

SELECTED PROJECTS AND ENGAGEMENTS

Case studies from decades of working with teams to innovate, test new ideas, and grow.

Selected projects and engagements led by Andy Cars, spanning corporate innovation programs, startup accelerators, and executive education across Europe.

ESSITY

Creating the processes and ways of working at Essity Ventures



Essity is a global hygiene and health company with about 47 000 employees. Their brands, e.g., Libero, TENA, Tork, Tempo, Lotus, Zewa, and Edet, are #1 or #2 in more than 90 countries. Essity has 90 production facilities worldwide, with sales and distribution in 150 countries.

Andy Cars worked together with the team of the newly created **Essity Ventures** initiative to help them further refine and define their innovation process.

This included discussing and updating their **investment criteria**, creating a **reverse pitch deck** that shows what Essity Ventures can offer startups, designing a bespoke **due diligence process** to evaluate startups, and setting up **channels to generate quality deal flow**.

A new website was launched at www.essityventuresilab.com, presenting the revised setup and giving startups clear guidelines on what Essity Ventures is looking for and how to apply.



"Andy helped us in our starting phase of Essity Ventures to establish and refine our strategic approach as well as our process of managing dealflow. His broad knowledge in the ventures field and extensive experience in evaluating and working with startups brought a lot of insights and learning to the entire team."

Daniela Kehr, Strategy Director, Essity Ventures

Designing a new innovation process at Cybercom Group



Irfan Khalid, Innovation & AI Leader at Cybercom Group, brought in Andy Cars to bring an **outside-in perspective** to the innovation processes and ways of working already underway at Cybercom, and to help **identify any blind spots**.

Andy Cars built out a structured path from discovery through delivery. It started with an Innovation Capabilities Assessment to strengthen internal innovation management, followed by an Opportunity Analysis Workshop to identify and prioritize value-based opportunities.

From there, teams moved into rapid **Design Sprints** to surface desirable ideas, validated those ideas through Proofs of Concept and Prototypes to **test initial feasibility**, and scaled what worked through an Innovation in a Box format designed to increase collaboration among agile teams.



"As an innovation leader, it is important for me to explore outside-in perspectives to my assignments. That is where I invited Andy to help cover any blind spots in expanding my innovation processes and ways of working at Cybercom Group. Andy offered valuable input in collecting and analyzing data and then offered concrete actions towards our innovation vision! I found Andy to be thorough, knowledgeable, and easy to work with. Andy demonstrated a high focus on delivering value, rather than billing hours! A pleasure to work with!"

Irfan Khalid, Innovation & AI Leader, Cybercom Group



Leading the FastForward intrapreneurship program in Denmark

With revenues of USD 80 billion and a presence in 180+ countries, Philip Morris International (PMI) is one of the largest companies in the world. Given the health risks of tobacco use, we were initially skeptical when PMI asked us to lead the implementation of their FastForward (FFWD) program in Denmark.

As we learned more, we changed our minds. With FFWD, PMI is challenging itself with the question: how long will the world's leading cigarette company be in the cigarette business? With billions poured into R&D toward a "Smoke-Free Future", PMI is showing it is willing to walk the talk.

Their premier Reduced Risk Product, IQOS, is targeted at smokers not ready to quit but open to switching. If regular smokers who switch benefit from significantly lower health risks, that's an initiative worth supporting.

As part of implementing this new vision, PMI adopted a mindset of **rapid experimentation** grounded in Design Thinking and Lean Startup — and that's where Andy Cars came in, helping PMI **find an effective go-to-market strategy for IQOS in Denmark**.

DELIVERABLES

- Two-day kick-off workshop on Lean Startup and Business Modeling for all employees at PMI Denmark.
- Selection of two cross-functional, full-time FFWD teams of five people each.
- Implementation of the Andy Cars 10-week intrapreneurship program.
- In-depth coaching with the FFWD teams throughout the program.
- Advising senior management on barriers to innovation and ways to mitigate them.
- Guidance on IT tools to measure and share innovation progress as the program scales.
- Liaison with Corporate Affairs and Legal to quickly approve or disapprove team experiments.
- Three governance board meetings where teams presented learnings to an innovation board of senior PMI leadership.

