EVA
CONSULTING

Gjensidige

10-20-70: The next step in agile for Gjensidige

BI International Case Competition 2022

Emily Cong

Sarah Kim

Varun Amin

Christian Huang

Executive Summary

CONSIDERATIONS	Customer-centric, technology-enabled start ups challenge existing ways of working	To become truly agile, Gjensidige must invest resources towards exploring untapped areas	Fostering a culture of innovation is central to long-term success and a united business

QUESTION

What is the next step for Gjensidige as they continue to unlock the power of agile working?

STRATEGY

10-20-70: The next step in agile for Gjensidige

Ideation	Development	BAU Execution
10%	**20%**	**70%**
Ideating solutions for customer success	*Developing working products in innovation project teams*	*Executing core competency tasks*

IMPACT

47%	**13%**	**1.2%**
Reduction In Time to Market	Average Improvement in Customer Satisfaction	Increase in EBITDA Margin
		In 2026

Ways of working are evolving with the rise of startups and tech companies

Companies within and beyond the insurance industry are changing how they work

These companies have:
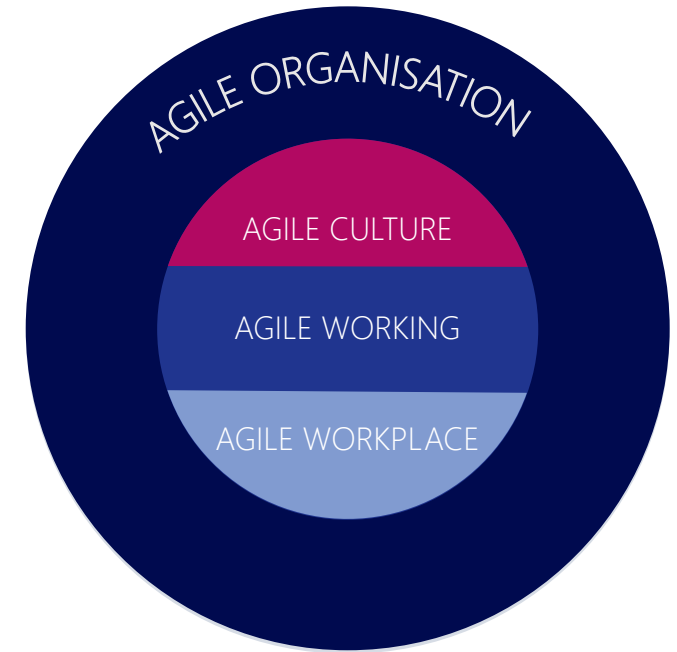
The key to this is building an...
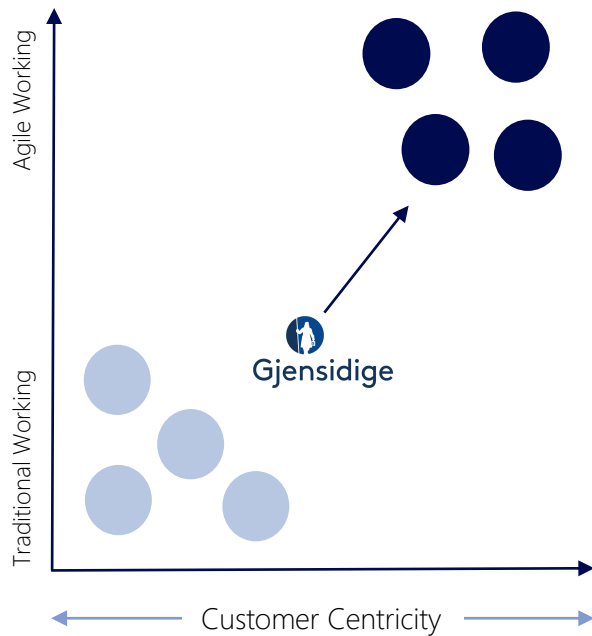
Embedded **customer centricity** within their products and processes
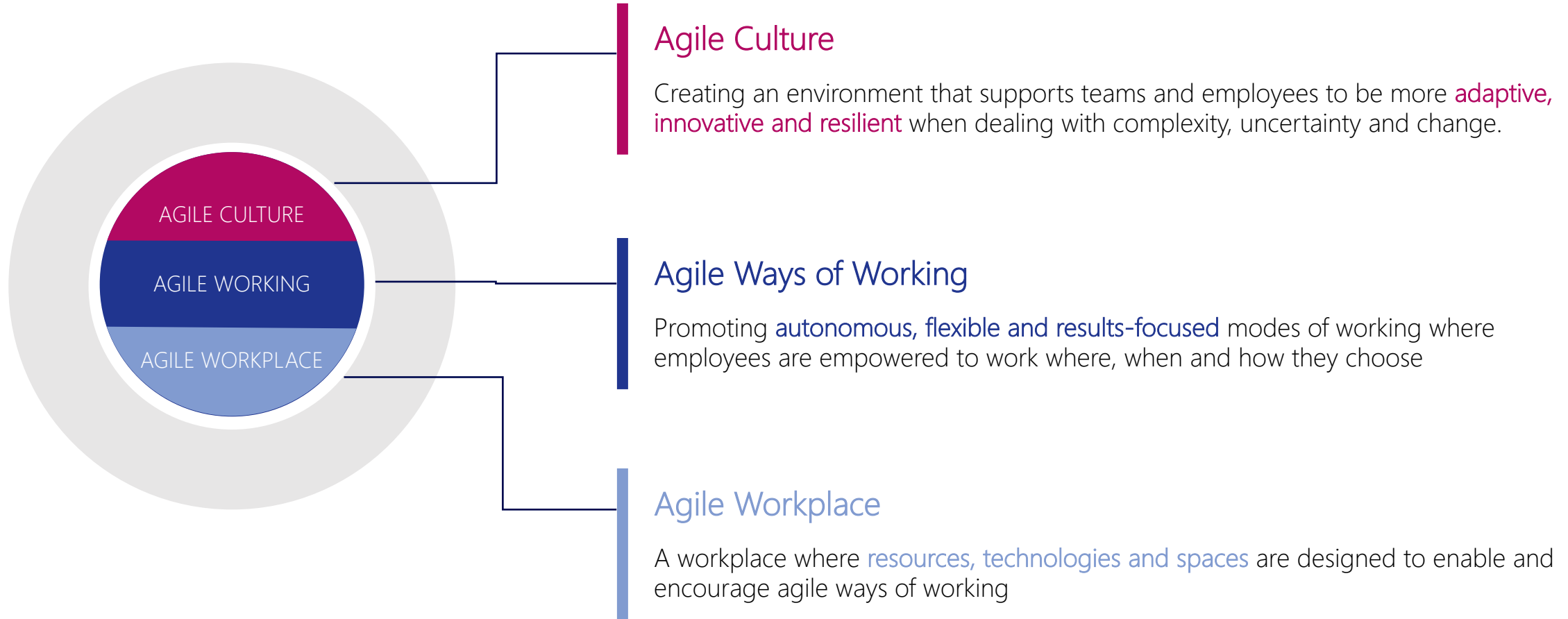
Efficient and innovative **digital-first technology organisations**

Motivated employees committed to an **entrepreneurial organisational culture**

AGILE ORGANISATION

AGILE CULTURE

AGILE WORKING

AGILE WORKPLACE

While agile culture, working and workplace form the foundations...

Agile Culture

Creating an environment that supports teams and employees to be more adaptive, innovative and resilient when dealing with complexity, uncertainty and change.

