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CV

Christian Mourier Laursen

Basic data

Born: July 17, 1970
Married to Marianne Stigaard Laursen (marriage 1997)
Two children – Nanna-Sophie Laursen & Felix Laursen

Qualifications

Execution & Penetration ability/assertive
Technical/business oriented management
HR oriented management
Visionary/innovative
Communication skills
Diplomatic
Self-control
(more details - end of CV)

Management business experience

Mar. 2014 – Now; T-Systems Nordics A/S Deutsche Telekom
VP (Member of Board T-Systems Nordics A/S), part of general management
Deutsche Telekom group.

- Head of Delivery (Operations, IT-development & consulting) – 3 directors & Business operations
- Nordic region: Denmark, Sweden, Norway, Finland & Baltics
- Business area for all deliveries in region: operations, consulting, telecommunications. End-to-end responsibility.
- Service management, Project management, solution design, architecture & enterprise architecture, provisioning and contract handling
- Areas: Service management, service management large accounts & Business development
- Yearly Delivery budget DKK 450 m – 1 P/L

Jan. 2013 – Feb. 2014; Consulting & Systems Integration Division & Sales Steria
Executive Director (Member of executive committee Steria A/S), part of general
management Steria group.

- Head of IT-development & consulting division – 4 directors, 111 persons onsite, 5 situated in Poland.
- Head of Sales, Steria DK
- Business area for Application Management, Application outsourcing, Microsoft (.Net & Sharepoint) SI development, Oracle SI development & Java SI development & Business consulting division
- Development areas, Project Managers area, Programme Directors area, Consulting area, testmanagement & nearshore development unit
- Sector bid management area (bid management Denmark)
- Offshore/nearshore office
- Yearly Delivery budget DKK 160 m – 2 P/L's
- Yearly Sales budget DKK 120 m

May. 2012 – Dec 2012; Consulting & Systems Integration Division Steria
Executive Director (Member of executive committee Steria A/S), part of general
management Steria group.

- Head of IT-development & consulting division – 4 project directors, 111 persons onsite, 6 situated in Poland.
- Business area for Application Management, Application outsourcing, Microsoft (.Net & Sharepoint) SI development, Oracle SI development & Java SI development & Business consulting division
- Development areas, Project Managers area, Programme Directors area, Consulting area, testmanagement & nearshore development unit
- Sector bid management area (bid management Denmark)
- Offshore/nearshore office
- Yearly budget DKK 145 m – 2 P/L's

Jun. 2011 – May 2012; Consulting & Systems Integration Division Steria
Executive Director (Member of executive committee Steria A/S), part of general management Steria group.

- Head of IT-development & consulting division – 4 project directors, 111 persons onsite, 6 situated in Poland.
- Business area for Application Management, Application outsourcing, Microsoft SI (.Net & Sharepoint) development, Oracle SI development & Java SI development & Business consulting division
- Development areas, Project Managers area, Programme Directors area, Consulting area, testmanagement & nearshore development unit
- Yearly budget DKK 140 m – 2 P/L's

Nov. 2010 – May. 2011; Microsoft Projects - Microsoft Solutions NNIT A/S
Director (Senior Management)

- Head of IT-development business area – 4 area managers, 58 persons onsite.
- Business area for NNIT Microsoft platform projects
- Development areas, Project Managers area, Microsoft platform infrastructure/technology specialist area, Configuration control and change management, Frontend development, Sourcing project processes
- Yearly budget DKK 65 m - P/L responsible

Jan. 2010 – Oct 2010; Shared Services - Microsoft Solutions NNIT A/S
Dep. Manager (Senior Management)

- Head of IT-development business area – 3 area managers, 30 persons onsite. Also responsible for activities in Philippines: 52 persons
- Shared Services Center for Microsoft development activities at NNIT A/S
- Microsoft platform technology, Configuration control and change management, Frontend development, Usability, Test center, Sourcing management
- Yearly budget DKK 45 m - P/L responsible
- Employee satisfaction: 4,4 (scale 1-5; target: 3,8) (5 best)

Feb. 2009 – Dec. 2009; Shared Services e-solutions, Dev. org. NNIT A/S
Dep. Manager (Senior Management)

- Head of IT-development area – 30 persons onsite. Also responsible for activities in China: 7 persons and at Philippines: 48 persons
- Established Shared Services Center for Microsoft development activities at NNIT A/S
- Management head of group integration project: Integration of Philippines offshore unit (48 persons) into NNIT A/S. 6 programme tracks.
- Yearly budget DKK 45 m - P/L responsible
- P/L result YTD: contribution margin: 33% (target 27,5 %)
- Employee satisfaction: 4,4 (scale 1-5; target: 3,8) (5 best)

