

MATS KALLMYR

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LEADING INNOVATION AND CHANGE

Mats has a financial background combined with global experience and higher management. This experience has allowed him to convert the vision and mission into reality.

Mats will use his business development toolbox to the best advantage in a management role. He applies positive Lean thinking, Innovation methodology, and Strategic planning to improve processes and organisational performance. Thus, he delivers consistently outstanding results in cost optimisation, increased customer value, and excellent team member satisfaction.



Leadership: You will have a leader with extensive international exposure who is also very good at building confidence and promoting cross-border cooperation. Mats believes in business development and building cross-functional functions by developing people to enable change, impact processes, influence progress, and work with interpersonal awareness within the team.

Expertise: Mats understands operational excellence, financial activities, processes, and IT/ICT and combines this knowledge to create customer value for products and services. Mats has a broad knowledge and is a fast learner.

WORK EXPERIENCE

Niteco Pty Ltd

(Melbourne, Australia)

Niteco is a global end-to-end digital agency with almost 400 employees. Niteco supports digital transformation with consultancy, marketing, design and application management services and its world-class website and eCommerce development capabilities. Headquartered in Vietnam, Niteco has offices worldwide that cover customers' needs around the clock.

Operational Excellence Manager

(2022/08-2023/05)

As Global Change Manager for Niteco group, Mats is responsible for planning, developing, delivering, and tracking change management deliverables, including communications, training, stakeholder engagement, change impact assessment, organisational readiness analysis, coaching, resistance management, and change reinforcement.

Swedish Public Employment Service

(Stockholm, Sweden)

Government service with approx. 15000 employees and service the whole of Sweden. The Public Employment Service undergoes a substantial transformation and conversion to become a modern and efficient authority to offer an excellent customer experience based on the customer's needs.

Strategic- and Process Manager

(2020/08--2022/07)

Mats role as a Process Manager is to structure, refine and implement efficient processes. The Operational Excellence department comprises 21 employees with roles and competence in process and system design development. Mats also drove and got the Top management's attention to change from an autonomous organisation to a process-oriented organisation. This is today in the implementation phase. IT tools: SparX, ServiceNow and ERP Raindance.

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Capacia Group AB

(Stockholm, Sweden)

Management Consultant, Leading Innovation and Change

(2014/01—2020/07)

Founder and owner. Management Consultant and Program / Project Manager. Mats has had assignments within change management, program-/ project management, business control and -development, customer service in new businesses and structuring existing organisations.

Assignments (within Capacia Scandinavia AB):

Swedish Public Employment Service –

Operational Excellence Manager (OEM)

(2019/08-2020/07)

Customer service with 1000-1200 employees and service the whole of Sweden. The R&D unit comprises 13 employees with roles and competence in method and process development. Focus on process mapping and implementation. Created a strategy to implement a process-oriented organisation, and that was implemented 2023. IT-tool: ServiceNow, Qualiware, SparX and ERP Raindance.

Swedish Public Employment Service -

Head Customer Service Development (CSD)

(2019/04-2019/07)

Customer service with 800 employees and service the whole of Sweden. The customer service consists of nine units and is currently available in 14 locations in Sweden. The interim manager and Head of CSD is strategically and operationally responsible for developing customer service operations and a management team member who is a key player in defining the future employment service. The CSD unit consists of approx. Twenty-three employees with roles and competence within both method and process development and partly traffic/staffing planning management of the customer service operations. IT-tools: ERP Raindance.

Preem – Operational Excellence- (OEM)/Process Manager

(2018/01-2019/03)

Preem is Sweden's largest fuel company. Their vision is to lead the transformation towards a sustainable society. They have two refineries considered Europe's most advanced and environmentally friendly, and operations include production, sales, distribution, trade, and supply. More than 65 % of the production is exported. Employs approx. 1,400 and a turnover of SEK 56 billion. Process tool Qualiware and ARIS (Software AG). Mats assignment was to work with process management and align the finance organisation towards new processes and ways of working in their new ERP system (Infor).

Alfred Berg Kapitalförvaltning AB – Senior Consultant at B3IT

(2017/10-2018/01)

We were implementing an integrated platform for capital fund management business.

Consensum – Operational Excellence Manager (OEM)

(2017/10)

Consensum is a medium-sized education company with 74 employees. Analyse the organisation to improve the financial and operational administration bottlenecks and IT-issues/-challenges. Suggest changes to the board of directors and management team.

Swedavia AB - Interim Manager Contact Center

(2015/06-2017/01).

