

# Emil Thor



I am a senior digital consultant who moves freely between business, technology, design and delivery. Through roles as project manager, product owner, head of e-commerce and digital strategist at leading agencies and brands - and in parallel through my own firm Luxcaput since 2008 - I have built a breadth that lets me lead digital change in any industry.

Company	Founded	Based in	Status
Luxcaput	2008	Västerås	Active, alongside employment

## About Luxcaput

Luxcaput started as a photography business in 2008. From the beginning I took on assignments that went beyond the camera - graphic design, websites, marketing - and the company grew organically into a digital consulting practice. Over the years Luxcaput has been the platform where I have taken on assignments in my own capacity, in parallel with employment at leading agencies and brands.

Running my own firm has allowed me to follow interesting assignments, build long-term client relationships and test new technologies and working methods before they became mainstream.

## What I have delivered for clients

Across 20 case studies this has translated into measurable growth, stronger brands and significantly more effective digital operations. A few highlights:

**+1,100%**

Traffic - Helleday Laboratory

**+254%**

Transactions - Elcykelvaruhuset

**+231%**

Revenue - Goblinen

**2x**

Revenue - Home of Ess

**2x**

Returning visitors - Winetable

**2x**

B2C revenue - Extra Evil  
(jethwear.se, vattensport.se)

**40,000**

Trees planted - Tree in a bottle

**+43%**

E-commerce growth - XXL 2020

## Skill profile

## Roles I have held

- Senior Project Manager and Product Owner
- Head of E-commerce and E-commerce Lead
- Digital Strategist and Business Developer
- Requirements Analyst and Full-stack Developer
- Photographer, communicator and sole proprietor

## Technologies and tools

- Frontend: React, Next.js, Vue
- CMS and e-commerce: Optimizely, Umbraco, WordPress, Shopify, WooCommerce
- Backend: .NET, Node.js, PHP
- Mobile: Native iOS and Android
- AI: Claude, prompt engineering, judge loops, MCP, context engineering, harness
- Tracking and ads: Google Ads, GA, Google Shopping

## What I take with me

- Business first, technology second - every choice should lead to measurable impact
- Small iterations beat large leaps, especially in digital delivery
- Cross-functional teams with close collaboration between design, development, QA and business deliver best
- Data and clear goals allow the team to make decisions quickly
- Simplicity beats cleverness, both in the customer experience and in the architecture

# Goblinen

Through a data-driven Google Ads strategy and a conversion-driven e-commerce experience, we more than tripled both revenue and order volume on Goblinen's Shopify store.

Client	Platform	Focus	Period
Goblinen	Shopify	Google Ads and e-commerce optimization	Jan - Apr 2026

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## About the client

Goblinen is, by its own measure, Sweden's best game store. The assortment ranges from card games like Pokémon and Magic: The Gathering to miniature games like Warhammer and classic board games like Alfapet, covering everything from niche hobbyist titles to the games found in nearly every Swedish home.

The company started as an economic association and has since grown into a mid-sized retailer with both physical stores and e-commerce.

## The challenge

Goblinen was growing steadily, but not at the pace they had hoped for, and there was significant untapped potential on the e-commerce side in particular. They were not working with Google Ads at all and operated an unoptimized site.

## Our work

### Google Ads

- Set up Google account and tracking from the ground up
- Built dashboards for conversion, order value, LTV and more
- Uploaded the entire assortment to Google Shopping
- Optimized titles, metadata and prices in the product feed
- Segment- and audience-tailored ads
- Continuous optimization and learning

### E-commerce improvements

- Product page optimization with a clearer value proposition
- Upsell and cross-sell, bundles and a smarter cart
- Trust elements and social proof throughout the customer journey
- UX improvements and a frictionless checkout
- Accessibility improvements
- Mobile optimization

# Results

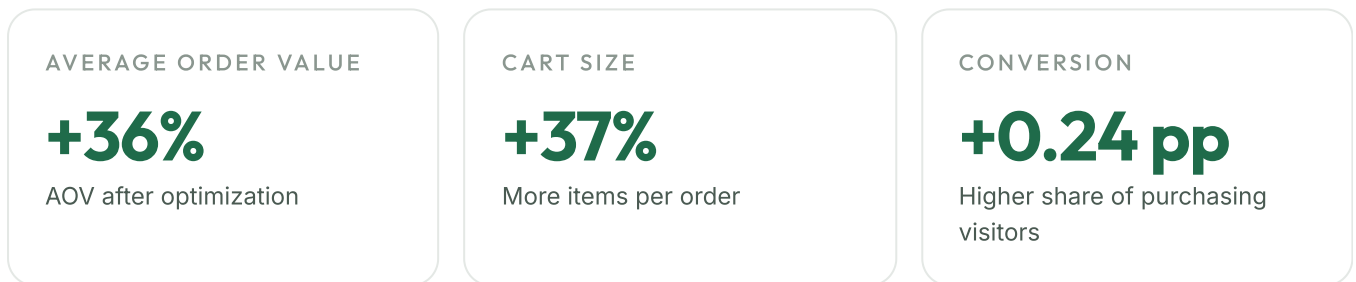
## Growth vs previous year



METRIC	Q1 2025	Q1 2026	GROWTH
Revenue	708,193 SEK	2,347,149 SEK	<b>+231%</b>
Orders	537	1,629	<b>+203%</b>

More than tripling both revenue and order volume compared to the same period last year - growth shows up at every level of the funnel.

## Impact of the e-commerce optimization



METRIC	BEFORE	AFTER	CHANGE
Conversion rate	2.58%	2.82%	<b>+0.24 pp</b>
Average order value (AOV)	907 SEK	1,205 SEK	<b>+36%</b>
Average cart size	1.9 items	2.6 items	<b>+37%</b>

Right after launching the optimizations, all three KPIs rose at the same time - more visitors buy, and they buy for more.

# Stockholmshem

An AI-driven solution that generates and quality-checks tenant and internal communication in seconds, built as a Proof of Concept together with Stockholmshem.

