



BOARD PROFILE FOR VIBEKE HARTKORN

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Enhancing the value creation of the board and management:

CUSTOMER-FOCUSED BRANDING - GLOBAL TRENDS - SALES AND BUSINESS DEVELOPMENT

Strategic contribution to board work

- Turn-around with focus on customer insight, sales development, and export markets
- Strategy development, partnerships, external network connections, M&A
- Organisational development with focus on leadership, succession, generational change
- Marketing with focus on branding, market development, and trend overview
- Board collaboration with a focus on value creation methods and management of meetings
- Owner management development and a sparring partner

I am suited for the strategically growth-oriented ambitious company that is looking for a board member who can contribute to lifting board collaboration, who can keep an eye on global developments for market changes and trends, ensure product development based on customer insights, and who, with many years of experience as an advisor to business owners, executive boards and board chairmen, has diverse experience in lifting business development, handling challenges and seeing opportunities.

How do I create results in the boardroom?

In the boardroom, I'm known for quickly getting to the heart of an issue, challenging and investigating by asking the sharp questions that move us forward and keep us ambitious and realistic, and with humour, spirit and an interest in everyone's perspective, setting a positive tone that fosters collaboration and shared purpose. I can get impatient if we slack on speaking time and come unprepared and uninterested. I therefore take responsibility for ensuring that we prepare well for the meetings, follow up on decisions and initiatives even between meetings, and focus on supporting owner and management in sustaining- on the path to creating strong results.

Board experience since 2008 with focus on business development, customers and growth

I have been a member of boards and advisory boards continuously since 2008, and have broad experience and faced multiple challenges that required action and activation of my large business and knowledge network.

As a board member I have dealt with challenges such as professionalization of management and organization, and processes and structures for sales organization especially customer-oriented implementations such as sales communication, customer segmentation, NPS etc. In particular, as an executive advisor I have helped boards in M&A situations, generational change, with cultural differences and communication in new markets and in partner change situations.

Owner-managed private company

NS System; SME Danish clothing and print manufacturing company in retail. Sells to the major hardware stores and sports chains in the Nordic region. Member of the board since 2013. Elected by owner manager as Chairman of the board since January 2021. Have effectively led the work and focus of the Board since 2018 as the previous Chairman was not actively managing meetings. Other board members have owner-manager, chain customer, Nordic market and sales, and international large group experience.

Challenge: digitalization and automation of production apparatus, turn around of sales organization, development of market leader position in tough competition, development of owner's leadership competencies, efficiency improvement, partnerships, M&A.

Partner-owned start ups

- *Selection F*, board recruitment platform targeting the Nordic SME market. Member of advisory board since 2019.
Challenge: establishing a completely new kind of digital recruitment platform that disrupts the market. Navigating branding in a heated debate on women in leadership that divides both politically and in business.
- *Strategihuset*; strategic advice with a focus on volunteering. Member of advisory board for 4 years. Chairman of the Board: Former Prime Minister Helle Thorning Schmidt (+ advisory board with top business people from Tuborgfondet and Coloplast)
Challenge: branding towards municipalities as market leader of public/private cooperation projects. Business start-up
- *Board Governance*; private board certification and board training. Board member for the first year. Chairman: Flemming Lindeløv (former executive of Tulip, Carlsberg, Royal Scandinavia)
Challenge: setting up board and new business in immature market. Branding of founders. Guidelines for training and recruitment policy

Member organisation

- *Berlingske Business Kvinder Medier- later called Mandag Morgen Business Kvinder*. Member of the advisory board since 2017.
Advisory board chair: Lisbeth Knudsen, former top executive at Danmarks Radio, Berlingske Media and Det Kgl. Teater
Challenge: Establishment of national membership organisation and recruitment policy and branding of network for businesswomen

Public company

- *Advisory panel for Roskilde Universitets IT, virksomhedsteknologi og kommunikationsfakultet. Member since 2013.*

Chairmen: Roskilde Katedral Skole Claus Niller + IT Executive Manager Helle Ørsted Change People
Challenge: branding in the international university market, development and assessment of future educations

Board advisor

Since 2007, I have advised a number of board members and chairmen, helping them navigating through complex challenges such as buying and selling and turn-around of companies, particularly in green tech, and the fashion industry.

