Jonathan Ernst

Commercial growth, P&L ownership and platform product management

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EXPERIENCE

Samsung Electronics Nordics

Commercial Growth Lead, Sellout Platforms

March 2025 to August 2026

Sole commercial owner of Sellout Platforms (device leasing, Trade-In and device insurance) and part owner of the SIM service, inside a six person New Business and Data Analytics team. Held the P&L, campaign planning, forecasting, pricing strategy and platform development, and identified, evaluated and implemented new business opportunities to drive sellout across four Nordic markets.

Revenue and P&L growth

- Grew the Sellout Platforms vertical past $24M in FY2025, the first full year under my ownership, up roughly a third year on year and led by device leasing (+58%) and Trade-In (+27%).
- Lifted Sellout Platform attachment during flagship launches from 65% to 72% of total sales.
- Grew leasing order volume in Finland by 77% and attachment by 91% by repositioning leasing as the lower barrier, greener alternative to buy now pay later, using the lighter credit check requirements that device as a service carries against financing products constrained by CCD2.
- Grew device insurance sales by 26% year to date by launching standalone cover, purchasable after the device sale, directly in the Samsung E-store. Standalone now accounts for roughly 45% of insurance sales.
- Raised the share of leasing sales coming from existing customer upgrades from 40% to 60% while new customer acquisition kept growing, by closing a structural gap in the leasing portal. Free of charge and discounted accessories could not be attached to leasing upgrades, so rather than rebuild the portal's commerce layer I drove backend and frontend development of an automated checkout that completes the transaction on Samsung.com behind the scenes and applies a hidden voucher code, with no visible change to the customer journey.

Pricing strategy and cost optimisation

- Increased leasing profitability by over 20% through price sensitivity testing, raising prices without reducing attachment, and by renegotiating subsidy and insurance costs to scale down with portfolio size.
- Cut Trade-In programme cost by over 50% by renegotiating residual values with the buyback partner, reducing the investment required to meet target residual values.
- Own pricing for more than 100 leasing SKUs across smartphones, tablets, smartwatches and laptops, on a proprietary model calculating gross margin, churn cost via a residual value curve, COGS, outbound shipping and insurance.
- Built a P&L analysis template with cost centre mapping to streamline copy-in of finance data and automate cost calculations.

Vendor management, procurement and contract negotiation

- Ran the full sourcing process for the leasing platform end to end: an RFI to the financier market to establish who genuinely offered device leasing and what capability existed, then an RFP and Statement of Work covering technical requirements, expected service levels and CCD2 compliance, issued to four financiers.
- Defined the requirement before going to market by convening Commercial, IT and Customer Service on what the platform had to deliver: lower cost to serve, better customer experience, the ability to change or integrate financiers rather than stay locked in, and full integration into Samsung's own sales systems.
- Hosted a structured vendor workshop with IT, Finance and Commercial present so bidders could question our systems, unit economics and sales volumes before submitting, which reduced assumption driven proposals and improved comparability.
- Built and applied a weighted evaluation matrix (20% compliance readiness, 30% technical capability, 30% speed to delivery, 20% pricing) with weights fixed before proposals arrived and pricing sealed until technical scoring was complete. Scoring ran independently across Commercial, IT, Customer Service and the MX Product Manager, then moderated to a documented consensus with a written award memo issued by Legal.
- Eliminated two bidders on regulatory grounds after establishing that, as registered banks, their leasing product would fall under CCD2's stricter consumer credit checks despite the programme carrying no buy-out option, a classification that would have suppressed approval rates and volume.

