

Corporate CV - Daan Breukhoven



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Date of Birth	: 30 September 1983
Driver's License	: B
Languages	: Dutch, German, English
Marital Status	: Cohabiting

Personal profile

Who I am: Others describe me as resilient and driven. I'm sharp, creative and persistent, and I like to get stuck into business. I'm a natural innovator and I'm always setting new standards. As an entrepreneur I learn from mistakes, keep a sense of humour and stay energetic - whatever the situation. I can get to the bottom of issues while remaining diplomatic. Since 2001, I have been the personal assistant to the band Golden Earring. I solve everything for them: mostly technical, but also interpersonal. In my spare time, I devour books and speedwalk 10km a day. Whether I'm in the thick of it at work or climbing a mountain on holiday, I'm always exploring and always engaged.

What I do best: I thrive when I'm managing change. I can tackle crises, roll out new products and services, optimize existing processes and increase the impact of employees. I do all this with energy and ingenuity, and I'm regularly commissioned to deliver real impact through interim management or mediation.

My approach: I begin with a rapid analysis of the issue through an organizational review. I can analyse the detail without losing sight of the big picture. Then I prepare a clear plan of action to translate problems into workable solutions. These are customized and unique; never standard. The interests of the client and organization are paramount. I set concrete goals and work with integrity throughout the process.

My method: I encourage people to get moving. Obstacles can be tackled if the right techniques are deployed. I am skilled and reliable in my management, switching between styles when necessary. Challenging, critical, disarming, motivating; these all have a role, and I know when to use them for maximum impact. I can do this without excessive disruption and while maintaining good relationships. I work effectively with all levels of an organization. Together, we can get it done - or find another way.

Education & Training

2019 - Present	: Harvard & Oxford 'summer school' in business administration and management.
2018 - 2019	: PAPI assessment & executive coaching/training.
2016 - Present	: Annual PE training .
2015	: Basic training in mediation with a specialization in labor mediation.
2004 - 2010	: Work and organizational psychology (UVA/OU).
1995 - 2002	: Pre-university education for music and dance, including conservatoire (bass guitar).

Other Activities

2001 - present	: Golden Earring	Personal assistant.
2013 - present	: Breukhoven Mediation	Owner of business conflict mediation practice with three mediators.

Client	Biesieklette Holding B.V.	Q3 - 2018
Role	Managing Director (Interim)	
Reporting to	Board of Directors	
Situation	With a reorganization in full swing (see below), the Managing Director had to step back due to personal circumstances. There was unrest among employees (230 FTE) and the necessary changes - which were already in progress - were at risk of becoming stuck.	
Solution	Because of my effective management style (more team player, less hierarchical) in the role of ultimately responsible interim, the MT became optimistic that the reorganization could be saved. Belief in the plan recovered and optimism returned to the organization.	
Result	Provided leadership for the 230 FTE. The reorganization took place successfully and ahead of schedule. Throughout the process I coordinated with key stakeholders including the municipality.	

Client	Biesieklette Den Haag B.V.	2017 - 2018
Role	Management Team Member (Interim)	
Reporting to	General Director	
Situation	Flat organization (secure bicycle parking, rental & repair) with 230 FTE in the social domain (learning/working path with job coaching). The organization was inefficient, and processes/procedures were not formalized. IT infrastructure was seriously outdated throughout the company. Steering information was either missing or arrives too late. The MT did not pay enough attention to strategic and tactical business operations. Management is unstructured and ad hoc. High rates of absenteeism due to illness.	
Solution	Based on the ambitions I set out in the new Strategic (Marketing) Plan, I developed a new organizational structure. This included setting up new methods and more efficient processes. Objectives were translated into KPIs. The composition of the MT was adjusted, and I took responsibility for settling employment contracts and recruiting new members. With a new MT, the rollout of the changes was made more effective. I was responsible for Operations as well as IT, commerce and facility issues.	
Result	Introduction of a new access system for 650,000 users. Management and implementation of facility management (265 locations). Annual saving of € 135k achieved. Operational improvements across the company.	