Career background

16 years in the media industry as an employed journalist and editor (middle management positions), focusing on critical communication to the general public and programme concept development. As a journalist, I have the ability to quickly grasp new/complicated knowledge and the ability to understand challenges, opportunities and impact for customers/users/citizens.

Since 2007 self-employed businesswoman with my own business creation, and my hundreds of clients' business development in both public and private companies nationally and internationally with diverse ownership-forms and business situations.

Each year I advise and develop many different industries and companies at senior management level, making me a board member who quickly understands product and industry conditions, and with global overview and vision has direct access to see how other top executives are tackling the challenges of the day. See career CV at <https://www.linkedin.com/in/vibekehartkorn/>

References

Gitte Lasnier, Board member, NS System	tel. +45 2727 6916
Niels Rask, CEO and businessowner, NS System	tel: +45 2529 9846
Karen Simonsen, Chairman/Board member for several boards	tel: +45 4037 9080
Jens Schultz, Chairman/Boardmember for several boards	tel: +45 2399 7030
Jens Friis Jensen, Advisoryboard leader, Roskilde Universitetscenter	mail: jensfj@ruc.dk
Sanne Wall-Gremstrup, Chairman/Board member at several boards	tel: +45 2092 4838

See also testimonials from customers and partners on the next page

This board profile may be shared with other relevant parties in recruitment situations.
Copenhagen December 2021

Vibeke Hartkorn

References

In addition to being an insanely skilled communicator, coach and sparring partner, Vibeke is also extremely competent in a boardroom. Vibeke knows how to ensure good interaction between the management and the board, for example by ensuring, through her style, that the ceiling is high and that everyone is invited to contribute to the dialogue. Vibeke is also skilled at ensuring that the Board does not take the role of the Management Board, but rather supports and challenges the Management Board. Vibeke is also very good at bringing new knowledge, inspiration and not least humour into the room. Vibeke's knowledge is incredibly broad and she is able to ask questions about all areas of the value chain and contribute to exciting strategic considerations.

Gitte Skuenborg Lasnier, Board member NS System (former. Ciommercial Director Nordics, Estee Lauder + LÓreal)

Vibeke has a special ability to put herself in other people's shoes and be ambitious on their behalf. Combined with her direct, honest and empathetic personality, as a coach she is able to create a trusting space where the focus is on personal, professional and business development. And in a way where the understanding of strategy and strategic communication is that it should create value for the business.

Søren Sass, Vice Director Hovedstadens Beredskab

Vibeke is a very professional, analytical and creative thinker. She has an overview and pursues an idea all the way to implementation. Vibeke also excels in asking questions where the answer is not immediately known, which often leads to surprising new answers that can be called innovative

Mette Reebirk, Director Odense Campus Develop. former Director International Affairs RUC + CBS

One of her strengths is that she has the ability to see through the underlying motivations of a case's parties, and she is able to objectively analyse and communicate this, - without becoming attitudeless herself. Vibeke's ability to network and get the right people for the right tasks enables her to achieve better results! Vibeke puts herself into the cases she works on. When she makes a statement, you know it's based on substance. Serious and yet with humour. Pleasant. Shares her knowledge. Not afraid to roll up her sleeves.

Britta Korre Stenholt, CEO Stark (former Vicepresident TDC Business & Partner Sales)

Vibeke Hartkorn has a rare ability to quickly capture the essence of a complex situation and translate her knowledge constructively into suggestions for improved strategic communication and management. Vibeke Hartkorn will undoubtedly be a valuable member of a board of a modern organisation.

Fabian Holt, Leader of Institut for Virksomheder, CBIT RUC

Vibeke Hartkorn's contribution to Strategihuset's business development is to translate the academic and theoretical plans into concrete communication that sells the message and clarifies our products. We are particularly pleased that Vibeke's concrete professional input lifts the discussions so that both we as management and the advisory board work from a professional platform and not just gut feeling.

Morten Ronnenberg, Company owner Strategihuset

I was very impressed by your ability to understand the leadership and communicative challenges as well as possibilities that I often encounter.

Jens Moberg, Chairman of the board Grundfos (former Vice President Microsoft USA)