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Personal Data

Date of birth:	July 15 th , 1959
Place of birth:	Buenos Aires, Argentina
Marital status:	married since 1985, 2 children (*1988 and *1990), 2 granddaughters (*2013 and *2017)
Nationalities:	German and Argentine

Summary

Broad management and leadership experience within large international corporations as well as medium-sized companies in the Chemical Industry. Mobile international leader with a multicultural, multilingual understanding of business and strong strategic and leadership skills

CV IN CONDENSED FORM

since April 2016	mutualGains Solutions GmbH Founder & CEO - Certified consultant for SMEs “Offensive Mittelstand”	<i>Wachenheim, Germany</i>
2013 - 2016	Ingevity (former Specialty Chemicals Division of MeadWestvaco Corporation) Managing Director EMEA	<i>Brussels, Belgium</i>
2012 - 2013	Bochemie a.s. B2B Director / Member of the Board	<i>Bohumin, Czech Republic</i>
2010 - 2011	Freelance Business Consultant	
2008 - 2010	Hexion Specialty Chemicals B. V. Director Dispersions Europe / Director Business Unit Monomers	<i>Rotterdam, The Netherlands</i>
2005 - 2007	UNYLON AG Member of the Board/Chief Business Officer (two-year-contract)	<i>Hamburg, Germany</i>
2004 - 2005	Grupo Alta Eficacia Freelance Business Consultant	<i>Madrid, Spain</i>
1987 - 2004	BASF Aktiengesellschaft	<i>Ludwigshafen, Germany</i>
2002 - 2004	BASF Group in Mexico, Central America and Caribbean President of the Group / Managing Director of BASF Mexicana	<i>Mexico City, Mexico</i>
2001 - 2002	Performance Polymers, Business Unit Fibre Intermediates Europe Business Management Director	<i>Ludwigshafen</i>
1997 - 2001	Fiber Products, Business Unit Polyamide 6 Europe/Asia Marketing Director	<i>Ludwigshafen</i>
1996 - 1997	Dispersions, Marketing Nonwovens and Coatings Head of the Carpet Latex Business	<i>Ludwigshafen</i>
1994 - 1995	Dispersions, Marketing Floor Coverings and Foams Head of the Floor Coverings Marketing Group	<i>Ludwigshafen</i>
1991 - 1994	Dispersions, Marketing Adhesive Raw Materials Strategic Management Assistant to the Business Director	<i>Ludwigshafen</i>
1990 - 1991	Dispersions, Marketing Acryl Monomers Marketing Manager for Southern and Eastern Europe	<i>Ludwigshafen</i>
1987 - 1990	Young Executives' Programme – Marketing	<i>Ludwigshafen</i>
Education		
1985 - 1987	IESE BUSINESS SCHOOL Bilingual Master in Business Administration (MBA)	<i>Barcelona, Spain</i>
1980 - 1984	UNIVERSIDAD CATOLICA ARGENTINA Graduate Degrees in Political Sciences and International Relations	<i>Buenos Aires, Argentina</i>

CV IN DETAILED FORM

PROFESSIONAL EXPERIENCE

- since April 2016 **mutualGains Solutions GmbH** *Wachenheim, Germany*
Founder & CEO – Certified consultant for SMEs “Offensive Mittelstand”
- Provide support to organizations in the areas of strategic management, business management, digitalization, collaboration (consensus building, cooperation, negotiation, collaborative conflict resolution), transformation projects, initial deal appraisal, due diligence, interim management
- Co-author of “Digital Transformation: How Information and Communication Technologies are disrupting Established Industries”. As a partner of Deutsches Dialog Institut, Frankfurt, worked on a research project sponsored by the German Federal Ministry of Economic Affairs and Technology.¹
- 2013 - 2016** **Ingevity** (former MeadWestvaco Specialty Chemicals) *Brussels, Belgium*
Managing Director EMEA (Europe, Middle East, Africa)
- Led the EMEA head office with Marketing & Sales, Supply Chain and Customer Service for the businesses Publication Inks, Oleochemicals, Oil-field Chemicals, Asphalt, Activated Carbon and Dispersants. Also responsible for the laboratory of Asphalt in Lille, France. Simultaneously held the position of Business Manager Oleochemicals
- (Total sales of approx. US\$155m, staff of 35)
- Achieved swift and profitable growth: expanded volume by 15% in 2014 and by 18% in 2015. Boosted EBITDA by 31% in 2014, contributing 82% of the EBITDA improvement of the whole former Specialty Chemicals Division. Despite the unfavorable exchange rate environment in 2015 – the US dollar appreciated by 20% in Euro terms – managed to maintain turnover and EBITDA in US dollars at the level of 2014, while EBITDA at Division deteriorated by 16%
 - Doubled sales of Oleochemicals in less than 2 years and quadrupled market share in Germany by implementing a pan-European distribution concept with the signature of 3 distribution agreements covering all of Europe and gaining a key-customer in Germany
 - Completed comprehensive industry and competitive analysis for the business areas Asphalt Innovations and Oleochemicals (TOFA, DTO) as well as formulated tailor-made strategies and mid-term plans with highly ambitious growth targets along with intensive coaching of the respective employees. Revised and further developed a concise guide and medium-term plan for all seven business areas
 - Repositioned the whole TOFA-business towards a strategic market share with constant product supply from Europe, Brazil and USA, including the positioning of TOFA as special intermediate decoupled from vegetable fatty acids. Elaborated marketing plans for the segments Mining (Flotation) and Metalworking. Drastically reduced inventories of high volume intermediates and built-up own in-house logistics capabilities