Client	Delivered via	Role	Period
Stockholmshem	Knowit Experience	Project Manager	2026

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## About the client

Stockholmshem is one of Stockholm's largest public housing companies, owning and managing thousands of rental apartments across the city. Communication with tenants, from planned water shut-offs to fault reports and maintenance, is a critical part of daily operations.

## The challenge

Writing notices to tenants takes time, must hold a consistent tone, and has to be linguistically accurate to maintain credibility. Today, each property caretaker writes their own versions, which leads to variation in quality and style. At the same time, both tenant and internal versions need to be produced quickly whenever something happens in the property portfolio.

## Our work

### Claude-driven pipeline with quality control in the loop

As Project Manager, I drove concept development, technology choices and delivery together with a cross-functional team. The solution is built on three collaborating AI models, a data-driven tone guide and a quality control loop that runs until the notice meets the bar.

#### AI pipeline

- Claude Haiku cleans input, classifies topics and normalizes data
- Claude Opus generates the notice based on templates and the tone guide
- Claude Opus as judge reviews tone, audience, facts and language
- Maximum two rewrites per notice before approval

#### Tone and quality

- Data-driven tone guide extracted from Stockholmshem's communication
- Layered prompt structure: guide, writing rules, templates and feedback
- Feedback loop where approved texts guide future generation
- Six quality metrics per notice, automatically evaluated

Guided input: a chat-driven prompt builder asks follow-up questions about location, time, cause and impact until all necessary information is in place - then both tenant and internal versions are generated in one pass.

## Results

### From manual text to AI-quality-checked notice in seconds

#### AI MODELS

**3**

Haiku + Opus + Opus judge in a coordinated flow

#### QUALITY METRICS

**6**

Tone, template, audience, facts, language and consistency per notice

#### VERSIONS PER INPUT

**2**

Tenant and internal generated in the same pass

### Impact

- Property caretakers produce quality-checked notices in under a minute
- Consistent tone across the entire organization, independent of the author
- Automated tenant and internal versions from the same input
- Feedback loop where approved texts guide future generation

CLAUDE API

PROMPT ENGINEERING

NEXT.JS

VERCEL

# Uppsalahem

As Project Manager, I led an eleven-person team through Uppsalahem's digital transformation, where everything from white goods to parking spaces gets digital IDs that can be linked to tenants.

Client	Delivered via	Role	Period	Methodology
Uppsalahem	Knowit Experience	Project Manager	Ongoing	SCRUM

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## About the client

Uppsalahem is Uppsala's largest housing company and is owned by the Municipality of Uppsala. The company manages a substantial portfolio of rental housing and runs a broad operation covering new construction, property management and customer service for thousands of tenants.

As a municipal housing company, Uppsalahem is undertaking an extensive digital transformation where the entire property portfolio, from white goods in the apartments to parking spaces in the garages, will be given digital identities that can be linked to the right tenant.

## The challenge

My team and I stepped in early in Uppsalahem's digital transformation. Three major systems were identified early on: a new property management system (Pigello), a new website and app (Optimizely and React with native iOS/Android) and a .NET middleware that ties all the systems together.

The biggest challenge was deciding in what order the systems should be built, since everything is interconnected - information about properties, tenants and objects has to flow seamlessly between Pigello, Optimizely and the apps via the middleware. Getting the prioritization wrong early on could have blocked the entire initiative.

## Our work

### Three connected systems

- Property management system in Pigello with a modern backend and flexible APIs
- Website on Optimizely monolith with a React frontend
- Native iOS and Android apps for tenants
- .NET middleware sharing the backend structure with the website

### Ways of working and team

- SCRUM with a steering group of product owners from IT, Marketing and Rentals
- Team of 11: 1 QA, 2 designers, 2 system architects, 6 developers
- Workshops and requirements gathering together with Uppsalahem and Pigello

- Information flowing from Pigello and Optimizely out into the apps
- Close collaboration for fast decisions on system prioritization
- DevSecOps and continuous delivery to production

## Results

### The digital transformation in numbers

#### CONNECTED SYSTEMS

**3**

Property, web/app and middleware

#### TEAM MEMBERS

**11**

Developers, architects, design and QA

- Three complex systems procured, designed and launched in step with each other
- The majority of the digital transformation completed and in production at Uppsalahem
- New ways of working and routines established across IT, Marketing and Rentals
- A stable platform for continued digitization of objects and tenant connections

Through close collaboration with Uppsalahem and Pigello, we were able to make fast decisions in an environment where every system affected the others - and deliver a digitized core that now carries the company's day-to-day operations.

PROJECT MANAGEMENT

WORKSHOP

REQUIREMENTS GATHERING

.NET

REACT

ANDROID

IOS

DEVSECOPS

SCRUM

OPTIMIZELY

PIGELLO

# Riksförbundet HjärtLung

A national organization with around 35,000 members and 160 local associations now shares a common digital way of working and a new Optimizely website that serves as the hub for members, relatives and healthcare staff.

Client	Delivered via	Role	Period	Methodology
Riksförbundet HjärtLung	Knowit Experience	Project Manager	Ongoing	SCRUM

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## About the client

Riksförbundet HjärtLung (the Swedish Heart and Lung Association) is a large non-profit organization with around 35,000 members spread across roughly 160 local associations throughout the country. The federation is supported by a central office based in Stockholm that is responsible for coordination, member support and advocacy.

The organization works to give people living with heart and lung disease, as well as their relatives, better living conditions through knowledge, community and advocacy.

## The challenge

With 160 local associations spread across the country, there was no shared digital way of working, which made it hard for information to flow between the federation, the central office and the members. At the same time, the digital presence needed to be modernized to better serve members, relatives, healthcare staff and patients.

The central office spent large parts of its time on coordination rather than on organizational development and advocacy.

