

**MANAGEMENT:** Budgets Up to 10 M €/ year, up to 20 direct reports  
**ACADEMICS:** Post Graduate, University 5 Years studies in 3 Years (top schools)  
**EXPERIENCE:** 15+ yrs IT, 8 yrs IT-management, 5 yrs general management, 2 yrs management consulting  
**MULTILINGUAL:** English, French, Polish, Swedish (Mother tongue)  
**INDUSTRIES:** Banking, Consulting, Venture Capital, Telecom, Food & Beverage, Insurance & Finance

## MANAGEMENT CONSULTING / CONTRACTING

§ **2007 Feb : Obsid** – Online E-tailer ([www.obsid.net](http://www.obsid.net))  
(Start-up 2007)

Title: **Project Manager**

- ú Designed and implemented an e-commerce solution based on Tomcat, MySQL
- ú Integrated debit and credit card payment

§ **2006 Aug – 2007 Jan : AXA** – Global Insurance and financial services company  
(Rev.2006: euro78.8 billion in 2006)

Title: **STU GCC manager, title not coherent with role**

- ú 7 Direct reports – executing according to schedule. Tested internal controls adherence for: SDLC (Software development Life Cycle), Change Management, Infrastructure, outsourced providers, and SAP.
- ú Advised the IT organization on how to define and change processes and controls to create a sustainable IT General Computer Controls environment in all UK operations and Isle of Man.
- ú Defined and implemented a new automated reporting structure for the SOX compliance testing project.
- ú Audit trained IT staff and packaged management test results for smooth external audit interaction.

§ **2005 Sep – 2006 May : Liberty Global** – International TV/Media, ISP and GSM/VoIP/telecom operator, Main brands are UPC broadband, Chellomedia (cable TV) read more: <http://www.lgi.com/europe.html>  
(Rev 2006: \$4.7 billion)

Title: **None, Managed a governance and change program reporting to Vice President**

- ú Managed the implementation of a cost-efficient governance, control and security framework based on CobiT3&4, ITIL and ISO17799
- ú Assured framework adoption on all levels from operations to senior management.
- ú Formulated and executed control strategy including management monitoring, evidencing and self assessment – all reducing the overall audit cost and negative impact of the control framework.
- ú Assured sustainability by embedding the governance effort from “Project” to process.

§ **2005 Aug: RHI/Protiviti** – International risk consultants and recruitment firm, NYSE: RHI  
(Rev.2006: \$4 billion)

Title: **Auditor**

- ú Tested, evaluated and improved the SOx (Sarbanes Oxley) control framework for a UK shared service centre.
- ú Reduced the amount of controls significantly while maintaining framework efficiency.

§ **2005 Feb: 2005 Aug –Allied Domecq** (since acq. by Pernod Ricard) – Multinational manufacturer of spirits, Premier Marché, Paris Stock Exchange. (Brands: Perrier-Jouët, Ballantine’s, Chivas Regal, Ricard, Beefeater, etc..)  
(Rev.2006: €6 Billion)

Title: **Quality Assurance Manager**

- ú Responsibility for the quality of a COSO internal control framework in 20 markets
- ú Acted as Business Analyst assisting local business units in defining, documenting and testing automatic controls in various systems: SAP, JD Edwards, Oracle Financials, AS400, Lotus Notes, etc.
- ú Identified and managed the centralization of group-wide SOx application controls in SAP.

§ **2005 Jan** : investment due diligence for private investor

Title: **Due diligence Project Manager**

- ú Complete investment due diligence of an investment proposition in the UK betting market including financial, legal and technological due diligence.

## EMPLOYMENTS

**Jan 2005 – Present** Consult Ltd – contracting and management consulting firm with staff on projects, directly or through partners & agents, in Shell, Bacho, Nestle, Alstom, SnapOn, ABB, Tesco, etc...Personal project participations are listed above in the contracting/consulting section.

Title: Contractor / Consultant

**2001 - Dec 2004 AmazingPorts** - (OSS/BSS provider in WiFi) www.amazingports.com. The company currently offer a platform for WiFi HotSpot Management. In 2004 half the company was sold and bought it back in 2005.

