

PHILIEP DEDRIJVERE

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PROFESSIONAL TIME LINE

THE COCA-COLA COMPANY

- *President, Belgium-Luxemburg, The Netherlands Business Unit.*
- *Managing Director, Belgium-Luxemburg.*
- *Marketing Director, Belgium-Luxemburg.*
- *Marketing Manager, Benelux.*
- *Group Brand Manager, Belgium-Luxemburg.*

April 1997 – Present

Jan 2007 - Present

Mar 2003 – Dec 2006

Sep 1999 – Feb 2003

Apr 1999 – Aug 1999

Apr 1997 – Mar 1999

Sep 1991 – Mar 1997

PROCTER & GAMBLE

- Fast track development in Belgian Brand Management Department:
 - Senior Brand Manager Dash/Ariel
 - Brand Manager Pampers
 - Brand assistant up to Brand Manager Health & Beauty Care (Sep 1993)

Mar 1996 – Mar 1997

Nov 1994 – Feb 1996

Sep 1991 – Oct 1994

MDCS (Marketing Consulting Firm led by Prof Ph. Naert, then Dean of Insead)

Jul 1987 – June 1989

EXPERIENCE HIGHLIGHTS

Track record of success in leading talent and influencing partners to consistently deliver strong results. Passion for 1) Attracting, leading, engaging and teaching talent to success and 2) Inspiring, strategy-based communication. Strong competencies in:

Organizational and Cultural Change Management

- Appointed in January 07 to lead the critical integration of the 2 very different separate Belgian and Dutch franchises into 1 Business Unit (P&L entity).
 - Belgian franchise in 2007 - Highly successful, European N°1 (global top 5) development ranking.
 - Dutch franchise in 2007 – Half the size of the Belgian business, in decline by 15% since 2001.
 - Integration attempt in '99 failed after 6 months.
- Results achieved by end of 2009:
 - Integrated and drove the businesses (turnover of \$1.8 billion) to successful growth ahead of key FMCG peers in both markets – accelerating turnover by 6.4% cagr, improving margin by 160 base pts, with profit growth of 9.2% - ahead of global 6-8% target range.
 - Qualified B&NL for the 1st time in history for the prestigious global Woodruff Cup (Chairman Award for top performing BU's), boosting team's confidence and belief in ability to win.
 - Drove team to achieve Best in Europe class productivity levels, through mindset of continuous cost improvement with decentralized accountability.
 - Step-changed local corporate reputation to high range levels (Bel: 70 +6pts–Ndl: 68 +19pts) by turning Corporate Identity & Public Affairs from reactive and isolated function into integrated and proactive part of Operations
- Took as Marketing Director (1999-2002) lead role in turning Belgian franchise back into a model market for Europe, coming out of 1999 forced full market withdrawal; growing volume/profit with 16%/32% over 01-02, regaining market leadership, well ahead of the pre-incident level.
 - Merged separate consumer and operational teams into 1 highly effective brand team.
 - Refocused brand team on excelling at: 1) Large-scale experiential sampling (today global best practice); 2) Innovation in packaging design and expansion in key growth categories like energy; 3) Breakthrough communication – Coke light association with local artists' best practice.

Strategic Business Leadership

- Led entire system (Company & Bottler) in designing, securing European management buy-in on and in implementing a 3 year comprehensive investment plan to turnaround the Dutch franchise (2007 – 2009).
 - Regained traction to volume/value/share growth as of 2008, with customer appreciation ranking (AG ranking) up to 3rd position in 2009, from position 11 in 2007. Ranked N°1 in beverages, ahead of Heineken icon, receiving the most prestigious Dutch Retail Award.
 - Reinstalled culture of focus on core and of operational excellence.
 - Identified and initiated early contacts on potential major local acquisition towards a more complete NAB (non-alcoholic beverages) portfolio.

- Developed trust-based partnership with aging and hands-off local bottling director to lead entire Belgian system towards internal and external stakeholders (03 -06), growing towards the highest developed business in Europe, with global top 3 position on Coca-Cola Tm and global N°1 on Coke calorie free.
 - Led development of joint 3 year strategic plan outlining priorities for future growth.
 - Succeeded to renegotiate an optimized franchise financial value sharing model.
 - Successfully acquired and integrated the sizeable local mineral water Chaudfontaine, running in 50/50 joint-venture base with bottling partner:
 - Secured \$70 mio investments in upgrading plant towards model water plant status.
 - Led successful brand changeover from declining B brand towards becoming strong N°2 and only growing A-Brand in declining category, achieving breakeven by end 2006.
 - Restructured Minute Maid (leading Belgian juice A-brand, launched in 1969), step changing volume growth to +4.4% cagr from -4.5% cagr, almost doubling profit (15% cagr).

Building Top-talent Business Teams

- Forged Belgian and Dutch talent into high performance and collaborative team (07 – 09)
 - Step-changed people engagement to High Performance Standard of 84 (+11pts) (Towers Perrin EIS), by leveraging the unique Belgian-Dutch diversity into a powerful collaboration model.
 - Inspired Dutch senior leadership level top talent, who had left in context of '99 failed integration, to rejoin in 2008 to leverage his global experience in rebuilding with me the Dutch business and team.
 - Groomed strong local senior management succession pipeline, ready to assume key local BU senior leadership positions. Restored Dutch quality talent bench with growth potential by starting up proactive talent scouting approach as in Belgium.
- Created continuous and personalized talent scouting system in Belgium (2000) and Netherlands (2008).
 - Attracted and developed local talent bench to internationally recognized high reputation levels, with local top talent being promoted to top international assignments or to top local roles.
 - Achieved amongst highest retention rates and lowest regretted loss rates in Europe, with a unique promotion from within track record for all key local senior roles.
- Pioneered in 2000 1st extensive internal functional skills set and leadership training program, still existing today and being recognized as local best in class program within Coca-Cola.
- Mentored 3 international middle managers with potential, from various cultural backgrounds (German, Mexican, Indian) on effective working relationships. Served as assessor in the Next GM Assessment Program.
- Recognized as benchmark marketing team in 2000-2002 by: Bottler (1st ever Marketing Excellence Award); Coca-Cola International (Job offer for Marketing Director Germany in 2002, Member of CEO's special global innovation task force); Belgian Marketing Community (01 & 02 finalists for Marketer of the Year).

EDUCATION

- MBA, Kellogg School of Management, Northwestern University, Evanston (IL),
Graduating within Top 5% of class of 800 – Dean's list. USA 1989-1991
- Licentiate in Applied Economics (Quantitative Economics),
University of Antwerp (UFSIA) – (2GD, 2D). Belgium 1983-1987
- AACSB Professionally Qualified Graduate – Bridge Program USA 2010

PERSONAL

- Obtained selective Belgian American Educational Foundation (BAEF) fellowship to finance 2 years MBA at US top school (1989-1991). Serving in BAEF Fellowship Selection Committee for MBA's since 1998.
- Took acting classes at Open Living Theatre School (1987–1989), performed at Open Living Theatre, featuring in 6 productions (1990-1994). Served as President of Board of Open Living Theatre School (1996-2003) and Treasurer of Theatre School Flanders (1997–2003).
- Married since 1990, with 3 children, Jeroen (1992), Mathias (1994), Margot (1998). Special education requirements of Mathias have led to professional career development to-date with Belgium as home base for the family – extensive travelling and/or week-based commuting possible within area Amsterdam Dusseldorf/Bonn - Brussels-Paris-London.

May 2010