

MARIA STRANDESEN

OPTIMIZING DECARBONIZATION JOURNEYS FOR BUSINESSES

Professionally, I support companies in identifying and implementing the most optimal pathway to decarbonize their businesses – considering commercial, technical, sustainability, and regulatory aspects. To do this I leverage my 18+ years of expertise in optimizing innovation processes, combined with my experience as Head of Future Fuels at Maersk, where I – with the responsibility of identifying Maersk future fuel mix - gained unique insights into the challenges faced when decarbonizing a multi-faceted global business.

- **Techno-economic feasibility of future marine fuels**
- **Decarbonization strategy and implementation**
- **How to build an effective decarbonization unit**
- **Future fuel sourcing strategy**
- **Investment strategies wrt. energy transition**
- **Lifecycle thinking, system design and circularity**

In my approach I am structured, openminded and focused on creating results. I thrive when the task comprises ambitious targets and an inclusive environment where all ideas, thoughts, perspectives, and ways-of-working are welcomed.

ACHIEVEMENTS

- Identified Maersk's Future Fuel Mix for decarbonizing their fleet by 2040.
- Build and managed a strong Future Fuels team, that through solid technical due diligenc support enabled Maersk to invest in 8+ promising fuel developers and
- secure 2+ cost-optimized offtake deals on new fuels.
- Created and sustained a motivating working environment for my expert team resulting in a EES Gallup score in the 76th percentile.
- Secured a grant of 37 mio. DKK to support R&D work on developing a carbon neutral fuel.
- Was awarded 'Maersk's Star Award' for 'significant contribution to Maersk's decarbonization journey.'

EXPERIENCE

Strandesen Consult, **CEO**, Decarbonization Counseling
PRESENT

2024 -

MissionGreenFuels, **Board Member**
2022 - 2024

A.P. Moller – Maersk, **Director, Head of Future Fuels**
2021 - 2024

A.P. Moller – Maersk, **Sr. Innovation Portfolio Manager**, Future Fuels
2019 - 2021

FORCE Technology, **Head of Innovation**
2014 - 2019

FORCE Technology, **Project Manager**, Dep. of Applied Environmental Assessment
2006 - 2014

Farum Municipality, **Green Guide**
2005 - 2005

Advisory Board Member, Technical University of Denmark, DTU Energy
2023 - PRESENT

Industry Advisory Panel, Technical University of Denmark
PRESENT

2023 -

EDUCATION & CERTIFICATES

Circular Economy – Sustainable Materials Management, Lund University
2023 - PRESENT

Idea development – by creative innovation, The Danish Technological Inst.
2014- 2014

Innovation Management, Danish Industry

2014-



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EXPERTISE

- Subject matter expert on future marine fuels
- Decarbonization strategies
- Investment strategies
- Future fuel sourcing strategy
- Sustainability and LCA

WAYS OF WORKING

- Inspirational sessions
- Sparring/1-1 guidance
- Counseling and facilitation
- Interim project lead

PERSONALITY

- Visionary and holistic
- Innovative and result-oriented
- Authentic and ambitious
- Jovial and inspirational

JOB VALUES

- Ambitions and curiosity
- Authenticity over stoic demeanor
- Open for new perspectives
- Human-based leadership
- Diversity in personalities
- 80/20 principle

TYPE INDICATOR

- MBTI: ENTJ

STRANDESEN CONSULT ApS – Independent consultant & owner (2024-present)

Leveraging my experience from nearly 5 years as Head of Future Fuels at A.P. Moller-Maersk, I provide strategic insights on the pros, cons, feasibility, and future market dynamics on sustainable marine fuels – enabling companies and organizations to navigate the complex waters of a future decarbonized marine industry.

- **Providing strategic insights into the future market dynamics of sustainable marine fuels** – enabling fx. investors to have a stronger dataset upon which to take decisions.
- **Expert guidance on the selection of the most suitable low carbon fuel mix** – under specific conditions, taking into account commercial viability, technical feasibility, legislative compliance, and sustainability considerations.
- **Guidance on strengthening case offerings** – whether that being fuel technology developers who seek investors or fuel producers seeking offtake agreements.

