

Curriculum Vitae

Claus Michael Jul Hansen

Personal Data

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Profile:

Comprehensive and broad experience within logistics, transport, shipping and rail. Business management, people leadership, global networking, operations excellence and consulting are amongst the key competencies. As of 2021 owner and founder of Claus Hansen Consulting. Previously an extensive career within the Danish A.P.Moller – Maersk Group in a large variety of different management, operational and commercial functions/responsibilities. Since 2013 in Austria as Managing Director for the Operator part of Rail Cargo Austria, Head of Logistics with MOL Austria GmbH and briefly as Head of Sales within Terminal Services Austria.

Overview:

2021	Owner and Founder, Claus Hansen Consulting
2020	Head of Sales, Terminal Services Austria (ÖBB Infrastruktur)
2016-2019	Head of Logistics, Mol Austria Group
2014-2015	Business Unit Manager (MD), Rail Cargo Operator, RCA
2013-2014	Head of Product Management, Partner Vertrieb, RCA
2008-2012	Director/Head of Feeder Management (network), Maersk Line's head office
2006-2008	Senior General Manager of Landside Assets, Maersk Line's head office
1994-2006	General Manager/Senior General Manager of Capacity Management, Maersk Line's European regional office
1981-1994	Variety of positions within Maersk Line's head office

Key qualifications:

General management experience with bottom line responsibility. A leadership style described as motivating, positive and constructive. Dedicated and loyal to the company and results. Broad and global business management skills at strategic, tactical as well as operational level. Business improvement orientation with strong focus on task/result through product and project management. Explicit superior negotiation skills and procurement advisor on a global scale. Experience with both interim and Change Management in large organisations.

Experience:

2021	Owner and Founder, Claus Hansen Consulting <ul style="list-style-type: none">Have fulfilled the ambition of becoming an independent owner and contributor of consulting services. Main focus is on the European intermodal services within all elements of transports e.g. shipping, terminals, rail and trucking activities. All details available at www.chansenconsulting.com.
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- 2020 **Head of Sales, Terminal Services Austria (ÖBB Infrastruktur)**
- Was offered to return to ÖBB to expand the customer base for future terminal related activities. I however quickly decided that the position would not become suitable for my person / profile.
- 2016 - 2019 **Head of Logistics, MOL Austria**
- Part of Top Management
 - Manager of logistic organisation in Austria of 70+ FTE
 - Responsible for primary distribution, depots/storage, maintenance and secondary distribution
 - Heading the activities of 4 own depots in Austria
 - Planning and execution of transport management of 32 own trucks
- Primary Results:
- Re-organizing set-up to provide synergy results
 - Approval and execution of Business Plans with significant number of new or improved activities
 - Investment proposals for both depots and new trucks
- 2014 - 2015 **Business Unit Manager (equal to MD), Rail Cargo Operator, RCA**
- Overall and internationally responsible for the result of RCA's combined intermodal portfolio (EUR 280 mio)
 - Manager of organisation in Austria of 108 FTE
 - Strategy for the combined Operator business of RCA (international rail products for intermodal business)
 - Development into one combined Pan-European Operator Business Unit
 - Sales activities for both Operator (intermodal) and Railway (traction)
 - Introduction of Yield Management
 - Chairman of the Supervisory Board, Rail Cargo Operator, CSKD
- Primary Results:
- Approval by ÖBB CEO of new 5 year strategy
 - Extensive internal Operator cooperation across borders
 - Significant improvement of the ROLA results (Rollende Landstrasse)
 - Enforcement of the organisation
- 2013 - 2014 **Head of Product Management, Partner Vertrieb, RCA**
- Manage 4 Product Management Teams (14 FTE) and Disposition (30 FTE)
 - Development of new intermodal products
 - Partner relations
 - Utilization improvement
 - Operative dispatch of the Operator products
 - Initiate and steer Pan-European Operator Project
- Primary Results:
- Quick adjustment to new country, language, culture and industry
 - Overall EUR 10 mio EBIT improvement against 2012
 - New products introduced in market
 - Implementation of new management style build on trust and results
 - Implement structure and reporting tools in new organisation

