

## Summary of Experience

Joakim is an acknowledged leader in the area of organizational change and creating system of continuous improvement with sustainable results. His main focus is building capability through an integration of training, implementing and coaching clients. Working in a broad range of industries both in pure manufacturing and service, he has been involved in a wide range of large scale improvements in over 15 countries. He has extensive training in improvement tools and methods from both Japanese experts (JMAC, Shingijutsu, Gemba Research and at Toyota) and Global Lean experts in over 20 years. Joakim's has led a wide range of lean efforts across multiple industries. His clients have included TetraPak, SKF, Volvo Cars, Volvo Trucks, Gambro (Swedish Lean Prize Winner 2013), IKEA, Scania, Swedish Television, Skåne University Hospital. Joakim has written numerous articles, co-written books and developed and run numerous on-the-job workshop training of both top management and shop floor personnel. He has developed and delivered different Lean management games (Lean Production, Supply Chain, Lean Knowledge Builder and Lean Development) and trained well over 400 people and organizations in Europe and Asia in 10 languages.

## Selected Accomplishments

- Led a lean implementation across the whole supply chain in a multi-country European project with 50% reduction in lead-time and major capital reduction and service level improvement.
- Led the establishment of a takt-based production supply chain in Shanghai region for an equipment manufacturer.
- Trained top management of one of Sweden's major hospitals and helped deploy multiple value stream improvements such as elimination of year-long queues, improving patient flows, more than doubling capacity.
- Led the reorganization of flow of working methods for a TV news channel that subsequently became best in class with a major cultural change.
- Provided coaching for several years for medical equipment manufacturer who has reached double-digit improvements in most parameters and a stable improvement level over several years of around 10 implemented improvements per employee and year; organization also won the Swedish Lean Prize 2013.
- Led a six-month cross-functional reorganization of a major Scandinavian finance/trading bank and total organizational turnaround of a building society.
- Led total redesign of supply chain structure and ERP system for flow orientation of a process industry firm that lead to a stepwise increase of delivery reliability.
- Led the flow implementation at a US aerospace plant with over 20% reduction of capital equipment.
- Delivered a full-scale Activity Based Costing/Management project for motor manufacturer for their whole European division.
- Served as project leader for logistics project with manufacturing in Mexico and sales in US that reduced lead-time, increased flexibility and lower costs.
- Participated/organised three terms of Lean Growth Business School in Prag, Basel and Dusseldorf for major Swedish forestry, duration 12 weeks under one year; trained future top managers and CEOs.
- Organiser/leader of Lean Operations Business School for Swedish investment group in four European countries that helped deliver substantial improvements of productivity, lead time and quality at all sites.
- Responsible and developed all of Lean Forum and Plan's lean courses in Sweden (largest trainer in Sweden); the courses include both fundamental, advanced and leadership trainings; trained the trainers that run the courses.
- Ran Sweden's largest lean certificatory where candidates are certified and tested on their lean qualifications; accreditation according to LCS (Lean Competency System at Cardiff Business School).
- Served as board member and former chairman of the Lean Forum, a non-profit Lean organization with over 5000 members.

## Educational Background

MBA, INSEAD, Fontainebleau, France

MSc, Chalmers University of Technology, Industrial Engineering, Göteborg, Sweden