SKILLS: Subject matter expert on marine fuels, decarbonization strategy, investment strategies, strategic communications, analytical skills, presentation.

A.P. MOLLER – MAERSK - Director, Head of Future Fuels (2021-2024)

RESPONSIBILITY: Managing the team that identified, explored, and evaluated suitable carbon-neutral fuels for Maersk's fleet of 700+ vessels. The goal being to recommend a fuel fix for Maersk to apply when converting the entire fleet into a fully carbon-neutral fleet – while considering commercial, technical, legislative, and sustainability requirements.

- **Feasibility of future fuels** – subject matter expert on methanol, ammonia, hydrogen, pyrolysis oils, methane, ethanol, DME, LOHC, etc.
- **Feasibility of energy technologies** – nuclear, onboard carbon capture, fuel cells, carbon capture, batteries, etc.
- **Decarbonization strategy** – identifying effective strategies within existing constraints and recognizing when to adjust those constraints.
- **Investment strategies wrt. green energy transformation** – investing optimally wrt. reaching sustainability targets and market position.
- **Future fuel sourcing strategy** – to secure energy sources optimally aligned with commercial objectives and sustainability targets.
- **How to build a decarb unit** – what areas to focus on (fx. data, technology innovation, regulation, etc.) and what not to do.
- **Team lead and modern work culture** – via authenticity creating a motivating environment for a team of highly specialized experts.
- **Thought leadership** – providing expert insights through presentations to shape industry discourse and influence policy development.
- **Innovation leadership and management** – optimal conditions for new solutions via fx. stimulating cross-functional collaboration
- **Stakeholder management** – external, internal and at all levels.

RESULTS:

- Identified Maersk's Future Fuel Mix for decarbonizing their fleet by 2040.
- Created a motivating working environment for my expert team resulting in a EES Gallup score in the 76th percentile.
- Build a strong team, that offered solid technical due diligence support enabling Maersk to invest in 8+ promising fuel developers.
- My team also played a significant role in securing 2+ cost-optimized offtake deals on new fuels.
- Selected by WiRA as 2023 IMPACT Champion – i.e. recognized as one of the world's top-50 women ambassadors in renewables energy.

SKILLS: Thought leadership, Decarbonization strategy, Investment strategies, Innovation leadership and management, cross-functional team leadership, strategic communications, analytical skills, presentation.

A.P. MOLLER - MAERSK – Sr. Innovation Portfolio Manager (2019-2021)

RESPONSIBILITY: Help foster new ideas in a cross-functional environment – as well as initiate and portfolio manage development projects related to Maersk's goal of carbon neutral shipping.

- **Innovation Management** – running the process for evaluating and prioritizing new ideas reg. decarbonization of Maersk's fleet.
- **Project Portfolio Management** – of 30+ innovation projects related to decarbonization of the marine sector.
- **Stakeholder management** – to ensure alignment and 'pave the way' for new ideas.
- **External collaborations** – with industry, academia, and political organizations to boost innovation efforts.
- **Scouting** – to gather input from the outside world regarding suitable fuels and fuel technologies for marine.
- **Funding** – preparing applications to fx. EUDP to support internal R&D work and join relevant external fundings applications as partner.
- **Project lead on large green fuel development project** – 35 mio. DKK project regarding development of a lignin-alcohol marine fuel.

RESULTS:

- Secured a grant of 37 mio. DKK from EUDP – to support R&D work on developing a carbon neutral fuel.
- Developed innovation management processes – tailored to the nature of how Maersk works.
- Helped change the approach towards R&D collaboration with external partners to a more 'diplomatic' way of collaborating.
- Was awarded 'Maersk's Star Award' for 'significant contribution to Maersk's decarbonization journey.'

