


<p><b>Erik Elgersma</b></p> <p><b>Strategist, trainer, writer, lecturer</b></p>	<p>Contact and personal details</p> <p>Email: Erik@strategicanalysisservices.nl  Phone: +31 6 1075 3898  Date of Birth: September 2, '64; Kockengen, Netherlands  Married since 1995, one daughter (18)</p>																										
	<p><b>Work experience</b></p> <table border="1"> <thead> <tr> <th data-bbox="579 488 778 510">Period</th> <th data-bbox="778 488 1391 510">Position &amp; Responsibilities</th> </tr> </thead> <tbody> <tr> <td data-bbox="579 533 778 622">June '19-now</td> <td data-bbox="778 533 1391 622">Director/founder/owner of Strategic Analysis Services BV; focus: consultancy, training - food/chemicals See: www.strategicanalysisservices.nl</td> </tr> <tr> <td data-bbox="579 645 778 835">Aug '15- May'19</td> <td data-bbox="778 645 1391 835">FrieslandCampina Business Group Dairy Essentials Director of Strategic Analysis (~ € 3 bn sales/year) Reporting to Director of Pricing, dotted line to COO  - Strategy design, implementation, monitoring - Price forecasting as input to global BG pricing - M&amp;A target identification, analysis, planning</td> </tr> <tr> <td data-bbox="579 857 778 936">Aug'09 - Aug'15</td> <td data-bbox="778 857 1391 936">FrieslandCampina Corporate Strategy Director of Strategy (~ € 9-12 bn sales/year) Reporting to VP Strategy, dotted line to VP M&amp;A</td> </tr> </tbody> </table>		Period	Position & Responsibilities	June '19-now	Director/founder/owner of Strategic Analysis Services BV; focus: consultancy, training - food/chemicals See: www.strategicanalysisservices.nl	Aug '15- May'19	FrieslandCampina Business Group Dairy Essentials Director of Strategic Analysis (~ € 3 bn sales/year) Reporting to Director of Pricing, dotted line to COO  - Strategy design, implementation, monitoring - Price forecasting as input to global BG pricing - M&A target identification, analysis, planning	Aug'09 - Aug'15	FrieslandCampina Corporate Strategy Director of Strategy (~ € 9-12 bn sales/year) Reporting to VP Strategy, dotted line to VP M&A																	
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<p><b>Behavioural characteristics</b></p> <p>Passionate, (value-)driven, curious, autonomous, independent, loyal</p>	<p>Sep'07 - Jul'09</p>	<p>FrieslandFoods Business Group Consumer Asia Kuala Lumpur office, Malaysia Director of Business Development (~ € 3 bn sales/y) Reporting to VP Bus. Devl., dotted line to COO</p>																									
<p><b>Functional capabilities (0-5 scale):</b></p> <table border="0"> <tr><td>Strategy</td><td>5</td></tr> <tr><td>(Market) Intelligence</td><td>5</td></tr> <tr><td>Business Analysis</td><td>5</td></tr> <tr><td>Forecasting</td><td>4</td></tr> <tr><td>M&amp;A (target due diligence)</td><td>4</td></tr> <tr><td>Sustainability</td><td>4</td></tr> <tr><td>Pricing</td><td>3.5</td></tr> </table>	Strategy	5	(Market) Intelligence	5	Business Analysis	5	Forecasting	4	M&A (target due diligence)	4	Sustainability	4	Pricing	3.5	<p>Jan'05 - Aug'07</p> <p>Oct'99 - Dec '04</p> <p>Jan'93- Sept'99</p>	<p>FrieslandFoods Business Group Consumer Asia Kuala Lumpur office, Malaysia Director of Innovation (~ € 2 bn sales/y) Reporting to COO</p> <p>FrieslandFoods Corporate Innovation (i.e. Strategy) Manager Market Intelligence (~ € 5 bn sales/y) Reporting to VP Strategy &amp; Innovation</p> <p>Akzo Nobel Base Chemicals &amp; Corporate Research</p>											
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<p><b>Languages (0-5 scale):</b></p> <table border="0"> <tr><td>Dutch</td><td>5</td></tr> <tr><td>English</td><td>4</td></tr> <tr><td>German</td><td>3.5</td></tr> <tr><td>Italian</td><td>1</td></tr> <tr><td>French</td><td>1</td></tr> </table>	Dutch	5	English	4	German	3.5	Italian	1	French	1	<p><b>Education:</b></p> <table border="0"> <tr><td>IMD</td><td>2013 Executive Education:</td><td>Stakeholder mgt</td></tr> <tr><td>Jane's Mil Intelligence</td><td>2011 Executive Education:</td><td>Open Source Intel</td></tr> <tr><td>Harvard Business School</td><td>2004 Executive Education:</td><td>Strategic Marketing</td></tr> <tr><td>INSEAD</td><td>2001 Executive Education:</td><td>Strategy and M&amp;A</td></tr> <tr><td>London Business School</td><td>1997 Executive Education:</td><td>Finance</td></tr> </table> <p>Delft University of Technology 1988- 1992 Ph.D.; 1983-1988 M.Sc.</p> <p>Alumnus of International Institute for Applied Systems Analysis, Vienna</p>		IMD	2013 Executive Education:	Stakeholder mgt	Jane's Mil Intelligence	2011 Executive Education:	Open Source Intel	Harvard Business School	2004 Executive Education:	Strategic Marketing	INSEAD	2001 Executive Education:	Strategy and M&A	London Business School	1997 Executive Education:	Finance
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<p><b>Professional memberships</b></p> <p>Board member of European Chapter of International Assoc. for Intelligence Education;</p>	<p><b>Awards:</b></p> <p>2018 FrieslandCampina "Commercial Excellence" Award</p> <p>2016 CimiCon European Market Intelligence Award (2<sup>nd</sup> place)</p>																										
<p><b>Personal interest:</b></p> <p>Reading (history, strategy)  Traveling (visit ~85 countries)  Cycling</p>	<p><b>Professional interest and educator / trainer experience:</b></p> <p>Visiting lecturer Strategy at Brunel University (London) 2016-2018  Vlerick Business School (Gent) 2017-now  VU Business School 2016-now, Leyden Uni. 2019-now</p> <p>Frequent speaker and chair at international practitioner's conferences  Author of three business books  Faculty member at <b>Institute for Competitive Intelligence</b></p>																										