Title: CEO

- ú Full operations and PnL responsibility

**2000-2001: United Spaces** – Managed office funded by NCC (NCC, Rev.2006: 5Billion€) By leveraging Office space owned by NCC, SMEs could be offered a truly global managed office network that provided a culture of business exchange and a technology platform to facilitate global expansion and business interaction.

Title: CTO & CFO

- ú Hired CTO in a new and growing start-up then appointed CFO
- ú PnL and budgeting responsibility, presenting financials in board meetings
- ú Worked with a large number of suppliers and vendors both on and off shore

**1999 – 2000: Speed Ventures** – Seed stage technology Incubator present in 10 countries with 80+ employees sold to Ledstiernan in 2002. Investments: (HotSip(Bought by Oracle), Delego, Sourcebynet, letsbuyit.com, Goyada, Insite, Spread skill, Steel Screen, Merkant ...+ over 15 others. In total almost 800 people worked in group companies in 2000) Funded by among others Charterhouse, Soros Private Equity Partners, Permira Funds and Bear Sterns My role as CTO was split into three distinct areas: new venture due diligence(30%), program & project management for operational venture support (50%), internal IT (20%).

Title: CTO

- ú Pooled procurement from multiple ventures into strong purchasing groups significantly reducing costs.
- ú Developed a platforms/systems rationalization plan across ventures to achieve economy of scale.
- ú Directly managed software development projects with more than 50 team members for ventures.
- ú Managed IT outsourcing for ventures and for the mother company (on- & off-shore)

**1997 – 1999: INTERNET PARTNER** – Internet pioneer in the e-commerce space (private business)

Title: Project Manager

**1989 – 1992: CREDIT SUISSE & KREDIET BANK in Geneva** – Swiss and Belgian investment banks

- ú 2 summer internships in currency arbitrage. One internship for back-office trading

## EDUCATION

**2001:** Stockholm University, 5 weeks course in IT Contract Law

**1994 – 1997:** - 3y B.A., Business Administration / International Business, Stockholm University (No1 Sweden University)

*simultaneously* - 2 years degree in Computer Science at Stockholm University (simultaneously with B.A.)

**1995:** Scored 2.0/2.0 at university admittance test (“Högskoleprovet”) (=top1%).

**1993 – 1994** Mandatory Military Service, graduated as Second Lieutenant.

**1988 – 1991:** French School, Stockholm Natural Sciences program extended with languages

## OTHER

Invented and filed United States patent application 20060059340

Chairman of: FireVentures Ltd www.fireventures.com an innovation management company

## PROJECTS & ACHIEVEMENTS

### Change management / Governance / Audit – projects

- ú An improved IT GCC Control Framework – managing change in global organizations

**Role:** As Project manager Defined an IT internal control framework based on CobiT 3 & 4 (Controls Best practice), ITIL (Processes Best Practice), ISO17799 (Security Best Practice), and implemented it reporting to VP Service Assurance and a shrinking the project team from over 10 to one and half direct reports as the work stream

became fully integrated into business as usual.

**Achievement:** The framework included a total rework with a top down risk based approach of all controls and resulted in new: -detailed control descriptions; -management integration and oversight on several levels; -detailed reporting instructions and implementation of these instructions in the entire organization up to CEO; -detailed evidencing storage & retention plans incl. implementation; -detailed plans on internal audit integration/oversight, -detailed instructions and audit training for IT staff. The new framework was appreciated by operations and improved over all productivity according to project managers of concerned projects.

**Result:** SOX closing (with external auditors) early January instead of Mid March (previous year), Deficiencies reduced from almost 200 down to below 25.

**Additional information:** Managed other similar projects with similar results.

#### ú **Technology Due diligence/audit project**

**Role:** Assure that the technology part of the investment cycle in Speed Ventures was adequate by implementing a clear process.

**Achievement:** Through a tiered process approach with clear control points, the due diligence team managed to investigate 100s of investment propositions per month. As a result, only a few cases per month required an in-depth and thus much more expensive due diligence. The deeper due diligence focused on governance and process adherence as a main sources of quality assurance and to a minor extent on code review and tests.

