

PERSONAL INFORMATION

Michael Grossmann



📍 10 rue Collignon, 78100 Saint Germain-en-Laye, France

☎ +33 9 70 40 50 00 📠 +33 666204156

✉ mmgrossmann@gmail.com

Sex Male | Date of birth 08/07/1966 | Nationality French

POSITION **B1 – Project Manager**

WORK EXPERIENCE

Management Consulting

02/2015 – present

As freelance consultant (NOTE: only energy sector activities are listed here):

Key Expert, Algorus Consulting

- 2019 – present: Team Leader, World Bank project to improve gas distribution metering and billing operations through better forecast algorithms, data transmission and selective smart metering. The project engaged with 5 gas distribution companies made concrete actionable propositions to the energy regulator.

Associate Partner, Grant Thornton Ukraine

Team Leader, Internationally funded projects (energy & utilities).

Led and contributed to the following projects :

- 2018: Assisted a financial and commodity services company in attracting foreign capital
- 2017: Main Gas pipelines of Ukraine (MGU) unbundling | Budget: \$198k | Funding institution: USAID
 - Project deliverables: An analysis of the regulatory and legal environment, and economic state of Ukrtransgaz, Ukraine's gas TSO; a set of actionable and timed recommendations to restructure the company after unbundling (the "Roadmap") covering: improvements technical operations, improve the financial and HR management functions, ERP and industrial IT investment prioritization; recommendations on the selection process and criteria for MGU's supervisory board.
 - Duties on the project: significant contributions to the report and overall report editorial responsibility, report structuring and content specification; company restructuring concept development; liaising with the beneficiaries; client reporting.
- Financial screening of projects in the framework of the Central and South-Eastern European Gas Connectivity (CESEC) initiative | Scenario-based financial, regulatory and risk assessment of six Projects of Common Interest projects in the Balkans in the natural gas infrastructure | 225k€ budget | Funding institution: DG ENERGY
 - Project deliverables: A set of gas flow scenarios over 20 years based on future demand assumptions, future pipeline infrastructure additions, and infrastructure tariffs; estimation of tariffs guaranteeing after-tax returns on assets; project risk assessment; pro-forma financials of the projects (stand-alone or network extensions); profitability indicators of the projects.
 - Duties on the project: overall report editorial responsibility, report structuring and content specification; contributions to RAB methodology tariff assessment, scenario definitions, economic assumptions; quality checking; client reporting.
- Financial Statements and projections of NJSC "Naftogaz of Ukraine" transmission and storage subsidiaries | Project aimed at creating Ukraine's gas TSO out of incumbent O&G company NaftoGaz of Ukraine, as part of a World Bank project | 0.5m € budget, team of 12, of which 6 under direct supervision, 3 subcontractors) | Funding institution: EuropAid
 - Project deliverables: restatement of accounts of the unbundled transportation and storage operator; demand forecasting*; 10-yr. projection of future gas flow scenarios; simulation of future RAB tariffication; benchmarking of EU TSO performances*; benchmarking of EU gas transmission tariffs*; assessment of Ukrainian legislation compatibility with the 3rd Energy Package principles; hydraulic simulation of gas flows in

Ukraine; economic simulation of gas flows in Europe; analysis of Europe's experience with unbundling*.

- Duties on the project: major or sole contributor to items above marked "***", plus: report writing or editing / quality control, hiring/managing subcontractors, client relationship management and reporting, budgets & resources management.

09/2012 – 02/2015 **As a freelance consultant – Energy Trading and Risk Management system consultant (OpenLink), and trainer for National Oil Companies**

OpenLink Financial, JustCommodity Software Solution, Global Training Corporation, London/Paris

- For OpenLink Business analyst : Front Office consultant implementing the ENDUR trading suite at BP Gas Trading Europe, as part of an ETRM migration project. London
- For Trailstone Europe: Front Office consultant implementing the ENDUR as part of a newbuild; assessment of reporting requirements to comply with REMIT. London
- Training: development and delivery of several courses on petroleum-related topics relevant to national oil company managers, in collaboration with established training institutions: energy trading, LNG trade, risk quantification, real option decision framework, oil & gas accounting...