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- 2008 - 2012 **Director/Head of Feeder Management, Maersk Line's head office**
- Global strategy for global feeder network (smaller container vessels)
 - Optimization of feeder coverage (USD 1500 mio)
 - Justification of cargo acceptance to outports
 - Dynamic integration with mother vessel network
 - Utilization of fixed feeder assets
 - Policy for outsourcing initiatives
 - Steering Committee for major procurement projects
 - Decentralisation and outplacement
 - On-Time-Delivery for outport products
 - Strategic cooperation with Danish Universities in "Enerplan"
- Primary results:
- Feeder network savings of + USD 100 mio
 - Created and implemented new concept to govern commercial justification of acceptance to outports. Subsequently leading to improved profitability.
 - Facilitated cost-efficient outsourcing of European feeder coverage
 - New utilization records as result of sweating the feeder assets
 - On-Time-Delivery implementation and significant improvements
- 2006 - 2008 **Senior General Manager of Landside Assets, Maersk Line's head office**
- Global Intermodal Strategy
 - Development of own rail and trucking products
 - Investments in inland terminals
 - Carrier Haulage profitability (Shipping lines' door-to-door services)
 - Major strategic procurement projects
 - Inland optimization tools
 - Intermodal policy
- Primary results:
- Expansion of European Railways (ERS) Network through Business Development Committee
 - Financial improvements through intermodal simplification in USA
 - Strategic inland terminal investments in Europe
 - Globalization of intermodal IT-system to improve efficiency
 - Global haulage contract framework
- 1994 - 2006 **General Manager / Senior General Manager of Capacity Management, Maersk Line's European regional office**
- Optimization of Intermodal network in Europe
 - Procurement of major transport contracts
 - Development of ERS into railway company with own traction license
 - Operational performance of regional network
 - Performance of own trucking units
- Primary results:
- Approved Business plan for development of ERS into a railway company with own traction with subsequent establishment of ERS Railways production
 - Operational excellence improvements in European network
 - Significant savings on water and rail products
 - Negotiation competence used globally in large contracts

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- 1981 – 1994 **Various manager and assistant positions in Maersk Line's head office.**
- **Finance**
Profit and loss statements, cost management and follow-up, IT-system developments, decentralisation of cost control
 - **Intermodal**
Global supervising of local organisations within all intermodal related aspects including contracting, budgeting, organizing, business procedures etc
 - **Europe Route Management**
Pricing on Maersk Line's product from Europe to Asia. Product definition and differentiation. Regular participant in conference meetings with competitors.
 - **Operations**
24/7 duty person for operation of Maersk Line's vessels including scheduling, bunkers, portstay coordination, manifests
 - **Trainee, various A.P.Moller – Maersk positions**
Theoretical and practical education.
3 different positions within Maersk Drilling, marketing and operations

Education (extract):

2021	Consultancy theory and techniques
2014	ÖBB Top Training / Relationales Ergebnis- und Konsequenzenmanagement
2010	Strategic Thinking (eCornell)
2006	Analytical & Creative Thinking in Business Problem Solving
2004	Managing Individual and Organisational Changes (Darden School of Business, University of Virginia)
2004	Managing Critical Resources
2003	Fundamental Human Resources
2002	PI Certification
1996	Young Managers Programme (Insead)
1995	Leading Others
1992	Mobilising Individual Resources
1987-1989	Diploma in Communication & Marketing
1985-1987	Global Sales seminars
1983	Civil Defence
1981-1983	APM-M's International Shipping Education
1978-1981	Upper Secondary School
1969-1978	Primary and Lower Secondary School

Language skills:

Danish	Native language
English	Advanced negotiation skills – large vocabulary in reading & writing
German	Fine conversation and reading skills – simplified writing
Swedish	Conversation skills – reading
French	Basic

Family

Partner. 2 sons (26 + 31 years) from earlier marriage. Bonus-daughter (26 years).

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Overview of key competencies and tasks

Executive Business Management

- Overview and analytical
- Decision maker
- Consensus builder
- Stakeholder management
- Global strategies including tactical steps
- Communication – verbal as well as written
- Political and cross-cultural skills
- Presentations
- Experienced traveller

Product Development

- Execution
- Commercial product justification
- Product expansion
- Velocity and simplification drives

Operations Management

Procurement

- Strong negotiation skills
- Risk management
- Quality assurance
- Project management

Supply Change

- Outsourcing
- Supplier collaboration
- Outplacement
- Global standard operating procedures
- Framework and contract guidelines

Optimization

- Set and work with stretched targets
- Navigate in complex environment with many stakeholders and drivers
- Identify and eliminate root causes for non-optimal results
- Set, drive and meet KPIs
- Asset utilization
- Operational hands-on expertise
- Cost focus and cost consciousness

People Management

- Maximize output of limited resources
- Leading skills with motivating approach
- Develop potentials
- Energizer
- Change management – also in complex organisations
- Remote leadership at more levels
- Employee engagement
- Protector of true values and sustainable culture
- Organisational integrations