

This is TAC. - this is me

Torbjörn Assarsson profile and track record

In short: Leading international entities sized from 100 to 6.000 people and turn over ranging from small start-up levels to high established industry levels reaching 1.200 M€. All jobs being industrial development tasks including real and inspiring challenges, independently from the size of the company.

Personal strengths

- High capacity in achieving targets in challenging industrial developments by getting all involved players and stakeholders to cooperate and to do what is needed
- Implementation and execution capacity – structuring way of working, cross functional effectiveness by clear accountabilities both process- and function wise
- Strategic as well as operational capability – industrial developments or turn around, restructuring, lay-off and efficiency gains, start-ups or scale-ups
- International, managing multicultural leadership and change

Profile

- Master of Science (Mechanical Engineering) with studies and training in economics, marketing and leadership
- Extensive and broad international industrial leadership experience
- Industrial and commercial leadership - both operational and strategic
- Strong change management skills and experience
- Experience in technical and high-tech products for short and medium series for growth businesses as well as mass production products in mature and highly competitive businesses
- Experience of established industry as well as start-up company – big organization and small entrepreneurial company environment
- Manages easy-to-use process planning and progress tracking methodology for start-up company business and industrial developments
- Worked in various cultures, fluent in several languages (Swedish, English, Italian, Spanish and some German)
- Strong communication skill and delivering results through energized teams

Held positions

- Industrial development, start-up and growth **project leaderships**
- **COO** – medium size north European leading commercial refrigeration group (Finland/Scandinavia/EU/CEE)
- **CEO** – new establishment by private equity company of a Scandinavian Group for special vehicles being leader in its main segments
- **President & CEO** - New environmental advanced technology start-up company, Sweden
- **President** – Heavy equipment B2B Division, Sweden/global
- **Vice President Industrial Operations** - R&D and Supply Chain – Home appliances, Belgium/Europe
- **Product Division Manager** – Home appliances, Sweden/Finland
- **Product Planning Director** – Home appliances, Italy/Europe
- **Technical Director** – Home appliances, Spain
- **Various industry assignments** - Project Management, Product-, Process-, and Methods Development, R&D Technologies Development, Rapid Prototyping, Laboratory & Testing, etc
- **Further assignments** - Board memberships, Industrial and regional organizations participation responsibilities

Achievements

- Setting up the base for the new owners by assuring existing customer base and running operations as well as developing/establishing new management, organization, working procedures and infrastructure. Private equity new owner: *“Torbjörn Assarsson acted as interim CEO mobilizing the new group. He launched the execution of the elaborated business plan by kick-starting the project with the 100-days plan to take full benefit of the grace period initiated when establishing the new group by the new owners ”*
[Swedish and Norwegian special vehicles group running development, manufacturing and sales operations. Scandinavian market leader in the main segments.]
- Establishing the structure for an industrial start-up company in only approximately one year. Organization, people and competences, working procedures, legal entity, laboratories, manufacturing, supplier base and customer development.
[Innovative high tech environmental new products, new market, starting with a small core team]
- Implementation of a new product concept and establishing new manufacturing processes globally, in highly automated as well as manual process shape. At the same time building structure & culture and efficiency.
As described by the Group Business Area CEO: *“A major transformation of technology and people without hick-ups. Definitely a change in the environment and an improvement of attitude and moral ” [International B2B division, heavy equipment, global responsibility]*

- Heading up an European product and operations division (one out of four) achieving highest quality improvement four years in a row, highest low cost country sourcing savings two years in a row, highest labor productivity, delivery reliability and finished goods stock level reduction one year. Development of new product platforms enabling factory foot print restructuring. Setting up manufacturing in Russia in rent leased premises and building major size green field manufacturing operations in Poland.

As described by the Group CEO: *“Always strongly delivering and making change in many different roles and various European countries. An experienced industrial developer getting people to cooperate towards same targets. Not afraid of tough challenges or measures”*

[European Manufacturing and R&D responsibility, seven factories in six countries, consumer appliances, tough competition and cost focus]

- Turn-around of a product division from deeply red figures, and worst results among six entities, to the top three in two years and the best in five years. Optimization of platforms and complexity reduction of base models and components together with working procedures changes as enablers for a 30% product quality index improvement and 40% manufacturing productivity increase. In the same period product innovation increased substantially thus improving price positioning, company structure and culture was strengthened and company image improved.

[Product and supply chain Scandinavian responsibility, three sites whereof one R&D Center and two factories, consumer appliances, tough competition and cost focus]

- Introducing and establishing high tech robotized laser technology aimed for method development within R&D and manufacturing, pioneering CAD/CAM-operation applications. Developing methods, tools and technologies for rapid prototyping and shortening of product development lead time

[Group Technical Division supporting business areas with focus on Product and R&D methodologies improvement, time to market reduction in particular]

- Entering in to both Spanish and Italian organizations as the only, or among the very few, non-native managers and collaborators achieving acceptance and trustful collaboration. Managing multicultural leadership

[Supporting and enabling the Spanish company to implement and industrialize new products in a booming expansive economy being the only non-Spanish manager, Europe Product Planning responsible head quartered in Italy being the only non-Italian member of the European management team, consumer appliances]

Please note: References provided on request