



Curriculum Vitae

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www.MigrationCirculaire.be - **Les chaines de valeur mondiales – Introduction**

La Création de Valeur Partagée (Au-delà de la responsabilité sociétale de l'entreprise)

L'industrialisation de l'Afrique en deux décennies - Echanges/formations 'Chaines de valeur mondiales'

Summary: positions occupied, experiences, competences

45 years 'Global industrial value chains'

Practice, study, analysis, documentation, awareness creation

- ✓ Positions occupied:
 - Manager Belgian Sector Federation 'Technology industries' (Mechanical industries, Electronics, ICT)
 - Consultancy: multi-industry (Europe, Asia, North America, Africa)
 - General management worldwide manufacturing & transportation industries (at Hewlett-Packard:30 years)
 - Audit of University College curriculums: ICT, mechanical engineering, electronics, business administration
 - Head of staff Belgian minister of ICT
- ✓ Languages: English, French, Dutch, German
- ✓ Initial diplomas: electronic engineer, MBA
- ✓ Multi-sector Industry audit and awareness creation 'Global industrial value chains' (Alliance advantage)
- ✓ Multi-country experience: Europe, US, Asia, Africa
- ✓ Staff selection and training; curriculum development (all levels, workers, college graduates, advanced management, technical & business administration)



1 Professional experience:

1.1. Audit of 5 SME-Craft Federations ‘Mechanical maintenance and mechanical industries’:

<i>Period:</i>	2014 (October - December)
<i>Country</i>	Cameroun (Douala - 2x, Bafoussam, Maroua, Bademba)
<i>Company Position</i>	Karel Uyttendaele sprl (Consultancy) Owner - Principal expert – Chief of mission
<i>Industry Sector</i>	- Mechanical Maintenance - Mechanical Manufacturing Industries
<i>Activity</i>	Audit of 5 SME-Craft Federations of Mechanical industries: « In search of orchestrators and specialised participants in global value chains. »

1.2. Audit and awareness creation activities « Africa the new manufacturing hub of the world? »

<i>Period:</i>	2007-2016 Audit and awareness creation activities « Africa the new manufacturing hub of the world? » Desk research – Recent literature study (150+ Conferences for managers and college students)
<i>Country</i>	- Senegal - Cameroun - Burundi - Mali - Equatorial Guinea
<i>Company Position</i>	Karel Uyttendaele sprl (Consultancy) Owner - Principal expert – Chief of mission
<i>Industry Sector</i>	- Mechanical Maintenance - Mechanical Manufacturing - Agro-Food Industry - Electric engineering - Electronics - ICT - Construction - Road building - Logistics - Tourism



<i>Activity</i>	Multi-sector awareness creation and audit. Themes: <ul style="list-style-type: none"> - “ Global industrial value chains for ‘The networked enterprise’ ” - “Alliance advantage” - “Africa, the new manufacturing hub of the world” - “Innovation & International Entrepreneurship also for African SME’s” - http://boost-afrique.weebly.com/cours-isup2-innovation--internationalisation.html
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1.3. Multi-sector awareness creation and audit “Global industrial value chains” (Belgium, Finland, Sweden, France, Germany)

<i>Period:</i>	2007 – 2014
<i>Country</i>	Belgium – Netherlands – Sweden - France – Germany
<i>Company Position</i>	Karel Uyttendaele sprl (Consultancy) Owner - Principal expert – Chief of mission
<i>Industry Sector</i>	<ul style="list-style-type: none"> - Mechanical Maintenance - Mechanical Manufacturing - Agro-Food - Electric engineering - Electronics - ICT - Construction - Roadbuilding - Logistics - Tourism
<i>Activity</i>	- Multi-sector awareness creation and audit « Global industrial value chains for ‘The networked enterprise’ » (Innovation & International Entrepreneurship’ with ICT as an enabling factor); « Open Innovation » – « Alliance Advantage » (100+ conferences)

