

*Name:* Theo F.M. Veltman

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*Study:* Business and Organisation Management (MA, University of Utrecht, 2009).  
Business Administration (BBa, 1982)  
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## *Profile*

- Experienced CEO, director and manager of companies and organisations, including education and government. Theo has led many projects, small (design system, organisational change) and large (merge of six government bodies).
- Experience in several parts of government, ministries (Defence, Education, Culture, Science, Internal Affairs, Transport) and government agencies. He has held positions at different levels, from employee/consultant to director/CEO. Theo is experienced in profit oriented companies as a consultant, manager and director, responsible for large budgets. Recently he has worked in the industry (ASML, DSM and Philips).
- Bridge builder to align teams (merger, organisational change) and to align companies from different cultures and sectors, profit and not-for-profit, to develop and realise shared objectives. Creating an effective collaboration for shared innovation in processes and instruments to improve opportunities for clients (students), enhance efficiency of production (forensic DNA-research) and safety (preventing fraud, air-traffic).
- Inspired by growth of individuals, teams and companies and by results with added value. Theo's drive is to stimulate people and teams to ask questions, constantly looking for opportunities to bring groups together and find ideas for improvement. Backing the ones with a business case showing added value.
- A result oriented, practical leader for effective innovation and growth. He is an original and unorthodox thinker with the guts to follow ideas through. Theo has the ability to create space and time within a group that allows for using imagination towards shared objectives. He can enable the realisation of any project goals, but still keep an eye open for new opportunities and findings.
- An open, transparent style. He communicates direct, getting to the point and asking questions that make people think.

*Curriculum Vitae – Experience from 1979-today*

Period	Company	Description
2010- ...	Bizzo	<b>Chairman</b> of a taskforce to innovate the market for taxis (based on NZ model). The developed model has been agreed and implemented. Other consultancy activities for innovation in the education industry and supporting provincial management in order to create an environment in which the desired results could be achieved. Results were measurable in better cooperation between groups and shorter duration time for idea development. More supporting ASML, DSM and Philips to develop competences Business Information Manager, IM-strategy and the Information Management function, in relation to business and ICT.
2009-2010	ASKO	<b>CEO</b> of an educational company with thirty primary schools in order to set a basis for an environment in which cooperation would be the norm, together with higher demands to quality of the educational system. A sound basis was set in motion (i.e. new approach for personnel management in all schools).
2005 – 2009	Ministry of Justice	<b>Project director</b> , responsible for developing a new agency for the ministry of Justice. Developing a front office consisting of a virtual environment and a real environment as well as a back office, using data from several systems within different companies. The business case was accepted, showing a firm profit. However, the economic crises unfortunately led to different priorities.
		<b>CEO Justis:</b> a fast growing company, about 220 people to do with checking integrity of companies and private individuals. Sickness rate went down from over 11% to less than 7% in 1,5 years. Productivity increased and costs per product went down considerably. The growth in demand and production could be covered for 90% with the existing staff over a period of two years.
		<b>Director at the Dutch Forensic Institute</b> , responsible for the forensic DNA research. The result was an environment in which the DNA research could be done within the demands from clients (police and public prosecutors) set for quality of the research as well as within the demands for duration time and costs. This was achieved after 15 months. Then development of <b>a strategy for forensic research in the Netherlands</b> . This resulted in decisions from the Dutch Parliament to invest 20-23 million extra in research for new techniques forensic DNA and 500 extra staff.
1996-2004	Bizzo	<b>Member management team</b> to implement a merger between two companies within air transport (inspection) in order to be able to enable achievement of new targets as a result of 9/11 in the USA. The result was a better cost/benefit ratio. <b>Director of communications.</b> Within a year the productivity of the group went up (lower cost per product) and satisfaction of clients was improved. <b>CIO</b> of governmental body. Strategy, standardisation, lower costs, raised effectivity systems and new services supported using ICT. <b>Establishing and leading collaboration of profit and non-profit companies</b> for shared innovation in both the education and safety industry: (1) distance learning; (2) a cooperation between education industry and banks and insurance in a public private partnership for innovation in education; (3) a group with government-, business, non-profit organizations to prevent and detect fraud with identities, resulting in measurements for the Netherlands. <b>Chairman of a long-term-cooperation</b> between (competing) education companies in the fifth largest organisation in the Netherlands (Almere) in order to be more effective for individual students and develop a strategy to achieve one virtual school whilst

Period	Company	Description
		keeping their individual identity. This is partially implemented. <b>Several activities in organisational change and in supporting management teams</b> to become more result-oriented, to choose direction and/or develop strategy.
1994-1996	Ministry of Education ...	<b>CIO.</b> Responsible for creating an environment in which innovation in education with ICT was stimulated by the ministry and local government. Also creating an ICT-environment that was able to support growth.
1992-1993	Bizzo	<b>Programmanager,</b> a merger between six companies creating a new company of about 2000 people with an implementation of SAP, to support all the business processes. This was done within a year.
1986-1992	DCE	<b>Manager business unit and director business unit.</b> Developing business units. Measured on satisfaction of the clients of the BU, recruitment and management of experienced people, acquiring and developing business and managing costs and revenue. This business unit was the best performing ones in terms of revenue, profit and client-satisfaction. <b>Project manager &amp; CIO</b> in projects at e.g. AKZO (innovation with ICT in order to help clients of AKZO to develop their business more), DSM (strategy), ABN and ING (organisational change and handling the ICT in a merger). In this period he became a frequently asked speaker internationally on topics strategy development and innovation.

### *Curriculum Vitae - Other information*

<i>Periode</i>	<i>Company/Society</i>	<i>Description</i>
1987-1998	DCE & BIZZO	Conferences and seminars about i.e. strategic planning, trouble shooting, project management, risk analysis, result oriented management and innovation in education in: Australia, Belgium, Netherlands, New-Zealand, Spain, UK.
1988-1993	VRI	Member of the board of a society for experts in the area of Information Management
1988-1993	VSJ	Member of the board of a society for strategic enhancement
1996-2004	D66	Member of the board of a political party
2004-2006	Iederwijs	Chairman of the board, governing a school in Gouda
2012-2013	APR	Member of the board
2012-....	HVA	Chairman of the board Humanistic society Amsterdam-Amstelland
2012-....	CBA	Chairman of the board society Client Interest Amsterdam.

### *Curriculum Vitae - Publications*

Various interviews given and various books and articles published on matters like e.g. strategic planning, information management, improving effectiveness of organizations, innovative use of ICT in education, innovating inspection. Most of these are published through Dutch publishers and magazines.