

# Thomas Holm CV

## Summary

I have several years of experience within supply chain management of goods and services to the hospital sector. My experience includes numerous procurements assignments. Further, I have been project manager for projects targeting the development and implementation of efficiency and effectiveness measures in procurement processes as well as warehousing and transport of hospital supplies.

From the private sector I have both managerial and management consultancy experience. I have worked on several international project assignments for the European institutions in my capacity as consultant and senior advisor.

I have university level teaching experience within subjects like organisation, management and supply chain management.

During my career, I have held management positions for about 20 years in both public and private sector.

## Experience



### **Senior Executive Advisor and Team Coordinator - Procurement**

Company Name: Region Sjælland

Dates Employed Jan 2015 – Present

Employment Duration 2 yrs 11 mos

Location Roskilde

I am specialised in procurement and tendering of services and presently I am working on the following procurement assignments:

- Building maintenance of the Regions hospitals, psychiatric institutions and administrative buildings. The tender is structured in 32 sub framework contracts. Annual expenditure: MEURO 17 million.
- Operation and management of the hospital laundry at Holbæk Hospital employing approx. 40 members of staff.
- Procurement and tendering consultancy and services.

Right now, I am project manager for preparing and developing internal and cross-

organisational guidelines for use of external consultants. I am also chair for a working group under Danish Regions preparing proposals for new methodology of procuring services.

Finally, I am the Region's coordinator for the Horizon 2020 funded EPP-ehealth project.

An interview on innovative procurement see link <https://www.linkedin.com/pulse/empowering-innovations-healthcare-artur-olesch?published=t>

International presentations:

Rotterdam, January 2016: Market dialogue / technical dialogue in relation to a Danish innovative procurement project. Occasion: EPP consortium workshop. Audience: EPP consortia partners.

Bruxelles, March 2016: Status on Region Zealand contributions and achievements as EPP consortia partner. Occasion: EPP review meeting. Audience: DG Connect staff, external reviewers and EPP consortia partners.

Madrid, June 2016: Market dialogue / technical dialogue in relation to a Danish innovative logistics project. Occasion: La Paz University Hospital Innovation Day.

Cordoba, November 2016: Unmet needs in e-health. Occasion: EPP consortium workshop at Reina Sofia Hospital, Cordoba.

Bruxelles, February 2017: Status on Region Zealand contributions and achievements as EPP consortia partner. Occasion: EPP review meeting. Audience: DG Connect staff, external reviewers and EPP consortia partners.



## External lecturer

Company Name: Copenhagen Business School

Dates Employed May 2012 – Present

Employment Duration 5 yrs 7 mos

Location Copenhagen Area, Denmark

I am attached to the Institute of Operations Management. The part time job as external lecturer comprises following tasks:

- supervision of master students preparing projects and thesis. In spring 2017 I am supervising 7 master students and 3 HD students preparing the final thesis in the subjects of Supply Chain Management.
- lecturing in the Supply Chain Management / Public Procurement
- preparation of class materials and exam questions

- conducting exams as examiner or participation in exams as "censor"
- professional development



## **Strategic Procurement Consultant - health care sector**

Company Name: Region Hovedstaden

Dates Employed Sep 2011 – Jan 2015

Employment Duration 3 yrs 5 mos

Location Hillerød Denmark

Procurements in process or pipeline:

- Analysis of the accessibility to health care practitioners.
- Framework contracts for architectural services and consulting engineering services for 12 hospitals split into 3 subcontracts. Expected 2013 spend: Euro 7 million. Applications from approx. 50 - 60 enterprises received. Evaluation is in process.
- Review of building maintenance at 12 hospitals and psychiatric centres (=1.8 million m<sup>2</sup>) and procurement of a Facility Management IT system. Deadline for applications has expired.
- IT consultancy services: 2013 spend Euro 30 million. Call for applications for framework contracts split on 9 different subcontracts is already announced in cooperation with Zealand Region. At the same time I am testing the e-procurement platform EU-Supply in order to gain experience in how an e-procurement system support the administrative management of the anticipated number of applications and subsequent bids.

