

# Nicolas Payen

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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.

## Work Experience

### Positive Energy Ltd.

#### Founder & CEO | Lead for GreenEU Fund Incubation | Mar 2017 - Oct 2023, Singapore & Amsterdam

Positive Energy Ltd is a Climate Fintech; it operates a B2B digital platform to facilitate financing renewable energy projects (M&A, equity & debt financing, buy-side, and sell-side supporting tools). Positive Energy Ltd helps project developers prepare the investment materials (deal room, financial analysis, proposed transaction terms, risks analysis) for their projects, match them with professional investors, and help them negotiate an investment (equity or debt) in their project company.

- 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).
- Designed standard financial models and data room templates for various clean energy project types, enabling seamless project evaluation (value/risk/maturity); our clients signed 6 Term Sheets for renewable energy project financing in diverse markets.
- Managed cash flows closely to overcome the pandemic and adapted costs accordingly without public support.
- 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.
- Defined fund's investment thesis and strategy, co-wrote key investment documents for the fund, created financial models for the fund, co-designed ESG assessment for the fund, ran initial roadshow for the fund.
- Won significant international recognitions and pitch competitions (World Bank, Schneider Electric, Siemens, Atos).

### Future Economy Studio Pte. Ltd.

#### Founder & Managing Director | Mar 2017 - Oct 2023, Singapore & Amsterdam

The Future Economy Studio is a Start-up studio. It creates innovative concepts leveraging digital technologies to reinvent our business. It provides operational support and guidance to entrepreneurs and corporations to help them succeed in the early stages of their digital venture. The studio also creates new ventures from scratch and scales them. The studio worked on four alternative ventures during the first five months:

- 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

At the end of 2019, the Future Economy Studio reached a valuation of 4.5 Mln USD.

### MANN+HUMMEL

#### Global IoT / Industry 4.0 Lab Director | Mar 2016 - Mar 2017, Singapore

- 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.
- Ran venture design process: business model canvas definition, design thinking, service design, proof of value, offer positioning, design-to-cost, and go-to-market strategies.

- 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.
- Partnered with Corporate Venture teams to evaluate and integrate start-up technologies, created synergies with MANN+HUMMEL's existing product lines.
- Supported global IoT initiatives, advising manufacturing units on Industry 4.0 applications and enhancing operational efficiency through digital transformation practices.
- Reported to group's Chief Technology Officer, managed a team of 5 people in Singapore.

## **Schneider Electric [.]**

### **APAC & Middle East Channel Director | Apr 2013 - Oct 2015, Hong Kong**

- 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.
- Orchestrated the first multi-specialty event for regional partners, attracting 100+ companies and fostering collaborations that resulted in increased channel efficiency.
- Developed and launched channel marketing/sales support initiatives, 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 channel managers across APAC-MENA.

### **ASIA Commercial Director | Apr 2013 - Oct 2015, Hong Kong**

- 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.
- Championed business model simulations and venture design workshops to assess partnership viability and refine go-to-market strategies.
- 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.

### **Global Smart Home Project Director | Apr 2010 - Oct 2013, Hong Kong**

- 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 brand new gen 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.
- Led cross-functional teams on customer journey to ensure a cohesive user experience.
- Ensured deliverables meet quality and cost targets of the group.
- 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.

### **Product Development Manager | Apr 2009 - Apr 2010, Paris, France**

- Oversaw the technical development of innovative connected residential energy management system, managing a cross-functional team spanning five countries.
- Led feasibility studies and market research for a B2C offering that included analytics, GPRS/xDSL connectivity, and an Open Innovation model involving multiple external partners.
- Introduced agile workflows to improve development cycles, ensuring alignment with market trends and product readiness for new B2C channels.
- Reported to Program Manager of the Business Unit, directly managed a team of 1 people in Paris, indirectly managed a team of 12 people in Denmark, China, Mexico, and India.

### **Product Manager | Apr 2006 - Mar 2008, Nyköping, Sweden**

- 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

### **Deputy Manager Marketing | Jul 2005 - Jan 2006, Grenoble, France**

- Conducted a market analysis to benchmark Schneider's Manufacturing Execution System for various verticals such as F&B, Pharma, Water, and Mining.
- Developed strategic recommendations that influenced the company's approach in high-growth industries, enhancing product positioning and segmentation.
- Implemented upstream marketing initiatives to support product entry strategies, improving brand recognition and engagement in target markets.
- Report to the Strategic Marketing Manager of the Line of Business.

### **Silicomp AQL / Orange Business Services [.]**

#### **Technical Project Manager | Jul 2002 - July 2004, Lyon, France**

- Concurrency projects management, team management (5 SW engineers), supplier management, and software architecture definition. Ensure quality, TTM and costs in comparison with contract.
- 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**

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Harvard Business School [.]| 2014 : **Executive certificate, Creating Shared Value by Michael Porter.**

EMlyon business school [.]| 2004 - 2005 : **MBA, Technology & Innovation Management**

Grenoble INP Esisar [.]| 1997 - 2002 : **Engineer's Degree in Industrial Engineering**

## **Online executive education**

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University Bocconi [.]| 2021 : **Private Equity & Venture Capital**

University Bocconi [.]| 2021 : **Financing & Investing in infrastructure**

INSEAD [.]| 2017 : **Strategy in the Age of Digital Disruption**

## **Skills**

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Expertise in: General Management | Sales & Business Development | Strategic & Operational Marketing | Product Management & Engineering | Go-To-Market Strategy | Digital Transformation | Financial Analysis | Investments | M&A  
Coding skills: Python, Java, SQL, DevOps, Agile, IoT, MicroServices, Data Analysis, Javascript, HTML.

## **Languages**

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

## **Hobbies**

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