

Summary

Niels-Kristian Hersoug

Curriculum Vitae

I am a 52 year old Master of Science and Business Administration with serious international experience in managing and driving growth in technological advanced companies, in good times as well in bad times.

I have obtained strong results in communicating products and solutions to the world market with large project sales as a result, and with communicating opportunities and future prosperity to the capital market and have raised more than DKK 100 mill (EUR 13 mill) in equity capital to various companies.

I am thrilled to work in the intercept point between the desires and needs from the market, the capabilities of the organization and the mastered technology and know-how. In order to behave successfully here, commercial understanding and technological knowledge are needed, together with a little bit of luck.

I easily communicate with people. First phase with careful emphatic listening, followed by active management, if this is required. I am searching for solutions, and I am not afraid of employing untraditional methods.

I am not being swept off by large problems. If there is a way out, I will probably find it, fighting to the finish.



Professional Experience

TERMA[®]

The largest defense company in Denmark; EUR 142 mill. staff 1300.
Provider of mission critical solutions for the aerospace, defense and security industry

2008 - 2010

- Vice President; Air Traffic Management Systems
- Reference
 - Senior Vice President
- Responsibility
 - P&L and Turn around responsible for the Air Traffic Management Business Unit (DKK 40 mill, staff 25)
- Results
 - Growing Order Intake 64% (2007/08 – 2008/09)
 - Turn around strategy



Brussels based Centre of excellence for the European cable TV industry.
Member organization for cable TV operators in Europe delivering services to over 75 million customers. EUR 2 mill, staff 5.

2005 - 2007

Managing Director

- Reference
 - Board of Directors
- Responsibility
 - P&L and turn-around responsible
 - Member of the Digital Video Broadcasting (DVB) Steering Committee in Geneva representing the Cable TV Industry
- Results
 - Turn around and revitalization.
 - Business re-engineering signing partnership and sub supplier deals
 - Growing activity level more than 250% (2005/2006)
 - Rectification of financial foot faults.
 - Doubling number of pan European Cable TV Workshops

Professional Experience



Consulting services within Strategy, Fundraising and Interim Management.

2005 -

Managing Director

- Reference
 - Self employed with reference to the customers CEO
- Responsibility
 - Strategy development and fundraising consulting
- Results
 - Strategy and fund raising consulting for T-Pack Systems providing chip solutions for Telecom ASIC applications.
 - Strategy and fund raising consulting for NANGATE providing Electronic Design Automation for Integrated Circuits



Start-up in advanced Silicon packaging for optical & MEMS components. Staff 30

2001 - 2005

CEO and Geschäftsführer

- Reference
 - Board of Directors
- Responsibility
 - P&L and turn-around responsible
- Results
 - Securing EUR 9.7 mill, from top ranked international venture funds, in a very depressed industry.
 - Established presence in Berlin & Dallas.
 - Business System modeling signing partnership and sub supplier deals.
 - Building the Company from “pure university group” to an international packaging supplier, recognized by the very largest international component manufacturers.
 - Awarded The Innovation Community Company of 2004, from the Danish Ministry of Science Technology and Innovation. Awarded winner of 2005 Tornado Insider’s fourth Tornado 100 award.

Professional Experience



Global provider of Test and Measurement systems and instruments. EUR 100 mill, staff 1000.

1999 - 2001

Vice President, COO; Division Head, Telecom Division

- Reference
 - CEO
 - Business presentation at GN Nettest board meetings.
- Responsibility
 - P&L and Turn around responsible for the Telecom Division; EUR 30 mill staff 170.
- Results
 - Strategy development, merging Telecom & Datacom Division
 - Preparation for IPO on Nasdaq and Copenhagen Stock Exchange of GN NetTest. Editor on "Business Description" part of prospect accepted by SEC.(Standard Exchange Securities)



Global provider of all aspects of telecom solutions. EUR 15 Bill; staff 100.000

1998 - 1999

Head of Access Network Management Solutions.

- Reference
 - TC
- Responsibility
 - P&L responsible for the Danish part of Access Network Management Solutions, EUR 3 mill, staff 29
 - Joint business responsible for the consolidated business for Network Management Solutions. EUR 30 mill.
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- Results
 - Strategy development
 - Clear goal formulation.
 - Staff revitalization
 - Business and strategy development for the consolidated business

Professional Experience



Global, US based, provider of advanced telecom switching and high speed optical networking solutions. (Former NKT Elektronik). Staff 1400.

1990 - 1998

Senior Product Manager

- Reference
 - Vice President product marketing
- Responsibility
 - Product line responsible for advanced optical transmission products to the global market. Turnover in excess of EUR 14 mill
- Results
 - Global marketing of advanced optical transmission systems

Project Manager,

- Reference
 - Vice President research & development
- Responsibility
 - Responsible for R&D, procurement, production and installation of advanced optical telecom transmissions systems for the global market. Up to 50 people in the project group.
 - Managing development of Europe's largest chip design
- Results
 - Industry changing product development, introducing advanced low cost optical transmission in the liberalized global access networks.



Design and manufacturing of high speed GaAs ASIC to the defense and telecom industry. Joint venture between NKT and GigaBit Logic. Staff 7.

1987 - 1990

R&D Project Engineer.

- Reference
 - Director Design Center
- Responsibility
 - Responsible for design and layout of ultra high speed Application Specific Integrated Circuits (ASIC)
 - Intense customer relation management
 - 1989 Stationed in Los Angeles at the JV partner GigaBit Logic, in order to facilitate integration between NKT & GigaBit Logic.
- Results
 - Formed the foundation of the later Intel acquisition of Giga Aps.

