


Curriculum Vitae for Bjarne Nielsen

Independent Strategy & Management Advisor

(January 2017)

<p>Very short about myself</p>	<p>My areas of advisory are among others</p> <ul style="list-style-type: none"> ✓ Strategies and Business Plans, including management of the strategy process if relevant ✓ Management, principles, systems and infrastructure for efficient value creation ✓ Execution ✓ Total management of time based (and perhaps partner owned) knowledge companies ✓ Corporate Governance and efficient board work <p>My fundament is many years as</p> <ul style="list-style-type: none"> ✓ management consultant ✓ executive director in a big consulting firm ✓ board member and chairman in a number of companies <p>where I have built a broad experience in strategy and management in both the private and the public sector. An experience that covers many types of management problems and many industries and company sizes.</p> 
<p>Professional Experience and Key Qualifications</p>	<ul style="list-style-type: none"> ⇒ Strategy Planning: I have assisted many companies and organisations in strategy planning and business planning. Also during my time in PA I played a key role in the development of PA Consulting's global strategy methodology. The development of efficient strategy methodologies is still a primary interest of mine, and I am advisor on the strategy projects on CBS' Full Time MBA Study. ⇒ Executive Management and Execution: I have advised many boards, management teams and line managers on the development of solutions to essential management problems and on the improvement of management efficiency. Assignments include among others turn around, change management, shareholder value, execution and organisational change. This competence is also influenced by my role as executive director in PA – a consulting firm (with at that time 3.500 people) does not run itself automatically. Within my areas of responsibility I had the same management tasks (marketing, sales, production, recruitment, personnel management, product development, M&A, turn around etc.) as other top managers. ⇒ Corporate Governance and Board Memberships: Since 2002 part of my time has been allocated to non-executive board memberships where I contribute with my accumulated experience. During 2004 I was member of a team formed by The Institute of State Authorised Public Accountants in Denmark (FSR) that developed recommendations for good governance in small and medium sized companies. ⇒ Analyses and reviews: In particular for government bodies and organisations, concerning private enterprise conditions and public research & development, I have been in charge of analyses, descriptions and evaluations with strong weight on the report documentation. <p style="text-align: right;"><i>To be continued</i></p>

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	<p>⇒ Broad industry knowledge: Every industry and every company has its specific conditions and methods to create value. However in a tough global competition inspiration from others becomes more and more beneficial. My many years as adviser to top management have provided me a very broad spectrum of experience and many useful contacts in both the private and the public sector. Naturally, due to my own executive role in PA, I have a specific in depth knowledge of all aspects and disciplines of the management of partner owned hour billing knowledge based companies.</p> <p>⇒ International experience and orientation: Naturally following the above.</p>
<p>Professional Career</p>	<p>⇒ From August 2002: Own firm, nielsencompany: Independent Strategy- and Management advisor On my fundament of extensive experience from many types of companies, industries and management problems, I work as advisor to primarily boards, top management and owner-managers, on strategy and management. Also I accept independent non-executive board memberships.</p> <p>⇒ 1975-2002: Management Consultant, Partner and Director 1975-1977: Ove C. Alminde ApS, where I learned the fundamentals of Management Consulting. 1977-2002: T. Bak-Jensen A/S (where I became partner and director in 1983), and PA Consulting Group Ltd. (to which we sold T. Bak-Jensen in 1990). I had executive responsibility for the Strategy & Marketing Division in Denmark. Further I was a registered member PA's Danish Executive Committee, a member of PA's Global Strategy & Marketing Division Executive Committee, and a member of PA's Global Management Group. In 2001 PA's revenue was app. £ 400 m. with app. 3.500 employees. In Denmark app. DKK 450 m. (£ 45 m.) with app. 240 employees.</p>
<p>Example engagements</p>	<p>⇒ Private Organisation: Assistance to the development of a strategy plan.</p> <p>⇒ Large shipping company with headquarter in Belgium: Assistance to the development and implementation of a strategy plan.</p> <p>⇒ Large shipping company: Assistance to the development of a strategy plan for the operation in Russia.</p> <p>⇒ A large trust: Assistance to the development of a strategy plan.</p> <p>⇒ A large consulting engineering firm: Assistance to designing a new organisation and management system.</p> <p>⇒ A large industrial company operating mostly outside Denmark: Assistance to the development of a Strategy Plan for the entire company.</p> <p>⇒ Individual managers: Personal coaching.</p>
<p>Current memberships of Boards and Advisory Boards (in alphabetical order)</p>	<p>⇒ C-Leanship A/S, 2015 Advisory Board member. Company established in 2011 with the purpose of developing a ROV (Remotely Operated Underwater Vehicle) for vessel hull cleaning and operate these ROV's at globally situated stations. Saab Ventures is the biggest shareholder.</p> <p>⇒ Copenhagen Optimization Aps, 2015 Advisory Board member. Consulting and soft-ware development company on real-time queue optimization in airports etc.</p> <p>⇒ LM Consulting and Management A/S (formerly Indblik Nu A/S), 2008 Chairman of the Board. Start-up with web-publishing of high quality background articles on politics, economy, business and history. The project has been given up and the purpose changed to consulting. At present the chair-</p>

