CV Niek M.J. van Oijen – *Qnique Interim Management, Advice & Coaching*



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Background and Profile

More than 40 years of experience in leading business transformation, change and program management, interim management, organizational design, coaching, and mentoring across multinational organizations of varying sizes. Extensive cross-functional expertise spanning HR, IT, Procurement, R&D, Product Management, Service & Solution Delivery, M&A, and General Management. Proven ability to collaborate effectively with stakeholders at all organizational levels across diverse cultures in Asia, Europe, and the Americas.

Strong track record of analyzing complex business challenges, defining clear target states, designing effective organizations and processes, leading operational implementation, and engaging stakeholders and teams to achieve sustainable results. Works in close partnership with C-level executives, employees, customers, and other key stakeholders. Recognized as a seasoned, business-savvy and energetic leader with strong analytical, organizational, change-management, and stakeholder-engagement capabilities, as well as a reputation as a trusted advisor.

Education

1994-2000	Master's degree (MSc/drs) in Business Administration and Labor & Organization Psychology
1982-1986	Bachelor's degree (BSc/ing) in Electronic Engineering
1976-1982	Secondary School VWO

Qnique Interim- & Change/Program Management, Organization Advice & Coaching

January 2014 – Present

Responsibilities	Global Interim Management, Business Transformation Change & Program Management, Organization Design & Consultancy, Mentoring & Coaching for a broad variety of companies and industries (size 100 employees to 100k+, e.g., Philips, NXP, Randstad, Orbia Global, Orbia Building & Infrastructure, FrieslandCampina, Royal Reesink, TU/Eindhoven, ArtesFast) in a broad variety of functional areas. Details per assignment included in this CV.
Achievements	Assignment dependent: Ranging from a successful total organization re-vitalization to e.g. defining/implementing a Global HR Operating model, Global Business Transformation, Change Management for a multi-billion M&A program, process/system improvement implementations, organization advice and (management) guidance, coaching & mentoring.

Royal Philips

September 1986 – December 2013

Jan'12 – Dec'13	*Interim Management & Support – Royal Philips*
Responsibilities	Interim Manager of the Global HR Data & Reporting center, Interim Management advice for setting up the new HR Excellence department and the Dutch Talent Acquisition department.
Achievements	(Re)organized and successfully managed the HR Data & Reporting service center, ensuring clarity and alignment in scope, targets, organization structure, roles & responsibilities, communication.

Sep'10 – May '11	*Global International Mobility Service Manager – Royal Philips*
Responsibilities	Global management of the International Mobility (Expat+) operation: global team (40 professionals, regionally spread) and global external partners providing all relevant business consultancy and operational support to the business on expatriation and 'crossing border employees' on e.g., relocation, tax, social security, insurance reward & payroll management.

Achievements	Re-vitalized the service organization, processes and KPI dashboard to ensure proper alignment with business needs. Boosted the engagement level of the team based on defining a common purpose.

April'09 – Dec'10	*Global HR Program Manager – Royal Philips*
Responsibilities	Responsible for the Employee Engagement Project and defining/implementing a world-wide global 'Organization Management info and reporting system'. Coaching of International Mobility Services.
Achievements	Revised Employee Engagement Survey approach. First-time Organization Management/ Reporting HR system in Philips (120K+ Philips employees in one global Database) ensuring proper HR process alignment and reporting; set-up global competence service center supporting 75 countries.

June'05– April'09	*Manager EMEA Learning Services – Royal Philips*
Responsibilities	Managed the Learning Shared Service organization in Philips EMEA. Internal customers in 42 EMEA countries, large international management and learning consultant team. Bottom-line responsible for the service delivery, quality, vendor management and turnover (cost center).
Achievements	Transformed the organization from an "internal oriented department" to a "customer focused business", including strategic reviews, KPI's/MgtDashboard, AOP, ROFO reviews. Implementation of world-wide Learning Management System. Highly engaged international team of 40+ people in a continuously changing environment. Budget approx. 20 M euro.

May '03– Aug '05	*Senior Account/Business Manager EMEA Recruitment Services – Royal Philips*
Responsibilities	Set-up and co-management of the Recruitment Shared Service center in Philips EMEA. Focus on stakeholder management and defining/implementing service- and business-related solutions.
Achievements	Successful transition from blue print to a well-established Recruitment organization. Introduced/ managed CRM approach, Strategy reviews, Forecasting process, AOP/financial process.

Nov '00 – May'03	*Recruitment Manager CE & Recruitment Shared Service task force – Royal Philips*
Responsibilities	Defining and implementing recruitment and labor market communication processes, activities, tools and organization for internal CE business. From Aug '02 to March '03, member of the Philips HR Recruitment shared service task force.
Achievements	Effective & efficient inflow of personnel via broad in- and external networks in EMEA and Asia. Defined and implemented the CE recruitment procedures/tools. Co-defined blue print for Recruitment Shared Service approach (1st HR service center in Philips).

Sep '97 – Nov'00	*Development & Technology Manager - Philips Creative Display Solutions (CDS)*
Responsibilities	Heading the technology & product development of the Philips 'Beamer' group (budget approx. 15 M euro), leading an international cross-continental team of approx. 70 developers and architects.
Achievements	Market introduction of various product ranges together with partner companies. Improved & stabilized the organization.

