

# Jes Anker Batting

Turnaround & Transformation Leader

Mandate-driven turnaround and transformation in technically complex businesses

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## Executive Teaser – Turnaround & Transformation

### When complexity is high – and consequences are real

I support boards, owners and CEOs in regaining control and creating sustainable momentum in technically complex businesses – often capital-intensive, but also software- and technology-based – where value depends on technology, total cost and commercial governance working together in practice.

My assignments typically arise in high-pressure situations with multiple stakeholders and real trade-offs, where decisions cannot be postponed and execution makes the difference.

### What I am typically brought in to do

I take on mandate-driven assignments, typically anchored directly with the CEO and sometimes the board, including:

- **Turnaround and stabilisation**  
(financial performance, governance, delivery capability and leadership structure)
- **Commercial performance uplift**  
(sales, pricing structures, value capture and commercial governance)
- **Cost reduction and total cost optimisation**  
(engineering- and commercially driven, with focus on economic trade-offs)
- **Industrial scale-up and design one – build many**  
(replicability, risk reduction, time-to-market and lifecycle performance)
- **Megaprojects and technical-commercial governance**  
(interfaces, contracts, accountability and decision speed)
- **Cross-functional transformations**  
(behaviour, decision logic and operating rhythm)

## **Selected documented results**

- **Power-to-X / eFuel:**  
Industrial scale-up from first-of-a-kind projects to a product-based master design with ambitious targets for cost level, time-to-market and risk reduction (approx. 11 pct LCoM reduction delivered).
- **Software-SME:**  
Full CEO mandate following bankruptcy and change of ownership; turnaround from multi-year losses to 6 pct EBITDA in year one and 12 pct in year two, concluding with exit readiness.
- **EPC / O&M:**  
CEO-proximate execution of turnaround combining sales performance uplift, engineering cost-out and portfolio decisions, restoring profitability to approximately 10 pct EBIT.

## **How I work**

- Mandate before method – contract form is secondary
- Cross-functional execution with clear top-level anchoring
- Hands-on execution under real economic pressure and sustained delivery demands, typically in mandate-driven assignments of one to several years
- Technical and commercial credibility without buzzwords

## **Background (short)**

- 25+ years of experience in turnaround, transformation and strategy execution
- Executive and CEO mandates in technically complex businesses
- International management consulting (PA Consulting, Implement, Deloitte, Booz & Company)
- MBA (University of Bath)
- Mechanical Engineer (DTU)

## **When it makes sense to talk**

When outcomes truly matter, when technology is critical but cannot stand alone, and when clarity, pace and execution power are required.