

Pernille Dahlggaard

Date of Birth 16 February, 1971
Nationality Danish, Living in Copenhagen, Denmark
Civil status Married, 2 daughters (12 and 16 years)
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Using my experience from most of the World, I want to help companies be a success in a global World.

International business executive. C-suite experience with main competence in leading operational and financial process excellence including business driven technology and digitalization projects hereunder ERP cloud projects. This is underpinned by a solid background in consulting, financial management, innovation and operations excellence (Black Belt in Lean & 6 sigma), off-shoring and transformation, with a sharp focus on how to benefit from technology, whilst not getting lost in the hype.

With my 20+ years leadership experience from global logistics companies both from corporate and consulting side focused on transformations, turn-arounds, M&A, integrations and eco-system integration I support the management team on defining the vision and setting the strategy to meet the challenges of the future. Balancing robust strategic insight and business acumen with sustainable leadership. ESG Certificate holder.

Having lived in 6 countries across 5 continents and operated in many more, has led to a solid understanding of multicultural challenges in an international management context and helped me become fluent in English, French and Danish. Have managed teams of up to 300 technical and commercial people across 50 countries. Strongly believe in diversity growing the organization through people development and strong values and high integrity.

On a personal level: Extrovert, driven, creative and curious. Fluent in Danish, English and French.

Served as non-executive director for mature companies as well as startups.

BOARD EXPERIENCE

2019 – 2021	Danish Business Association Singapore , Board Member	Singapore
2015 – 2022	LoyalME , Advisory Board Member	USA/France/Russia
	Startup delivering CRM through own SaaS platform. Have driven pivoting from consulting to technology company, leading to the company being profitable from 2019. Company has now closed due to Ukraine – Russia war.	
2013 – 2017	DANPILOT , NED appointed by the Danish Government. Stopped due to move to Singapore	Denmark
	DanPilot is the Danish Government licensed pilotage provider. In 2013 transformed into an independent publicly owned company with a professional Board of Directors. Turnover USD 60 mill. 280 employees	
	As Board of Directors we transformed DanPilot from a state agency to a commercial company prepared for the liberalization that started in 2017. This was done through change of leadership, definition of new strategy, close interaction with key customers.	
2007-2011	Danish Ministries' Child House , Chairman of the Board of Directors	Denmark
	Public daycare institution employing 50 people. As Chairman I drove the merger with a neighboring public institution, the subsequent cultural transformation incl. complete change of leadership team	
2015 – 2018	Partner, ASnet – professional board network	Denmark
2014 -	INSEAD Directors Network , Member	Global

BOARD EDUCATION

2021 – 2021	Competent Boards , Global ESG Competent Boards Designation	Canada, Singapore
2014 - 2015	CBS Executive Board Leadership Program	Denmark

PROFESSIONAL EXPERIENCE

2019 –	PSA International	Singapore, Belgium
	<i>PSA International is a global port operator. Turnover USD 4 bill., 42 000 people employed in 50+ terminal globally</i>	
	Group Vice President, Transformation	
	<ul style="list-style-type: none">• Heading Post Merger Integration of BDP (Rev. USD 500 mill., 5 000 employees) into PSA• Leading global transformation focused on people, processes and technology in the global finance department. Total budget USD 10 mill. (Roll out of Oracle Cloud ERP globally to finance and procurement as well as Anaplan and Reval; Re-designed global finance organization (900 FTE) including establishment of shared service centers, upskilling programs for all employees, development of a global finance community across geographies; establishment of finance data warehouse (Azure) and overlaying performance dashboards for senior management board, regions and BUs).	
2015 – 2019	Accenture	Singapore, France, Netherlands, UAE
	<i>Accenture is a global management consulting, technology services and outsourcing company. Turnover USD 40 bill., 460 000 people employed in more than 120 countries</i>	
	Principal Director – Global Freight & Logistics Leadership Team	
	<ul style="list-style-type: none">• Led business and digital transformation for a global container carrier. Total budget USD 50 mill.• Sold innovative projects in shipping industry using big data leading to competitive advantage for the client• Co-created Supply Chain strategy design for various MNCs• Developed several global logistics companies in Asia and Europe as new clients for Accenture• Provided strategy recommendations for shipping company for M&A projects• Supported post-merger integration process of shipping companies as industry expert	

