



Etienne M.J.M. HENDRICKX M.Sc.

Executive Summary

Entrepreneurial Senior Executive with a proven record of managing operations including full P/L responsibility. Strong leadership style, results-oriented and dedicated to cost effective business solutions and customer satisfaction. Business integrated thinker and actor. Thoroughly experienced in Brand Management, Product Development, Export Sales, Retail development, Business Development, Marketing, Strategic Planning and New Business / Product Start-ups. Cross-culturally sensitive and multi-lingual. Solid track record of adding corporate value through Brand Development, Process redesign, Supply Chain, Sales effectiveness and Performance improvement. Excellent educational credentials, M.Sc.

Concept developer of the 3L principle: listen-lead-live ensuring that organizations can develop through diversity.

Professional Experience

ShapeAccelerator BV

August 2021 - present

Founder

- **General:** Directly managed the foundation of the company, product development, brand development and set up of total sales structure. Full P&L responsibility, general management, finance, operations, and high commercial involvement.
- **Product Development:** the full product development of Shapeaccelerator and the set-up of the cosmetic file.
- **Sales Infrastructure:** The set-up of the USA sales infrastructure with 5 mayor partners, as well as the foundation of a USA subsidiary.
- **Marketing and Brand Development:** The marketing and brand development of Shapeaccelerator to become the leading brand in non-evasive body contouring.

MosquitNo BV (Roermond -NL)

September 2009 – Aug 2021

Founder - Managing Director

- **General:** Directly managed the foundation of the company, product development , brand development and set up of total sales structure. Full P&L responsibility, general management, finance, operations and high commercial involvement. Realisation of government support funding. The creation of a pharmaceutical company whereby already cash flow was generated in the early stage instead of the usual 10-15 years period is an exceptional performance.
- **Export development** resulting in presence of the brand in more than 60 countries within 3 years of the foundation of the company, including a subsidiary in the USA, Hong Kong, Australia, South America.
- **Sales & Key Account development** resulting in a structure of freelance salespeople throughout Europe under the rule no sales no pay. Key account management for all main chains in Europe.
- **Marketing and Brand development** through a system of guerrilla marketing exposure resulting in free advertising to the amount of more than € 300.000,- including radio and TV. Website and websales development. Set up of the brand structure and corporate identity.
- **Supply chain and purchasing** set up of the logistics including the spread from key account sales to websales, sourcing Far East as well as European sourcing
- **Product Development** the creation of two unique product lines creating a world-wide gigantic opportunity in an industry that is getting larger due to global heating and world-wide travel.

Cornerstone Management Consulting (London - UK/Roermond -NL)

April 2009 – present

Managing Partner -till 2012 & Non Executive Director after 2012

- **General:** Directly managed the acquisition and execution of projects in different industries like **FMCG, Finance, Foods, Technical Equipment**. The projects concentrate on sales & marketing improvement, change management, cost reduction, performance improvement. Full P&L responsibility, general management, finance, operations and high commercial involvement.
- **Directed and Project managed a European CD/DVD production company / 2500 ppl** resulting in improved procurement, reduction of overhead, working capital, total savings €76 mio.

- **Analysis of the supply chain process of a steel plant in Abu Dhabi / 1500 ppl** resulting on a implementation project for total supply chain reorganisation.
- **Analysis of a Belgian paper mill factory / 130 ppl – maintenance review /** resulting in a implementation project
- **Analysis and project management for a multinational Mining company / 62490 ppl** resulting in a reduction of WIP and unfinished stock to the value of 600 million USD.
- **Analysis of a non profit organisation in the hospitalisation sector** leading to a project of 25 calendar weeks.
- **Analysis of a mining zinc company** leading to a project of 42 calendar weeks in 3 countries.
- **Analysis and project execution of a Belgium water company** – a wall to wall project with over 7.6 mio in savings
- **Managing Director QNH Belgium** the full restart of the Belgian subsidiary of QNH the Netherlands – 1700 ppl. Running the branches in Hasselt and Brussels, instructing, hiring, developing professionals in the IT consulting branche. Re-setup of the sales and marketing activity.
- **Supervisor / Teamleader – GGD GHOR Netherlands** interim project for 4 months supervising, coaching agents of TelePerformance in the vaccination project in relation to Covid treatment in The Netherlands.

