

Curriculum Vitae

Hon.- Prof. Dr. Wilhelm K. Kross, Dipl.-Ing., MBA, Eur. Ing., PMI-RMP



Education

- Dr. rer. pol., 2006, European Business School, Dept. of Finance, doctoral thesis on „Integrated Risk-Based Organizational Design and Process Management in Financial Services“
- Exec. MBA, 2000, Athabasca University, Canada
- Postgraduate degree (Dipl.-Ing., equiv. M.Sc.), mining engineering, 1991, RWTH Aachen Germany
- Languages: German, English, French (all fluent), some Spanish and Afrikaans

Professional Career Path

- Self-employed consultant and partner of the LPP, Amontis, FutureValue, and Plejades networks
- Marsh GmbH, Frankfurt; Senior Vice President, board member (COO/CFO) of newly founded subsidiary MRC Marsh Risk Consulting GmbH
- Value & Risk AG, Bad Homburg / Frankfurt; Director, Head of Management Consulting
- Golder Associates Ltd., Toronto, Canada; Senior Engineer, then Risk Management Specialist
- Mining & Environmental Mgmt. CC, Midrand, South Africa; Managing Director
- Logan Mining (Pty.) Ltd., Ermelo, Randburg, Middelburg, South Africa; Mine Manager, then Manager of Technical & Projects
- Trans-Natal (now BHP-Billiton), Johannesburg, South Africa; Trainee, then Junior Mine Overseer

Consulting Reference Projects (selection)

Feasibility studies, due diligences, business cases

- Preparation of close to 100 projects for financing– e.g. Mahajanga student residence, Fianarantsoa computer centre, Tulear vacation resort, Sakoa coal, Ranomafana eco-lodge, (all Madagascar), Driehoek Coal (South Africa), proton cancer facilities (Berlin, Riyadh, Erlangen, Zürichsee), Salobo (Brazil), Cerro Matoso (Colombia), etc.
- Risk adjusted scenario evaluation and optimization w.r.t. (toxic) waste management – DaimlerChrysler Canada, Deutsche Bahn, several landfill projects
- Concept development / implementation of the „Foundation Madagascar“, a not-for profit trust structure for governance of business partnerships
- Due diligence of ENE minegas investment portfolio
- Structuring of mining project environmental liability into a rehabilitation trust, approved in South Africa
- Structuring and implementation of the business model www.bewertungseinheit.de, in cooperation with Sungard, NumeriX, Deutsche Börse Systems

Conceptualisation, design und implementation of risk management systems

- Emergency plans and disaster recovery plans for numerous industrial operations, mines, and waste management facilities in North and South America
- Recommendations for the refocusing of operational risk management systems / processes and risk-based decision making – e.g. for Falconbridge, Placer Dome, Whirlpool, GE Capital, Deutsche Bahn, DekaBank, Zurich, bonprix, Deutsche Bank, RWE, FinanzIT, T-Systems, ATEL, Otto, BBR
- Recommendations for the refocusing of project portfolio- and project risk management and suitable IT solutions – e.g. for DekaBank, HSH-Nordbank, DePfa, LBB, Zurich, FinanzIT, Procter & Gamble, T-Systems, SAP, SAP-SI, BASF, Marsh, Otto, BBR
- Refocusing of risk mgmt. of parts of the Aton group
- Integrated system design for portfolio management optimization across multiple asset classes, including illiquid assets and equity participations, in cooperation with Tetralog and FutureValue Group

Megaproject management and crisis management

- Project management of various mining-, refinery-, infrastructure-projects: i.e. doubling of production capacity of Cerro Matoso (Colombia); waste management permitting process Voisey's Bay (Canada); project development, environmental assessment, permitting Ambatovy (Madagascar)
- Introduction of a new process and systems solution for treasury, money market and foreign exchange trading and processing and interest/currency risk management; crisis management in a quasi line-function after several false starts, DekaBank
- Analysis/refocusing of numerous IT-megaprojects, recommendations for risk adjusted restructuring and lean design, eg. project bundles Basel II, credit factory, counterparty risk (FinanzIT), P4P (Otto)
- Introduction of risk management systems and risk owner models, for turn-around management and for the compensation of significant project risks, e.g. DekaBank, FinanzIT, Otto, BBR Bonn/Berlin

Closure planning, remediation and rehabilitation

- Evaluation of cost/risk analyses for the remediation scenarios of several tailings basins, Wismut GmbH
- Conceptualisation/design of closure plans for mining and refinery projects in America and Africa
- Independent risk adjusted transportation cost and effort assessment for the Aue radioactive waste dumps, German Ministry of the Environment
- Risk adjusted transportation cost and effort assessment for multiple scenarios, for the recovery of corpses after mine accident, recommendations for risk communication strategy, Lassing, Austria

