



Nicolas ICARD

PARTNER @ LYNKEA



Contract management consultancy - Certified Mediator

Sectors: Construction / Real Estate / Industry / Engineering

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Education

Bac S (TB) 2003

Stanislas MP 2005
Preparatory classes

ESTP TP 2005/2008
International Engineering

HEC Paris 2009
HEC Entrepreneurs

ICH Paris 2011/2014
CNAM Law & Construction

CMAP/ESCP 2019/2021
Inter-company mediation

Other experience

Organizational and strategic consulting

HEC Entrepreneurs:

Founding & acquisition of companies
Receivership

Internships:

Judicial Administration
German Real Estate Bank
Building and Public Works

Languages

French: Native
English: Fluent
Spanish: Beginner
German: Beginner

Software

Office Pack / MS Project /
Data processing

Nicolas co-founded **LYNKEA** in 2018, after a successful experience in the Vinci group and then in a consulting firm. From the setting up of construction projects (PPP, Real Estate Development Agreements, D&B) to their contractual follow-up during execution, he has developed a solid experience in the contract management of complex and large-scale projects, in the implementation of contractual strategies as well as in the management of disputes. He has also conducted numerous operational audits (IBR) of construction companies in financial distress and *in bonis*.

Through these different experiences, Nicolas has been able to deeply understand complex issues in order to provide a detailed and in-depth analysis of the matters that were entrusted to him. The diversity of the assignments carried out, both in terms of delay and quantum analyses in the context of international arbitration as well as in operational contract management, has enabled him to establish a broad expertise in construction.

Nicola's proficient use of the various IT tools, both for planning and data management as well as for illustration and syntheses, is an important asset in the various analyses he conducts since it allows him to simply address the complexity of arguments or technical subjects.

Nicolas also advises companies in the context of external or organic growth, mergers, reorganization, or structural difficulties. He also acts as inter-company certified mediator.

KEY POINTS

Construction engineer (ESTP), with extensive experience in contract management, claims and disputes

Expert in project management, factual analysis of project delays and assessment of additional costs and damages

Inter-company mediator CMAP - ESCP Europe graduate

Business consulting HEC graduate

PROFESSIONAL EXPERIENCE

LYNKEA Partner co-founder

Since July 2018

Argos Construction - Consulting Firm Manager

2012 - 2018

Vinci Construction Project Manager

2009 - 2012

SKILLS

➤ **Contract management of large-scale projects:**

Analysis of contractual and technical documents, if necessary, operational, and practical review of the contracts under negotiation, establishment of long-term strategies according to the contractual opportunities and risks, implementation of monitoring and inspection tools, preparation and review of draft letters, service orders, amendments, reporting and dashboarding.

➤ **Pre-litigation management: preparation and review of claims, delay analyses:**

Acting on behalf of project owners and construction companies: preparation and defense of briefs requesting additional remuneration (claims), analysis of briefs submitted by the companies, assessment of additional costs, damages, and counterclaims. The analyzed or prepared claims can reach 500 M€.

Interventions generally include analysis of the contractual & technical background, document review and compilation of factual data (exchanges, correspondence, minutes of meeting, etc.), analysis of events, disruptions and modifications, review of working design, synthesis & approvals, review of the planning, its evolution & causes of delays, review of project modifications & additional works, quantification of direct and indirect additional costs and damages, drafting of the brief, illustrations and summaries.

➤ **Management of disputes: delay analysis, quantum, party-appointed expert:**

Identification and detailed analysis of delays, disruptions and accelerations. The methodologies mainly used are: As-Planned vs As-Built, As planned Impacted, Time Impact (prospective), Retrospective Longest Path et Windows delay analysis.

Practical approach based on experience to avoid the pitfalls of theoretical analyses and optimize the use of computerized planning methodologies.

Intervention in judicial expertise, domestic and international arbitrations, mediations and conciliations. Clear, simple, synthetic and illustrated drafting both in French and English.

➤ **Inter-company mediation:**

Inter-company mediator registered with the CMAP / ESCP Europe.

Also acts as party-appointed expert.

➤ **Company consultancy services: strategy, reorganization, external growth, difficulties**

Interventions within companies *in bonis* or in financial distress to carry out operational audits in the construction sector, and within the framework of collective proceedings (chapter 11), organic structuring or reorganization, external growth operations.

Operational reorganization interventions: implementation of adapted operational solutions leading to immediate results.

Contract management trainings for large groups and SMEs.

