

OCCAM ASSOCIATES

July 2010

In summary

Occam Associates is a management consulting firm, founded in 2001 and based in Stockholm. Our firm is rooted in traditional, professional values but puts greater emphasis on simplicity and practicality than perhaps has been the norm in the profession.

The firm's name is inspired by the English, 14th century philosopher William of Occam. He established the scientific principle of simplicity called Occam's Razor and simplicity is a guiding principle for all our work.

Our mission is to help our clients achieve solid business results while at the same time supporting them in building stronger and more capable organisations. In our work, we emphasise professional analysis, simple and effective solutions and active implementation support – all delivered through pragmatic work processes and by committed staff.

Occam provides advice and implementation support in areas such as strategy, organisation, performance management, operations and IT. We have experience in all major industries and particularly strong expertise in financial services, retailing, public sector and private equity.

Occam currently has close to thirty staff members and our consultants have an average of eight years' experience of the profession. We also have a network of business partners within and outside Sweden.

As we continue to grow, we actively seek to attract not only new clients but also new consultants and business partners.

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Our firm

Occam Associates is a management consulting firm, founded in 2001 and based in Stockholm. Our firm is rooted in traditional, professional values but puts greater emphasis on simplicity and practicality than perhaps has been the norm in the profession.

The firm's name is inspired by the English, 14th century philosopher William of Occam. He established the scientific principle of simplicity called Occam's Razor and simplicity is a guiding principle for all our work.

Professional analysis, practical solutions and committed staff

Our firm is strongly rooted in the traditional, professional consulting values centred around fact-based analysis and problem solving, independence and integrity.

However, we do believe that consultants from time to time may push conceptually interesting solutions beyond what is fully implementable and truly helpful for the client. We also feel that the traditional arms-length relationship between client and consultant frequently leads to less than ideal solutions and processes.

Consequently, we at Occam seek to combine professionalism with a highly practical approach to developing business solutions and to working together with our clients. This – together with committed staff – is the essence of our firm.

The firm's name

William of Occam was a Franciscan philosopher, theologian, and political writer. He was born in Ockham in the county of Surrey, England in 1285 and died in Munich, Bavaria in 1349.

Occam developed a principle which later came to be known as Occam's Razor. This principle states that "plurality should not be posited without necessity" or, in Latin, "pluralitas non est ponenda sine necessitate". It gives precedence to simplicity. Of two competing explanations to a phenomenon – or solutions to a problem – the simplest should be the one selected.

Occam's thinking and Occam's Razor have influenced great scientists throughout history. Today, Occam's Razor is used in a much wider context. A modern interpretation may well be phrased "keep it simple" – a principle that we at Occam Associates believe is highly applicable to many business problems.

Philosophy

Our mission is to help our clients achieve solid business results while at the same time supporting them in building stronger and more capable organisations. In our work, we emphasise professional analysis, simple and effective solutions and active implementation support – all delivered through pragmatic work processes and by committed staff.

Mission

Occam has a dual mission. The first element is to help our clients realise solid business results in terms of profitability and growth. This we seek to achieve both in terms of overall performance and with regard to our clients' return on their consulting investment.

The second element of Occam's mission is supporting our clients in building a stronger and more capable organisation. We do this by helping them to articulate a vision, by strengthening leadership capabilities and by enhancing organisational effectiveness. In many projects this is defined as a key deliverable, but even when that is not the case we look for ways to strengthen organisational capabilities where and when we can.

Professional analysis, simple and effective solutions and active implementation support

Professional analysis is the foundation of our work. Our analysis is driven by hypotheses and is therefore focused and efficient. It is fact-based and, where possible, quantitative. It is also relevant to the issue at hand and the hypothesis being tested.

Based on the analysis, we develop business solutions that are simple and effective. The emphasis is on clarity, practicality and on leveraging the combined experience of client and consultant.

In projects where it is relevant and helpful, we frequently go beyond developing solutions to providing active implementation support. In this role, we help bring focus and build commitment to the implementation process. We also bring extra resources and energy to the effort.

Pragmatic work processes and committed staff

Across the three key consulting phases of analysis, solution development and implementation we pride ourselves in working with our clients in a pragmatic and seamless way. Our processes and our staff are open, collaborative and flexible.

We have selected this style of working not only because it enhances the results of our efforts and those of our clients, but also because we ourselves much prefer it to the more arms-length consulting model. It is the Occam way.

Services

Occam provides advice and implementation support in areas such as strategy, organisation, performance management, operations and IT. We have experience in all major industries and particularly strong expertise in financial services, retailing, public sector and private equity.

Project-based management consulting

Project-based management consulting is the core of our service offering. Typical assignments in the areas of strategy, organisation, performance management, operations and IT include the following:

- **Strategy:** Corporate and business unit strategy, product-market strategy, M&A strategy and post-merger integration.
- **Organisation:** Organisational effectiveness, organisational design, alignment of hard and soft organisational factors, core process redesign.
- **Performance management:** Key performance indicators and action plans to align the organisation's activities with strategic objectives and strategies. Business planning and follow-up.
- **Operations:** Functional strategies and action plans in for instance R&D, sourcing, logistics, manufacturing, marketing, sales, customer service and administration. A particular expertise that straddles several areas is make-or-buy strategy and outsourcing.
- **IT:** Business-driven IT strategy, system acquisition and partner selection, value capture from IT implementation, post-merger IT integration, IT organisation.

