

# Curriculum Vitae - Kjeld Garlov



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## Contact-data

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## Summary Performance Management / Analytical & Structured / Positive & Open minded

I have 20 years of experience as a **leader** who emphasis situational leadership and the establishment of high performance teams, driven by commitment and a determination to make a difference. I drive change while I maintain high quality performance and results. I've always been successful as a manager by being visible, positive, set direction and lead the way.

I've **experience** from the entire value chain, covering both B2C and B2B as well as international experience having lived and worked in Norway for 3 years and work in a global organization. I work analytical and focused and thrive on achieving results with others. I have strong competencies in '**operational excellence**' with a focus on finance, process optimization and business development.

On a **personal level**, I am open minded and accommodating, giving good relationships internally and externally at all levels and an organization that thrives.

**Private life:** I was born on Juli 15'th 1965 and has since 1993 been married with Joan, who is Support and Development Manager. Together we have Mathias (19Y) and Nathalie (17Y). In my spare time I play tennis, run, spend time with family and friends, read books and relax in our cottage.

### Key competencies:

- **General Management up to 140 employees:** 85 in line+55 in matrix, multiple levels and variety of employees
- **Strategy- and Business Development:** Definition and implementation of vision, strategies and values
- **Performance Management and controlling:** Navigation through KPI-management and 'balanced scorecard'
- **Organizational and people development:** From strategy to individual goals and needed competencies
- **Communication:** Internally and externally. From 1:1 to town hall meetings and conferences (media trained)
- **Operation Management:** Retail operation, finance operation
- **Shared Service** within Finance, HR, Facility Management and IT: Service level agreements and sourcing
- **Property Development and Facility Management:** Retail chain with 325 sites, head office and refinery
- **Process optimization** of the entire value chain through Lean and BPR
- **Sales:** Order taking, B2C incl. CEM and B2B incl. KAM-function and aftermarket service
- **Production and logistics:** Plants, warehouses, depots, distribution and procurement

**Key figures:** Cost: 120 mio DKK, Investments: 220 mio DKK, Real Estate Portfolio: 1 bn DKK

**Industry:** Energy, Retail, FMCG Food, Industry, Trade, Conglomerates, Facility Management, Property

**Education:** MSc Economics & Business Adm., various management programmes, software courses etc

**Language:** Danish: Native language. English/Norwegian/Swedish: Negotiation in speech and writing

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## Career-overview

2013 –	<b>Senior Finance Manager (interim)</b>	Strategy & Project Management	DLG amba (group)
2010 – 2012	<b>Shared Service &amp; Finance Director</b>	Finance (CFO), HR, FM & IT	Statoil Fuel & Retail A/S
2000 – 2009	<b>Division Manager, Retail Properties</b>	Retail Operation & Procurement	Statoil Detailhandel A/S
1999 – 1999	<b>Retail Establishment Manager</b>	Strategy & Business Development	Statoil A/S
1996 – 1999	<b>Market- and Logistics Manager, Eur.</b>	Optimization of value chain	Statoil Norge A/S
1996 – 1996	<b>Market Manager</b>	P&L-responsibility, Lubricants	Statoil A/S
1994 – 1996	<b>Controller / Executive assistant</b>	Management info. & analysis	Statoil A/S
1991 – 1994	<b>Budget &amp; Planning Manager</b>	Business support, Sales&Operation	Statoil A/S
1990 – 1991	<b>Economist</b>	Economic optimization	Statoil A/S
1986 – 1990	<b>Teaching Assistant</b>	Economic optimization & statistics	Århus University

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## Additional information

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### **2013 – Senior Finance Manager (Executive Management Consultant); DLG** **Key figures for the DLG-Group, 2012:**

Conglomerate within manufacturing and sales of food products, crops, feedstuff, tele and energy.  
6.000 employees, around 200 companies, 25 countries, turnover 48,5 bn DKK, EBITDA 1,3 bn DKK

Reporting to CFO / Deputy CEO

Part of management team in Group Finance responsible for selected projects (until 40 participants)

#### **Responsibility:**

Responsible for selected strategic projects as well as CFO for the Food division:

