

CONSULTANT PROFILE

Work experience

#1028

Project Manager. Year of birth: 1959.

Speciality: development and management of companies, all of which operated internationally.

2014 - Prevas A/S
Prevas Freelance Consultant

April 2011 -
Head of Propeller & Aft Ship, MAN Diesel & Turbo, site Frederikshavn

March 2010 – March 2011
Interim Management at Vestas Wind Systems A/S

April 2009 – November 2009
Heading the sales of Palm City A/S

January 2008 – February 2009
Plant Manager, Royal Denship A/S

January 2007 – December 2007
Plant Manager, Body Bike A/S

May 2002 – end 2006 Managing Director, Scandinavian Yacht Interiors A/S.
The company produces interior solutions for luxury yachts.

Mid 2001 – mid 2003
Sparring with the Management of Body Bike A/S, a company of which I am a co-owner.

February 2001 – April 2002
Vice President, responsible for business development, Royal Denship A/S.
The company manufactures luxury yachts through Danish yards.

January 1998 – January 2001
Group Director, responsible for the company's production, Martin Gruppen A/S.
The company develops, produces and sells primarily intelligent lighting robots to the Entertainment Industry worldwide.

July 1992 – January 1998
Plant Manager, Martin Gruppen A/S.
The company develops, produces and sells primarily intelligent lighting robots to the Entertainment Industry worldwide.

January 1991 – June 1992
Managing Director, Arden Metalvarefabrik A/S.
The company produces chassis parts in sheet for primarily Martin Gruppen A/S

July 1988 – January 1991
Regional Export Manager, Brüel International A/S.
The company develops, produces and sells box washing machines for the food industry in Europe.

Competencies

Business Strategy/Development

- Formulation of Mission and Vision Statements
- Implementation of - and anchoring strategies
- Formulation of Basic Values and Action Plans

Salesmanship

- MAN Diesel & Turbo A/S, broadening the customer base and sales/distribution network globally – and introducing a totally new propulsion principle(the Kappel Propeller Design) in a reluctant market
- Project sale, Palm City A/S, Frederikshavn
- Developing strategies in Top Management as well as support to the sales department in the USA in Martin Gruppen, Inc.
- Sales of projects, Scandinavian Yacht Interiors A/S
- Sales strategy and more, Body Bike A/S, Frederikshavn
- Establishing markets in Denmark, Norway and Switzerland for brüel international A/S

Innovational Skills

- At MAN Diesel & Turbo I am heading the strategy process in the Propeller & Aft Ship unit. Elements of the strategy is change of mindset of the entire organisation from a manufacturing approach to a knowledge-based globally approach
- At MAN Diesel & Turbo I am heading the formulation and implementation of strategic agreements with relevant propellerbuilders in South Korea, Japan and China
- Establishment of three production sites in Denmark for Royal Denship A/S
- Establishment of several production facilities in Denmark and abroad during my position with Martin Gruppen A/S
- A former sea food factory on a separate location in Frederikshavn was acquired and in February 1995 extensive rebuilding resulted in more than 8.000 square meters of new production area. In the period up to the year 2000 continuous rebuilding/new building took place in order to comply with production requirements. End result: Approximately 13.000 square meters of production area in total
- In the autumn of 1999 it was decided to develop the English subsidiary in Louth to become an up-to-date production unit to produce smoke machines and smoke fluid. In the middle of the year 2000 the company moved to totally restored buildings with a completely new and up-to-date production setup adjusted to local conditions.
- In December 2000 the Board of Directors of Martin Gruppen A/S accepted to establish a new assembly plant. The total budget for this project was DKK 100 million.

Planning and Production Management

- Adjusting (production) strategy for MAN Diesel & Turbo, Propeller & Aft Ship. Denmark production base is being minimized, as localisations/agreements in South Korea, Japan and China are ramping up
- In view of the fact that some suppliers were unable to reach the required

level of competencies, Royal Denship A/S decided to insource all relevant key competencies. I was responsible for the GRP (Glass Reinforced Plastics) centre in Nakskov, which already is a world class player in its field. Further, the Interior centre in Ans, where the interior solutions already are very modularized, can end up being the core competency of the Royal Denship company. Finally I was heading the Fit Out centre in Aarhus, which during 2009 will reach the expected level of quality, delivery on time as well as the budgeted cost level.

