

Mathieu. W.A. Steenland

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Global R&D Director/Business Development Director/MD

(Manufacturing, Plastics, Textiles, Paints, Chemicals, Automotive, FMCG, Paper, Building Materials, Fire Safety)

Accomplished senior executive offering over 25 years of cumulative leadership and management experience in product development, market penetration and business transformation in the international chemicals, textiles and building industries. Combines strong technical, operational and strategic knowledge for effective market positioning and optimization. Extensive client management, strategy creation and implementation capabilities. Adopts a collaborative approach that leverages the full potential of cross functional business units, management teams and company resources. Recognized for integrity, business acumen and innovation alongside an ability to source and build global client relationships. An empathetic, hands-on leader showcasing strong interpersonal skills while contributing to 'best business solutions' as per company and corporate governance procedures. Innovative product design and launches have enhanced market share, revenue and profitability.

CORE COMPETENCIES

Financial Management/P&L ▪ Project Management ▪ IoT ▪ Open innovation ▪ Market Positioning ▪ New Market Identification/Penetration ▪ Cost Reduction ▪ Process Improvement ▪ People Management ▪ Quality Assurance ▪ global sourcing & purchasing ▪ Vendor/Supplier Negotiation ▪ Sustainability ▪ change management

KEY SKILLS

- **Business Development** – Applies expert market analysis, strategic planning and operational understanding to work with the executive team on creating and implementing business growth objectives. At Matco sales were steady for the last 3 years. Via analysis of the revenue share of each division and the sales trend of the top 10 customers of each division showed where the Company could improve revenues. Re-orientation of the team's focus increased sales by 8%
- **Project Management** – Strong planning, organisational, communication and people management skills utilised to maximise existing resources, processes and procedures in delivering projects in line with agreed KPIs and timelines. Rationalised the project management processes within Sioen Chemicals harmonising sales lead generation, marketing activities and client management. Focused all labs on projects in new and existing markets; withdrew underperforming digital printing ink to concentrate on key best sellers and introduced a Customer Technical Assistance team in paper printing industry, activities that resulted in 10% of revenue of EUR 53m arising from new business developments in last 1 year.
- **Business Turnaround Strategies** – In-depth operational knowledge applied delivering fast turnaround process improvements including effective procurement as well as, financial controls in the development, design and purchasing processes. Turned Balta from a loss-making business into a profitable one by sourcing new product ranges (30 new collections in first year) whilst adhering to cost control requirements; presented higher value carpets at trade shows and exhibitions; devised a new marketing strategy including new displays, labels and overall house style; invested in the lab scale production line and identified new raw material sources for effective cost reductions
- **Product Development** – Brings together technical knowledge, R&D capabilities, product launch experience and direct sales and marketing expertise to facilitate the effective development and marketing of new products. At Lano secured EUR 150,000 Investment in the first lab scale production line in Europe, generating a return on investment within 1 year.
- **Sourcing & procurement** – together with technical knowledge and collaboration with key stakeholders is able to source & manage strategic sourcing in chemicals, textiles and all products related to the business
- **Sustainability** - being inherent to the chemical & building industry acquired vast experience in sustainability related matters such as ECOVADIS, LCA, EPD, Sundahus, REACH, BVB.
- **Sales management**

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PROFESSIONAL EXPERIENCE

Rf-technologies (self employed)

R&D – Engineering Director 17 direct reports

July

2017-present

Building industry - Fire safety for buildings –(45mio€ TO) – Open innovation – Digitalisation for the future – Member of the CEN European Technical Commissions (TC's) for fire safety – Member of management team – Factory of the Future Award 2019 – International product properties assessments and classifications –Development and management of the IP strategy – strong innovation – global sourcing – engineering product launches – Sustainability & Environmental impact LCA & EPD

Key Achievements

- Leading a team of engineers, product developers, designers, HSE & QA responsible
- Project management of multiple simultaneous projects
- Engineering: Oversee and steering new production launches in Belgium & Slovakia.
- Strong link and collaboration with operation management
- Responsible for sustainability (ECOVADIS, LCA, EPD, Sundahus, REACH,...)
- Global sourcing of new materials
- Managing budgets, product costs, timelines, key milestones / stage gates and team resources
- Technical counsel support to gypsum plant France
- Expanded the R&D team with electronic engineering team members to fasten growth of smart products portfolio (IoT)
- Research for applied technologies within our application domain with University of Ghent (IoT – Smart Products)
- Introduced a 3D printing unit in the company to reduce development time and introduce small batch printing
- Increased sales (TO) based on new products
- Successful development & launch of a new Controlling device (ZeniX) (new market segment)
- Set-up of development collaboration with external freelancers (India, Middle East) for small development projects
- Open innovations enabling quick market introductions into new market segments
- 15 new patents applications over a period of 3 years covering the latest product innovations

Matco, Belgium (self employed)

Feb 2016 – Feb 2017

Managing Director 12 direct reports

A chemicals production company (12 mio€ TO) specialising in production of compounding materials for the carpet industry; detergent chemicals trading mainly sourced from India and China; re-selling off spec materials and hazardous waste management. Brought in by co-owners to take up CEO role and additional trading responsibilities. Have full P&L responsibility EUR 12M turnover; chemical compounding activity in the carpet and adhesive industries; M&A; global sourcing and chemical trading for detergent and food industry and handling off-spec material & chemical waste.

