

Curriculum Vitae M. de Pooter



Full name	Marinus de Pooter
Current position	Owner, Mdp Management, Consulting & Training
Home address	Theodorus de Smethstraat 4 5751 MT Deurne, The Netherlands
Mobile phone	+316 52 06 21 66
Email address	marinus@mdpmct.com
Born in	Terneuzen (NL)
Date of birth	July 2, 1962
Nationality	Dutch
Status	Married; no children
Language skills	Dutch (native), English (fluent)
Fields of expertise	Performance management, risk management, ERM, internal control, compliance management, internal audit, GRC, finance & controlling

Employment summary

- Owner, MdP | Management, Consulting & Training, Deurne (2012 – present)
- Executive Director, Ernst & Young Advisory, Rotterdam (2004 – 2012)
- European Director Internal Audit, Office Depot, Venlo (2002 – 2004)
- Chief Financial Officer, eNiklas N.V., Amsterdam (2000 – 2002)
- Director of Finance, Ernst & Young Global Client Consulting B.V., Utrecht (1995 – 2000)
- Supervisor, Coopers & Lybrand, Rotterdam (1990 – 1995)
- Assistant Auditor, BDO CampsObers, Rotterdam (1986 – 1990)

Education

- Certified GRC Professional (USA, 2013)
- Certification in Risk Management Assurance (USA, 2013)
- Certified Controls Specialist (USA, 2012)
- Certified Business Manager (USA, 2003)
- Certified Treasury Professional (USA, 2002)
- Certified Internal Auditor (USA, 2001)
- Certified in Financial Management (USA, 2000)
- Certified Management Accountant (USA, 1999)
- Building On Talent, IMD, Lausanne (1997)
- Postdoctoral Program Accountancy; Erasmus University, Rotterdam (1995)
- Doctoral Program Philosophy of Religion; State University, Utrecht (1989)

Miscellaneous activities

- Treasurer local Lions Club (2004 – present)
- Frequent speaker at conferences and seminars
- Guest lecturer at several European universities and business schools
- Author of articles in (inter)national professional magazines

Industry experience

- Airlines, Transportation
- Chemicals
- Construction, Real Estate, Housing Corporations
- Energy, Oil & Gas, Utilities
- Engineering, Technology
- Healthcare
- Information Technology
- Professional Services, Assurance, Consulting
- Telecommunications

Hobbies

- Architecture, design, do-it-yourself
- Cars
- Golf
- Music, playing pipe organ
- Running
- Travelling

Employment details

Owner, Mdp | Management, Consulting & Training, Deurne (2012 – present)

This position allows me to actively help entrepreneurs, directors and managers to better deliver on their promises through effective internal control. Focusing on improving the Predictive Power© of their organizations enables them to manage the expectations of their stakeholders.

The expertise areas of Mdp | Management, Consulting & Training (www.mdpmct.com) include: performance management, corporate governance, opportunity & risk management, compliance management, internal control, internal audit and finance. Leading in my integrated approach is the so-called 'value[s] management' concept. The uncertain future is not only about dealing with risks (value protection), but particularly about utilizing opportunities (value creation). And a high quality organizational culture, leadership, internal cooperation and values are critical to achieve this.

I work closely with several business partners including DNVGL Business Assurance (quality and risk management), Blommaert Enterprise (strategy realization) and RedZebra Group (leadership development).

Executive Director, Ernst & Young Advisory, Rotterdam (2004 – 2012)

This position gave me the opportunity to contribute to the development and expansion of the EY risk management advisory practice in The Netherlands. The COSO ERM model being issued at the time of my induction - clients soon requested our support with its implementation in practice, fuelled by corporate governance codes.

I successfully lead client engagements and internal projects. A large scale example is the SOx implementation assignment at Air France KLM from 2004 – 2007. I enjoyed working with supervisory boards and executive management teams of (inter-)national organisations, helping them with governance and control challenges. I became increasingly fascinated by the benefits of risk management as a management tool.

I regularly contributed to thought leadership and methodology development. The progressive integration with other areas made this an ever inspiring field of work: corporate governance, performance management, compliance management, incident management, quality management, change management, process improvement, scenario planning, leadership development and corporate social responsibility. Common sense and a holistic approach help to understand the bigger picture of business performance and risk management, thereby preventing people from getting bogged down in compliance details.

My clients were in both private and public sectors, with the exception of the financial services industry. I enjoyed sharing my thoughts about and experiences with the practical applications of 'value[s] management' at seminars, guest lectures at various universities in Europe and conferences. I performed a five months assignment as Director Global Internal Audit ad interim at a listed company in The Netherlands in 2011.

