



## CV: METTE OHMSEN. M.Sc.(Eng)

Senior director with expertise in high-end digital transformational programmes (>30 M Euro). 10 years with ERP programmes incl. the largest single Microsoft D365FO go-live (3.600 users) in Europe in 2023. 25 years of experience in complex digital transformation characterized by both drive and consideration demonstrating strong C-level leadership and executive presence. Motivated by the strategic goal with executive presence, direct and sincere communication targeted towards building trust; the cornerstone in high-performing teams.



Kelsbjergvej 22  
DK 5260 Odense

### KEY PROFESSIONAL SKILLS

- Prgm. Director: Lead, strategize, communicate, negotiate ++
- Organizational Change Management
- People management
- Organizational Design and Governance of Programmes
- Transition: Projects to Operations
- Business Development & Execution of Strategic Initiatives
- IT Operation & Application Management
- Operations & Global Services development in Consulting

### KEY PERSONAL SKILLS

**Handles complexity:** Analytical, prioritizes and balances diverse interests. Politically astute.

**Handles situations:** Decisive with sound judgement. High integrity. Poised under pressure and resilient.

**Handles people:** Direct, with empathy. Kind, positive, humoristic.



M.Sc. (Eng)  
Female  
Birth: 24.03.1972



Danish: Native  
English: Fluent  
German: Good  
Italian: Some  
French: Some

### POSITIONS

2024 – present	<b>Director, Program Lead “Atlas”</b> DFDS
2023 – present	<b>Impartial advisor &amp; Programme director</b> FnF1 A/S
2021 – 2023	<b>Director, Program Lead, OneERP</b> Norlys amba
2020 – 2021	<b>Principal Program Mgr. &amp; Nordic Lead</b> Columbus Denmark & Sweden
2014 – 2019	<b>Program Manager</b> Columbus Denmark
2009 – 2013	<b>Senior Project Mgr. &amp; mgmt. consultant</b> OUH, Odense University Hospital - RSD
2007 – 2009	<b>Business owner</b> omSENSE A/S: B2B Health services
1998 – 2006	<b>Business Consultant; Partner</b> Buch & Ohmsen A/S: IT Consultancy

## EDUCATION

2024	Executive Management Programme, SE Institute & INSEAD
2015, Columbus	Advanced Consulting Skills (minimum 160 hrs.)
2013-14, SDU	MBA studies: Strategy and Business understanding. Organizational analysis and design. Competition and Markets (lectures only). Change Management (lectures only)
2012:	Managing Successful Programmes (MSP) Foundation *
2011:	PRINCE 2 Practitioner *
2010:	PRINCE 2 examined *
1992-1999:	Master of Science in Engineering, Technical University of Denmark

*The master thesis\* written at the Centre for Tele-Information, DTU developed a methodical approach to managing the cyclical element in highly complex projects run by IT consultancies.*

*Keywords - M.Sc. (Eng.): Concept/methodology development, project management, business strategy, IT, management and organisation, communications theory, interdisciplinarity, risk management, information systems in organisations, problem solving, collaboration, innovation and learning in development work, process analysis.*

**\* All grades demonstrate top 5% performance**

For insight into “Youth & Upbringing” please request the extended CV.

## TESTS

2024	Thamas GIA (General Intelligence Assessment) score, total: 98 percentile
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## CURRENT POSITION

### DIRECTOR ATLAS (Programme & Department)

DFDS

11/2024 – present

As Director and Programme Lead it is my responsibility to set the strategic direction of “Atlas” - an ongoing digital transformation across Finance and Procurement in DFDS, and an integral component of DFDS’s ambition towards becoming a more digitized operator.

As an element of the post-merger integration of complex acquisition, Atlas ensures the implementation of D365FO as well as the delivery of improvements to the already implemented solution while optimizing operations. The “Atlas” programme is replacing all current ERP solutions in DFDS with D365FO across more than 20 markets and +100 legal entities

In this role I lead and guide a multi-national and diverse team of 70+ people (7 direct reports) facilitating that all workstreams can efficiently plan the work ahead of them, that obstacles standing in their way are removed, and that the work environment is inclusive, empowering and nurtures employee satisfaction. The department’s employees are placed across different locations in countries such as Denmark, Poland, Turkey and India.

In this position, I am a member of the Core Transformation & Integrations leadership team, which is a part of the Technology & Innovation division at DFDS.

### Executive Management Consultant

FnF1 (Share 100%)

05/2023 – present (Advisory only, inactive)

As CEO and only employee of FnF1 ltd I offer freelance consultancy and impartial executive advisory and in large scale digital transformation programmes, often ERP. This includes strategizing and advisory on programme design, vendor selection, RFQ/RFP & Contracts, organizing for benefits/value realization, transition (project to operation) and operations. Please see LinkedIn for more information about services and recent videos/posts.

The first FnF1 engagement (June-November 2023) was completing the Norlys OneERP programme that I had already been leading for 2,5 years in the role “Director Program Lead”. In September the programme went live with 3.600 users– the largest single go-live in Europe in 2023 on Microsoft D365 for Finance and Supply Chain. This role was a formidable almost 3-year experience where I with extreme autonomy was allowed to shape, lead and complete a strategic priority one programme in one of Denmark’s most exiting, ambitious and value-driven organizations. TESTEMONIALS ARE AVAILABLE.

# PREVIOUS POSITIONS

## DIRECTOR PROGRAM LEAD “OneERP”

Norlys: Energy and telecommunications

03/2021 – 05/2023

In this role I was programme director for a > 30 M euro corporate digital transformation priority 1 program in the execution of Norlys 2020-2023 strategy. The objective was to implement one shared business platform (ERP, D365FO) throughout all assigned business units enabling the organization to work with coherence, work more data driven, and benefit from new or optimized processes and harmonized data. This objective was met.