1.4. Initiator and general coordination of the programme called ‘Circular Migration Senegal-Belgium for highly graduated professionals’. Temporary work experience in Belgium for 100 Senegalese young professionals and university/college graduates. (At a later date to be extended to all African and all EU countries)

<i>Period:</i>	2011 – 2016
<i>Country</i>	Senegal-Belgium
<i>Company Position</i>	Karel Uyttendaele sprl (Consultancy) Owner - Principal expert – Chief of mission



<i>Industry Sector</i>	<ul style="list-style-type: none"> - Mechanical Maintenance - Mechanical Manufacturing - Agro-Food - Electric engineering - Electronics - ICT - Construction - Roadbuilding - Logistics - Tourism
<i>Activity</i>	<p>Promotion and selection : 400 applicants ‘multi-industry’</p> <p>Temporary work experience in Belgium for 100 Senegalese young professionals and university/college graduates</p> <p>A pilot project initiated and executed by the private sector, facilitated by the Belgian Government</p> <p>To gain work experience: entrepreneurial ‘attitudes’ and ‘skills’, augmenting their academic ‘knowledge’</p> <ul style="list-style-type: none"> - in a ‘tough’ global economic environment; - in a completely different cultural environment. <p>After 1 yr work-experience, they return to Africa with creative ideas and contacts on how to develop and market new innovative African products and services designated for the world markets.</p> <p>At a later date to be extended to all African and all EU countries.</p> <p>Implemented massively: a quadruple win project</p> <ol style="list-style-type: none"> (1) ‘Boost’ Africa (brain gain!): young African professionals massively tie new and friendly links with the European business community; Africa helps itself out of the problems; (2) ‘Boost’ the young African professional: they themselves bring to an end the dramatic unemployment rate of highly qualified African graduates; (3) ‘Boost’ African buying power for European products; (4) Extinction of illegal immigration.

1.5. Chairman of the Accreditation Commission ‘Bachelor degrees’ (University Colleges) at the Belgian Government (An update of the training curriculum ‘Mechanical engineering, Electrical engineering, Electronics, ICT, Business Administration)

<i>Period:</i>	2011 – 2013
<i>Country</i>	Belgium
<i>Company Position</i>	Karel Uyttendaele sprl (Consultancy) Owner - Principal expert – Chief of mission



<i>Industry Sector</i>	<ul style="list-style-type: none"> - ICT - Electronic Engineering - Mechanical Engineering - Business Administration
<i>Activity</i>	<p>Chairman of the audit committee at 8 Belgian university colleges: update of the teaching curriculum, quality of the teaching and infrastructures.</p> <p>The following Institutes have been audited and curriculum updates have been recommended:</p> <ul style="list-style-type: none"> - Mechanical engineering - Electrical engineering - Electronic engineering - ICT - Business Administration

1.6. Head of staff Belgian secretary of state ‘Information and Communication Technologies’ (ICT)
(directeur de cabinet)

<i>Period:</i>	2003-2005
<i>Country</i>	Belgium
<i>Company Position</i>	Belgian Federal Secretary of State for ICT (and eGovernment) Head of staff minister ICT
<i>Industry Sector</i>	<ul style="list-style-type: none"> - ICT - Public administration
<i>Activity</i>	<ul style="list-style-type: none"> - Head of Staff: law making, soft laws, awareness creation, transposition of EU directives on telecom regulation, multi-media competition, e-commerce, intellectual property rights, e-government, e-learning ... (policy preparation for ICT law making and support for all e-Government projects at all Belgian federal administrations) - The Belgian eGov department introduced during the 2003-2004 period some unique applications: an electronic ID card (eID) for all citizens, a cross-roads bank (repository) for all enterprises, e-Justice, Tax-on-Web, Be Health (the shared electronic medical records for all Belgians), the integration of all back-offices of all departments for increased administrative simplification (allowing the registration of a new business in two hours time), ...

