



BART A. PATTYN

## Multi-Cultural Leader for Growth & Turnaround Banking, Insurance, Tech – Europe, Asia, Latin America

### CAREER SUMMARY

Global Multi-cultural Senior Executive in Insurance and Banking creating high-growth sustainable multinational businesses.

Recognized Interim Manager and Consultant for Growth Strategies and Execution, Team & Sales Organization and Cultural Transformation. Turnaround & Crisis Manager

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### PROFESSIONAL EXPERIENCE

BART A. PATTYN MANAGEMENT B.V. (BELGIUM)

2018-...

#### Interim CEO – Growth & Turn-around Manager

Interim Executive Management & Strategy Consultancy for growth & turn-around.

- Invibes Advertising s.a. (Paris France): Private Equity backed (Genesis Capital) Programmatic Advertising, focussing on In-feed ads, with Photo, Video and Poll formats, based on walled garden structure. Defined External Growth & Recruitment strategy and Compliance structure to obtain additional EUR 1 mln in PE investment
- 3W - Smart Human Capital Group n.v. (Antwerp, Belgium): Private Investment backed Executive Search & Interim Management company. Resolved Sales Team Crisis and implemented >50% p.a. Growth Strategy.
- City of Nieuwpoort (Belgium): Elaborated #Vision20.30 city strategic plan and got Town Council approval.
- Air France KLM and AeroMexico: Customer Services Advisory for Business- and First-class products.
- ChienMarin Farm Residences: Completed Renovation of Historic Farm complex in Flanders.

COFACE S.A. (PARIS, FRANCE)

2000-2018

#### Member Group Executive Committee.

Turned falling sales into a Global Growth Strategy for Trade Credit Insurance.

- Listed the company on Paris Stock exchange in 2014.
- Accelerated Digital Transformation, both Risk side (Company Information & Underwriting) and Client side (Distribution & Customer experience)
- Energized company Culture through Agile Management.

#### President & CEO Coface Latin America (Mexico)

2004-2018

Build the undisputed leader in Trade Credit Insurance in Latin America, with top-performing teams, 36% market share, a low-cost base and level of claims.

- Optimized Regional P&L, team of 600 in 10 countries, recruitment & organization of teams (Matrix structure).
- Appointed Chairman of the Board of Directors of 5 Insurance subsidiaries and of SBCE (Seguradora Brasileira de Crédito à Exportação s.a. a joint venture with Banco do Brazil and BNDES, i.e. Brazilian Government).
- Obtained regulatory approval, ongoing contacts with Regulators. Implemented Solvency 2 in all countries.
- Started & Managed 8 insurance companies (of which 6 greenfield), 6 Services and 1 Holding company.
- Acquisition of SBCE in Brazil and Merged 2 insurance companies.
- Closing 3 companies and managed 1 insurance company in run-off
- Established a s100-team strong Shared Services Centre for North and Latin America plus Spain and Portugal.
- Grew Regional turnover from USD 7 mln to USD 130 mln.
  - growth 17% in 2017, 15% profit margin before reinsurance.
  - Increased market share +18% to 36%
  - Approx. USD 100 bn in Trade Credit exposure.
  - Highest insurance growth of all 7 Coface regions.
- Turn-around of the business after the 2008-09 and 2014 Crisis in Latin America and return to profitability.
- Industry Referent, Keynote speaker, Board member of Chamber of Commerce.
- President (2 mandates) & Secretary general of ALASECE (Latin American Trade Credit Insurance association)

Reporting to Group CEO, reports from 7 Country and 7 Functional Regional Manager plus 2<sup>nd</sup> Level Control Managers

## Regional CEO Coface South Asia Pacific (Singapore)

- Managed Regional P&L, team of 70 staff in 5 countries, recruited teams and organized a regional Matrix structure.
- Obtained Insurance License and Started greenfield insurance company
- Succeeded in Acquisition of Managing General Agency (MGA) in Australia
- Grew from greenfield to USD 30 mln turnover, highest growth of all Coface regions

## KBC BANK & INSURANCE N.V. (BRUSSELS, BELGIUM)

### Chief Executive Officer (CEO) KBC Bank India & South Asia (Mumbai, India)

- Managed country P&L, Team of 80 staff, Recruited the full team.
- Obtained Banking Licence and started greenfield bank as Branch of Belgian Banking group
- Activities include Corporate Banking, Credit, Lending, Treasury, funding, hedging, ALCO
- Achieved break even after 9 months, with approx. USD 1 Bn in portfolio

### Earlier Assignments and Employers

KBC Bank n.v. New York Branch (New York, USA): Deputy General Manager

Kredietbank n.v. India LPO (Mumbai, India): Senior Representative

Kredietbank n.v. Singapore Branch (Singapore): Head of Corporate Banking & Syndications

Kredietbank n.v. Spain representative office (Madrid, Spain): Director

Irish Intercontinental Bank Ltd. (Dublin, Ireland): Commercial Manager

Infosoft n.v. (Harelbeke, Belgium): Software Design

## CORE LEADERSHIP DIMENSIONS

- Competencies: Global Perspective – Strategic Vision – Aligns Execution – Engages & Inspires – Develops Talent
- Traits: Social Leadership – High Energy – Agility
- Drivers: Independence – Collaboration – Challenges
- Experience: Leadership – Commercial Development & Market Share increase – Growth Denotation – Mergers & Acquisitions – Lean & Agile Management – Volatility and Ambiguity – Crisis Management & Turnaround -

## EDUCATION

- Catholic University Leuven (KU Leuven), Belgium  
Master of Engineering in Computer Science (Honours)
- INSEAD (Fontainebleau, France)  
Executive Education (3 residential programs, including Change Management)

## LANGUAGES

- Dutch – Native Speaker
- English & Spanish – Completely Bilingual
- French – Advanced professional fluency
- German & Portuguese – Basic knowledge

## OTHER INFORMATION

- Member of Institute of Interim Management (London, United Kingdom)
- President (2 mandates) & Secretary general of ALASECE (Latin American Trade Credit Insurance association)
- Annual participation as Speaker in Trade Credit Insurance association ICISA
- Member of Air France KLM Customer Service Advisory Board
- Aviation and Travel expert and referent
- Guest faculty for APEC (Asia Pacific Economic Council) in Manila (Philippines) on Systems design in Insurance
- Expert on Republic of Singapore ERC (Economic Review Committee)
- Mercer IPE of 68
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