

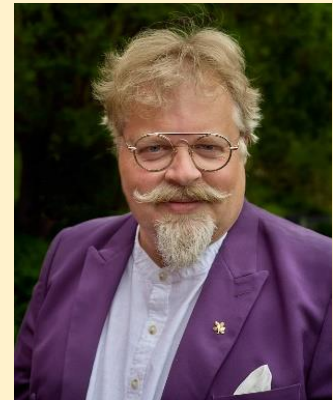
Curriculum Vitae

Lars Fridh

PhD, Strategic Advisor and Consultant in development and change management.

I have more than 30 years of experience in leadership, development and change management from positions at both strategic, tactical, and operational levels. Have a genuine interest in strategic development and stimulated by being able to coach and develop businesses as well as ideas and individuals, through curiosity, creativity, and a strong commitment.

- Great analytical ability, has easy to see, analyze and visualize the results for complex activities from a strategic holistic perspective.
- Down-to-earth, open, and outgoing with a positive and humble attitude.
- Driven, structured and reflective. Strong desire to understand the importance of humans in the whole in order to improve..
- Skilled pedagogue and educator, solid adult pedagogical competence and educational experience.



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Competence

- Strategic development
- Strategic leadership
- Business development
- Business analysis
- Process mapping
- Digitization
- Method development
- Change management
- Team- & Organization development

Earlier experience

Fridhs UAB
Development
2022-present

Strategic Advisor and Consultant, Founder, CEO, Self-Employed

Offers organizations a strategic holistic approach through advice and practical solutions for development and change management so that the business has easy to do right and keep track on what matters in an ever-changing world. Offers help to structure, prioritize and plan the development work and through distinct change management get the entire organization involved in the implementation and reach the effects so that both the people, the environment and the organization are prosperous and sustainable.

Mellanskog
Forest Owners
Association
2020–2022

Head Forest Planning, Staff Forestry

Head of Forest Planning Department. Main process owner, responsible for forest management plans, tactical and operational planning of forest measures.

- Change management and introduction of process-oriented business management.
- Structured and developed the planning process for creating:
 - a greater operational foresight
 - more effective tactical and operational planning
 - increased digitalization and application of forest master data
- Implemented new digital tools for production planning
- Introduced team-based approach for more rational division of labor

Mellanskog
Forest Owners
Association
2018–2020

Business and Operations Developer, Development Department

Change leader/development leader.

- Strategic mapping and further development of processes, value streams, business, and organization
- Assisted Management Team in organizational change and the introduction of process-oriented business management
- Assisted the Development Department, managers, and process owners in the introduction of process-oriented business management
- Major focus on increased digitalization

Skogforsk
Forestry Research
Institute of Sweden.
2011–2018

Researcher & Developer, Research Program Value Chains

Applied research and development on digitized property and quality determination of forest biomass for efficient supply systems and sustainable raw material flows.

- Part of the Project Efficient Forest Fuel System (ESS 2011–2015)
- Initiated and ran 3–4 interdisciplinary projects/year.
- Project management with recipients from industry, government agencies and national and international research institutions.

Industrial Doctoral Student – Skogforsk/SLU (2015–2017)

- Combined research and development work at Skogforsk with doctoral studies at SLU.
- Great emphasis on courses in mathematical statistics and multivariate methods of analysis.

Sveaskog AB
Swedish State Forest
2010–2011

Development Manager Eco-parks & Outdoor Life, Staff Forestry

Responsible for the development of recreation and social values in Sveaskog's Eco-parks. Structured the business in line with the board/management's new target settings.

- Development cooperation with experience-based entrepreneurial companies.
- Designed new guidelines and communication platforms
- Developed new digital decision support/applications/tools for field use.

Sveaskog AB
Swedish State Forest
2008–2010

Head Forest Planning, MO Västerbotten

Head of Forest Planning department, responsible for forest management, tactical and operational planning (760,000 ha prod. forest). Change

management and development/structuring the planning process. Established greater operational foresight and operational benefit with a more sustainable work environment.