Management for hire and ad hoc client support

Occam takes a practical view on how to best support our clients. In addition to project-based management consulting services we also provide management for hire and ad hoc support like research and analysis, facilitation and process support as well as management training.

Industry capabilities

Between us, we have more than 200 man-years of consulting experience and have carried out more than 1,000 projects. Although Occam has particularly strong expertise in financial services, consumer products and retailing, public sector, private equity and venture capital, we also benefit from experience in industries such as automotive and industrial products, construction industry, process industry and utilities, telecom, high tech, media and transportation industry.

Team

Occam currently has close to thirty staff members and our consultants have an average of eight years' experience of the profession. We also have a network of business partners within and outside Sweden.

Our staff members

Partners

- Lennart Eklund
 - Partner; joined Occam Associates in 2001
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at Darden, University of Virginia
 - 19 years consulting experience from Occam Associates, Parallel Consulting Group/IconMedialab, A.T. Kearney and Accenture
 - Specialisation: Financial services; organisation, performance management, outsourcing and IT

- Fredrik Gustafson
 - Partner; joined Occam Associates in 2001
 - M.Sc. in Industrial Engineering and Management, Chalmers University of Technology; studies at Vienna University of Technology and Royal Melbourne Institute of Technology
 - 12 years consulting experience from Occam Associates and The Boston Consulting Group
 - Specialisation: Private equity; strategy and supply chain

- Mikael Gustafson
 - Partner; co-founded Occam Associates in 2001
 - M.Sc. in Business Administration from Lund University; M.A. in Business Economics from University of California, Santa Barbara
 - 25 years consulting experience from Occam Associates, A.T. Kearney and Accenture
 - Specialisation: Financial services; strategy, organisation and performance management

- Johan Lemchen
 - Partner; co-founded Occam Associates in 2001
 - M.Sc. in Business Administration from the Gothenburg School of Economics
 - 19 years consulting experience from Occam Associates, A.T. Kearney, Ernst & Young and Accenture
 - Specialisation: Financial services; strategy, organisation and outsourcing

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- Pär Malmberg
 - Partner; co-founded Occam Associates in 2001
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at University of Hong Kong and University of Mannheim
 - 23 years consulting experience from Occam Associates, A.T. Kearney and McKinsey & Company
 - Specialisation: Retailing, private equity and public sector; strategy, organisation and performance management
- Gerard M. Thornton
 - Partner; joined Occam Associates in 2002
 - B.Sc. (Eng.), Trinity College, Dublin; M.B.A., University of Uppsala
 - 25 years experience from Occam Associates, A.T. Kearney and IBM
 - Specialisation: Financial services, retailing, pharmaceuticals and telecom; strategy, organisation and outsourcing
- Anna Wærn
 - Partner; joined Occam Associates in 2001
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at University of Cologne
 - 13 years consulting experience from Occam Associates and A.T. Kearney
 - Specialisation: Financial services; strategy, organisation, performance management and operational efficiency

Managers

- Sara Billstam
 - Manager; joined Occam Associates in 2004
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at National University of Singapore
 - 6 years consulting experience from Occam Associates
 - Specialisation: Financial services; strategy, outsourcing and operational efficiency
- Niklas Eriksson
 - Manager; joined Occam Associates in 2007
 - M.Sc. in Business Administration, Stockholm School of Economics; M.Sc. in Forestry, Swedish University of Agricultural Sciences; studies at Warwick Business School, U.K.
 - 6 years consulting experience from Occam Associates and Accenture
 - Specialisation: Private equity; strategy, organisation and operational efficiency
- Linda Milestad
 - Manager; joined Occam Associates in 2006
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at Università degli studi di Firenze, Florence
 - 9 years consulting experience from Occam Associates, Docere and JKL Group
 - Specialisation: Private equity; strategy, marketing and communications

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- Anders Persson
 - Manager; joined Occam Associates in 2007
 - M.Sc. in Industrial Engineering and Management, Lund Institute of Technology
 - 3 years consulting experience from Occam Associates
 - Specialisation: Private equity; strategy
- Peter Röckert
 - Manager; joined Occam Associates in 2008
 - M.Sc. in Industrial Engineering and Management, Lund Institute of Technology
 - 4 years consulting experience from Occam Associates and Vattenfall Power Consultants
 - Specialisation: Energy and utilities; strategy and organisation
- Peter Söderberg
 - Manager; joined Occam Associates in 2002
 - M.Sc. in Industrial Engineering and Management, Royal Institute of Technology
 - 11 years consulting experience from Occam Associates and The Boston Consulting Group
 - Specialization: Telecom and industrial products; strategy, organisation and administrative efficiency
- Trond Teigland
 - Manager; joined Occam Associates in 2007
 - M.B.A., The Wharton School, University of Pennsylvania; M.Sc. in Economics and Business Administration, Norwegian School of Economics and Business Administration ; studies in psychology and sociology, University of Bergen
 - 16 years consulting experience from Occam Associates, Netovation, A.T. Kearney and Indevo Management Consultants
 - Specialisation: Service industries and public sector; strategy, organisation and operational efficiency