- Negotiated and awarded the resulting agreement: commission rates that step down as the active portfolio grows, performance SLAs, delivery milestones and guaranteed residual values. Secured development funding from Global HQ against a business case built on RFP pricing, sales data and forecasts.
- Rebuilt the Trade-In residual value cost model from the bottom up, modelling recovery by device category against actual observed recovery rather than the contractual assumption, which isolated the tiers where the contracted residual sat furthest from secondary market reality and gave the evidence base for the renegotiation.
- Own the SIM service partnership model, a reciprocal arrangement where telecom operators receive selling rights on Samsung's platform in exchange for marketing support, and manage the commercial relationship end to end.
- Grew SIM sales 69% during a flagship foldable launch and 16% year to date by identifying which telecom partners were most responsive to co-marketing and deepening campaigns with them.
- Manage vendor relationships, onboarding, contract compliance and performance across financiers, insurers, residual value and logistics partners, and act as the local escalation point for vendor, cost and compliance matters across the Nordics in Swedish and English.

Financial control, accruals and ERP

- Reserve a monthly accrual with Finance for the Trade-In programme from a cost forecast built on historical programme costs, residual value investments and sales data, then reconcile the reserve against actuals each month at line item level, device volumes and per unit cost, rather than against total spend.
- Identified a cost capture failure at a partner after the monthly variance moved from a consistent five percent under forecast to twenty. Traced the forecast, monthly sales data, goods receipt volumes and partner Trade-In data, and isolated a population of devices carrying a passing grade but no assigned residual value, a combination that should not exist.
- Escalated with the underlying data, established the root cause as a system integration on the partner side that had stopped assigning residual values and was suppressing invoiced amounts, then estimated and reserved the missing cost with Finance in the following period and notified the Commercial Manager ahead of the variance landing.
- Closed the control gap permanently by amending the three way match rules in the ERP so any device graded above F with no assigned residual value blocks the invoice, and by changing the partner process so invoices arrive with the underlying sales data attached for verification.
- Work across the purchase to pay chain in Samsung's SAP based ERP, raising purchase orders (ME21N), posting goods receipts (MIGO) and creating service entry sheets (ML81N). Invoice verification and payment execution sit with Finance in MIRO, where I raise blocked credit memos against vendor overcharges for review and release.
- Audit vendor and partner invoices against contracted pricing, tax codes, payment terms and contract compliance, checking the underlying calculation on variable elements such as residual values, subsidy scaling and insurance costs that flex with portfolio size, rather than the invoice total alone.

Data, systems and automation

- Partnered with data engineers to stand up an external PostgreSQL database for leasing and Trade-In partner data, then modelled it in Power BI to build dashboards tracking churn, contract type and device type.
- Partnered with Data Analysts and Data Engineers on an affiliate dashboard in Power BI over affiliate network data, and analyse that performance data to shape marketing offers across leasing, SIM and Trade-In in step with the Affiliate Marketing team.
- Built and maintain independent Sellout Platform dashboards sourced from the team's OLAP cube, since the team's analysts are dedicated primarily to D2C, enabling faster self sufficient reporting without pulling analyst bandwidth.
- Designed a CRM email taxonomy following a Product and Action, Object Type, Email Location convention, and built a companion dashboard visualising click behaviour to surface which product categories drove the most engagement.
- Own the full leasing CRM pipeline end to end, customer portal plus all marketing and service email, push and SMS, built independently in Customer.io including automation trigger logic and audience segmentation.
- Built an internal HTML newsletter generator now used by teams across Samsung Electronics Nordics, supporting inserted images, tables and charts with component level colour controls, so colleagues without HTML or design support can produce consistent internal communications.
- Built a campaign gross margin calculator used by product and commercial managers to assess campaign profitability before launch.
- Track COGS and stock levels in the ERP and produce the financial reporting behind leasing and Trade-In P&L performance and vendor cost analysis.

Cross-functional leadership and stakeholder management

- Present business analysis, strategy, campaign results and P&L performance to senior leadership at Global HQ in Suwon, the European Head Office and Samsung Electronics Nordics, including President, Vice President, Head of Department and senior management.

