

**Peter de Ruiter**

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A highly experienced executive level manager, with a broad background, nationally and internationally. Added to the mix of technical, managerial, financial and economics he is highly effective in driving results through mission, strategy and execution. He is business like, bottom line oriented and to-the-point. Through his open and friendly nature he makes easy and quick contact. A visionary who sees the big picture, but has also a good eye for details. He is able to put his finger quickly on the soft spot and to create corrective actions. Peter uses the energy of conflicts to create consensus. He is analytical, structured, diplomatic and results oriented.

Peter is married with three children.

2007 - present

**Improvus (Management Consultancy)**  
 Director

Management Consultancy in the industrial sector. Executive level consultancy. Setting up the company and gradually building it up. Customers include: Akerendam, Duiker, FME, HIP Europe, Inrada, Philips, VCP.

2004 - present

**WZS (Technology development)**  
 Director

Accomplished to develop a business plan and securing the necessary patents, partnerships and funding for a new to start company in the field of "advanced technologies". First prototype ready, discussions with users in process.

2004 - 2007

**Inrada, Schiedam**  
 Operations Manager

Inrada is a medium sized engineering firm, approximately 60 FTEs and Euro 15 million turnover. Mainly active in the process and oil & gas industry. Organizational development, efficiency improvements and preparing the organization for VCA and ISO certification.

2003 - 2004

**City Waalre**  
 Town Clerk

Leading the municipal organization of approximately 105 FTE. Determining budgets based on planned activities. Directly responsible for the total policy. Responsible for the overall budget. Key accomplishments include the introduction of decentralized integral project management based on budget responsibility and performance indicators related to key processes. Alignment of the ICT policies towards the new organization.

2003

**Gasline in Essen (Ger)**  
 Business Development, 2003

Gasline is a gas distribution company, that in addition to its own gas network also operates a telecommunications network for themselves and others. Perform feasibility study for the friendly take-over of a telecommunications network to expand its own infrastructure.

2002 - 2005

Visser & Copini Driebergen  
Associate

Visser & Copini is a management and consultancy company working in the profit, not-for-profit and public sectors. Developing and establishing the acquisition strategy for industry and healthcare.

2001 - 2002

Global Crossing in Hilversum  
Executive Director of Business Development

Responsible for researching and implementing geographic expansion of the network by co-construction, joint ventures or other forms of cooperation within Europe. The annual level of investment is approximately EUR 300 million.

2000 - 2001

Global Crossing to Amsterdam  
Director of New Networks

Global Crossing is a global operator and provider of broadband telecommunications services to both operators and to large international companies. The network is a single global network and includes approximately 200 cities in 27 countries on all continents. Worldwide approximately 8,000 employees of which almost 2000 in Europe. Responsible for the timely completion and within budget of the fiber optic cable networks in Scandinavia (EUR 70 million) and Spain (EUR 100 million). Conducting negotiations with sub-contractors and suppliers. Reports to Director of Business Development and have several project managers reporting.

1998 - 2000

Philips International, Eindhoven  
Head of Strategic Audits

The Head of Internal Audit Department reports directly to the president of Philips. The department investigates the world's (supposed) presence of business risk as a result of the lack of financial, operational and / or strategic control. Investigations are conducted as projects where people from various disciplines participate. The projects are varied but always strategic in nature, such as introducing new technologies, closure of factories and mergers. Identifying research assignments and completing the staffing of the project teams and the provision of management reporting. Reporting to the Head of Internal Audit and a member of the Management Team.

1994 - 1998

Philips Components, Eindhoven  
Project Manager

Philips Components develops, manufactures and sells technologically advanced components and sub-assemblies for the computer, automotive and consumer electronics B2B market. Worldwide, the organization has approximately 7,000 employees with a turnover of Euro 800 million. Responsible for developing, introducing and implementing the marketing strategy, including a successful Key Account Management program. Also responsible for introducing an internal culture allowing the change of mere suppliers towards successful entrepreneurs in the external market. Member of the Management Team and head of the marketing department.

1990 - 1994

**Philips Medical Systems in Best**  
Marketing Manager

Philips Medical Systems develops, manufactures and markets systems for the medical diagnostic imaging and radiation therapy industry. It has a turnover of around Euro 3 billion and has a very strong position in the world. As a marketing manager responsible for developing and implementing the marketing and sales policies. Also responsible for the restructuring of European sales, representing approximately 2700 employees with a turnover of approximately Euro 900 million. Member of the Management Team and reporting to the Vice President Europe.