Agile Ways of Working

Promoting autonomous, flexible and results-focused modes of working where employees are empowered to work where, when and how they choose

Agile Workplace

A workplace where resources, technologies and spaces are designed to enable and encourage agile ways of working
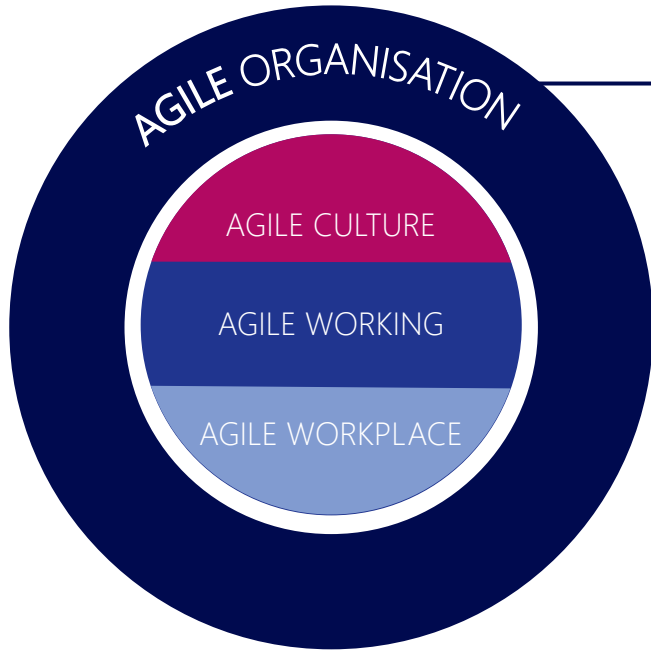
Agile Organisation

A **holistic, end-to-end agile transformation** involves an agile organisational strategy and structure, systems and technologies, people and processes
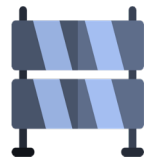
What does this look like in practice for Gjensidige?

So far, Gjensidige' has taken some steps towards becoming an agile organisation

Gjensidige

Embracing Omnichannel

Implementing a common framework for customer journeys

New Team Structure

Cross-functional teams. categorised by stage of customer journey

Streamlined Goals

Quarterly goal management to align OKRs across all levels of the business

Next Steps

Achieving holistic agile transformation
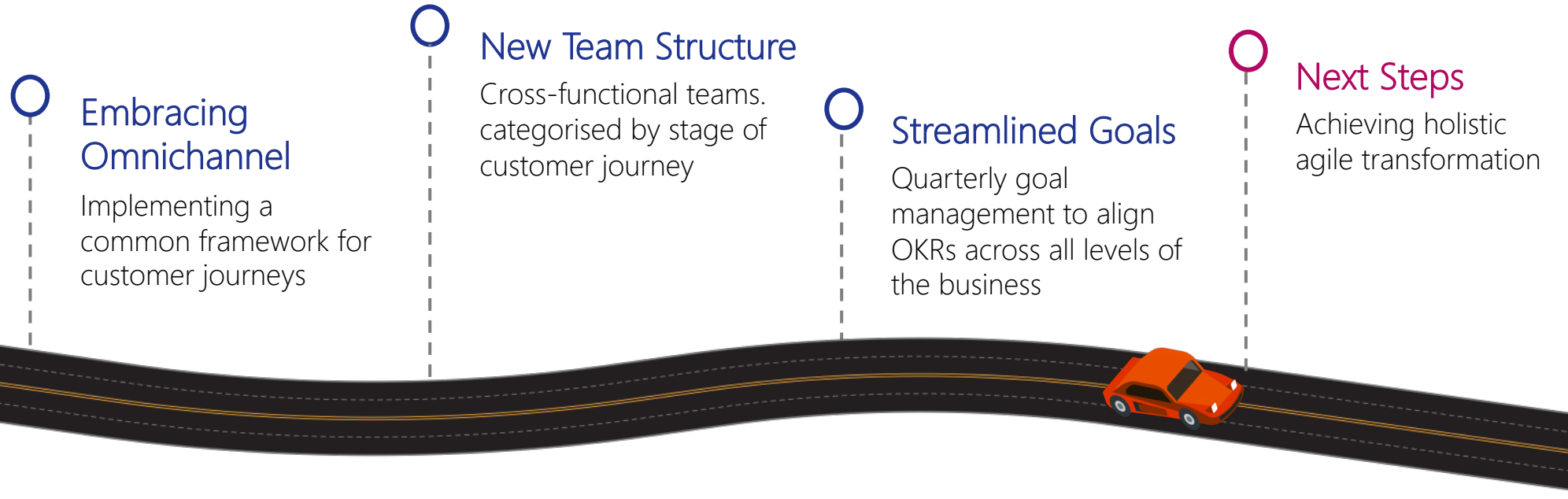
What is holding Gjensidige back?

To truly transform into an agile organisation, Gjensidige must address these three considerations

1

Seamless Customer Experience

- Navigating omnichannel is tricky when there is lacking synergy between digital and physical channels

1 in 3 customers say they will leave a brand they love after just one bad experience

Untapped opportunities to apply new thinking

2

One Gjensidige

- Must unify team culture – especially across tech and business teams
- Given recent structural changes, some lines of reporting remain blurred

59% of companies identified culture and performance management as the key challenge in their adoption of agile

Untapped potential for employees to maximise collaboration

3

Workplace of the Future

- Becoming an inspiring place to work for existing employees
- Leading by example as an attractive prospective employer

Company culture is the **second most important factor** candidates consider, beyond compensation
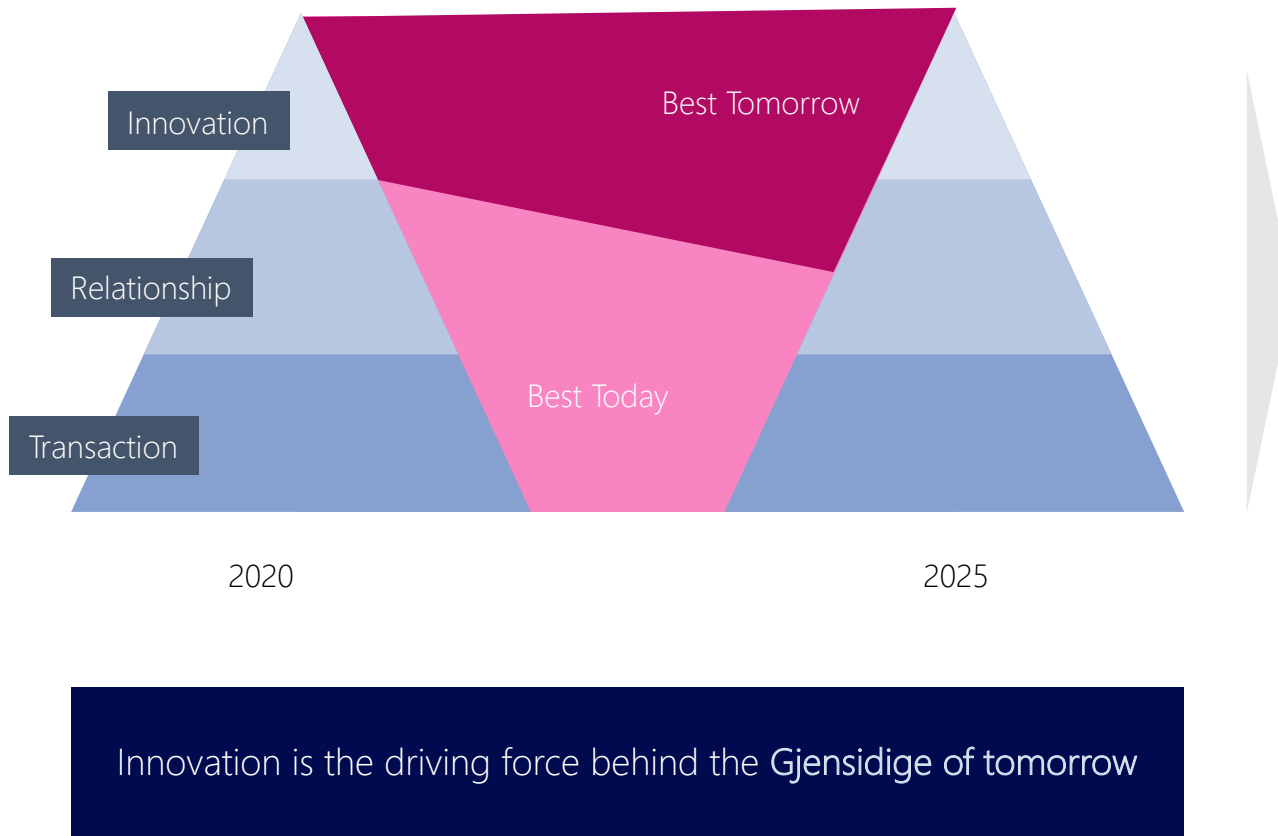
Untapped territory ahead for the future of agile working

What is the most strategic and efficient way for Gjensidige to target these issues?