- In Martin Gruppen A/S it was decided in 1992 to insource all key competencies. In addition to the assembly competence a number of business units were established.
 1. Metal sheet work at a highly automated level
 2. Print assembling on the basis of the SMD technology
 3. Socket and cable set
 4. Partially automated glue assembling of the colour components
- The company Body Bike A/S develops and produces spinning bikes for fitness centres worldwide. Until the spring of 2003 I participated in the management of that company and I established a satisfactory turn around. In connection with this process the production was outsourced, except from the finishing assembly process.

Production Technology

- All aspects within manufacturing of Mega Yachts in steel and composit materials. Very well developed modular manufacturing in several variations.
- Considerable experience with automation of metal sheet production. Automation of bend processes by means of robots was a break-through.
- SMD print technology. By means of a strong focus to use leaded components, the hands-on production in the department was significantly minimised.
- Automation of glue processes of glass, often on curved sheets.
- Automation of assembly processes as a consequence of a product platform strategy.

Information Technology

- Formulation of IT-strategies in various contexts
- ERP-Implementation by Baan Information Systems in Martin Gruppen A/S in 1999
- Development, implementation and anchoring of sophisticated IT-based tools on the MS Windows platform for Scandinavian Yacht Interiors A/S

Logistics/Purchasing

- I played a major role in establishing the logistic and purchase system of Royal Denship A/S.
- Ongoing development of the logistics system in Martin Gruppen A/S. The considerable in- house production and approximately 15.000 product codes have resulted in constant focus on optimization in this field.
- Managerial control of considerable logistics projects. Scandinavian Yacht Interiors A/S had the largest interior accommodation project with a budget of DKK 100 million, divided between 100 suppliers worldwide.



Turn Around

- Ongoing process in MAN Diesel & Turbo, where I, as the Change Agent, am turning the Propeller & Aft ship unit from a manufacturing unit into a knowledge based unit and Center of Hydrodynamical competence – the driver is constant development
- Restarting, and revitalizing a significant R&D wind turbine project at Vestas Wind Systems A/S, Denmark
- Heading the change from a project organisation into a manufacturing organisation in a very tight time schedule within Royal Denship A/S, Denmark
- Implemented and completed many internal turn around processes in Martin Gruppen A/S, as a natural consequence of the insourcing strategy which the company followed very strictly.
- Implemented and realized a turn around process in the company Body Bike A/S of which I was co-owner.

(Continued on last page)

Education

August 1983 – June 1988
Master of Science in Engineering, Institute of Production, Aalborg University.

April 1980
Finished education as a mechanical engineer at Frederikshavn Værft A/S

(Continued on last page)

Competencies (continued)

Positions of trust

Board member in Body Bike A/S from 2001
– resigned in 2008, when exiting the company

Board member in Peter Johansen Group A/S
– the majority of companies in the group from 2001- resigned 2008

Board member in Peugeot, Frederikshavn, from 2006

Languages

- Danish (mother tongue)
- English (fluent)
- Norwegian, Swedish, German (basic)

Education (continued)

August 1982 – June 1983
Basic higher education, Aalborg University.

February 1981 – July 1982
Mechanical engineer at Frederikshavn Værft A/S.

May 1980 – January 1981
Military service at Flyvestation Aalborg, Royal Danish Air Force



CONSULTANT PROFILE

I joined in 2011 the MAN General Management Programme, a 2-week internal seminar for Senior Managers, VPs, etc.

In 2000 I joined VL70, the Top Executive Programme, under the auspices of the DIEU/MANNAZ. The VL70 Group is still intact and every year it holds a considerable number of expert as well as social meetings in Denmark and abroad. Professionally the members have sparred with each other regarding various relevant issues, to make companies ready for sale, formulation of strategies with a view to remarkable market expansion, and other vital issues.