



**Dr. Ing. Andreas Baltrusch, CODON AG**  
**Chief Executive Officer**

Current Function:

Managing Director CAVA Capital

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## Summary

S & P has intensively accompanied a required change process within co.don AG over a period of 18 months. The entire project was divided into well structured subprojects by Dr. Horst Mertens with a very experienced handwriting. Under the leadership of Dr. Mertens and Dr. Schneider, S & P has provided very pragmatic proposals for a future-oriented expansion and process structure. I would recommend him and the S & P team again, if necessary, and would highly recommend S & P to other decision-makers in the LifeScience industry as a management consultancy and management coach.

## Testimonial

Co.don AG is one of the world's leading specialists in cell cultivation for the joint-management of articular cartilage defects and works in the still young field of tissue engineering / regenerative medicine, i.e. at the interface between pharmaceutical and biotechnology.

S & P (Dr. Horst Mertens) was commissioned by the Management Board of co.don AG as a management consultancy firm in the transition from a production-oriented company to a market-oriented and significantly more customer-oriented company.

S & P has intensively supported the necessary change process within co.don AG over a period of 18 months. The entire project was divided into well structured subprojects by Dr. Horst Mertens, with a very experienced handwriting.

Under the leadership of Dr. Mertens and Dr. Schneider, S & P has provided very pragmatic proposals for a future-oriented expansion and process structure.

One of the most important and often inadequately observed aspects of the entrepreneurial change process are the employees. On behalf of the Management Board, Dr. Mertens has conducted very intensive, trusting discussions and workshops with all executives and teams. With a lot of empathy, he has encouraged and simulated significantly their motivation and readiness to work intensively for the changed goals.

Today, co.don AG does not only have a good structure and well-qualified, motivated employees. The company value could be increased almost tenfold within five years.

Dr. Horst Mertens in his person combines many positive aspects: he is an entrepreneur, a medical doctor, a merchant and, due to his wealth of experience, he has the skill to integrate himself and his S & P team into challenging tasks. ...



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## Testimonial

... All in all, I felt the cooperation with the S & P team and the person Dr. Horst Mertens as very pleasant and always at the common goal oriented.

I would recommend him and the S & P team again, if necessary, and would highly recommend S & P to decision-makers in the life sciences industry as a management consultancy and management coach.

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