- Led the leasing platform programme end to end, from requirements definition and vendor selection through commercial negotiation and oversight of development and transition, coordinating Commercial, IT, Customer Service, Legal, the Global HQ development teams and the external partner.
- Delivered Phase 1 two weeks ahead of the contracted milestone, migrating the full customer base from the legacy platform onto Samsung's own sales system with no service interruption. That meant sequencing monthly payment support ahead of the migration, without which every migrated customer would have failed payment on day one, and matching customer records across the two platforms on a shared basket ID.
- Manage external stakeholder relationships across residual value partners, financiers and telecom operators, aligning on marketing campaigns, development priorities, global guidelines and strategy.
- Maintain working fluency across EU regulatory frameworks affecting the business, including CCD2, GDPR, the Insurance Distribution Directive and right to repair legislation.

New business development and innovation

- Conceived and led an outbound leasing upgrade calling campaign for a flagship launch: wrote the script, ran an enablement workshop with Customer Service and the external service provider, and set a per sale commission structure. Proved the concept personally before the campaign reached a 16% conversion rate.
- Helped launch and manage live commerce with an agency partner, a livestreamed shopping format that drove a significant share of sales during a flagship launch, and led its integration into the mobile E-store.
- Helped implement an AI tool supporting chat moderators in answering customer questions on brand, and personally moderated live commerce chat across YouTube, Facebook and the E-store for the earliest broadcasts.

Marketing and communications

- Led the initiative to run leasing campaigns on Meta during Black Week, reaching 15x return on ad spend and a 5.5% click-through rate, more than three times standard e-commerce benchmarks, through low friction affordability positioning.
- Optimised multi-touch retargeting across the Google Display Network, driving a 2.5% click-through rate and 10x return on ad spend while acquiring high intent leads through a multi-step credit application funnel.
- Architected lifecycle and upgrade workflows in Customer.io, holding a 74% open rate and 49% click-through rate at a 6.0% conversion rate, close to quadruple the baseline, by automating personalised renewal and trade-in paths for flagship and foldable owners.
- Ran hypothesis driven testing with Google Ads Experiments across ad copy, landing page alignment and bidding strategy. The largest single change, showing total discount alongside monthly discount on leasing campaigns, lifted click-through rate by 20%.
- Directed agency and media execution across Google Performance Max and paid social, structuring value based bidding and custom audience signals to lower acquisition cost without drawing on core brand marketing resources.
- Moved from target CPA to value based bidding, assigning differential conversion values by device margin so the platform bid toward users likely to lease premium flagship models rather than any sign-up attempt, many of which dropped off at the credit check.

EF Education First Korea

Marketing Coordinator

September 2023 to April 2024

- Ran digital scaling, marketing and product development across multi-regional teams, aligning technical solutions with local market requirements.
- Streamlined planning frameworks and reporting tools to cut operational lead times by 21%, clearing system blockers for market facing teams.
- Built customer loyalty and CRM strategies that lifted active digital retention by 20%, and restructured social and ad tracking practice, increasing referral driven lead volume by 383%.
- Served as Ambassador Representative, managing the rewards platform and the affiliate programme, and hosted Ambassador and Returnee events that drove organic social content and word of mouth advocacy.
- Redesigned the rewards structure toward aspirational, youth relevant rewards, growing affiliate and ambassador participation by 102% and roughly doubling cross-platform reach.
- Ran content challenges across blogs, vlogs and Instagram for students and ambassadors, reviewing submissions and securing permission to feature the strongest work on EF's own channels.

- Sourced and called roughly 400 leads for the Study Abroad programme, reaching a 72% response rate and around 46% conversion to booked consultations, then handed qualified prospects to sales consultants to close.
- Engineered Instagram lead generation campaigns in Korea, driving high intent consultation requests that returned 20x on ad spend in end programme sales.