Recently completed procurement assignments:

- Processual support for establishing projects within industrial symbiosis. Contract awarded.
- An organisational review of the facility management organisation on 12 hospitals. Contract awarded.
- Strategic Energy Planning in Danish Metropolitan region.

September 2014: Nominated as candidate for regional procurement consultants' Most Innovative Tender 2014 honouree award for the tender of Capital Region's Management Development Programme.

Member of the Danish Consumer and Competition Authority's Tender Panel

Dialogue partner for procurement officials at ATP (Labour Market Supplementary Fund), Dong Energy, Copenhagen University and Danish Ministry of Justice.



### **Part time lecturer**

Company Name Professionshøjskolen UCC

Dates Employed Jan 2007 – Jun 2012

Employment Duration 5 yrs 6 mos

Location Copenhagen Area, Denmark

Preparation and lecturing at the Diploma in Management post-graduate scheme (bachelor level) in the subject of organisation and management delivered in accordance with the national curriculum published by the Danish Ministry of Education. Preparation of teaching materials, group exercises and cases targeted students who mainly are managers and future managers from the public education and health care sector. Providing group and individual coaching to students preparing thesis. Holding examinations with external examiners.



### **Project Manager**

Company Name COWI

Dates Employed Apr 2007 – Sep 2011

Employment Duration 4 yrs 6 mos

Location Copenhagen Area, Denmark

Thomas' experience covers the following international assignments:

Training of international businesspersons and coaching of senior civil servants from Yemen, Afghanistan, Bhutan, Ghana, Kenya, Nepal, Tanzania, Thailand and Zambia. Danish Ministry for International Aid, 2008 - 2011.

Compilation and preparation of Annual Report on Immigration and Asylum. DG Immigration, 2010 - 2011

Mid-term evaluation of SESAR (Single European ATM (Air Traffic Management) Research) Joint Undertaking, Brussels. Evaluation of the implementation of Regulation, applied working

methods, results achieved and financial situation of SESAR Joint Undertaking. European Commission DG MOVE. 2010

Time management training of technicians, engineers and architects with multi-cultural background. Cowi and Partners LLC, Oman, 2010

International study on cost of hospital pharmaceuticals, Denmark. The study included Norway, Sweden, England, Germany, the Netherlands, France and Canada. Danish National Health Board, 2009.

Evaluation of EUs External Border Management Agency (FRONTEX), Warsaw. The evaluation focuses on the work procedures, effectiveness and impact of FRONTEX activities since its establishment. FRONTEX, 2008-2009.

Interim Evaluation of Educational, Audiovisual and Culture Executive Agency (EACEA), Brussels, Belgium, Project manager for the evaluation comprising preparation of organisational review, counterfactual scenario, cost-benefit analysis, close down analysis and client satisfaction measurement (e-survey). European Commission DG EAC, 2008-2009.

Interim Evaluation of the European Agency for Maritime Safety (EMSA), Lisbon, Portugal. COWI identified indicators on the Agency's relevance, effectiveness, efficiency, utility and sustainability based on ToR. Finally, COWI analysed data collected and made subsequent conclusions and recommendations. EMSA 2007.

Independent inquiry into the Ambulance Service and Emergency Call Centre at Ullevaal University Hospital, Oslo, Norway. 2007.

## **Managing director**

**Company Name: Falck Hjælpemidler A/S**

**Dates Employed Jan 2005 – Mar 2007**

**Employment Duration 2 yrs 3 mos**

**Location Copenhagen Area, Denmark**

**Responsibility: General management**

**Results:** Originally employed as development manager and later promoted to managing director, preparation of strategic and operational plans, on-going efficiency measures in order to meet EBITA target, sales and marketing targeted local and regional governments. Re-newing contract with the City of Aarhus (approx. 350.000 inhabitants) after public tendering procedures. Development and restructuring of the product portfolio reflecting the 2007 local government reform. Liaison with major clients, internal adaption to the Falck Group structure of companies including financial reporting and purchasing. Negotiations with suppliers of technical aids for the disabled and elderly, re-organisation of the cooperation committee in

cooperation with the trade unions, damage control on a major claim, appointed by the Danish Employers Federation to the local employment board, reporting to the board elected by Falck and Frederiksborg County Council



