



Joris van Eekhout

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Expertise

- Senior executive management level
- P&L responsibility
- Operational & Commercial strategy
- Interim manager

Joris is happy to be asked for

- Cultivating decisive organizations
- Senior executive management role
- Interim management positions that cannot be filled in temporarily. E.g. for bridging, in crisis and or conflict situations or in the event of long-term absenteeism.

Typical Joris

- Natural leadership
- Act as an entrepreneur
- Commercial and networker
- No nonsense and result-oriented
- Dynamic, enthusiastic and positive
- Spontaneous personality with flair

Specialty

- Manufacturing industry, B2B, building materials sector and trade
- International Groups and mid-sized enterprises (SMEs + companies)

Languages

- Dutch (mother tongue)
- English (fluent)
- German (good)

"Joris is clearly a people-person. Pleasant to deal with and pleasant to communicate. He has played an important role in a short time as interim director, clearly to everyone's satisfaction. Joris knows how to set things in motion in a light-hearted way and to complete matters." **Michiel Hendrikse, Investor, partner Festos Investments/Glaspunt BV**

Manager Joris

Cultivating decisive organizations with committed employees

My view is that the success of customer focus revolves around the establishment of a spirit of entrepreneurship among your employees. My approach leads to greater customer satisfaction, more profit and an enterprising, decisive and future-proof organization with committed employees.

By nature, I am always looking for opportunities, look outside the industry and can translate innovative ideas into value for the customer. In addition, I like to sharpen the operational, commercial and financial objectives to make the picture complete.

As an independent interim manager (IM Joris) and within the multinational Saint-Gobain Group, I have gained extensive and successful experience in commercial, operational, financial, and cross-functional managerial positions with P&L final responsibility. Frequently used as a hands-on manager for strengthening market positions, process optimizations, improvement projects, growing, integrating and/or reorganizing business units. With the aim to make the business more customer-oriented, productive, cost-effective, and profitable.

By translating the business strategy into practical commercial and operational action plans as a connecting people manager with my 'feet in the clay', I have been able to celebrate many successes together with colleagues in often difficult, challenging and highly competitive markets. I certainly do not fit the image of the 'corporate' manager.

Although the situations differ time and time again in terms of complexity, my no-nonsense approach has proved to be successful and effective.

Short biography

I come from a multicultural family (father from Indonesia, mother from Switzerland). I have worked and lived throughout the Netherlands; this allows me to deal well with different cultural backgrounds. I can adapt quickly and easily empathize with new situations.

As a natural leader I start from a sharp intuition and with that I like to make the connection at all layers in the organization. I function as a proverbial 'figurehead' of the organization and I am the internal driver to make this decisive. I can extract complex files with creativity, tenacity and 'simply' do it. I value the achievement of sustainable results with an eye for people and long-term.

What people say about me is that they experience me as an enthusiastic, warm, committed, empathist and honest personality with courage. Sometimes I do things slightly differently, but always people-oriented, pragmatic and result-oriented. I dare to be vulnerable; I can listen well, I know how to connect, motivate and inspire people to get moving.

Education

Operational Management II | 2009

INSEAD – SG Management School, Paris

Operational Management I | 2008

INSEAD - SG Management School, Barcelona

Business Management | 2005

Harvard - SG Management School, Brussel

BBA Business Administration | 1991

University of Applied Sciences, Amsterdam
Major: organizational sciences, business economics

BEng Mechanical Engineering | 1990

University of Applied Sciences, Eindhoven
Major: control systems engineering

VWO | 1986

Pre-university education, Lelystad

Business training

Change management in daily practise | 2023-2024

Ineke Walravens

Lean Six Sigma Greenbelt | 2023

Bureau Tromp

Agile & Agile Leadership | 2020

Masterclass - Rini van Solingen

SEO Success Formula | 2020

VIP training – Robert-Jan Hendriks

Personal Branding | 2019

VIP training – Saskia Postma

Sales Management | 2006

Gustav Käser

Leadership & Communication | 2001

Saint-Gobain (SG) Management School

"As one of our strategic partners, I have had the privilege of working with you. You are a guy with his heart in the right place, who gives everyone enough space, though you are never too far away so that you spot important things in time. But more importantly, you resolve these. You have that special blue/yellow combi (Ned Hermann), and that enables you to think holistically and be analytical at the same time."

Bert Dekker - Sales and Marketing director at SIG PLC

Experience

2023 to present Glaspunt-Arnhem, business development a.i.

- Business development of the Glaspunt partner network; selecting and optimizing with new partners
- The partner network of independent regional glass companies takes care of the implementation of (24/7) glass damage repair and sustainability.

2022–2023 Duits Isolatie – Nijmegen, Managing Director a.i.

Duits Isolatie has activities in the field of insulation, solar panels and maintenance with branches in Nijmegen, Zutphen and Borculo. Duits Isolatie is part of Carefos, the specialist for the maintenance and renovation of the outer shell of buildings. Turnover <20M€ and ±80fte

- Crisis/bridging management and day-to-day management until new director is recruited
- Improving sales and profitability
- Team development, bringing peace, strengthening involvement and ownership of employees
- Implementation of changed business model, introduction of KPIs using PowerBI and optimization of use of Bouw7 and Exact Online.

