



## Working Experience

- 2018 - **Impact! Solutions**, Denmark  
*Private held*  
Independent Consultant
- 2014 -2017 **Implement Consulting Group**, Copenhagen, Denmark  
*€70 million Scandinavian based management consultancy*  
Senior Management Consultant & Equity-Owner
- **Focus Areas : SCM Strategy, Spare Parts planning and Process Improvement**
  - **Sectors and Industries : Marine power engineering, Offshore and Pharmaceuticals.**
- 2006 - 2013 **MAN Diesel & Turbo SE**, Augsburg, Germany  
*€ 3.8 billion global market leader in diesel engines for marine propulsion and decentralized energy*
- 2011 – 2013 (*ad hoc*) Master Lean Six Sigma Black Belt, indirect Report to SVP, BU Head.  
*Full and part-time project lead during other official responsibilities. Selected projects below.*
- **Project Management Officer of cost reduction initiatives within the global supply chain.** PRIME 2012-2013 program covering initiatives within Pricing, Reliable Supplier Deliveries, Integrated S&OP planning, Monthly Forecast Process Optimization and Excess Stock Reduction. Potential M€25+
  - **Training and certification of Green and Black Belt candidates.** Instructor-led training of the 6S DMAIC supported by in-house developed e-learning program and accredited examination in the BoK.
  - **Construction of New Academy building.** Project coordination of new training facility in Copenhagen from green field to handover prior to completion Aug-2012. On-time and on-budget of M€3.
  - **New Product Development**, from concept to product offering. "PrimeServ ECOs" (Engine Cooling Optimization), targeting significant fuel savings to ship owners. Global market estimate M€100+
  - **Vendor Owned Inventory.** Installation of processes and tools with selected suppliers in order to optimise cash flow and increase transparency across the supply chain. Annual EBIT potential k€800
- 03/2009 – 09/2013** Global Supply Chain Manager, Business Unit After-Sales. Direct Report to SVP, Business Unit Head.  
*Responsible for the building-up of a Supply Chain Organisation for After Sales with direct line and P&L responsibility*
- Targets achieved:*
- **Five product specific, after sales supply chain organisations established – 180 FTEs total.**
  - **Inventories reduced by M€27 (14%) and Days of Inventory by 16 days during sales decline.**
  - **Stock availability target of 85% minimum sustained.**
  - **On-time deliveries of suppliers increased to 67% from 47%.**
  - **Global training programme for supply chain & operations (Six Sigma, APICS, SAP) created**
  - **Cost of supply chain operations reduced while maintaining same activity and FTE level.**
- Tasks*
- Securing the supply and availability of cost-effective quality parts for the After Sales Business Unit.
  - Involved in top and senior management decisions regarding organisational build-up.
  - Aligning supply chain end-to-end processes, integrating Purchasing, Production, After Sales activities.
  - Anchoring of data extraction technologies and data focus throughout the SCM organisation.
  - Reporting to the CFO on working capital issues and operational KPIs to global organisation, monthly.
- 03/2010 – 06/2010** BU Controller (interim/working), Business Unit After-Sales. Direct Report to SVP, Business Unit Head.
- Securing installation of predefined reporting structure for performance review meetings
  - Sustaining all working capital projects temporarily during BU head succession
- 01/2008 – 02/2009** Head of Supply Chain Management, Business Unit After-Sales. Direct Report to VP, BU Sales Support.  
*Responsible for coordinating team of 6 EU managers in project organisation*
- Achievements and Tasks:*
- Stock-outs reduced from 48% to 13% over 2 years resulting in yearly increase of sales by M€41.
  - Baseline benchmark of inventory management and definition of strategic projects to management.
  - Management and coaching of project managers through definition and formulation of strategic targets and measures, prioritization and sharing of best-practices.
  - Definition of KPI Dashboard and monthly reporting to the Senior Management.
  - Definition and segmentation of inventories in 6 different warehouses across the European Union.
  - Introduction of the Supply Chain Operations Reference model (SCOR) 8.0/9.0 as framework model for process re-engineering and organised training for 75+ colleagues across the entire supply chain.
  - Implementation of SAP R/3 MRP-profile system in the SD and PP module with MRP controllers, Purchasers and Production Planners.
  - Business Process Owner for After Sales Demand Forecasting and Central Demand Planning.
  - Support and Training of future demand forecasters, emphasising the importance of forecast accuracy, linkage to financial planning and S&OP.
  - Development and workshop facilitation for development of processes and Key Performance Indicators.
- Senior Manager Business Intelligence, Business Unit After-Sales. Direct Report to VP, Sales Support.
- 06/2007 – 12/2007** *Achievements and Tasks:*
- Establishment of Data warehouse (MS SQL Server based) and Business Intelligence Department.
  - Streamlining KPI measurements across three different SAP R/3 systems, increasing transparency
  - Defining and developing analytical tools and OLAP cubes to support specific user needs and reports
  - Leading training programmes for user support & analysis teams, enabling management decision support
- 04/2006 – 05/2007** Project Manager Pricing, Business Unit After-Sales. Direct Report to SM, Local Sales Support.
- Achievements and Tasks:*
- Documented annual EBIT impact of more than €11 million.
  - Development of tools to align, segment and streamline list prices and discounts.
  - Implementation of value-based pricing for spare parts and technical service
  - Definition and Implementation of new mark-up policies and tracking of EBIT impact

