

### Ignace Van Doorselaere

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#### Education

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- Secondary School: **Mathematics** ('Wetenschappelijke A') at Glorieux (Oostakker). Magna Cum Laude.
- University :
  - o **Conference Interpreter** (Spanish, English) at Hogeschool Gent. Magna Cum Laude.
  - o **Degree in Management** ('Post-Graduaat Bedrijfskunde') via Executive Education (*part time basis*) at Catholic University Leuven. Cum Laude.
  - o **MBA** (2 year, full-time) at The Wharton School, University of Pennsylvania. Major in Entrepreneurial Management and Finance.

#### Business Experience

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- **3M** : Marketing Coordinator, surgical division. **Jan '83 – March '84**
- **Puratos** : Marketing Manager Europe, bakery division. **April '84 - Aug '87**  
Puratos is a family owned business and world leader in premium bakery ingredients.
- **Interrupted career**: MBA at the Wharton School **Aug '87-'June'89**
- **The Boston Consulting Group**: Associate Consultant , Paris office **Sept'89 - Oct'90**
- **AB-Inbev** **Oct'90 – Dec'02**
  - o **Head of M&A and Corporate Strategy** **Oct'90 – May'96**
    - Simplified Strategic Planning Process, helping to create a paradigm on value creation in beer (*'the World's local Brewer'*), which was at the outset of the consolidation program ever after.
    - Led and negotiated divestment of non-core assets; Coca-Cola bottling, Italian beer, non-core assets of John Labatt's.
    - Led and negotiated acquisition program between '93 and '96; Croatia, Rumania, Bulgaria, Holland, John Labatt's (2,7b\$ takeover).

- **Managing Director of Inbev Holland** **June'96 - April'99**
  - Merger of 2 units; reduced overhead from 1.500 to 1.200 FTEs.
  - Market share growth, based on customer satisfaction and brand choices. Increase in employee satisfaction.
  - Sustainable annual ebit-growth of 8% over 3 years in a declining market.
  
- **Executive Vice President Western Europe** **May'99 - Dec'02**  
*(Member of the worldwide Executive Committee)*
  - Leading full profit-unit (*commercial, industrial, administrative*), totaling 9.000 people and 330m€ ebit.
  - Turned decline top-line growth into real top line growth and annual ebit-growth of 10% during 3 consecutive years.
  - Introduced culture of 'performance ethics'.
  - Growth drivers were a combination of brand management, customer centricity, innovation, cost reduction (*reinvesting in growth*), innovation.
  
- **Founder of 4F** ([www.4-f.be](http://www.4-f.be)) **Early '03**

4F preaches and practices 'growth culture' (= always better in the interest of others) in both profit and non-profit situations. 4F does so by executive mandates, Board seats (as investor only) and publications (books, columns, speeches). 4F is convinced that strong leadership and good management create a better world.
  
- **CEO Van de Velde** ([www.vandavelde.eu](http://www.vandavelde.eu))

Stock-listed, family-controlled niche player in female lingerie with turnover of 210m€, ebitda of 60m€ and market cap of about 800m€.

  - Board Member **May '03 - Dec'16**
  - CEO **March '04 - Dec'16**
    - Quadrupled shareholder value. Download presentation: '[the last 12 years](#)'
    - Doubled turnover (*mainly driven via organic growth*) and ebitda in a declining market.
  
- **CEO Neuhaus** ([www.neuhauschocolates.com](http://www.neuhauschocolates.com)) **Jan '17 – Nov'23**
  - Cumulative organic top line growth of 50% over 7 years in spite of Covid.
  - Cumulative Ebitda growth of 50 % over 7 years in spite of massive investments in people, systems, brand, channel development and major cost increases (inflation/raw materials).
  
- **CEO The Cookware Company** ([www.cookware-co.com](http://www.cookware-co.com)) **Nov'23 – Feb'24**  
**Advisor External Projects 'The Cookware Company'** **March'24-Dec'24**

- **Board Member Patrinvest (shareholder holding company to AB-Inbev family)** since '12
- **Board Member Kinapolis ([www.kinapolis.com](http://www.kinapolis.com))** since '17
- **Minority shareholder ([www.hotelspeaker.com](http://www.hotelspeaker.com))** since '18
- **Minority shareholder and Board Member Golazo ([www.golazo.com](http://www.golazo.com))** since '20
- **Advisor to Patroba (family bakery).**
- **Advisor to Van Marcke (heating, sanitary) and active involvement in transformation of the company** since June'24

- **Author of Books**, expressing the philosophy of 4F in non-fiction and fiction;
  - 'Ethisch Groeien' ('03)
  - 'En jij, waar vecht jij voor?' ('10)
  - 'En jij, heb jij (nog) goesting?' ('11)
  - 'Always Think Attack' ('12)
  - 'De Weg naar Oneindig' ('19)
  - 'De Essentie' ('22)

- **Regular economic & society related opinion writer in Belgian press** ('De Tijd', 'Trends', 'Knack', 'De Standaard', 'De Morgen')

- **Public speaker** at various conferences.

- **Founder of 'One Child One Dream' [www.onechildonedream.be](http://www.onechildonedream.be)** since 2003  
Non-profit fund, applying management techniques to non-profit organizations, focused on helping disadvantaged children

- **Former Member of:**

- **President of Economic Circle (Koning Boudewijnstichting)**, focusing on the values required in society to build strong economies. Led to publication 'We Need AIR'
- **Voka** : Board Member of Flemish Employer Association. Led content of 2 national congresses
- **Board of NFTE (National Foundation for Teaching Entrepreneurship)**
- **Board of Club Brugge (football)**. Resigned after disagreeing with takeover by current owner
- **Board of Sibomat**
- **Investment Committee of Trividend (social economy) and Venture Philanthropy Fund (KBS)**

- **Former Teacher** at Mancom (2005-2012), special year to prepare students with non-economic background for business; part-time mission (marketing/strategy) at HoGent.

## Spare time

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- Father to a son and daughter; grandfather to a granddaughter
- Krav Maga (*martial arts*)
- Movies and all kinds of storytelling
- Simple cooking

## Languages

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- Dutch: native
- English: fluent
- French: fluent
- Spanish: fluent
- German: basic
- Italian: notions