



fm3.dk ApS **Preben Gramstrup – CV**

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Core qualifications

My core qualifications are concentrated around four themes gained in Denmark and abroad

- Comprehensive management experience
 - Management at all levels
 - Change management and turn-around
 - Management of cross cultural and multi skilled teams
 - Coaching for success, improvement, and development
- Professionalism within Facilities Management, engineering, construction and real estate
 - Work knowledge from all parts of the industry as consultant, contractor, client, facilities manager and real estate manager
 - M&A of real estate portfolios
 - Project management and site management
- Extensive business knowledge
 - Setting clear strategic goals and targets
 - Creating and developing organisations and company structures
 - Director/CEO experience with P/L responsibilities for companies with a turnover of DKK 400 millions, 120+ employees and assets of DKK 1.500 millions
- Clear communication and experience in marketing and PR
 - Experienced key-note speaker national and international
 - Develop and execute marketing, sales and communication strategies and plans
 - Media contact with journalists and editors
 - Excel in punch lines and in translating complicated technical lingo into everyday straightforward language

Additionally, I participate as an active board member, and I have a broad interest in IT, art, environment, and social affairs.

Personal values and goals

My personal values are excellence, leadership, and integrity. I work to support and help others to succeed and to create working environments for colleagues and teams in which to improve and develop.

My drive is curiosity and setting high goals where changes are sought as interesting and a condition for success.

My contribution to a company

Strategic outlook, inventive, and resourceful.
Knowledge and skills to create business plans and to execute them.
Profitable growth and increased profitability.
Coaching and empowerment of people for their growth in knowledge, motivation, and commitment.

**Owner and Management Consultant - Facilities Management
1999 – on going**

fm3.dk (<http://www.fm3.dk>) is a Management Consultant company specialised in Real Estate and Facilities Management (FM).

We reduce costs and create value for companies and organisations.

Our target is that Real Estate and Facilities Management services are both economically optimised and create the desired values

We offer advice on the development, planning, management, establishment, outsourcing, and operation of Real Estate and Facilities Management services that produce results.

fm3.dk 's distinguishing feature is to see Real Estate and Facility Services as a managerial and strategic tool for supporting the employees and the core business to achieve the organisation's objectives.

For further information and news

<http://en.fm3.dk/>

Jobs**2005 - 2008**

Nykredit Ejendomme A/S



CEO / President

Responsibility:

- 120.000+ m² offices used by the Group at 70 different locations in Denmark at a value of DKK 1.500 millions
- Purchase / sale / rent, new construction, renovation and operation, technical operation, and maintenance
- All services associated with buildings such as reception, security, internal services (including mail functions and managerial services), as well as catering, guest meals, and group purchasing
- 8 direct references from Head managers, approx. 120 employees and approx. 200 ancillary staff through outsourcing

Results:

- Reorganization of the entire property area to a coherent structure
- Organization and efficiency optimizing at min. 20-30%
- Productivity gains of 20-30%, and the establishment of many new services and facilities

- Focus on the creation of time and well-being for the users of buildings
- Increase of employee satisfaction by 20-25% through a strong focus on creating an innovative environment with motivation, job satisfaction, and professional development of employees
- Significant branding and profiling of the company including Denmark's first large organic canteen and first CO2-low glass construction



1998 - 2005

VKR Holding A/S (45 + countries, 11,000 + employees)
parent company for VELUX, VELFAC,
WindowMaster etc.



Group Facilities Manager / Vice president

Responsibility:

- 1 mio. m² - all the group's worldwide administrative, production and warehouse buildings, primarily in Europe
- Investment, rental / sales, new construction, renovation
- Operation and maintenance, supply and security

Results:

- Effectiveness and overview of the property, including disposal of obsolete buildings
- Operational savings of approx. 30% (tens of millions each year)
- Creation and development of Facilities Management Division and the establishment of local Shared Services departments at individual locations
- Support for core business and contributions to the value of having the right buildings, equipment, and services
- Development of a department of culture, cross-cultural networking, and the development of employee skills