1.7. Manager Belgian Federation of Technological Industries

<i>Period:</i>	1996 – 2003
<i>Location</i>	Belgium



<i>Company</i>	<p>Agoria Agoria, the multi-sector federation for the Belgian Technology Industry, represents a substantial portion of the Belgian economy: the federation's 2.000-plus member companies account for nearly one third of all Belgian exports of goods.</p>
<i>Position</i>	<p>Manager 'Industry' sector Agoria, the multi-sector federation for the Belgian Technology Industry, represents a substantial portion of the Belgian economy: the federation's 1,500-plus member companies account for nearly one third of all Belgian exports of goods:</p> <ul style="list-style-type: none"> - Mechanical engineering - Electrical engineering - Electronics - ICT - Metals & Materials - Plastics conversion - Transport equipment. <p>Originally Agoria's mission – as an employer's federation - was mainly to defend its members' interests.</p> <p>To-day Agoria brings all its influence to bear to improve the socio-economic environment in which its members do business. Everything the federation does is decided on by a Board of Directors made up of representatives from industry. Agoria seeks to represent its member companies at every major level: European, Belgian, regional and sectoral.</p> <ul style="list-style-type: none"> - Multi-sector awareness creation for 'The networked enterprise' (Innovation & International Entrepreneurship' ; (the clusters) - Actions 'The need for more technical professionals' (at the level of secondary education; university and college levels) - Editor-in-chief 'Industry-Flash', a monthly electronic newsletter, catalyst for the Network-Economy; - Initiator and co-organiser of Agoria's thought provoking Summer University 2000 on 'Entrepreneurship in the internet-era'; - Author of 200+ articles and speeches on ICT as an enabler for continued growth in the 'renewing' global economy (e.g. a monthly column in 'ZI-Report', a publication of the leading financial daily newspaper 'De Tijd'); - The challenge of the Globalisation (2005): Initiator and co-organiser of a series of multi-federation, multi-sector discussion forums 'To undertake together is to innovate together' (55 testimonials from local Belgian SMEs going after worldwide markets, 1000 participants-entrepreneurs, 1500 participants-students, in close cooperation with the trade-unions): 'Innovating together' - Representative of the European ICT-sector at West-Africa ICT 2005 (keynote speaker: 'La Société de l'Information: La culture africaine, terreau pour le développement de produits et de services TIC novateurs?')



1.8. World-wide Business Director “Transportation Industries” (including the Asian – Pacific Countries)

<i>Period:</i>	1989 – 1995
<i>Location</i>	US – Worldwide
<i>Company</i>	Hewlett-Packard
<i>Position</i>	<p>World-wide Business Director “Transportation Industries” (including the Asian – Pacific Countries) Major projects: evaluation and study of all business processes, and later implementation of ICT, at:</p> <ul style="list-style-type: none"> - The Ports of Singapore, Hong Kong, New-York, Hamburg (Germany), Antwerp (Belgium), Dunkirk (Dunkerque-France); - The Subway in Kuala-Lumpur - The new Hong-Kong Chek Lap Kok airport - The Channel crossing tunnel Calais-Dover

1.9. Training manager –Marketing manager – Country manager – Product manager

<i>Period</i>	1968 – 1989
<i>Location</i>	Europe
<i>Company</i>	Hewlett-Packard
<i>Position</i>	<p>General Sales and Marketing Manager Belgium European Training Manager (Geneva) General manager Medical Electronics & ICT Europe (Geneva) Product Manager Medical Electronics & ICT (Germany): R&D, Manufacturing, Worldwide business development)</p>

2. Training / Professional education:

<i>Institution</i>	Vlerick Management School Ghent-Leuven University - Belgium
<i>Post-Graduate Degree</i>	Advanced Management (1994)

<i>Institution</i>	INSEAD Fontainebleau – France
<i>Post-Graduate Degree</i>	Strategic Marketing Management (1986)

<i>Institution</i>	IMI Lausanne – Switzerland
<i>Post-Graduate Degree</i>	Industrial Marketing Management (1981)

<i>Institution</i>	Vlerick Management School Ghent University - Belgium
<i>Post-Graduate Degree</i>	Middle Management-MBA (1975)