**Result:** No investments in technology that couldn't deliver to expectations.

#### ú **Investment due diligence project**

**Role:** Managed a complete investment due diligence project.

**Achievement:** Evaluated all aspects of a UK betting company, accounting, customer base, legal aspects and technology.

**Result:** A complete report outlining the direct & time value of the company and potential risk.

### **Finance & Accounting projects**

#### ú **In Internet Partner I did all accounting, AP, AR, annual returns, VAT returns & payroll.**

#### ú **A financial control and reporting framework to curb expenditure**

**Role:** As CFO, I introduced expense control structures and policies, payroll control, KPI (Key Performance Indicators) for out sourced suppliers, reviewed all suppliers – all targeting a galloping expenditure.

**Achievement:** Within weeks several very expensive supplier contracts had been renegotiated or terminated, a cash flow plan was established, financial forecasts were made.

**Result:** Improved financial awareness allowed the Company to restructure before problems occurred.

#### ú **Managing quality of a global financial controls framework**

**Role:** Responsible for the quality of the automated part of a financial control framework based on COSO. I reviewed and approved every document and assisted the operational organizations in defining, documenting and testing their controls in 20 markets (Europe, Asia & USA) around the world in co-operation with local staff.

**Achievement:** Some business units were finished in less than 2 weeks.

**Result:** All business units had documented and tested all their controls in approximately 6 months.

#### ú **Money Market / investment banking**

**Role:** Trading SPOT, SWAP and FRAs in Nordic currencies, as trainee

**Achievement:** First trainee in the bank to meet revenue requirements of employed dealers.

### **Negotiation and contract design**

#### ú **Contract design**

**Role:** Managed a procurement improvement program covering: general outsourcing, software development and hardware purchases for Speed Ventures and several of the companies invested in.

**Achievement:** Almost every outsourcing, partner/supplier, met their goals and delivered to contract. Over time our reference bank of good examples grew and thus the time from initial negotiations to finalization and signatures was shortened. It also reduced risk as all the “standard” risks were covered by templates to a large extent. By time I learned that the definition of milestones and their adequacy as measurement of success was a key factor in all “good” contracts we closed.

**Result:** Legal fees were significantly reduced, and negotiation time shortened.

**Additional information:** I have written EULAs (End User License Agreements), employment contracts and usage agreements. Approximately 10 contracts representing a joint value of more than 5M€

ú **Innovative contracts**

**Role:** United Spaces was facing significant investments in PBX's (Private Branch Exchanges). As CTO & CFO in United Spaces it was my role to maximize the value of each office investment/new office.

**Achievement:** By negotiating an inclusion of PBX services into the GSM provisioning agreement and combining it with location based billing (the price for phone calls vary depending on where the person is) it was possible to reduce the investment in local hardware significantly, without losing functionality. At the time there were none/very few such agreements on the Nordic market – and this contract was an ice breaker requiring extensive negotiations with TDC. These kinds of agreements are now common.

**Result:** Reduced investments in hardware and improved service as every user only required one phone

**Additional information:** I have also managed to close very favourable deals by deploying innovative IPR arrangements in software development in-between group companies.

ú **Purchasing management**

**Role:** Both as CTO in Speed Ventures and CFO in United Spaces I managed the purchasing and procurement programs to ensure that purchasing was efficient.

**Achievement:** By analysing purchasing patterns in the business and pooling several “purchasing streams” across organizations and business units, it was possible to reduce products and services actually required.

**Result:** Significantly better prices and terms with companies like: IBM, Sun, HP, TDC, Comviq, etc....

**Application Development**

ú **Software development**

**Roles:** Managed several programs and projects including RFI/RFQ, system architecture, coding, testing and deployment.

**RFI/RFQ:** E-Com on Microsoft, e-Com on JAVA/XML, GIS (Geographic Information Systems) systems, CRM systems, Community/groupware platform (SharePoint & Exchange), integrated ERP ( See below) etc....

**As Coder:** websites 1997-1999, multiple e-Com sites starting with AJAX style architectures 1997 à JSP on MySQL 2007, multiple front-ends for Administration of shops, firewalls, payment gateways, credit card integrations 1999-2007, Instant messaging prototype 2003. IP Network BSS architecture 2001-2004

**As Project Manager:** multiple web sites 1996-1999, Recruitment web 1999, Internal procurement support platform 1999, Community / groupware platform in 2000, e-Com & i18n projects 1997-2001, trading and exchange platforms for commodities 1999-2000, OSS/BSS & firewall software suite 2001-2004, Work stream management on SharePoint/Exchange 2005, multiple CRMs (packaged & Bespoke) 99-07, packaged software 2001-2004, etc...