Sep. 2008 – Jan. 2009; IT-Life & Pension, Dev. org. Danske Bank A/S
First Vice President (Danske Bank Senior Management)

- Head of IT-development area – 51 persons, 6 in India

- Core System for Danica (Danske Bank group) pensioning and insurance. Group Insurance platform. Application management and SI.
- Yearly budget DKK 60 m

May 2006 – Aug. 2008; Loan Systems, Dev. org. Danske Bank A/S
 First Vice President (Danske Bank Senior Management)

- Head of IT-development area – 48 persons, 7 in Finland and 4 in India
- Loan and deposit system for Danske Bank group
- Application Management & SI.
- New organisation built from scratch
- Yearly budget DKK 60 m

Jan. 2005 – May 2006; Infrastructure Development, Dev. org. Danske Bank A/S
 Vice President

- Head of IT-development area – 100 persons
- Core banking infrastructure
- Fee and loan infrastructure. Workflow systems.
- Application technology, Application Management and SI.
- Yearly budget DKK 100 m

Oct. 2002 – Jan. 2005; Infrastructure systems, Dev. org. Danske Bank A/S
 Vice President

- Head of IT-development area – 40-55 persons
- Retail core banking infrastructure
- Interest, Fee, loan infrastructure, customer systems and bookkeeping.
- Application technology, Application Management and SI.
- Yearly budget DKK 45 m

Jan. 2002 – Oct. 2002; Programme BASEL II Danske Bank A/S
 Programme director

- Head of BASEL II programme in Danske Bank A/S
- Yearly budget DKK 35 m

Nov. 2000 – Jan. 2002; Programme Euro conversion Danske Bank A/S
 Programme director

- Project management for Euro conversion programme in Danske Bank A/S
- Yearly budget DKK 20 m

Larger value creating activities through my development areas

Feb 2014 – Now Deutsche Telekom

- Implemented new strategy
- Implemented new Delivery organisation (Technology → Business orientation)
- Implemented new governance setup (Sales & Delivery governance)
- Took over all contract ownership
- Project clean desk implemented (all red/yellow projects turned around to stable situation (green status) or closed)
- Revenue result local entity DKK 73 m
- Gross Profit result for local entity DKK 21 m
- Increased gross profit by 60 % compared to Year 2013
- Revenue result for whole Nordics DKK 500 m

Jun. 2012 – Feb 2014 Steria

- Established 9 new customers
- New offering area implemented – ITSM – strong growth (staff: from 1 to 7)
- CSM/CEM strong growth delivered – 300% Revenue growth.

- Implemented new sales strategy and approach
- Implemented new project & development model
- Implemented development infrastructure concept & organisation
- Verticalised one offering area – BPM
- Implemented consulting business area
- Implemented consulting business area
- Created & implemented new Sales process
- Defined and implemented CFO business consulting concept

Jun. 2011 – May 2012

Steria

- Three whole new client engagements (ordersize 10-60 mDKK)
- 2011 Gross Revenue growth +20 %
- New business strategy defined (growth strategy termed "New ways into Business") – Honored as #1 country strategy in Steria group. Undergoes implementation
- AM business area revenue over-performance in 2012 by 21 %, bottom line result 16%
- Project "clean desk" accomplished – clean up all non-performing business and projects
- New and streamlined tender process – tender hit rate increased from 5% → 35 % in one year
- Two new international execution collaboration models implemented
- New pricing strategy and approach – competitive direction
- New offerings palette implemented (9 main solution areas)
- Three new offerings developed and implemented (one SAAS)
- New organisation defined and implemented
- New competency direction implemented
- New resource management forecasting & process defined & implemented
- Nearshore development unit established – in execution mode

Jan 2011 – May 2011

NNIT A/S

- New service developed and sold to new customer: "Agile Development Sourcing Concept"
- New business role in NNIT A/S defined and implemented – "Segment Responsible"
- Business IT-services sales material (part of working group)
- Strategy and business direction for Projects development area – "Just Do IT" (business- and technology-objectives/roadmap)

Jan. 2010 – Dec. 2010

NNIT A/S

- Pipeline growth taskforce – turning pipeline crisis into solid growth (part of working group)
- Cloud services – sales offering
- Web components portfolio for Novo Nordisk intranet portal (under development)
- Service and product development: specialist services developed and sold (new services constitutes 65% of revenue in 2010)
- Innovation activities: 4 new web products for adm. portal
- Integration programme of Philippines sourcing unit successfully completed
- e-learning product developed for sale and sold to 5 customers

