

## Independent Management Consultancies Network IMCN

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 European
 

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 Professional
 

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 Personal
 

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*Name of the firm*
**XLNS Consulting Group**
*Full address  
(incl. phone, fax)*

**Stortorget 11**  
**21122 Malmö**  
**Sweden**  
**Tel +46 (0) 46 72 84 68**  
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**Mobile +46 (0) 708 77 17 42**  
**E-mail bjorn.lindback@xlns.se**  
**Internet www.xlns.se**

*Established*
**1995**
*Responsible person for the  
network*

**Björn H. Lindbäck**
*Name of managing partner(s),  
executive director(s)*
**Björn H. Lindbäck (Executive Director)**
*Name of senior consultants*

**Björn H. Lindbäck (Senior Partner & Adviser)**  
**Stefan A. Johansson (Senior Partner & Adviser)**

*Total number of consultants*
**3**
**September 2010**

(The profiles of the members are permanently updated. Please ask for the latest version.)

## Independent Management Consultancies Network IMCN

### XLNS Consulting Group

*Specialisations  
(Main fields of activity/  
FEACO classification)*

**Strategy**  
**Organisational development**  
**Business development**  
**Mergers & acquisitions (industrial M&A)**

Specific and specialised advisory services provided in the areas of strategy process, strategy analysis, strategy formulation and strategy implementation. For each advisory area, XLNS applies different methodologies, i. e. competitive strategy (Red Ocean Strategy), value innovation strategy (Blue Ocean Strategy) and/or disruptive innovation strategy.

*Type of clients/branches  
(industry sectors)*

Clients of all sizes and classifications ranging from enterprise and corporate to small- and medium-sized businesses (SMB's). Primarily medium-sized corporations and/or their SBU's.

No particular industry specialisation, but specific knowledge and practice accumulated from a multitude of consecutive assignments in the following industries and their respective subcategories and segments:

Financial services  
 Energy & utilities  
 Construction  
 Building materials  
 Electrotechnical industry  
 Media & publishing  
 Telecommunications  
 Information technology (IT)  
 Private equity (PE)

*International practice  
(foreign countries where assignments were completed;  
in order of priority)*

Denmark	The Netherlands
Norway	Belgium
Finland	Austria
Great Britain	Spain
United States of America	Italy
Germany	Poland
France	

*Language ability in the firm*

**Baltic States**  
**Swedish**  
**English**  
**French**  
**German**

*Professional membership  
and cooperations*

**Professional Memberships:**  
 – Swedish Association of Management Consultants (SAMC)  
 – International Council of Management Consulting Institutes (ICMCI)

Professional cooperations with specialised consultancies and individual professionals as relevant for, and required by, various assignments.

*International certification  
and date*

**Björn H. Lindbäck, Certified Management Consultant (CMC), ICMCI 2007**

*Periodicals*

Commercial news and professional findings are published on company website.

## Independent Management Consultancies Network IMCN

### XLNS Consulting Group

*Mission statement / consulting philosophy*

Most companies have a strategic plan. Very few have a strategy. XLNS Consulting Group strives to excel in strategy for its clients to realise breakthrough achievements through better strategy.

**Better strategy. Delivered**

Strategy advice benefits clients and improves overall performance, outcomes, financial result and the value created by the [client] organisation.

*Credentials (short description of some typical assignments)*

- Type of client / branch (industry sector)
- Field of activity
- Assignment summary and results

#### STRATEGY PROCESS

XLNS advised a leading-edge software developer and technology vendor for mobile imaging and camera application platforms, in designing, adapting and executing its annual corporate strategy process for a consecutive period of four years. The strategy work contributed to the company reaching a market leading position of its industry in 2007.

XLNS advised a market leading educational media and publishing group in Scandinavia, on its annual corporate strategy process in light of the profound changes affecting the media and publishing industry as a whole, its competitors and their business models. Resulting from the strategy process, the company has remained the market segment leader and enjoyed improved profitability following its change of strategy in 2006.