11/2008-08/2011 **Project Manager – Power networks and energy efficiency**

AREVA TA (siège social), BP 17, 91192 - Gif-sur-Yvette Cedex, France

- product line manager – energy efficiency solutions: conception of software solutions to minimize energy consumption under operational constraints; energy efficiency concept developments in response to EU R&D projects in rail transportation (through UNIFE)
- SYTRAL (public transport authority of Lyon) for a large public transport authority : project coordinator, delivery manager, and contributor. Electricity efficiency, renewable energy generation and tariff optimization strategies for the 50 GWh / yr client.
- EC project for energy savings at maritime ports (through Framework 7 - EFFORTS): marine renewable energy potential evaluation and economic scoping. Project coordination with the project's beneficiary.

12/2004-12/2007 **Consulting Manager – Energy & Utilities**

Atos Consulting, Paris, France

- For DG TREN: Functional Team Leader of the Energy Market Observatory System (EMOS). Project objectives: creating a meta-database project and its query layer for the European Commission (supply & demand of electricity, gas and oil, reserves, trading flows). 1.6m €project, 7 consultants at 5 consortium member firms, 18 months
 - Roles (in addition to usual team leadership roles): (1) business analyst, (2) subject matter expert, (3) architect (4) interface with the client, contractors, and data providers.
- For two banks: risk management consultant
 - Roles: quantification of interest-rate risk of corporate debt based on yield-curve changes over time (in XLS)
 - Construction of a model of credit risk (loss given default) of a portfolio of retail clients (in SAS).

06/2003-11/2004 **Senior Economist – Gas transmission**

SOFREGAZ, Clichy, France

- For the Asian Development Bank: Natural Gas Master Plan. 1m\$ project, 6 international consultants, 2 local consultants, 3 consortium member firms, 12 months. Project objectives included: assessing the potential place of natural gas in Afghanistan's energy mix, reinterpreting the country's upstream resources, assisting in the development of a Production Sharing Agreement framework.
 - Roles (in addition to team leadership roles): (1) Afghanistan's first energy balance construction, (2) supply & demand modeling and forecasting, (3) macroeconomic regression analysis, high-level project evaluation, national-level gas master plan covering the upstream, transportation, and distribution)
 - Gas pipeline (Lybia to Tunisia) : drawing of pro-forma financials based on expected costs and CFs.

09/2000-12/2002 **Senior Consultant – Energy & Utilities**

PwC Paris, France

- EDF (2002): survey of Energy Trading & Risk Management (ETRM) solutions as part of benchmarking study for a large utility
- Shell France: harmonization project of SAP instances of France and other European countries: participation in the gap analysis of the charter of accounts of affiliate companies to be consolidated financially (FI module)
- EDF (2001): performed dataflow planning of software and interfaces covering the functional areas covered are sales, billing and invoicing

- EDF – GDF Services (2001): mediation of focus groups of top managers on the future IS requirements for metering, billing & collection; assisted in the development of financial and operational scenarios
- Airbus (2002): mapping of all product safety-related processes and activities, and animation of consensus-building seminars.

06/1996-08/2000

Senior Consultant – Energy & Utilities

- Price Waterhouse, Ukraine

Trading & risk management

- For a Ukrainian gas trader (2000): introduced a pricing mechanism for gas storage services based on volatility of demand
- For a strategic investor in energy (1999): researched and wrote on the practice of barter and other forms of settlement in the Ukrainian gas market.

Market analysis

- For the National Energy Regulatory Committee (1999): researched and wrote an economic analysis on gas storage and transportation and helped formulated a methodology for the tariff-setting of gas storage; managed a team of 3
- BP(1997): researched the market for LPG in Ukraine, covering economic, political, legal and logistical aspects; SWOT market analysis
- BP (1997): researched the market for petroleum products in the greater Kiev area, covering economic, legal and logistical aspects
- For the Ukraine State Oil & Gas Committee (1996): reviewed oil & gas companies (upstream + downstream); formulated recommendations on sector restructuring
- TACIS and EBRD (1997 and 1999): researched and selected manufacturing enterprises; performed limited IAS conversions of companies' accounts
- Satellite TV services (1999): market study and forecast based on time series of social and demographic trends in other countries.