European Director Internal Audit, Office Depot, Venlo (2002 – 2004)

I joined the world's largest reseller of office products with the perspective to assume a European Finance leadership position after a couple of years. Reporting to the President Europe I was responsible for managing a team of auditors dedicated to the European operations. As a member of the management team I became familiar with the pressure to meet the expectations of investors and analysts on a quarterly basis. I led the implementation of SOx for the European operations at the time that both external auditors and advisors were still struggling with the interpretation the new regulatory requirements.

Office Depot, considered as one of largest e-commerce companies at that time, had a dynamic business model. Regular trips to the company's headquarters in Florida were an opportunity for me to learn more about the governance and operations of a large listed US company. I started the initiative to conduct an extensive business risk assessment across Europe and to develop a company specific framework of key controls for all key business processes.

The acquisition of competitor Guilbert (France) created a combined European business of over EUR 3B. It also resulted in my departure caused by duplicate positions in the management teams of the merged companies.

Chief Financial Officer, eNiklas N.V., Amsterdam (2000 – 2002)

As a privately owned company originating from Sweden eNiklas was a well recognized provider of consulting services in business intelligence (BI) and datawarehousing. I joined them as CFO to prepare the company for a planned IPO. My main goals included streamlining the planning and control cycle, upgrading project controlling, implementing (rolling forward) business forecasting, setting up international cash management and improving the regular management reporting. As a member of the management board I was heavily involved in strategy setting and execution, working closely with the country general managers. The business transformation process (from secondment only to turn key project management) had major operational and financial implications. I also developed and prepared the transition to a regional shared services center, including a company-wide IT infrastructure.

Operating from seven countries, mainly in Scandinavia, the strategy was to acquire a range of companies in the BI industry in Europe and to consolidate them under the eNiklas brand. I was directly involved in several due diligence investigations of targeted take-over candidates. However, market conditions were not conducive and the growth strategy could not be realized. I quit the position, as the IPO plans did not materialize and extensive discussions with venture capitalists and other financiers were unsuccessful at the time of the collapse of the internet bubble.

Director of Finance, Ernst & Young Global Client Consulting B.V., Utrecht (1995 – 2000)

The Global Client Consulting (GCC) entity served as the account management and shared services structure for all cross-border engagements of Ernst & Young (EY) Consulting in Europe. EY consisted of independent local partnerships at the time. I really enjoyed the challenge of building up the European finance function of GCC from scratch due to the variation of responsibilities including, e.g.:

- preparing and attending monthly meetings of the board consisting of the managing partners of the participating EY practices;
- acting as an ambassador dealing with the political interests of the individual member firms;
- maintaining the relationships with the GCC engagement partners and CFO's of the country practices;
- designing and executing the complex revenue sharing mechanism;
- implementing harmonized accounting policies and financial planning and reporting;
- establishing and running project controlling in cooperation with the local practices;
- setting up and maintaining tax efficient structures for the practices and individual consultants;
- designing and building a technological infrastructure for accounting and reporting under high pressure;
- creating an international treasury management function;
- advising and assisting the EY Boards of the Asia Pacific and EY Americas regions with establishing similar structures.

I particularly appreciated working with highly professional people around the globe. Thanks to the success of the underlying account management concept the annual sales reached USD 200M. I left the position due to the acquisition of EY Consulting by Cap Gemini.

Supervisor, Coopers & Lybrand, Rotterdam (1990 – 1995)

I joined them as junior auditor and left as supervisor upon graduating as a chartered accountant. My client portfolio mainly consisted of referred-in work from multinational companies. I learned to work under very tight deadlines and to team with the clients to jointly prepare for the audits of the reporting packages. After a couple of years I volunteered to develop and conduct several trainings for the Technical Department. I enjoyed operating in a very international work environment, learning a lot about dealing with people from different backgrounds and cultures.

Assistant Auditor, BDO CampsObers, Rotterdam (1986 – 1990)

The position as junior assistant auditor meant quite a change from my previous job: teaching religion and social studies at a secondary school. I was taught to compile annual reports for small and medium sized companies from scratch. Clients were from very different industries and backgrounds. Thanks to the varying levels of preparation by the clients themselves, I learned to develop my analytical skills - finding the missing pieces of the bookkeeping puzzles. This period was demanding due to combining work responsibilities, the completion of my Masters (Philosophy of Religion) and studying to become a Chartered Accountant.