ESSENSYS (Amsterdam/NL)

July 2007 – April 2009

Managing Director-Interim

- **General:** The full start up of Essensys The Netherlands, a fully owned subsidiary of Essensys Belgium and France. Location selection and installation, set up of the financial system, client base development, personnel selection and development. Re-profiling the brand and promoting the company to the 'champions league' of the NL industry.
- Full P&L responsibility, general management, finance, operations and high commercial involvement
- Set up of new selling systems in order to place Essensys in the Top League, Business development for the Netherlands
- **Created a very fast turnover for this new subsidiary within 3 months of the start, portfolio of high profile TM's (Temporary Managers).**

THE MANAGEMENT CONSULTING GROUP PLC (London/UK)

2005 – July 2007

Director Operations

- **General:** Directed 5 projects and was key team member on 4 other projects, realized 5 sales of new projects. Focused mainly on **Consumer Goods, Banking, Plastics, and Construction** industries. The position is geared towards implementation of General Management, sales, supply chain, production a.o. projects. Important note these projects were all hands-on implementation.
- **Directed and Project managed a major French Food – vegetable business / 1600 ppl** – Directed and led a team of 6 consultants and 9 Task Force member in 3 locations. Reorganisation of the commercial organisation, supply chain, reduction of waste and increase of yield in production with 12%, executing a complete overhaul of the central organisation reducing 70 people in overhead and increasing the general service to the group. Cost saving of 15 mio € within 13 weeks giving the client a return on investment of 1:5
- **Led a Consumer Banking sales effectiveness and cost reduction program in Eastern Europe / 2300 ppl** – Directed a team of 8 consultants. Increased the turnover by 37% in the 5th week of the project, reducing costs by more than €4 mn. Closed complete office floors and renting them out to third parties in order to achieve higher cost reductions. Performed skills training to 52 branches in the country in order to change corporate behaviour and handling of clients.
- **Project managed a turn around in a UK Food business company / 900 ppl** – Led a team of 5 consultants. Conducted a full analysis on the cost and performance of the business. Resulting in new process design and reduction of workforce by 23%. Improved the measurability of the business, reducing the waste and increasing the yield.
- **Directed a Food & Confectionery business in Belgium / 340 ppl** – Led a team of 5 consultants. Achieved a complete reorganisation in a highly unionized environment, with a 25% workforce reduction without strikes or other labour disruption. Installed new logistic systems, improvement on the complete supply chain, reduced paperwork for the production and R&D departments. The company went from red figures back into the black within 6 months and is now exceeds their own budgeted profitability.
- **Directed a European PVC business with Headquarters in Germany / 2100 ppl**– Led a team of 9 consultants in a multi-location environment (Germany 2x, The Netherlands, Spain, Portugal). Through the installation of new measurability (OEE), process redesign and the installation of new purchasing systems reduced cost of these plants significantly. Executed a feasibility study of plant relocation and consolidation for the Iberian Peninsula. Closure of the Dutch plant. Achievement; a return of investment of 1:11. The project was extended to their US plants.
- **Major team member for a German construction company/ 15000 ppl** – Led a team of 5 consultants installing new project management principles in order to improve project and cost management controls especially for projects worth more than €500 mn. in the Middle East.

HENZO PHOTO ALBUMS (Roermond/NL)**2003 - 2005****Director Export & New Business – ad interim transition period**

New product development: Digital photo album, redesign of internet site and connection to new product opportunities. Established the complete strategy, outlined the structure and launched the new digital photo album. Handed over product to a specific product manager.

- **New market development for the Far East:** Conducted market research, set up and participation in trade show, set up of a client base in Hong Kong / China. Secured the first sales for this region.
- **Export development for the UK:** Set up and market development of the UK resulting in a 76% growth in UK sales, especially to large UK retail chains.
- **Export development of overseas countries:** Initiated sales to South America and the US increasing turnover by more than 500% for these regions.