Swedavia is an airport company with approximately 2,800 employees and sales of BUSD 1. Reported to the Customer Service Manager. Direct reporting: about 15 people (three-shift). Assigned as Head of Contact Center for their ten airports. Worked with business development, restructuring and digitisation of the organisation through better ICT tools, laying the foundation for their next customer service phase. Introduced agile working methods for the group and created a new strategy and concept around their Contact Center for the management team, which they implemented in 2018. IT-tools: ERP IFS.

Akzo Nobel Coatings - Nordic IT Project Manager

(2013/10-2014/12)

Akzo Nobel is a medium-sized international company within retail (FMCG) and production company with approximately 10,000 employees. He was reported to the Program Manager in the Netherlands. Project Team: 5-6 project resources. As Nordic IT Project Manager, I aimed to implement their business systems MS Dynamics Axapta in Denmark, Sweden, and Norway. Finalised implementing a new business system in the pilot country Denmark and created proactive plans for the following two countries. We also closed several of the open audit remarks. Worked mostly on site in Copenhagen, Denmark and some in Malmö, Sweden and travelled to Oslo, Norway. Previously, i.e., before Mats joined, the company had to stop the project at 60 % (due to no improvements in the past 6-8 months).

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Ericsson AB

Ericsson is a world-leading provider of telecommunications equipment and services to mobile and fixed network operators. Net sales of USD 34 billion and approx. 110,000 employees.

Project Office Manager

(2012/01-2013/12)

R&D IT Test Environment was part of the ICT/IT department at Ericsson. Reported to Head of Engineering Service Manager. Direct reports: 3 Program Delivery Managers and 20 Project Managers. Budget: OPEX and CAPEX approx. 28 million USD. Assignment: Projective deliveries for R&D, developing hardware and software to be tested in test environment laboratories and then delivered to customers.

Major achievement

- Changed Project Managers from reactive to proactive working methods, resulting in 95-100 % on-time deliveries from the previous 68 % (no improvement in the last three years).

CIO Advisory Board member (part-time assignment)

(2012/05-2013/04)

CIO had 2000 employees. Reported to the CIO and 2 team leads. Assignment: The Advisory Board aimed to challenge the CIO and the Group ICT Leadership Team and provide honest feedback and alternative views on critical internal and external matters. Worked on operational development, strategic planning, SWOT analysis, etc.

Major achievement

- Mats was one of the ten Advisory Board members who was elected from almost 100 candidates.

ICT Project Portfolio Manager

(2010/06-2011/12)

Part of the ICT/IT department. Reported to Head of Project Delivery. Reports: 20 project managers. Project budget: 9 million USD. Assignment: Strategic purchasing and drive project portfolio management for the Ericsson's Group within the Finance and Sourcing department, rolling/ongoing 15-22 IT projects. Leveraging best practices through project deliveries and consistently meeting or exceeding customer expectations. Drove and worked closely with suppliers SAP, Accenture, TATA and IBM.

Major achievement

- Reduce project costs by up to 30 %.
- We are outsourcing the delivery of about 50 % to a low-cost country.
- We raised project quality and delivery via structured project management.

ST-Ericsson JV

(Lund, Sweden)

Finance Director

(2009/06-2010/01)

Ericsson JV with STMicroelectronics. Reported to the Company Controller. Direct reporting; 6 employees. Budget: OPEX of 268.6 million USD. Assignment: Professional recruiting and creating the Finance team. Worked closely with Finance-, Business Controllers and Sourcing. Built a team spirit and handed over a team with tremendous energy. Create accuracy, efficiency, and interest-performed tasks. Excellent cooperation and managerial skills.

Major achievement

- He secured correct processes and the ERP-system SAP being implemented, despite the lack of resources in migration support, within the timeframe of 1 month.
- We increased supplier invoices with purchase orders to 95 %.
- Mats built the new ST-Ericsson financial department and achieved good performance/results in just three months.

Ericsson AB

(Stockholm, Sweden)

Head of Contact Center

(2006/09-2009/05)

Part of the Ericsson Shared Service Centre. Reporting to Global Contact Center. Direct reports: 32 employees. Budget: 2,5 million USD. Assignment: Ericsson's internal support for IT-related process inquiries. Managed the primary Contact Center (CC) of the eight global existing. Education plan implementation, so all agents are well educated in Ericsson's business system processes. Several team members today hold key positions within/outside Ericsson. IT-tools: Solidus eCare and Remedy Gold.

Major achievement

- The customer survey rate was 3,1 at the start and reached a rate of 4,3 (of top-ranking 5) within less than a year.
- Achieved a more extensive range of supporting areas (from 3 to 8 areas) and supported countries (from 1 to 12 counties).
- In 3 years, he turned a mediocre Contact Centre with 13 staff into a high-performing global CC with 32 agents.

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Program Manager – Shared Service Center (2005/04-2006/08)

Part of Ericsson Support Center Sweden with approx. 300 employees. Reported to PMO manager.

