

Fredrik Hägg

Senior Management Consultant | Delivery & Program Management | Digital Transformation | Quality Engineering | Change Management

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PROFESSIONAL SUMMARY

Senior management consultant and delivery leader with 20+ years of experience leading complex software development, project and program delivery, digital transformation, quality engineering, organizational change, and business-critical initiatives across large-scale international organizations.

Extensive experience as a Delivery Manager for IKEA's global digital eCommerce platform, leading web and app delivery across 52 markets and 350+ stakeholders.

Proven track record of aligning business, product, engineering, and supplier organizations, bridging the gap between business objectives and technology delivery to create predictable outcomes, organizational change, and sustainable business value.

Experienced in leading deliveries across Agile, SAgile, Waterfall, Lean, and hybrid delivery models, supported by a strong foundation in software and quality engineering. I use Generative AI and automation in my daily work to improve planning, communication, knowledge sharing, decision-making, and delivery efficiency.

KEY ACHIEVEMENTS

- 20+ years delivering complex digital products, platforms, and business-critical services supporting global organizations across multiple industries.
- Led cross-functional deliveries involving 350+ stakeholders across business, product, engineering, and supplier organizations.
- Led digital transformation across 52 global retail markets, including migration from monolithic platforms to microservice-based architectures.
- Led organizational change and continuous improvement initiatives that improved collaboration, delivery governance, and business alignment.
- Applied Generative AI and automation to streamline planning, communication, knowledge sharing, and delivery execution.

CORE COMPETENCIES

Management Consulting • Delivery Management • Program & Project Management • Portfolio & Delivery Planning • Digital Transformation • Change Management • Cross-Functional Leadership • Stakeholder Management • Risk & Dependency Management • Agile, SAgile, Lean & Hybrid Delivery • Delivery Governance • Continuous Improvement • Software Engineering • Quality Engineering & Governance • Generative AI & Automation

PROFESSIONAL EXPERIENCE

System Verification — Senior Consultant

May 2005 – Present

Senior consultant with 20+ years of management and technology consulting experience spanning software development, digital transformation, delivery management, program and project management, organizational change, and quality engineering. Through assignments across retail, telecommunications, manufacturing, HR technology, healthcare, energy, and commercial real estate, I have helped international organizations strengthen delivery capability, cross-functional collaboration, quality governance, ways of working, and sustainable business value. All assignments below were delivered as a consultant through System Verification. Alongside my client assignments, I serve as an internal auditor for System Verification's ISO 9001 and ISO 14001 management systems, supporting compliance and continuous improvement.

Delivery Manager — IKEA (Global Digital eCommerce)

Feb 2019 – Aug 2026

- Led web and app delivery for IKEA's global digital eCommerce platform across 52 retail markets and multiple engineering organizations.
- Coordinated end-to-end delivery planning, dependency management, release readiness, and stakeholder alignment across multiple product areas.
- Led cross-functional deliveries across multiple engineering organizations, business stakeholders, product organizations, suppliers, and external partners, coordinating work across 52 global retail markets and involving 350+ stakeholders.
- Partnered with senior business, product, architecture, and engineering leaders to prioritize deliveries, manage dependencies, mitigate risks, and align technology investments with business objectives.
- Drove digital transformation, change management, and continuous improvement initiatives, including the transition from monolithic platforms to modern microservice-based architectures.
- Worked across Agile, SAFe, Waterfall, Lean, and hybrid delivery models to enable predictable deliveries, organizational alignment, and continuous business value.
- Leveraged AI-powered tools and automation to improve delivery planning, communication, knowledge sharing, decision-making, and team productivity.

Development & Test Mgmt Advisor / Quality Mgr — IKEA

Nov 2015 – Jan 2019

- Quality Manager for IKEA's major global eCommerce platform spanning 43 retail markets, developing delivery quality governance and ensuring supplier compliance.
- Acted as Development & Test Management Advisor during the establishment of a new Development & Test organization, driving organizational change, establishing modern delivery ways of working, and strengthening cross-functional collaboration.

Senior Project & Test Manager — Tetra Pak

Feb 2015 – Nov 2015

Led project activities and all testing for an Identity & Access Management project (SAP, Microsoft FIM).

Quality Assurance Specialist — Wihlborgs Fastigheter

Jan 2015 – Mar 2015

Quality mentor during a CRM system implementation project.

Senior Project & Test Manager — Bergendahls

Sep 2014 – Dec 2014

Advised on project and test plans and quality risks for a new retail POS implementation.

Software Development Process Expert — TicTac Interactive

Jun 2014 – Jul 2014

Built a product development process to meet FDA regulatory requirements.

Project Manager / QA Specialist — CGI

Nov 2012 – Jul 2014

Delivered a software quality improvement program, introducing automated quality practices across Human Resources, Healthcare, and Energy while coordinating international stakeholders in a cross-functional environment.

Sub Project Manager / Project Manager — ST-Ericsson

May 2009 – Oct 2012

Led cross-functional project deliveries across Sweden, Germany, India, and the United States, coordinating approximately 60 engineers while driving planning, execution, risk management, and steering-group reporting. Contributed to setting direction and priorities within the steering group.

Project Manager & Test Coordinator — Ericsson

May 2005 – May 2009

Coordinated international software development and maintenance deliveries across distributed engineering teams of up to 40 people. Progressed from software and test engineering into project management, leading planning, coordination, stakeholder communication, delivery execution, and continuous improvement through automation and quality engineering.

EDUCATION**M.Sc. in Electrical Engineering**

Faculty of Engineering (LTH), Lund University

ADDITIONAL INFORMATION

- Delivery Frameworks & Methodologies: Agile • SAFe • Waterfall • Lean • Hybrid Delivery
- Languages: Swedish (native) • English (professional)