Investing the company's resources towards fostering a culture of innovation is crucial to success

To maximise impact, Gjensidige must look towards the future…

The core to achieving long-term success is innovation

Innovation

Relationship

Transaction

Best Tomorrow

Best Today

2020

2025

Innovation is the driving force behind the Gjensidige of tomorrow

Fostering a problem-solving mindset
Building a culture of open communication and idea generation

Empowering tangible action
Transforming insight into innovative projects that enhance business

Embedding innovation into everyday work
Building entrepreneurial thinking and action into BAU

Culture of Innovation

What does a culture of innovation look like in practice and how does this unlock Gjensidige's future as a truly agile organisation?

Introducing 10-20-70: The next step in agile for Gjensidige

Ideation

10%

Ideating solutions for customer success

Development

20%

Developing working products in **innovation project teams**

BAU execution

70%

Executing **core competency** tasks

Introducing 10-20-70: The next step in agile for Gjensidige

Ideation	Development	BAU execution
10%	**20%**	**70%**
Ideating solutions for customer success	Developing working products in **innovation project teams**	Executing **core competency** tasks

Building a culture of innovation to drive customer success and an agile organisation

Introducing 10-20-70: The next step in agile for Gjensidige

EVA CONSULTING

Ideation	Development	BAU execution
10%	**20%**	**70%**
Ideating solutions for customer success	Developing working products in innovation project teams	Executing core competency tasks

Building a culture of innovation to drive customer success and an agile organisation

Quarterly OKRs → Business-as-usual team

Introducing 10-20-70: The next step in agile for Gjensidige

EVA CONSULTING

Ideation	Development	BAU execution
10%	**20%**	**70%**
Ideating solutions for customer success	Developing working products in innovation project teams	Executing core competency tasks

Building a culture of innovation to drive customer success and an agile organisation

Quarterly OKRs → Business-as-usual team

Quarterly OKRs → Innovation project team

Introducing 10-20-70: The next step in agile for Gjensidige

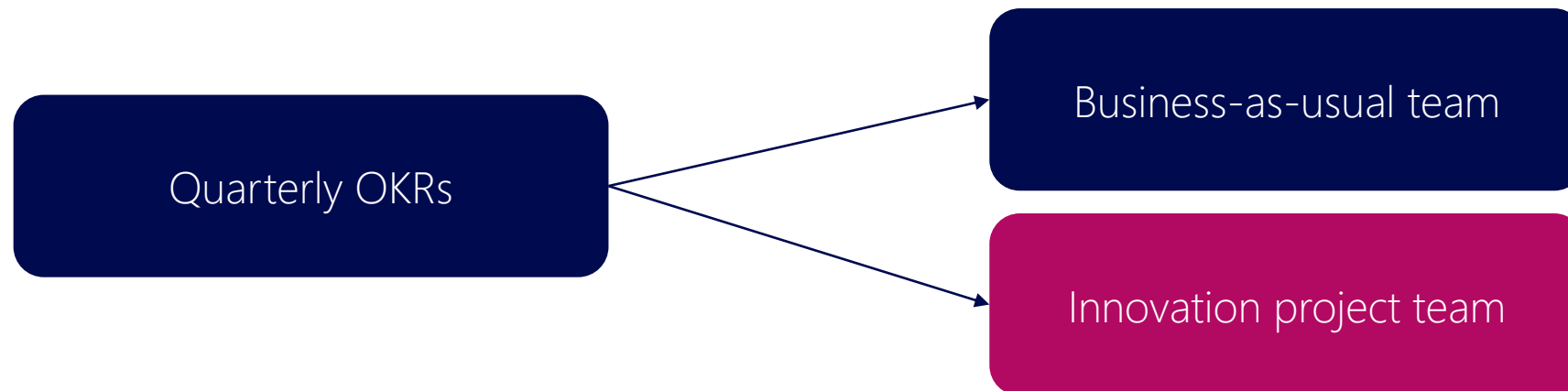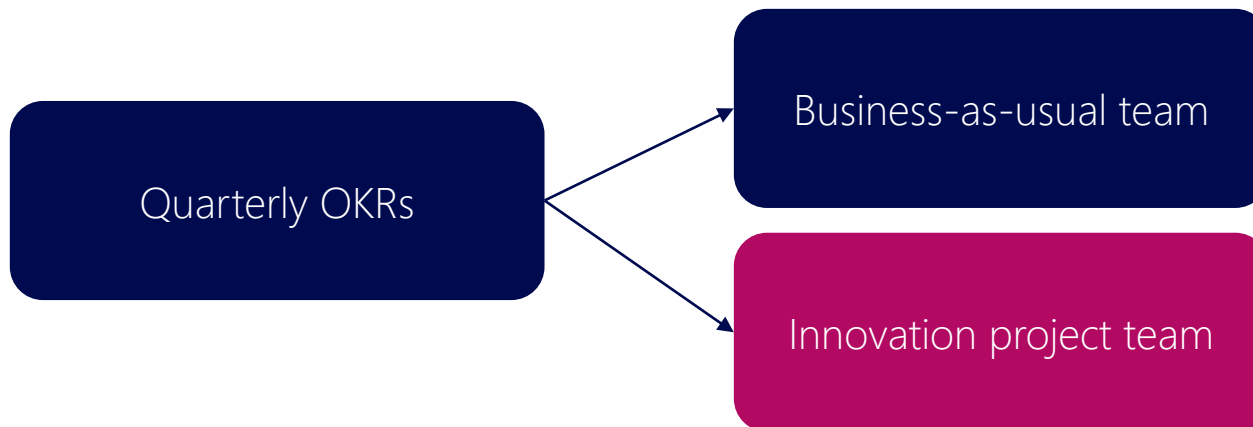| Ideation	Development	BAU execution
10%	**20%**	**70%**
Ideating solutions for customer success	Developing working products in innovation project teams	Executing core competency tasks

Building a culture of innovation to drive customer success and an agile organisation

Quarterly OKRs
→ Business-as-usual team
→ Innovation project team

New way of working for **everyone** in private insurance

Time resource allocated **month-by-month**

E V A
CONSULTING

Loves the flexible and agile company culture of Gjensidige

Gathered insight about customer experience

Passionate about bridging the gap between physical and digital customer experiences

Jakob, 40

Customer Journey Expert

Onboarding Team

Doesn't have the opportunity to communicate ideas because:
- Outside of his core role
- Lacks expertise to implement idea
- Lack of organisational structure and incentive

Taking a closer look at the innovation project initiative

Ideation

10%

Ideating solutions for customer success through support

| Identify key issues | Develop ideas | Present Proof of Concept |

Attend seminars, mentoring and hackathons

Development

20%

Developing working products in innovation project teams

| Team formation and MVP | Test and Learn | Launch and implement |

Work in sprints with product and development teams

BAU Execution

70%

Executing core competency tasks

| Execution of innovation in BAU | Iterative feedback and improvement |

Excel within project families and through feedback loops

Jakob, 40
Customer Journey Expert
Onboarding Team

You can drive excellence by leveraging your employees' creativity and expertise

Ideation

10%

Ideating solutions for customer success through support

Identify key issues

What issues align with the OKRs?
What can we say about them?

Align observations from BAU tasks with quarterly OKRs, prioritizing issues

Develop ideas

What are the experts saying about this issue? How can I solve this?

Attend a hackathon and work with a group to flesh out an idea

Present Proof of Concept

How feasible is my idea? What is the best way to present it?