PROJECTS

GarageApp

Cross-platform telemetry, navigation and AI garage platform

- Architected an offline first cross-platform application: a 13,000 line React Native and Expo app in TypeScript strict mode on the New Architecture runtime, integrating a digital garage, a turn by turn navigation engine and live telemetry.
- Designed a resilient multi-provider fallback architecture, a local first system of record with explicit fallback wrappers for every cloud service, so auth, database and media storage keep working offline.
- Built a real time motion and spatial analytics pipeline processing GPS, longitudinal and lateral G-forces and cornering angles into dynamic driver safety scores and automatic lap timing.
- Integrated multimodal AI for vehicle specification lookups, localised route generation and receipt OCR with translation, using structured JSON output schemas with deterministic local database fallbacks.
- Built a custom turn by turn navigation engine on a 3D pitched vector map HUD, with road snapping, 60 FPS camera heading locks, lane guidance, dynamic speed limit matching and simulated route playback.
- Cut third party LLM and routing API costs with a spatial grid cache in Postgres, which also coarsens location and protects user privacy.
- Developed passive background drive detection as an event driven location task state machine with speed and duration thresholds, so drives are captured without launching the app.

Athena

Local-first AI workspace and system infrastructure

- Architected an unbundled, local first workspace of roughly 150,000 lines across Python and JavaScript, 47 database tables and 306 API endpoints, integrating 13 modules including agentic workflows, deep research, mail and calendar engines and word processing over a single SQLite database.
- Built a zero trust privacy architecture: a single chokepoint network egress guard with no ambient proxy leaks, verifying and classifying requests before DNS lookup across four network scopes, giving verifiable client side data isolation.
- Engineered a unified model gateway across OpenAI, Anthropic, Google and Ollama with streaming normalisation, dynamic fallback parsing and auto-tuning context window management across cloud and local models.
- Implemented agent confinement and tool safety: positive capability granting, sandboxed workspace execution local, containerised and remote, and a dual channel tool execution loop with deterministic path confinement and evidence ledger verification.
- Designed prompt compaction, local first tool routing and automated recovery channels so small local open-weight models can execute complex multi-turn workflows without proprietary cloud APIs.
- Hand-coded a framework free, zero build step front end of 41,000 lines of ES modules under strict CSP with no external CDN dependencies, embedded renderers and real time process telemetry.
- Authored 1,571 unit, integration and interface tests across 36,000 lines of test code, asserting structural invariants such as write path immutability, zero network tool layers and schema migration integrity.

Mercedes-Benz

CEMS business project, student team lead

- Led a six person international consulting team over a three month engagement, directing scope, workstreams, external research and senior stakeholder communication.
- Designed a tech talent attraction and retention framework covering an updated career ladder, tailored compensation models and benchmarked benefit packages built around developer needs.
- Ran qualitative and quantitative interviews with HR and talent leaders across major technology firms alongside internal HR teams, mapping market leading compensation and retention drivers.
- Analysed industry data platforms to identify macro trends, talent mobility patterns and competitive positioning across the automotive and software sectors.

- Re-engineered the structure and layout of the careers portal, optimising candidate conversion paths and value proposition messaging for engineering talent.
- Delivered final presentations to C-suite executives, senior consultants and internal stakeholders. The recommendations were accepted in full and implemented client wide.

EDUCATION

CEMS Global Alliance in Management Education

Master's in International Management (MSc)

August 2022 to August 2023

- Korea University Business School, Seoul: graduate focus on global strategy, macro-market dynamics, operations and supply chain management in APAC.
- Cornell University, New York: international exchange semester in corporate finance, strategic leadership and macroeconomic execution.
- CEMS Student Board Representative for Korea University and Head of Social Events for CEMS Club Seoul. Awarded the CEMS Certificate for Outstanding Service and Leadership.

Tokyo International University and Kyungsung University

Bachelor of Science in Business Administration (Japan and South Korea)

September 2017 to August 2021

- Graduated with a GPA of 4.1 out of 4.5.
- Certificate of Excellence in both Personnel Management and Securities Markets.

LANGUAGES

Swedish (fluent), English (fluent), French (high), Korean (intermediate), Japanese (intermediate)