

Profile Peter Gommers

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Peter4 Strategy

High energy independent advisor/coach:

- *Highly developed strategy, M&A, sustainability, marketing and sales skills*
- *Dealing with global, complex/ambiguous organizational settings*
- *Creative idea and action generator for innovation and growth*
- *Engaging (multinational teams) leadership and open communication style*
- *Consistent, high performance track record in both operational and corporate roles*
- *Successful delivery of restructuring, integration/separation and growth challenges*
- *30 years' experience across commodity, specialty and consumer oriented B2B markets*

Potential roles:

Sparring partner, strategic coach to Board/CEO or C-team, Expert advisor, Change program creator, Change team kick starter, Brainstorm facilitator, Content based key note/motivational/inspirational speaker,

Subjects

- *New corporate strategy, business strategies for single and portfolio of businesses*
- *Revitalizing global businesses, creating growth (both organic and M&A)*
- *Major organization change / integration programs in a business or functional context*
- *Create (next step) in Commercial Excellence (traditional and digital)*
- *Integrating Sustainability into vision, strategy and everyday business*

EXPERIENCE PER THEME (for details per role see chronological appendix)

Strategy, 7 roles, 13 years

Strategy creation and implementation across business levels from single business (€ 100-300 mln) to corporate repositioning (€ 5-10 bln). Customer centricity, Organic growth, M&A approaches, innovation (classic, business model and digital), competitive differentiation, new organization models

- Director Strategy Nouryon (2018-19)
- Director Strategy AN Specialty Chemicals (2017-18)
- Director Strategy AN Decorative Paints (2007-8)
- Director Business Development AN Chemicals (2005-7)
- VP Business development AN Catalysts (1997-8)
- Project director strategic projects AN Chemicals (1996-7)
- Industry member 'Regie groep Chemie Nederland' (2003-8 and 2010-13)
- Several consulting projects at McKinsey & Co. (1986-91)

M&A experience, 8 roles, 15+ years

Leadership roles and proven track record in all phases of M&A. Strategic long list creation, prioritization and short list creation. Early scouting, actual deal making, pre- and post-deal organizational change (integration and separation). Deals ranging from euro € 10 mln to € 10 bln in most regions

- Post divestment strategy renewal and complete reorganization Nouryon (2019-20), including M&A short list prioritization, start of scouting

- Separation and divestment of AkzoNobel Specialty Chemicals to Carlyle (2017-18), including M&A long list creation
- Integration ICI – AkzoNobel Decorative Paints 2007-09, (2x12.500 FTE, € 5 bln turnover, € x00 mln synergies)
- Chairman Innovation unit (2002-07), including technology scouting and risk investments
- Reorganization Chemicals (2005) (portfolio review leading to ~10 divestments)
- Divestment AkzoNobel Salt US, M&A project leader (1997)
- Merger Akzo and Nobel Surfactants (1994-96, leading Nfl 350 mln business, x0 mln synergies)
- Several consulting projects at McKinsey & Co. (1986-91)

Sustainability business development, all roles, 30+ years

Extensive experience in driving sustainability programs and strengthening innovative sustainability business initiatives, including structured progress monitoring and communication, motto Sustainability = Business and vice versa

- Sustainability council AkzoNobel, DJSI reporting
- Positioning bio-based surfactants, biodegradability optimizations, energy efficiency programs, energy transition (Hydrogen), new technology developments (flexible solar), cellulose based additives, catalytic sulfur removal from fuels, coatings contributing to sustainability goals (safety, energy management, sustainable raw materials)
- Positioning Chemicals as part of solution in the Netherlands and Europe

Business/Operational leadership - 5 roles, 18 years

Full P&L responsibility for global businesses driving growth, innovation, cost restructuring, always creating significant profit improvements (business size € 50-500 mln)

- General Manager Cellulosic Specialties (2009-11)
- Global Director Marketing Decorative Paints (2007-09)
- Chairman Innovation unit (2002-07)
- President Akzo Nobel Salt (2002-05)
- General Manager Hydro-processing catalysts (1998-2002)
- General Manager Industrial Surfactants (1991-1996)

Change management, 8 roles, 12+ years

In depth and hands on experience in global change programs from creation to full impact (50-25.000 FTE impacted) Integrations (internal and post M&A), separations, organizational (business and cost) restructuring, (de-)centralizations, excellence programs, business, functional and health scope.

- Reorganization Nouryon under new ownership (2018-19)
- Separation and divestment of AN Specialty Chemicals to Carlyle (2017-18)
- Commercial Excellence roles (2013-2019)
- Member Sustainability council AkzoNobel (
- AN Project Director ISC (2011-13)
- Integration Director ICI into AN Decorative Paints (2008-9)
- Integration manager two Deco BU's into one BU (2007)
- Reorganization Chemicals (2005) (~10 divestments, restructuring remaining businesses)
- Several consulting projects at McKinsey & Co. (1986-91)
- Founder and 7-year driver of global, physical activity program Running Around the World [4000+ participants, ~1 billion steps in one month, high impact engagement program, no dedicated funding] (2013-19)

Commercial, 7 roles, 15+ years

Global hands on commercial experience, marketing, innovation, sales. Ranging from B2C (Decorative paints, salt) to B2B (Building & Construction, Packaging, Pharma, Food, Mining, oil&gas, etc)

- Building complete commercial excellence and digital program for Specialty Chemicals AkzoNobel and continue in Nouryon (2014-19)
- Advisory board, organizing team European Chemicals Commercial Excellence Conference (2014-19)
- Leading Commercial due diligence of dual track sales of Specialty Chemicals (2017)
- Creating and coordinating Commercial Excellence program for Akzonobel (2012-14)
- Global Director Marketing Decorative Paints 2007-09
- Initiate and lead AkzoNobel wide global marketing and sales network (2002-8)
- Introduce margin management and pricing excellence to AkzoNobel Chemicals (2005-7)
- Several consulting projects at McKinsey & Co. (1986-91)

LANGUAGES Dutch: mother tongue; English: bilingual; French/German: basic

PERSONAL

Married, two daughters ; Dutch nationality ; born 1958 ;

Long time, long distance running, my personal goal is to cover 42.000 km after turning 50 (at 61 passed 23.000 km ...)

Founder and 7-year owner-driver of global, company-wide physical activity program, Running Around the World [4000+ yearly participants, close to 1 billion steps in one month, bottom up, recognized top engagement program, no dedicated funding] (2013-19).

Industry member of 'Regie groep Chemie Nederland' (2003-8 and 2010-13).