



# NICOLAS FLEURY

**Born** 21 January 1967 | **Citizenship** Swiss

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Senior advisor with 35 years of experience of leadership at international level, and one of the world's most respected leaders in standardization.

Former Secretary-General and CEO, and active contributor to the development and transformation of, ISO, the International Organization for Standardization, the world's largest developer and publisher of international standards and essential support of industry, global trade, and economic, environmental and social development.

Avant-garde leader encouraging learning, experimentation, discovery, and the elaboration and deployment of strategies and methods supporting the generation of long-term impact, and the maximization of value and results.

## EDUCATION

2023

### **Unleash the Power Within (UPW)**

Tony Robbins Research International, Inc.

2021

### **Winning Sustainable Strategies (WSS)**

IMD Business School, Lausanne, Switzerland

2020

### **High Performance Boards (HPB)**

IMD Business School, Lausanne, Switzerland

2014

### **Leadership program Orchestrating Winning Performance (OWP)**

IMD Business School, Lausanne, Switzerland

2003 - 2004

### **M.B.A.**

University of Geneva, Switzerland  
Magna cum laude.

2004

### **Diploma, International Business Management (MIA)**

University of Geneva, Switzerland

2003

### **Diploma, Business Administration and Management (MAA)**

University of Geneva, Switzerland

1988 - 1991

### **Master's in Economics, Business and Industrial Sciences**

University of Geneva, Switzerland

1986 - 1988

### **Studies in Mathematics and Computer Sciences, Faculty of Sciences**

University of Geneva, Switzerland

## LANGUAGES

### **French**

Native language

### **English**

Full professional proficiency

### **German, Italian, Spanish**

Limited working proficiency

## DISTINCTIONS

### **Honorary Professor**

University of Qingdao, China

## SPECIFIC COMPETENCES

standardization • international relations • international organizations • geopolitics • multicultural environments • multi-stakeholder approaches • leadership • management of non-for-profit, member based, organizations • public-private partnerships • corporate governance • strategy development and implementation • sustainable strategies • global branding, marketing, communication and sales strategies • business transformation • turn around strategies • publishing • copyright and intellectual property • public speaking

## CURRENT ACTIVITIES

### **Founder and CEO**

Nicolas Fleury Leadership International

Nicolas Fleury Leadership International provides exclusive, high-end, advisory services supporting the elaboration and deployment of tailored strategies and tactics to improve operational excellence, boost economic, societal, and environmental performance, gain competitive advantages on markets, and generate long-term impact and value.

Current clients include regional intergovernmental and not-for-profit organizations.

### **Co-Founder and Managing Partner**

Stractic Strategic Advisor

Putting standards at the core. Stractic Advisors help businesses, governments and organizations achieve their goals, generate value, and make an impact with standards.

Current clients include global leaders in the technology, finance, information and private equity sectors, and not-for-profit organizations and foundations.

### **Brand Ambassador and Member of the Advisory Board Central Europe**

Hints Performance, Helsinki, Finland

Ambassador and senior advisor to Hints Performance, the world leader in human high-performance coaching with clients from Formula 1 champions and Fortune 500 CEOs to executive teams and business professionals worldwide.

### **Member of the External Advisory Board**

UNCTAD FBN Family Business for Sustainable Development, Geneva, Switzerland

Advisor to the UNCTAD FBN global initiative aiming at mobilizing business families and their firms to embed sustainability into their business strategies. The advisory board is co-chaired by Prof. Jeffrey D. Sachs and Dame Polly Courtice.

### **Member of the Advisory Board of GSEM**

University of Geneva, Switzerland

Member of the Advisory Board of the Geneva School of Economics and Management of the University of Geneva. The advisory board is currently chaired by Mr. Patrick Odier, previously by Prof. Klaus Schwab, Chairman of the World Economic Forum.

### **Member of the Board of the General Fund**

University of Geneva, Switzerland

## SKILLS

leader • strategic • visionary • curious • innovative • creative • fast • dynamic • structured • analytical • collaborative • adaptable • competitive • results oriented

## THOUGHT LEADERSHIP

Experimenting medical- and science-based coaching methodologies applied to Formula 1 drivers and world class athletes to achieve high cognitive performance, and more generally sustainable human high performance, as an individual and as top executive.

## INTERESTS

books • music • movies • theatre • design • gastronomy • travels (more than 80 countries visited)

## SPORTS

running • fitness • hiking • swimming • padel • golf • snowboard

## PAST WORK EXPERIENCE

2022

### Special Advisor to the ISO Secretary-General

ISO, Geneva, Switzerland.

- In charge of providing advice to ISO Secretary-General on strategic, tactic and operational issues.

2015 – 2021

### Deputy Secretary-General and COO

ISO, Geneva, Switzerland.