Assignment: Program-, Project Coordination-, Project- and Process Management that have been implemented involves cost saving, process reengineering and innovation. Feedback PMO manager: Mats's achievements reflect good results and efficiency in costs and processes (lean).

Global Program Manager for "electronic scanning invoices" (ReadSoft/SAP) - Ericsson Group Sourcing most extensive strategic business implementation globally in 12 Shared Service Centers and 8 Contact Centers.

Managed 3 Program resources and globally 12 local project managers. Program budget: 7 million USD.

Assignment: Reduced costs and enhanced operational synergies. Coordinating with Ericsson ICT department and IBM, HP, SAP and ReadSoft. *Major achievement*

- Successful roll-out of Program "electronic scanning invoices" in 12 Shared Service Centers globally in time or before the deadline, within budget frames and achieved the business case (tens of million USD).

Telefonaktiebolaget LM Ericsson

(Riyadh, Saudi Arabia & Dubai, UAE)

Company Controller (2003/03-2005/04)

Saudi Arabia branch had a Net sale of 508 million USD and a total of approx. 500 employees. Reported to CFO in Saudi Arabia. Direct reports seven employees. Assignment: Responsible for financial reporting of 3 Saudi companies to Headquarters. IT-tools: ERP iScala. *Special mission: to drive change and coordinate financial processes in 9 counties of Market Unit Middle East (MUME).*

Major achievement

- Reduce waste and unstructured working methods and achieve much cost savings in MUME.
- With 30 % less workforce than previously, delivered 3 times more efficiently in preclusion, lead-time and quality.
- He developed the assigned group into a high-performing team within eight months.
- Implemented ERP iScala in the Middle East market for Saudi Arabia's three companies.

Ericsson Shared Service Center AB

(Stockholm, Sweden)

Program Manager (2002/09-2003/02)

Ericsson's subsidiaries and their intercompany relations process improvements. Ericsson SSC in Sweden was the template for the rest of the 11 Ericsson SSCs in the world. Member of the Directors of the boards and reported to the Group management and the SSC CEO. Assignment: Reduce AP/AR issues (between companies) and bottlenecks in the Intercompany process.

Major achievement

- The outcome of the "Intercompany Project" was the starting point for Inter Company Resource Related Billing (ICRRB), a solution within Ericsson Group that cut 74 % of lead time and waste in the processes.

Operational Delivery Manager - Account Payable (2000/12-2002/08)

Ericsson's subsidiary and first Shared Service Centre of 800 employees. Executive team member in the Top management team and reported to the CEO. Reports: Teen direct reporting managers and 160 employees.

Assignment: Reduce AP cost for approx. 10-15 Ericsson subsidiaries. The organisation handled approx. 2 million invoices per year.

Major achievement

- Started with 22 % compliance with Purchase Orders per Invoice. Achieved 88 % compliance in 2000.
- Previous organisations had not been coordinated nor worked by the same process. The processes were the aligned year 2001. Started the first contact centre for suppliers.
- Instated electronic Supplier invoices and authorisation (Basware) instead of manual approval, which cut lead time by 75-90 %.

Ericsson Utvecklings AB

(Stockholm, Sweden)

Finance Manager (1997/07-2000/12)

Ericsson's R&D subsidiary and approx. 2500 employees. Reported to Finance Controller and CFO. Direct reports of five. Assignment: Financial Reporting, Accounts Payable, Treasury, Inventories and Asset Management.

Created a very competent and efficient team. IT-tools: Mistral (IFS)

Major achievement

- Invented a solution that electronically distributed the suppliers' invoices to shorter lead times for authorisation. Successfully cut the lead time by 92 %.
- Increased the accounting accuracy and quality by 45 %, which led to a more correct and timely closing.
- Cut lead time in the inventory process via automation from 90 to 14 days.
- Reduced lead time in the purchasing process from 14 to 3 days.
- Recruited all the members and developed the group to become a high-performing team.

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Norsk Hydro Sverige AB

(Stockholm, Sweden)

Norsk Hydro was a Norwegian industrial group active in agrochemicals (fertilisers and chemicals), the petrochemical industry (oil/gas), metal production (the world's fourth largest aluminium producer) and renewable energy. The company had approximately 23,000 employees and a turnover of 89 billion NOK.

Financial Controller

(1996/09-1997/06)

Hydro's SSC in Sweden. Reported to Head of SSC. Responsible for three subsidiaries: Hydro Aluminum Conductors (5 employees), Carmeda Medical (25 employees) and Hydro Gas (4 employees). Assignment: Financial Controller in the Swedish Shared Service Center (SSC). Controlling and accounting, tax reporting to the authorities, payroll, closing and reporting. An active part of the new establishment of Hydro Gas in Sweden. Contact person for Hydro headquarters regarding our business installation (ERP) SUN. IT-tools: ERP systems SAP and SUN.

