



**Paul J. Hiltermann**  
**Profile and Career Summary**  
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Paul Hiltermann possesses the unique combination of a Psychology Degree and over 25 years of top-level business experience. It is no wonder that he is fascinated by people & change and passionate about performance and bringing out the best in Leaders and Organizations even under the most difficult circumstances. In a world where change has accelerated to a level that most leaders feel 'driven by change', it is our challenge to develop leaders that will actually 'drive change'. We have no choice but to re-invent ourselves and our organizations continuously. Only those who are today's 'drivers of change' will be the 'Leaders of Tomorrow'.

Born in the Netherlands Paul holds a Masters Degree in Psychology (Communication and Behavioral Counseling) of the University of Groningen in the Netherlands. At first working as a top-level professional sports-trainer & coach, he began his professional career in Human Resources in The Netherlands.

He continued his career initially in International Marketing, Sales & Supply Chain and afterwards in General Management for Rothmans International and later British American Tobacco, as CEO of Business Units in France, Switzerland and Sri Lanka and member of the Board of Directors of companies in Bangladesh & Cambodia.

He has lived and worked in many countries around the world, particularly in Europe, Africa and Asia; he is fluent in English, French and Dutch and conversational in German.

During his professional career Paul has been in charge of three mergers and has become fascinated by people and their "love-hate" relation to change. In 2005 he retired from corporate life, moved back to Europe and now successfully runs his own consultancy practice concentrating on Leadership Development & Executive Coaching. Today, Paul is recognized as a leading expert in addressing performance and leadership issues by bringing about lasting, noticeable behavioral change.

His consultancy business brings him across the Globe, where he consults for International companies & organizations coaching CEO's & Senior Leaders in HQ's or end-markets. Paul is particularly interested & experienced in "Visionary and transformational Leadership", helping organizations to significantly improve their performance and Leaders & their Top-Teams to enhance their Leadership and create their Leadership Legacy.

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**2005 - present Paul Hiltermann Consultancy**

- Founder, Managing Director and consultant.
- Individual and corporate clients: IMD, Nestlé, Nespresso, Purina, Tetra Pak, Cloetta, UBS, Merrill Lynch, Medtronic, International Red Cross, Military Mega Stores, Dell, Neste Oil, British Airways, Logitec, Richemont, Ferring, Philip Morris, Sennheiser, eBay, Orangina-Schweppes, Ikea, Safran Group, etc.
- Based in Epalinges, Lausanne, Switzerland

**2002 - 2005 Ceylon Tobacco Company, Managing Director.**

- 4th largest company quoted on the Sri Lanka Colombo Stock Exchange,
- 80% of share capital owned by British American Tobacco (BAT).
- 12.000 direct and indirect employees.
- Focus: Operational Excellence (MRPII), Supply Chain optimisation, Share growth.
- Results a.) : Average annual profit growth of 12+% in high instability & inflation environment.
- Results b.) : MRP Class A, Climate Survey all time high, Winner national HR Award and national CSR Award.
- Non-Executive Board and Audit Committee member of several companies in Asia (Sri Lanka, Bangladesh, Cambodia)
- Tsunami, X-mass 2004: disaster recovery management CTC and trauma counselling via Dutch Embassy
- Based in Colombo, Sri Lanka.

**1997 - 2002 F.J. Burrus / Rothmans Switzerland / BAT Switzerland: Managing Director.**

- BAT's 5th most profitable market, worldwide (2001) with turnover of <€1 bln.
- Responsible for Rothmans – Burrus integration ('97) and subsequently BAT – Rothmans merger '99.
- Focus: Merger, capture synergies, regain market-share after 25 year history of share-loss.
- Results a.): indexed EBITA 1997: 100 / 1999: 157 / 2001: 242 - Volume & share growth in declining market.
- Results b.): 2002: Climate survey all time high; Staff turnover: 2000: 35% -> 2002: 9%.
- Non-Executive Board member of several companies (France, Switzerland, Tunisia).
- Based in Lausanne, Switzerland.

**1991 - 1997 Rothmans International Tobacco Products (Exports): General Manager.**

- Start up Business Unit for global Marketing, Sales & Distribution for all Rothmans (non-cig.) tobacco products.
- Create and grow Start-up subsidiary companies in France and UK.
- Focus: Organisational set up, processes and procedures, build markets worldwide.
- Results: indexed: EBITA 1992: 100 / EBITA 1996: 410
- (Non-)Executive Board member of several companies in Europe (France, UK, The Netherlands).
- Extensive international travel and international project management
- Based in Amsterdam, The Netherlands

**1990 - 1991 Rothmans International: Integration Manager.**

- Integration Manager responsible for the international merger of global Marketing, Sales and Distribution for all Rothmans (non-cigarette) tobacco products after the acquisition of Th. Niemeyer by Rothmans International.
- Focus: Organisational design, re-structure, down-sizing.
- Based in The Netherlands

**1985 - 1990 Th. Niemeyer: General Manager International Marketing and Sales.**

- 100% subsidiary of Gallaher Ltd, UK
- Focus: Organisational optimising, build European Markets.
- Results: indexed: EBITA 1985: 100 / EBITA 1989: 320
- Based in Groningen, The Netherlands

**1980 - 1985 Th. Niemeyer: HR Training and Development Manager**

- 100% subsidiary of Gallaher Ltd, UK
- Based in Groningen, The Netherlands

**1975 - 1980 University of Groningen: Teacher of communication- and behavioural counselling skills**

- Based in Groningen, The Netherlands

**1976 - 1978 "GHBS" & "Groninger Studenten" Fieldhockey clubs: Trainer/Coach of Club top-team**

- Results: 1977: #4 in national top-league; 1978: #3 in national top-league
- Based in Groningen, The Netherlands

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**Education:** Psychology, Masters Degree, University of Groningen, The Netherlands (1980)

Economy and Marketing Degree, NIMA, The Netherlands (1986)

Advanced Marketing Summer-course, Ashridge, UK (1989)

**Languages:** Fluent in English, French, Dutch, conversant in German.

**Domicile:** Lausanne, Switzerland

**Date of Birth:** 17 February 1954

**Nationality:** Dutch

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