Improve from feedback and present to manager and hub

2 Events
per month to support ideation
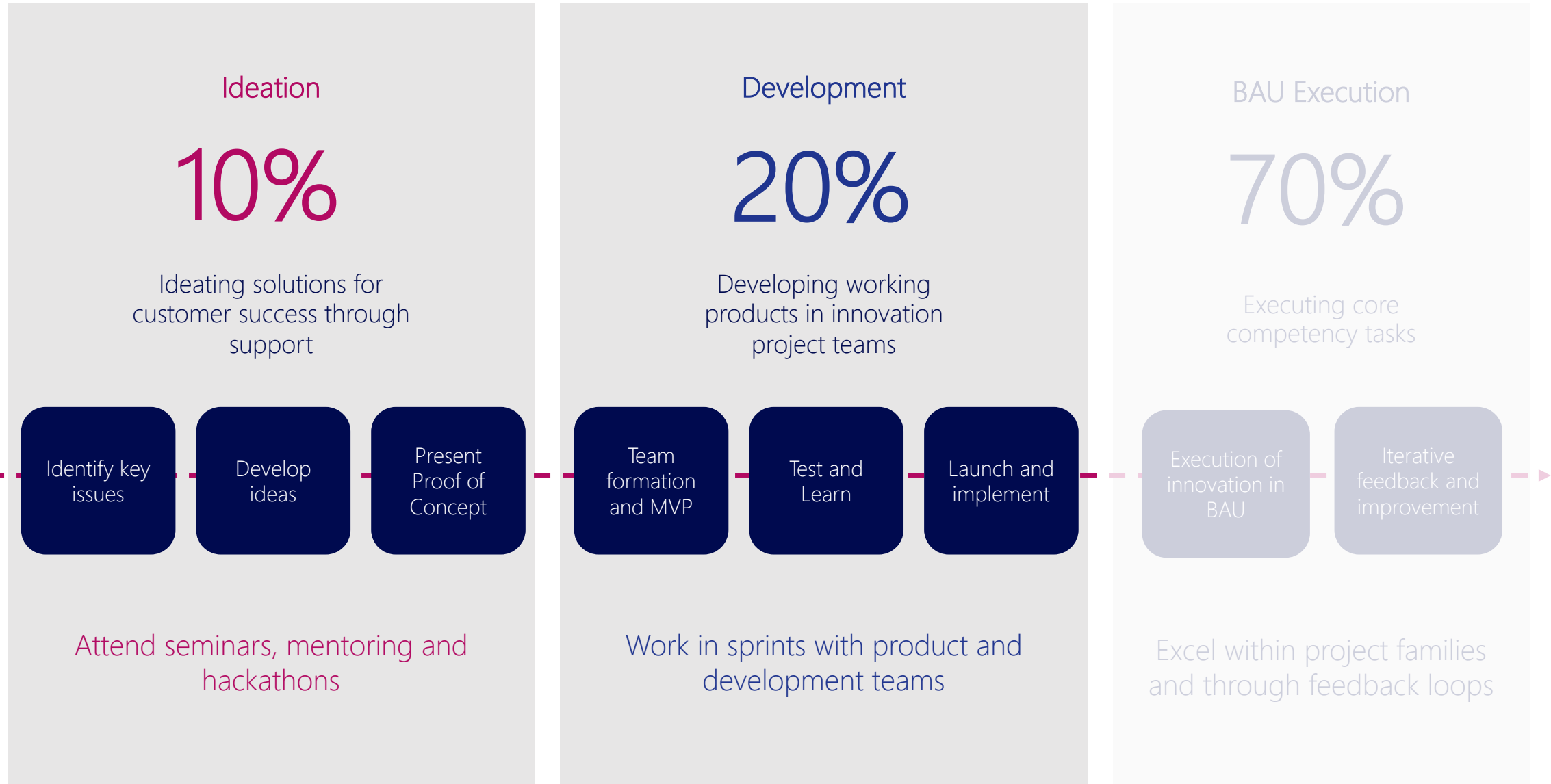
"The real value in [innovation] programs is that they signal to the organization that learning, experimentation, and innovation are part of everyone's day job, not something that gets done in a specialized group."

- McKinsey & Company (2021)

What's next?

Ideation

10%

Ideating solutions for customer success through support

Identify key issues	Develop ideas	Present Proof of Concept

Attend seminars, mentoring and hackathons

Development

20%

Developing working products in innovation project teams

Team formation and MVP	Test and Learn	Launch and implement

Work in sprints with product and development teams

BAU Execution

70%

Executing core competency tasks

Execution of innovation in BAU	Iterative feedback and improvement

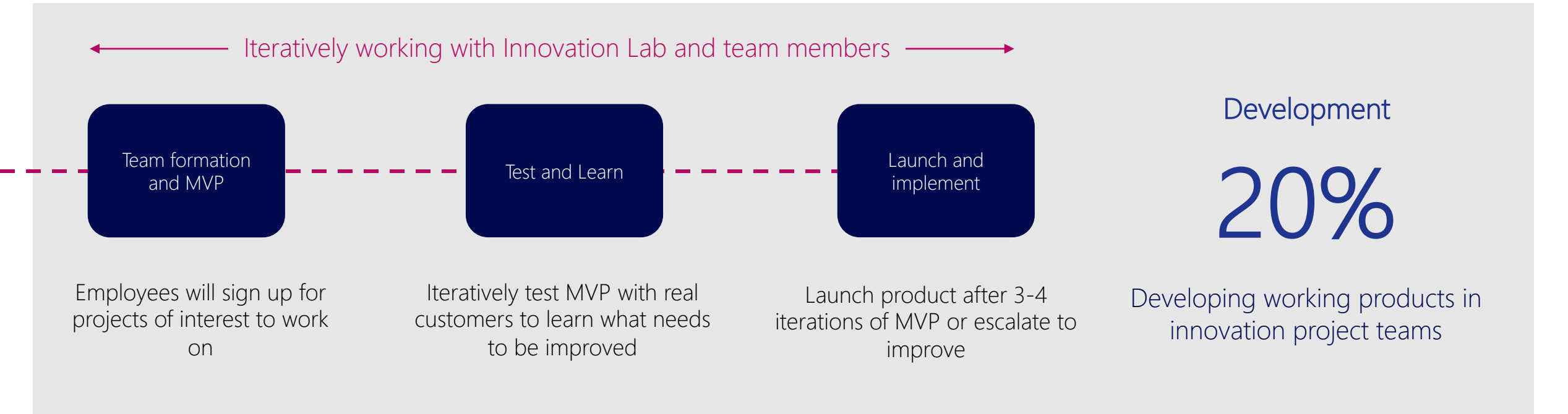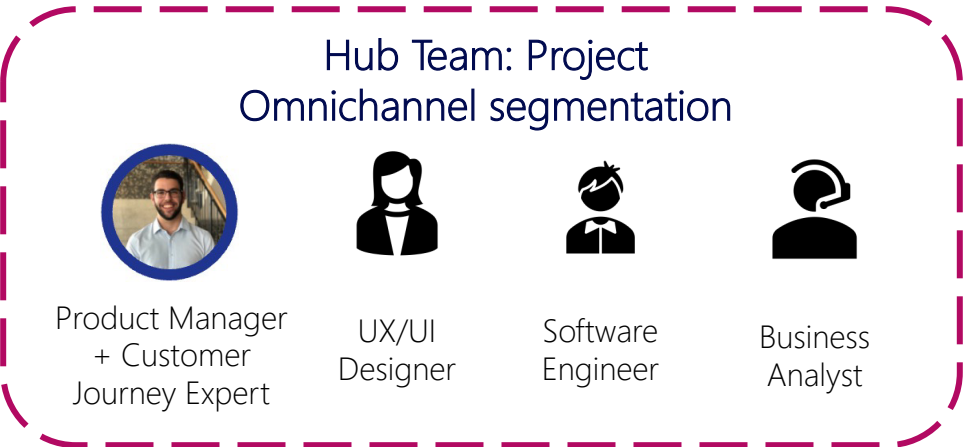Excel within project families and through feedback loops