- In charge of all ISO operations, including standards development, publishing, sales, marketing, communication, intellectual property and copyright, legal and compliance, information technologies, logistics, events and human resources.
- Member of ISO's governing bodies, including the ISO Council, ISO's President's Committee, Strategy and Policy Committee, Nomination Committee and Oversight Committee. In charge of ISO's governance bodies on finance and commercial policy.
- Responsible for the budget, finances, and investments of the Organization (CHF 150 mio.).
- Developed and lead the implementation of a turnaround strategy saving, in 8 months, ISO from bankruptcy and dissolution (2015).
- Lead the transition to new leadership (2015-2018).
- Redesigned ISO's governance structure.
- Redesigned ISO's commercial and copyright strategy to generate new revenue opportunities.
- Designed and implemented new management approaches, including innovative performance management and corporate wellbeing approaches to develop the overall performance of, and the value created by the organization.
- Developed and implemented new ISO staff rules.
- Transformed ISO's Central Secretariat into a best place to work that became a reference model for several organizations and businesses.
- Lead the implementation of ISO's office in Singapore.
- Lead the implementation of an XML-based publishing chain and the conversion of the entire catalogue of ISO Standards into XML format. The XML schema developed became later adopted by all major standards developing organizations and commercial distributors of standards worldwide.
- Managed ISO's budget, finances and investments with policies resulting in continuous growth and positive financial results for seven consecutive fiscal exercises (2015-2021).
- Developed and lead the implementation of a business continuity strategy and plans to ensure the continuation of ISO's operations during the COVID-19 pandemic (2020-2021).
- Meetings with heads of states, and heads of governments and ministers.

2017

### Secretary-General and CEO (Acting)

ISO, Geneva, Switzerland

- Appointed as ISO Officer, Secretary-General and CEO to prepare the transition to, and the integration of, a new leadership team.
- Meetings with heads of states, and heads of governments and ministers.

2014 – 2021

### Member of the Board

ISO Pension Fund, Geneva, Switzerland

- Chairman of the Board from January 2016 to December 2016.

2007 – 2015

### Director of Marketing, Sales and Communications

ISO, Geneva, Switzerland

- Member of ISO's executive leadership team.
- Developed and implemented a branding strategy to increase the visibility, awareness and perception of ISO worldwide, resulting in an increase of visibility of the ISO brand by 300% over a 3-year period.
- Developed and implemented a communication strategy based on social media, the first ever implemented for an organization of the type of ISO generating the highest level of engagement with audiences for a standards organization (250k Facebook friends, 220k LinkedIn followers, 65k Twitter followers).
- Developed and implemented a web development strategy, the first ever implemented for an organization of the type of ISO using responsive design, resulting in an increase by 250% of the number of unique visitors of [www.iso.org](http://www.iso.org) to +2 million per month, making ISO's website the most visited for a standards organization.
- Developed the new concept of ISO's magazine "ISO Focus" and director of publication.
- Developed a policy to promote and protect ISO trademarks worldwide.
- Implemented an ISO 14001 environmental management system to make ISO the first standardization body to achieve full-site certification of conformity to ISO 14001:2004.
- Global launch of the ISO 14001, ISO 26000 and ISO 50001 standards.

# PAST WORK EXPERIENCE

2005 – 2006

## **Director of Marketing and Sales**

ISO, Geneva, Switzerland

- Member of ISO executive leadership team, in charge of ISO's governance group on commercial, copyright, and intellectual property policies.
- Lead the sales and distribution network for ISO Standards in more than 160 countries.
- Negotiated commercial, distribution and licensing, agreements with global information aggregators and resellers and multinational companies.

1998 – 2005

## **Manager, Marketing Service**

ISO, Geneva, Switzerland

- Responsible of global sales and marketing of ISO Standards.
- Increased sales of ISO Standards by about 400% to CHF 11 mio. through digitalization of services and the development of subscription products.
- Designed, developed, and implemented the first ever e-commerce platform selling and delivering electronic copies of international standards online.
- Digitalized the full catalogue of ISO Standards.
- Transformed ISO's integrated offset printshop into a fully digital, print-on-demand, facility.
- Implemented SAP R/3.
- Implemented an ISO 9001 quality management system making ISO the first standardization body to achieve full-site certification of conformity to ISO 9001:2000.
- ISO 9001 auditor.

1991 – 1997

## **Assistant to the Director of Administration, Budget and Marketing**

ISO, Geneva, Switzerland

- Analyzed the global market for standards and proposed a new commercial strategy to increase the sales of ISO Standards.
- Analyzed and proposed a new formula for the calculation of membership fees to be paid by national standards bodies members of ISO ensuring the neutrality of the organization and efficient functioning of the Organization.
- Analysis and proposal for the possible relocation of ISO in Vienna and Singapore.

# OTHER

2021 – 2022

## **Chair TIGER 21 Geneva**

TIGER 21, New-York, USA

Responsible for the TIGER 21 group in Geneva. TIGER 21 is a confidential membership organization for ultra-high-net-worth entrepreneurs, investors and top executives with more than 950 members worldwide collectively managing personal assets of USD 90 billion.

2009 – 2010

## **Co-Creator**

Business Model Generation

Contribution to the development of the book Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, and to the Business Model Canva, by Alexander Osterwalder and Yves Pigneur.

2006 – 2017

## **Member Elect and President**

Municipality Council of Arzier-Le Muids, Switzerland

Chamber of legislative power. Elected, as independent candidate, to serve the 2006-2011, 2011-2016 and 2016-2021 terms. President of the Municipality Council and First Citizen of the Municipality from 2011 to 2017.

2000 – 2003

## **Founder and CEO**

Audio Video Multimedia Consulting

Import, distribution and sales, including online sales, of high-end audio and video systems. Design and construction of high-end home theater systems and rooms. Project development and management, works coordination. The company was sold to a competitor after three years.