¹ See http://download.fortiss.org/public/digitale_transformation/study_digital_transformation_complete.pdf

- Formulated a concept for the direct sales of a specialty for Metalworking (“Diacid”) and terminated a previous exclusive distribution without loss of business
- Identified available talent and developed organizational proposals in the context of the strategic work as well as team-building through recruitment for Oleochemicals, OFC, Publication Inks and Supply Chain. Further developed the EMEA management team, including design and hosting of periodic meetings with the business managers located in several countries in order to strengthen group dynamics, communication, discipline and focus
- Set-up a powerful control tool structured by business area, segment, customer, product, currency and volume unit, leading to a significant improvement in the transparency of the business development, in the speed of analysis and reporting through automated charts, as well as in the quality of yearly plans and monthly forecasts

2012 - 2013

Bochemie a.s.

Bohumin, Czech Republic

B2B Director / Member of the Board

In charge of the business units Hygiene, Fungicides, Accumulator Masses and Metal Surface Treatment (total sales of approx. CZK800m, staff of approx. 30)

- Developed strategy and designed an integrated business plan for the disinfectant business. Started cooperation with leading German company in the area of disinfection of medical instruments with relevant and short-term increase in sales
- Structured fungicides’ business, initiated cooperation with leading European co-producer
- Significantly improved sales of Chloramin and developed path-forward

2010 - 2011

Freelance Business Consultant

Wachenheim, Germany

- Performed a due-diligence of an industrial operation for a private equity company
- Developed strategy for a Czech chemical complex in turn-around
- Co-author of “The Software Car: Information and Communication Technology as an Engine for the Electromobility of the Future”². As an associate partner of Deutsches Dialog Institut, Frankfurt, worked on a project sponsored by the German Federal Ministry of Economic Affairs and Technology

2008 - 2010

Hexion Specialty Chemicals B.V.

Rotterdam, The Netherlands

Business Director Dispersions Europe / Director Business Unit Monomers

Leadership responsibility for Marketing, Sales, R&D and Supply Chain of Dispersions Europe, with the key segments Building & Construction and Coatings & Adhesives, and for the Business Unit Monomers

(Total sales of approx. €300m, staff of 800)

Member of the Supervisory Board of Hexion Specialty Chemicals s.a./Czech Republic; Président von Hexion Specialty Chemicals France SAS; Managing Director of Hexion Specialty Chemicals Asua SL/Spain, Managing Director of Hexion Specialty Chemicals Leuna GmbH/Germany

² See <http://download.fortiss.org/public/ikt2030/ikt2030de-gesamt.pdf>

- Put together an integrated Business Plan for the whole acrylic value-chain
- Recovered lost market shares
- Increased EBITDA of Monomers by €3-5m p.a. due to the successful negotiation of stable long-term swap-agreements
- Cut working capital by €12m through integration of both businesses
- Achieved over €5m in savings: €4.5m by avoiding an already decided plant-closure; over €250k pa through plant automation and merging of Customer-Service-Centres; approx. €500k by streamlining R&D and Sales
- Raised the quality of planning due to the implementation of appropriate segmentation levels and to the introduction of a SAP-supported bottom-up budgeting process (for the first time in the whole group)
- Set up powerful tools for controlling
- Collected €400k of written-off receivables
- Slashed complexity of the trading and agent business by launching a pan-European model for the non-direct business
- Cut processing time of claims by 40%
- Significantly expanded the combined EBITDA of both businesses in 2009 by more than €10m over 2008 (+80%)