Jakob, 40
Customer Journey Expert
Onboarding Team

You will reduce time from idea to implementation through strategic resourcing

3%

Idea Approval Rate

BAU Onboarding Team

Effect Owner

Customer Journey Expert

Digital Editor

Campaign Analyst

Hub Team: Project Omnichannel segmentation

Product Manager + Customer Journey Expert

UX/UI Designer

Software Engineer

Business Analyst

← Iteratively working with Innovation Lab and team members →

Team formation and MVP

Test and Learn

Launch and implement

Employees will sign up for projects of interest to work on

Iteratively test MVP with real customers to learn what needs to be improved

Launch product after 3-4 iterations of MVP or escalate to improve

Development

20%

Developing working products in innovation project teams

Jakob, 40
Customer Journey Expert Onboarding Team

Ideation

10%

Ideating solutions for customer success through support

| Identify key issues | Develop ideas | Present Proof of Concept |

Attend seminars, mentoring and hackathons

Development

20%

Developing working products in innovation project teams

| Team formation and MVP | Test and Learn | Launch and implement |

Work in sprints with product and development teams

BAU Execution

70%

Executing core competency tasks

| Execution of innovation in BAU | Iterative feedback and improvement |

Excel within project families and through feedback loops

Taking a closer look at the 10-20 make-up for innovation

Ideation

10%

Ideating solutions for customer success through support

Identify key issues	Develop ideas	Present Proof of Concept

Attend seminars, mentoring and hackathons

Development

20%

Developing working products in innovation project teams

Team formation and MVP	Test and Learn	Launch and implement

Work in sprints with product and development teams

BAU Execution

70%

Executing core competency tasks

Execution of innovation in BAU	Iterative feedback and improvement

Excel within project families and through feedback loops

Jakob, 40
Customer Journey Expert
Onboarding Team

The 10-20-70 method will be seamlessly embedded into employees' BAU environment

Jakob, 40
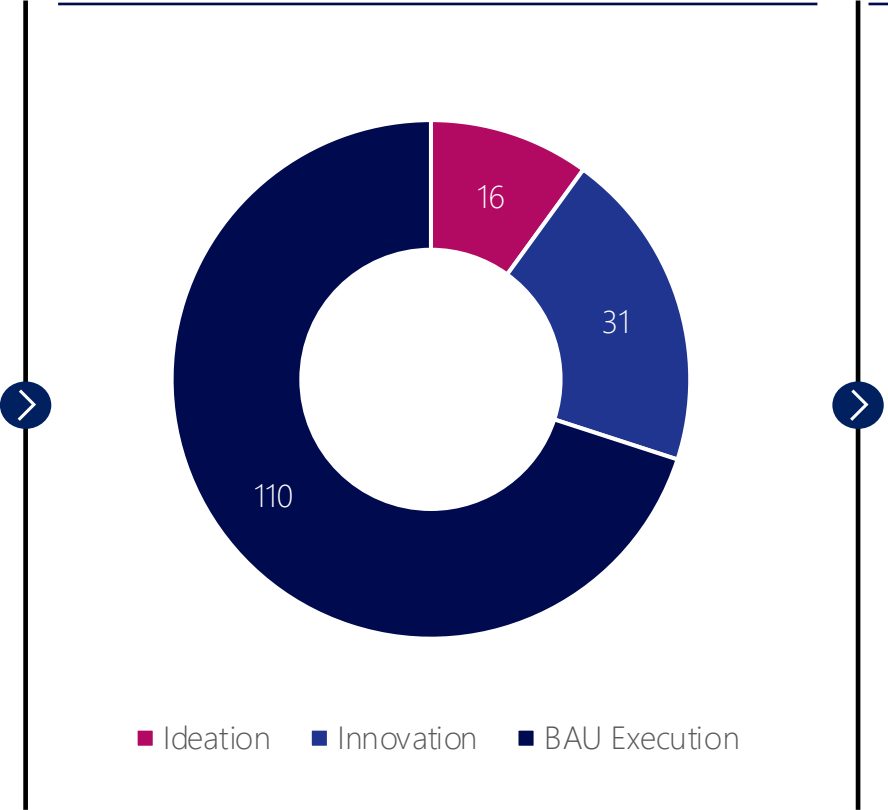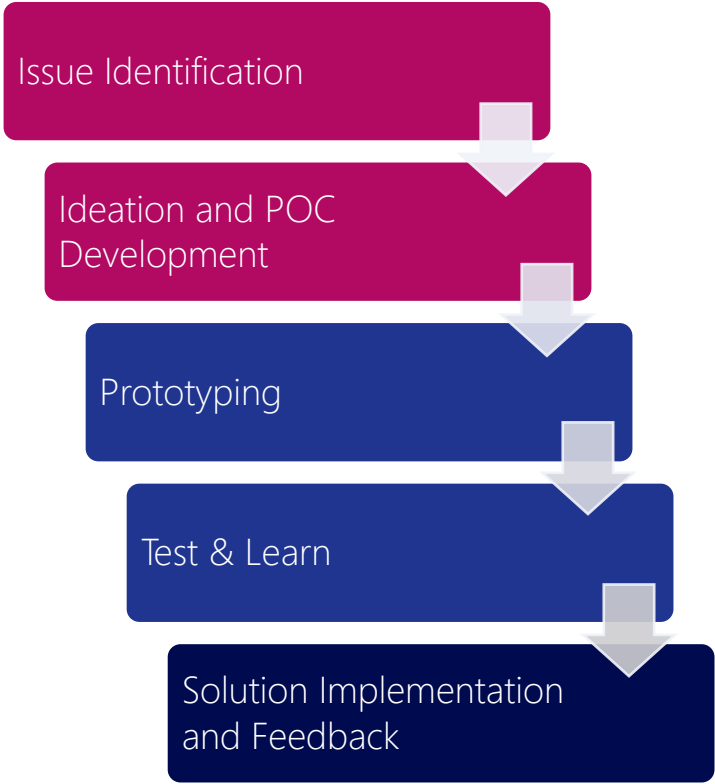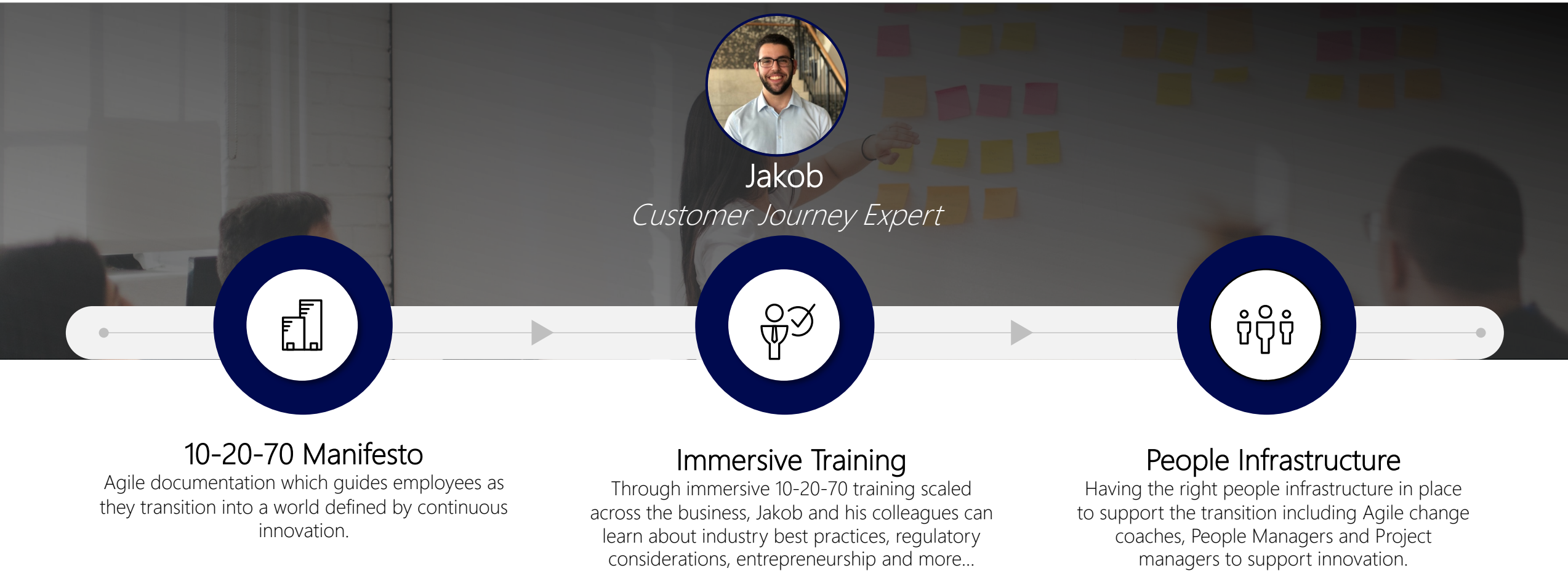Customer
Journey Expert