Feb. 2009 – Dec. 2009

NNIT A/S

- Offshore change management
- Shared Services Strategy (3 man-months)
- Project Management Support function established
- Project assessment processes and concept (3 man-months)
- Offshore processes and governance (3 man-months)
- Test organisation build (3 man-months)

- Three e-solutions projects (IT- og telestyrelsen and Novo Nordisk) (2 man-years)
- Offshore setup (sourcing steering) (3 man-months)
- It –performance stress test and test scheme (3 man-months)

Sep. 2008 – Jan. 2009 Danske Bank A/S

- Development and implementation of CMMI level 2 processes pensioning IT-systems development area (5 man-months)
- Danica Pension IT-infrastructure strategy (heading strategy process) (1 man-year)
- 2 risk-pensioning products developed and implemented (5 man-years)

Jan. 2007 – Aug. 2008 Danske Bank A/S

- New "Loan Systems" organisation implemented (1 man-year)
- SAMPO (Finnish bank) loan migration to group Loan System (70 man-years)
- New generic loan calculation (group) infrastructure (6 man-years)
- New agreement infrastructure (SOA based) (35 man-years)
- Bolån (Swedish loan system) migration to group Loan System (20 man-years)
- e-output solution for notice-of-changes (0,5 man-years)
- 2 new loan products to retail banking market – group impl. (1,5 man-years)

Jan. 2006 – Jan. 2007 Danske Bank A/S

- Irish Migration – loan migration to group Loan System (35 man-years)
- Account settlement – new straight through processing (STP) infrastructure to settle pensions and agreements (45 man-years)
- New group STP early repayment loan administration (12 man-years)
- New group interest frontend portal – interest infrastructure (10 man-years)

Jan. 2005 – Jan. 2006 Danske Bank A/S

- New organisation established from scratch (1 man-year)
- New auto loan roll-over group system (14 man-years)
- Product and agreement group infrastructure (15 man-years)
- New corporate loan product to DB Sweden (3 man-years)
- Workflow (process) consolidation (8 man-years)
- New customer portal role: Corporate process handling to CIB/Danske Markets (22 man-years)

Jan. 2004 – Jan. 2005 Danske Bank A/S

- New internal interest system (13 man-years)
- New group interest calculation infrastructure (18 man-years)
- Proof new Bookkeeping infrastructure (1,5 man-years)
- New group fee core infrastructure (10 man-years)
- PRS – SOA rule engine (30 man-years)
- Group Customer system infrastructure consolidation (5 man-years)

All group implementations has affected between 500 – 6000 users.

Other (innovative) solutions:

Offshore and Sourcing research collaboration with IT-University of DK and India (2011)

Custom XML Microsoft patch solution – collaboration with Microsoft USA (2010)

Development and Test platform offering (2010)

Specialist Services (2010)

Project budget control scheme (2009)

Test pricing (2009)

e-learning off-the-shelf solution (2009)

New loan products (2008)

Group sales process/architecture to automated product-sales (shopping basket scheme) (2008)

Product and agreement infrastructure concept (2007)

Education

Diploma in Business Administration (DBA) Henley Management College

- Executive Business Administration education
- 2 years study (bachelor level)

Aug. 1999 Ph.D. in engineering/theoretical physics 1,5 years DTU
(then by own initiative changed job to DB)

Feb. 1998 Cand.Scient. in Chemical-physics Univ. Cph.

(IT-development was part of my studies – in total 2 years)

Master Education grade mean value (Danish system): 12,3
Bachelor education grade mean value (Danish system): 9,7

Jun. 1989 Student Mathematical-Chemistry Himmelev Gymn.

Other business activities

Mar 2014 – Now Deutsche Telekom
Management on Duty responsible

Jun 2014 – Now Deutsche Telekom
Deputy for Management head of EMEA part region

Sep. 2010 – May 2011 NNIT A/S
Finance/Insurance/Pension segment delivery responsible - Microsoft deliveries.

Aug. 2010 – May 2011 NNIT A/S
Established research partnership with University of Copenhagen: Sourcing Management. Senior management representative in research steering committee.

Apr. 2009 – May 2011 NNIT A/S
Offshore/global sourcing management representative from Solution division.

Oct. 2008 – Jan. 2009 Danske Bank A/S
Head – enterprise architecture working group
"New Pension & Insurance infrastructure 2012". Participants: Board of directors, development directors and IBM.

Jan. 2003 – Jan. 2009 Danske Bank A/S
Chairman Danske Bank technology work group:
"Development tools & Technology". Participants: Development director and development managers.

Aug. 2008 – Jan. 2009 Danske Bank A/S
Management representative – work group (steering committee)
"Working processes & tools". Participants: Development directors and development managers.