KEY RESULTS

- Five personas defined around customers' jobs-to-be-done.
- An experiment funnel of 52 ideas — 12 selected to run, 10 approved by CA/Legal, four partially validated, and one validated and ready to scale by program's end.
- A team-controlled landing page created to run experiments outside the official website.

- Enhanced organization-wide understanding of Design Thinking, Lean Startup, and Business Modeling.
- A clear framework for turning assumptions into testable hypotheses and measuring learning metrics — the "flat part of the hockey stick".
- Clear understanding of funnel metrics across acquisition, activation, retention, revenue, and referral.

Although we took great care in team selection and coaching, we were still impressed by how quickly the teams embraced the new ways of working — exceeding our expectations.

The transformation from day one to the end of the program was remarkable. By its conclusion, several FFWD team members had already begun transitioning into train-the-trainer roles to help scale FFWD across the organization.



"In the five months after Andy came in to help select and work with our teams, we have changed our ways of working and managed to increase our market share significantly in the Danish market. Exactly how much of this is directly due to Lean Startup is difficult to say, but Andy managed to push us outside of our normal boundaries and mindset, which was great!"

Morten Schultz, Manager Commercial Strategy RRP, PMI

Advising a pan-European startup accelerator consortium



Andy Cars was engaged as an advisor to StartupLazio! on how to “boost” the startup ecosystem in the Lazio region of Italy. The cooperation expanded to include TWIST (Transregional Web Innovative Services for Thriving Digital and Mobile Entrepreneurship), a two-year consortium project under Startup Europe and Horizon 2020, financed by the EU Commission.

The TWIST consortium included partners from four cities and regions with complementary profiles and assets: Warsaw, Lille, Rome, and Stockholm. Its key objective was to **support the creation of competitive startups in the web and mobile sector.**

DELIVERABLES — ENGAGED BY THE EUROPEAN COMMISSION TO:

- Design and run a startup **accelerator program focused on e-Health in Stockholm.**
- Attract and manage mentors and investors.
- Coach the startup teams in Lean Startup methodology.

KEY RESULTS

- The accelerator, named Frog Leap, launched with six startup teams supported by **21 highly qualified mentors.**
- The program culminated in a Demo Day in Stockholm attended by more than **70 investors.**
- **Three of the six participating startups successfully secured follow-on funding.**
- The program fostered knowledge sharing and collaboration among the four participating hubs, building capabilities to reduce the high failure rate of startups.

Although we took great care in team selection and coaching, we were still impressed by how quickly the teams embraced the new ways of working — exceeding our expectations.



“Andy was our startup coach at the Frog Leap accelerator program during 2015. His methods and attitude regarding business development are both challenging and inspiring. During our collaboration, Andy generously shared his experience to help us sharpen our business skills. His encouragement combined with his coaching techniques offered a great balance from which to grow our abilities. I truly recommend involving Andy in your ambition to reach further with your business.”

Christian Tärnholm, Co-founder, MediCheck AB

Setting up the New Business Lab function at BillerudKorsnäs



With 4,300 employees and sales of SEK 20 billion, BillerudKorsnäs (BK) is a leading provider of renewable packaging material. In December 2013, BK appointed a **Director of New Business Lab** to coordinate and lead innovation efforts. Andy Cars was engaged as an **advisor and coach** during the setup of this function.



"As an external innovations expert, Andy Cars worked with me to create the New Business Lab function at BK. Andy is not only fun to work with, but when it comes to innovation, he is one of the most knowledgeable and engaging people that I know. He not only provided us with valuable frameworks, tools, and perspectives that helped us to grow, but he understood how to make all of that work within the context of a large and complex organization."

Antonio Fonduca, Director New Business Lab, BillerudKorsnäs

Four years of innovation and entrepreneurship training



With revenues of SEK 100 billion, Telia Company is the leading mobile network operator in Sweden, Finland, and the Baltic States.