2021 – 2022 Glaspunt® – Arnhem, Interim Managing Director

Largest glass repair platform in the Netherlands, 24/7 glass service, recognized glass specialist for renovating and making homes more sustainable. Turnover <15M€ and ±50fte

- Crisis management and day-to-day management after director's departure
- Bringing peace, strengthening involvement and ownership
- Recruiting new staff to support the new business strategy
- Maintaining Glaspunt®-partner network in NL
- Implementation new strategy 2022 'conversion, growth and first online'
- Onboarding of new MT and new managing director

2019 to present IM Joris – Oosterbeek, Interim manager

Self-employed interim manager

- Interim management assignments & workshops for various companies
- Change management assignments for companies in the building materials sector

2011-2018 Saint-Gobain API – Harderwijk, Managing Director

Leading producer (steel roll-forming) of high-quality ceiling suspension systems for building interiors (Quick-Lock Ceiling Systems). Turnover <20M€ and ±50fte

- P&L final responsibility, operational management, and strategy
- Member of European management team Saint-Gobain Ceilings
- Reporting to Swedish Ecophon Hyllinge and Saint-Gobain HQ Paris
- 20% increase in productivity, 50% increase in profit
- International key account management in export (>20 countries)
- Customer intimacy strategy and innovative product development
- Consultative (made-to-order) sales & project management
- KPI and budget-management
- World Class Manufacturing & Operational Excellence & LEAN
- Increase of customer (NPS) and employee satisfaction
- Increase of EHS culture (5S, SMAT) – Safety first
- New organizational culture, implementation of new ERP-AX Dynamics (replacing Navision)

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Courses

Saint-Gobain programs

Comply | 2017
Attitudes | 2017
Anti-Corruption | 2016
EU Controls & Sanctions | 2016
Corporate Responsible Purchase | 2015
Digital Journey | 2015
Annual Review | 2015
EHS Policy | 2015

Other roles

Caregiver & Volunteer in nursing home | 2020

Take over daily caregiving (85+ disabled mother after brain haemorrhage), realizing a new living environment for both parents

Sabbatical & Travel | 2018-2019

I have chosen for a sabbatical leave, to travel in the Middle East with stays in Sinai and Israel

President junior glass chamber | 2009 - 2011

GBO – Vlakglas Nederland

Personal Interest

Travelling, cooking, oil-painting, fitness

Personalia

- **Joris van Eekhout**
- Dutch and Swiss nationality
- Unmarried, living together
- Born September 13th, 1967
- Residence Oosterbeek
- Website <https://imjoris.eu>
- LinkedIn
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"Joris is a people manager with a high sense of integrity. I really liked doing business with him, because of his integrity, and clear way of setting goals with a healthy sense of quality. A man with solutions on his mind. Congratulations if you can be his business partner!"

Axel Bunnik – Coach Founder Fat Elephant

Experience

2008-2011 SGGS - NL East (4 sites), Regional manager

Distribution company Saint-Gobain Glass Solutions is transforming, distributing, and installing glazing solutions (projects) in the building construction industry. Turnover $\pm 30\text{M}\text{€}$ and $\pm 130\text{fte}$

- P&L responsible, operational management and strategy
- From loss-making to market-based
- Key account, consultative sales & project management
- Customer intimacy strategy and innovative product development
- Strategic reorientation: divesting, restructuring, and merging of sites
- New organizational culture, implementation of new ERP-SAP (replacing RS6000)

2004–2008 SG Glass Solutions - Arnhem, Site manager

Turnover $\pm 13\text{M}\text{€}$ and $\pm 45\text{fte}$

- P&L responsible, operational management and strategy
- Integration of Nijmegen and Ede sites
- Increase turnover in line with market and doubling profit
- Increase in customer and employee satisfaction
- Portfolio management: Trade, Projects and Paint

2001-2004 SG Glass Solutions - Almelo, Sales manager

Turnover $\pm 15\text{M}\text{€}$ and $\pm 75\text{fte}$

- Team leadership sales and project execution
- Interim manager production Almelo | 2003
- Interim site manager Arnhem | 2002

1993-2001 Saint-Gobain Glass Solutions NL, other functions

Deventer – Site manager

Turnover $\pm 5\text{M}\text{€}$ and $\pm 20\text{fte}$

- Crisis management and operational management
- Strategic reorientation: closure

Eindhoven – Interim site manager

Turnover $\pm 10\text{M}\text{€}$ and $\pm 40\text{fte}$

- Operational support for site manager

Leiden – Site manager

Turnover $\pm 5\text{M}\text{€}$ and $\pm 15\text{fte}$

- Crisis management and operational management
- From loss-making to profitable
- Implementation of strategic reorientation: closure

Amsterdam – Sales representative

Turnover $\pm 10\text{M}\text{€}$ and $\pm 30\text{fte}$

- Key-account & project management
- Scoring of appealing construction projects in NL

Delft & Nieuwegein – Head of Sales department

- Team leadership project coordination & prescribers
- Account & project management

1991-1993 Techniek Service Delft, Interim manager

Manufacturer of fasteners for greenhouse builders and fencing

Turnover $\pm 1,5\text{M}\text{€}$ and $\pm 15\text{fte}$

- Crisis management and operational management
- Strategic reorientation and implementation
- From heavily loss-making (edge bankruptcy) to profitable
- Increase in turnover + 50%

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