## Our work

### A shared way of working

- Mapping of needs at the central office and across local associations
- Workshops and requirements gathering with stakeholders
- Roll-out of Microsoft 365 as a shared platform
- Unified way of working across all 160 local associations

### New website

- New Optimizely website with public mode and logged-in mode
- A single hub for members, relatives and healthcare staff
- Content strategy and UX tailored to the target groups
- DevSecOps pipeline for secure maintenance

- Change management and training at launch
- Information flow between federation, central office and members
- Integration with Microsoft 365 for the logged-in mode
- Training for all local associations at launch

## Results

### MEMBERS

**35,000**

Spread across the country

### LOCAL ASSOCIATIONS

**160**

New shared way of working

### DIGITAL PRESENCE

**A hub**

Website + logged-in mode

## Impact of the delivery

- The central office can shift focus from coordination to organizational development and advocacy
- The website serves as a hub for both external and internal work
- Relatives, healthcare staff and patients find consolidated information in one place
- Logged-in mode and Microsoft 365 create a unified way of working across all parts of the federation
- Local associations were trained at launch for fast adoption of the new tools

With a shared way of working across 160 local associations and a new digital platform, the federation can spend its energy where it makes the most difference - with the members and in advocacy.

# Trade Union for Scene and Film (Scen & Film)

A brand-new identity and a new digital platform - Akti, the professional network for the scene and film industry, where members get a digital CV and portfolio, employers find the right talent, and job search is brought together in one place.

Client	Delivered via	Role	Period
Trade Union for Scene and Film (Scen & Film)	Knowit Experience	Project Manager	Ongoing / 2023-

## Methodology

Agile

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## About the client

The Trade Union for Scene and Film represents everyone who works on and off the stage and in front of and behind the camera. Beyond negotiating with employers, the union has several other important roles: it acts as a network for members and maintains an index of members that can be shared with potential employers. Membership therefore also serves as a form of verification toward employers.

I joined the engagement after Knowit had won the assignment to launch a member site where every member can create a profile and more easily network with each other and with potential employers.

## The challenge

The union needed an entirely new digital platform that both strengthens the value of membership and makes it easier for employers to find the right talent. This was not just about a new website - it was about creating a new brand, building a scalable technical foundation, and connecting three distinct use cases inside the same product: profile, talent search, and job search.

## Our work

### A new brand: Akti

Together with the union we developed a brand-new identity and a new tool: **Akti - the professional network for people active in scene and film**. The brand was given its own tone and visual identity that reflects the industry and puts the member at the center.

### Three core jobs in one platform

- Serve as the member's digital CV and portfolio

- Allow employers to search for the right talent for their projects
- Support job listings and job search

## Technology and delivery

The website was built in Umbraco with Next.js as the frontend. The project was run agile with workshops, requirements gathering, and continuous deliveries together with a team of 2 designers, 1 QA, and 5 developers. Stakeholders included the marketing director and members, and quality was secured through automated testing.

PROJECT MANAGEMENT

WORKSHOP

REQUIREMENTS GATHERING

AGILE

AUTOMATED TESTING

NEXT.JS

UMBRACO

BRAND

## Results

NEW BRAND

# Akti

Professional network for the scene and film industry

FUNCTIONS

# 3 in 1

CV/portfolio, talent search, job search

- Established professional network where members easily build a digital CV and portfolio
- Employers can search for the right talent for their projects directly in the platform
- Job listings and job search brought together in the same flow as profile and network
- Scalable architecture with Umbraco at the core and Next.js in the frontend
- Agile delivery with workshops, requirements gathering, and automated testing throughout the project

# OCAB

New website and e-commerce for one of Sweden's largest providers of damage prevention and restoration services, delivered under budget and ahead of deadline.

Client	Role	Period	Methodology
OCAB	Project Manager and Full-stack Developer	2023	Waterfall

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## About the client

OCAB is one of Sweden's largest providers of damage prevention and restoration services, with nationwide coverage and a broad service portfolio for both companies and insurance providers. The business combines operational field damage management with a professional sales organization that works closely with both large clients and local commissioners.

## The challenge

In 2023, OCAB wanted to launch a new website and e-commerce solution for its services. The existing digital presence no longer matched the breadth of the offering, and the sales organization needed a clearer digital entry point for new customers. The project also had to integrate tightly with OCAB's existing tools for sales and assignment planning, which placed high demands on both business understanding and technical precision.

## Our work

### Project management

- Ownership of delivery toward the Sales Manager Sweden and steering group
- Close dialogue with OCAB's IT department around integrations
- Waterfall setup with clear phases, decision points and deliverables
- Continuous expectation management and risk monitoring throughout the project

### Full-stack development

- New website and e-commerce solution built from scratch
- Integration with OCAB's existing sales and assignment planning tools
- Technical leadership for a team of two developers
- Hands-on coding alongside project management to maintain pace

## Results

## Delivery 2023 - new website and e-commerce live at OCAB

TIME TO LAUNCH

**4 months**

From start to launch

BUDGET

**Under**

Delivered under allocated budget

DEADLINE

**Ahead**

Launched ahead of target date

The dual role as Project Manager and Full-stack Developer made it possible to keep business needs and technical decisions aligned throughout the delivery, with no friction between roles.

### Impact after launch

- Tighter integration with sales and assignment planning produced a faster flow from new customer to active assignment
- Reduced manual administration in new customer acquisition freed up time in the sales organization
- Lower total cost per new customer thanks to a better digital entry point and fewer manual touches

The website became an operational part of the sales organization, not just a digital facade, which allowed OCAB to save both time and money in new customer acquisition.

# Stenlunds

As Product Owner, I guided the development of a brand new CMS and e-commerce framework for half a dozen sites within a family-owned group with companies in white goods, machinery and Elon stores.

Client	Delivered via	Role	Period	Methodology
The Stenlunds group	United Insights	Product Owner	2023	Waterfall

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## About the client

Stenlunds is a family-owned group with a broad portfolio of companies in white goods, machinery and Elon stores. The group runs half a dozen e-commerce sites under different brands and is an established player in Swedish specialty retail and home electronics.

In 2023, the group decided to make a strategic investment in a new digital platform to take its e-commerce to the next level and unify its sites under a shared framework.