Time allocation

10% Ideation	*Workshops, coaching and hackathons*
20% Development	*Delivering scalable minimum viable products*
70% BAU	*Integrating innovative solutions in his CX team*
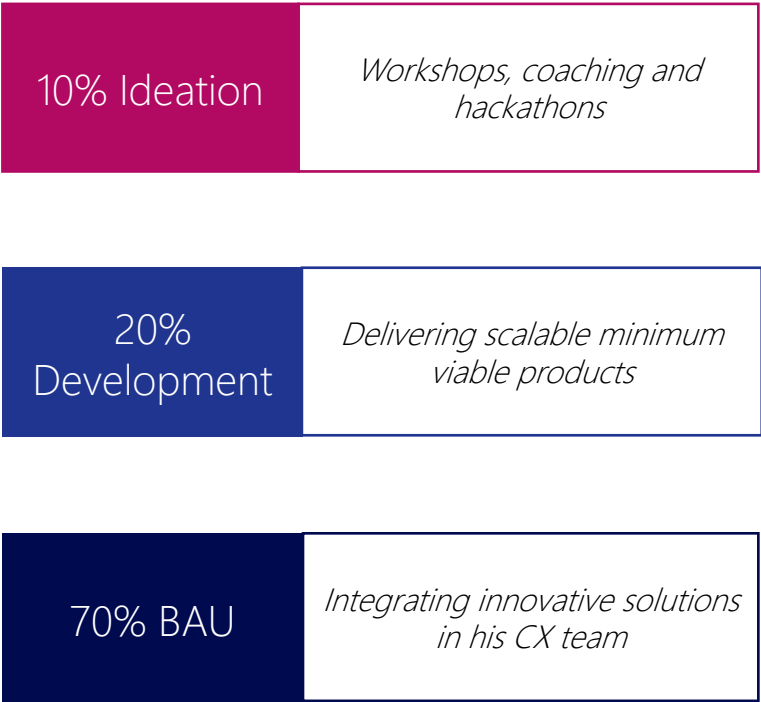
Monthly Time Allocation (Hours)

16
31
110

■ Ideation   ■ Innovation   ■ BAU Execution

Process Map into BAU

- Issue Identification
- Ideation and POC Development
- Prototyping
- Test & Learn
- Solution Implementation and Feedback

Within the final stage, Jakob seeks to integrate innovative solutions into his daily work delivering agile innovation

Gjensidige will need to equip employees with the right resources to succeed

Jakob
Customer Journey Expert

10-20-70 Manifesto
Agile documentation which guides employees as they transition into a world defined by continuous innovation.

Immersive Training
Through immersive 10-20-70 training scaled across the business, Jakob and his colleagues can learn about industry best practices, regulatory considerations, entrepreneurship and more…

People Infrastructure
Having the right people infrastructure in place to support the transition including Agile change coaches, People Managers and Project managers to support innovation.

Through documentation, training and people capabilities infrastructure, Gjensidige can allow employees like Jakob to innovate

A reduction in time allocated to Business-as-usual work represents the largest risk

Likelihood (vertical axis) / **Impact** (horizontal axis)

- ① Reduction in core BAU time
- ③ Low cultural uptake
- ④ Low innovation
- ② Change Management

1. Reduction in time allocated to BAU

Staff will now be allocated less time to work on their core business as usual activities

- Utilization of any excess capacity from the COVID-19 environment
- Hiring contract staff to meet short term demand
- Long-term efficiency delivered by innovations and automations will reduce core time required in BAU

2. Change management capabilities

Gjensidige may not have the correct change management procedures in place for 10-20-70

- Utilisation of Korn Ferry's four 'm' change management structure for scaling agile projects
- This will focus on building robust capabilities in the model, method mindsets and movements

3. Low cultural uptake

Gjensidige experiences low cultural uptake of the 10-20-70 strategy across the business

- Focus on training staff to understand the 10-20-70 methodology
- Utilising top-down methodology with buy in from senior stakeholders
- Implementing a phased roll out to ensure gradual integration with the business environment

4. Low innovation

Gjensidige experiences low levels of innovation arising from the 10-20-70 agile strategy

- Focus on entrepreneurial, innovation and design thinking workshops as a part of training to help build capabilities for staff
- Utilising industry best practices alongside data insights to help pain point key issues and strategies

E V A
C O N S U L T I N G

Business

The business will reap the benefits of being a market leader in agile innovation alongside positioning itself as an agile organization with a culture of passion and innovation.

1

Employees

Employees can explore their passions and enact large scale change through their inputs to the business making Gjensidige the Norwegian employer of choice. Employee satisfaction could increase by 20-30%[1].

2

Customers

Customers can enjoy Gjensidige innovations delivered quicker to the market, with faster resolution of key consumer pain points. 13% average increase in consumer satisfaction[2].
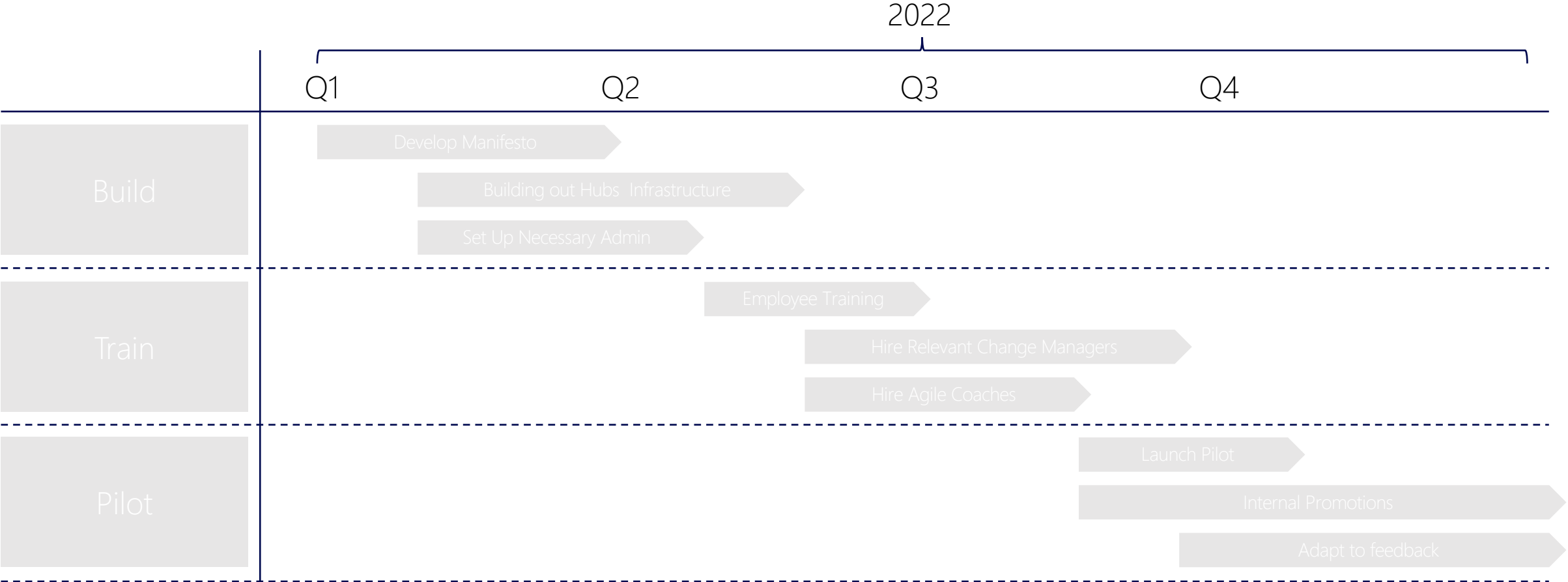
3

C-Suite

The C-suite can have a continuous stream of innovative products to select and launch to both new and existing markets creating a competitive advantage.