#### **Tasks:**

- Preparation of board material
- Part of Task Force Management team for the turnaround of Kongskilde (global DLG group)
- Establish transfer pricing documentation for the DLG Group (building from scratch)
- Establish finance function within DLG Food (tasks and staffing)
- Major rebuild of the head office (Axelborg)
- Strategic model for portfolio management of the company's approximately 200 companies
- Strategy for Performance Management and KPI management of DLG
- Strategy for HSE Management in DLG incl Risk Management and 'Emergency Response' structure

#### **Results:**

- Kongskilde: Establishment and facilitation of 12 teams (initiatives, priorities and progress)
- Establishment of transfer pricing documentation for 2009-2012 (large project organization)
- Rebuild of Axelborg according to plan (time, quality, economy)
- Strategy Papers: Portfolio management companies, Performance Management and HSE structure
- Other: Background and Negotiations related to Merger & Acquisitions



### **2010 – 2012 Shared Service & Finance Director; Statoil**

#### **Key figures for Statoil Fuel & Retail A/S (Denmark), 2010:**

Sale of fuel and groceries, diesel fuel for heating and industry, aviation fuel, lubricants etc.  
2.899 employees, 375 sites, net turnover 10,8 billion DKK, net profit 520,6 million DKK

Before 1/10-2010: Statoil A/S reporting to VP Global Business Services, Europe

After 1/10-2010: Statoil Fuel & Retail A/S reporting to Head of Shared Services, Europe

Part of mngt. team for 10 countries, own group of 8 managers and 85 employees (+55 in matrix)

#### **Responsibility:**

Head of Shared Service in Denmark: Finance (CFO), HR, Facility Management and IT:

- Finance: Reporting & Consolidation, Controlling, Account Payable, Account Receivable, Compliance, and accounting services for individual service stations
- HR: Payroll, administrative services related to recruiting and dismissals, contractual administration, master data and welfare related services
- Facility Management: Operation and maintenance of head office incl. office supplies, printing, canteen, reception, switchboard and rental of excess capacity to external parties
- IT: Single point of contact for business-partners toward global function

#### **Tasks:**

- Ensure stable deliveries at high level from new Shared Service function
- Financial statements, annual reports, management reporting and controlling of 4 business units
- Increase productivity in the department through process optimization
- Establish excellent relations toward customers and high job satisfaction among employees
- Set direction and lead the way through big changes
- Optimize in- and outsourcing as well as move tasks to low-income countries
- Financial governance through forecast, controlling and implementation of corrective actions
- Coordinate board meetings

#### **Results:**

- Establishment of new Shared Service unit serving 4 business units and 400 sites
  - 10% lower costs through lean and 'value-creation-process' (process optimization)
  - Successful demerger of Statoil A/S related to IPO of Statoil Fuel & Retail ASA
  - Establishment of 2 independent Shared Service units due to demerger
  - Right sizing of organization after demerger
  - Facilitate the process of moving Shared Service to Riga, Latvia
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## **2000 – 2009 Division Manager, Retail Properties; Statoil**

2000-2004: Statoil Detailhandel A/S reporting to CEO

2005-2009: Statoil A/S reporting to Retail Sales Operation Director

Own management group of 6 managers, 10 employees and 100 'contractors'

### **Responsibility:**

Head of Statoil's real estate portfolio in the Danish retail chain:

- Develop and optimize the retail portfolio of about 325 sites (service stations)
- Retail strategy and development plan as well as facility- and project management
- Responsible for the company's procurement department (excl. groceries for resale)
- Responsible for the company's HSE department (Health, Safety and Environment)

### **Tasks:**

- Network development (amount of service stations, location, competitor surveillance, concepts)
- Acquisition, sale and rent of service stations or subset hereof
- Green fields, modernizations, shop upgrades and maintenance of retail chain
- Optimizing of insourcing/outsourcing as well as service level agreements
- Procurement: Tenders, contract negotiation, procurement processes
- Participant in 'emergency response team'

