



Toray Advanced Composites

Commercial Director, Europe

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Job Context

Toray Industries, Inc., headquartered in Tokyo, Japan, is active in the European market across various sectors, including fibers, textiles, apparel, resins, chemicals, films, electronics and information materials, carbon fiber composites, water treatment, and environmental engineering. The company has several subsidiaries operating in Europe, including Toray Advanced Composites, which is comprised of Toray Advanced Composites Netherlands and Toray Advanced Composites UK, collectively referred to as "TAC Europe".

TAC Europe focuses on the production and processing of thermoset and thermoplastic composite materials for the aerospace, space, automotive, and industrial markets. Within TAC Europe, TAC NL is the company's flagship facility in Europe for the development and production of thermoplastic composites for a wide range of industries, including aerospace, defense and industrial markets. Based on the company's growth and expansion objectives, TAC Europe has opened a position for Commercial Director, Europe, to lead the commercial activities of the business in the European region.

Position in the Organisation

Reports to Chief Commercial Officer (CCO)
Manages Sales managers, account managers, business development team, inside sales and customer service functions

Job Purpose

As a key leadership role within the company, this role is responsible for developing and implementing strategy and organizational policy for the commercial function of the company in Europe, within the guidelines of the group, such that the maximum possible contribution is delivered to topline revenue growth and bottom-line COI (consolidated operating income) results.

Expected Results / Job Related Activities

| Areas of results | Core activities | Result criteria |
|---|--|---|
| Commercial Team Management and Leadership | <ul style="list-style-type: none">• Manage all commercial functions in the company to meet overall growth and market share capture objectives• Hire, train and coach the various sales related roles within the commercial organization to maximize selling effectiveness• Work with marketing in a matrixed organizational structure to ensure marketing activities align with overall growth objectives• Drive sales team activities and performance daily for optimum customer engagement and growth• Ensure major customers are well covered with a clear organizational structure, and manage ongoing activities formally for major customers | <ul style="list-style-type: none">• Efficiency of sales organization and sales coverage• A highly productive and motivated commercial organization• Effectiveness of business development functions in driving new business growth• Degree of achieved financial targets (Revenue and COI (consolidated operating income)• low employee turnover, high employee morale• Customer satisfaction levels |

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| Areas of results | Core activities | Result criteria |
|------------------------|---|--|
| Revenue Expansion | <ul style="list-style-type: none"> • Along with other leadership, develop the company's commercial strategy to align with the technology, operational, and financial functions of the business • Develop a vision for the company's commercial direction, which includes organization, markets, new applications, joint ventures, and partnerships to expand TAC EU's business • Lead and support key customer engagements and supply agreement negotiations • Align vision and plans with other company leadership, and ensure effective strategy to drive growth for the business • Participate in policy discussions at company and group level | <ul style="list-style-type: none"> • Degree to which policy supports company objectives • Convertibility of strategy into tactical plans, and success thereof • Increased market share for TAC across all segments • Revenue and COI (consolidated operating income) performance • Sales pipeline health • Major program 'win rates' in aerospace, defense, and industrial markets |
| Customer Proliferation | <ul style="list-style-type: none"> • Define commercial policy and, in consultation with other functional leaders, establish new product needs for the business to win new customers • Develop marketing and sales policies tailored to sectors/segments • With other leadership, initiate product development activities in support of new market expansion • Identify new revenue channels (products, services, etc.) for the business | <ul style="list-style-type: none"> • Health of business pipeline • Win rate of new customers and new programs in key markets • Increased market share for TAC across all segments • Success of new product development activities in generating new revenue growth • Revenue and COI (consolidated operating income) performance |
| Collaboration | <ul style="list-style-type: none"> • Ensure execution of commercial and product development plans by working with the other key functions of the organization • Build and maintain an international sales organization and distribution network throughout Europe and other regions • Direct staff responsible for execution of business growth plans • Conduct commercial negotiations in complex situations • Monitor quality, progress, and output of the commercial team, making adjustments where necessary • Discussing results with management and taking ownership for all commercial activities | <ul style="list-style-type: none"> • Efficiency of sales organization setup • Outcomes (revenues) of new product development activities in the market • Degree of achieved result targets • New business development results • Revenue and COI (consolidated operating income) performance |
| Pricing Management | <ul style="list-style-type: none"> • Establish pricing policies for all products in the region • Manage pricing to achieve financial objectives and to capture market share | <ul style="list-style-type: none"> • Product and business level margin performance • Market share gain |



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| Areas of results | Core activities | Result criteria |
|------------------|---|---|
| | <ul style="list-style-type: none">• Negotiate pricing with key customers in long term contracts for favorable results | <ul style="list-style-type: none">• Revenue and COI (consolidated operating income) performance |

Education/ Experience

- Minimum of 20 years in progressive commercial activities and leadership roles within the advanced materials industry in the European market, specifically with notable experience in the aerospace and defense sectors.
- Significant experience building and leading multi-cultural (multi-geographic) teams in the European region.
- Demonstrated experience leading complex, multi-year selling efforts in support of major revenue growth activities.
- Strong, collaborative, and open-minded leader willing to put others first, and coach a team to success.
- Experience working for foreign owned (ownership is outside of EU region in USA, Japan, or other) companies.
- Expert level understanding of product costing, pricing, and margins for material manufacturing businesses.
- Experience as a cross functional leader, with demonstrated success in listening, coaching, and improving commercial team performance in the European region.
- Demonstrated experience in negotiating large, multi-year supply agreements with major aerospace and defense OEMs in Europe.
- Candidate ideally is multi-lingual with ability to speak French, German, English and Dutch.