Refocussing and Optimisation of Mgmt. Processes

- Lean design, restructuring of business processes for money market and forex trading & processing on the basis of a probabilistic process and process cost modelling and optimization, DekaBank
- Optimisation of the system-/process solution for a credit factory, assuming the stepwise introduction of structured financial products (in conjunction with SAP-SI), for Genossenschafts- / Landesbanken
- Restructuring of back office and risk management processes to facilitate the introduction of the new business model „energy derivatives trading and portfolio management on behalf of third parties“, for clients in Germany and Switzerland
- Structuring and implementation of a platform for the selective outsourcing of the risk controlling and trade processing functions, for structured and exotic financial products, targeting a clientele of institutional investors and financial services providers, with Deutsche Börse Systems

Design, development, and crisis management for waste management systems

- Design of environmental management systems for mine waste and tailings basin facilities for various coal projects including Optimum, New Uitkyk, Rodely Coal, Polmaise, Driehoek; for smaller and larger project owners in South Africa
- Planning and coordination of operational crisis management after industrial accidents, including projects such as Omai (Guyana), Malarctic Les Terrains Aurifieres (Canada), Los Frailes (Spain), OK Tedi (Papua New Guinea), Lassing (Austria)
- Cost optimisation of transport logistics, overburden & waste – e.g. for Optimum Colliery (South Africa), Kidd Creek and Cigar Lake (Canada), Cerro Matoso (Colombia), Mae-Moh (Thailand), Les Terrains Aurifieres (Canada), Phoenix Project (Canada), El Cerrejon (Venezuela), Mt. Arthur Coal (Australia), Kubaka (Russia), Kumtor (Kyrgyzstan)

Public permitting and expert witness testimony

- Responsible for the first ever approved mining authorization according to the regulatory framework (1992) for mining, New Uitkyk, South Africa
- Expert witness testimony and cross examination at the Pretoria Supreme Court w.r.t. the demonstrated profitability and possible corruption in the failure and winding up of a small scale mining company
- Public presentation of development concepts and plans including infrastructure changes, development phases, waste management etc., of the first approved megaproject according to the new mining law, Ambatoyy/Analamay project, Madagascar
- Various interviews for newspapers, radio broadcast and television series, relating to questions of applied risk management and project management
- Active as risk assessor for numerous government projects (federal buildings, waste mgmt., mining)

Co-operation in professional associations

- Board responsibility: Project Management Institute, 2006-09, President of the PMI Frankfurt Chapter
- Leader of PMI PMBOK translation (4th / 5th Ed.), co-head Post Disaster Program Mgmt. Methodology
- Leader of numerous committees and work groups in PMI RiskSIG, PMI TPSIG, SRA, PRMIA, GARP
- IAEA Technical Expert, BSITF/ASITF certified, responsible for Corporate & Energy Risk in expert mission IRA/4/035 for Bushehr / NPPD, Teheran
- Support of numerous research initiatives in the fields of project risk, PPP, mega-project mgmt. etc.
- Registered as Eur. Ing. (FFEANI, 1997), certified as Risk Management Professional (PMI-RMP, 2011)

Lecturing Assignments

- Multiple lecturing assignments at the European Business School, Strategic finance Institute, i.e. series on “Energy Risk Management”, “Visions in Banking”, „Risk and Value Management“, as well as supervision of numerous academic theses
- Guest lecturing assignments at numerous further universities & professional associations in Europe

Co-author of more than 150 publications

- **Die bewegliche Zukunft** (with W. Kross), ZDF television documentation, Rögglä, K. (2012)
- **Linking Strategy to the Real World: Working toward Risk Based Supply Chain Optimization..** Kross, W. (2012), in Hommel/Fabich/Schellenberg/Finkorn (Eds.), “The **Strategic CFO**“, Springer
- **State-of-the-art approaches to risk communication in project environments.** Kross, W. and Kurt, H. (2011), PMI EMEA Congress Dublin
- **Ineffective Risk Management in Banking: Bold Ignorance or Gross Negligence?** Kross, W. and Gleissner, W. (2010), in Gregoriou, G., The Banking Crisis Handbook, CRC Press, pg. 57-94
- **OpRisk Insurance as a Net Value Generator.** Kross, W. & Gleissner, W. In Gregoriou, G. (Ed.) (2009), „Operational Risk toward Basel III“, Wiley
- **State-of-the-Art Approaches to Project Risk Management.** Kross, W., 2nd International Project Management Conference, 18.06.07, St. Petersburg
- **Using @RISK for Project to Enhance Financial Services Processes.** Kross, W. (2007), Proceedings, Palisade Europe User Conference, London
- **Organized Opportunities: Risk Management in Financial Services Operations.** Kross, W. (2006), Wiley, ISBN 3-527-50240-8, 254 pages
- **Project Management Best Practices. Prioritizing: Managing Scarce Resources, Vague Deliverables, and Open Timelines.** Kross, W. (2005). SAP Solution Leadership Summit, St. Leon-Rot
- **Integrated Risk Management in IT Mega-Projects.** Kross, W. (2004), SRA-Europe Symposium, Paris