2014 – 2015	FMV Consult <i>Provides management support and project management, including financial advice, strategy setting and IT</i> CEO and founding partner	Denmark
	<ul style="list-style-type: none"> Managed IT establishment, implementation and training for SeaLand (new Shipping Company based in Miami, USA), incl. global SAP roll-out. Program consisted of 5 work streams with a total of 50 people involved in 12 countries on 4 continents. Total budget USD 3.5 mill. Defined SeaLand's off-shoring strategy together with the management team (around 200 employees in India covering finance, operations and customer service) 	
1998 - 2014	A.P. Moller – Maersk <i>A.P. Moller – Maersk is a global conglomerate in mainly Shipping and Energy. Turnover USD 59 bill., 121 000 people employed worldwide</i>	
2011 - 2014	Customer Operations Director (C-suite) - SEAGO LINE <i>Seago Line is a dedicated Intra-European and Mediterranean container carrier established by A.P. Moller – Maersk in 2011. Turnover of USD 1.4 bill., 800 employees in 44 countries, 50 container vessels</i>	Denmark
	<ul style="list-style-type: none"> Managed global team of 300 people across departments and geographies in a matrix environment Built up the company from scratch and set the global strategy as part of the C-suite team Designed and set-up global customer operations organization (300 people in 44 countries) incl. SSC in India Drove 15% volume growth in a stagnant market through local market knowledge, employee engagement and intense global virtual team management Established global IT platform for the entire company covering 300+ applications incl. SAP for all financial processes within time and budget (USD 3 mill.) 	
2006 - 2011	Senior Project Manager, Process Excellence (2006 - 2011) - MAERSK LINE <i>Maersk Line is the World's largest container shipping company. Turnover USD 27 bill., 19 000 employees worldwide</i>	Denmark
	<ul style="list-style-type: none"> Managed virtual team of 7 people Generated global annual savings of USD 34 mill. on a USD 80 mill. process through redesign and implementation of the global customer service processes Designed, implemented and managed the global IT strategy and governance process in Maersk Line resulting in annual savings of USD 30 mill. on IT development Designed, implemented and managed the governance structure for Maersk Line's 5-year strategy program allowing the executive board to follow progress of adding USD 1 bill. to the bottom line by end of the program 	
2004 - 2006	Financial Analyst - A.P. MOLLER - MAERSK	Denmark
	<ul style="list-style-type: none"> Secured syndicated long term funding for the group of USD 5 bill. for 5 years with additional 2 years option Negotiated project financing for JV terminal projects in across the Globe (from USD 300 000 to USD 400 mill.) Established statutory documents for port JVs to establish new terminals in e.g. Morocco and France 	
2002 - 2004	CFO - MAERSK CAMEROUN <i>Maersk Cameroun covered Maersk Line's and Damco's activities in Cameroon, Chad, Equatorial Guinea and CAR. Turnover USD 30 mill., 150 employees. Shareholder in the Port of Douala and local companies</i>	Cameroon
	<ul style="list-style-type: none"> Managed finance organization of 11 people, delivered statutory accounts and company reporting, completed half annual audits, set the direction for the company and the cross-functional co-operation of the company Restructured the finance department completely by replacing 90% of the employees, upskilling the department, designing and implementing global procedures, ensuring compliance with both local legislation and global company rules, obtaining clean audit statements, cleanup of bank recons and customer outstandings Served as secretary to the Board of Directors, including preparation of board material and AGMs Completed M&A projects (Port of Douala (EUR 150 000), Inland Terminal (EUR 10 000)) 	
1998 - 2002	Economist - A.P. MOLLER – MAERSK	Denmark
	<ul style="list-style-type: none"> Analyzed the financial implication of M&A projects ranging from USD 50 – 400 mill. incl. acquisition of Safmarine (USD 240 mill.), as part of the due diligence team establishing the operational financial model Prepared and presented business development proposals to the executive board. Successful proposals cover network extension (EUR-W. Africa – S. Africa) as well as strategy proposal to enter the roll-on/roll-off market 	
1996 - 1998	Head of Section - DANISH MINISTRY OF ENERGY AND ENVIRONMENT	Denmark / Burkina Faso
	<ul style="list-style-type: none"> Established project proposal and Terms of Reference for developing project in Burkina Faso Implemented Energy administration and electrification plan in Burkina Faso 	
EDUCATION		
2013 - 2014	INSEAD , Global Executive MBA	France, Singapore, UAE
2007 - 2010	PMI (Process Management International) , Black Belt certificate, Lean and Six Sigma	Denmark
1990 - 1995	Copenhagen University , MSc. Economics	Denmark
1993 - 1994	Institut d'Etudes Politiques de Paris , Certificat d'Etudes Politiques	France
LANGUAGES		
	Danish (Native), English (Fluent), French (Fluent), German (Basic), Italian (Basic)	
OTHER EXPERIENCE		
2019 –	Co-founder , Gravista Leaders, peer group for international female leaders in Singapore providing a regular forum for sharing, learning and mentoring.	Singapore
2019 –	Entrepreneur in Residence , INSEAD, advising entrepreneurs on strategy, business plan, scaling etc. Serve as censor for entrepreneur classes at INSEAD	Global
2017 –	INSEAD , Mentor, Women in Business	Singapore
2013	Awarded INSEAD Scholarship for Women	France, Singapore, UAE