1992 - 1998

Bascon A/S, medium sized engineering and architect company



Head of department, co-owner

Responsibility:

- Head of Department for Operations and Maintenance

Department with a focus on renovation, operation and maintenance and Facilities Management for both private and public sector

Results:

- Creation and development of new department went from 2 to 16 employees in 3 ½ years
- Establishment of IT tools (Frontinus) for property maintenance, subsequently, through canvassing municipal building owners which created the basis for an expanding job growth for the department and the rest of the engineering and architectural business

1989 - 1992

JPC A/S, medium sized construction company

Project Manager, Project Engineering

Responsibility:

- Start-up and management of teams for the development of housing-projects, in particular, in Denmark, Spain, England, and Italy

Results:

- A number of projects that were transferred to the company's construction department for execution
- Project development of a number of projects for the elderly in Copenhagen about the renovation / merger / creation of elderly housing, approx. 4000 apartments in project 'longest possible in their own homes'

1984 - 1989

Niels Fennet A/S, Engineering Consultants

Senior project manager (1986-1989)

Project Manager (1984-1986)

Responsibility:

- Design and project management
- Timing and economy in a number of conversion projects from small to large new investments primarily within the private sector
- Customer Care and canvassing

Results:

- Frequently firm best division in terms of economic performance and adherence to budgets and schedules
- Secured resale and sales to a number of customers

Board Memberships

Member of the Board of Dream Company A/S from 2005

Member of the board of Marriott Cph (2005-2007) – Membership ended due to sale to capitalfund



Member of the board in DFM, Dansk Facilities Management network (1999 – 2006, 2009-11)



Additional experience

Lectures at national and international level on Facilities Management, change management and business strategy in particular Technical University of Denmark, University of Bath, England and School of Architecture in Aarhus.

Speaker at conferences both nationally and internationally including European Facilities Management Conference in 2004 and again in 2008 www.efmc2008.com

Author of "Facilities Management som strategisk ledelsesdisciplin" a FM textbook for civil engineering students.

Contributor to section of the book "Facilities Management Best Practice in Scandinavia – 36 cases".

Designer and developer of Frontinus computerized FM system with a focus on operation and maintenance of buildings.

Education

2008 – General Management Program, Harvard Business School
5 months (on-campus and off campus) with a focus on strategies, business administration, planning, HR, and organization and implementation.
<http://www.exed.hbs.edu/programs/gmp/>

H A R V A R D



2006 – Process Master, Dr. Michael Hammer, Boston
3 modules with a focus on processes (all activities from start to finish), and process strategies, organization, and process design
<http://www.hammerandco.com/programs.asp>

1988 – HD(U), International economics and business management, Copenhagen.

1984 – BSc. Civil Engineer, Haslev Teknikum

Additional education, learning and training:

- Project management

Several courses and training in project management covering all aspects in management of teams, projects, resources, time, and economy.

- Coaching / Mentoring

Several courses and training sessions in coaching and management,

including situation specific management SLII.

- Communication and presentation
Courses and training in written and oral communication, presentation and sale.

- Futures Studies
Courses at the Copenhagen Institute of Futures Studies
"Copenhagen on theoretical and practical application of Futures Studies tools" which include scenarios

Language

Danish: Native speaker
English: Negotiation level
Norwegian, Swedish and German: Good reading skills. Limited training in writing and speaking
French and Italian: Tourist Level

IT

Extensive knowledge of Office, Lotus Notes, etc.
Design and programming experience, both Internet and stand-alone

1992-2001 owner of the small software company with freelance tasks in particular front-end handling large volumes of data. Projects for private companies including Maersk Group.

Personal data

Born 30. October 1961 in Copenhagen
Nationality: Danish

Married in 1985 with Lone

2 Children:
Louise (born September 1988) Living away from home.
Ph.d. in Humanities from the University of Edinburgh, Scotland and University of Oxford.

Daniel (born July 1991) Living away from home.
Master in IT and Business Management.

Leisure Interests:
Photo www.mitdigitaleoje.dk
Vine & Gastronomy
Renovation of our own house from 1912
Literature
Travels to both cities and national parks