SKILLS: Cross-functional coordination, ideation, innovation, presentation skills, analytical skills, change management, project portfolio management, decarbonization, carbon neutral fuels, funding, presentation, communication.

FORCE TECHNOLOGY – Head of Innovation (2014-2019)

RESPONSIBILITY: Based on organizational needs and culture develop innovation plans and processes that increase the company's ability to convert new ideas into successful new products and services. Combined with day-to-day R&D portfolio management. [FORCE Technology](#) is a technological service company within energy, oil & gas, maritime, infrastructure, manufacturing, and service sector. Appr. 1300 employees.

- **Optimizing innovation processes** – from new product proposal to commercialization, fx. via strengthening evaluation and prioritization.
- **Develop innovation strategy** – through close collaboration with employees from all division as well as top management.
- **Develop R&D strategy** – ensuring link between R&D and overall strategy of the company.
- **Evaluate and prioritize new product proposals** – in 56 technological business units.
- **Project portfolio management** – of approx. 50 R&D projects (300 mio. DKK).
- **Stakeholder relations** – with industry, academia, and political organizations.
- **Application management** – internal procedures to increase external funding of R&D.
- **Preparing applications** – i.e. Grand Solutions to the Danish Innovation Fund.

RESULTS:

- Devised and executed FORCE's Innovation Model and innovation strategy.
- Significantly changed the innovation culture towards more focus on business models and value proposition in the entire R&D portfolio – resulting in more commercially successful new products and services.
- Increased the company's success rate in terms of receiving external funding by 12%.

SKILLS: Innovation leadership, innovation management, R&D strategy, business strategy, change management, funding strategy, project portfolio management, cross-functional coordination, presentation skills, analytical skills, innovation.

FORCE TECHNOLOGY – Project manager, Applied Environmental Assessment (2006-2014)

RESPONSIBILITY: Manage overall operations of several projects in line with contractual obligations and business requirements. The department was specialized in doing life cycle assessments (LCA's) of various products and services as well as chemical risk assessments of substances in consumer products.

- **CO2 verifcator** – verifying climate accountings for companies covered by the EU ETS scheme (mainly powerplants, etc.)
- **Carbon footprints/climate accounts** - developed and held courses in climate accounting according to the GHG Protocol.
- **Life cycle assessments (LCA)** – assisting on LCA studies, public service, newsletters, tool development projects.
- **Cradle-to-cradle** – developing LCA based tools to help companies comply with cradle-to-cradle principles.
- **Environmental performance of companies** - developed indicators for a normative comparison of corporate environmental performance.
- **Health and environmental assessment of chemical substances** – mainly in consumer products for the Danish EPA.
- **Ecotoxicological assessment of metals** - fate and distribution modeling of metals in aquatic environments.
- **Chemical legislation** – REACH/WEEE/RoHS. Review of existing legislation regarding gaps.

RESULTS:

- Achieved a satisfaction score of approx. 90% from approx. 120 participants in five climate account courses (GHG protocol).
- Carried through studies to assist the Danish EPA enact stricter regulation on the use of cadmium.
- Created tools to support Danish companies in development of products according to the cradle-to-cradle principles.

SKILLS: CO2 verifcator, climate accounting, project management, life cycle assessments, cradle-to-cradle certification, chemical legislation, environmental product development, cross-functional coordination, presentation skills, analytical skills.

FARUM MUNICIPALITY – Green Guide (2005-2005)

RESPONSIBILITY: Development and coordination of various projects targeted improving the environmental condition of the municipality.

- **Guiding citizens, institutions, and companies** – in environmental sound conduct.
- **Develop and coordinate projects** – to improve the awareness of environmental sound conduct amongst citizens and companies.
- **Run the administrative process** - of the 'share a car' project.

RESULTS:

- Increased the number of prescribers on the 'share a car' project.

SKILLS: Project management, sustainability.

BOARD WORK

MISSIONGREENFUELS – Board Member (2022-2023)

RESPONSIBILITY: Support [MissionGreenFuels](#) partnership with living up to their goal of contributing substantially to the Danish, European and global climate goals, specifically 70% reduction by 2030 and net zero by 2050, and to support Danish research, innovation, growth, jobs and export potential within the field of green fuels.