**Project list**

**Erik Elgersma**

**Independent consultant since June 1, 2019**

**February 28, 2020**

When	What	For Whom	How
Jun-Aug 2019	<p>Interim Director of Strategy 3 days/week</p> <p>Find the facts, turning these into insights and designing a new insights-based-strategy</p>	<p>PrinsenBerning BV</p> <p>~ EUR 150 Million net sales</p>	<p>Through team-workshops and individual management interviews, desk research and analysis. Acting as sparring partner to the CEO.</p> <p>Delivery: strategic analysis as input for management to defend budget and strategy to PE-owners</p>
Sep 2019	<p>External data-science expert role</p> <p>Deliver a workshop to accelerate a culture-change towards data-driven working and decision-making</p>	<p>Province of South Holland</p>	<p>After two interviews with key stakeholders defined right 'tone of voice' and message. Through a team-workshop inspired 60 staff to embrace change</p>
Sep 2019	<p>External strategist/dairy expert role</p> <p>Co-facilitate, deliver two workshops and act as subject matter expert in a two-day conference where the customer invites its ~ 100-strong customer base to learn/share latest sector trends and build a shared 'dairy advocacy' agenda</p>	<p>IFCN AG (D)</p>	<p>Interview with IFCN's managing partner; contributed to definition and delivery of workflow.</p> <p>Spin-off: three IFCN customers that invited IFCN-Strategic Analysis Services for co-led strategy projects (two in progress, two agreed and planned)</p>
Oct 2019	<p>External strategist expert role</p> <p>Deliver a workshop to help the top-15 together to validate and embrace the new top-3's strategic direction</p>	<p>Bakker Logistiek BV</p> <p>~ EUR 200 Million net sales</p>	<p>After interview with new CEO and later new CFO defined workflow to together define vision, mission, KPIs in an inspiring workshop setting.</p>
Nov 2019	<p>External strategist/dairy expert role</p> <p>Co-facilitate and act as subject matter expert in a workshop where the customer invites its top-30 customers to learn/share latest sector trends and build a shared 'dairy advocacy' agenda</p>	<p>Kite Consulting Services LLP (UK)</p>	<p>Interview with Kite's managing partner; contributed to definition and delivery of workflow.</p> <p>Spin-off: six Kite-Strategic Analysis Services joint projects (one completed, one ongoing, two agreed and planned, one in request-for-offer-stage)</p>

