



Lars Dyrhagen

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- » Living in Copenhagen & Brussels with spouse of Montenegrin origin.
- » Passion for history (*especially European Mercantilism*) and cultural sociology.
- » Currently serving as corporate vice president with a multinational company and having the global responsibility for corporate public affairs.

### Professional Experience

#### DANFOSS A/S - [www.danfoss.com](http://www.danfoss.com)

(2007–present)

*Danfoss Group is Denmark's largest industrial group with an annual turnover of 2.66 billion EUR or US \$4.04 billion and more than 29,000 employees worldwide. The activities of Danfoss Group are expanding, with more than 100 companies around the world. Danfoss Group is a market leader in the development and production of mechanical and electronic components for many different sectors.*

#### Vice President, Corporate Public & Industry Affairs

Employed in the Heating Division's function for Business Development before transferring to corporate staff functions responsible for the Group's Public & Government Affairs in 2008. As Head of Corporate Public & Government Affairs I have:

- » Established and built-up the Corporate Public & Government Affairs Department at Danfoss Headquarters. In June 2009 I opened the first lobbying office in Brussels of any Danish company.
- » Solved cases in need of dispute resolution. For example, I facilitated the release of US \$4.8 million by a country with foreign currency controls.
- » Led a reputation management campaign aimed at European policy-makers. The campaign concluded that *"Danfoss has positioned itself as a key stakeholder in the institutional debate [...] As information and expertise provider, Danfoss has won credibility and visibility."* (Grayling Global, 2008).
- » Become head and negotiation leader of Danfoss' lobby effort towards the EU Directives on Renewable Energy Sources and Energy Performances in Buildings. The efforts successfully included heat pumps as a renewable source and strengthened district heating as the core of the acts.
- » Managed internal department and team of external agencies/consultants.
  - External communications: CEO presentations/interviews, targeted media outreach programs in Europe, Russia and Asia.
  - Internal communications: Management communications, policies/processes for multi-site and multi-cultural employee base, employee meeting and informational sessions, and contribution to annual reports.
- » Taken charge of official industry promotions. Represented Danfoss at official state visits with H.M. Queen Margrethe II of Denmark in Korea (2007); Mexico (2008); Tanzania (2008); and Vietnam (2009). Taken the initiative to –set up and organize the Danfoss Celebration Dinner in Bangkok (2008) with T.R.H.s Crown Prince Couple.



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**BUSINESS COLLEGE COPENHAGEN NORTH - [www.knord.dk](http://www.knord.dk) (2005-07)**

*Copenhagen North (in Danish "København Nord") is a state-funded and self-governing institution comprising a business college as well as a business academy. Copenhagen North has about 2,000 full-time and 3,000 part-time students. There are a total of 250 staff members, including 100 academy faculty members. Copenhagen North offers professional higher education programmes within IT and business.*

**Teacher of the courses in *MARKETING* and *INNOVATION***

With students aged 16-18, I combined a high degree of self-learning with a pedagogical responsibility where I:

- » Improved my people knowledge.
- » Strengthened my negotiating abilities.
- » Achieved a better understanding of the principles of marketing.

**JEF DENMARK - [www.euro.dk](http://www.euro.dk) (2002-05)**

*JEF-Denmark (in Danish: Europæisk Ungdom) is an NGO working for an open, democratic and enlarged European Union. JEF-Denmark is the national section of the only Pan-European network for youth leaders.*

**Secretary General**

While with JEF-Denmark I:

- » Turned around the organization from a grass-roots group into a "stakeholder organization".
- » Initiated a new identity program under the working title, "Become a European" (in Danish: Bliv Europæer).
- » Increased the number of members by more than 200 percent, making JEF-Denmark one of the largest NGOs in Denmark.
- » Gained first-hand experience from travelling extensively in Eastern and central European countries.

**Formal Education**

**Other Advanced Education (→ 2008)**

**Executive certificate in Strategic Communication**

Taught on Ivy league Columbia University this program improved my ability to develop and practice effective communications strategies to respond to crises and enabling opportunities. Its focus on the role of communications in strategy and in the respond to multiple audiences to better guide multinational organizations to succeed in the global marketplace was of large benefit.

**Master in International Management**

*Universität St. Gallen (Switzerland) & CBS*

→ [www.cems.org](http://www.cems.org)

**BSc. in International Business**

*Copenhagen Business School.*

**BSc. studies in Economics**

*Aarhus University.*



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### MSc. in Economics & Business (cand.merc) – CBS

Majoring in Management of Innovation & Business. The program focused on strategically aligning technology with market development as well as how to manage knowledge as a resource of innovation.

My main focus was on how to balance contradictory expectations and demands from internal and external stakeholders. My thesis “*The dynamics of technological and institutional entrepreneurship*” analyzed Grundfos’ circulator pumps and EU regulation. The thesis has been applied as a case for education by Professor Peter Karnøe.

### Public Service & Committee Work

- Appointed to “*Erhvervsforum for Miljøteknologi*” by the Danish Minister for Environment. (2009)
- Chairman of DI Byggematerialer’s “*Committee on Energy & Climate*”. (2009–2011)
- Appointed expert on social affairs to the “*EU Top Summit*” by the Danish Minister for Education. (2004)
- Appointed Parliamentarian Delegate to the “*United Nation’s General Assembly*” in New York, USA by the Danish Government. (2003)
- Appointed committee member of “*Europe at School*” by the Danish Minister for Education. (2002-05)

### Networks, Articles & Honours

- Selected as one of Denmark’s greatest professional talents by Danish business magazine *Berlingske Nyhedsmagasin* (2009)
- “*Communication and Adaptation – staying in top of new legislation may ensure a competitive edge for today’s business*”, Communication Director, Issue 7, 2008, Ole Daugbjerg & Lars Dyrhagen. (2008–present)
- Member of the network for Heads of Public Affairs in Denmark. (2006)
- Winner of “*Grundfos Challenge*”. (2005-present)

Languages	Oral & Comprehension Skills	Reading/writing skills	Testing
Danish	Mother tongue	Mother tongue	N/A
English	Mastery Proficient user (C2)	Mastery Proficient user (C2)	TOEFL: 627
German	Independent Vantage User (B2)	Independent Threshold User (B1)	CBS

( ) marks the level according to Common European Framework of References for Languages