

LAURENT LEDOUX

Belgian, born on 28 Nov.1966, Married, 3 children

AMBITION

TO DEVELOP AND TRANSFORM ORGANIZATIONS THAT POSITIVELY TRANSFORM OUR SOCIETY

**15 YEARS YEARS EXPERIENCE
IN RESTRUCTURING
& BOOSTING ORGANIZATIONS
BOTH PRIVATE AND PUBLIC**

**REORGANIZED & DEVELOPED BNP PARIBAS FORTIS
PUBLIC BANKING DPT. IN BE (AND IN NL FOR FORTIS)
PROMOTED & IMPLEMENTED VARIOUS CSR PROJECTS
LAUNCHED THE BUSINESS PROCESS RE-ENGINEERING
OF THE BELGIAN MINISTRY OF ECONOMY**

**MANAGED OR ADVISED NUMEROUS
RESTRUCTURING, PRIVATISATION OR ACQUISITION
PROJECTS IN WESTERN & EASTERN EUROPE**

**EFFECTIVE COMMUNICATOR
AND ADVOCATE FOR COMPLEX PROJECTS
FORMER MINISTERIAL CHIEF OF STAFF
EXTENSIVE NETWORK**

**MEMBER OF VARIOUS BOARDS & MD
OF AN ASSOCIATION ORGANIZING
PHILOSOPHY SEMINARS FOR MANAGERS
LECTURER FOR VARIOUS MBA COURSES
ON CSR, ETHICS & LEADERSHIP
SPEAKING 7 LANGUAGES**

**STRONG CAPACITY
TO MOTIVATE AND MOBILIZE TEAMS
MANAGED MULTICULTURAL TEAMS
STRONG CAPACITY TO MOTIVATE
AND MOBILIZE TEAMS
MANAGED MULTICULTURAL TEAMS
OF UP TO 200 FTE'S**

PROFESSIONAL EXPERIENCE

HEAD OF THE PUBLIC BANKING DPT. OF BNP PARIBAS FORTIS

Since May 07 Belgium

- For Fortis, reorganization of the BU in Belgium & the Netherlands (incl. integr. with ABN Amro)
- For BNP Paribas Fortis, development of the BU in Belgium to become “top of mind” bank
- Main achievements so far: strong increase in Revenues, Rev/RM, X-sell & RAROC thanks to the building of a strong and motivated team, coupled with overall costs reduction
- Member of the Corporate & Public Belgium Banking Executive Committee
- Senior Manager at BNP Paribas Group level



MANAGING DIRECTOR OF EQUIS SPRL, A PERSONAL MANAGEMENT CONSULTANCY Since Aug. 06 Belgium

- Preparation of business & marketing plans for SME's or start-ups,
- Management of change projects
- Organization of seminars (in particular on CSR and Business & Leadership Ethics)

CHIEF OF CABINET FOR THE MINISTER OF SCIENTIFIC RESEARCH & HIGHER EDUC. BELGIUM April 05-July 06

- Co-Management (with 2 other Chiefs of Cabinet) of a team of 112 advisors & assistants
- Main achievements: reduced process time for licences, improved the governance of 3 public organizations, negotiated the launch of a large PPP project to refinance schools infrastructure, developed new policies on Telecommunications

DIRECTOR PERSONNEL & ORGANIZATION OF THE BELGIAN MINISTRY OF ECONOMIC AFFAIRS Aug. 03-March 05 Belgium

- Member of the Executive Committee of the Ministry
- Management of a team of 180 civil servants, supporting the P&O activities for 3,000 agents
- Main achievements: designed & implemented Phase I of the restructuring of the Ministry through a BPR project, developed and implemented an HR Scorecard

ASSOCIATE DIRECTOR & PARTNER AT ARTHUR D. LITTLE Feb.98-July 03 Belgium & rest of Europe

- Member of the Executive Committee of the Benelux Office (70 prof. in Bxl & Rot'dam)
- Management of the Practice “Public Sector & Not-For-Profit Organizations”
- Responsible for the practice's operational margin and sales revenues
- Main achievements: exceeded every year sales targets, acquisition of large key accounts in the public sector & private sector, development of “new” methodologies (HR & Public Scorecards, controlling e-proc,...)

TASK MANAGER FOR THE EUROPEAN COMMISSION Oct.95-Jan.98 Belgium & Former Soviet Union

- Management of the private sector development programme for Ukraine, Moldova & Belarus
- Main tasks: negotiated project terms with beneficiary gov'ts and managed 50 consultants on 30 projects for a total budget of 25 Mio Euro
- Main achievement: set-up & managed an internal team of 80 agents to improve internal ops

MERGERS & ACQUISITIONS OFFICER AT ING July 94-Sept. 95 Belgium&rest of Europe

- Advised multinationals in national and cross-border M&A transactions
- Main achievement: contributed significantly to the sale of a major European freight cy

FINANCIAL & HR ADMINISTRATOR FOR MÉDECINS SANS FRONTIÈRES May 93-April 94 Mozambique

- Co-managed a 10 Mio budget, 16 expatriates and 400 local employees
- Organized fund-raising with international organizations (EU, UN agencies,...)
- Main achievement: reorganized the central office and reduced its costs by 36%

LECTURING & VOLUNTEERING

Academic director for an Executive Master of philosophy for managers, organized by Solvay's ULB, UCL & ULG (www.solvay.edu/philo; since 2011)
Lecturer in Ethics, CSR and Leadership for UCL's international MBA (since 2008)
Lecturer in Project Management, Leadership and Change Management for UBI (Belgium & Serbia; 2002 – 2009)
Lecturer in International Economics for ISRI (Mozambique, 1993-4)
Regular volunteer for Belgian associations such as Toolbox, Semaphore,...
Previously volunteer for humanitarian assistance projects (previously in South America – Nicaragua, Argentina, Colombia, Brazil, Mexico – & Africa – Congo)

BOARD MEMBER

Fonds National de la Recherche Scientifique (FNRS & FRIA)
Agence Wallonne de l'Exporation (AWEX-OFI)
Pag-Asa (Assistance to victims of human trafficking)
Microstart (Microcredits for starters)
EurActiv Foundation (promotion of reforms at EU level)
Asbl Philosophie & Management acting as Managing Director (www.philosophie-management.com)

MASTER IN ECONOMICS & BUSINESS ADMINISTRATION

Post-Graduate in Business Administration 1996-97
(Brussels, Solvay's Cepac)
Licence & Master in Economics 1986-91
(Leuven, Madrid, Bologna & Namur)

COMMAND OF 7 LANGUAGES

Fluency: French, English & Dutch
Strong command:
Spanish, Italian, Portuguese & German
Basics: Russian