Professional Experience

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NKT ELEKTRONIK

Design and manufacturing of high speed optical telecom transmission systems

1983 - 1987

R&D Project Engineer.

- Reference
 - Director Telecom Group
- Responsibility
 - System architecture, design and layout of ultra high speed Application Specific Integrated Circuits (ASIC)
 - Board level design & test
- Results
 - Fully functional, first time right, chip developments
 - Very advanced technology; first ECL chip in Denmark

Board experience

JJ Measurement ApS



Seed stage technology start-up in accurate, optical, non-contacting, angle measurement.

2000 - 2002

Member of the Board

Responsible for Industry Analysis



Business Angle / Venture investment company, focusing on IT & Telecom and e-business, early stage investments.

2001 - 2004

Member of the Board and responsible for qualifying the deal flow.

Responsible for the investment in Micro Managed Photons A/S (DKK 30 mill) including preparation of road show and Business Plan.

Education



1998

Executive Master of Business Administration



2008

Prince II™ Foundation and Practitioner, Certified Project Manager.



1983

Master of Science Electrical Engineering

Languages



Danish:
Native language



English:
Negotiation level



Scandinavian:
Working level
Norwegian family
Swedish working experience



German:
Working level



French
Tourist level

Stationing



USA; California
Stationed
Business travels

Business Travels



West and Eastern Europe



India



China



Russia

Personal Data

Leisure Time

- Children: (Frida 1987); Maibritt 1990 and Hans-Jørgen 1995
- Design, architecture and construction of a major house reconstruction..
- Founder and head of NKTe-Alumni network society. (www.nkte-alumni.dk)
- More than 10 years on the board of the local School. Chairman of the Board.
- 10 years on the board of the local youth centre. Chairman for 4 years.
- Licensed HAM (Radio amateur) since 1971 (OZ7IU) however passive.
- Holder of certificate of proficiency in yachting.
- Passionate SAAB owner
- Enthusiastic photographer

Contact

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Appendix: Competences

General Management

- Hands-on experience with all the tools needed performing general management of group's size 10 – 200 staff.
- Perceive always the General Manager as the top salesman
- Management through managers
- Hireling of senior officers
- Right sizing of organizations in a decent way.
- Reporting and expectation setting to superior's
- Modeling and changing the organization
- Awareness of the General Managers role as a lodestar for the organization.
- Business Modeling by alliances and partnerships

Strategy

- Organization of strategy development process, including the senior officers.
- Concluding, Analytical, fact based Industry Analysis
- Concluding, Head on fact based Company Analysis
- Precise Strategy formulation
- Crisp and clear presentation material.
- Gets buy-in from Board as well as from staff.

Fund Raising & Corporate Finance

- Communication and negotiation and deal closing with venture investors
- Presentation of investment cases on road-shows
- Raised in 2004 EUR 9.7 mill, to Hymite A/S from top ranked European venture funds.
- Raised in 2001 EUR 3 mill in seed capital from Danish Funds.
- Editor for of Nettet IPO prospect describing the group business.

Sales & Marketing

- Close the deal drive
- High tech B2B marketing, including exhibitions, ghost writing and trade fairs.
- Management of sales staff
- All phases of Project sales:
 - Preparation of the customer and helping him formulating his needs.
 - Influencing the customer, when writing the tender specifications.
 - Forming international consortia's to bid for a large tender.
 - Biding in international tendering processes, including bid tactics and preparation of extensive bid material.
 - Bid presentation
 - Negotiating the final contract.
 - Winning the contracts, including pressure on the customer to close the deal.

Appendix: Competences

Project and Programme Management

- Programme Management of a suite of high-stake international customer implementation projects.
- Management of Project Managers, guiding their tactics vis a vis the customer.
- Direct customer management of large projects in trouble.
- Prince II™ Foundation and Practitioner, Certified Project Manager
- Project management of technologically advanced research and development projects.

People Management

- Proven people management skills.
- Experienced all the way from attracting, recruiting and motivation of highly educated skilful international staff, to right-sizing of organizations.
- Clear and well communicated goal setting
- Maintains a very high information level towards the staff, as this is a main motivator.
- Management of international staff outside of Denmark.

Research & Development

- Predictable advanced technology Research and Development management in
 - IT and many aspects of Software development
 - ASIC development. (Application Specific Integrated Circuits)
 - Knowledgeable of many R&D quality assuring processes and methods.
- Closing the loop between the customer needs and the mastered technology in the R&D group.

Financial

- Experienced P&L responsible
- Budgeting, forecasting and reporting
- Sales Pipeline management in order to get a useful forecast.
- Annual accounts

Appendix: Competences

International

- Broad international Business experience from many parts o the world.
- European centric experience with large as well as start-up companies, including incorporation of companies and employee legislation in Germany & Belgium.
- US centric business experience, with larger companies.
- Experience with forming partnerships with the very top of the Industry in India
- Experience with distributors and value added resellers in China.

Communication

- Excellent communicator in one to one and in one to many situations.
- Presentations to large audiences often very well received.

Personal Competences

- Result oriented with a great drive
- Optimistic, Enthusiastic
- Very robust personality
- Durable, Hard working
- Powerful, Persistent, Hard nose
- Tolerant, Empathic, and a very good listener
- Creates trust in one to one and in one to many situations