Key Achievements

- Obtained a new, EUR 500,000 artificial turf grass customer.
- Gained new contacts in detergent industry with estimated book value of EUR 3M
- Increased sales prognose by ca. 8%
- Reviewed revenue streams of each division and the sales trends of the top 10 customers of each division. Highlighted the causes of flat revenue levels for the preceding 3 years, then readjusted the team's focus which increased sales by 8%
- Due diligence of potential M&A candidate
- Start-up of business case of recycling of PVB waste (France) into different potential plastic consuming markets

Sioen Chemicals, Belgium

May 2013 – Jan 2016

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Director Sales & Business Development 7 direct reports - 6 indirect reports

- Managed worldwide sales with a focus on CEE (54 mio € TO).
- Responsible for sustainability related affairs (REACH,...)
- Reported directly to the CEO on growth projects in all market segments (pigment pastes and digital printing).
- Held full responsibility for cost settings, price calculation, margins, P&L CAPEX and budget control on a EUR 53M turnover.
- Headed a seven-people sales team with additional dotted line responsibility for five lab managers and steering committee membership.
- Global sourcing of chemical materials
- Supported the owner by taking on day to day MD responsibilities – suppliers, quality, people management, health and safety.

Key Achievements:

- Structured and standardized Company's multi project management systems allowing cost effective resource allocation.
- Direct management of the sales function enabled implementation of customer centric product development and service support.
- 10% of EUR of 53M revenue resulted from new business developments in preceding year.
- New pronounced focus on projects for all labs in new markets as well in existing markets
- Many lines of digital printing ink taken out from project range to focus on key best sellers
- Introduction of Customer Technical Assistance team in paper printing industry.
- Due diligence of several M&A candidates

Domo Oudenaarde, Belgium

Nov 2007 – Apr 2013

R&D Director & Marketing 7 direct reports - 1 indirect report

- Head hunted to turn around the product portfolio (tufted & non-wovens)
- Responsible for global developments resulting in >30 new launches per year. Used target costing to ensure correct product positioning and acceptance of global buyers (sourcing).
- Accounted for the direct costs of a €100 million business unit; managed eight direct reports in the development, marketing and accounting units.
- Responsible for global sourcing of fiber & yarns
- Instigated Lean management and cross-plant optimisation, SKU's rationalisation and control of working capital (stock). Managed EUR 1.8M marketing budget.
- Established integrated margin control across business unit increasing the total margin for the holding
- Organised international trade fairs
- Managed product certifications and follow up of technical product requirements with official laboratories.

Key Achievements:

- Turned a loss-making business into a profitable one by the source selection of new product ranges (30 new collections in first year) taking into account high level of cost control.
- Presented new higher value carpet range at exhibitions.
- Established a new marketing strategy (new displays, new labels & overall house style).
- Secured lab scale production line investment.
- Selected new raw material sources providing effective cost reductions.
- Identified cost saving opportunities to increased margins (+5 /15% increase).
- Sourced new suppliers on worldwide basis giving an annual saving of EUR >250.000.

Lano, Belgium

Jul 2005 – Oct 2007

R&D Manager 6 direct reports

- Responsible for several departments including design, research, physical lab and dyeing.
- Maintained relationships with global yarn and fibre suppliers; ensured availability of newly introduced products incorporating the latest yarn technology in line with the company's 'state of the art' image.

Key Achievements:

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- Introduced new product segments to the company and increased turnover.
- Secured a 'European first' using laboratory equipment that allowed shorter development times and the fastest launches ever known to the sector. The ROI of this investment was reached in 3 months.
- Investment of lab scale production line, the first in Europe, cost EUR 150,000 recouped in a year.
- Investment in new lab dyeing line for more accurate and faster colour developments.
- Presented new style of carpets (long pile, soft) that produced significant customer interest.

EARLY CAREER

Ideal Fibres & Fabrics, Belgium Product Manager Automotive (tufted & non-wovens)	2001 – 2005
Procter & Gamble, Belgium R&D Manager, Fabric & Home Care Division QA manager	1998 – 2001
Mitsui & Co. Benelux Sales Engineer, Petrochemicals & Plastics Department	1997 – 1998
University of Ghent, Belgium Full-time Assistant	1991 – 1997

PATENTS

1 Fabric Softening Composition Comprising A Malodor Controlling Agent. PCT/US01/16357	Oct 10, 2002
2 Assembly Of A Wall And Fire Collar. EP20156845.8 – 1113	Apr 06, 2020
3 Shutter-Type smoke Extraction Damper and Evacuation System Comprising Such a Damper EP2016249.3-1008	May 6, 2020
4 Smoke Evacuation Shutter and Discharge System Comprising such a SES EP20163503.4-1008	May 11, 2020
5 FIRE RESISTANT VENTILATION ELEMENT 1027692 B1	May 18, 2021
6 MOUNTING COLLAR FOR A VENTILATION ELEMENT EP 3 865 780 A1	Aug 8, 2021
7 VENTILATION ELEMENT WITH SEALS EP 3916316 A1	Dec 1, 2021
8 FIRE DAMPER WITH INSULATED HOUSING PART EP 22175504	May 25, 2022

ACADEMIC QUALIFICATIONS

PhD. Chemistry University of Ghent, Belgium (Magna cum laude) "Influence of heteroatoms and ring dimensions on the co-ordination chemistry of dioxopolyamines"	1991 – 1997
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TRAININGS

- ONE-CLICK LCA
- Change Management (Amelior)
- Managing Open Innovation in SMEs (Sirris, Prof. Wim Vanhaverbeke)
- Digital Transformation (Jo Caudron – Dada Van Peteghem)
- Colour Technology (Eastern Michigan University, USA)
- Quality Assurance Manager (P&G)
- Financial Management for the non-financial Manager (IFBD)
- Product Management (IFBD)
- Lean Manufacturing (Dirk Van Goubergen)

PERSONAL DETAILS

Date of Birth: 11 th Oct, 1968	Nationality: Belgium
Marital Status: Married	Driving Licence: Belgium
Languages: Dutch, French, English, German, Italian	

References available on request

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