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	<p>manship is pure formality without material content.</p> <p>⇒ Music Business 2000, 2015 Advisory Board member. An initiative with the purpose of bridging between professional composers and private enterprises to create new use of sound and new sources of income.</p> <p>⇒ NorthHouse Partners ApS, 2016, Chairman of the Board. Consulting firm managing large IT Projects.</p>
<p>Previous memberships of Boards and Advisory Boards (in alphabetical order)</p>	<p>⇒ BHJ A/S, 2002 – 2004 member. Public listed trade and production company within food, proteins and pet food. App. 400 employees; revenue app. 2,000 m. To achieve best owner the company was sold to an American company with big synergy opportunities.</p> <p>⇒ Copenhagen Business School (CBS), Department of Strategic Management and Globalization, 2005 - 2011 Advisory Board member.</p> <p>⇒ Copenhagen Economics A/S, 2005 – 2007 chairman of advisory board; 2007 - 2014 chairman of the Board. Consulting firm specialised in economic analyses as decision support in complex situations primarily within Competition & Regulation, Impact Assessment, Trade and Anti-dumping and Regional Economics. App. 40 employees; revenue app. DKK 50 m.</p> <p>⇒ DS Certificering A/S, 2006 – 2011 deputy chairman. A 100 % owned subsidiary of the Danish standardisation organisation (Dansk Standard) which, based on accreditations from the Danish State, FDA, etc. undertakes certification of systems, products and persons. Examples are quality management systems, environmental management systems, food safety, medical equipment and CO2-accounting. App. 60 employees; revenue app. DKK 60 m. Following a new strategy the company was taken closer to the mother company.</p> <p>⇒ Horton International A/S, 2005 – 2009 deputy chairman. Executive Search firm. The future perspective did not justify a professional Board.</p> <p>⇒ Humlum Energy Consult Holding A/S (holding company for Keep Focus A/S, see below), 2005 – 2009 member.</p> <p>⇒ Keep Focus A/S, 2005 – 2009 member. Hard- and software plus consulting within surveillance and saving of water and energy consumption. App. 15 employees; revenue app. DKK 13 m. The owner took full control over the company.</p> <p>⇒ Mannaz A/S, 2005 – 2012 member, also member of the board's remuneration committee. Leadership development through open enrolment courses, corporate solutions and capability consulting. App. 90 employees. Revenue app. DKK 180 m.</p> <p>⇒ Plougman & Vingtoft A/S, 2002 – 2003 member. One of Denmark's largest intellectual property consulting firms. App. 120 employees; revenue app. 140 m. The operation was so integrated with the mother company that a de facto functioning board could not be justified.</p> <p>⇒ Stibo A/S, 2002 – 2007 member. Conglomerate with three divisions: CCI Europe (one of the world's leading providers of software to newspaper editing); Stibo Graphic (one of Scandinavia's leading magazine and catalogue printing companies) and Stibo Catalogue (software solutions to the management of very large amounts of product data to catalogues etc.). In total App. 800 employees; revenue app. DKK 1,000 m. I left the board after disagreement about the strategy.</p>

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	<p>⇒ Stibo Holding A/S (holding company to Stibo A/S, see above), 2002 – 2007.</p> <p>⇒ VT Holding A/S, 2003 – 2005 member. Public listed equity company in the termination phase. Revenue app. DKK 1,700 m. when I became a member. I was elected by the institutional investors in the forming of a new board following public debate about the CEO's bonus. The task was to sell of the portfolio companies and close the company.</p>
Other memberships	<p>⇒ The think tank CEPOS' Council</p> <p>⇒ The Danish Society Of Engineers</p>
Education	<p>✓ 1971: Tool & Die Maker</p> <p>✓ 1975: BSc. Industrial Engineering, Copenhagen University College Of Engineering (Ingeniørhøjskolen i København)</p> <p>✓ 1979: BSc. Accounting, Copenhagen Business School</p> <p>✓ Courses, conferences etc.</p>
Language	English: fluently; Norwegian and Swedish languages are close to Danish; German: can manage; French: some knowledge.