## The challenge

Stenlunds was about to procure a brand new e-commerce framework that would host several brands and companies under one roof. The engagement required a product owner who could translate business needs into clear requirements, hold the conversation together with the development team and make sure the new platform supported the group's business both today and in the future.

## Our work

### The Product Owner role

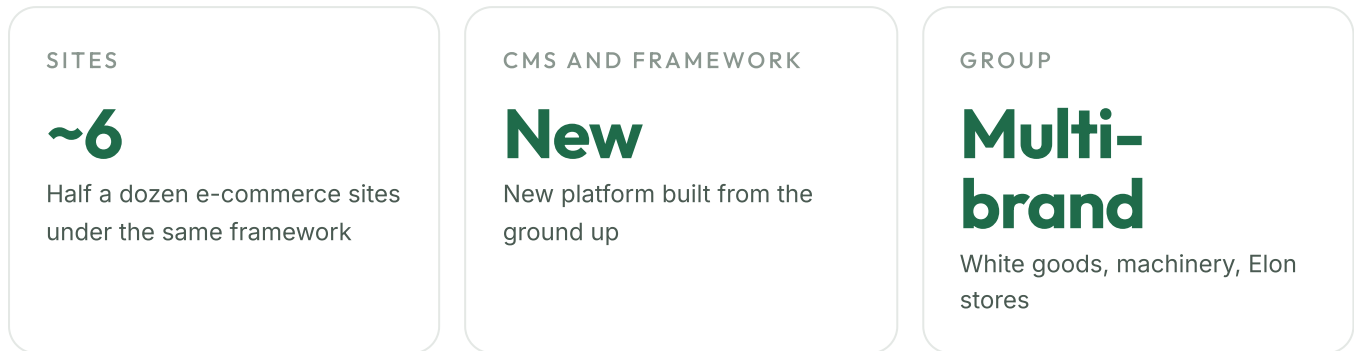
- Requirements gathering and feature prioritization for the new platform
- Ongoing dialogue with the CEO and steering group to secure alignment
- Translated business needs into clear development briefs
- Ensured deliveries met the group's business goals
- Project management using waterfall methodology

### CMS and e-commerce framework

- Guided a Swedish agency in building a new CMS from the ground up
- Ensured support for multi-brand and multiple sites
- Contributed insights from previous roles in IT and e-commerce
- Identified the right features and capabilities based on Stenlunds' needs
- Coordinated stakeholders across the different companies in the group

# Results

## Key figures from the engagement



## Impact of the engagement

- New technical foundation that supports the group's continued digital growth
- Shared framework for half a dozen sites, enabling reuse and more efficient maintenance
- Clear product stewardship that translated business needs into concrete features
- Delivery aligned with the CEO and steering group throughout the project

WATERFALL

REQUIREMENTS GATHERING

PROJECT MANAGEMENT

E-COMMERCE

# Winetable

Through personalization and a simplified CI/CD process, we helped Winetable double the number of returning visitors and significantly increase total traffic.

Client	Delivered via	Role	Period	Methodology
Winetable	United Insights	Project Manager	2023	Waterfall

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## About the client

Winetable is a digital and print wine magazine aimed at wine enthusiasts in Sweden. The editorial team produces both the magazine and ongoing digital content about wines, vineyards and wine culture.

Winetable's goal is to convert more of its visitors and readers into loyal followers who return to the platform regularly.

## The challenge

The website had a broad visitor base but wasn't capturing them in a way that drove returning traffic. The content was extensive, yet there was no clear personal guidance that matched each visitor's interests.

In parallel, technical maintenance was weighed down by a containerized Docker environment that made the CI/CD process unnecessarily complex for a team of this size.

## Our work

### Personalization

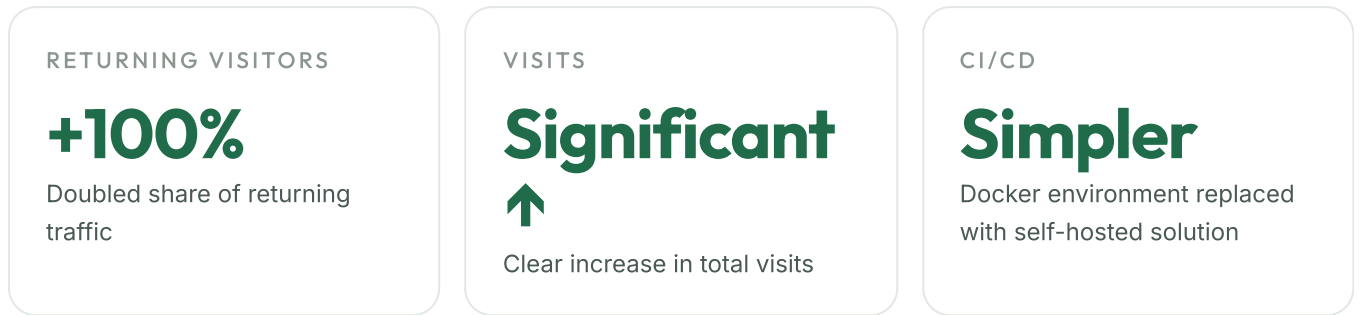
- Workshops with the CEO and board to align on direction
- Extended the existing website for clearer guidance
- Built logic that matches the visitor with relevant content
- Optimized flows for returning readers and followers
- Collaboration with one developer and one designer in a waterfall setup

### CI/CD simplification

- Migrated the website away from a containerized Docker environment
- Set up a simpler self-hosted solution
- Simplified the deploy flow for the maintenance team
- Reduced technical overhead in day-to-day work

# Results

## Impact of the personalization and platform work



Total visits increased significantly and returning visitors doubled, while day-to-day maintenance became easier to run.

## Impact of the work

- Clearer customer journey where the visitor finds relevant content faster
- Stronger base of returning readers as a foundation for continued growth
- Less technical friction in the CI/CD flow
- Simplified maintenance for a small team



# DinBox

A new website, new e-commerce and a new brand identity as the foundation for design and marketing - a complete digital relaunch to grow market share in mail and parcel boxes.

