

KRISTOFFER EKELUND

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PROFESSIONAL EXPERIENCE

August 2023 – Ongoing	NCA SEARCH FUND 48, Stockholm, Sweden <i>Managing Director & Search Fund Principal</i> <ul style="list-style-type: none">Searching a small- to medium-sized enterprise to acquire
September 2022 – Ongoing	EAST POINT AB (management consulting), Lidingö, Sweden <i>Advisor & Investor</i> <ul style="list-style-type: none">Advisor and interim managementStrategy/M&A, business development/transformation, operations and organizationAngel investor
October 2017 – September 2022	APOTEKET AB (pharmacy retail), Solna, Sweden <i>Director Strategy & Transformation</i> <ul style="list-style-type: none">Member of executive management - responsibilities include strategy and planning, sustainability, business development, partnerships, M&A and operational excellenceExamples of projects include strategy development with board and executive management, sustainability target setting and new governance structure, PMO set-up (transformation, cost-cutting and logistics) e-commerce development (organization, processes and omni offering), new store format development, several due diligence processes, PMI with digital partner, RPA process improvement, supply chain improvements
Oct '17 – Aug '20	<i>Head of Sales & Operations Development</i> <ul style="list-style-type: none">Identified and managed and operational development opportunities in nationwide network of ~400 pharmacy retail stores with ~2,400 employeesEstablished and implemented operational excellence program (Lean) for process improvement, continuous improvement (CI), daily/visual management, waste reduction, workflow management, KPI management and workplace organization.Central commercial and process improvement (various projects)
February 2015 – October 2017	OPX PARTNERS AB (management consulting), Stockholm, Sweden <i>Principal</i> <ul style="list-style-type: none">Management consulting and project management for leading Nordic and international corporations (see appendix for case examples)Corporate and organizational development activities
June 2013 – January 2015	COOP SVERIGE AB (grocery retail), Solna, Sweden <i>Business Area Head Fresh Foods, Category & Purchasing</i> <i>Board member Grådö Mejeri (dairy producer)</i> <ul style="list-style-type: none">Led purchasing and category organization for Bread, Dairy and Fruit & Vegetables with ~13 BSEK turnoverLed negotiation tactics, planning and targets setting for all category managementDeveloped tools, KPIs, processes to streamline work and improve customer offer
February 2010 – November 2012	USPORTS AB (sporting goods retail), Stockholm, Sweden <i>CEO & Founder</i> <ul style="list-style-type: none">Co-founded big box sporting goods retailer and established three units (3,500-5,000 m² each) with estimated annual turnover/store of 60-90 MSEK and ~140 employeesDeveloped and built multiple parts of the business including organization, concept, strategy, investment plan, commercial offering, supplier base and store operations
March 2006 – February 2010	BAIN & CO. (management consulting), Stockholm, Sweden & Delhi, India <i>Consultant</i> <ul style="list-style-type: none">Strategy consulting and project management for leading Nordic and international corporations (see appendix for case examples)Commercial due diligence and M&A advice to leading European private equity funds

- Sep '08 – Apr '09 *Senior Team Leader, Bain Capability Center (India)*
- Project leader at internal offshore group.
- September 2004 – March 2006 **PROCTER & GAMBLE (consumer goods), Stockholm, Sweden**
Market Planning Manager, Product Supply
- Managed internal value chain, product flow, inventory and demand planning for several brands working closely with European plants
- July 2001 – November 2002 **GOLDMAN, SACHS & CO. (financial services), New York, NY, USA**
Financial Analyst, Equity Derivatives
- Pricing, structuring and trading OTC derivatives and exotic options

EDUCATION

- October 2003 - September 2004 **LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE, London, UK**
Master of Science Operational Research with Distinction (GMAT: 740, top 2%)
- September 1997- May 2001 **MACALESTER COLLEGE, St Paul, MN, USA**
Magna Cum Laude Bachelor of Arts in Economics, Minor in Mathematics
GPA: 3.79/4.00
- Spring 2000 **COLUMBIA UNIVERSITY, New York, NY, USA**
Visiting student

Languages: Fluent in Swedish (mother tongue) and English, basic French

IT: SAFe certified, MS Office 365, experience from various ERPs, business intelligence tools and databases (Microsoft NAV, Oracle Retail, Qlikview, Tableau, SAP etc.)

References are available upon request.

APPENDIX CASE EXAMPLES

Turnaround/transformation PMO: Profit improvement – global consumer goods company

Established turnaround program and PMO. Program included ~20 global initiatives, e.g. pricing, new go-to-market strategy, complexity reduction (customers, products), new service model etc. Set up and managed global PMO working with executive management and securing implementation and cost management.

Transformation PMO: Cost improvement and IT restructuring – Nordic retailer

Set up PMO for Nordic retailer with purpose of achieving significant cost improvement across company, while reinvesting cash flows into a large-scale IT restructuring. Involved setting targets, scope, milestones, measurement, accountability and governance structure – all while working with cross-functional teams.

Industry attractiveness due diligence – wind energy (private equity)

Conducted study of the wind energy sector dynamics, outlook, competition and value chain for private equity fund trying to understand attractiveness of sector and potential investment themes.

Transformation & BPO offshoring – global medical supplies distributor (Nordic organization)

Established transformation plan that included reorganization of Nordic operations (4 countries; sales, marketing, logistics, category management) and business case for offshoring customer service and finance to Baltic countries.

Growth strategy: EMEA growth strategy & market prioritization – global consumer goods company

Led work on growth strategy, developed jointly with European leadership team. Work included market and competition analysis, financial benchmarking as well as mapping and prioritization of ~30 countries.

Sales force effectiveness/Performance management – global OEM

Established and implemented a new governance and performance management model for European sales and marketing organization. The scope included improving the sales process (CRM, account planning, prioritization), identification of new key performance indicators, reporting structure and compensation and incentive structure.

Supply chain & logistics: Supply chain strategy – multinational packaging corporation

Strategy development for worldwide value chain. Project included complete analysis of industrial footprint, raw materials supplier base, equipment R&D, production and logistics. Savings amounted to €250M and a number of initiatives such as restructuring of plants across countries, improved materials mix, simplified product offering, consolidation of supplier base, strategic partnerships with suppliers and outsourcing of non-strategic components.

Group strategy: Portfolio analysis – multinational packaging corporation

Analysis of portfolio of multinational companies focusing on packaging as well as machinery sales. Revenue and cost synergies as well as strategic considerations were evaluated. Analysis included evaluating overlapping customer base, market shares, market presence, product development, corporate and sales organizations.

Growth strategy: Strategy for improved sales and profitability – multinational digital business information supplier

Company is based in Sweden but has operations across Europe and runs B2B web based information databases for various industries. Project included development of a growth strategy by mapping market and competitive landscape as well as a fact base of organization and cost structure.

Commercial due diligence, M&A and industry analyses – private equity funds

Analysis of market, strategy, organization and possible value creation opportunities on a various companies and industries, e.g. facilities management, recreational vehicles, bath rooms, wind energy, IT outsourcing, infrastructure, industrial rubber, financial services, security services, consumer goods, building materials etc.

Organization: Restructuring of sales and marketing organization – multinational pulp and paper company

Bain was given the task to restructure the European sales and marketing organization in order to make it more cost effective. Project included establishment of new roles and responsibilities and a merger of country organizations into regional cluster organizations (customer service reorganization). Staff was organized according to function and area but with responsibility for multiple countries.