



*Van de Velde*

# Herman Van de Velde

NV VAN DE VELDE

Chairman of the board





# Vision on entrepreneurship

Shareholder  
vision

Stakeholder  
vision



## 3-dimensional perspective

1. Length: Long term
2. Breadth: For all stakeholders
3. Depth: Value driven



# A company is a living entity

1. Physical needs: turnover, liquidity, profit
2. Emotional needs: loyalty, recognition
3. Mental needs: passion
4. Spiritual needs: internal and external unity



# Megatrends in society

1. Digitization

2. Globalization

3. Ageing

=> Impact on business organisations

# The story of Van de Velde

1<sup>st</sup> generation: production of corsets



# The story of Van de Velde

2<sup>nd</sup> generation:

Expansion

Extension of product range

Production driven





# The story of Van de Velde

3<sup>rd</sup> generation: Change of business model

## 1. Fashion company

- new collections every 6 months
- new collections generate more than 70% of turnover
- more than 100 people involved in design





# The story of Van de Velde

3<sup>rd</sup> generation: Change of business model

2. Marketing company: creation of brands

1981: Marie Jo



1990: PrimaDonna



1997: Marie Jo L'Aventure



2009: Andres Sarda



2010: PrimaDonna Twist



2014: PrimaDonna Swim





# The story of Van de Velde

3<sup>rd</sup> generation: Change of business model

## 3. Delocalization of production:

- Tunisia

- China

- Thailand

=> offensive strategy

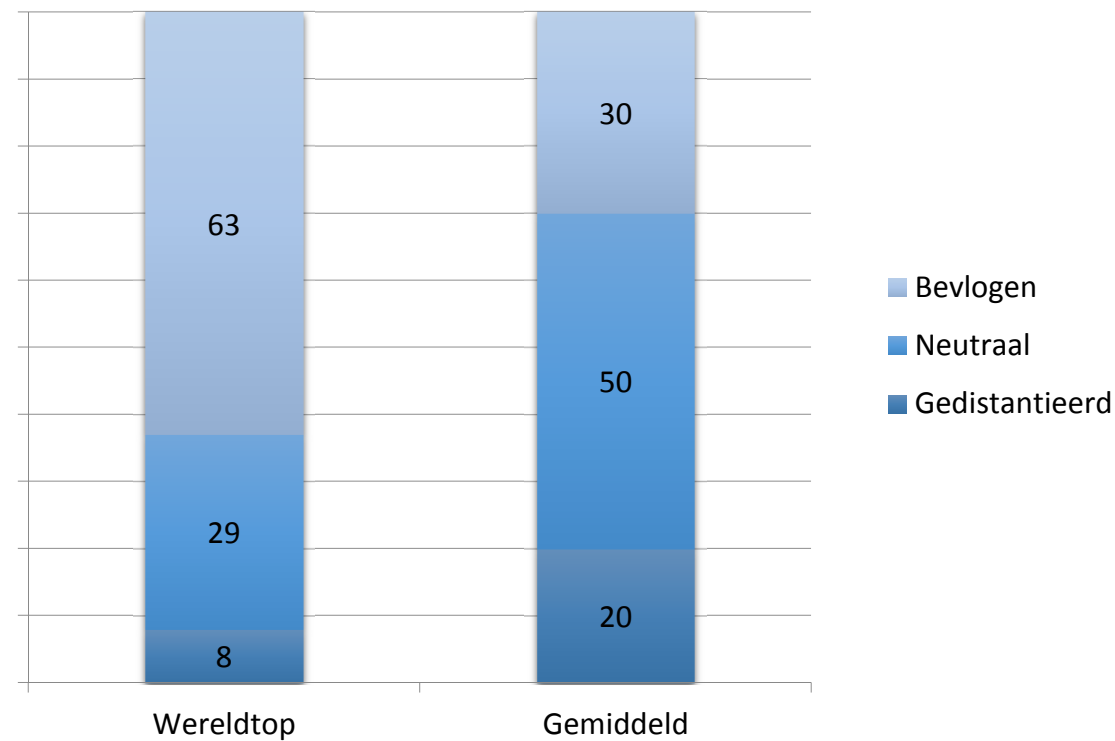


# From production driven to innovation driven organisation

- Lowering the brainline
- Variety
- Polyvalency
- New reward systems
- Encouraging passion