SECTORS OF INTERVENTION

Industry

- Civil works design in the nuclear sector | Public works contract (France) | 100 M€ | Claim
Analysis of the execution design (causes of successive revisions, approval delays impact, etc.) and claim preparation
- Wastewater treatment plant works | Private works contract (France) | 10 M€ | Claim
Drafting of a brief requesting additional remuneration during the project in the context of a design-build contract
- Remediation and asbestos removal works | Public and private works contracts (France) | financial statements

Public works / Infrastructure / Railway

- Underground tunnel works | Public works contract (France) | 130-200 M€ | Claims and contract management
On behalf of the builder (general contractor), drafting of 7 applications for additional remuneration during and at the end of the project, tripling of the deadline, contract management and follow-up in conciliation
- Railway works | Public works contract (North Africa) | 50 M€ | International arbitration
Party-appointed expert in international arbitration, delay analysis, testimony and cross-examination
- Railway works | Public works contract (France) | 500 M€ | Contract management
Analysis of the contract, developments, and negotiations of amendments in progress
- Railway works | Public works contract (North Africa) | 1 200 M€ | Claims and contract management
Contract management and claims, summary of damages (900 M€), 9-year extension of time
- Hydroelectric installation, dam | Public works contract (North Africa) | 160 M€ | Claims
Analysis of several claims, summary of damages (200 M€), extension of time
- Hydroelectric installation, dam | Private works contract (West Africa) | 115 M€ | Claim
- Maritime works | Public works contract (France) | 13 M€ | Claim
- Maritime works | Private works contract (West Africa) | 50 M€ | Contract review
- Underground tunnel works | Public works contract (France) | 50 to 300 M€ | Contract analysis and management
- Civil engineering Viaduct | Public works contract (France) | 160 M€ | Claims
- Railway works | Public works contract (France) | 5 M€ | Claims
- Railway works | Public works contract (France) | 10 M€ | Claims

Construction

Tertiary complexes

- Office, hotel and residential complex | Private works contract (France) | 300 M€ | External opinion on the causes of delays and their consequences during an amicable negotiation
- Commercial center and offices | Private works contract (North Africa) | 100 M€ | International arbitration

- Corporate office campus | Private works contract (France) | 350 M€ | Operational contract management
- Museum space | Private works contract (France) | 200 M€ | Contract review and management
- Aquatic leisure center | Private works contract (France) | 25 M€ | Claim - technical trades
- Commercial center | Private works contract (North Africa) | 2 M€ | Claim - finishing trades

Public facilities

- Construction of a hospital center | Public works contract (Portugal) | 20 M€ | Claim - technical trades
- Construction of an engineering school | Public works contract (France) | 10 M€ | Claim - technical trades
- Various public facilities | Public works contract (France) | 0,5 to 5 M€ | Contract management, financial statements, and claims - structural work, technical and finishing trades

Offices

- Offices | Private works contract (France) | 121 M€ | External opinion on the causes of delays and their consequences in the context of an amicable negotiation
- Offices | Private works contract (France) | 45 M€ | External opinion on the causes of delays and their financial consequences in the context of an amicable negotiation
- Offices | Private works contract (France) | 44 M€ | External opinion on the causes of delays and their financial consequences in the context of an amicable negotiation
- Offices and shops | Private works contract (France) | 30 M€ | External opinion on the causes of delays and their consequences in the context of an amicable negotiation
- Offices | Private works contract (France) | 35 M€ | Analysis of claims and financial statements
- Offices | Private works contract (France) | 27 € | Contractual analysis
- Offices | Private works contract (France) | 18 M€ | Analysis of claims and financial statements
- Offices | Private works contract (France) | 44 M€ | Analysis of claims and financial statements
- Offices | Private works contract (Switzerland) | 1 M€ | Claim
- Various office buildings | Public works contract (France) | 0,5 to 5 M€ | Contract management, financial statements and claims - technical and architectural trades

Other

- Renovation of a luxury hotel | Private works contract (France) | 48 M€ | Delay analysis and contract management
- Renovation of a luxury hotel | Private works contract (France) | 4 M€ | Claim
- Renovation of a luxury private mansion | Private works contract (Paris) | 10 M€ | Claim
- Renovation of a luxury apartment | Private works contract (Paris) | 3 M€ | Claim

Independent Business Review ("IBR") - Business consulting

- Civil engineering company | Civil engineering railway works | 120 M€ turnover | IBR, financial statements in compulsory liquidation
- Real estate developer | High-end residential complex | 150 housing units in progress | IBR
- Historical monuments refurbishment | Masonry, ashlar | 10 M€ turnover | IBR for an acquisition

- Shell and core works company | Facade Curtain Walls | 30 M€ turnover | IBR, financial statements in compulsory liquidation
- Foundations company | Deep foundations | 15 M€ turnover | IBR, financial statements in compulsory liquidation
- Technical trade company | HVAC, Electricity, Plumbing | 30 M€ turnover | IBR, financial statements in compulsory liquidation
- Finishing works company | Production and installation of stone/marble | 31 M€ turnover | IBR
- Finishing works company | Floor | 5 M€ turnover | IBR for an acquisition
- Finishing works company | Plaster works | 5 M€ turnover | IBR, financial statements in compulsory liquidation
- Various companies | all trades | 2 to 10 M€ | IBR, financial statements in compulsory liquidation
- Reorganization consultancy | all trades | SME
- Contract management trainings (large groups and SMEs)