

To Whom It May Concern,

It is my pleasure to recommend **Marc Franzen**, who served as **Commercial Lead** for one of Beyond Gravity's largest business transformation programs.

In this role, Marc held **end-to-end responsibility** for the program's commercial management, financial governance, cost optimization, and business steering. He successfully led financial planning, forecasting, business case management, commercial controlling, vendor governance, and executive reporting while acting as a trusted advisor to the Program Leadership and Steering Committee.

Marc established a **robust commercial governance framework** that significantly improved financial transparency, decision-making, and risk management across the program. He successfully managed a **complex supplier ecosystem**, working closely with Finance, Procurement, Legal, and key strategic partners to ensure strong commercial performance and contractual compliance.

His contributions delivered measurable business value. Through disciplined commercial management, Marc achieved a **cost underrun of approximately CHF 2.6 million** while maintaining the program's business case despite significant schedule changes.

Marc combines strong commercial acumen with strategic thinking, analytical rigor, and excellent stakeholder management. He consistently demonstrated ownership, integrity, and the ability to deliver results in highly complex, cross-functional environments.

I can recommend Marc without reservation for senior commercial, finance, transformation, or program leadership roles and am confident he will make a significant contribution to any organization.

Please feel free to contact me should you require any further information.

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