

Executive Vision and Value-add



**Value-added Results**

As an Executive-for-hire (Chief Operating Officer/VP) for a 3G mobile operator, part of the team that refined the corporate vision and marketing plan so that when this mobile operator was successfully launched in 2001, they captured 5+% of the market in the first 11 months of operation and 16% within the first 2.5 years (no 4th operator had ever achieved more than 7%, total, anywhere) resulting in **€36 million per month in sales** at the end of 2003

As part of a brand repositioning project for a major Asian mobile operator **identified US\$ 5 million in savings** for the Customer Care - CRM department during a major brand launch in the areas of smart card integration, migration planning and OSS

During fiscal year 2000 **increased sales by over US\$ 2 million** for a mobile telecom consulting team

**Profile Summary**

- During the past 16 years, Andrew has added significant value by assisting clients in reducing (or avoiding) costs -and/or- by increasing revenue for Marketing, CRM, SFA, CC&B, Call Center, IT, Internet, ecommerce (including a Web 2.0 start-up), Integration and PMO programs and projects.
- Key talents include using advanced “business agile” program, project and change management leadership skills to focus the customer’s vision, definition and strategic planning and then successfully implementing the desired organization change (portfolio, project, program, process) with measurable results, on-time, on-scope and on-budget. He has led and mentored teams as large as 16 members and has directed multiple departments (with full P&L responsibility) with a total of 240 internal and outsourced personnel.
- 28 years of professional experience in consulting, telecoms, manufacturing, marketing, insurance, finance and international management; and, over 16 years of cumulative know-how as a PM, PMO, and leadership framework implementation specialist.

**Professional Experience and Value-add**

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- 2011 – Present **Nature Publishing Group**  
Portfolio Manager, *New York, NY, USA*
- Advanced PPM Set-up, Training & Mentoring
    - Set-up, from scratch, a Portfolio-level PMO.
    - Cultural change implementation
  - **Summary Value-add:** New Role with immediate focus on resource management, utilization and prioritization.
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- 2008 – 2010 **Principal Consultant**  
Project Management, *Jakobstad, Finland*
- Advanced PPM Consulting, Training & Mentoring
    - Vision-driven value-add consulting for companies.
    - Training for portfolio, program and project managers.
  - **Summary Value-add:** Many organizations earned more money, saved costs and/or eliminated or avoided risks through proper implementation and use of the Unified Vision Framework.
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- 2007 – 2008 **Fruugo Oy** Program Office Manager, *Helsinki, Finland*
- Agile Program & Project Management
    - Part of the Management team for the company.
    - **Strategic guidance** and created **extremely accurate roadmaps** in a chaotic start-up environment.
    - Identified **KPIs** and set-up the strategic program office management for the company.
  - **Summary Value-add for Fruugo:** The KPIs and roadmaps helped Fruugo adjust their launch plans (thus saving costs) to fit the reality of

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**MBA - Master of Business Administration**

1993 - Grand Valley State University, Seidman School of Business, Grand Rapids, MI, USA.  
 Completed 2.5 year program in less than 1 year and graduated with distinction (top 5%).  
 Emphasis:  
 Marketing and International.

**BA - Bachelor of Arts Degree**

1980 - Cornerstone University, Grand Rapids, MI, USA.  
 Major: Business Administration.  
 Minor: Speech Communications.

**PMP® – PMI Project Management Professional**

Certification completed on 28 November 2006

**CSM – Certified Scrum Master**

Certification completed on 06 March 2008

**Languages**

English (mother tongue).  
 Swedish (fluent).

**References**

Available upon request.

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what could be achieved within the time frame in which they were working.

2006 – 2007 **Nokia Siemens Networks (previously Nokia)**

Program Manager, *Esbo, Finland*

- Program & Project Management, Global Implementations
  - Integration Program Management for Infrastructure and Common Platforms (IT).
  - Identified **major savings** for the ICP (IT) team via strategic use of open source software.
- **Summary Value-add for Nokia/NSN:** created cost savings for both Nokia and NSN.

2002 – 2006 **Independent Management Consultant** International

Marketing/Mgt, *Jakobstad, Finland*

- Client - Fluid-Bag, Jakobstad (packaging industry).
  - Developed and implemented the end-to-end strategic marketing project plan for launching the North American target account management structure for Fluid-Bag, including new customer acquisition.
  - Most of the US-based customers acquired at this time are still **active and profitable customers** for Fluid-Bag.
- Client - BaseN Ltd, Helsinki (network monitoring service).
  - Developed the initial strategic marketing and organization plan for launching the US market for this cutting edge network monitoring company.
  - Most of the US-based customers acquired at this time are still **active and profitable customers** for BaseN.
- **Summary Value-add for Fluid-Bag and BaseN:** helped these companies make more money by developing a profitable new customer base for them.

