

CHARLES MULLENDERS

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Personal details

Born 12 June 1953 in Liège (Belgium)
Divorced, three children (28, 20 and 15 years old)
French (mother language)
German (native-speaker level)
English (business fluent in specialist field)
Dutch (sound written and spoken)
Spanish and Moroccan (basic)

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CURRICULUM VITAE

Professional positions

Since 1974

SIEMENS AG GROUP

Manufacturer of electrical products and plants
85 billion EUR sales, 450,000 employees

2003 - 2008

SIEMENS AG, Karlsruhe

Sensors & Communication business unit
1.1 billion EUR sales, 4,500 employees worldwide

CRM (Customer Relationship Management) Process Manager

- Analysis of all standard CRM functions in accordance with Group guidelines (Reference Process House)
- Creation of processes for own business unit in conformity with conventions
- Implementation and documentation of all sales processes as part of the quality handbook
- Administration of the business unit's parent company CRM processes
- Representation of the interests of the business unit in the central CRM committee
- Responsibility for Sales & Marketing in internal and external audits and assessments
- Administration of the database required by Sales & Marketing
- Successful introduction of CRM tools in Sales & Marketing
- Representation of the interests of Sales & Marketing in the business unit's quality network
- Drafting of all audit deviation reports and implementation of the required measures, training and monitoring

Special responsibilities:

- Organisation and conduct of international sales meetings with up to 250 participants from 40 countries, as well as market launches, training events and conferences
- Planning and coordination of all business unit's logistical projects for the Karlsruhe location
- Management of moving projects for business unit's management and Sales & Marketing, including detailed space planning, purchase of furniture, office equipment, decoration, ...

1999 - 2003

SIEMENS AG, Karlsruhe

Process Instrumentation and Analytics business unit
350 million EUR sales, 2,000 employees worldwide

Business Development Manager

- Responsible for the Eastern Europe and Mediterranean regions

- Transfer of expertise from the parent company to the regions
- Introduction of new working methods and sales systems, and drastic increase in our business figures

Result:

Increase in sales by a factor of > 6 in Eastern Europe and by 2 in the Mediterranean countries

1994 - 1998

SETEL SA, Casablanca, Morocco

Sales company of Siemens AG
25 million EUR sales, 165 employees

Head of Sales

8 staff

- Responsible for the energy and industry sectors
- Continuous increase in market shares, turnover and sales figures
- Increase in sales volume generated by over 50 % in 5 years
- Acquisition of projects with a value between 0.5 and 1 million EUR

Siemens Resident Engineer, Morocco

- Representation of the interests of the parent company with potential customers
- Introduction of Siemens as competitor in new sectors
- Generation of an increase in sales volume of over 6 million EUR
- Qualification of Siemens as No.1 for the construction of a 2 x 400 MW combined cycle power station (a BOO/BOT model of approx. 500 million EUR)

1987 - 1993

SIEMENS AG, Karlsruhe

Water Technologies and Oil & Gas Control Systems business unit

Project Manager

2 staff

- Advance acquisition, proposal, negotiation and conduct of projects in Africa and the Middle East
- Selection of and negotiation with consortium partners for projects in various countries such as Tunisia, Algeria, Morocco, Saudi Arabia and UAE
- Regional responsibility for Belgium and North Africa

1981 - 1987

SETEL SA, Casablanca, Morocco

Sales company of Siemens AG
10 million EUR sales, 85 employees

Sales Team Leader

6 staff

- Re-launch of sales activities in power engineering
- Drafting and implementation of a sales concept
- Development of a distribution network and implementation of marketing activities
- Customer management and acquisition
- Product training for sales staff
- Acquisition of large-scale projects

Result:

Increase in annual sales from 1.0 to > 6.0 million EUR

- 1980 - 1981 **SIEMENS SA, Liège and Brussels/Belgium**
 Series production sales, 250 employees
Specialist Engineer Air Conditioning
 - Consulting, marketing, sales, engineering and servicing of heating and air conditioning products and plants
- 1978 - 1979 **SIEMENS AG, Erlangen/Germany**
 Installation Technology division, 3,500 employees
Export Sales Engineer
 - Introduction, marketing and sales of heating and air-conditioning equipments
- 1974 - 1978 **SIEMENS SA, Liège/Belgium**
 Technical office, 30 employees
Regional Sales Engineer
 - Responsible "Serial Products" for the provinces of Liège, Namur, Luxembourg and Limburg
 - Calculation, proposal and implementation of industrial and building plants

Education

- 1971 - 1974 **TECHNICAL UNIVERSITY IMEE, Liège/Belgium**
 Field of studies: Graduated Engineer (Ingenieur-Grad) in electronics
 Special subject: audio frequency
 Graduation: DTS in electronics (comparable with Ingenieur-Grad)
- 1971 **ATHENEE ROYALE DE VISÉ/Belgium**
 Graduation: university entrance diploma

Other qualifications

- 2006 Learning Programme for Process Managers
 (LPPM course by Learning Campus)

Outside activities

- Until 1999 President of the Belgian Club of Morocco
- Until 1999 General Secretary of the Belgo-Luxembourg Chamber of Commerce in Morocco
- Until 1995 Pilot of sports aeroplanes

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COMPETENCE PROFILE

General management international

- Development and leadership of a sales organisation for an internationally-operating group
- Identification and selection of cooperation partners through personal network
- Conduct of negotiations with national representatives through to contract closure in various languages
- Development and implementation of business plans in coordination with central corporate management
- Integration of the local organisation into the corporate structure taking into account the national environment
- Successful crisis management during political and economic change and in highly competitive markets
- Cooperative leadership of management teams in the fields of marketing/sales, logistics/purchasing, finance/administration and human resources

Sales, marketing and controlling international

- Adaptation of international product concepts and exploitation of country-specific market potential
- Application of strategic and operative marketing instruments and communication technologies
- Previously acquisition of large-scale projects: contacts, lobbying, alliances, consortia, financing and strategy
- Development and implementation of innovative distribution strategies for countries, markets and trade levels based on multi-channel marketing
- Team motivation through the setting of challenging goals and performance-related remuneration systems
- Ensuring efficient sales management through the targeted application of controlling instruments
- Creation and introduction of strategies for the development of new markets and/or market expansion
- Evaluation of alternative market entry models, including licensing, distribution, representation, joint venture, own organisation, amongst others
- Analysis of potential consortia to increase order-winning chances and conduct of consortium negotiations

- Steering of integration processes across all operating functions by involving those responsible for the relevant processes
- Head office management of corporate activities in Western and Eastern Europe and in North Africa with the involvement of local decision-making levels
- Setting of product-, results- and market-related planning targets based on forecasts
- Continuous plan monitoring and analysis of deviations to determine preventive measures

Process and quality management

- Leadership of a Customer Relationship Management (CRM) Process Board
- Accordance of operative CRM processes with a Reference Process House
- Planning and implementation of process optimisation projects
- Drafting and implementation of best practice processes, work methods, tools and databases
- Standardisation and harmonisation of processes in different business units
- Advice and support of the process owner
- Responsibility for budgeting, auditing and process modelling
- Introduction of metrics and determination of Key Performance Indicators (KPI)
- Ensuring transfer of know-how at all process users
- Representation of Sales & Marketing at all quality network meetings
- Supporting the sales departments in quality assessments as well as in internal and external audits
- Processing of audit deviation reports and implementation of corrections
- Implementation of continuous CRM process improvements
- Responsibility for complaints management in Sales & Marketing

Special experience

- Organisation and coordination of national and international events
- Office logistics management, especially space planning and organisation of staff move
- Planning and implementation of new CRM IT tools
- Programming and maintenance of specific Sales & Marketing databases
- Use of MS Office software and process modelling tools
- Moderation of meetings and organisation of customer presentations in different languages, e.g. French, German, English and Dutch