

Nicolas Payen

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 My Website

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Summary

Dynamic international business leader with 20 years of experience driving strategy, innovation, and growth in the Energy and Digital Technology sectors. Expertise in business strategy, digital transformation, and sustainable finance, with a proven track record in investment, product development, and scaling businesses across Europe, Asia, and the Middle East. Seeking leadership roles in Business Management, Product Management, Strategy, Corporate VC, Innovation, or Digital/Business Transformation. Interested in joining an impact company driving the energy transition. Past experiences in managing team of 80+ people, and business activities up to €200Mln.

Skills

- **General Management & Business Growth** – Full P&L responsibility, proven track record in scaling teams and driving growth across Europe and Asia.
- **Commercial Strategy & Partnerships** – Expertise in go-to-market execution, key account management, and regional expansion.
- **Digital Transformation & IoT** – Led the development of digital platforms and industrial IoT solutions.
- **Entrepreneurship & Venture Building** – Built startups and innovation studios, raised funds, designed and launched products.
- **Sustainable Finance & Investments** – Structured impact investment funds, analyzed and supported renewable energy project financing.

Significant Experience

- **General Management & Growth** – Positive Energy Ltd (CEO), Schneider Electric (Asia Commercial Director)
- **Digital Transformation & Innovation** – MANN+HUMMEL (IoT Lab Director), Schneider Electric (Smart Home Project Director)
- **Entrepreneurship & Impact** – Future Economy Studio (Founder), GreenEU Fund (Co-initiator)
- **Partnerships & Business Development** – Schneider Electric (Channel Director APAC/MENA), Silicomp / Orange Business Services (Project Manager)

Sectors of Expertise

- Energy & renewable energy
- Electrical engineering & automation systems
- Digital technology & industrial IoT
- Sustainable real estate & smart building
- Infrastructure finance / climate / ESG
- Industry (automotive, filtration, manufacturing)
- Innovation consulting and product development

Work Experience

2017 - 2023 (5.5y)

Singapore - Amsterdam

Mission

Results

 **Positive Energy Ltd**

Founder & CEO

Build a Climate Fintech, operate B2B digital platform for renewable energy financing.

- Recruited key employees (including co-founder), 9 FTEs at peak capacity, structured company governance (shareholders and founders agreements), led product design and

engineering, led sales and marketing activities.

- Created marketing campaign & acquired customers, resulting in the registration of 750 companies, 2000+ users from 36 countries in less than 12 months, talking leadership position in Asia-Pacific
- Drove commercial activities to generate revenues, \$1.2B in potential project financing deals, our clients signed 6 term sheets, secure 100k USD revenues under 12 months after launch.
- Directed investors outreach and fundraising initiatives for the company and our clients, securing critical milestones (angels & pre-seed), maintained steady growth during market fluctuations.
- Lead the creation of the software marketplace from prototype to commercial product (10 man years of work).
- Signed JV/partnership with European asset managers, for the co-development of a + €175M impact investment fund, named GreenEU, to support the energy transition in Europe while supporting the growth of SMEs. The fund was also designed to enhance the business model of the software platform and leverage its capabilities for improved operational efficiency.
- Won significant international recognitions and pitch competitions (World Bank, Schneider Electric, Siemens, Atos).

2017 - 2023 (5.5y)

Singapore

Mission

Results

Future Economy Studio

Founder & Managing Director

Launched a startup studio to create and scale digital ventures.

- Developed and tested four ventures across digital and industrial tech.
- Out-of-home advertising solution based on interactive video projection, with a team of 4 people.
- Remote monitoring and asset optimization solution for the Cement industry (vibration sensors based), with a team of 2 people.
- B2B e-commerce platform and outsourcing solution for indirect purchase – negotiated minority equity investment in Blu-Buying Singapore and co-developed further the company, with a team of 3 people.
- Creation of Positive Energy Ltd a B2B Marketplace for renewable energy projects financing
- Grew portfolio valuation to \$4.5M by end of 2019.

2016 - 2017 (1y)

Singapore

Mission

Results

MANN+HUMMEL

Global IoT / Industry 4.0 Lab Director

Created and Directed global IoT strategy and innovation lab for the group.
Kick-off and deploy digital transformation initiatives for the group.

- Acted as a CTO for all digital and electronics solutions of the group.
- Led IoT initiatives and portfolio for the group: from global ideation program to the commercial launches of new products and services targeting 5 Mln\$ additional revenues.
- Launched and managed the IoT Innovation Lab in Singapore, recruiting a top-notch multidisciplinary team of 5 people to focus on Industry 4.0 and digital transformation initiatives across filtration and heavy equipment industries.
- Developed IoT-enabled smart devices and monitoring solutions, including an air quality monitoring system and predictive maintenance for industrial filtration, utilizing platforms like AWS IM, AWS Lambda, React, and Docker.
- Reported to group's Chief Technology Officer, managed a team of 5 people in Singapore.