2001 – 2002 **DNA Finland Ltd.** Interim COO/Vice President, *Helsinki, Finland*

- Executive-for-hire
  - Identified recommended solutions and guided the IT department toward **seven-figure cost savings** for fiscal year 2001, without reducing deliverables or sacrificing quality of service.
  - Negotiated a 3<sup>rd</sup> party agreement on behalf of DNA Finland that also created a **seven-figure cost savings** for the IT department.
  - Directed the team of consultants that helped refined DNA's marketing plan so that they **captured 5+ % of the market** in the first 11 months of operation and **16% within the first 2.5 years**, including **€36 million in sales per month** at the end of 2003. No other 4<sup>th</sup> operator on the planet had ever achieved the results we achieved at DNA Finland.

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**Co-Author**

The Unified Vision Framework (UVF)  
[www.unifiedvisionframework.com](http://www.unifiedvisionframework.com)  
*The UVF is a Business Agile Leadership Framework*

**White Papers**

Vision  
<http://www.pmifinland.org/34>  
 Agile  
[http://www.uwasa.fi/levon/johtaminen/toiminta\\_johtaminen/pmclub/document\\_library/](http://www.uwasa.fi/levon/johtaminen/toiminta_johtaminen/pmclub/document_library/)

**Presentations**

CRM Conference in the Netherlands  
 GSM Conference in Helsinki

**Memberships**

PMI International  
 PMP in good standing  
 Member of the **Board of Directors** for the PMI Finland Chapter  
<http://www.pmifinland.org/47>

- Customer Care, IT/IS, PMO, Marketing & Services and Organization including **vision, strategic planning** and **company launch**.
- **Full P&L responsibility for Operations**, including the Customer Care, Program Management Office and IT departments. Built DNA's PMO from scratch.

- **Summary Value-add for DNA Finland:** helped DNA Finland make more money by creating a cutting edge marketing plan and also created a number of seven-figure cost savings for the IT department.

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1999 – 2001 **edgecom AB** (Ericsson Business Consulting)  
 Manager, CRM Practice, *Stockholm, Sweden*

- Professional Management Consulting Leader
  - Outstanding communication skills demonstrated by sales growth and management. **Increased consulting services sales** and generated approximately **15% of all annual sales revenues** for the entire company (120+ consultants).
  - Large scale IT/IS program and project management and implementation including consultant mentoring using the Unified Vision Framework. Led teams with as many as 16 consultants. Asked to lead edgecom's PMO Practice area as well.

- **Summary Value-add for edgecom:** helped edgecom make more money by increasing sales and also created a number of seven-figure cost savings for edgecom's customers (including, for example, SingTel in Singapore).

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1995 – 1999 **Independent Consultant** On assignment with Steelcase, Inc., *Grand Rapids, MI, USA*

- CRM – SFA Project.
  - Key member of the team that implemented a sales force automation (SFA) effort that within the first 12 months returned an **eight-figure cost savings** to Steelcase's bottom line results (audited).
  - In close cooperation with an Executive Sales Director, defined the requirements for and managed the development of the 30-60-90 day sales forecasting software that **contributed to his division's 50% sales growth** in one year.
- Call Center – 2 Projects.
  - Project management for the customer service call center IT application implementation, including the process mapping for the customer service call center projects.
  - Supported the change management efforts, including hiring and training the internal call center team for the sales and marketing organization.

- **Summary Value-add for Steelcase:** helped Steelcase make more money by increasing sales and also created a major eight-figure cost savings for them.

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- 1992 – 1995      **Kokkola Polytechnic College**  
Teacher, English-based BBA Program, *Kokkola, Finland*
- Helped set-up English-based Bachelor of Business Administration program.

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- 1990 – 1991      **Oy B. Herrmans Ab**  
Production and Warehousing, *Jakobstad, Finland*
- Broad experience with an ISO 9001 certified plastics manufacturer in production and warehousing

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- 1983 – 1990      **2G, Ltd.**  
Vice President–International, *Lansing, Michigan, USA*
- Insurance/Finance Industry Experience.
    - An active member of the executive management team that supervised a premium finance division (including a high-risk auto insurance agency) for 2G, Ltd.