Client	Delivered via	Role	Period	Methodology
DinBox	United Insights	Project Manager	2023	Agile

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## About the client

DinBox is a Swedish supplier of mail and parcel boxes for housing cooperatives, property owners and businesses. The range covers both classic mailbox solutions and modern parcel boxes that meet the new needs created by the growth of e-commerce.

The company operates in a segment where technical requirements, design and accessibility are balanced together, and where buying decisions often involve several stakeholders on the property side.

## The challenge

DinBox wanted to grow its market share in the mail and parcel box segment, but both the website and the broader digital presence were immature relative to the ambition. There was a need for a clearer brand identity, a modern website and an e-commerce site that could drive sales directly, while marketing also needed a more unified approach.

## Our work

### Brand and design

- Workshops to land positioning and tone of voice
- New visual identity as the foundation for all digital and print material
- Design direction for web, e-commerce and marketing
- Updated marketing setup aligned with the new identity

### Platform and e-commerce

- New website and e-commerce built on WordPress and WooCommerce
- Custom WordPress theme based on the new identity
- Product structure and checkout flow tailored for both B2B and B2C
- Agile delivery in a cross-functional team with a designer, developers and a marketer

## Results

### DELIVERY

## New

Website and e-commerce - a complete digital relaunch

### IDENTITY

## Brand

New visual identity as the foundation for design and marketing

### TEAM

## 4

Designer, 2 developers, marketer - agile delivery

## Impact

- New digital platform on WordPress and WooCommerce as a foundation for continued growth
- Unified brand identity that made it easier to run consistent marketing
- Clearer sales support through a website that speaks to both B2B and B2C visitors
- Agile ways of working that enabled continuous delivery and quick check-ins with the Sales Manager and IT

AGILE

WORKSHOP

PROJECT MANAGEMENT

E-COMMERCE

MARKETING

WORDPRESS

WOOCOMMERCE

# Home of Ess

Business development and product ownership for a newly launched home decor e-commerce store, where we doubled the revenue during the period through clearer roles, sharper advertising and stronger site content.

Client	Role	Period	Methodology
Home of Ess (Ess Group)	Product Owner and Business Developer	2022	Waterfall

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## About the client

Home of Ess is Ess Group's e-commerce store for home interior, launched in 2021. The business was built within a larger group and staffed largely through internal recruitment, which gave strong roots in the group's culture but also created a need for new e-commerce expertise.

## The challenge

Shortly after launch, the organization needed to find its shape. Roles and responsibilities were unclear, many team members were new to e-commerce, and the site needed to be lifted both in content and commercially. The assignment was as much about developing people and ways of working as it was about developing the product itself.

## Our work

### Business development

- Mapped roles, responsibilities and workflows across the e-commerce team
- Developed clearer job descriptions and role distribution
- Drove change management with the CEO and leadership team
- Secured in-depth e-commerce training for the team
- Established routines for maintenance and day-to-day operations

### Product ownership

- Requirements gathering and prioritization together with an external development team
- Further development of the website's frontend, backend and API
- Collaboration with marketing agencies to improve ROAS
- Elevated content and presentation together with the internal team
- Ongoing follow-up with leadership and stakeholders

## Results

## Impact during the period

### REVENUE

**+100%**

Doubled revenue compared to the previous period

### MARKETING

**Better  
ROAS**

Optimization together with external marketing agencies

### ORGANIZATION

**New  
structure**

Updated roles, ways of working and training

## Additional impact

- Clearer role distribution and job descriptions across the entire e-commerce team
- Raised e-commerce competence among the majority of team members
- Sharper content and presentation on the site in collaboration with the internal team
- More data-driven dialogue with marketing agencies around ROAS and channel mix
- A more stable foundation for continued maintenance and development of the e-commerce business

WATERFALL

REQUIREMENTS GATHERING

PROJECT MANAGEMENT

E-COMMERCE

FRONTEND

BACKEND

API

ROAS

# Extra Evil

How we led the shift from B2B to B2C on vattensport.se and jethwear.se, backed by a new web platform, a new ERP and a new logistics system.

Client	Role	Period	Methodology
Extra Evil AB - vattensport.se, jethwear.se	Head of E-commerce	2020 - 2022	Waterfall

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## About the client

Extra Evil AB owns and operates several brands within water and motor sports, including vattensport.se and jethwear.se. The company has a strong B2B background and a growing direct-to-consumer business.

## The challenge

In 2020, the company made a strategic bet on its two digital brands. The goal was to reduce dependence on the B2B business, grow direct sales to end customers and lift margins. Three critical systems needed to be replaced in parallel, without disrupting day-to-day operations or missing the jethwear season.

## Our work

### Three parallel system replacements, one clear business goal

As Head of E-commerce, I was responsible for new development and maintenance, with the CEO and Board as stakeholders. The team consisted of 2 designers, 3 developers and 4 marketers, and the work was run using waterfall methodology.

#### Year 1 - New web platform

- New development of the platform for vattensport.se and jethwear.se
- Conversion-driven customer journey toward B2C
- Launched ahead of deadline and under budget
- Ongoing maintenance and optimization
- jethwear.se generated around 1.5 m SEK in year one

#### Year 2 - ERP and logistics system

- New cloud-based ERP
- New warehouse and new logistics system
- Middleware and integrations between the systems
- Leadership of two parallel consulting teams
- jethwear.se doubled to around 3 m SEK in year two
- vattensport.se doubled to around 6 m SEK in year two

- vattensport.se generated around 3 m SEK in year one

In parallel, IT maintenance and marketing support were also run, so that the three major system replacements never lost momentum against the business.

## Results

### From B2B-heavy wholesaler to digital B2C business

JETHWEAR.SE

**3 m SEK**

Year 2, doubled from 1.5 m SEK in year 1

VATTENSPORT.SE

**6 m SEK**

Year 2, doubled from 3 m SEK in year 1

TOTAL B2C

**2x**

Both brands doubled year over year

The web launch went live ahead of deadline and under budget, just in time for the jethwear.se B2C season - with better conversion, more visits, higher order value and improved margins.