2005 - 2007

Unylon AG

Hamburg, Germany

Member of the Board / Chief Business Officer

(two-year-contract)

Led the company Unylon Polymers GmbH - Marketing & Sales, Procurement and Production (€80m sales, staff of 55)

- Formulated strategy, repositioned and internationalized the business
- Achieved profitable growth in 2006: sales +14%, exports + 60%, EBITDA +27%
- Accomplished market entry in more profitable and demanding segments
- Acquired new customers, especially a leading producer of BOPA-film
- Secured required constancy in quality and necessary lab-equipment
- Set up an integrated rolling forecast (sales, operations, cash-management)
- Redesigned business processes in order to comply with quality requirements and to prepare the organization for an ERP-system
- Designed and put into place a new, customer-oriented product nomenclature with the corresponding product-data and safety-data sheets
- Completed the registration and secured the protection of the brand-name in Europe and Asia
- Negotiated the prolongation of toll-conversion contracts at improved conditions
- Initiated strategic partnerships regarding innovative supply of raw materials, projects for backward integration and joint investments
- Secured supply of raw materials through formula-based long-term agreements
- Defined the required profiles for staffing of key positions and succession planning

2004 - 2005

Grupo Alta Eficacia

Madrid, Spain

Freelance Consultant

- Contributed to different projects in marketing and communication

1987 – 2004

BASF AG

Ludwigshafen, Germany

2002 – 2004

BASF Group in Mexico, Central America and Caribbean - Mexico City, Mexico

President of the Group and Managing Director of BASF Mexicana

The group includes following companies: BASF Mexicana, BASF Coatings de México, BASF Interservicios and the JV Polioles

(US\$800m total sales, US\$500m total investment, 1,600 staff)

- Revamped the organization in Mexico, Central America and Caribbean, establishing a common vision and set of integrated goals, and developing the top leadership team
- Set up a new performance appraisal system with relative rankings, transparent compensation and job descriptions by competencies
- Implemented the policies and procedures required to achieve in 2003 the certifications ISO 9001/2000, QS9000 and "Industria Limpia"
- Undertook comprehensive optimization initiatives at production sites and offices, achieving cost reductions in excess of US\$9m and trimming staff by 12 %
- Implemented Finite Scheduling (SAP) at all factories in Altamira
- Completed the US\$60m Styrolux plant in Altamira on time and within budget
- Improved communication and integration within the Region, contributing to the NAFTA service platform team and the High-Performance Organization initiative

2001 – 2002

*Performance Polymers Division,
Fiber Intermediates Business Unit Europe*

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Ludwigshafen

Business Management Director

In charge of all Nylon 6 and Nylon 6.6 precursor products, spinning polymers and extrusion grade Polymers

- Sales responsibility: over €500m - Procurement €30m
- Leadership responsibility: staff of 43 in 3 marketing groups, 2 sales forces and supply chain
- Accountable for successful negotiations with key Accounts and strategic partners
- Implemented a round of significant price increases
- Outsourced the process of letters of credit

1997 – 2001

Fibers Division, Polyamide 6 Business Unit Europe/Asia

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Ludwigshafen

Marketing Director

In charge of Caprolactam and Nylon 6 spinning polymers worldwide (*excl. NAFTA*)

- Sales responsibility: over €500m
- Leadership responsibility: 3 marketing groups (staff of 15) and the sales organizations
- Formulated and implemented the marketing strategy
- Initiated strategic partnerships, negotiated long-term agreements with key customers and took defensive tactical actions to minimize the impact of the 1997 Asian crisis
- Strategically positioned the procurement of Caprolactam (over €30m)
- Developed a lean, effective transnational marketing & sales team in Europe and Asia

- Greatly improved the understanding of the market mechanisms within the Nylon textile chain
- Achieved record profits in 2000

1996 – 1997 *Dispersions Division, Marketing of Nonwovens and Coatings* - Ludwigshafen

Head of the Carpet Latex Business

- Accountable for global strategy (€90m sales), with operational responsibility for Europe (€40m sales)
- Leadership responsibility: staff of 15 (product managers, technical service and laboratory staff)
- Implemented a comprehensive turnaround programme (product range, customer structure, sales organization and resource allocation)
- Led a team to re-engineer support processes within the Marketing Dispersions department (€1,700m sales, 460 HQ staff)

