

## Mark Van Cleef

mvanclleaf@board-advisory.com

Tampa

(813) 600-5259

Toronto

(416) 907-3832

London

44 (0) 20 8432 6058

### Expertise

Mark Van Cleef is a member of Board Advisory, LLC and is the Managing Director of MVC Associates International, a leading organizational consultancy applying Work Level principles and analytic tools to create customer and shareholder value. His 18 year consulting career has focused on Management Structure Design, CEO and Executive Scorecard Design, Compensation & Pay for Performance Analysis and Design, and Executive / CEO Succession Planning.

He brings over 30 years combined experience in line management in sales & marketing, and consulting experience including a number of years with Price Waterhouse in their Business Strategy and Executive Search Consulting Practices. His career began in the advertising, graphic design, direct marketing and marketing services industries.

He brings over 20 years of CEO succession planning, executive search and executive compensation design experience working for clients worldwide. This includes leading over 40 CEO and President succession and selection projects. On behalf of clients he has negotiated over 300 executive employment agreements.

Mark has been recognized in the business media (USA Today, New York Times, Wall Street Journal, Financial Times, MSNBC, ROBTV) as a thought leader in organization design, CEO succession planning and selection, executive compensation, and pay for performance. His research on pay for performance has been quoted in the US Congress.

He has authored numerous articles for Directorship, Boardmember Magazine, The Corporate Board, Directors & Boards, Corporate Governance Advisor, Directors Monthly, Ivey Business Journal.

### Examples of recent client assignments include:

- Led numerous management structure analysis and re-design projects for clients through applying Work Levels principles and tools saving \$25 to \$75 million + in excess Cost of Management
- Aligned Management Structure design with Enterprise Valuation & Future Value including designing CEO & executive scorecards
- Designed LTIP, executive compensation and pay for performance strategies and pay delivery plans to align business strategy with enterprise valuation, risk horizons and capital investments plans
- Re-designed peer group compensation benchmarking, pay for performance, incentive risk design and the implementation of Backward & Forward testing of executive pay plans & incentive payouts for Boards

- Designed Enterprise Compensation and Felt Fair Pay policies and tools aligned to Work Levels management structure design.
- For multiple Board clients objectively evaluated capabilities of the top 6 global executive search firms and supported Board in selecting and managing the selected firm for CEO selection / succession
- Developed CEO and Group President competency models applying Work Levels principles and research for numerous global clients in supporting executive succession and executive development

### Industries Covered

Mark has served boards, management, institutional investors and their investee companies in a broad range of industries from Consumer Marketing, Marketing Services, Financial Services, Technology, Healthcare, Energy, Utilities, Real Estate Development across North America, Middle East, Asia and Africa.

He has served a broad range of clients including Alcan, Quaker Oats, Eli Lilly, AC Nielsen, Omnicom, Royal Bank of Canada, ScotiaBank, ING Group, CPS Energy, Talisman Energy, Ontario Teachers Pension Plan Board.

### Professional Background

Over the last 20 years has led Best Practices benchmarking for clients on:

- CEO & Executive succession planning
- Global CEO, Group President and President competency model benchmarks
- Performance Management
- CEO and Internal Pay Equity

He was Past President of the Strategic Leadership Forum and was a Guest Lecturer at the PhD level in Industrial / Organizational psychology at the University of Guelph.

He has a BA in Economics and Business from York University and a Post Graduate Diploma in International Business from Seneca College.

### Professional Affiliations and Presentations

Mr. Van Cleef is a member of World at Work (formerly the American Compensation Association); guest lecturer, Corporate Governance, Ivey School of Business; Commissioner for the National Association of Corporate Directors, Blue Ribbon Commission on CEO Succession Planning; Founding Member, Executive Selection Research Advisory Board, Center for Creative Leadership; other memberships included the National Association of Corporate Directors and the International Corporate Governance Network.