

TORBEN RICK

Hamburg

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Date of birth: September 29, 1962

Nationality: Danish



SUMMARY

Experienced senior executive, both at a strategic and operational level, with strong track record in developing, driving and managing business improvement and development, change management and turn-around.

Extensive experience within operations: Customer Service, business development & improvement, logistics & procurement, product management & development, sales and cross-functional business improvement.

Strong strategic management experience in developing strategic directions.

International experience from management positions in Denmark, Germany and Switzerland.

EXPERIENCE

- 2009 - Division Director & Group Business Development Executive (DK)
- 2008 - 2008: Independent Executive Interim Manager (DE)
- 2006 - 2007: Business & Financial Improvement Director (DK)
- 1999 - 2006: Chief Operating Officer (DE)
Project Director (DE)
- 1998 - 1999: Commercial Project Director (CH)
- 1995 - 1997: Sales Support Director (DK)
Head of Strategic Business Unit (DK)
- 1990 - 1995: Head of Logistics & procurement (DK)
Managing Director (DK)
Head of Marketing (DK)
- 1989 - 1990: Project Manager (DK)
- 1987 - 1989: Project Manager (DK)
Marketing Coordinator (DK)

BUSINESS ACHIEVEMENTS

By constantly challenging the way things are done combined with the organizational refocusing programs have been the key factors in obtaining the results:

- Significant financial improvement
- Increasing customer base
- Increasing servicelevel - customer service
- Increasing customer and employee satisfaction

2011: Due to heavy focus on business drivers - reduced cost-base and increased customer base - EBITDA margin 2009 was improved from 2% in 2009 to 20% in 2011. Successfully changed the organization to be much more market, sales and service oriented.

2008: Successful turn-around a high-tech company. Due to heavy focus on business drivers increased EBITDA margin from - 18% in 2007 to + 10% in 2008.

2007: Business improvement with a total cash-in of € 85m equalling to 9% of the total cost base in 2007.

2006: Successful turn-around:
to - EBITDA increased by 138% from € 29.7m to € 70.6m
1999 - EBITDA-margin increased by 82% to 7,0%
- Revenue increased from € 700m to € 1.000m
- Customer base was more than doubled (to 3,4m)
- Customer and employee satisfaction increased significantly
- Best in class customer service

1998: Successful acquisition of an Internet Service Provider: commercial and legal negotiations, due diligence, business plan and integration.

EDUCATION

- M.Sc. (Business Economics)
- Customer Orientation for Value, INSEAD Executive Education
- High Performance Organizations, INSEAD Executive Education

LANGUAGES

- Fluent in Danish, German and English

TORBEN RICK

VERDO A/S, RANDERS, DENMARK
Energy

Division Director & Group Business Development Executive

Since 2009

Division Director responsible for the fiber company Verdo Tele A/S (sales, marketing, customer service, product management, IT & technology) and member of the Executive Management Board of Verdo A/S.

- Due to heavy focus on business drivers - reduced cost-base and increased customer base - EBITDA margin was improved from 2% in 2009 to 20% in 2011. Successful changed the organization to be much more market, sales and service oriented
- Customer base increased with 26% in a stagnant market

Group business development executive responsible for: Group business development and strategy, business and financial improvement, cross-functional business improvement.

MELIORATE SOLUTION, HAMBURG, GERMANY
Interim Management

Independent Executive Interim Manager

2008 to 2008

Interim Business Development Advisor, Energy Randers Denmark (Energy industry). Hired by the CEO to evaluate and improve a major strategic project.

Interim Business Development Advisor, Vopium Germany (Mobile VOIP). Hired by the board to develop "routes to market" in Germany.

Interim Business Development & Financial Improvement Executive, Comlog A/S Denmark & Germany (Telematic). Hired by the board and charged with turning around the company which was highly underperforming as to its financial performance and product quality.

- Due to heavy focus on business drivers increased EBITDA margin from - 18% in 2007 to + 10% in 2008

TDC A/S, COPENHAGEN, DENMARK
Telecommunication

Business & Financial Improvement Director

2006 to 2007

Reporting to the CEO of TDC Solution A/S, responsible for Business & Financial Improvement with 34 employees - Lean Management, Business Process Management and reduction of production and capacity needs.

