

Else Boutkan

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Date of Birth: 12 May 1969
Nationality: Dutch

EDUCATION:

1999-2000 **Rotterdam School of Management, Erasmus Graduate School of Business**
Master of Business Administration in General Management
1987-1993 **Delft University of Technology**
Master of Science in Chemical Engineering

PROFESSIONAL EXPERIENCE:

2010- 2016 **WAVES OF CHANGE, Delft**
Leadership and organisational change training and workshops for sustainability managers.
- Designed and conducted several workshops (in Dutch): Draagvlak voor Duurzaamheid, Bruggebouwen voor Duurzaamheid, Duurzame Doorbraak (open enrolment)
- Built an online business platform for Waves of Change,

2001-present **SOMETHING ELSE, Sustainable Value Development, Delft**
Consulting and program management in sustainable development, partnerships and organisational change.
Founder and director
- Co-founder Care for Regenerative Sustainability (*March 2019-present*)
- Co-writer and researcher of essay on innovation, evolution and sustainability, including organising spin-off (*June 2017 – present*)
- Redesigned strategy and developed action-agenda for the Human Capital Agenda and implemented the strategy (*Topsector Water, 2016 – present*)
- Transformed Human Capital Water program and facilitated new participative concepts (*Netherlands Water Partnership, 2014-2016*)
- Built online community Energiek Pijnacker-Nootdorp in order to stimulate resident-involvement into the subject of becoming an energy-neutral township *Gemeente Pijnacker-Nootdorp (2013)*
- Taught a course in Sustainable Innovation for horticulture managers, *Hogeschool Rotterdam (2013)*
- Designed and built a concept and partnership (government, public sector, education) for a recurring educational program on sustainability and maritime technique for children and youngsters in de Duurzaamheidsfabriek Dordrecht: *TechniekDock, Gemeente Dordrecht (2012-2013)*
- Built a program and network for regional cooperation between business and education for water awareness and jobmarket development for the water sector, amongst others resulting in concept *Waterwonderen, Netherlands Water Partnership (2009-2012)*
- Designed Climate Footprint program for housing cooperative including involvement of residents, *Omnia Wonen (2009)*
- Built Climate Footprint program and organised organisation awareness in order to reduce climate impact of the company with 50%, *Eneco (2008- 2009)*
- Built a consulting service organization (Micro Water Facility) and prepared several deals for entrepreneurs in the field of financing and business development for micro water solutions, projects and technology for the developing world, *Ecological Management Foundation (EMF) (2006 - 2007)*
- Initiated and established the ‘Blue Peter Foundation’, a not-for-profit organization for promoting awareness on fresh water resource challenges and opportunities with the ultimate goal to effectively contribute to the global water problem (2006 – 2008)
- Facilitated the ‘fresh water innovators network’, a growing network of innovative small scale fresh water supply companies. Aim of the network is to initiate a transition towards small scale water supply, *Ecological Management Foundation*

- (EMF) (2003-2007).
 - Designed and executed a stakeholder consultation program on the topic ‘Appropriate Technology on Water’ resulting in a protocol and a platform organisation for point of use water supply in developing countries, *Aqua for All foundation* (2004)
 - Prepared a stakeholder programme, including spin-off projects on the topic ‘Alternative Water Resources and Integrated Water Resource Management’, resulting a.o. in a side-event during the 12th meeting of the Commission on Sustainable Development in New York, *EMF* (2003-2004)
 - Facilitated the process of the introduction of a sustainability concept, including stakeholder participation for a soil remediation company, *BioSoil and Nationaal Initiatief Duurzame Ontwikkeling (NIDO)* (2003-2004)
 - Prepared a strategic marketing plan for Memstill, an innovative seawater desalination unit, Memstill, *TNO and consortium of business partners* (2003)
 - Assisted the *World Wildlife Fund for Nature (WWF)* in assessing private partnership programmes on water saving (2003).
 - Co-prepared a programme plan and worked as process manager in the programme ‘Sustainable Innovation’, *Nationaal Initiatief Duurzame ontwikkeling (NIDO)* (2002-2003)
 - Facilitated the process for the preparation of a mission statement and joint projects (with international NGO’s and multilateral organisations) for the ‘business and industry CEO panel on water’ at the World Water Forum in Kyoto in 2003. The panel consists of CEO’s of 12 international companies a.o. *Unilever, Heineken, Rabobank, Suez, Veolia.* (2001-2003)
- 2014-2016 **COUNCIL OF PIJNACKER-NOOTDORP**
Member of the Council
Representing D66. Portfolio sustainability, energy, spatial planning, finance
- 2000-2001 **THE VISION WEB, Delft**
Value based network organisation and e-business total solution provider
Senior consultant strategic marketing
- Designed and implemented a new business and value network awareness trajectory for *Interpolis*. Besides concrete customer focused business plans this trajectory enabled the employees to design customer value networks and to think and work cross business unit and with partners outside the company.
 - Designed a management game for e-business awareness
 - Studied the supporting networking philosophy of The Vision Web including the topics: implications of company growth, entrepreneurship and leadership.
- 1999-2000 **FREELANCE CONSULTING ASSIGNMENTS**
- Prepared a strategic marketing plan and conducted marketing research for *Isover*, a manufacturer of insulation materials, in order to improve the disappointing market share of a new introduced product
 - Designed a strategic marketing plan and the marketing mix for a new sustainable catering chain organization
 - Prepared a business plan for the transformation of a corporate laboratory to an independent business unit
- 1998-1999 **HEINEKEN TECHNICAL SERVICES, Zoeterwoude**
International consulting and technical support organization of Heineken world wide
Quality Manager, Account management and Consultancy (1999)
Change management project towards a customer focused organisation:
- Designed and implemented account management business process
 - Chaired a pilot project team on knowledge management
- Project Manager Process Development, Research & Development (1998)*
- Managed innovative NLG 3 mln process development project in a 24 hour operated pilot plant that resulted in process concepts that will be applied in Heineken breweries worldwide
 - Participated in action learning program on employability and training

- 1997 **ZLATY BAZANT BREWERY, Hurbanovo, Slovakia**
Technological Controller (1997)
- Designed and executed trial program, which solved beer quality problem and safeguarded export of beer and malt from Zlaty Bazant to eastern Europe
 - Introduced and implemented locally unknown quality control tools (taste panel, yeast management system)
- 1993-1997 **HEINEKEN TECHNICAL SERVICES, Zoeterwoude**
International consulting and technical support organization of Heineken world wide
Project Manager/Technological Consultant, Product Technology, Research & Development (1994-1997)
- Responsible for beer foam related product and process optimization project portfolio and technological consultancy on beer quality related problems for Heineken worldwide
 - Participated in Total Quality Management project on R&D strategy
- Project Engineer Environmental Affairs, Research & Development, (1993)*
- Managed and participated in projects on disposal of waste products and waste water treatment
- 1992 **SHELL NEDERLAND RAFFINADERIJ, Pernis**
Internship, Crude Distillers
- Optimized output of the plant by developing a new process control system

AWARDS

Distinguished alumni award of RSM/Erasmus University 2009

PUBLICATIONS

- Enhanced Water Resource Base for Sustainable Integrated Water Resource Management, UN Natural Resources Forum, May 2004
- BioSoil: duurzaam saneren, in Duurzame Innovatie: organisaties en de dynamiek van kenniscreatie, van Gorcum 2004

INTERESTS

Networking society, transition management and sustainability, water, entrepreneurship, music, walking (nature –beach), running

LANGUAGES

Dutch (mother tongue), English (fluent), German & French (conversation)