## Impact

- A more future-proof business with modern systems in the cloud
- Higher margins through direct sales and more efficient flows
- B2C larger than B2B in around 14 months
- Significantly shorter lead times in finance and warehouse processes

UNDER BUDGET

AHEAD OF DEADLINE

HIGHER MARGINS



How we led a major technology shift for XXL's e-commerce - a new CMS, a new e-commerce engine, and a new way of working built for smaller, more iterative releases.

Client	Role	Period	Methodology
XXL	Project Manager via Columbus	2018-2020	SCRUM

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## About the client

XXL is one of the Nordics' leading sports retailers, with stores and e-commerce in Norway and Sweden. The chain opened its first store in 2001 and is today the market leader in Norway with roughly 34% market share, 37 stores, and strong e-commerce. In Sweden it operates an additional 29 stores, including outlets at the Norwegian-Swedish border.

During the 2018-2020 period the group grew from NOK 9.1 billion to NOK 9.9 billion in revenue. E-commerce was the fastest growing channel and accounted for roughly 20% of total group revenue in 2020, up from 16% the year before.

## The challenge

The existing platform and development process limited how quickly new features could reach customers. Releases were large, infrequent, and risky, and both the CMS and e-commerce engine needed to be replaced. In parallel, the way of working needed to be modernized to make it possible to deliver in smaller steps without losing quality or stability.

## Our work

### Technology shift

- Replaced CMS and e-commerce engine
- Headless architecture for faster iterations
- New frontend on an updated visual identity
- Automated testing for function, stability, and security

### Way of working

- Continuous Deployment from day one
- SCRUM with smaller, more iterative releases
- Close collaboration between PM, QA, and designers
- Requirements gathering in parallel with the process shift

## Results

## Business development during the period

### GROUP REVENUE

**9.9 bn**

NOK 2020, up from 9.1 bn in 2018

### E-COMMERCE GROWTH

**+43%**

Fastest growing channel in 2020

### E-COMMERCE SHARE

**20%**

Of group revenue in 2020, up from 16%

During the technology shift, XXL grew faster than the market in Sweden (+5.8% vs the market's +2.5% in 2020) and e-commerce's share of group revenue rose from 16% to 20%.

## Technology and delivery impact

- Team of around 20 developers, QA, and designers in coordinated delivery
- Headless architecture on a new CMS and new e-commerce engine
- Continuous Deployment from day one, with smaller and more frequent releases
- Automated testing for function, stability, and security
- Significantly shorter lead time from completed feature to production

# Bergfalk and Johan i hallen

How we modernized the sales process for two merged businesses and freed the sales team's time from manual order handling to active new customer acquisition.

Client	Role	Period	Methodology
Bergfalk and Johan i hallen	Requirements Analyst via Columbus	2018-2020	SCRUM

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## About the client

Bergfalk and Johan i hallen are two established players in the commercial kitchen and restaurant segment that merged to build a stronger and more competitive business. The merger created a need for shared digital tools and a modern sales channel capable of serving the customer base from both companies.

## The challenge

Before the project started, the client's digital presence functioned mainly as an online product catalog. All orders came in by phone to a salesperson, which tied up the sales organization's time on transactional routine orders. The merged business needed a scalable sales process that both freed up the sales team's time and offered customers a modern ordering experience.

## Our work

### Requirements analysis and alignment

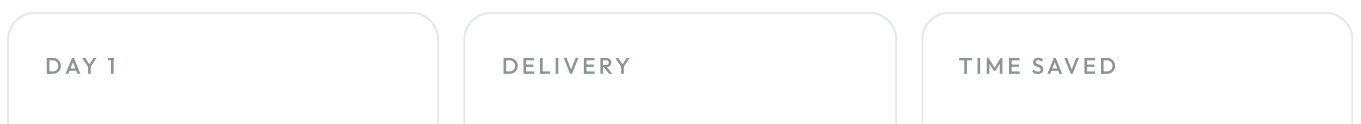
- Workshops with the Product Owner and Sales Manager
- Mapping of the current sales flow
- Needs analysis for the merged business
- Prioritization together with the IT department

### Delivery in SCRUM

- Two new B2B e-commerce platforms
- Integration with the existing product catalog
- Support for routine orders online
- Ongoing maintenance and improvements

## Results

### From phone orders to a digital sales process



# 50%

Of all orders went directly through the new website

# 2

New B2B e-commerce platforms in production

# New sales

Sales team's time reallocated to active selling

The biggest shift was qualitative - once routine orders moved online, the sales organization could prioritize new customer acquisition and qualified custom orders instead of taking phone orders.

# Svenska Spel - Casino Cosmopol

Iterative improvement of Casino Cosmopol's website with clearer offers online and deeper integration with the physical Point of Sale system.

Client	Delivered via	Role	Period	Methodology
Svenska Spel / Casino Cosmopol	Columbus	Project Manager	2018 - 2020	SCRUM

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## About the client

Casino Cosmopol is Svenska Spel's land-based casino operations, with casinos in several Swedish cities. Its digital presence supports both the brand and customer interaction, and acts as a bridge between the web and the physical gaming experience.

## The challenge

Casino Cosmopol was working to renew its offering and its digital presence. The existing website needed to be developed iteratively to communicate offers online more clearly and enable more types of purchases before the guest visits the casino. The assignment was to lead the development team and drive the work in maintenance mode, with close collaboration between marketing and IT.

## Our work

### Web development

- Project management of development team in SCRUM
- Requirements gathering and workshops with marketing lead
- New content structure for clearer offers
- Replacement of checkout with a modern payment solution
- Iterative releases with continuous improvement

### POS integration

- Deeper integration with Casino Cosmopol's Point of Sale system
- System connection between web and physical checkout
- Enabled more types of purchases online
- Tighter flow of offers from web to visit
- Close collaboration with the client's IT department

## Results

NEW CHECKOUT

POS-INTEGRATED

ITERATIVE

## Checkout

Replaced with a modern payment solution

## System link

Tighter connection between the web and the physical checkout

## Delivery

Smaller releases in SCRUM team

- Clearer offers online and a stronger connection between digital presence and the physical casino visit
- Modern payment solution in place to support more types of purchases
- System integration between web and POS that enables more flows
- Established ways of working in a SCRUM team for ongoing maintenance and improvement

# CTEK

Continuous, iterative maintenance of CTEK's new website from launch, running ongoing improvements with a development team in close dialogue with marketing, IT and sales.