When	What	For Whom	How
Jan 2020	<p>Started two spin-off projects of IFCN conference at German customer (net sales € 40 billion):</p> <p>1. Sparring partner to R&amp;D head in one business unit to improve effectiveness of her 'scientific insights delivery' to marketing and other stakeholders – 12 days project: identify "soll", identify root cause why ist is not soll today, identify path from ist to soll incl. organization</p> <p>2. Change management workshop for global BU marketing team (20 staff, 15 nationalities, based on four continents)</p>	Confidential (D)	<p>Project 1: On-the-job in-office guidance meetings and partly 'content' delivery to help define and set the new standard</p> <p>Project 2: Customer stakeholder interviews Joint workshop planning, agenda item 'content' preparation, delivery</p>
Jan 2020	<p>Started one spin-off project of Kite conference at UK customer (€ 330 M net sales)</p> <p>Workshop design and delivery</p>	Confidential (UK)	Expert-role and workshop facilitator on how to innovate their product portfolio to increase margins.
Feb 2020	<p>Small assignment as spin-off project of Kite conference at UK customer (€ 18 M net sales)</p> <p>Offline analysis of market attractiveness</p>	Confidential (UK)	Expertise-based analysis
Feb 2020	<p>Started one spin-off project of IFCN conference at Dutch customer (scale-up)</p> <p>Workshop design and delivery</p>	Confidential (NL)	Expert-role and workshop facilitator on how to get their innovative product understood by and sold to their dairy processor customer base.
Feb 2020	<p>Started one spin-off project of Kite conference at UK customer (start-up)</p> <p>Workshop design and delivery</p>	Confidential (UK)	Expert-role and workshop facilitator on how to find attractive markets and get funding for major CapEx
March 2020	<p>Started one spin-off project of IFCN conference at Italian customer (€ 150 M net sales)</p> <p>Workshop design and delivery</p>	Confidential (I)	Expert-role and workshop facilitator on how to get their non-EU export business to the next level

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March 2020	Planned one spin-off project of IFCN conference for IFCN AG's customer base:  Delivery of training in 'how to apply IFCN data for business value creation'. March training sold out, October 2020 edition already in planning	IFCN AG	Expert-role and trainer on how to get IFCN customers extract and deliver more business value from IFCN which is 'the Bloomberg of dairy data'
April 2020	Planned one spin-off project of Kite conference at Kite itself  Workshop design and delivery	Kite Consulting Services LLP	Expert-role and workshop facilitator on how to 'dairy advocacy' in the UK to a more effective level by uniting all stakeholders in the sector behind a shared message
July 2020	Planned one spin-off project of Kite conference at Kite itself  Workshop design and delivery for retail customer of Kite that contracts delivery with about ~ 100 dairy farmers	Kite Consulting Services LLP	Expert-role, presentation provider and workshop facilitator