

CV



Koen Delvaux

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Profile

Koen Delvaux uses his general management experience to combine market and technology insights to discover new business opportunities. Converting ideas into winning projects by bringing people and partners together is his specialty. His experience includes 18 years of managing innovative projects, 13 years of telecom experience, 8 years in digital marketing and 2 years in the energy sector.

Strategic, hands-on, linchpin, creative, natural leadership.
Myers-Briggs type: ENTP

Date of birth

26/02/1974

Residence

Eliksem, Belgium

Languages

Dutch: Mother tongue
English: Good knowledge
French: Good knowledge
German: Basic knowledge

Computer skills

Business: Salesforce.com, Highrise, LinkedIn, Yammer
Publishing: Drupal, Wordpress, Sharepoint
Authoring: Photoshop, Premiere, Evernote
Administrative: Microsoft Office, Google Apps

Education

1992-1996 **Master in Engineering**
Group T university college, Leuven

1986-1992 **Latin-Mathematics**
Immaculata Instituut, Tienen

Complementary

- Marketing Management (Vlerick program at Group T)
- Change Management (Het Trainingshuis)
- Guest professor at various universities (RUG, EHSAL, Antwerp management school, KDG)

- Speaker at several congresses (social media, marketing and innovation related)
- Reads 1 management book each month

Professional experience

Management consultant
(ongoing since 2013)

Sector: Consultancy

Company: self employed

Specialization: Innovation, digital marketing, social media

Some examples of executed assignments:

- VRT: Elections (2014). VRT wanted to inform the part of their audience that is not following the information on TV in the run-up to the election. Mainly youngsters were targeted through digital channels (mainly Facebook, Youtube and Twitter) with a combination of repurposed and new content. My tasks included defining the strategy, composition of the team, day to day project management, internal advocacy and board reporting. The main challenge was the short timeframe and the transversal approach in a complex organization. I reported to the General Manager Media.
- Lampiris: Warm (2014). In its efforts for diversification, Lampiris wanted to launch a new spin-off in maintenance of home heating installations. I coached the entrepreneur they chose to launch the business with general management coaching, marketing management, business plan and setting up a partnership program. I reported to the CEO.
- STIMA: marketing course (2014). I created a course in digital marketing strategy, in which I teach participants of the advanced marketing programs how to create a digital marketing plan and to implement it in an existing organization.
- Belnet: Growth (2013). Belnet needed a plan to expand its CERT.be division in response to a government request. I performed an audit, organized workshops and interviews with staff members and I created a detailed growth plan to take the existing staff of 5 to 50 FTE over 2 years time. The main challenge was to streamline the multiple projects that the organization all needed to tackle at the same time. I

reported to the General Manager.

- Sanoma: Social Media Center of Excellence (2013). To align its different approaches in different countries for different brands and media channels, Sanoma wanted to create a Center of Excellence for Social Media. I defined the roles and responsibilities, created a training program, guided the creation of a set of reference documents and organized and guided international workshops. The main challenge was to convince people from the different branches of the company that sharing and collaboration would help them deal with the challenges of the constant reorganizations they were facing.
- Accent Jobs: Strategy (2013). The interim sector is seeing a lot of competition from social media. To combat this, I was asked to create a digital strategy that had an impact on both marketing and operations. Through interviews I discovered the existing workflow and processes in the employment agencies. I redesigned the processes and organized workshops to plan the different projects and distribute responsibilities. I reported to the CEO.

Innovation Management Consultant Lampiris
(2012-2014)

Sector: Energy retail

Company: Lampiris is the fastest growing energy supplier of Belgium. As the logical alternative to the incumbent suppliers, they need to push the market. My role is to ensure the company innovates on all levels, from marketing over service design to corporate culture.

My work is mainly project based, where I also try to install scalable systems and processes that will survive the project itself. Typical projects have a 3 year (thus strategic) vision and a short term (<6 month) initial execution (proof of concept / minimum viable product).

I work as a freelance consultant and report to the CEO and everyone else who is interested.

Specialization: Innovation management, change management

Some examples of executed assignments:

- Create social media department with marketing and customer care functions. Define roles & responsibilities, setup operational processes, recruit

- and train staff.
- Create internal web agency providing services to internal department and affiliated companies. Coaching of staff, setup of reporting.
- Startup of customer feedback loop program. Structure bottom-up feedback from customers and employees, organize and moderate workshops, program management.
- Reorganize customer care department (+200 FTE, in progress). Internal audit, stakeholder management, KPIs, organization chart, roles & responsibilities, reporting.
- Advice and hands-on collaboration in professionalizing the digital marketing team. Lead by example. Newsletter management, campaign management, performance monitoring, copywriting.
- Crisis management for a number of press-related communication crises.
- Business development and plan for a number of internal ventures and business opportunities.
- Create and deploy an internal communication strategy and plan. Create a transversal team and report to the board.

CEO & founder MedeMerkers

(2011 - 2012)

Sector: Social Media & Change Management Consultancy

Company: MedeMerkers, delivers consultancy to companies to bring their organization, employees, partners and customers in line. We use social media as an instrument to guide this change process, both internally and externally.

Specialization: Social media marketing, digital marketing, customer co-creation, innovation management, social CRM, marketing strategy, customer process management.

