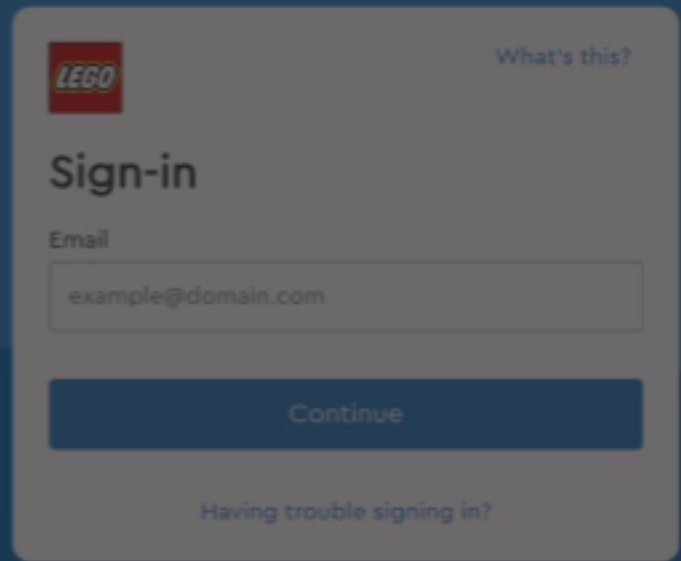


Problem, solved:

Building high performance & high trust teams



Created from scratch, from hiring people to high performance & high trust teams, 14 teams to build up a LEGO B2B Partner, retail and Marketing Experience eco-system ranging from Virtual Showroom to PIM.



The Background

When I took on the challenge of building a LEGO B2B Partner, Retail, and Marketing Experience ecosystem, there was no existing foundation - just a vision. LEGO needed a comprehensive digital experience for its B2B partners, enabling seamless collaboration, data-driven decision-making, and efficient retail execution. This meant developing an ecosystem of interconnected products, from a Virtual Showroom to a Product Information Management (PIM) platform. But to bring this vision to life, I first had to build the teams that would create it—from the ground up.

Across three office locations in Billund, Copenhagen, and London, I assembled 14 high-performance, high-trust teams, ensuring they had the right mix of talent, autonomy, and alignment to succeed.

The Problem

Starting from scratch meant tackling multiple challenges simultaneously. I had to hire and structure 14 teams in a way that maximized collaboration while avoiding silos.

There was no predefined playbook for creating a Total Experience for LEGO's B2B partners, which meant balancing innovation with operational needs.

I also needed to establish trust—across teams, leadership, and stakeholders—while ensuring we moved fast enough to deliver impact.

Additionally, our products spanned different domains, from content management to in-store retail tools, requiring a unified vision while still allowing each team to excel in its specific area.

The Solution

To build high-performance, high-trust teams, I focused on three key pillars: talent, culture, and alignment.

I carefully hired the right mix of expertise, ensuring that each team had autonomy but also clear connections to the broader ecosystem.

I fostered a culture of psychological safety, where teams felt empowered to take ownership, experiment, & iterate.

To maintain alignment across 14 teams, I introduced cross-team collaboration frameworks, ensuring that efforts in Virtual Showroom, PIM, Partner Portal, and Retail Execution complemented each other rather than working in isolation. I also worked closely with leadership to secure organizational buy-in, making sure our B2B ecosystem was a strategic priority & not just a series of disconnected tools.

The Benefits

Through this approach, I didn't just build products. I built a sustainable, scalable ecosystem that transformed the way LEGO interacts with its B2B partners.

The LEGO Virtual Showroom became a crucial tool, especially during COVID-19, enabling remote product showcases.

The PIM platform established a single source of truth for product information, while Retail Execution tools revolutionized in-store operations with real-time stock and pricing data.

The LEGO Partner Portal unified experiences across partners, and the Content Hub & Content Distribution teams streamlined how LEGO assets were delivered across resellers and marketplaces.

But more importantly, I built teams that thrived, teams that not only delivered high-quality products but also fostered a culture of trust, innovation, and continuous improvement. This wasn't just about launching products, it was about setting LEGO up for long-term success in the B2B space.