

BJORN OVAR JOHANSSON

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CIO, BUSINESS TRANSFORMATION DIRECTOR AND C-LEVEL EXECUTIVE

Customer-centric CIO with 20 years of truly international experience operating at board level translating business needs into executable outcomes in diverse environments spanning from Retail to Banking to Manufacturing in rapidly expanding, entrepreneurial and PE-backed SMEs to FTSE100s – [CIO100 UK 2019](#)

Track record as a strategic problem solver and hands-on doer delivering digital business and IT transformations, turning around failed ERP programmes, mitigating operational risks and managing vendors – passionate about leading business change towards excellence, growth and profitability whilst enhancing the customer and end-user experience and at the same time providing a secure, state-of-the-art and efficient digital / IT service

KEY ACHIEVEMENTS

- Spearheaded a global digital transformation (B2B / B2C e-commerce and ERP) of a £2 billion business
- Rescued a failed ERP implementation avoiding a £20m write-off for a PE-backed Professional Services Group
- Turned around and executed a £40M business modernisation programme improving cost / income ratio by 30 points, equivalent to £35m bottom-line, and reduced headcount by 300 staff
- Realised £15m annual savings in Finance, reduced headcount by 30% and improved efficiencies by migrating a global business to one ERP (Oracle) platform, establishing common processes and near-shoring back office
- Improved daily delivery from 92 to 99.5% by transforming a global IT function to best-in-class
- Outlined, anchored and implemented an IT strategy allowing future growth for a global Retailer and turned around an ERP implementation securing the original time-plan and budget

PROFESSIONAL EXPERIENCE – EXAMPLES OF INTERIM ASSIGNMENTS

Interim CIO and Founding Director – Senior IT Executive Limited, Manchester, UK **2012 to date**
Provider of Interim IT and Transformation Management Services in the UK and EMEA

Interim Global Transformation Director and Senior Advisor – Oatly **Oct 2020 to date**
Oatly is a global food-tech unicorn with the sole purpose to make it easy for people to turn what they eat and drink into personal moments of healthy joy without recklessly taxing the planet's resources in the process

- Reporting to Chief Information Officer, leading the global transformation of Oatly business operating model

Interim Global Transformation Director and CIO EMEA – Dometic Group **Mar 2017 to Sep 2020**
Leading Global B2B Manufacturing business listed on NASDAQ, t/o £2bn, 9,000 Staff

- Reported to Group CIO to drive Dometic Digital vision; *“We will lead and transform our industry with a high degree of automation and seamless flow in all areas... Digital is our business model and the way we do business”*
- Expected outcomes included group wide e-commerce capabilities, an integrated supply chain, one business operating model across all regions and an improved capability to quickly integrate acquisitions – to date:

- Delivered a new e-commerce and ERP solution for the spare parts business in EMEA in 13 months (on time, budget and quality) driving business growth and profitability (digital share increased from 70% to 95% and turnover grew from 100MSEK to 120MSEK with improved EBIT)
- Delivered a global blueprint and Business Operating Model based on Best Practice and Standard D365FO
- Implemented a new global business operating model based on standard D365FO and a B2B eCommerce solution for Americas region – this is a substantial investment with a significant ROI driving both revenue and cost efficiency and will be carried forward covering also the rest of EMEA, APAC and Marine
- Engaged as CIO EMEA (from Dec 2017) transforming EMEA IT into a part of Group IT, delivered a global IT Service Desk, migrated to a modern digital collaboration platform (O365 / Share-point), established a global ERP competence centre and was part of redesigning the global data communication – all driving cost efficiency

Interim Global CIO – Pandora, Denmark **2016**

Leading Global Jewellery Manufacturing and Retail business listed on NASDAQ Copenhagen, t/o £2bn, 16,700 Staff

- Engaged as interim CIO, during the search process for a permanent CIO, outlined and anchored a strategy transforming IT from fragmented and uncoordinated to a global organisation allowing future business growth
- Regained control over a £50m global MS Dynamics AX implementation by merging three programmes (supply chain, manufacturing and point of sales), creating one organisation and a common governance model
- Secured a global cloud based outsourcing contract (90 markets, 10,000 stores, 50 offices) for IT operations

CIO Advisor – International Consortium for Health Outcomes Measurement, Cambridge, MA, USA **2015**

ICHOM was founded by Harvard Business School, BCG and Karolinska Institute to transform healthcare worldwide

- Advised the CEO outlining and recommending an IT strategy for future expansion
- Carried out the due diligence of candidate companies, made recommendations for short-listing and participated together with the board and the CEO in the negotiations and selection of a global IT partner

Interim CTO – System C / McKesson, Warrington, UK **2014**

The UK Health Care Systems division of McKesson, Fortune 500 listed on NYSE

- Outlined an IT strategy, during the divestment of a UK business to a PE investor, to navigate the software development organisation's turnaround and manage 225 staff, reported to CEO
- Advised new owners how to standardise operating procedures, reduce the number of software versions and introduce system integration testing to improve product quality in EMR/EPR systems delivered to NHS
- Delivered a 3-year plan how to introduce Agile (Scrum) methodologies, communication and training plans

Interim CIO – Proffice – Stockholm, Copenhagen and Oslo **2013**

Listed (OMX/MID CAP) Leading Nordic Staffing and Recruitment Group, t/o £0.5bn, 10,000 Staff