### **Part time professor**

Company Name University of Southern Denmark

Dates Employed 2003 – 2007

Employment Duration 4 yrs

Location Slagelse area, Denmark

On behalf of the University preparing and lecturing in the subject of project management as part of the Danish Masters' Supplementary Training course program. Preparation and lecturing at the Diploma in Management post-graduate scheme (bachelor level) in the subject of organisation and management in accordance with the national curriculum published by the Danish Ministry of Education. Preparation of teaching materials, group exercises and cases. Providing group and individual coaching to students preparing thesis. Holding examinations with external examiners.



### **Chairman of the board**

Company Name Marselisborg - Center for Udvikling, Kompetence & Viden

Dates Employed Jan 2006 – Dec 2006

Employment Duration 12 mos

Location Århus Area, Denmark

Appointed to the board by the Falck Group and elected as chair for this labour market organisation specialised in training and identification of jobs for people with disabilities. Preparation of board meetings in cooperation with the deputy chairman and the director, chairing board meetings, monitoring the strategy implementation, discussions of major issues with the day-to-day management. After evaluation of the strategic scope of the organisation and upon my recommendation, the Falck Group decided to withdraw its management support to the organisation.



## **Manager for projects department**

Company Name Zealand Care A/S

Dates Employed Feb 2000 – Dec 2004

Employment Duration 4 yrs 11 mos

Location Copenhagen Area, Denmark

Responsibility: Planning and implementation of client and internal development projects.

Results: Preparation and implementation of strategic and operational plans. Transformation of a smaller service company to a knowledge based organisation. Planning and implementation of several changes to the organisational structure reflecting the company's rapid growth, providing consultancy services to local government's disability and elderly sector in connection with implementation of IT, project management of labour market projects commissioned by local governments and funded by the European Social Fund

## **Director**

Company Name R&D Centre for Rehabilitation / Institute for Service Development

Dates Employed 1996 – Dec 2000

Employment Duration 4 yrs

Location Copenhagen Area, Denmark

Responsibility: General management of the R&D Centre established by the Danish Ministry of Economic Affairs.

Establishment of the centre (green field operation). Hire of office premises and staff, purchase of IT office based systems, development and implementation of a national R&D programme. Initiating several public/private sector projects transferring public sector knowledge to private enterprises. Managing project funds and after call for tenders providing financial funds for innovative projects, development and maintenance of networks with researchers and professionals in universities, hospitals, regional and local institutions, research institutions and private industry, merger with the Institute for Service Development established by the Ministry of Economic Affairs. Professional reporting to the board with representatives from different ministries and disability organisations. Financial reporting the Ministry

## Education



### **Copenhagen Business School**

Degree Name: Master of Public Administration

Field Of Study: Public management, political science, finance and organisation

Dates attended or expected graduation 1999 – 2001

Activities and Societies: Member of the MPA alumni society (former chair and deputy chair)

Master thesis on the national strategy for quality development in Danish hospitals with focus on power and conflicts



### **Copenhagen Business School**

Degree Name: Graduate Diploma in Business Administration

Field Of Study: Organisation and strategy

Dates attended or expected graduation 1991 – 1993



### **Copenhagen Business School**

Degree Name: Graduate Diploma in Business Administration

Field Of Study International Marketing

Dates attended or expected graduation 1978 – 1982



## Courses 2014 - 2016

**CBS: EU Public Procurement Law - CBS - 7,5 ECTS - grade 12 (A)**

**CBS: Executive Teachers Pedagogical Programme**

**CBS: Global Sourcing Management - 7,5 ECTS - Grade A (12)**

**CBS: International Logistics Management /Supply Chain Management - 7,5 ECTS - grade 10 (B)**

**CBS: Procurement Organization & Strategy - 7,5 ECTS - grade B (10)**

**CBS: Quality in Teaching - E-learning and Academic Development**

**CBS: Supervision of Master Thesis**

**Cambridge University: Innovative Procurement**

**CBS: Advanced Contract Law and Contract Economics - CBS - 7,5 ECTS - grade 4 (D)**