May '94– Aug '98	*Strategic & Senior Product Manager - Philips Monitors & CDS*
Responsibilities	Professionalizing and managing the operational product management team. Main customer base in Europe and US and supplier base in Asia. Managing the picture tube strategy and coordination of the product management teams in Taiwan and Italy.
Achievements	Introduction of various product ranges from product definition to end-of-life. Set-up display roadmap with in/external key-suppliers in Europe, Asia and the US. Coordinated the successful definition & introduction of the global high-end product line.

Sep '86 - May '94	*From Electronic Designer to Project Manager & Group Leader – Philips Advanced Development*
Responsibilities	Multi-site and multi-company Project Management for R&D and Production. Group Leader and Display designer in Eureka HDTV display team, supporting system promotions world-wide.
Achievements	On-time/specification product introduction guaranteeing profitable market entrance.

***Languages**:* English & Dutch (full professional proficiency), German (professional proficiency), French (limited prof.)
***Hobbies**:* (amateur)writing, reading, sports, traveling

Attachment – Qnique assignments January 2014 to present

Orbia Building & Infrastructure + Orbia Global Functions
Independent Global Business & Global Functions Transformation Manager
June 2026 – present, Amsterdam & Eindhoven area, the Netherlands

Responsibilities	Global Organization Design & Consultancy, Organization & Culture Transformation, Mentorship & Coaching
Achievements	Delivering successful design & implementation of Business & Function transformations, trusted management advisor, coach and mentor

Orbia B&I + Orbia Global HR
Independent Interim Global Business Transformation Manager, Global HR Management consultancy and coach/mentor
Sep 2023 – May 2026, Amsterdam, the Netherlands

Responsibilities	2024-2026 - Transformation management and consultancy for reviewing and transforming Orbia's Global (Corporate and Business Groups) HR/People Function Operating Model, across all Orbia's Business Groups and Geographies world-wide. 2024-2026 - Defining and leading a large and long-term global company-wide Business Culture Transformation 'Switch' in Orbia B&I, dedicated to support the transformation of Orbia B&I into an even more agile, customer-centric and future-fit organization 2023-2024 - Orbia B&I Business Transformation program managment (changing global organization structure). Including defining and setting-up key Business improvements in Orbia B&I, e.g., setup of a Global Business Process Owner network approach and company-wide KPI/BBSC dashboard Ongoing - Independent membership of - and consultancy for - the Global Orbia B&I HR/People management team, focused on continuous improvement opportunities in and across the Orbia B&I People organization. Coaching & mentoring (senior) members.
Achievements	Successfully leading a broad variety of business transformations. Trusted management advisor, coaching and mentoring various senior members. Initiated the Global Business Process Owner network approach and company-wide KPI/BBSC dashboard.

Wavin Group - Orbia
Independent Interim Business Change Manager
Aug 2022 – Aug 2023, Amsterdam, the Netherlands

Responsibilities	Responsible for Business Transformation Change Management, for Wavin's global business process & tool/ERP harmonization program called 'SUMMIT'. Targeted to support Wavin's ongoing attention to serve our customers in an even better and more efficient way by creating a robust, global scalable process foundation and business platform. Leading the global Business Change team consisting of internal professionals and external (company) consultants. World-wide implementation in all regions. Member of the global SUMMIT core team, global HR/People leadership team and trusted senior management advisor.
Achievements	In close cooperation with our integration partner, set-up the Business transformation change strategy and operational execution, focused on go-live in LatAM en subsequently in all Wavin 37 countries across the globe (total transformation running from 2022 to 2025)

Global Randstad – Digital Factory
Independent Change Manager, Organization Design Consultant and Coach – CyberSecurity & IT
Nov 2021 – July 2022, Diemen, the Netherlands

Responsibilities	Organization Design and Change Management for Randstad's Global CyberSWAT program. Targeted to further enhance Randstad's cyber resilience through amongst others defining a future-fit global Information Security Target Operating Model.
Achievements	Defined the Target Operating Model for Randstad's Information Security organization, to be implemented at Global, Regional and Local level, in alignment with the responsible Executive Board member and associated global departments/stakeholders. Trusted senior management advisor and coach.

Philips Innovation Services - R&D
Independent Interim Change Manager & Consultant - R&D and HR
Sept 2021 – Dec 2021, Eindhoven Area, the Netherlands

Responsibilities	Organization Design advice and Capability mgt for Philips' R&D organization
Achievements	Short term interim assignment, successful contribution in defining the relevant R&D governance, org design and capabilities

Philips Services & Solutions Delivery
Independent Global Business Transformation Program Manager & OD advisor
June 2020 – Aug 2021, Eindhoven Area, the Netherlands

Responsibilities	Global Business Transformation Program Manager, Organization Design advisor, Program Manager and Change Manager for Philips' Global Services & Solutions Delivery organization; encompassing a broad variety of impactful global business model & organization changes.
Achievements	Successfully set-up and managed a world-wide Business Transformation program for Service & Solution Delivery. Trusted advisor for Senior Leadership team & related Exco members.