<i>Institution</i>	Katholieke Universiteit Leuven (Belgium)
<i>Diploma</i>	Business Administration (1972)

<i>Institution</i>	NARAFI University College (Brussels – Belgium)
<i>Diploma</i>	Graduate Engineer Electronics (1963)

3. Languages: (Fluency: 1 [notions]; 5 [excellent]) (* = mother tongue)

<i>Language</i>	<i>Reading</i>	<i>Spoken</i>	<i>Written</i>
English	5	4	4
French	5	4	4
German	4	3	1
Dutch *	5	5	5

4. Key themes developed & Publications (multi-industry, multi-country audit and awareness creation)

- 'La globalisation & la Société de l'Information': la culture africaine, terreau pour le développement de produits et de services novateurs ?
- Le modèle collaboratif : "Entreprendre ensemble c'est innover ensemble pour être compétitif dans la mondialisation"
- Le rôle d'une fédération d'entreprises contemporaine : « Informer, éclairer, inciter »
- Le niveau sous-régional africain: la conscientisation et la fertilisation croisée
- Ne pas copier les règles et les habitudes d'une ancienne économie industrielle
- Augmenter la crédibilité des fédérations d'entreprises
- Outils de diffusion des visions de la fédération d'entreprises
- Arguments en faveur d'une coopération accrue entre les autorités et les secteurs industriels
- Des entreprises occidentales travailleront-elles bientôt avec des partenaires du Tiers Monde? Pas pour des motifs caritatifs mais par pur intérêt personnel?

- **Les clusters** (petit précis). Les écosystèmes d'entreprises: les partenariats d'intérêt mutuel bien compris. Le réseautage des entreprises rend la PME-PMI (africaine) plus grande qu'elle n'est.
- A GLOBAL MARKET FOR SMEs (Paper), G7 Information Society, Policy Group Meeting, Ottawa, Electronic commerce for SMEs, Awareness Building in Europe: practical experiences: BELGIUM: Report from the Spring 97 roadshow 'ICTforSMEs': YOUR SME WINS ON THE INFORMATION HIGHWAY Date of Publication: September 1997
- INTERNET BUSINESS AND SMES, Catalysts for the new Networkeconomy (Book); Publisher: European Commission; Notes: co-editor, edited by Paul Timmers; Date of publication: 1998
- Who is afraid of the globalisation? (Article in 'Thema' January 2006 - Magazine for Higher Education & Management? Elsevier, The Netherlands)



- CYBERIDENTITIES (Book), Canadian & European Presence in Cyberspace; Date of Publication: 1999; Publisher: University of Ottawa Press; Notes: co-editor, edited by Leen d'Haenens
- Many more papers on following subjects: Network Economy, e-Government and Administrative Simplification, Distance learning & The ICT-skills gap (in Greece, Canada, USA, Latvia, UK, Holland, France, Tunisia, Guatemala, Germany, ...)

5. Websites (presentations, articles, columns,)

- www.MigrationCirculaire.be
- [L'industrialisation de l'Afrique en deux décennies](#)
- [Les chaines de valeur mondiales – Introduction](#)
- [Echanges/formations 'Chaines de valeur mondiales'](#)
- [La Création de Valeur Partagée \(Au-delà de la responsabilité sociétale de l'entreprise\)](#)
- [L'Afrique, la nouvelle usine du monde](#)
- [Jeunesse africaine on a besoin de vous! - La migration circulaire massive des hauts-diplômes du monde entier: la solution 'passe-partout'?](#)
- [Les partenariats Nord-Sud & Sud-Sud d'intérêt mutuel bien compris](#)
- [Mondialisation: Malédiction? Bénédiction? - La crise financière mondiale - L'Afrique se tire elle-même du marécage](#)
- [Sommet Afrique-Europe 2014 - Les partenariats d'intérêt mutuel](#)
- [Cours I² \(Innovation & Internationalisation\)](#)
- [Chroniques 'Boost-Afrique'](#)