALGERIA)

Engineer, head of projects, and later Technical Director (9 months)

5. October 1982 till November 1982: assistant at the civil engineers education of UCL

ADDITIONAL INFORMATIONS

Other educations:

- *Fundamental principles of Financial Management (Management Center Europe)*
- *Team Management (Bekaert Stanwick)*
- *Various Language schools Bristol(UK), CERAN (B)*

Culture and Sports: Golf (5 years Men's Captain at La Tournette) , Mountain in summer time , Reading , History , Paintings.