**Organisation:** Rational Unified Process (RUP) and Agile/Extreme.

**Program Manager:** Procurement program for ERP systems, Software IPR consolidation program.

**Platforms:** JBOSS, IIS, Apache, Tomcat, WebSphere, ATG Dynamo, **OS:** NT3-5, \*ix

**DB:** MaxDB (SAPDB), MySQL, MS SQL, DB2

**Language/Mark-up:** JavaScript, VB, Perl, JSP, Java, C, C++, HTML, xHTML, XML, SGML

**IDE:** IntelliJ, notepad

**Budget sizes:** up to 1.5 M €in one contract mile stone.

**Team Size:** up to 30 people in one of several parallel application streams.

ú **Resource models in development (in-house vs. offshore)**

Having run a multitude of development projects I have been faced with two types of specific situations that require (out)-sourcing: 1. Lack of or cost of internal resources. 2. Lack of know-how.

**Sourcing models:** In-house, Offshore in-house, local & offshore outsourcing and remote Pair (a mix of in-house and offshore) I have (when required) and in different situations found, contracted, run, audited, repaired and closed all of the above kinds of (out)-sourcing models.

**Off shore countries:** Poland and India

**Budget Size:** up to 1 M€/ contract mile stone

**Outsourcing companies:** Satyam (big), InterPolcom (medium), YFI (small) etc...

## Infrastructure Development projects and programs

### ú IP connectivity (Fibre, hDSL, ADSL)

**Role:** As CTO responsible for requirements, negotiation, contract definition, closing, delivery and maintenance.

**Achievement:** Built a global network with almost 100% real uptime between 10 offices on 3 continents with short lock-in periods to avoid “bandwidth inflation”. Also managed to acquire cost efficient solutions for voice and data access in multiple countries including market leading GSM deals.

### ú Mobile and local voice services (GSM / DECT / WoLAN / VoIP / SS7 / PBX / IP PBX)

**Role:** Establish requirements, allocate budget, purchase, implement and maintain voice functionality.

**Achievements:** I have managed to balance functional requirements vs. financial requirements in such a way that users have always perceived the systems as smart and providing the required services without over spending. As an example it took until 2005 until an IP based solution became financially viable, in the projects I was working on, even though for example Cisco has been promoting VoIP since 2000.

**Result:** A balanced and informed approach to available technologies has given a successful cost/benefit balance.

### ú Intranet & collaboration (VPN, IPSEC, SSL, RAS)

**Role 1:** As CTO for Speed Ventures I was asked to create an infrastructure that provided all employees, guests, external parties and ventures we invested in a collaboration platform/intranet.

**Achievement:** 1999 any internal user could connect anywhere in any office and everything “just worked”.

**Role 2:** As CTO for United Spaces I was again asked to create a collaboration platform.

**Achievement:** In 2000 any member of the “arena” or employee could without thinking of where and how they connect (incl WiFi) use all internal services (applications, printers etc...); in office, in the hotel, at home, anywhere – all security (encryption etc..) was fully automated and invisible to the end user.

**Result:** Significantly improved service levels and lower support requirements.

### ú Mixing VoIP and mobility (QoS)

**Role:** Mobility expert, advising on a, VoIP combined with mobility, project for a 100k+ user gov. org.

**Achievement:** The initial intention of the project was to provide ubiquitous mobility for a large workforce using VPN technology. I displayed the inherent problems with a traditional VPN approach and QoS.

**Result:** The project was turned towards application based security effectively solving the QoS issues.

## Outsourcing projects

### ú Innovative outsourcing

**Role:** Project manager/Contractor for multiple blue-chip clients in Compliance

**Achievement:** Identified an offshore outsourcing company providing highly educated staff that can be deployed either locally as part of the client organization or offshore. Trained a section of the Staff to perform audit and compliance specific tasks and implemented a quality control process. Arranged the required legal structure.

**Result:** Consult can now provide vast numbers of well trained staff that can perform audit and control tasks locally on client site and remotely with a very interesting cost structure.