Some examples of executed assignments:

- Lampiris: social media strategy, launch of “Samen groener/ Tous au Vert” community, campaign setup and follow up, co-creation with customers, Yammer introduction.
- UITP: social media audit & opportunity scan for international public transport sector.
- Kluwer: consultancy for social media training program, setup social media during congress, internal

process optimization through internal social media tools.

- Bongo bon: social media opportunity scan, strategic planning and operational plan.
- Adecco: audit, workshop and branch-based deployment strategy. Project management and coaching of deployment of a group of branch directors.
- Mobistar: community management of social media, policy creation, escalation process design, consultancy on integration of social media in customer care.
- Media Markt: awakening session for board, internal workshop, PR escalation plan, social media policy, community guidelines, training, Facebook applications, project management of group of 29 community managers through Yammer.
- The House of Marketing: social media training, Yammer consultancy, blogging and microblogging program for employees.

CMO & co-founder Mobile Vikings

(2009 – 2010)

Sector: telecommunications

Company: Mobile Vikings, a prepaid mobile operator under the MVNO model focusing on mobile internet products exclusively distributed through a webshop.

Main responsibilities:

- Founder
- Define business concept
- Partner negotiations
- Marketing & product management

Important achievements:

- Cost of acquisition 5 times smaller than sector average
- Average revenue per user double than sector average
- Highest NPS of all Belgian telco's
- Marketing done exclusively on social media

CTO & co-founder Citylive

(2007 – 2008)

Sector: internet

Company: Citylive, a software company building a community services platform for authorities and organizations targeting consumers on their mobile phone.

Main responsibilities:

- Product conceptualization
- Product management
- Product marketing
- Partnership negotiations
- Business development
- Daily management of implementation team

Important achievements:

- Worldwide partnership with Microsoft for the Telco sector. Customers in Singapore, USA, Belgium and Holland.
- Platform IPR sold to South-African systems integrator

Director Living Lab & co-founder, i-City

(2005 – 2006)

Sector: government

Company: i-City, a private-public partnership between Siemens, Telenet, HP, Microsoft, Cisco and Concentra media and the Flemish government. The company was running a living laboratory in Hasselt to emulate and incubate a future world where consumers would be using mobile internet services on their mobile phone.

Main responsibilities:

- Organization strategy
- Product strategy
- Daily management of the Living Lab
- Stakeholder relations

Important achievements:

- Worldwide first city-wide WiFi network deployed with 4000 testusers.
- Attracted investments for several spin-off companies

Owner, FlyGWS

(2004)

Sector: toys / e-commerce

Company: FlyGWS, importer and online distributor of Taiwanese manufactured flying model airplanes.

Main responsibilities:

- Business ownership
- Setup of reseller channels
- Creation of marketing collateral, brochures, packaging
- Order fulfillment, tracking and lifecycle management

Important achievements:

- Created fully automated webshop (catalog management, stock management, invoicing, picking lists, shipment, payment, returns processing, product bundles, discounts, promotions and loyalty)

Strategic Business Development Manager, Siemens
(2002-2004)

Sector: IT, Telecom, Healthcare, Construction, Transport
Company: Siemens, an international group active in diverse fields of engineering.

Main responsibilities:

- Identification of gaps across divisions in product/market mapping and fill the gaps with new product launches.
- Setup of initiatives (across divisions) to build and market solutions by creating partnerships/spin-offs/spin-outs/spin-ins
- business planning, project planning, go to market, make/buy decisions, marketing strategy & communication, channel setup, initial sales.

Important achievements:

- incubated and launched Minifizz, a mobile games company (funded by Siemens)
- conceptualized, productized and introduced Com@work to the market, a SaaS offering for telephony and groupware
- conceptualized, productized and introduced Mobile Doctor to the market, a tablet-computer based solution for doctors, marketed through hospitals.
- A total of around 10 initiatives launched

Innovation & Change Manager, Siemens
(2000-2001)

Sector: IT, Telecom

Company: Siemens Information & Communications, a B2B provide of I&C solutions in the Belgian market.

Main responsibilities:

- Stimulate (market oriented) innovation ideas
- Bring ideas to the market through a funneled approach
- Align innovation processes across the organization
- Change management of the ideas that are implemented in the organization

Important achievements:

- Unified innovation process put in place
- Entrepreneurial culture introduced even in time of crisis (major layoffs)
- Several product, business model and channel innovations introduced in the organization.

Product Manager, Siemens
(1997-1999)

Sector: IT

Company: Siemens Network Solutions, a Belgian branch of Siemens responsible for creating and marketing a portfolio of internet based IP network solutions.

Main responsibilities:

- Productizing new solutions based on customer projects
- Product Marketing (collateral, roadshow, evangelization, communications)
- Roadmap planning (market analysis, competitor analysis, creating requirement specifications)

Important achievements:

- Created world's first teleworking solution with VoIP
- IPR on teleworking solution was successfully sold to Siemens USA and formed the start of the VoIP PBX product line of Siemens (HiPath)

Software Engineer, Siemens
(1996)

Sector: Telecom

Company: Siemens Atea, a company developing and marketing solutions for the Belgian telecoms market.

Main responsibilities:

- Functional analysis
- Technical analysis
- Technical architecture
- Software Development & testing

Important achievements:

- First team to introduce OO based methodology
- Over performed enough on first 1-year project to retain enough budget to invent, develop and market an own VoIP solution.