

TORBEN MOLLER, PH.D., IMC

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BUSINESS EXECUTIVE AND ACADEMIC WITH GLOBAL EXPERIENCE IN OPERATIONS, CONSULTATIVE SALES, AND BUSINESS DEVELOPMENT

STRENGTHS:

- **EXPERIENCED AND VERSATILE PROJECT EXECUTIVE**, whether at boardroom or hands-on startup level. My career has been partly spent in and around Silicon Valley, letting me participate in the lifecycle of successful and not so successful companies.
Key skills: Startup experience, Internet experience, Business Development experience
- **SOLUTION ORIENTED, WITH WEB 2.0 EXPERIENCE**. I excel in creating focus on tasks and teams. One of my strengths is taking a task from “we want” to “aha, we need,” i.e., clearly defining the task and then guiding the team in its execution, whether of short or long duration.
Key skills: Web 2.0 experience, Change Agent, Social Computing experience, CRM experience, ITIL experience
- **FOCUSED RELATIONSHIP BUILDER AND MANAGER AT ALL LEVELS**. My approach is practical, based on creating understanding and consensus about the task at hand and the opportunities for value creation, leading to a focused plan for implementation.
Key skills: Practical, focused on value creation
- **CROSS INDUSTRIAL** in outlook. I have worked in Finance and Brokerage, Logistics, Manufacturing, Hospitality, Communications, and Healthcare, as well as in High Technology and Academia. I learn quickly and have the knowledge to suggest and transfer profitable approaches and tools.
Key skills: Experienced in transfer of methods and tools across industries
- **GLOBAL OUTLOOK, MULTI-CULTURAL EXPERIENCE**. I enjoy and work well in multi-cultural, diverse environments. I have working experience in the US, Kuwait, Saudi Arabia, Australia, Malaysia, Germany, UK, France, Denmark, and elsewhere.
Key skills: Global experience, Multi-cultural experience
- **CROSS-FUNCTIONAL**. My experience includes Operations, Consultative Sales, Business Development and CRM, and IT with emphasis on management, process creation and implementation, change management, value creation, and governance.
Key skills: Change Agent, Governance experience, Holistic approach to management

CAPABILITIES:

- **Program and Project Management**: The definition and set-up of a project is key to its success: sloppy definition or indifferent initiation leads to failure. I have the skills to ensure that a project is well defined and started right - with appropriate and necessary buy-in from relevant stakeholders - and executed to successful completion.
- **Process Re-engineering, Development and Deployment**: Efficient and clear processes are key in today's competitive business. My deep experience in process development/automation let me determine what is needed, find the correct balance, identify the correct metrics for measurement, and implement.

- **Board Membership:** My varied experience across industries and through company lifecycles makes me a valuable board member as a strong participant in deliberations and in coaching of management.
- **Business/IT Governance:** An outside view is often necessary in projects and many day-to-day processes. Whether it is to benchmark against best practices or simply ensure desired execution, I can perform an outside audit with subsequent recommendations, helping current personnel execute optimally to plan.
- **Academic Management and Accreditation:** My business background allows me to look at academic management as sets of processes to be optimized through appropriate automation, and my academic background lets me make appropriate choices for content and delivery of courses, as well as for Quality Assurance.

ENGAGEMENTS – IN REVERSE CHRONOLOGICAL ORDER:

2000 – PRESENT	OWNER, TORBEN MOLLER CONSULTING
2002 – 2009	FOUNDING ACADEMIC DEAN, PROFESSOR AVT BUSINESS SCHOOL, COPENHAGEN, DK
<ul style="list-style-type: none"> • Developed and implemented complete business processes, both academic and operational, for startup business school offering the MBA • Pioneered non-degree Executive Education for the school • Guided business school in the accreditation process • Selected and implemented Web 2.0 solutions: CRM and Collaboration, using Sharepoint • Introduced Diversity and Corporate Social Responsibility into school curriculum • Created and led the first school study tour to China • Developed and delivered MBA course modules in Operations Management, IT, and Innovation. 	
2008	CONSULTING ENGAGEMENT WORLDWIDE NETWORKING COMPANY
<ul style="list-style-type: none"> • Defined IT Intranet and Web 2.0 strategy • Performed architectural review, developed strategy and roadmap, including de-commissioning strategy • Developed governance and policy strategy for a distributed engagement model. 	
2008	CONSULTING ENGAGEMENT HEALTHCARE ADMINISTRATION COMPANY
<ul style="list-style-type: none"> • Consulted on Process Analysis and Infrastructure Improvement • Performed automation and IT review, including strategy and roadmap. 	
2007	CONSULTING ENGAGEMENTS MULTIPLE CLIENTS
<ul style="list-style-type: none"> • Acting CTO for a Mobile Telephone Startup – developing technology strategy, selecting software vendors. • Advisor and Board Member for Financial Startup – creating business and technical plans. • Advisor – creating business plan and focus for Web based services startup in India. 	
2003 – 2006	PRINCIPAL, PERFORMANCE PRACTICE IKINETICS EUROPE LTD., London, UK
<ul style="list-style-type: none"> • Worldwide Hospitality Company – reengineered and implemented a COBIT-driven IT governance solution including implementing an ITIL-based service management model for all Software Development Lifecycle initiatives. • Worldwide Logistics Company – 3 engagements – generated a new Application Development and Management process (making business requirements planning transparent by creating traceable, fully documented processes); audited two Application Systems in a data center located in Kuala Lumpur and validated the benchmarks for the SOA platform to ensure five-year growth capacity; created the Performance Framework for deciding SOA and COTS configurations. 	
2000 – 2002	CONSULTING ENGAGEMENTS MULTIPLE CLIENTS
<ul style="list-style-type: none"> • Interim CTO for a Web Services Startup – developed business process outsourcing portal from technology architecture to business and implementation plan creation; saved enterprises a minimum of \$1M in first year. 	

- Revitalized a Failing Software Developer – refocused strategy and reengineered operations inclusive of recruiting, coaching and mentoring a new engineering team; put the company on track to ship its first product.

1999 – 2000 SENIOR DIRECTOR, BUSINESS STRATEGY eFORCE INC., San Francisco Bay Area, CA

- Practice Expansion – Inaugurated a segmented practice (consortium-focused) area and increased annual revenues by >\$2M; deliverables conservatively valued by clients, >\$10 million in first year.

1978 – 1999 VICE PRESIDENT ALYSIS CORPORATION (formerly IA Corp.), SF Bay Area, CA

- Pioneered breakthrough architectural solutions in Business Process Reengineering, Workflow and Digital Image Management for an elite client base including Boeing, Pratt and Whitney, Brown Boveri and three GE (Medical Systems, Aircraft Engines and Turbines) enterprises.
- Leading member of the team that built a workflow, financial and back office software developer into a category leader with annual revenues >\$50M with an ultra-lean employee portfolio <125.

PROFESSIONAL DEVELOPMENT

Education:

CFA UK Level 3 Certificate in Investment Management

Ph.D., Electrical Engineering and Computer Sciences, University of California – Berkeley

M.Sc., University of Copenhagen, Denmark

US Patent: # 6,031,625, System for Data Extraction from a Print Data Stream.

Selected Bibliography:

“Educating Tomorrow’s Leaders in CSR,” with Irene Mortensen, *Global Responsible Leadership Magazine*, Summer 2009.

Value-Based Business Creation: Strategic Business and Capital Planning, with Nils Randrup and Dan Hoeyer, Management Publishing, Copenhagen 2002, ISBN 87-91251-00-1.

“Micropayments,” *Computerworld*, Denmark, Jan. 11, 2002, p 9.

“Facts and Fallacy in Data Extraction,” *On-line Executive Journal for Data-Intensive Decision Support*, 1-4, 1997.

“Standards for Image and Document Processing,” *Electronic Imaging Conference*, 1990.

Status: US citizen, permission to work in UK.