- Total "cash-in" of € 85m equalling to 9% of the total cost base

TALKLINE GMBH & Co. KG, HAMBURG, GERMANY
Mobile Telecommunication

Chief Operating Officer

2001 to 2006

Member of the Board of Directors (Geschäftsführung), responsible for 480 employees covering customer service, eBusiness, marketing, product management, procurement and sales with a yearly revenue of € 1.000m

- EBITDA increased by 138% due to heavy focus on customer profitability and efficiency from € 29.7m in 2001 to € 70.6m in 2005. EBITDA-margin increased by 82% to 7,0%
- Revenue increased from € 700m to € 1.000m
- Despite getting closer to market saturation the customer base has more than doubled from 1,7 m to 3,4m customers and customer satisfaction increased from index 100 to 124
- Best in class customer service - Connect Call Center Test 2001: Best in class, 2002: Second best in class, 2003: Best in class among all German service providers
- Employee satisfaction pushed from index 72 to 83 points

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TALKLINE GMBH & CO. KG, HAMBURG, GERMANY
Mobile Telecommunication

Project Director

1999 to 2000

Member of Erweiterte Geschäftsführung (EGF), reporting to the CEO, responsible for business development

- Development and implementation of refocus program (Turn-around/Corporate Transformation) which included Cost Improvement and Revenue Improvement Program
- Successfully implemented Culture Change Program "Wir machen es einfach" (We make it simple)
- Reduced call volume by 35% with a wide range of self-services and churn by 45% with retention/prevention programs

SUNRISE COMMUNICATIONS AG, ZÜRICH, SWITZERLAND
Telecommunication

Commercial Project Director

1998 to 1999

Reporting to the CEO, responsible for business development in a recently established communications company owned by TDC, British Telecom, UBS, Migros and SBB.

- Successful acquisition of an ISP, commercial and legal negotiations, due diligence, business plan and integration
- Successfully acquired Credit Swiss First Boston (London), global customer with an annual revenue of € 13m
- Successfully implemented balanced scorecard and culture program: "Let's follow the sunrise... on a balloon trip around the world"

TDC A/S, AARHUS, DENMARK
Telecommunication

Sales Support Director

1997

Head of domestic and international sales support with 72 employees, including 7 function managers.

Responsible for domestic and international pre-sales support, project management, Total Service Management, contract administration, development and implementation of Balanced Scorecard.

- Reengineered the total sales supporting process in TDC
- Raised the professional level of competence in the organisation

Head of Strategic Business Unit

1995 to 1996

Reporting to the Division Director, Total Service Management with 13 employees.

Business and market foundation in the newly established Strategic Business Unit starting from scratch. Responsible for development and implementation of services within IT Facility Management.

Annual sales responsibility of € 13m, responsible for overall marketing strategy, customer and competitor analyses, development of various sales & marketing tools, PR activities, conferences, seminars etc.

DANADATA A/S, AARHUS, DENMARK
Information Technology & Services

Head of Logistics & Procurement

1992 to 1995

Reporting to the CFO, responsible for procurement, warehouse, configuration and test center and dealer team with a total of 37 employees.

Procurement of € 100m distributed on 4,500-5,000 article numbers with an average inventory turnover ratio of 11-12. Sale to retailers with an annual sales budget of € 30m.

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DANADATA A/S, AARHUS, DENMARK
Information Technology & Services

Managing Director

1992 to 1995

Responsible for the distribution company PC Distribution A/S of (50 percent owned by DanaData A/S). International contract negotiations in USA, UK, France and Germany.

Head of Marketing

1990 to 1991

Head of the central marketing department with 4 employees. Overall responsibility for DanaData's operational & strategic marketing.

Responsible for international marketing activities in connection with International Computer Group (ICG) in Paris.

NYKREDIT, AARHUS, DENMARK
Building Society - Financial Services

Project Manager

1989 to 1990

Responsible for operational & strategic marketing (B2B) and central sponsoring.

KREDITFORENINGEN DANMARK, COPENHAGEN AND ODENSE, DENMARK
Building Society - Financial Services

Project Manager

1988 to 1989

Responsible for the project group: "Sales and Marketing" whose purpose was to draw up strategic proposals for the executive committee and the board of directors as part of the planning project "A plan for KD".

Marketing Coordinator

1987 to 1988

Responsible for the decentralised marketing and sponsoring function in the Funen area with 2 employees.

EDUCATION

M.Sc. (Business Economics), Aarhus School of Business (DK) **1987**
 B.Sc. (Business Economics), Sønderborg School of Business (DK) **1984**

SUPPLEMENTARY EDUCATION

Customer Orientation for Value, INSEAD Executive Education (F) **2004**
 High Performance Organizations, INSEAD Executive Education (F) **2001**