HENZO PHOTO ALBUMS (Roermond/NL)**1992 - 2002****C.E.O. – president / 365 ppl (successfully sold the business)**

- **Total Brand Development:** Created the business strategy and structure, designing new product labelling, redefining the complete product portfolio, reducing the number of SKU's in the process by 2000, reducing the number of product labels from 180 to 26. Established the automation of labelling for all product lines and machines (16). Renewed the corporate styling as well as all external publications, redesign of in store POS (point of sale) material, redesigned the logo without creating problems for agents and distributors.
- **Product development:** Redefinition of the product portfolio, set up of new products through promotion at fashion and interior design trade fairs and adapting new concepts to the business. Development of a new type of photo album its' introduction during major photo events, making the product known to the industry in less than 24 hrs.
- **Established e-commerce operations:** Designed the website structure and execution of the new brand into the website as well as direct BtoB as BtoC business.
- **Purchasing system set up for the Far East:** Selected new suppliers in the Far East, reducing product reject by 90% and creating a reduction in up front payments of 60% Moved finally towards normal 30day payment instead of T/T or LC payments. Reduction of lead time by 30%.
- **Outsourcing/supply chain:** Outsourcing of the logistics in order to reduce cost and labour and create space in one building to merge two factories.
- **Strategic planning and business policy:** Establishment and communication of strategy and policy and ensuring communication through the total workforce, the 50 distributors and more than 200 other overseas customers. Led the company through a total cultural change.
- **Mergers and acquisitions:** Conducted 2 major sales approaches and due diligence of competing companies in an attempt to take them over. Both attempts were not finally pursued.
- **MBO & MBI:** Through the process of buying and ultimately selling the company gained invaluable experience in seeking venture capital, due diligence, strategy, advisor selection etc.

ALEXANDER PROUDFOOT INTERNATIONAL SA (Brussels & Paris/B-F)**1989 - 1992****International Management Consultant**

- **Project Management of one of Europe's major Food production companies in France on a multi-location basis** – Led a team of 6 consultants reducing the workforce of the company by 15%, reduced cost of materials by 3%. Process redesign, improved operational planning and reporting.
- **Project Management of a French Steel Barrel manufacturer** – installing new reporting systems, process redesign, and reduction of workforce.
- **Process Analysis of several multinational companies:** i.e. Thompson, NS rail, France Telecom, Alcatel, Alstom, Hoogovens, Renault, leading to the sales of process/sales/cost improvement projects.

Other notable past achievements

- President Vincentius – charity organisation for the poor
- Creation of a new company MosquitNo for fashionable anti mosquito repellents
- Concept developer of the 3L principle
- Development of a new retail concept including conducting a test pilot store.
- Set up of a promotion team for a confectionary manufacturer leading to its brand recognition within the Netherlands of 84%.
- Establishing (and owner) a fashion store of a major Brand in the Benelux – Scapa & Scapa Sports.
- Chairman of the local retail organization.
- Conducted brand presentation for large groups +600.
- Presentation and training for the Dutch Federation of Exporters
- President of Round Table Netherlands

- Member of the industrial workgroup of the Rabobank
- Board member of the Dutch office products wholesaling organization
- Member of the Strategic Board of the Frankfurter Messe

Higher Education

- University of Strathclyde (Glasgow/UK) Masters Degree in Marketing Management 1987 - 1988
Specialization: International Business Management
- Slough College of Higher Education (Slough/UK) 1986-1987
Postgraduate diploma in Management Studies
- The City College (London/UK) 1985-1986
The Chartered Institute of Marketing certificate
The Association of Business Executives Certificate/Diploma
- Economic Lyceum (Roermond/NL)
MEAO Diploma

Language Skills

Fluent German, English, French, Basic Italian. Dutch (mother tongue)

Professional

Nationality: Dutch; Date of Birth: 3 June 1965; Marital status: Divorced; 3 children