### **Results:**

- 10% reduction of purchase prices as part of 'turn-around'
- 50% reduction in robbery frequency due to preventive initiatives
- 120 shops rebuilt and conceptualized
- 220 service stations renovated
- Establishment of automate concept (brand '1-2-3')
- Acquisition and rebranding of Haahrs service stations and integration of Jets chain
- Implementation of lean at the service stations and best practice cross border in Europe



## **1999 – 1999 Retail Establishment Manager, Scandinavia; Statoil A/S**

Reporting to European Property Director, 4 employees

### **Responsibility/tasks:**

Head of Strategy and Business Development (retail chain):

- Competitor surveillance and mapping of own service stations and concepts
- Identification of new opportunities (incl. unprofitable sites to development or closure)

### **Results:**

- Development of strategy plan - how to develop the chain
- Establishment of new head office



## **1996 – 1999 Market- and Logistic Manager; Statoil Norge AS (Oslo, Norge)**

Reporting to Production- and Logistics Director, 3 managers and 25 employees

### **Responsibility/tasks:**

Head of Lubricant division in Denmark and Logistics in Europe:

- Denmark: Responsible for order taking, procurement of base- and blend stock, production, storage and distribution as well as aftermarket service (technical support)
- Europe: Responsible for optimization of logistics, that consisted of 2 plants, 3 warehouses, depots as well as bulk- and cargo-distribution to warehouses/depots/service stations/customers

### **Results:**

- Development of strategy for optimizing the logistics structure
- Implemented project for specializing of 2 major plants
- Restructuring of processes as part of ERP-project (new SAP-platform)



## **1996 – 1996 Market Manager; Statoil A/S**

Reporting to Sales Director, managers and 25 employees

### **Responsibility/tasks:**

Market responsible for sale of lubricants in Denmark (P&L-responsibility):

- Responsible for value chain, including sale, order taking, procurement of base- and blend stock, production, storage and distribution as well as aftermarket service (technical support)

### **Results:**

- 10% improvement of the bottom line
  - Establishment of strategic cooperation with prioritized 'key accounts' (e.g. Peugeot)
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**1994 – 1996 Controller / Executive assistant; Statoil A/S**

Reporting to Finance Director

**Responsibility/tasks:**

Responsible for controlling all sales divisions:

- Advisor for the Executive Management team: Prevent sub optimization and facilitate solutions.
- Result analyses and recommendations

**Results:**

- Implementation of 'balanced scorecard' and new Management Report
- Recovery of subsidiary at the Faroe Islands (turn-around)

**1991 – 1994 Budget & Planning Manager; Statoil A/S**

Reporting to Division Manager, 6 employees

**Responsibility/tasks:**

- Preparation and controlling sales-, cost- and investment budgets
- Business-cases and segment analysis

**Results:**

- Merger of 2 planning departments and related optimization of processes

**1990–1991 Economist; Statoil A/S**

Reporting to Budget &amp; Planning Manager

**Responsibility/tasks:**

- Budgets, analyses, projects
- Cooperation with other oil companies regarding exchange of oil products

**Results:**

- Optimization of logistics

**1986–1990 Teaching Assistant; Århus University****Responsibility/tasks:**

- Teaching in 'Business optimization' and 'Statistics' besides own studies

**Network****2008– Realdania**

Member of Realdanias network "Business Forum", which consist of senior executives from the largest private property owners in the country, including Novo Nordisk, Novozymes, Vestas, IBM, Atlas, Dagrofa, NCC, VKR etc.

**Education and courses****1990 - 2014 Courses:**

Various management courses, including:

- European Management Program (psychology, team building, at lead managers)
- MiS (management across borders, culture, values, situational management)
- ScanMap (leadership style, personal development, career planning)

Negotiation skills

Presentation techniques

Media training

Various software courses

**1984–1990****Cand. Oecon. (Msc, Economics & Business Adm., Aarhus University)**

Economics &amp; Business Administration. Average: 9,4 \*

Final Paper: "Optimal positioning of new products". Rating: 10 \*

\*: Calculated according to the danish 13-point scale

**1981–1984****Birkerød Statsskole**

Mathematical social sciences student

**Languages****Danish:** Native language**English:** Negotiation in speech and writing**Scandinavian languages:** Negotiation in speech and writing**References**

Relevant references made available on request