Client	Flanderijn Incasso & Gerechtsdeurwaarders B.V.	2016 - 2017
Role	Interim Manager	
Reporting to	Management (Partners)	
Situation	The bailiffs and front desk employees of this nationally active organization (16 branches and 700 FTE) were increasingly confronted with serious forms of aggression. There was a lack of figures and policy to address this at the organizational level. Industry-wide, the trend is a serious development with a demonstrably negative effect on employee well-being and productivity.	
Solution	I developed an approach based on interviews with representatives from all levels within the organization and the experiences of both bailiffs and front office employees. Key components: <ol style="list-style-type: none"> 1. Multi-year aggression policy plan with quantifiable targets (based on five levels of aggression); 2. An aggression protocol with specific instructions for follow-up; 3. Recording of incidents and the perceptions of employees; and 4. Automated reporting functions for management. Together with the program team I arranged rollout of the policy and facilitated deployment of the new instruments.	
Result	Reporting shows that employees are very positive about use of the protocol. Victims of aggression expressed appreciation for the greater involvement of colleagues and management. The Ministry of Social Affairs and Employment named the approach as best practice in the sector.	

Client	Provincie Overijssel	2014 - 2015
Role	Change Manager (Interim)	
Reporting to	Head of Unit – Roads & Canals	
Situation	The asset management system was outdated, existing mainly in the minds of employees. Problems arose from passive management and a lack of information. Retirement of employees led to the loss of key skills and knowledge. The MT opted for a new automated system, but faced resistance and risked losing control of the process.	
Solution	I developed an organization-wide program with the goal of successfully implementing the new system. The program was based on interviews at all levels, desk research and coordination with the system supplier. After establishing the program I took responsibility for operationalising it and training employees.	
Result	Comprehensive introduction of an asset management system with increased participation from all employees.	

Client	Connexxion Rail B.V.	2013
Role	Interim Manager OV Chipcard	
Reporting to	Managing Director	
Situation	The operating result from the use of the OV Chipcard on the Valleilijn route was lagging considerably behind forecasts. Failure to intervene would have generated losses.	
Solution	Practical reforms were integrated into management processes, financial improvement and traveller conditioning.	
Result	Turnover increased by 23%.	

Client Portfolio (Prior to 2013)

Client	HTM N.V.	2012
Role	Interim Manager Sales & Distribution	
Reporting to	Commercial Manager	
Summary	Due to design errors in the distribution and sales network, the turnover of the OV Chipcard in the Haaglanden transport region was seriously disappointing. I worked out a new sales plan with a focus on types of propositions (subscriptions, etc.) and the number, location and appearance of the points of sale. I was then responsible for the rollout of the improvement plan and directed the project team. Working together with the metropolitan region Haaglanden, the Municipality of The Hague and employees of the new commerce department of HTM, turnover improved by 15% compared to the initial sales plan.	

Client	RET Rotterdam N.V.	2009 - 2011
Role	Project Manager - Metro Management (Interim)	
Reporting to	Head of Marketing and Travellers	
Summary	Overseeing the organization (including procedures and processes); selecting & training employees (students); managing teams; transferring to standing organization	

Client	RET Rotterdam N.V.	2009 - 2010
Role	Project Manager Promotion OV Chipcard (interim)	
Reporting to	Head of Marketing and Travellers	
Summary	Overseeing the organization (including procedures and processes); selecting & training employees (students); managing teams; transferring to standing organization.	

Client	RET Rotterdam N.V.	2006 - 2009
Role	Project Manager - Metro Management (interim)	
Reporting to	Main Metro	
Summary	Overseeing the organization (including procedures and processes); selecting & training employees (students); managing teams; transferring to standing organization.	

Client	RET Rotterdam N.V.	2006 - 2009
Role	Junior & later Senior Project Leader Promotion OV Chipcard	
Reporting to	Head of Marketing and Travellers	
Summary	After the OV Chipcard pilot, it became clear that the scheme would become permanent. The paper tickets were out and the new OV Chipcard was established. Travellers had to be actively helped and encouraged to take up the new product. This was achieved through a broad and long-term commitment from students, 'Melkert jobs' and part-time contractors. I oversaw this process. In addition to management, I later became involved with recruitment & selection, coordination with the client and finally the conclusion of a successful project.	

Employer	Politie Utrecht	2001 - 2005
Function	Operator 112/Responder 0900 - 8844	
Summary	Emergency control room operator for 112 emergency reports; included work for non-emergency police number 0900-8844.	

References available on request.