Client	Delivered via	Role	Period	Methodology
CTEK	Columbus	Project Manager	2018-2020	SCRUM

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## About the client

CTEK is a Swedish, internationally established brand in battery chargers and battery care. The company is one of the global leaders in its segment, selling to both consumers and professional users across the automotive, workshop and vehicle retail industries.

The website is a central part of the brand's digital presence and needs to build trust, drive sales and support product information across multiple markets.

## The challenge

Columbus had just launched a new website for CTEK when I joined. The need shifted from project to maintenance: the site needed to be cared for, extended and refined in close dialogue with the client, where the Marketing Manager, IT department and Sales Manager were all active stakeholders with different priorities.

The challenge was to prioritize the right things, keep a steady delivery pace and make sure every iteration actually moved the website forward, without compromising stability or quality.

## Our work

### Maintenance and iterative improvement

- Led a team of three developers using SCRUM with ongoing sprints and releases
- Gathered and prioritized requirements from the Marketing Manager, IT department and Sales Manager
- Broke requests down into clear, deliverable user stories and sprint goals
- Ran continuous improvement across the website - content, functionality and stability
- Kept the dialogue open between client, development team and the wider Columbus organization
- Ensured traceability, status and a predictable delivery pace over time

## Results

TEAM

**3**

Developers in maintenance

DELIVERY

**Iterative**

SCRUM with ongoing releases

Maintenance moved from a freshly launched site into a stable, iterative flow where marketing, IT and sales each had their needs addressed in the right order and at the right pace.

# MipeCorp

As E-commerce Lead for MipeCorp's portfolio of brands, I led the work that grew traffic by 86%, conversion by 89%, and more than tripled transactions for Elcykelvaruhuset.se.

Client	Role	Period	Methodology
MipeCorp	E-commerce Lead	2017 - 2018	Waterfall

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## About the client

MipeCorp is a Swedish e-commerce company with a portfolio of brands within electric vehicles and personal mobility. During the period, the portfolio included Elcykelvaruhuset, KopEnScooter.nu, the in-house brand DRAX, and NIU, which was introduced to the Swedish market from China.

## The challenge

MipeCorp needed to accelerate growth in its digital flagships Elcykelvaruhuset.se and KopEnScooter.nu while launching two entirely new brands. The challenge was to drive down Cost of Sale, bring in higher-quality traffic, and lift the conversion rate, within an organization facing high expectations from the CEO, board, and investors.

## Our work

### Growth and brand

- Conversion rate optimization (CRO) and customer journey
- Traffic acquisition and lower Cost of Sale
- Brand strategy for the portfolio
- Launch of DRAX (in-house brand)
- Introduction of a new brand from China, NIU, to the Swedish market

### Content, team and IT

- Content marketing, photography and content production
- IT ownership and platform maintenance
- Led the external development team
- Managed the relationship with two marketing agencies
- Reporting to the CEO, board and investors

## Results

### Growth Elcykelvaruhuset.se - year over year

## TRAFFIC

**+86%**

Elcykelvaruhuset.se YoY

## CONVERSION

**+89%**

Elcykelvaruhuset.se YoY

## TRANSACTIONS

**+254%**

Elcykelvaruhuset.se YoY

METRIC	YOY CHANGE	IMPACT
Traffic	+86%	<b>Nearly doubled</b>
Conversion rate	+89%	<b>Nearly doubled</b>
Transactions	+254%	<b>More than tripled</b>

The combination of more traffic and a sharply improved conversion rate produced a transaction volume that more than tripled year over year, while Cost of Sale dropped.

# Bonnierförlagen

A content marketing initiative built to meet the reader where they are online - with SelmaStories as a new brand and interviews with some of Sweden's most well-known voices.

Client	Role	Period	Methodology
Bonnierförlagen	Digital Strategist	2016 - 2017	Waterfall

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## About the client

Bonnierförlagen is one of Sweden's largest book publishers, bringing several of the country's most well-known imprints and publications together under one roof. Its operations span fiction, non-fiction, children and young adult titles, as well as digital formats, with a broad range of authors and a large readership.

As part of a larger media group, the publisher works both on long-term brand building and on continuously finding new ways to reach readers in a digital everyday life.

## The challenge

Bonnierförlagen saw the impact of paid marketing declining, particularly on social media. Costs were rising while attention became harder to capture, and there was a need to build something more long-term than individual campaigns.

In the summer of 2016, a content marketing initiative was launched under the name SelmaStories. The mission was to build a brand that meets the reader where they are online with relevant content - as an extension of the book the reader just finished, or excerpts and recommendations from a book the reader would appreciate.

## Our work

### The SelmaStories brand

- Strategy and positioning for an entirely new content brand
- Editorial plan for website and social channels
- Tone and content principles for engaging the reader
- Requirements gathering and workshops with marketing director and steering group

### Interviews and content production

- Full-time work on strategy and production for SelmaStories
- Interview with Fredrik Reinfeldt
- Interview with Albert Bonnier
- Interview with Therése Lindgren
- Interview with Dagny Carlsson

- Project management of production and launch
- Ongoing follow-up and further development of the initiative
- Content that extends the reading experience beyond the book

## Results

### One of the most ambitious retention initiatives

NEW BRAND

## SelmaStories

Content marketing platform for readers

INTERVIEWS

## 4 profiles

Reinfeldt, Bonnier, Lindgren, Carlsson

STRATEGIC SHIFT

## Retention

From paid marketing to owned content

The project became one of the most ambitious retention initiatives I have worked on - its own brand, its own channels, and content that meets the reader long after the book is finished.