- **Board operations** – securing efficient administrative processes, etc.
- **Strategy and roadmap** – to guide allocation of funds received (appr. 250 mio. DKK).
- **Distributing funds** – evaluation and prioritization of project applications.

RESULTS:

- Contributed to updating the strategic roadmap to reflect latest developments within the field of future fuels.
- Evaluated a range of project applications, and allocated 100+ mio. DKK to most promising green fuel projects in Denmark.
- Helped improve the administrative processes at Board level – i.e. make processes more smooth running.

SKILLS: Board operation, program evaluation, funding distribution, business strategy, sustainability.

PROFESSIONEL SKILLS

Ways-of-working of which I can help companies optimize their decarbonization journey:

- **Inspiration** – via presentations to inspire companies on how to tackle the challenges of decarbonizing their business.
- **Sparring and guidance** – to leadership team, individuals working with decarbonizing business.
- **Teaching** – sessions to educate a group/individual on given topics within decarbonization (feasibility of fuels, etc.)
- **Facilitating workshops** - on specific subjects to co-create innovative solutions.
- **Analyze** – gather information on a specific topic and analyze for trends, patterns, etc.
- **Proactive scouting** - for knowledge on emerging technologies via conference participation, desktop research, and networking efforts.
- **Interim project lead** – manage a project team to deliver on a given task, coordinate, budget management, progress tracking, etc.
- **Conduct interviews** - to establish knowledge base for assessing the viability of new solutions and gathering inspiration for alternatives.
- **Communicating complex info** - in a simple, clear manner, so as many as possible gets the message.:
- **Knowledge management** - within the fields of decarbonization, innovation, and sustainability.
- **Deliver insightful presentations** – at conferences to inspire the industry to explore new opportunities and seek specific feedback.
- **Empowering colleagues** - to engage in think tanks etc. and proactively acquiring knowledge to stay ahead in their respective fields.
- **Ensure updated knowledge base** – by actively attending seminars etc. to get cutting-edge new insights.

EDUCATION & COURSES

EDUCATION:

- **Master of Environmental Management - TML**, Technical University of Denmark
2005 – 2007
 - Change management, strategy and organization challenges, analysis, mapping, prioritization of environmental impacts, public regulation, cooperation between authorities and companies.
- **Cand. Scient. (MSc.), Environmental chemistry**, University of Copenhagen
2004
1998 –
 - Environmental assessment and cleaner technology, future energy supply and the global environment, environmental management and ethics, environmental lay, human and ecological toxicology, biochemistry and organic chemistry, genetics and molecular genetics, aquatic, terrestrial, and atmospheric chemistry.

COURSES:

- **Circular Economy – Sustainable Materials Management**, Lund University
PRESENT
2023 –
- **Idea development – by creative innovation**, The Danish Technological Institute
2014– 2014
- **Innovation Management**, Danish Industry
2014–
2014
- **Project Manager FCS 592**, FORCE Technology
2010– 2010
- **Lead CO2 verifier**, FORCE Technology
2007– 2007
- **Lead Auditor, Environmental, MIL6d**, FORCE Technology
2007–
2007

PUBLICATIONS:

At my LinkedIn profile ([28\) Maria Strandesen | LinkedIn](#)) you can find active links to the 12 different studies I have published. It is mainly studies regarding chemical risk assessments of substances in consumer products and studies regarding 'comparable environmental indicators for companies'.