09/2005 – 04/2006

**Novo Nordisk A/S**, Copenhagen, Denmark  
€10.4 billion global market leader in healthcare and pharmaceuticals specialized in diabetes care  
Research Assistant, Pharmaceutical Production. Direct Report to Department Head, Production.  
• Process Optimisation of the Sterilisation Process of an aseptic production line with gaseous H<sub>2</sub>O<sub>2</sub>  
• Proven reduction of reduced set-up time from 15 hours to 45 minutes on €20+ million production line.

09/2003 – 12/2003

**Carema Vård och Omsorg AB**, Stockholm, Sweden  
€400 million private Swedish healthcare corporation focusing on primary hospital and elderly care  
AIIESEC Project Team member, Business Development. Direct Report to VP, Business Development.  
• Market Analysis for expansion of Healthcare offerings across national borders  
• Risk assessment and market penetration strategy of €50+ million business in Denmark and Sweden

02/2002 – 08/2003

**General Electric Healthcare**, Versailles, France  
€13.1 billion global market leader in non-invasive medical imaging and information technologies  
Project Team Leader, CT/MR Modality. Direct Report to Six Sigma Master Black Belt, Global Operations.  
• Analysis and definition of business case for 2-tier product strategy of €30 million product line  
• Analysis of global pricing strategies for Medical Workstations (for €13 million product line)  
• Analysis of user-friendliness of main software applications (for €5 million product line)  
  
Direct Marketing Leader, e-business. Direct Report to Six Sigma Black Belt, e-business and Sales Support.  
• Definition, Preparation, Execution of European Direct Marketing Campaigns  
• Sales increased by 8% and customer retention rate by 12% in designated regions.

### OTHER INDUSTRY EXPERIENCE (PROJECT BASED AND PREVIOUS FULL-TIME EMPLOYMENTS)

- **Wind Turbine Generator** Mobile phone (WAP) interface to a WTG
- **Airline Industry** CRM system and business case for fare monitoring
- **Public Transportation** Free Public Transportation in Copenhagen
- **Light Electronics Industry** Life-To-Cradle analysis of light bulbs
- **Fine Mechanics Industry** Logistics for audio measurement equipment
- **Polymer Injection Moulding** Unbreakable case for Compact Discs
- **Textile Industry** : Joint-Venture Partner
- **Translation and Interpretation** : Self-employed
- **Production Assembly Lines** : Student Job
- **Mail and Package Distribution** : Student Job
- **Supermarkets and Retail** : Student Job
- **Hotel and Service Industry** : Student Job