1994 - 1995 *Dispersions Division, Marketing of Floor Coverings and Foams* - Ludwigshafen

Head of the Floor Coverings Marketing Group

- Recast the strategic mission of this commodity business in Europe, identifying the success factors for a turnaround
- Sales responsibility: €40m

1991 - 1994 *Dispersions Division, Marketing of Adhesive Raw Materials* - Ludwigshafen

Strategic Management Assistant to the Business Director

- Designed and implemented a system and a process for the formulation of the worldwide business strategy for this specialty business (€200m sales, 200 products, 15 types of raw materials, 18 applications and 3,000 clients)
- Provided coaching to the Technical Service, Research & Development and Marketing areas
- Coordinated medium term planning, budgets and target agreements with subsidiaries and monitored results
- Segmented business and structured Information Systems
- Provided support to the growing business in NAFTA (€20m sales)

1990 - 1991 *Dispersions Division, Marketing of Acrylic Monomers* - Ludwigshafen

Marketing Manager for Southern and Eastern Europe

- Sales responsibility: €70m
- Managed the sales targets of foreign subsidiaries and negotiated directly with large clients
- Developed pricing formulas and long-term contracts for key-customers
- Carried out a market survey and business proposal for a €20m investment to produce a special acrylate, which was successfully completed

1987 - 1990 *Young Executives' Programme - Marketing* - Ludwigshafen

9 months in the *Dispersions Division, Marketing of Acrylic Monomers*
 4 months in the *Fine Chemicals Division, Marketing of Animal Nutrition*
 17 months in the *Latin America Regional Division, Marketing*

EDUCATION

- 1985 - 1987** **IESE BUSINESS SCHOOL** *Barcelona, Spain*
Bilingual **Master in Business Administration (MBA)**
- *Emphasis on Strategic Management, Marketing and Control*
- *Merit scholarships awarded by:*
 Instituto de Cooperación Iberoamericana, Madrid
 IESE Business School, Barcelona
 Fundación Perez Companc, Buenos Aires
 Columba S.A., Buenos Aires
- 1980 - 1984** **UNIVERSIDAD CATOLICA ARGENTINA** *Buenos Aires, Argentina*
Graduate degrees in Political Sciences and International Relations
- *Awarded **Cum Laude Diploma** and **Gold Medal***
- *Awarded "Editorial el Derecho" academic prize*
- *Merit scholarships granted by UCA in 1982 and 1983*
- 1979 - 1983** **SANTA ANA CONSERVATORY** *Buenos Aires, Argentina*
- Qualified as **Music teacher**, specialized in piano

LANGUAGES

Spanish	native	German	native
English	fluent	Croatian	native

MILITARY SERVICE

- 1978** **MILITARY SCHOOL OF AVIATION**
ARGENTINE AIR FORCE *Córdoba, Argentina*
Cadet

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TRAINING / COURSES (selection)

General Management

- Managing Today
A. Hax, Deputy Dean of MIT, Sloan School of Management
IESE Business School 26-27.06.1997
- Quinquennial Refresh Program (PAQ)
IESE Business School 31.01.-1.02.1997
- BASF General Management Program 17-25.06.1997
- Managing in an Interconnected World
17th Annual International Conference of the Strategic Management Society 5-8.10.1997
- BASF International Executive Program 20-25.02.2000
- Rights and Duties of Board Members in Listed Companies 20.09.2006

The Program on Negotiation: Harvard University, MIT, Tufts University

- Program on Negotiation for Senior Executives at Harvard Law School 12-13.06.2000
M. Wheeler, Harvard Business School
M. Watkins, Harvard Business School
J. Salacuse, Fletcher School of Law and Diplomacy
- Dealing with Difficult People and Difficult Situations 14.06.2000
W. Ury, Program on Negotiation at Harvard Law School
- Managing the Difficult Business Conversation 16-17.06.2003
S. Heen, Harvard Law School
B. Patton, Harvard Negotiation Project
D. Stone, Harvard Law School
- Dealing with an Angry Public 6-7.05.2004
L. Susskind, MIT-Harvard Public Disputes Program
M. Wheeler, Harvard Law School Disputes Resolution Program

Leadership

- Mobilizing People 23.9.-4.10.2001
P. Bottger, Leadership Program at IMD, Lausanne

Consultancy

- Certified consultant for SMEs "Berater Offensive Mittelstand" 14.05.2018
T. Reuter, Institut für Arbeitsfähigkeit, Mainz