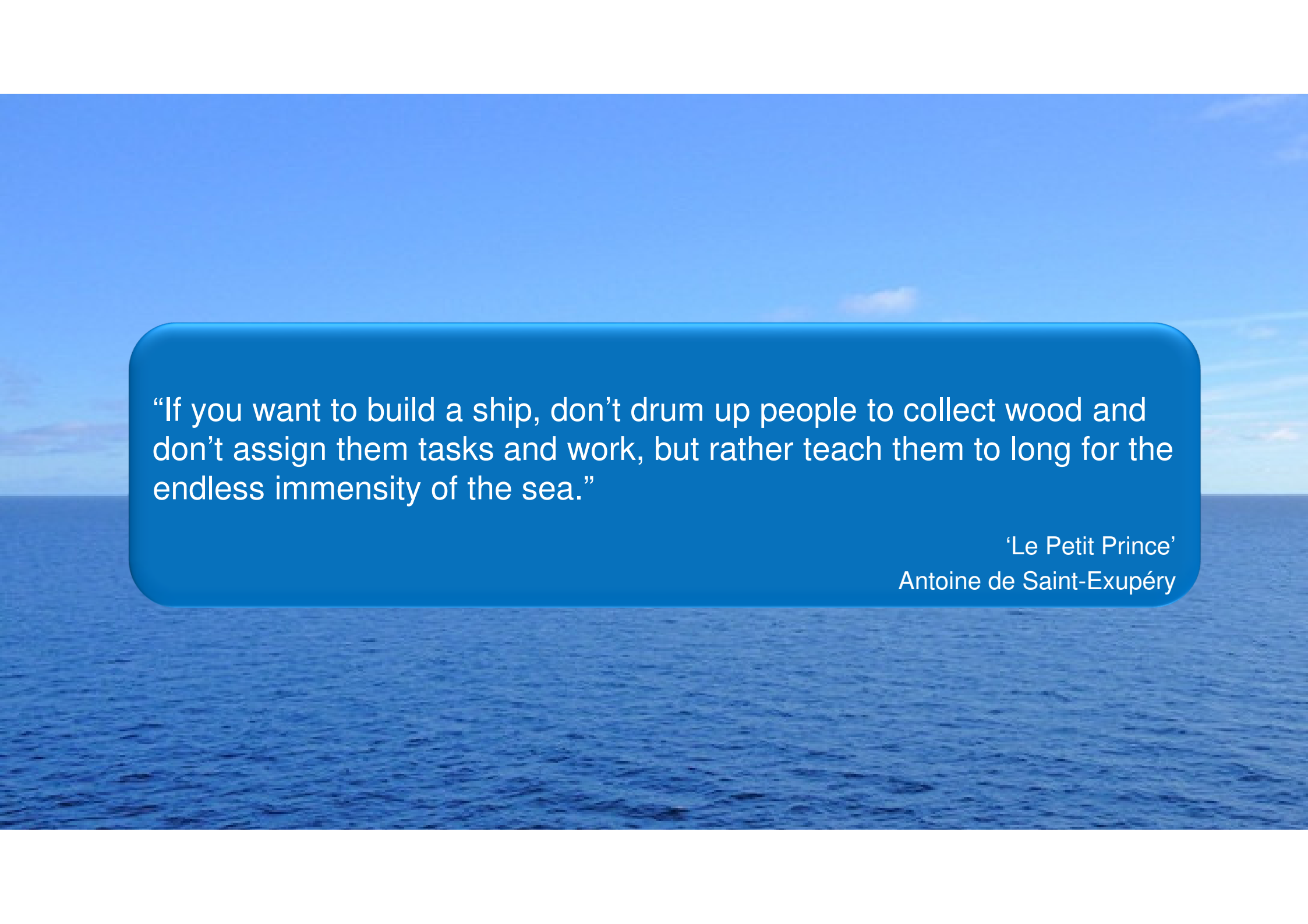
## Ratio between 'bevlogen (enthusiastic)' versus 'gedistantieerd (dissociated)' in average and top companies





# How to create passion?

1. Enlarging decision-making power
2. Transparency
3. Feedback
4. Authentic leadership
5. Inspiring goals



“If you want to build a ship, don’t drum up people to collect wood and don’t assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

‘Le Petit Prince’  
Antoine de Saint-Exupéry