Finans- & UpphandlingsRådgivarna (FURAB)

(Uddevalla, Sweden)

Worked with European Community venture capital grants search and applications for small and middle-size companies.

Management Consulting

(1994/07-1996/08)

Co-founder and board member. Sales and Consulting towards small and middle-sized companies in the west region of Sweden.

Saab Automobile AB

(Trollhättan, Sweden)

Developed and produced luxury cars in Europe from 1947-2011. Approx. 10,000 employees. Produced annually up to 135,000 cars. Inspired by unique aviation heritage, Saab's cars stand for dynamic vehicles with a distinctive design. It has always been an innovative, lean company and introduced several concepts established in the automotive world.

Head of Account Receivable and Customer Invoicing

(1992/01-1993/06)

Part of the Finance department. Reported to Finance Director. Direct reports six employees. Assignment: Responsible for the Group's AR and invoicing. Handled payments from subsidiaries and external customers. Regularly in contact with all subsidiaries and external customers. IT-tools: ERP system EPOK, EPOS, KREOL

Major achievement

- Implemented automatic "payment reminder routine" function in the ERP system, increasing cash flow significantly.
- Created new reports for treasury to get better currency fixed rates.

Export Credit Manager

(1991/01-1991/12)

Part of the Treasury department. Reported to Head of Treasury. Assignment: Approved the whole Group's export credits, i.e., to subsidiary and external customers and International Diplomat Sales.

Saab Scania, Car division

(Trollhättan, Sweden)

Corporate Controller

(1990/01-1990/12)

Part of the Finance department. Reported to Head of Corporate Controlling. Assignment: Responsible for creating Key Performance Indicators and Production Reports for the CEO, CFO, CTO, and COO.

Market Controller

(1986/08-1989/12)

Responsible for 800 printed matters and educational material. Reported to the After Sales Service Delivery Manager. Assignment: Responsible for Landed Cost calculation and warehouse management. Negotiation with suppliers. IT-tools: ERP EPOS & EPOK, Dataflex.

Major achievement

- Mats's contribution to process innovations reduced costs by about 120,000 USD for the company.
- Built an ABC-calculating system that improved stock value and market contribution correctness.

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EDUCATION

- **Master (MA) in "Leading Innovation and Change"** York SJ University, UK
- **Economics, Finance and Marketing** Agneberg High School, SE
- **International Market Developer**, certified Eductus, SE
- **Business Administration**, certified Eductus, SE
- **Business Angel**, certified STOAF, SE

SELECTED PROFESSIONAL DEVELOPMENT

- **Ericsson Core Leadership and Leadership Assessment** Ericsson University
- **Gestalt Therapy Leadership** Zwedberg & Partners
- **Understanding Group and Leadership** x 2 ([UGL](#) + [FUGL](#)) Gällöfsta Leadership
- **Clear Leadership** - Change Management Provins fem
- **Quiet Leadership** - Effective Communication and Coaching NeuroLeadership Group Intl
- **Military Commando Leadership Program** Swedish Army (regiment I17, I16, K3)

- **Program Management** ESI – The George Washington University
- **Project Management** (Project Management Institute 92 p) Semcon
- **Lean Management** Scania + Crisp
- **European Computer Driving License (ECDL)** Microsoft

ADDITIONAL COMPETENCES

Board of Directors 1994-2014

- **Director of Board, FURAB**
- **Board member, Samfälligheten Hillebarden**
- **Director of Board, Ericsson Shared Service AB**
- **Board member, Högernäs Strands Bryggförening**
- **Director of Board, Live Systems**
- **Chairman of Board, BRF Välbehaget**

Business Angel (certified) 2015/02-2022/12

Stockholm Business Angels (STOAF) partner, i.e., investing and providing strategic support for start-ups. Worked with the following startups: Agerus, Adpin, BraceIt, BrightCat, ContentMap, Live Systems, Lexi, TaxiSmart, Plastonomy and several other startups.

Communication - 2001-2022

Lecturer and Seminars. Have held several lectures and seminars at Junior Chamber International, Hjärtum Seminars, Call Center Institute, Service Center Management, TaxiSmart, Gällöfsta Pärlan Leadership.

COACHING AND MENTORING SKILLS

- Ericsson Mentor program 2010/09-2013/03
- IDG Mentor Program 2014/09-2015/08
- American Chamber of Commerce Mentor program 2015/08-2021/12
- Capacia Scandinavia AB Mentoring 2014/04-2022/12

LANGUAGE

- English Fluent Professional level
- Swedish Mother tongue
- Norwegian Good
- Danish Beginner