- Appointed to salvage a £50m programme for the Group wide ERP implementation, to oversee all IT leadership functions and to define and execute a new IT strategy, organisation and technology roadmap
- Worked closely with the CEO, the board and the main PE share holder representative to anchor the future IT strategy and to plan for and renegotiate the commercial contracts with the original system provider
- Rescued the investment by acquiring the system source code and established an in-house software development organisation providing full flexibility configuring and developing the platform going forward
- Implemented a digital multi-channel strategy with responsive web and apps/APIs enhancing external and internal customer efficiencies to drive business growth

CIO Advisor – NDA in place **2014 and 2015**

Listed Nordic Banking Group (OMX/NASDAQ)

- Engaged (part-time) to advise the board to analyse and evaluate the financial performance, strategy, technology and software development of an IT subsidiary, and presenting alternative strategies going forward

Interim Transformation Programme Director – SEB, Vilnius, Lithuania **2003 and 2004**

Vilnius Bankas, market Leading Retail Bank, subsidiary of SEB AB, t/o £300m, 1,800 Staff

- Appointed to turn around a 24 month £40m Retail Bank modernisation programme delivery, establishing new front and back office processes, target operating model, new data centres, IT infrastructure and replacing legacy banking systems, reporting to board, 14 Direct Reports, 225 Staff
- Improved the cost/income ratio from 0.66 to 0.35 and reduced headcount by 300 by championing the programme and centralising support functions into head office, offered role as incoming CIO
- Delivered a reliable, secure and cost efficient best-in-class IT service by reorganising IT, recruiting IT management and introducing service- and performance management, SLAs and a new governance model

PROFESSIONAL EXPERIENCE – PERMANENT POSITIONS

SEB – SKANDINAVISKA ENSKILDA BANKEN – London, Frankfurt, Stockholm **2004 - 2011**

Leading Global Financial Services Group listed on NASDAQ OMXS30, t/o £4bn, 18,900 Staff

Global Programme Director (2006-2011)

- Promoted to spearhead a major ERP transformation programme to integrate Nordic, German and Baltic businesses to a common financial platform, 12 Direct Reports, 200 Staff, reporting to Group CFO

- Successfully controlled an £80m investment budget over 42 months by creating and charting a programme plan, delivering the sense of urgency for change and building the future vision
- Reduced the Group end-of-month process by 4 days and improved financial data quality by automating the reconciliation of accounts and near-shoring back office functions saving £15m per year

Global Head, Business Intelligence and Data Warehousing (2004-2006)

- Recruited to lead the turnaround of a global IT function to provide daily financial, risk and CRM information in a timely and accurate manner, 5 Direct Reports, 75 Staff, reporting to Group CFO
- Supported business divisions and helped grow profit by £30m implementing new digital front-office services
- Significantly improved time to market on the delivery of a portfolio of projects worth £25m per annum by implementing streamlined, predictable and cost efficient SW development processes and controls
- Improved the availability from 92 to 99.5% of management information and built a ‘winning culture’ by implementing KPIs, introducing structured reporting systems and continuous improvement processes

OM GROUP (NASDAQ/OMX) – Stockholm, London, New York

2001 and 2002

International Exchange and Financial Services provider, t/o £300m, 1,500 Staff

CIO and Vice President

- Appointed as the first CIO to direct strategic IT management and improve IT service delivery with full budget responsibility for all internal IT functions in Europe and US, 8 Direct Reports, 45 Staff
- Contributed to a 20% growth in business and profitability by creating a global IT organisation, a group IT strategy and implementing new standards and procedure

EARLY CAREER

ASTRAZENECA – Stockholm and Singapore

10 years

Global Pharmaceutical Group, FTSE 100, t/o \$16bn, 57,000 Staff

- Grew revenue and managed several product launches managing up to £50m P/L in Europe and Asia
- Initiated and developed the first Sales and Marketing data warehouse in Life Science sector in Europe
- Promoted 7 times – e.g. Regional Marketing Manager (Asia), Sales Manager and IT Director (Sweden)

THOUGHT LEADERSHIP

CIO100, UK 2019, chronicler / speaker on succeeding with digital transformation programs, published by CIO Magazine and CFO World (2011 to present) and speaker at various international events and conferences

PRO BONO

- Proffice Life Science – NED (2013)
- GotaTraneberg Ice Hockey and Mossen Ice Hockey Limited – Chairman and NED (2011-2014)
- IDG – Mentoring and Coaching IT Managers (2011 to present)
- Rotary International (2004 to present)

QUALIFICATIONS

- BSc in Business Administration, Uppsala University, Sweden
- Executive Training – IMD, Lausanne, Switzerland
- Lean Six Sigma Green Belt / ITIL / Practical Project Manager (equivalent to PRINCE)

CORE COMPETENCIES

Sector Experience

Retail
 Manufacturing and Supply Chain
 Banking and Financial Services
 Life Science and Healthcare
 Professional Services

Subject Matter Expertise

Operational Risk Mitigation / GDPR
 IT Performance Management
 Re-structures and Turnarounds

Business Management

General Management
 Budget Control (OPEX/CAPEX)
 Business Strategy Execution
 Digital commerce (B2B and B2C)
 Sales, Marketing and CRM

Transformation Management

Business / Digital Transformations
 Programme Management (+£80m)
 ERP (D365FO / Oracle / SAP)

IT Management

IT and Digital Strategies
 BI and Data Warehousing
 Technology Roadmaps
 Agile, Lean and ITIL

Supplier Management

Negotiations
 Vendor Management
 BPO and Near-shoring