

Henrik Gundelach - CV

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Family: Married to Marianne (physiotherapist), three children (aged 25, 26 and 30 years)

Born: April 13, 1954 in Hellerup, Denmark

Career:

Irma	Copenhagen	1971 – 1976	Retail trainee Store deputy Manager Store Manager
Royal Guards	Copenhagen	1976 – 1977	Guardsmen
Danish Ministry for Foreign Affairs	New York and New Orleans, USA	1977 - 1979	Consular Secretary
RC Datacenter	Copenhagen	1979 - 1982	HR-consultant HR-manager
Dansk Supermarked	Århus, Denmark Leeds, England	1982 - 1996	HR manager IT manager IT Director Managing Director, Netto Foodstores

Netto Foodstores Ltd. was the United Kingdom subsidiary operating a chain of discount supermarkets in England and Wales. I moved to London in 1989 to set the company up, and operations commenced in 1990 with the first store open in Leeds just before Christmas. In four years Netto UK passed store number 100, had over 3000 employees and was cash flow positive. Netto UK was in 2010 sold to ASDA for a total consideration of over 1 bill. USD.

Metro Grosshandel Dusseldorf, Germany 1996 – 1997 Director

METRO Cash & Carry is a leading global retailer. The self-service wholesale concept is oriented towards helping customers to successfully run their own businesses. I was hired as part of a drive to develop talent for future international management roles.

Netto Foodstores Ltd. Leeds, England 1997 – 2001 Managing Director

Self-employed Harrogate, England 2001 - 2003
Involved in several private equity buy-outs and various non-executive work

Dansk Droge Ishøj, Denmark 2003 – 2006 CEO

Dansk Droge (vitamins, minerals and OTC pharmaceuticals) was acquired in 2003 by Polaris Private Equity. Turnover in 2006 was approx. 100 mio. USD and 225 employees. Dansk Droge was sold to Norwegian Orkla Group and changed its name to Axellus.

Winnie Papir Ringsted, Denmark 2007 - 2008 CEO

Winnie Papir (gift wrap and gift articles) and an English design and trading company was acquired separately and merged by LD Equity and had a turnover in 2008 was approx. 50 mio. USD and 120 employees.

Dagrofa Ringsted, Denmark 2008 - 2013 Group CEO

Dagrofa is the third largest retail and wholesale company in Denmark with extensive activities throughout the food supply industry in Denmark and the North Atlantic region. I was hired as CEO to take the company through a major restructuring of the ownership structure as well as a turn-around of the various business units. Turnover in 2013 was approx. 3,8 bill. USD and 7,000 employees.

Maritime and Commercial High Court Copenhagen 2012 - Assessor¹
(part-time)

Since the **Maritime and Commercial High Court** was established in 1862 it has dealt with cases related to business matters, e.g. contract, international commercial, intellectual property and competition law. The cases are decided by a panel consisting of one or three of the Court's professional judges and two or four assessors.

GAIN Geneva, Switzerland 2014 - Special Advisor
(part-time)

Global Alliance for Improved Nutrition (GAIN) is a Swiss international organisation (NGO) created in 2002 at a Special Session of the UN General Assembly on Children. Around 3.5 billion people are malnourished. Each year, malnutrition kills 3.1 million children under the age of five and leaves 159 million stunted, trapping generations in lives of poverty and unfulfilled potential. GAIN is focused on finding solutions to end malnutrition within our lifetimes.

CBS Copenhagen, Denmark 2014 - PhD Fellow

Copenhagen Business School Thesis title: 'Eradicating Poverty through Profits'. My research interests are in the area of multi-national firms operating in emerging economies and developing countries with a particular focus on market entry, and the determinants of subsidiary performance in an African context. My research on market entry concentrates on early entry strategies and organisational inertia, and research on subsidiary performance has focused on the importance of experiential learning. I have carried out empirical research on firms in Kenya, Tanzania and Uganda.

Publications:

Gundelach, H., & Hansen, M. W. (2018a). *Early stage internationalisation in challenging business environments*. Paper presented at the 44th EIBA Annual Conference, Poznan, Poland.

¹ In Danish: Sagkyndig dommer

Gundelach, H., & Hansen, M. W. (2018b). *Strategies to overcome resource dependencies in challenging business environments*. Paper presented at the AIB Sub Saharan Chapter Conference 2018, Kigali, Rwanda.

Hansen, M. W., & Gundelach, H. (2018a). Foreign Direct Investment in Developing Countries: Engine of Development or Tool of Exploitation? In M. Hedegaard (Ed.), *Globalisation And The International Economy* Copenhagen, Denmark: Djøf Publishing.

Hansen, M. W., & Gundelach, H. (2018b). *Opportunities and challenges for Danish medium-sized exporters in Africa*. Copenhagen, Denmark: Confederation of Danish Industri.

Selected other activities:

Spejder Sport	Ishøj, Denmark	1987 –1991	Non-executive
		and 2002 – 2011	

Spejder Sport is a specialised Danish outdoor retailer with 19 stores in Denmark and is owned by The Danish Guide and Scout Association.

Quin Systems Ltd	Wokingham, England	2001 -	Advisor and shareholder
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Quin Systems specialise in high-tech machine automation and develop distributed control system and remote diagnostics for end-of-line production systems.

Tholstrup Cheese	Fredericia, Denmark	2002 –2004	Non-executive
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Tholstrup Cheese is a Danish dairy group producing high quality cream and mould cheese in Denmark and in USA with exports to more than 40 countries (now part of Arla).

Frontiers Capital	London	2002 - 2004	Advisory board
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Frontiers Capital was a private equity firm investing in small and medium-size companies within mobile telecommunications

Royal Greenland	Nuuk, Greenland	2003 –2004	Non-executive
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Royal Greenland is the world's largest supplier of cold water prawns and is 100% owned by the Greenland Self-Government. Royal Greenland is also active in fishing and production a wide variety of fish and shellfish.

Synoptik	Copenhagen	2004 - 2012	Non-executive
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Synoptik is a Scandinavian optical retailer operating over 350 retail stores in Norway, Sweden and Denmark.

Nørrebro Bryghus	Copenhagen	2006 - 2008	Non-executive
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Nørrebro Bryghus is a micro-brewery and brew-pub company in Copenhagen

Dansk Erhverv	Copenhagen	2008 - 2013	Non-executive
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The Danish Chamber of Commerce is the network for Trade, IT, Industry and Service in Denmark. The Chamber represents 17,000 Danish companies and 100 trade associations within trade, tourism, business services, IT, welfare services and transportation, and is one of the largest professional business organisations in Denmark with more than 200 employees, offices in Copenhagen, Aarhus and in Brussels.

SPAR International	Amsterdam	2008 - 2014	Non-executive
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SPAR global partnership encompasses over 12,000 retail stores in 35 member countries on 4 continents. SPAR has achieved cumulative growth of 18% over the last four years. As the custodian of the SPAR brand, SPAR International in Amsterdam functions as a platform for the exchange of ideas and information between the SPAR organisations world wide.

Education:

Niels Brock	Copenhagen	1974 – 1976	Higher Commercial Examination
Copenhagen Business School	Copenhagen	1980 – 1983	Graduate Diploma in Business Administration (Organization)
INSEAD	Fontainebleau, France	1984 – 1985	MBA
Handelshøjskolen	Århus	1987 – 1989	Graduate Diploma in Business Administration (Finance)