

Curriculum Vitae

Anna Norinder

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Experience

- 2019- **Chalmers University of Technology, Gothenburg**
PhD candidate: research in Service & Solution Innovation & Advancement; teaching at Masters level
- 2017-2019 **Volvo Group Trucks Operations, Gothenburg**
CIO Volvo Group Spare Parts Division: Director Process & IT, Service Market Logistics
Development of new strategy and future roadmap with focus on data and IT that support AI, machine learning, advanced analytics and RPA. Transformation of large scale SAP program towards more agile approach.
- 2011-2017 **Volvo Group Logistics Services and Volvo Group Middle East, Gothenburg and Dubai**
Vice President Strategic Planning, Quality & Environment and Lean; Gothenburg, 2013 – 2017
Member of Logistics Services Executive Management Team with turnover >10 BSEK, 50+ sites & 4300 FTEs. Responsible to drive strategy development and implementation, performance management and operational excellence on a global scale. Service business development. Major reorganization and merger of two business units.
Director Distribution Centers Russia, Middle East and Africa, 2012 – 2013
Operational responsibility for Logistics Services nine sites and activities in the region. Team of > 220 FTE
General Manager Dubai Regional Parts Distribution Centre, UAE 2011-2012
Operational responsibility for logistics to 15 countries & 5 brands. P&L, customer satisfaction etc.
General Manager, Volvo Group Middle East, Dubai, UAE (Head of legal Volvo Group company) 2011-2013
- 2012-2014 **Founder and owner start-up company YODE**
Established from scratch an online company selling unique, designed by customer, children's wear
- 2006-2011 **Volvo Penta, Gothenburg**
Manager Quality and Warranty, 2009-2011
In charge of the global team for Quality, Environment & Regulations, Warranty and Supplier Vendor Recovery. Driver of a turnaround of the global warranty performance. Warranty costs brought down with 50%.
Manager Quality and Operational Development, 2007-2008
Member of AB Volvo Quality Council.
Chief Project Manager, 2006-2007
Driving large new product projects through development (R&D), industrialization and market launch. Passed the Volvo Penta exam for driving of high speed power boats including formal .
- 2004-2006 **Volvo IT, Gothenburg**
Business development and sales of management consultancy services at Volvo IT Industrial Solutions. Managed projects on HR: globalization of Volvo Recruitment process and Organizational development: time critical production IT support organization.
- 2000-2004 **A.T. Kearney, Stockholm**
Manager International high value management consulting. Focused on business development, strategy, organizational design, business development, post-merger integration and operational excellence primarily for clients within Automotive and Pulp & Paper industries. Projects in Scandinavia, Belgium, Italy, The Netherlands and UK. See next page.
- 1998-1999 **Applied Value, Stockholm and Boston**
High-value management consulting. Focus on strategy and operational improvements. See next page.
- 1997-1998 **Volvo Truck Corporation, Gothenburg and Paris**
Management trainee program for 12 months. Worked throughout the entire Volvo Truck Corporation value chain. 3 months at the French market company outside Paris in the service department.

Education

- Several International Leadership Programs** eg The 'EDGE' – Volvo Group 'Leading Business' program, WLEP – Women Leadership by MiL Institute and Dubai Women Establishment, 'KOPS' – A.T. Kearney leading change training.
- 1991-1996 **MSc Industrial Engineering and Management, Chalmers University of Technology, Gothenburg**
Received the John Ericsson medal for outstanding academic achievements.
- 1995-1995 **Marine Engineering, Norwegian Institute of Technology, Trondheim**
Exchange student. Graduate courses in Reliability, Risk analysis, Fabrication and Operation of ships & platforms.
- Gothenburg University**
- 2005-2006 *20 academic credits in Psychology. (20 credits = 1 semester)*
- 1992-1995 *20 academic credits in French, 10 academic credits in Psychology. (20 credits = 1 semester)*
- 1988-1991 **Natural Science, Samskolan, Gothenburg**

Miscellaneous

- Chairman Swedish Business Council in the UAE, 2011-2012
- Chairman of independent pre-school in Gothenburg, 2004-2006
- Treasurer Chalmers Shipbuilders' Tour 1996
- Sailing instructor, SXX; Examen fartygsbefäl klass 8
- High speed boat certificate, Driver's licence class: B C E (car, heavy truck and trailer)

Languages

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|---------|---------------------------|
| Swedish | Mother tongue |
| English | Fluent |
| French | Reading and in talk level |

Project examples – Management consulting

Due diligence

Assessed a prospect for a major Nordic venture capital firm that was planning a buy-out of a manufacturing company from the Stockholm Stock Exchange. The future growth potential of the prospect company was evaluated through analysis of product and customer portfolio, corporate structure, competitive position and industry outlook.

European footprint

Project management of the strategic footprint assessment for the R&D operations of a major European Powertrain operation. Development of various scenarios for changes in engineering footprint and evaluation of these scenarios with regards to strategy, competencies, cost and customer impact.

New Production Structure

Redesign of the production structure for a medium size automotive supplier. The existing production structure was reviewed based on strategy, processes, customers, products as well as cost structure. A suggested roadmap where the client's newly bought plants were integrated was put forward. The assignment included production process analyses, bottleneck identification, product cost comparisons and strategy alignment.

Post-Merger Integration

Responsible for identification of synergies in one division of a large pan-European packaging company during the first phase after a merger. Horizontal and vertical opportunities were assessed and total supply chain optimisation opportunities identified. Organizational issues and implications were brought forward and mitigations planned.

Strategic sourcing

Coordinating purchasing activities for engineered products between four companies covering an annual spend of approximately \$ 0.5 billion. The assignment included feature and function analysis, brand value considerations, value analysis and long term technology commonality planning.

Organizational efficiency

Part of a team reviewing the product development and purchasing unit of a large truck manufacturer delivering product designs to several brands and continents. We identified and proposed solutions to unclear or conflicting responsibilities, duplication of resources and inefficiencies in the interfaces towards customers and suppliers in order to increase the organization's efficiency.

Footprint and cost structure

Project management for a European Powertrain operation with facilities in three countries. The project was aiming at improved engine test cell utilization and cost effectiveness including investment optimization. The tasks included implementation of harmonized utilization and cost measurement systems for all test facilities.

Effective Maintenance

Project leadership for implementation of renewed work set-up for the maintenance department in Sweden's largest integrated paper mill. The achieved results were increased production due to increased machine speed and availability, reduced staffing (including a 35% reduction of shift working maintenance personnel) and cost decreases.

Restructuring and Make / Buy analysis

Part of the core team restructuring a large pulp and paper mill. Responsibility for the organizational redesign of a functional unit including strategic alignment of business processes and benchmarking of best practices. Balancing of in-house activities with outsourcing potential.

Operational Excellence

Responsible for improvement of Operating Asset Efficiency in two corrugated board mills in the UK. Analysis of utilization, throughput, waste and labor efficiency. Through close collaboration with client in workshops, we identified improvement needs and solutions as well as developed detailed implementation plans. Cost savings of 10%.