Jan. 2006 – Jul. 2008 Danske Bank A/S
Management representative – steering committee:

"Foundation infrastructure". Participants: CIO and development directors

Jan. 2006 – Aug. 2008 Danske Bank A/S
Owner steering committee: "Loan Systems". Participants: Board of directors,
CIO and business directors.

May 2006 – Aug. 2008. Danske Bank A/S
Management representative – steering committee:
"Developer tools". Participants: CIO and development directors

International Experience

Projects in departments executed in:

- United Kingdom,
- Poland,
- China,
- Philippines,
- Finland,
- Sweden,
- Norway,
- Ireland,
- Northern Ireland and
- Germany

Teaching

1998 DTU
Teacher - Quantum mechanics
Held lectures and classes in quantum mechanics (bachelor level)
– language: english

1998 DTU
Teacher - Quantum mechanics
Problem sessions for Danish spoken students

Speeches, articles and conference activities

1997 – 1999 Univ. Cph./DTU
Participation in national as well as international conferences physics and
chemistry, as part of that also research in USA in 1996.

Several research speeches in English and Danish. Research published in articles
in both national and international journals. One example:

- "On the complexity of molecule-surface reactions"
Authors: Laursen C.M.; Christoffersen E.; Billing G.D.
Source: Chemical Physics Letters, Volume 290, Number 1, 26 June 1998
pp. 275-281(7). Publisher: Elsevier

2000 – 2007 Danske Bank A/S
Several speeches and articles within Danske Bank group.

2000 – 2007 Danske Bank A/S
Participation in national and international conferences/workshops regarding
technology, business and infrastructure strategy in Danske Bank. Participated as
Danske Bank representative – some examples are,

- IBM Technology Strategy Workshop - USA
- IBM Websphere conference - USA
- IBM new initiatives workshop - USA
- Microsoft strategy workshop – USA
- Gartner Conference - Cannes

2009 – now

NNIT A/S

Participation in international workshops

- Microsoft partner strategy workshop – USA (2009)
- Microsoft technology conference – USA (2011)
- Presenter at executive management meetings (2010/2009)

Languages

English – speaking and writing
German – tourist level
Scandinavian

Hobbies/other interests

Family
Photo
Skiing
Hiking
Litterature

Competencies and skills

Area	Level	Years of experience
Leadership competences		
Business P/L management	High	6 years
Decision making	High	12 years
Ability to handle pressure	High	12 years
IT/technology management	Very high	13 years
Business focus	Very high	9 years
Penetration ability	High	8 years
Execution ability	Very high	11 years
Crisis Management	High	6 years
Holistic leadership	Very high	10 years
Integrity	Very high	10 years
Communication/direct communication	Very high	8 years
Organisational understanding	High	9 years
HR/personnel management	High	8 years
HR/leader of leaders	High	8 years
Personal resources	Very high	9 years
Self management (self-control)	High	8 years
IT-strategy	High	8 years
Maintenance & AM management (not direct)	High	8 years
Task management	High	6 years
Change management	High	7 years
Programme management	High	4 years
Project management	High	5 years
Sales org. leadership	Medium	1 year
Account management/ Sales	High	3 years
Contract Management	Medium	4 years
Business- and IT-specific (primary obtained through management experience)		
Sales and Administration systems	High	4 years
Sales and Administration processes	High	7 years
IT-service product development	Medium	4 years
Banking and product knowledge	High	6 years
Business Process Transformation	High	4 years

IT-transformation	High	6 years
Process optimization	High	5 years
Core banking business processes	High	4 years
Business architecture	Medium	4 years
IT-architecture	Medium	4 years
Product development (IT perspective)	High	4 years
Migration processes (platform→ platform)	High	5 years
IT-integration	High	4 years
Loan-processes and functionality	High	4 years
Interest-processes and functionality	Medium	3 years
Fee-processes and functionality	Medium	3 years
Banking risk management	Medium	2 years
Pension and Insurance systems	Medium	1,5 years
Customer-processes and functionality	Medium	3 years
BPM & Workflow processes/approach	High	5 years
Core banking concepts	High	2 years
Public segment customer experience	Medium	3 years
Private segment customer experience	High	3 years
Finance segment customer experience	High	8 years
External- and internal accounting-rep.	Low	4 years
IT-development processes	High	3,5 years
CMMI	Medium	3 years
Project assessment concepts/processes	High	2,5 years
Project portfolio steering (management)	High	10 years
Offshore/nearshore management	High	3 years
Technology knowledge	Medium	15 years
Other areas		
Team-player/social competencies	High	10 years
Diplomatic	High	10 years
Learning ability	Very high	10 years
Innovation	High	5 years
Quality steering	High	5 years
Ability to handle changes	Very high	10 years