1988 - 1990

**Laser Magnetic Storage, Eindhoven**  
Operations Manager

Laser Magnetic Storage, as part of Philips, develops, manufactures and sells optical and magnetic storage devices for the computer industry. The clients are companies such as Hewlett Packard, DEC, Philips, Siemens and ICL. Sales in Europe in 1989 amounted to approximately Euro 30 million and is growing, mainly due to developments in the CD-ROM market. Responsible for financial administration, logistics and service department. Also responsible for developing and implementing a computer system for administration and logistics and developing and implementing procedures and systems to ensure business growth. Leading the nine employees and reporting both to the Managing Director of Europe and the Operations Manager in the U.S.

1986 - 1988

**Philips International, Eindhoven**  
Marketing Management

Philips International (the corporate staff department of the Philips Group) advises the Board and the Division management. Responsible for advice in the areas of sales and marketing.

1984 - 1986

**Philips Middle East, Riyadh**  
General Manager

Philips Middle East markets professional systems and executes projects in which these systems are applied. Responsible for setting up this group in Saudi Arabia. Turnover approximately Euro 50 million.

1982 - 1984

**Philips-Ericsson joint venture in Saudi Arabia**  
Contract Manager

Philips - Ericsson Joint Venture is responsible for the implementation of the Euro 7 billion large telephony project in Saudi Arabia: the construction of a telephone network, including installation of equipment, cable laying and construction of buildings with emergency power. Contractually responsible for the implementation of the project and contractual relationship with all subcontractors and the client.

1978 - 1982

**Philips Telecommunications Ind. Hilversum**  
Marketing Manager

Responsible for developing and implementing the commercial policy for Europe, Middle East and Africa. Annual business volume of Euro 100 million. Works with development, technical sales department and administration. Managing several salespeople.

1977 - 1978

**Ministry of Foreign Affairs in The Hague, Foreign Service Training**

1973

Philips Telecommunications Ind. to Brazil  
Team Leader

As a team leader responsible for the technical realization of microwave projects in Brazil.

1968 - 1971

Philips Telecommunications Ind. Hilversum  
System Engineer

Philips Telecommunications Industry develops, manufactures and sells international telecommunications systems, both to public and private markets. It has a turnover of around EUR 500 million and has a modest position in the world. As a system engineer responsible for the technical realization of microwave projects in Iran and East Africa, partly in cooperation with the Ministry of Development.

### Education

- Secondary school in Eindhoven, diploma HBS-B, 1960 - 1965
- HTS Eindhoven, HTS Diploma Electrical Engineering, 1965 - 1968
- Free University of Amsterdam, degree in economics, 1971 - 1977

### Courses and Training

- EVA Course, Amsterdam Institute of Finance, Certificate
- Assessor Training Course, EFQM Brussels, Certificate
- Advanced Management Course, Philips Hilvarenbeek Company Training, Certificate
- TQM Auditor Course, FPIQM, Certificate
- Total Quality Management, FPIQM, Certificate
- Organizational Psychology, Roosteren, Certificate
- Distribution Management, MCE Brussels, Certificate
- Competitive Analysis, MCE Brussels, Certificate
- International Marketing Implementation Course, Stuttgart, Certificate
- Sales Management, Sandhurst, Certificate
- Presentation Techniques, James Lee, Certificate
- Major Sales, MCE Brussels, Certificate
- Negotiating Skills
- Selling KODAK Course

### Additional Engagements

2006 - present

Competent Foundation, founding board member.

Founding board member of the Competent Foundation, with the aim of promoting the representativeness and the quality of public administration in the Netherlands. Responsible for establishing a structure and starting the operations as an "Academy" and a research facility. Raising funds /investments and making alliances.

1997 - 2001

KOVOS Architect in Eindhoven, Non-executive director.

KOVOS is a highly valued partner in the field of urban renewal. Originating from a collective of architects from the 70s, it must establish a turnaround from an idealistic to a more business-driven company, especially where commercial policy deserves the necessary support. Supporting the management to acquire a business-driven attitude.

1995 - 1997

De Hoop Housing Corporation in Helmond, Chairman of the Supervisory Board.

De Hoop opted in 1995 for a governance model with a Supervisory Board. With a relatively outdated portfolio of houses, De Hoop is a financially weak housing corporation and it is essential to quickly and successfully make a shift to a much more market driven organization and try to adapt the portfolio accordingly. Supervision of and responsible for introducing a new governance model including safeguards for quality and performance. Establishing strategic policy, plan to divest housing property, making financial forecasts, etc.

1993 - 2000

Hockey DVS at Waalre, Treasurer.

Next to prime responsibilities, the realization of a new clubhouse and the replacement of an artificial field.

1993 - 1998

City Council of Waalre, Councillor.

Spokesperson for finance and urban planning. Initiated to amend the annual budget debate and political decision making in this respect.