Andy Cars delivered **innovation and entrepreneurship training to Telia for four consecutive years**, conducted in collaboration with KTH Executive Education as part of the IT/IP Business Competence Development Program.

Andy Cars has given keynotes in Stockholm and Tallinn and worked with **Purple+**, a unit within Telia established to nurture innovation through exploration, training, and incubation programs. Purple+ is organized under **Division X**, run by Brendan Ives, tasked with spearheading Telia's activities in emerging business areas such as Cloud, IoT, and eHealth.



"Challenge accepted! Thought-provoking session with @andy_cars at the inaugural #PurpleIdeasMeetup. #newgentelco"

Brendan Ives, VP and Head of Division X, Telia Company

Tieto

Lean Startup workshops across Stockholm and Helsinki



Tieto is an IT software and service company providing IT and product engineering services. Active in more than 20 countries with 13,000 employees, Tieto is one of the largest IT service providers in Europe.

Andy Cars was engaged to run a series of workshops in Stockholm and Helsinki to introduce Tieto to the **Lean Startup** methodology and **Innovation Accounting** connected to **OKRs** (Objectives and Key Results), and to coach startups from their innovation portfolio.



"Andy is an inexhaustible source of knowledge of lean startup methodology and design thinking, as well as of tools and techniques for applying those methods in practice."

Gunnar Tolf, Business Developer, Data-Driven Business, Tieto

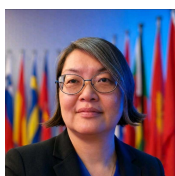
SMHI

Preparing for open data at SMHI



SMHI, the Swedish Meteorological and Hydrological Institute, was required to make its data freely available for commercial use starting January 2014. This **regulatory change** prompted the organization to **rethink its approach** to innovation and business development.

To help SMHI prepare, Andy Cars delivered **training in Lean Startup and Business Modeling** techniques, equipping employees with practical methods for systematically prioritizing, validating, and testing new ideas and business model concepts.



"As our lean startup coach, Andy not only inspires us to reach further, but he also offers actionable tools and methods that are key to building more agile and customer-oriented organizations."

Angela Yong, Head of Systems Development, SMHI

Although Andy loves working with real cases, he still has one foot in academia

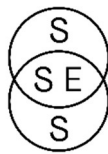


Andy Cars has had a long-standing collaboration with the **KTH Royal Institute of Technology** (ranked 33rd in the world for Engineering and Technology, according to the QS Global World Rankings 2026).



From 2013 – 2023, Andy was a visiting faculty member of the KTH Executive School, providing world-class education and **training in innovation and entrepreneurship** as part of the IT/IP **Business Competence Development Program**.

2017 – 2018, Andy also co-designed and taught the Bicky Chakraborty Entrepreneur Program, made possible by a generous SEK 5m donation from Bicky Chakraborty, founder of Elite Hotels.



STOCKHOLM SCHOOL
OF ENTREPRENEURSHIP

Andy designed and taught the SSES Lean Startup classes of 2015 and 2016.



Andy has developed and taught the EIT IoT Summer School two years in a row (2020 and 2021). In competition with 12 other EIT summer schools, the IoT program was ranked by international master's students as #2 overall and #1 for entrepreneurship.





Andy is frequently invited to present, run workshops, coach startups, and participate in panels on entrepreneurship and innovation. Here he is introducing Lean Startup to a team at Spotify.



OTHER UNIVERSITIES AND BUSINESS DESIGN SCHOOLS WHERE ANDY CARS HAS TAUGHT INNOVATION AND ENTREPRENEURSHIP

- Chalmers
- Stockholm School of Economics
- Royal Institute of Technology
- Bergh's School of Communication
- EIT Digital
- EMGI School of Entrepreneurship
- Hyper Island
- KTH Business Creation
- Stockholm School of Entrepreneurship
- SSE Executive Education
- Telecom SudParis