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Consultants

- Marie Boström
 - Consultant; joined Occam Associates in 2009
 - M.Sc. in Industrial Engineering and Management, Royal Institute of Technology, Stockholm; studies at Hong Kong University of Science and Technology and Beijing Culture and Language University
 - 1 year consulting experience from Occam Associates

- Patrik Gustavsson
 - Consultant; joined Occam Associates in 2009
 - M.Sc. in Business Administration, Stockholm School of Economics
 - 1 year consulting experience from Occam Associates

- Carl Emil Larsson
 - Consultant; joined Occam Associates in 2006
 - M.Sc. in Industrial Engineering and Management, Royal Institute of Technology, Stockholm; studies at Hong Kong University of Science and Technology and Shandong University
 - 4 years consulting experience from Occam Associates
 - Specialisation: Private equity; organisation

- Lisa Levinson
 - Consultant; joined Occam Associates in 2008
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at Copenhagen Business School in Denmark and at Lund University
 - 1 year consulting experience from Occam Associates

- Patrik Lundström
 - Consultant; joined Occam Associates in 2005
 - M.Sc. in Industrial Engineering and Management, Royal Institute of Technology; M.Sc. in Business Administration from Stockholm University; studies at Vienna University of Technology
 - 5 years consulting experience from Occam Associates
 - Specialisation: Financial services, strategy and performance management

- Natasha Löfvenberg
 - Consultant; joined Occam Associates in 2009
 - M.Sc. in International Economics, Stockholm School of Economics; studies at University of British Columbia, Vancouver, Canada
 - 1 year consulting experience from Occam Associates

- Nathalie Scharnke
 - Consultant; joined Occam Associates in 2009
 - M.Sc. in Industrial Engineering and Management, Royal Institute of Technology, Stockholm; studies at Universidad Politécnica de Valencia
 - 1 year consulting experience from Occam Associates

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- Björn Tiderström
 - Consultant; joined Occam Associates in 2007
 - M.Sc. in Industrial Engineering and Management, Lund Institute of Technology
 - 4 years consulting experience from Occam Associates and Accenture
 - Specialisation: Strategy, organisation and IT
- Stefan Öhlén
 - Consultant; joined Occam Associates in 2008
 - M.Sc. in Business Administration, Stockholm School of Economics; studies at Tecnológico de Monterrey (EGADE), Mexico; Studies in Political Science at the University of Uppsala
 - 2 years consulting experience from Occam Associates

Non-consulting staff

- Carolina Bendelin
 - Responsible for reception, office services and travel coordination
 - Experience from Occam Associates and Diplomat PR as office assistant
- Christina Klemets
 - Communication, graphic design and production
 - Experience from Occam Associates and A.T. Kearney

Our business partners

Over the years, Occam has developed a network of business partners with a compatible philosophy and complementary capabilities. These firms and individuals provide functional and industry expertise to augment our own, as well as local support in key areas outside Sweden.

- **Functional expertise:** Financial management (corporate finance, business restructuring, financial consulting), supply management (sourcing, logistics), marketing management (customer satisfaction advertising, public relations), human resources management (employee satisfaction, executive search and selection, interim management, management audits).
- **Industry expertise:** Automotive, media, retailing, public sector, telecom and transportation.
- **Geographical support:** Nordic countries, UK, Germany, Benelux, France, and USA.

Joining us

As we continue to grow, we actively seek to attract not only new clients but also new consultants and business partners.

New consultants

Candidates should be committed to Occam's philosophy of professionalism and practicality. We also expect our new colleagues to share our dedication to realising tangible results through seamless collaboration with clients and by seeing assignments through to implementation. We value commitment, an entrepreneurial spirit and a willingness to break new ground, both in serving our clients and in building our firm.

For all candidates – graduates and experienced – we look for a profile that includes a strong academic record from a leading university or business school, a period of work or study abroad and fluency in English and a Scandinavian language.

In addition, in the case of an experienced candidate, we would also like to see in-depth expertise in strategy, organisation, performance management, operations or in IT. This expertise may have been gained in industry, although we expect the successful candidate to have at least 1–2 years experience with one of the international management consulting firms.

If you find our firm and the way we work of interest, please contact us.

New business partners

We are continuously looking for new business partners who share our philosophy and possess complementary capabilities.

These capabilities may be functional or industry expertise as well as a geographical platform outside Sweden.

If you find our firm and the way we work of interest, please contact us.

OCCAM ASSOCIATES

Contact us

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Email:

- General enquiries and messages: info@occam.se
- Recruiting: recruiting@occam.se
- Individual staff members: firstname.lastname@occam.se