### ú Traditional outsourcing projects (development, accounting, Switch board, help desk, CRM....)

**Role:** CTO Speed Ventures, CFO United Spaces & CEO AmazingPorts and contracting I have been in situations where the “company” didn’t have adequate resources internally and therefore deployed externally acquired resources.

**Achievement:** Identified a requirement, found an adequate supplier and contracted it to perform the tasks.

Furthermore I have audited third party suppliers and doing that helped improve customer/supplier interfaces and control structures.

**Result:** Better and more efficient outsourcing

**Other information:** I have tried but personally failed to leverage the EU development funds, never the less outside my own direct involvement I have advised others who, due to my failures ?, have successfully (out)located with partial EU funding.

### ú Mixed mode outsourcing and software development

**Role:** As CTO for Speed ventures I was often faced with situations where third parties did not deliver what the clients, our ventures, were expecting.

**Achievement:** By creating what we called a “mixed” outsourcing model expectations at both the supplier side and

the client side could be managed.

**Result:** Significantly higher quality and lesser “problems”.

## ERP – Enterprise Resource Planning programs and project achievements

### ú Adaptation of organization vs. adaptation of software

**Role:** As CTO for Speed ventures I managed purchasing projects of more than 10 ERP systems including SAP, Oracle Financials, IFS, Scala, XOr etc...

**Achievement:** Most organizations perceive that their modus operandi is the best and only way. This approach to ERP implementations tend to lead to significant adaptations of standard work streams and procedures in packaged software. By managing the implementation project to adopt best practice, significant advantages were gained.

**Result:** Shorter implementation time and a simplified process to take advantage of software updates.

### ú Full software integration vs. manual integration

**Role:** As CTO for Speed Ventures I was often asked to create end-to-end fully integrated solutions between e-commerce, accounting and purchasing.

**Result:** Many integrations require several years for a return on investment compared to a manual integration using efficient outsourcing. Significant effort was spent ensuring that any integration would give return on investment before the next software upgrade or technology change.

## Innovation

### ú Secure corporate file sharing (SMB, NTLM, WebDav)

**Role:** Advising a section of a bank (EFG) with very high security requirements in 2004.

**Achievement:** A solution was built that allowed to map shared networks drives over secure IP instead of NetBIOS.

**Result:** Users could store and share files on a secure server. As server and connection was secure, files were available in office; at home and travelling – anywhere.

### ú Development of double NAT transversal technology (P2P, TCP/IP, UDP)

Many system and software providers experience trouble with NAT transversal. This software solved the double NAT transversal problem restraining many P2P applications like VoIP, IM, Skype and collaborative software in 2003.

**Achievement:** Created a prototype together with H. Kniberg that enabled two clients behind two separate network address translating devices (i.e: corporate firewall or home gateway) to establish a direct TCP / UDP connection.

**Result:** “I can hear you but you can not hear me” situations when using VoIP applications are solved with much less latency and jitter than with third party relaying used by Yahoo, Skype and others.

## Media presence and public appearances

### Business Wire May 2000

[http://findarticles.com/p/articles/mi\\_m0EIN/is\\_2000\\_May\\_18/ai\\_62187891](http://findarticles.com/p/articles/mi_m0EIN/is_2000_May_18/ai_62187891)

### Tidningen Mobil March 2002 (glossy monthly publication)

Portrait about myself 4 pages.

[http://www.eldenmalm.com/articles/Article\\_in\\_Mobil\\_March\\_2002.pdf](http://www.eldenmalm.com/articles/Article_in_Mobil_March_2002.pdf)

**As CEO of AmazingPorts I had more then 15 media appearances between 2001 and 2004, these are some of them:**

### Dagens Industri (largest financial newspaper in Sweden), April 2002

<http://di.se/Index/Nyheter/2002/04/22/47551.htm?src=xlink>

### Speaker on WiFi conference in 2003

<http://www.jupiterevents.com/80211/fall03/eldenmalm.html>

### eWEEK, December 2003

Roaming Bedevils Wi-Fi Value-Add Services, Article based on my appearance in conference.

[http://findarticles.com/p/articles/mi\\_zdewk/is\\_200312/ai\\_ziff113948](http://findarticles.com/p/articles/mi_zdewk/is_200312/ai_ziff113948)