
Summary of Experience

Johan Renman has over 30 years of industry and consulting experience in leading Swedish and European organizations through organizational change management and business transformation efforts. Formerly the leader of the Nordic Change Management practice for Gemini Consulting, he has led numerous performance improvement and organization design/development efforts across multiple industries including pulp & paper, automotive, consumer goods, rail, air traffic control, and retail. Johan has emphasized people and organization capability development within improvement programs with firms like Volvo, SCA, Wärtsilä, Telenor, SJ, Schenker DB, Statoil, SAS, Swedish Police, Eurocontrol, Meritor and Rodenstock. Johan brings a particular focus on strategies and change processes to strengthen Performance Cultures (Performance Readiness) by applying modern lean and six sigma approaches combined with integration of the HR function. He has published numerous articles on “HR organization” and recently led a major joint research project about the “Future Performance Management” with a group of leading Scandinavian companies. He has worked in Sweden, Norway, Finland and Belgium and speaks several languages including Swedish, German, English and some French and Italian. Previous to his consulting career, he had line-management positions within SCA Hygiene, Ellos and Esab.

Selected Accomplishments

- Led a post acquisition re-organisation project, of a major Swedish automotive parts supplier’s plant operations that applied lean principles to new organization design, eliminated duplication, broadened work roles and created a more market focused organisation that increased production output concurrent with a 5% decrease in operations headcount and 30% reduction of central staff and support functions.
- Led an organization design project for a major Scandinavian rail organisation that consolidated a fragmented repair and maintenance operations from various divisions into a new independent Business Unit, based upon a common “Ready Train” process, that achieved significant cost reductions and increased capacity by higher availability of important high speed trains.
- Led a re-engineering project for a European air traffic management organization of their management and decision-making processes resulting in significantly reduced time to implement pan-European projects that included applying a modern gate driven product development framework to governmental policies, streamlining of procedures and decision forums, and development of new a standardized product development handbook and a training program to support new decision making process.
- Led a turnaround program for the Swedish subsidiary of European consumer goods company based upon leadership alignment, a new sales organization and simplified supply chain processes that returned the company to expected profit margin and market position; continued the project as a board member of the Swedish operations.
- Led effort for a leading Finnish ship power supplier to shift HR into a more business oriented approach for a newly formed Business Area, including alignment of HR and business objectives, clarification of roles for central and local HR, a new HR Scorecard and a simplified performance management process.
- Led a change management project for the retail operations within major Scandinavian oil company in support of the concurrent implementation of a new category management process and a SAP retail package where focus areas were clarification of new work-roles and performance expectations, training and development strategy and a communications program.
- Led development of an organizational and leadership assessment of young executive potentials in a Finnish pulp and paper group as part of a pre-merger process that identified management and leadership risks and opportunities in the forthcoming merger.
- Led an implementation program for a new “Medium Account Management” sales and marketing concept for a Scandinavian telecommunications company, including a redesign of the regional sales organization. A key result of the project was a clarification of roles and responsibilities to the key account management and retail organization.

Educational Background

Master of Business Administration, Wayne State University

Master of Science, Industrial Management Engineering, Linköping Institute of Technology, Sweden