ArtesFAST B.V.
Independent Business Development Advisor
April 2020 – Sep 2020, Eindhoven Area, the Netherlands

Responsibilities	Pro-deo independent business advisor for ArteFAST, a start-up organization for an on-demand talent platform for tech hardware companies to buy engineering tasks.
Achievements	Established business contacts with broad variety of tech related companies

Wavin Group - Orbia
Independent Interim Manager, HR Director, Organizational Design Advisor and LT member
Feb 2019 – March 2020, Zwolle, the Netherlands

Responsibilities	Interim Wavin HR director & organization change manager. Member of the EMEA Leadership Team. Leading and re-vitalizing the EMEA HR organization. Re-shaping Global HR organization, processes and systems (SuccessFactors) in close cooperation with Wavin CEO, CFO, CHRO and board members, as well as with the various Operational teams.
Achievements	Defined & implemented a new Global HR Operating Model (organization, processes, KPI's) in-line with the geographic expansion of Wavin/Orbia; successful change management based on a compelling stakeholder storyline and KPI's. Trusted Global MT advisor & coach.

Royal Reesink B.V. – Reesink Logistic Solutions
Independent Interim Manager & Organization Design Advisor
May 2018 – Jan 2019, Duiven, the Netherlands

Responsibilities	Providing organizational advice, organization design & implementation, change management and interim management for Reesink Logistic Solutions, in order to facilitate the company's growth and (geographic) expansion plans.
Achievements	Definition & implementation of new future/growth-proof organization structure. Interim MT member and trusted advisor at all organization levels (including Division and BoM level, as well as Operational teams). Guided the Management Team and organization under high business pressure.

NXP Semiconductors – M&A IT
Independent Interim Change Manager - Mergers & Acquisitions
April 2017 - April 2018, Eindhoven, the Netherlands

Responsibilities	IT Change Management Liaison for NXP IT mergers & acquisitions: Responsible for global IT change management related to the - so far largest - acquisition in the SemiCon Industry.
Achievements	In close cooperation with the IT M&A counterpart of the acquiring company: Set-up of the strategic & operational change management plan, stakeholder engagement, organization impact analysis, communication & training. Addressing IT track specific challenges, trusted advisor, leading to a well-defined and accepted change-over approach.

FrieslandCampina – Global Procurement
Independent Interim Change Manager - Procurement
February 2017 - July 2017, Amersfoort, the Netherland

Responsibilities	Change Manager for FrieslandCampina's Global Procure-to-Pay innovation program, implementation of a "Procure to Pay" (PtP) Cloud solution.
Achievements	From building the strategic change management plan - including stakeholder analysis and management - to the successful operational implementation of the PtP Cloud solution; guided/coached program manager and internal change manager.

Philips Innovation Services - R&D and HR
Independent Interim Change Manager & Consultant - R&D and HR
February 2016 - July 2017, Eindhoven Area, the Netherlands

Responsibilities	Change Manager, Consultant and Deployment lead, responsible for further professionalizing the Global Royal Philips R&D Architect ''Community of Practice" from a HR perspective.
Achievements	Change-, stakeholder- and implementation management; harmonized the Philips Architect job profiles, architect competence assessments, career paths and other related HR change aspects based clear common goal and persuasive communication/stakeholder management

Philips Global Procurement
Independent Interim Program & Change Manager
September 2015 - July 2016, Eindhoven Area, the Netherlands

Responsibilities	Procurement Program & Change Manager for the Philips "Flexfinder Contingent Worker" program.
Achievements	Implemented Global Managed Service Provider (MSP) approach for hiring temporary personnel at all levels/businesses, in close cooperation with the selected Managed Service Provider (MSP) Randstad Sourceright. Successful global implementation and stakeholder engagement in a short timeframe.

Eindhoven University of Technology
Independent Interim Organization Advisor
September 2015 - December 2015, Eindhoven, the Netherlands

Responsibilities	Organization Investigation & Advice for one of the TU/e faculties.
Achievements	Investigation and clear advice on how the faculty balance between research and education can be restored.

NXP Semiconductors – Global HR
Independent Interim Program & Change Manager - HR Performance Management
December 2014 - July 2015, Eindhoven, the Netherlands

Responsibilities	Program Manager for NXP's pilot in introducing a new and innovative Performance Management approach called ''myImpact'': An Early Adopter pilot program for defining and testing our People Performance Management (PPM) new style approach.
Achievements	Leading a team of Senior Executives. Successfully defined and tested the PPM approach; decision for implementation was postponed due to an upcoming M&A activity.

NXP Semiconductors – Global HR
Independent Interim Program & Change Manager - HR Workday Implementation
January 2014 - December 2014, Eindhoven, the Netherlands

Responsibilities	Interim Change Manager for globally implementing Workday in NXP as core Human Capital Management system. Focusing on business & HR stakeholder management throughout all the organization layers, including communication and training, following a structured change management approach.
Achievements	Successful implementation of Workday in 10 months, covering more than 25,000 employees in 25 countries across the globe with clear processes and related KPI’s.