#### STRATEGY ANALYSIS

XLNS advised one of the largest vertically integrated corporations in the energy and utilities industry in Europe, on how to successfully adapt its investment process for capacity expansion in the segment of wind power, and concurrently integrate two recently acquired and merged operations accordingly. Resulting from the intervention, the client has realised a successful merger and increased its capacity expansion to better capitalise on market opportunities.

XLNS advised one of the leading alternative asset managers in the Nordic countries for private equity fund management and advisory services. For one of its private equity funds, XLNS performed an industrially based and strategic feasibility analysis on a specified target company operating in the financial services sector primarily in Sweden. Resulting from the analysis, the client declined the opportunity to acquire the target company in question.

#### STRATEGY FORMULATION

XLNS advised a global market leader and systems manufacturer in the field of chemical treatment and finishing products for wooden floors, on its growth and expansion strategy for achieving industry leadership on a worldwide scale during a ten year period. The strategy has been successful and the client company is now the undisputed market leader of its industry.

XLNS advised its client – today a market leader in the IT/media sector for mobile entertainment, business solutions and search services – on its initial market entry strategy to the European TIME sector (telecom, internet, media and entertainment) based on new technology advancements.

#### STRATEGY IMPLEMENTATION

XLNS advised a vertically integrated energy & utilities group with regional operations – on its implementation to successfully integrate its field services and contracting operations whereby in the process also creating the first multi-utility service contractor in Norway following a merger of three different but geographically neighboring companies.

XLNS advised a vertically integrated energy & utilities group with regional operations in two larger municipality areas – on its groupwide operations development programme to secure successful implementation of its highly capital-intensive corporate strategy.

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### XLNS Consulting Group

*Selection of important and well known clients (location)*

Vattenfall (Sweden)  
 Heidelberg Cement (Germany)  
 Ericsson (Sweden)  
 ABB (Switzerland)  
 Hafslund (Norway)  
 Studentlitteratur (Sweden)  
 QlikTech International, Inc. (USA)  
 Tetra Pak (Sweden)  
 Auda International LP (USA)  
 Scalado (Sweden)  
 CapMan (Finland)  
 Apptus Technologies (Sweden)  
 BeWi (Norway)  
 Findus (Sweden)  
 Aspiro (Sweden)  
 Bona Kemi (Sweden)  
 SpareBank1 Alliance (Norway)  
 ZealCore (Sweden)

*Partners / senior consultants short profile*

#### **BJÖRN H. LINDBÄCK – senior partner & adviser, CMC**

Over the years Björn H. Lindbäck has planned and executed numerous challenging projects and assignments for a multitude and diverse range of clients. His work in the field of strategy includes strategy analysis and reviews, designing and driving effective strategy processes, creating and formulating various type of strategies and implementing strategies through the effective use of non-incremental measures including mergers, acquisitions, strategic alliances and other forms of industrial ventures and partnerships.

Björn has working experience from many different types of industries including manufacturing, services and utilities from both private and public sectors. His professional expertise stems from in the intersections of strategy, innovation, industry analysis and M&A. He has worked internationally and has held several executive positions in a range of companies and organisations since 1987. Björn has also performed services as a non-executive director of the board of directors with several companies in various industries.

Björn H. Lindbäck holds a B.Sc. in business administration & economics from the University of Lund, Sweden.

#### **STEFAN A. JOHANSSON - senior partner & adviser**

Over the years Stefan A. Johansson has initiated and implemented several strategic change management interventions and business development initiatives as a management consultant. Similar work has been undertaken from various professional capacities and industries, ranging from business controller to CFO and CEO of large and medium-sized organisations in an international and global business environment.

Stefan has working experience from several manufacturing and service industries and has worked extensively with international operations in cross-border contexts and markets. His longest tenure has been in the wood flooring [chemical] industry where he served for more than ten years as CFO and CEO of Bona Kemi AB, a Swedish based world-leader in its field, with global operations encompassing more than 50 countries.

Stefan A. Johansson has served as a non-executive director of the board of directors with several publicly quoted and unlisted companies in various industries. He currently holds a few external board and trustee assignments, including chairmanship, with selected Swedish based companies and organisations.

Stefan A. Johansson holds a B.Sc. in business administration & economics from the University of Lund, Sweden (1981).