

Selected engagements: new business development

1.

Led the development and organizational set-up of direct investment capabilities within an international agricultural company. The first step included detailing of strategic objectives, defining investment scope, structuring a dedicated US\$ 100 million investment vehicle, selecting an external management team and establishing the operational interface between external and internal parties. The second step included setting up an internal investment team and implementing the corporate governance for the direct investment activities.

2.

Worked on the development of a South-East-Asia growth strategy for a leading power generation equipment manufacturer. This included a detailed product-market analysis, the definition of “standard” equipment for defined market segments and the development of limited - or non-recourse financing schemes, allowing the company to participate successfully in the international Independent Power Producer market. Direct operational responsibility was for pilot projects in three countries including negotiation and financing of a 1.320 MW project

3.

Turned an opportunistically grown, non-performing family-owned investment organization into a profitable, growth focused organization concentrated on a limited number of industries. This included review of current investments, identification of future core industries and design of a more focused investment, monitoring and value enhancement processes. It entailed coaching and partially leading the organization during the transition period while adding the required capabilities to implement the envisioned hold-and-build strategy.