2006 - 2015 (10y)

Hong-Kong

Mission

Results

Schneider-Electric

APAC & Middle East Channel Director

Led €200M channel business in the building automation sector.

- Directed channel strategies in APAC and the Middle East, expanding Schneider Electric's

reach and driving growth for a €1,4Bln Building Automation & Power System business unit. This channel accounted for €200Mln.

- Implemented and deploy the newly created EcoExperts program, optimizing channel partner performance and introducing incentive structures that increased engagement across all system integrators in the region.
- Developed and launched channel marketing and sales support initiatives tailored to market needs, improving sales cycle times (30%) and partner satisfaction.
- Reported to Business Unit's Channel VP, managed directly 1 person in India, managed indirectly a team of 8 across APAC-MENA.

Hong-Kong

Mission

Results

Asia Commercial Director

Managed €25M P&L for EcoBuilding division, delivering profitable growth.

- Managed P&L for Asia's EcoBuilding division (€25M), driving profitability with gross margins of over 50%, and achieving a turnaround from -15% to +15% growth YoY.
- Oversaw sales and operational marketing for Smart Home, Light and Room Control categories, leading a team across Singapore, China, and Hong Kong to align product strategies with regional needs.
- Led strategic partnerships, collaborating with regional telecom and utility providers to introduce smart home solutions, including HVAC control, to major Asian markets.
- Reported to APAC Commercial VP for the line of business, managed directly a team of 5 people in Hong-Kong, China, Singapore and indirectly of 80 sales people in Asia.

Paris

Mission

Results

Global Smart Home Project Director

Co-led internal start-up for IoT residential energy mgmt solutions with €50M investment.

- Part of the leadership team for one of the 5 internal start-ups named Connected Home. Co-led the creation of new IoT residential solutions for US, EU, and AUS markets. Total investment of €50Mln.
- Directed the launch of smart home solution focused on energy management named Wiser, managing large cross-functional team and €5M annual budget. Leading complete products/services development cycle from prototyping to industrialisation to commercial launch.
- Developed newgen residential technology platform: Zigbee Energy Box, machine-2-machine (M2M), Cloud, web and mobile applications.
- Released the first Demand Side Management API for utilities and contributed to France's Greenlys Smart Grid demonstrator.
- Reported to line of business' VP. member of the mgmt committee, directly managed a team of 6 people in France, Denmark, and India, indirectly managed a team of 17 people.

Sweden

Mission

Results

Product Manager

Oversaw business strategy and portfolio for cable management systems.

- Managed the offer and business strategy for Europe's mini-trunking business (Cable Management Systems). Supported the Nordic countries in business development (pricing, channel and product marketing, product adaptations, active portfolio management).
- Co-defined the requirement for renewal of the "core" range for the Nordic countries (€30Mln business, €6,5Mln investment). Co-defined strategy plan for our primary market (Sweden, €30Mln revenues)
- Lead the financial analysis and Business Plan creation for the LOB's new strategic program.
- Report to the Product Line Manager of the Line of Business

Grenoble

Mission

Results

Deputy Marketing Manager

Analyze/Benchmark MES market and offering for various verticals.

- Led market analysis for Manufacturing Execution Systems for various verticals (F&B, Pharma, Water, and Mining).
- Developed strategic recommendations to refine segmentations and product positioning.
- Implemented upstream marketing initiatives to support product entry strategies.
- Report to the Strategic Marketing Manager of the Line of Business.

2002 - 2004 (2y)

Lyon

Mission

Results



Orange Business Services (Silicomp AQL)

Technical Project Manager

Deliver custom built software solutions for various industrial customers.

- Concurrency projects management, team management (5 SW engineers), supplier management, and software architecture definition.
- Presales activities : requirements collection & tendering, Project organisation and execution, Commissioning and roll-out of the solution.
- Customers: Compagnie Nationale Du Rhône (EDF), Alstom, Renault Trucks, CEA, BIC, Schneider-Electric
- Report to the Lyon's agency Delivery Manager, indirectly managed a team of 3 people.

Education

Harvard Business School (2014) - Executive Certificate

Creating Shared Value by Michael Porter

EM Lyon Business School (2004 - 2005) - MBA

Technology & Innovation Management

INPG ESISAR (1997 - 2002) - Engineer's Degree

Industrial Engineering

Online executive education

University Bocconi [.] 2021 :

Private Equity & Venture Capital

University Bocconi [.] 2021 :

Financing & Investing in infrastructure

INSEAD [.] 2017 :

Strategy in the Age of Digital Disruption

Languages

French (native), English (fluent), Dutch (B1-level)

Hobbies

Photography [.]
Volunteering & fundraising for foundation "Het Gehandicapte Kind" [.]
Climate Tech group animation [.]
Investing and 4Gs portfolio management [.] & [.]