4
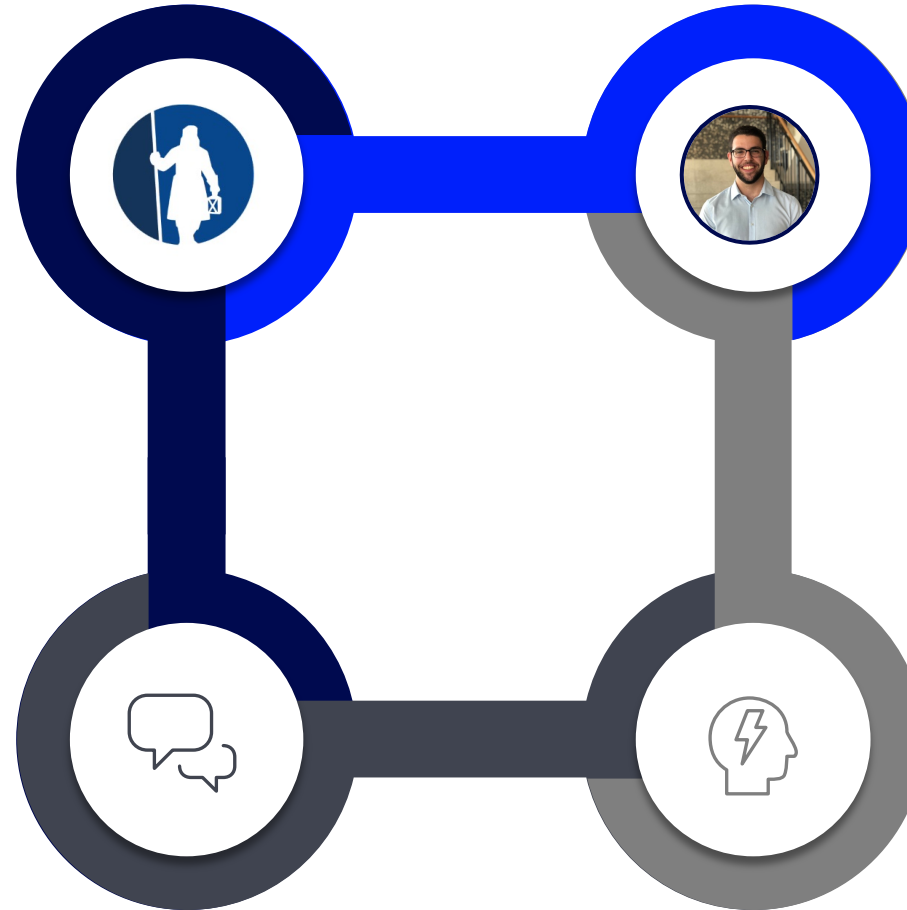
The 10-20-70 method allows a traditional company like Gjensidige to utilise industry leading innovation principles to create wide scale impact
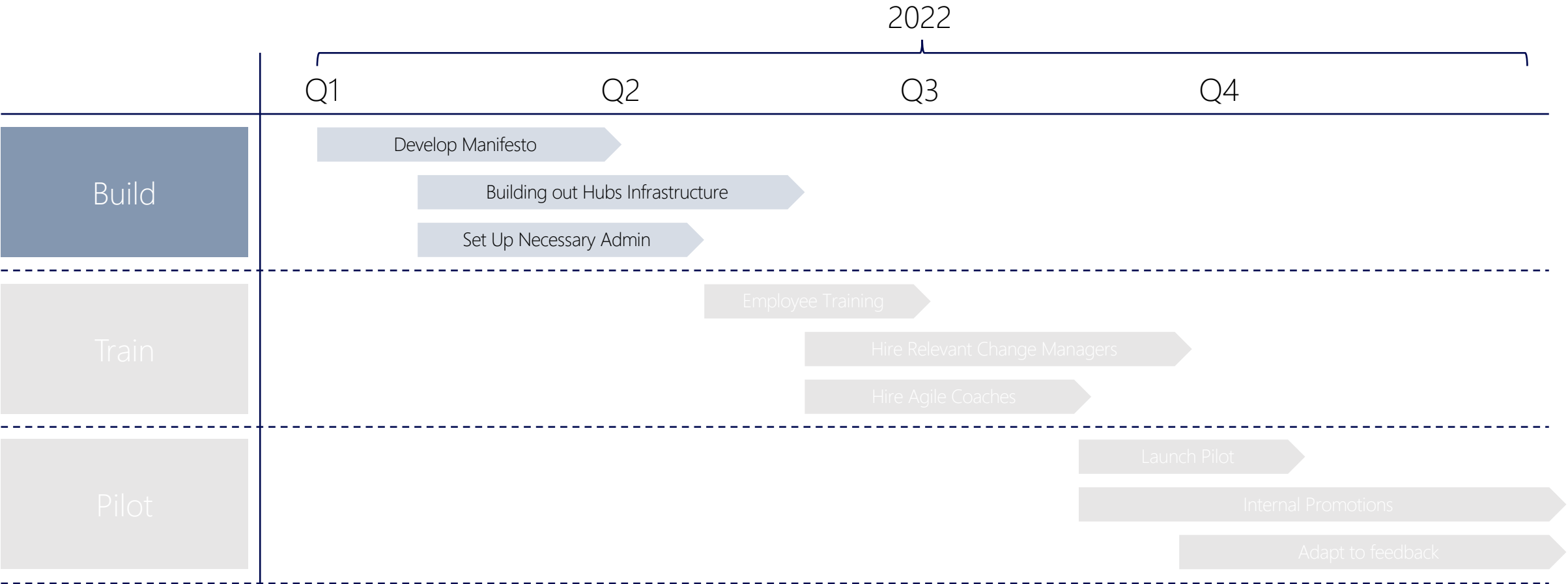
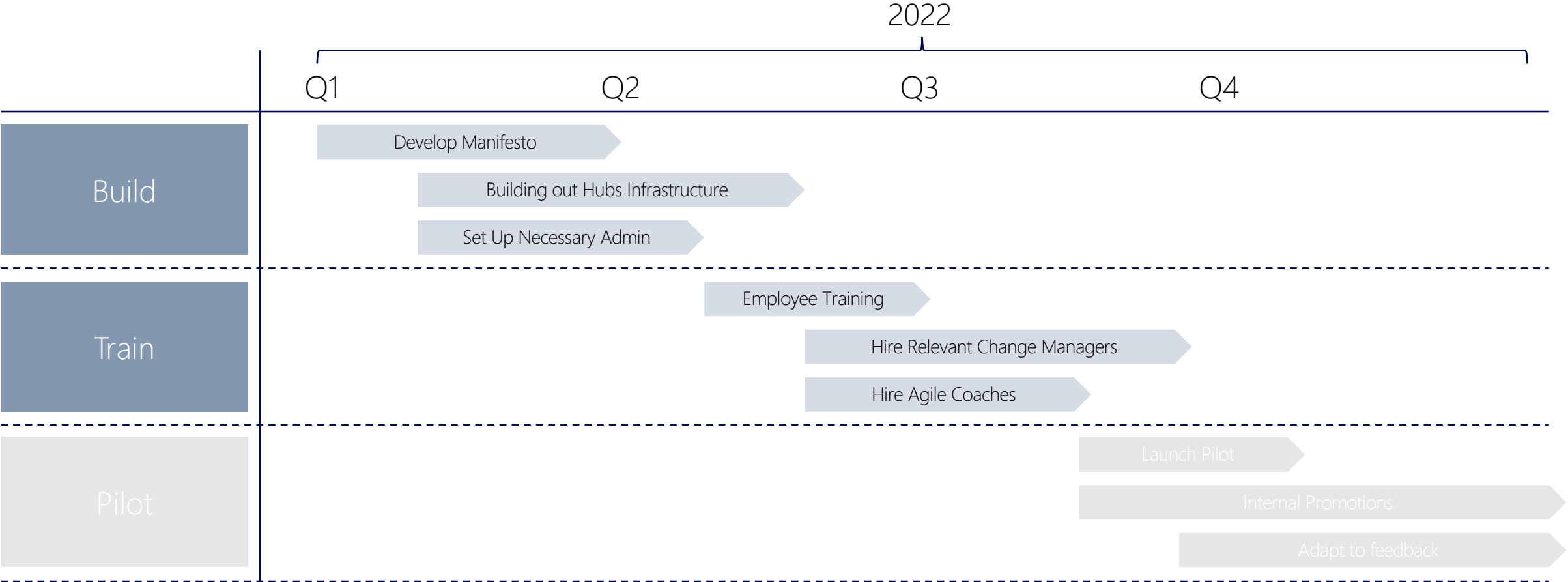# In the first year, Gjensidige should look to establish all the necessary tools to launch a pilot program

2022

| | Q1 | Q2 | Q3 | Q4 |

Build
- Develop Manifesto
- Building out Hubs Infrastructure
- Set Up Necessary Admin

Train
- Employee Training
- Hire Relevant Change Managers
- Hire Agile Coaches

Pilot
- Launch Pilot
- Internal Promotions
- Adapt to feedback

KPIs

74
Projects

In the first year, Gjensidige should look to establish all the necessary tools to launch a pilot program

2022

	Q1	Q2	Q3	Q4

Build
- Develop Manifesto
- Building out Hubs Infrastructure
- Set Up Necessary Admin

Train
- Employee Training
- Hire Relevant Change Managers
- Hire Agile Coaches

Pilot
- Launch Pilot
- Internal Promotions
- Adapt to feedback

KPIs

74
Projects

In the first year, Gjensidige should look to establish all the necessary tools to launch a pilot program

2022

	Q1	Q2	Q3	Q4

Build
- Develop Manifesto
- Building out Hubs Infrastructure
- Set Up Necessary Admin