Around 180 heads incl. external parties were on an ongoing basis actively involved in the programme. More than 350 engaged stakeholders signed up on Yammer and Teams. The Core team size varied between 60-80 people. 6 members of the programme’s leadership team reported directly to me, and I reported directly to the programme sponsor and member of group management Anne Mette Aaby Aaes, Senior VP Finance.

Some of the complexity of “OneERP” lay in an extremely complex volatile existing system environment, a busy organization with focus on “Operations” and an IT organization which struggled to understand and meet the requirements to drive transition and the transformation needed for application management. Naturally, also the organizational change management aspects were extremely challenging. Furthermore, the executive management held very high ambition for scope and quality of delivery in the programme, hence the programme had exceptional group management attention involving at times eight members of the group management team in the steering committee.

Key words of this role (Programme Management):

- Leadership (Large team & cross-organizational)
- Executive stakeholder management
- Organizational design incl. governance (Programme Execution)
- Vendor and contract management
- Business Case, Benefits realization, and cost mgmt.
- Organizational Change Management

As the programme director I was responsible for all contracts related to programme, including 25 sub-vendors (IT) and everything related to the facility establishment and management of the separate office location for 2,5 years.

In addition to the role leading OneERP I was the people manager for small department of employees associated with the programs PMO and I was a member of Norlys IT CIO office leadership team which among other functions was responsible for the development and implementation of Norlys IT strategy.

Norlys was at the time Denmark’s largest integrated Energy and Tele corporation with more than 3.500 employees and 800.000 customer accounts.

## PRINCIPAL PROGRAM MANAGER & NORDIC LEAD

### Columbus DK & SE: IT Management Consulting & ERP

01/2020 – 02/2021

In this role I was the assigned lead on digital transformation with some of Columbus' "Nordics" most high-profile customers (typically global enterprise accounts with headquarters in Scandinavia). The key area of expertise was organization and execution of large scale D365FO programmes, including securing global application management and transition into smooth operations. Job description:

#### Management Consultancy Services

- Member of Columbus Global Delivery Team: "Strategy & Change"
- Perform executive management consultancy.

#### Programme management

- Lead enterprise level programmes/portfolios
- Guide other programmes and strategic accounts in collaboration with the involved sponsors and leading stakeholders.

#### Management and Business Development

- Cultivate strong and long-term business relationships via representing Columbus in Steering Committees
- Represent Columbus in sales meetings relevant to "Programme Management", "Operational Readiness Assessments", "Transition" and/or "Application Management."
- Participate in Bid teams for large account tenders and contract negotiation.
- Participate in global strategic business development fora and activities within Columbus.
- Lead the development of Columbus global framework and services for "Programme Management".
- Contribute to the development of Columbus employees through mentorship, coaching and knowledge sharing.

#### Programme management (Supplier)

Sweden, Permobil "Bedrock" Global D365FO + CE. (Jan-April 2020). Paused due to Corona.

NN Large player, Food Industry, HQ in Oslo: Global D365FO (May – September 2020). Programme design, Internal Programme Lead and contract drafting.

NN Enterprise. Food Industry, HQ in Stockholm: Global D365FO (November 2020 – Feb. 2021)

#### Other

Presale (Large Player, Construction, HQ in Oslo) Nordic D365FO (September-November 2020). Bid management, contract drafting, negotiations.

**Columbus Global Service Development: "Programme Management".**

## PROGRAM MANAGER

### Columbus DK: IT Management Consulting & ERP

01/2014 – 12/2019

Programme management, Management Consultancy and previously also Senior Project Management related to Columbus high profile accounts in the Nordic region involving complex full-scale implementation of integrated ERP solutions and high-end transition to customer operations. In addition to the larger customer engagements also participation in Pre-sales/Proposals, managing internal business development projects and executive consultancy related to Program management, Application Management Services and Project/Services transition.

#### **Columbus Global Service Development: “Operational Readiness Assessment” & “Transition methodology”**

*Price winner Columbus Global Awards 2017: Customer Success.*

*Price winner Columbus Global Awards 2016: Team Collaboration.*

## OTHER PREVIOUS POSITIONS

### SENIOR PROJECT MANAGER & INHOUSE MANAGEMENT CONSULTANT

OUH: Public Health Care

06/2009 – 12/2013

Tasks according to the title. The implementation of IT business projects in the public health care sector is associated with an extreme complexity that requires cross organizational overview, strong leadership and change management skills supported by political astuteness... and patience. At the time the OUH organization had more than 10.000 employees – and 20.000 in the RSD region.

### SELF-EMPLOYED (Share 100%)

omSENSE: B2B Health promotion programmes

2007 – 05/2009

omSENSE services were to assist companies' business-to-business with the implementation of various forms of health promotion services, in particular 'Health management', stress management (MBSR: Mindfulness Based Stress Reduction) and supporting employees on sick leave due to stress. The primary activities included: Concept and methodology development, developing projects (including business cases, making offers, presentations and communication), Sales and Marketing, consultancy and day-to-day business administration.

### BUSINESS CONSULTANT AND PROJECT MANAGER. PARTNER

BUCH & OHMSEN (Share 50%): IT Consulting Services

09/1998 – 2006

Buch & Ohmsen A/S offered business and management consultancy originally in CRM (Customer Relationship Management) implementations also specializing in product configuration/modelling (early AI). The activity generated international customers needing project management and senior advisory/consultancy in international, high-end implementation projects (Oracle e-business suite) in complex environments, including contract negotiation, cross cultural networking, product and process analysis, and familiarization of the project's various implementation methods. These activities also meant a lot of international travel, however primarily in Europe.