Financial analysis and advisory

- Several power generators (1999): Contributed to the conversion of accounts from the Ukrainian standard to IAS
- Technical assistance agency of the Netherlands (1999): Researched and evaluated commercially viable energy conservation project opportunities
- For the National Energy Regulatory Committee (1998): contributed to a report on the regulatory frameworks of the gas market of several countries and the European Gas Directive
- For NaftoGas Ukrainy (Oil & Gas of Ukraine Holding) (1998): performed economic and operational benchmarking study of gas pipeline enterprises and oil refineries
- For independent oil companies (1997-1999): provided tax & legal advice to several independent oil and gas companies interested in creating E&P joint ventures.

EDUCATION AND TRAINING

2011-2012

Master degree – Master in Energy Management

ESCP Europe, London / Madrid

- Thesis on *Grid parity PV generation opportunities and challenges in West Africa*

1992-1994

MBA in Finance

University of Rochester, Simon School of Graduate Business Management, Rochester, NY, US

1984-1988

BA, Russian Studies

Brown University, Providence, USA

PERSONAL SKILLS

Mother tongue(s) French + English

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
German	B2	B2	B1	B2	B2

Russian C1 C1 C1 C1 C2

Replace with name of language certificate. Enter level if known.

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

- Communication skills** Career spent working in a multinational setting, much of it for IFIs or European institutions. Strong analytical and synthetic solving mind, and ability to spot patterns and formulate solutions. Ability to build and maintain client relationships at the levels of IT staff, quants, economists, policy advisors. Good presentation and written communication, presentation, negotiation skills acquired and developed through professional experience. Relentless editor of other's work to ensure consistent report quality throughout the project.
- Organisational / managerial skills** Long experience planning resources and managing consulting engagements for IFIs and private sector clients in the areas of energy econometrics, management consulting and IT. Disciplined respect for deadlines. Accustomed to planning, executing and monitoring one's and others' work. Strong team management and coaching skills in a multicultural and multidisciplinary setting. Ability to work autonomously as well as in teams, under tight deadlines. Focussed on results, while balancing the objectives and constraints of diverse project stakeholders.
- Job-related skills**
- Certified Professional Risk Manager (PRM), PRMIA (www.prmia.org)
 - Member of the French Association of Energy Economists
 - Various data analytics courses passed on Coursera
- Computer skills**
- R, XLS & VBA, SQL (MySQL, Teradata), Python 3, MS Office
 - OpenLink ENDUR v10
 - Tensorflow (a neural network framework)
 - Various data science skills and certificates (see list on LinkedIn profile)

Driving licence ▫ B-license

ADDITIONAL INFORMATION

- Publications
- Presentations
- Projects
- Conferences
- Seminars
- Honours and awards
- Memberships
- References

Projects

- Co-organizer and moderator at Ukrainian Gas Forum (2015, 2016, 2017, 2018, 2019, and virtually in 2020)
- *The Naftogaz vs. Gazprom arbitration: one multi-billion dollar plot, two perspectives*, Natural Gas World, February 2018
- *Ukraine, Europe's last gas frontier?* Natural Gas Europe, April 2015
- *BP's Faustian Bargain with Russia*, RCEM, April 2014
- *From a duopoly to an oligopoly in transportation fuels*, European Energy Review, April 2014
- *Success factors for natural gas vehicles*, European Energy Review, March 2014
- European Energy Review: *The Russo-Ukrainian crisis: possible gas scenarios*, February 2014
- October 2011 (in French): *la sensibilité aux températures de la charge réseau: l'autre exception française*
- *Ingénierie mobilité* (in French): article on the energy saving potential in urban rail transport systems, May 2011
- *Energie Plus* (in French): article on weather derivatives, March 2008
- co-authorship of a technical article on using long-term weather forecasts in predicting power demand, *Energy Risk* magazine, Aug. 2006
- September 1999 in Dossier Pays – Ukraine: article on the gas market of Ukraine - economic and legal overview.