### Education

#### Academic Studies

- 2006 : Engineer (M.Sc. / cand.polyt. ), International Technology Management, Aalborg University, Denmark
- 2003 : Engineer (B.Sc.), Export Engineering, Copenhagen University College of Engineering, Denmark
- 1996 : Upper Secondary, Science Line, Frederiksberg Gymnasium, Denmark

#### Certifications

- 2012 : Certified Master Black Belt, American Society for Quality (ASQ)
- 2008 : Certified Supply Chain Professional (APICS CSCP)
- 2006 : Certified Six Sigma Black Belt, American Society for Quality (ASQ), Brussels, Belgium (recertified 2009)
- 2003 : Six Sigma Green Belt, General Electric, Versailles, France

#### Test Certificates

- 2010 : Chinese Mandarin Proficiency Test, HSK Level 1, Hanban / Confucius Institute Headquarters, Denmark.
- 2009 : Japanese Language Proficiency Test, JLPT Level 4 Certificate, The Japan Foundation

#### Completed trainings

- 2014 : Basic Offshore Safety Induction and Emergency Training (BOSIET), Maersk Training, Esbjerg, Denmark.
- 2007 : SCOR 8.0 Framework and SCOR 8.0 Implementation Training (updated with version 10.0 in 2011)

### Languages

Languages	Danish	English	French	German	Swedish	Spanish	Bulgarian	Italian	Russian	Greek	Mandarin	Japanese	Vietnamese
Level Of Spoken Proficiency	<b>Fluent</b>	<b>Fluent</b>	<b>Fluent</b>	<b>Fluent</b>	<b>Fluent</b>	<b>Fluent</b>	<b>Fluent</b>	<b>Good</b>	<b>Basic</b>	<b>Basic</b>	<b>Basic</b>	<b>Basic</b>	<b>Basic</b>
Level Of Written Proficiency	<b>Fluent</b>	<b>Fluent</b>	<b>Good</b>	<b>Good</b>	<b>Good</b>	<b>Good</b>	<b>Basic</b>	<b>Basic</b>	<b>Basic</b>	<b>Basic</b>	<b>None</b>	<b>None</b>	<b>None</b>

- Fluent : Full negotiation skills, No Interpreter or proof-reading necessary  
 Good : Good communication skills with occasional need for translation, proof reading necessary in written correspondence  
 Basic : Basic survival communication skills, capable of writing with dictionary help and proof-reading highly necessary

### Elected Offices, Accreditations and Extracurricular Activities

- University External Examiner : Member of the Danish university examiner corps (Mechanical and Business Engineering)
- University Lecturer : Occasional Guest Lecturer on Executive MBA and graduate programs (Engineering and Business)
- Company University Advisor : Proud history as company contact for top-grade university students and close contact to European universities, including the IAESTE and AIIESEC student-exchange programme.
- Proctor : Chief exam proctor for the American Society for Quality (ASQ) in Denmark
- Sports club chairman : Chairman and Chief instructor of MAN Diesel & Turbo's SCUBA diving and marine sub-sea club
- Instructor : SCUBA Diving Instructor (IDC Staff), PADI, Norway
- Instructor : First Aid, EFR, Denmark
- First Aid Gold Medal : Military Service (Army, Combat Forces) at HM Gardehusar Regiment in Slagelse, DK.
- Driving Licence A1 + A2 + B : Full, clean driving license for car and motorcycles, EU
- Sailing License : License to sail vessels, motor and sail, not exceeding a gross weight of 20 tons, EU/Asia
- Ultralight Airplane Pilot License : JAR License to pilot an airplane, not exceeding 2 passengers and a gross weight of 650 kg, EU

### Spare time occupations

- Taking care of my mother and family eldest - I am obliged to my responsibilities towards the elderly and incapacitated in my family.
- Languages, Alphabets, Cultures and History - Learning even more about the people who inhabit our planet.
- Classical Flute, Piano and Flamenco Guitar - I am a lover of music as long as it has a heart.
- Windsurfing, SCUBA diving, Sailing and Flying - Anything that has to do with the sea and water or the blue colour of the skies.