

# Jes Anker Batting

Turnaround & Transformation Leader

Mandate-driven turnaround and transformation in technically complex businesses

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## Selected Mandates – examples

### Purpose of my mandates

My mandates are typically established in situations where value creation is constrained by technical complexity, unclear decision structures or weak alignment between strategy and execution.

Assignments are usually anchored directly with the CEO (and sometimes the board) and designed as cross-functional deliveries with a strong focus on outcomes.

### Power-to-X / eFuel – industrial scale-up

**Role:** Head of Design & Performance Centre

**Company:** Liquid Wind AB

**Duration:** approx. 2 years (ongoing)

Industrial scale-up from early first-of-a-kind projects to a product-based master design (“design one – build many”), focusing on cost level, time-to-market and technical/commercial risk reduction.

- Establishment and leadership of the Design & Performance Centre with CEO anchoring
- Integrated master design across four OEM technology partners
- Approx. 11 pct cost reduction (LCoM) delivered

### Software SME – CEO-led turnaround and exit readiness

**Role:** CEO (full mandate with P&L responsibility)

**Company:** Emporio Technologies ApS

**Duration:** approx. 3 years

Turnaround following bankruptcy and change of ownership.

- Stabilisation of operations, liquidity and governance
- Rebuilding delivery capability, customer trust and go-to-market
- Turnaround to 6 pct EBITDA in year one and 12 pct in year two, and revenue growth
- Exit readiness through controllable operations

### **EPC / O&M – strategy execution and turnaround**

**Role:** Director of Strategy Execution (CEO-proximate)

**Company:** Burmeister & Wain Scandinavian Contractors (BWSC) A/S

**Duration:** approx. 2 years

Turnaround of a global EPC and O&M business after several years of losses.

- CEO-anchored strategy execution and portfolio governance
- Commercial performance uplift in sales organisation
- Engineering cost-out and portfolio decisions
- Overall turnaround restoring approx. 10 pct EBIT

### **Procure-to-Pay – governance uplift**

**Role:** Engagement Lead (via consulting firm)

**Company:** Large European energy group

**Duration:** approx. 3.5 years

Redesign of Procure-to-Pay governance in a highly decentralised organisation with approx. 6,000 employees and annual operational procurement spend of approx. EUR 2.7bn.

- Group-wide P2P framework implemented without new IT
- Clear governance, roles and performance metrics
- Compliance improved from approx. 20 pct to 72 pct (84 pct of total spend)

### **Infrastructure – performance-based O&M solution**

**Role:** Engagement Lead (via consulting firm)

**Company:** Odense Letbane P/S

**Duration:** approx. 1 year

Performance-based O&M solution for new light rail system.

- Outcome-based KPIs driving the intended customer experience
- Clear accountability and back-to-back contractual structure
- Governance ensuring controllable operations without owner micromanagement