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- Identifies and *unlocks business value*, engaging at senior executive level providing strategically relevant support and challenge.
  - *Improves commercial performance* of international, multi-disciplinary teams working in many different locations, through focused leadership and on-site and virtual coaching. Champion *Deal Leader*.
  - Provides *strong coordination and drive* for change management/turn-around in complex situations negotiating a multitude of conflicting stakeholder interests, in demanding country environments.
  - Broad *Oil and Gas experience and active network* in Europe, Latin America, USA, Middle and Far East.
  - *Delivers complex business deals* especially with *National Oil and Gas Companies (NOCs)*.
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## Shell

### **Global Manager Implementation Shell Global Solutions, The Hague and Houston**

2008 - ...

Leading 50+ program executives that work globally mainly with non-Shell companies, together with technical specialists, to deliver business improvement programs. Contributing to approx. \$200M revenue. Professionalizing and coaching Account Teams to high performance.

Fast organization of this new unit. Naming of LT within 1<sup>st</sup> month from taking charge. Successful troubleshooting for large NOC program resolving serious relationship issues. Organized due diligence of major M&A project in 'BRIC' country aligning 70+ contributors.

### **Director Business Development Canada, Latin America and Caribbean, Shell Global Solutions International, Buenos Aires and Houston**

2004-2008

Contracted approx. US\$ 100 million in 2005-2008 from under US\$ 5 million in 2004 in performance improvement programs for oil and gas, paper and pulp and metals and mining companies: OptiCanada, Suncor, Vale, Kruger, Domtar, Codelco, Petrotrin, Ecopetrol, Pemex, Braskem, Enap, PetroCanada, PdVSA, Copesul, Atlantic LNG, YPF and others. The Americas portfolio also includes e.g. Marathon, Valero, Citgo.

Provided senior leadership and deal scoping and negotiating expertise for Account Teams. P&L accountable. Recruited new team of account executives. Coached team from selling individual technical solutions to integrated complex business improvement programs that position clients competitively in their markets. Member of the Americas Leadership Team.

## IBDA

### **Managing Partner, International Business Development Advisors (IBDA), Madrid, Spain**

2000-2004

Founded business development advisory for M&A and organic business growth. Clients: Imtech (Technical services provider), Zeiss (Medical systems), Reliant (Utility), Dynegy (NGL/LPG), Vopak (Oil logistics), Ultragas (LPG and Fuel stations), Sasol (Branding), GMF (Drying equipment), Nucletron (Medical systems), RheinZink (Roofing systems), Watts&Partners (Chartered Surveyors), Imdea (Document management).

## Repsol

**Director Brazil Project, Repsol S.A., Rio de Janeiro** 1998-2000  
**Member of the Board of Repsol U.K. Ltd, London**

Negotiated market entry projects including acquisitions in the oil and gas and power business. Coordinated strategic alliances of Repsol with BP-Amoco, gasNatural, Iberdrola and local companies (e.g. Petrobras) in Brazil. Total acquisition and investment projects coordinated amounted to 1 Bln US\$.

**Director Marketing and Commercial Planning,** 1995-1998  
**Repsol Comercial de Productos Petrolíferos S.A., Madrid**

Responsible for marketing management of Repsol's downstream oil business in Spain.  
Member of the Retail Management Team. Turnover 3 Bln US\$.

Developing and implementing commercial strategy for fuels retailing, lubricants and LPG businesses in France, UK, Italy and Portugal. Interim management of French retail business to prepare for divestment. Implementing business planning and appraisal processes. Turnover 465 Mln US\$.

## Shell

**Director Shell Iberian Lubricants Division, Madrid and Lisbon** 1993-1995

P&L responsible for the supply, production, sales, distribution, technical support and product management of Shell's lubricating oils business in Spain and Portugal. Rationalized manufacturing facilities. Annual sales US\$ 80 Mln. More than doubled net income after tax, doubling return on capital employed to above 25%. Reporting to chief executives of Shell Spain and Shell Portugal.

Member of the Management Team and Director of Corporate Brand Management

**Manager Strategy and Business Consultancy,** 1991-1993  
**Shell International Petroleum Company, London.**

Project leader in-country for the following major strategy projects, market entry and divestment studies:

- Service station networks in Italy, France, China, Chile, Peru, Ecuador.
- Lubricants reseller strategies in Brazil, Turkey.
- Corporate strategy reviews in Italy, Greece.
- Metals business strategy in Germany, Holland.
- Competitive positioning in Argentina, Puerto Rico, Malaysia.
- De-merger and divestment projects in Italy, Germany and The Netherlands
- Advised governments in Latin America on de-regulation.

**Director Oil Marketing and Sales, Deputy Chief Executive** 1988-1991  
**Shell Paraguay, Asunción, Paraguay**

**General Manager Shell European Grease Center, Gent, Belgium** 1986-1988

**Project Leader European Co-ordination,** 1985-1986  
**Shell Internationale Petroleummaatschappij, The Hague, The Netherlands**

**Business Economist Special Products Division,** 1983-1985  
**Shell Nederland Verkoopmaatschappij, Rotterdam, The Netherlands.**

## Melkunie

**Market manager industrial markets,** 1982-1983  
**Melkunie-Holland Dairy products, Woerden, The Netherlands**

## Education

General Business Leader Program IMD, Lausanne, Switzerland	2007-2008
Senior Negotiator Development Program, MIT, Boston, USA	2006
Graduate School of Management, Delft, The Netherlands. Masters degree business administration.	1978-1982
The Wharton School, University of Pennsylvania, Philadelphia, USA. One semester industrial marketing, corporate finance and corporate planning.	1981
University of Technology, Delft, The Netherlands. Bachelor degree mechanical engineering. Elective Offshore Technology.	1974-1978
Nijmeegse Scholengemeenschap, Nijmegen, The Netherlands. Athenaeum B (secondary school).	1968-1974

## Speeches

Key note speaker at Arpel (Association of Latin American and Caribbean Oil and Gas Companies) 'Scenario Planning', Cartagena de Indias, Colombia, Julio 2006

Speaker on 'The future of the International Executive' at the OneMBA program, Instituto Getulio Vargas, Sao Paulo, Brazil, November 2008

Key Note Speaker at MBA and EMBA Graduation Ceremony Rotterdam School of Management, Erasmus University March, 13<sup>th</sup> 2009

Speaker at Shell Global Solutions Client Symposia in Barcelona and Calgary on 'Implementation with Urgency', 2009

## Functions

Member of the Alumni Advisory Board of RSM (Erasmus University Rotterdam)

Fellow of the Energy Institute

Member of the Houston Yacht Club

## Languages

Dutch, English, Spanish	Fluent
Portuguese, German	Good
French	Moderate

## Personal

Nationality: Netherlands (US work permit); married to Joan (US citizen)  
Sport: Sailing

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