ADVISORY BOARDS & NETWORKS

CURRENT:

- Industry Advisory Board of the Technical University of Denmark - DTU (new educations, quality, focus, etc.) 2022 – PRESENT
- Advisory Board Member at DTU Energy (research topics, new educations, innovation, etc.) 2023 – PRESENT

PREVIOUS:

- Reference group, H2020 on Nanotechnologies, Advanced Materials, Advanced Manufacturing and Processing and Biotechnology 2017 – 2019
- Innovation manager at Manufacturing Academy of Denmark – MADE 2014 – 2019
- Mandag Morgen's Industry 4.0 network group. 2014 – 2019
- Steering group member, Innovation Network for Production 2014 – 2019

PERSONAL SKILLS & PROFILE

- **Jovial** – known for being approachable, friendly, and easy to work with.
- **Authentic** – genuine, honest, and true to myself while sharing thoughts, feelings and values with others.
- **Human based leadership** – motivating teams via authenticity and empowering employees.
- **Visionary** – anticipating future trends, forward-thinking mindset, envisioning possibilities beyond the status quo.
- **Thought leader** – providing expert insights through presentations to shape industry discourse and influence policy development.
- **Holistic** – in my approach, creating overview and coherence in complex situations.
- **Solution and result oriented** – proactively addressing challenges and identifying effective resolutions.
- **Decisive** – i.e. make plans and decisions and follow them through.
- **People person** – enjoy working with/in teams and building new relations.
- **Responsible** – ensuring reliability and commitment.
- **Structured** - and effective in my work, nothing 'slips through'/is forgotten.
- **Process-oriented** – ensuring efficiency and effectiveness in the workflow.
- **Analytical** – enabling a systematic approach to problem solving.
- **Creative** – fostering innovation and originality in problem-solving.
- **Intuitive** – utilizes intuition as an asset in decision-making and problem-solving.

MBTI: ENTJ

"The ENTJ personality type, also known as "The Commander," is characterized by traits such as being decisive, confident, and assertive. In a work context, ENTJs are often seen as natural leaders who excel in strategic planning and organizational management. They are visionary thinkers who thrive in dynamic environments and enjoy taking on challenges. ENTJs are known

for their ability to inspire and motivate others toward achieving goals, often through clear direction and effective communication. They are results-oriented individuals who value efficiency and are not afraid to make tough decisions to drive progress. Additionally, ENTJs tend to be innovative problem-solvers, always seeking new solutions to overcome obstacles and achieve success.”

JOB VALUES

- **Authenticity over stoicism** – prefer authenticity, eliminating the need for a stoic, stiff demeanor.
- **Human based leadership** – values leadership that prioritizes a human-centric approach.
- **Embracing different personalities** – appreciation of the diversity in personalities.
- **Inclusiveness** – need a room for exploring new, innovative ideas, even if not fully refined.
- **Non-hierarchical leadership** – that fosters equality, inclusiveness, and authenticity.
- **Purpose** – driven by a clear sense of purpose and direction.
- **Impact** - focused on achieving measurable impacts.
- **Sparring** – thrives when given the opportunity to develop solutions together with others.
- **Result-oriented** – focus on achieving concrete and measurable results.
- **80/20 principle** – concentrating efforts on the most impactful tasks.
- **Freedom with responsibility** – but with (fairly) clear expectations of what you should deliver.
- **Respect and integrity** – combined with trust is important.

I create strong results when the task comprises ambitious targets and an inclusive environment where all ideas, thoughts, perspectives, and ways-of-working are welcomed. The ideal working environment for me is one where authenticity is prioritized over stoicism, and where individuals are encouraged to express themselves genuinely without feeling the need to adopt a stiff demeanor.

LANGUAGE

- Danish: Native language.
- English: Fluently, written and verbal.
- German: Medium, written and verbal.
- Swedish/Norwegian: Understands well, verbal and written.

INTERESTS & PRIVATE

Privately – I live with my boyfriend and our 11-year-old daughter in Kongens Lyngby – a city just outside Copenhagen.

In my spare time – I enjoy reading science fiction books, driving race cars (we have a Lotus Super Seven) and riding racehorses. From the age of 14 till the age of 42 I rode racehorses on a weekly basis at Copenhagen Racecourse. Now I enjoy playing tennis with my daughter and have a plan of (once I find the time for it) to write a sci-fi movie manuscript.