- Established team-based ways of working, for more rational division of labor
- Developed digital decision support for tactical business planning
- Implemented new analysis methods & tools for forest tactical and operational planning.
- Implemented a more effective collaboration and clearer communication with and between the other processes in the value chain.

**Gammelkroppa
Skogsskola**
Private Forestry Collage
2004–2008

College Lecturer and Project Manager

Head lecturer Forest Planning and Forest Management. Member of the college's Management Team.

- Responsibility for higher education at the Forest Technician Program. Large focus on adult education and education in the field environment.
- Training of forest owners and forestry officials and contractors (e.g. Competense program Green Card in Forestry)
- Project manager for "Digital forestry"
 - fully integrate the use of digital measurement, mapping and analysis tools (GIS, GPS etc.) into the forestry training elements.
 - Developed pedagogical methods for the application & integration of technology in respective educational and course components.

**Norwegian Timber
Measurement
Association**
2001–2004

Head Development, Norsk Virkesmåling (2003–2004)

Head of Development Department, Change and Project Manager. Part of Management Team

- Focus on change management and developing the newly established company into a rational and cost-effective service organization in the forest industry.
- Worked on harmonizing three corporate cultures into a new common way of working through process development, method anchoring and adjustment of quality management systems.

Head IT & Development, Øst-Norges Tømmermåling (2001–2002)

Head of Development & IT Department, Change and Project Manager. Part of Management Team.

- As of Q1-2002, emphasis was placed on corporate mergers (three companies to one).
- Assisted the constituent board and CEO in the work on a new IT strategy for increased digitalization and rationalization of processes in the construction of the new organization Norsk Virkesmåling.

**Berget
Systemdesign**
1999–2001

IT consultant

- Development, testing and documentation of integrated forest data systems (GIS) for the production flow in the forest sector.
- Trained field, staff, and system manager personnel prior to system implementation.
- Couched field-, staff-, and system manager personnel during implementation to get the systems operational in each organization



Konsum Stockholm
Consumers Cooperative
Association
1990–1994

Supermarket Store Manager

Supermarket store Manager, responsible for operations, customer relations, sales, finance, personnel management, marketing, member service and democracy. Combined managerial work with Business Economics Studies at Stockholm University

Konsum Stockholm
Consumers Cooperative
Association
1988–1990

Trainee Store management

Daily tasks in the grocery store interspersed with internal training within the Trainee Program *Cooperative grocery store management*

Education

**Swedish University
of Agricultural
Sciences (SLU)**
2015–2017

Doctor in Forestry, (PhD Forestry)

Applied research on quality determination of forest biofuels for trade and production management.

- Industrial doctoral student: Combined research work at Skogforsk with doctoral studies at SLU.
- Great emphasis on courses in mathematical statistical and multivariate methods of analysis.

Det Norske Veritas
2001

Quality Management 9001:2000

Basic training in developing and implementing a process-oriented quality management system

**Swedish University
of Agricultural
Sciences (SLU)**
1994–1999

Master of Science in Forestry (MSc Forestry)

Forest Management with specialization in Forest Planning

**Stockholm
University**
1992–1994

Diploma Business Administration,

Cost/Revenue analysis, accounting, business administration, marketing & labor law, leadership & organization

Konsum Stockholm
Consumers Cooperative
Association
1988–1990

Trainee program Cooperative grocery store management

Internal training grocery trade, industry courses, economics, marketing, law, personnel responsibility & management, association & member democracy.

Officers Academy
Swedish Army
1987–1988

Reserve Officer, Lapland Arctic Rangers Regiment, 22 Infantry/Kiruna

Officer training with an emphasis on leadership, theoretical problem solving (strategy/tactics), practical adult pedagogy, and survival in extreme arctic wilderness environment.