WATERFALL

REQUIREMENTS GATHERING

PROJECT MANAGEMENT

WORKSHOP

CONTENT MARKETING

RETENTION

# Helleday Laboratory

Through an SEO- and conversion-driven rebuild of the website, we lifted traffic by more than 1,100% and paved the way for donations in the millions (SEK) to cancer research.

Client	Role	Period	Methodology
Helleday Laboratory	Marketing Lead / Communicator	2015-2016	Waterfall

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## About the client

Helleday Laboratory conducts leading-edge cancer research under the direction of Professor Thomas Helleday. The work is partly financed through donations, which makes digital presence and trust-building communication a critical part of the lab's day-to-day work.

## The challenge

The lab needed to reach a broader audience - the general public, patients, press, and potential donors - but the existing website drove neither traffic nor donations to any meaningful degree. At the same time, external communication had to stay coherent across a long list of channels.

## Our work

### Web, SEO, and conversion

- Rebuilt website with a clearer narrative and structure
- SEO optimization of content, metadata, and technology
- Conversion-driven flows for donations and contact
- Requirements gathering, frontend, and backend in close dialogue with the research group
- Trust-building content for patients and press

### Social channels and PR

- Responsibility for Facebook, Instagram, Twitter/X, YouTube, and Reddit
- Newsletters to donors, colleagues, and the general public
- Press and patient contact as a dedicated channel
- Coordinated communication with the steering group and the professor
- Consistent tone across every surface

## Results

TRAFFIC

**+1,100%**

Growth after website optimization

DONATIONS

**Millions (SEK)**

Raised through new digital presence

AWARD

**Cancer Researcher of the Year**

Awarded to Professor Thomas Helleday

During this period the lab's Professor Thomas Helleday was named Cancer Researcher of the Year at the "Nej till cancer" (No to Cancer) gala - confirmation that the combined communications effort helped lift the visibility and trust of the research.

# Plastman

Through optimized checkout flows, sharper web communication and a data-driven Google Ads strategy, Plastman hit record sales several times while Cost of Sale dropped.

Client	Role	Period	Methodology
Plastman	Head of E-commerce	2015	Waterfall

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## About the client

Plastman is a Swedish retailer with both a physical store and e-commerce, offering a broad assortment of plastic products for home, crafts and business.

The company wanted to grow both in-store and online, with e-commerce set as a clear engine for future growth.

## The challenge

Plastman wanted to grow online sales through better checkout flows, clearer web communication and a more effective Google Ads strategy. At the same time, there was an explicit requirement from the CEO to reduce Cost of Sale, so that growth would be profitable and sustainable over time.

## Our work

### Google Ads

- Review and optimization of existing AdWords campaigns
- Sharper campaign structure and a better keyword strategy
- Continuous optimization toward a lower Cost of Sale
- Clearer alignment between ad, audience and landing page
- Ongoing follow-up on ROI and ad performance

### Purchase flows and web communication

- Improved purchase flows together with external developers
- Optimized communication and value proposition on the website
- Sharper product and category presentation
- Reduced friction in checkout and the customer journey
- Ongoing CRO work based on data and user behavior

## Results

During the period, Plastman hit record sales on several occasions and achieved steady growth in both traffic and revenue, while Cost of Sale dropped.

REVENUE

## Record

Sales records broken several times during the period

COST OF SALE

## Low CoS

Lower cost per sale via more effective Google Ads

GROWTH

## Steady

Continuous increase in traffic and revenue

### Impact of the work

- Higher online revenue with several record highs during the year
- Lower Cost of Sale thanks to more accurate Google Ads campaigns
- Stronger purchase flows that converted more visitors into customers
- Clearer web communication that supported the entire customer journey
- Positive effect on the physical store as well, through increased digital visibility

The combination of sharper Google Ads and optimized purchase flows delivered both record highs in revenue and a lower Cost of Sale - growth and profitability in the same motion.

WATERFALL

OPTIMIZATION

FRONTEND

BACKEND

E-COMMERCE

GOOGLE ADS

CRO

# Tree in a bottle

From idea to retail in four months, and today around 40,000 trees stand planted in Forest Gardens with farmers in Kenya, Venezuela and Uganda.

Role	Period	Geography
Founder and sole proprietor	2014 - 2020	Sweden + Kenya, Venezuela, Uganda

---

## About the company

Tree in a bottle started in 2014 from a simple idea: to make bottled water a product with a clear give-back. For every bottle sold, a tree would be planted, and the give-back would be traceable and concrete.

The company was my own. I ran it as founder and sole proprietor from idea through production, brand, distribution and sales, with a partner handling the tree planting on the ground in Forest Gardens with farmers in three countries.

## The challenge

Taking a physical consumer product from drawing board to store shelf is an industrialization journey in itself, and doing it as a solo founder without your own factory, distribution chain or established brand means that everything has to be built in parallel.

The challenge was to secure the entire value chain in a short time: a production partner who could deliver an environmentally defensible bottle, a credible and traceable partner for the tree planting, and a wholesale and distribution solution that gave the product access to actual stores. In parallel, the brand and packaging design needed to be right, so that the product could carry its promise on the shelf.

## Our work

### Product and brand

- Concept development around the promise "one bottle, one tree"
- Brand platform, name and visual identity
- Packaging design for the shelf and for the story
- Partnership with an organization for tree planting

### Distribution and industrialization

- Sourcing and agreements with production partner
- First production batch of 3,000 bottles
- Wholesale and distribution solution for the Swedish market
- Sales into retail and resellers

- Forest Gardens as a traceable give-back
- Clear and honest communication of the impact
- Logistics, warehousing and order flow as a solo founder
- Follow-up on planted trees over time

## Results

### From idea to planted forest

TREES PLANTED

**40,000**

In Forest Gardens with farmers in three countries

TIME TO MARKET

**4 months**

From idea to store shelf

FOREST GARDENS

**3 countries**

Kenya, Venezuela and Uganda

What began as an idea about bottled water with a give-back became a product in stores within four months, and stands today as around 40,000 trees in Forest Gardens with farmers in Kenya, Venezuela and Uganda.