Train
- Employee Training
- Hire Relevant Change Managers
- Hire Agile Coaches

Pilot
- Launch Pilot
- Internal Promotions
- Adapt to feedback

KPIs

74
Projects

In the first year, Gjensidige should look to establish all the necessary tools to launch a pilot program

2022

	Q1	Q2	Q3	Q4

Build
- Develop Manifesto
- Building out Hubs Infrastructure
- Set Up Necessary Admin

Train
- Employee Training
- Hire Relevant Change Managers
- Hire Agile Coaches

Pilot
- Launch Pilot
- Internal Promotions
- Adapt to feedback

KPIs

74
Projects

In the next 2-5 years, Gjensidige should launch and promote 10-20-70 internally

	2022	2023	2024	2025	2026

Build
- Build
- Train
- Pilot

Launch
- Internal Launch
- Internal Comms
- Utilise Change Consultants

Iterate
- Expand Workshops
- Iterate Through Employee Feedback
- Refinement of OKR

KPIs

74 Projects	449 Projects	666 Projects	775 Projects	819 Projects

In the next 2-5 years, Gjensidige should launch and promote 10-20-70 internally

	2022	2023	2024	2025	2026

Build
- Build
- Train
- Pilot

Launch
- Internal Launch
- Internal Comms
- Utilise Change Consultants

Iterate
- Expand Workshops
- Iterate Through Employee Feedback
- Refinement of OKR

KPIs

74 Projects	449 Projects	666 Projects	775 Projects	819 Projects

Moving forward, Gjensidige can look to scale their operations

2022 2023 2024 2025 2026   2026+

Build	Build
Train	Train
Pilot	Pilot
Launch	Launch
Iterate	Expand Workshops
Expand	Expand into Other Insurance Divisions
	Widen Scope of Projects
	Cross-Business Collaboration
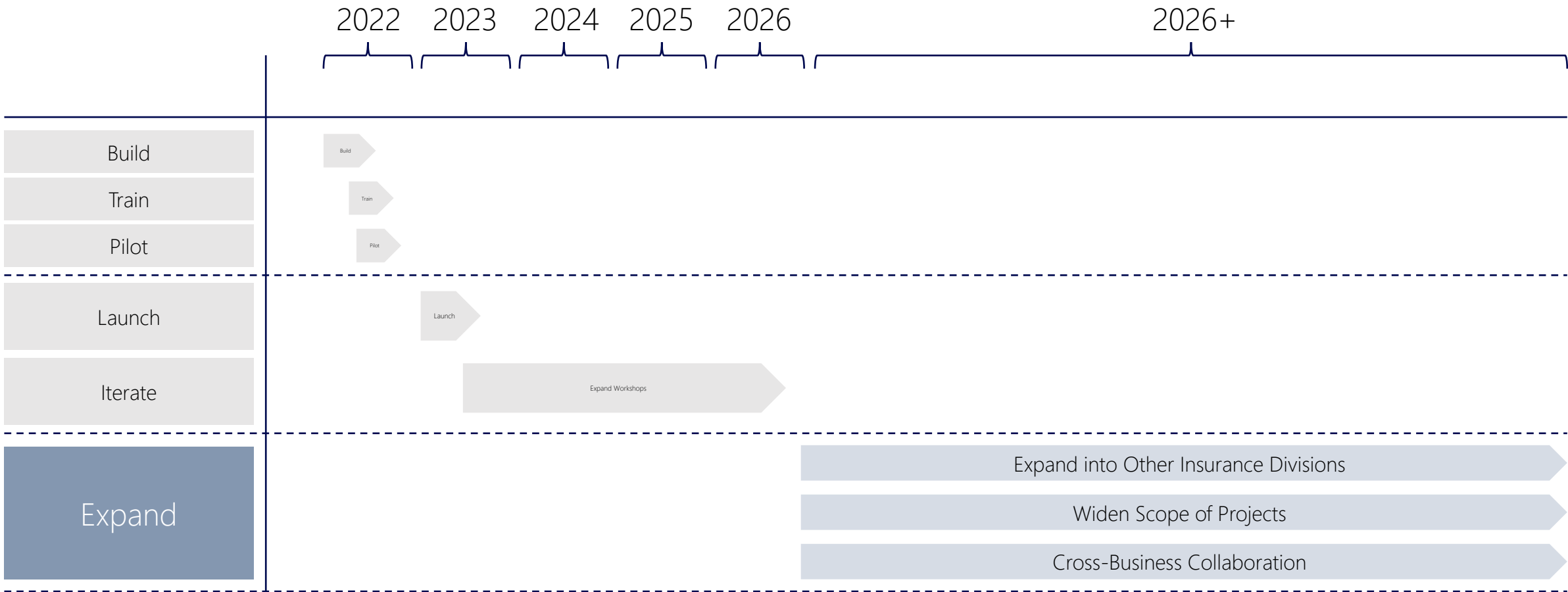
KPIs

2.7k
Projects

The 10-20-70 method drives impact across Gjensidige and delivers value to their customers

Drives Operational Efficiency in Innovation

Reduction in Time to Market
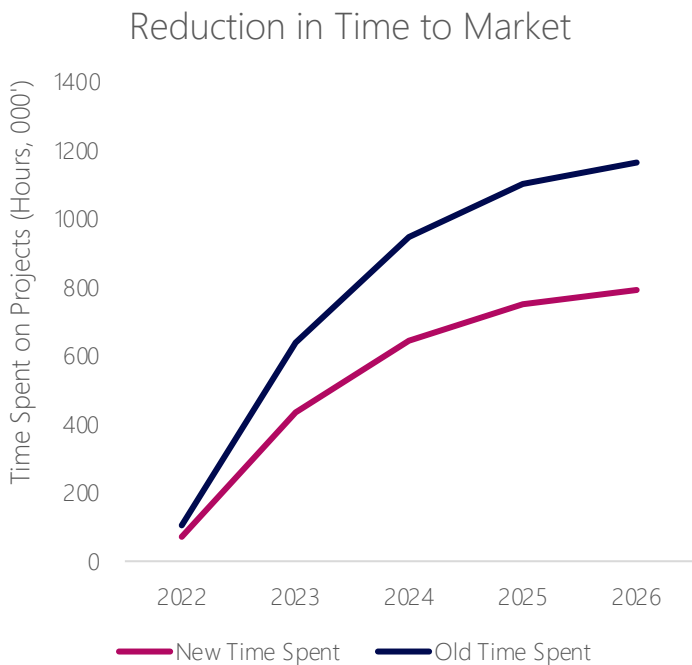
| 47%	420k
Improvement in Time to Market	Hours Saved in Innovation Projects In 2026

Customer Oriented Projects that Drive Value
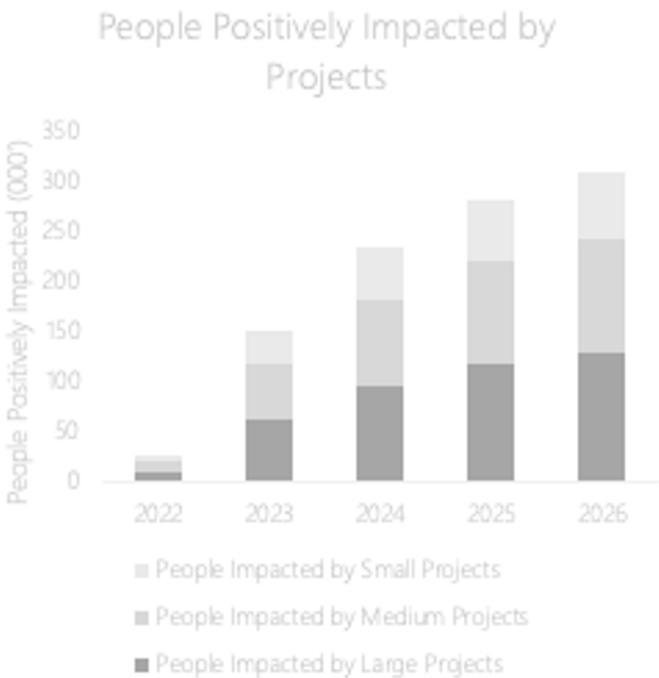
People Positively Impacted by Projects

- People Impacted by Small Projects
- People Impacted by Medium Projects
- People Impacted by Large Projects

2.7k	305k	13% ▲
Total Projects Completed	People Impacted in 2026	Average Increase in Customer Satisfaction

Extends Gjensidige's Core Value Proposition
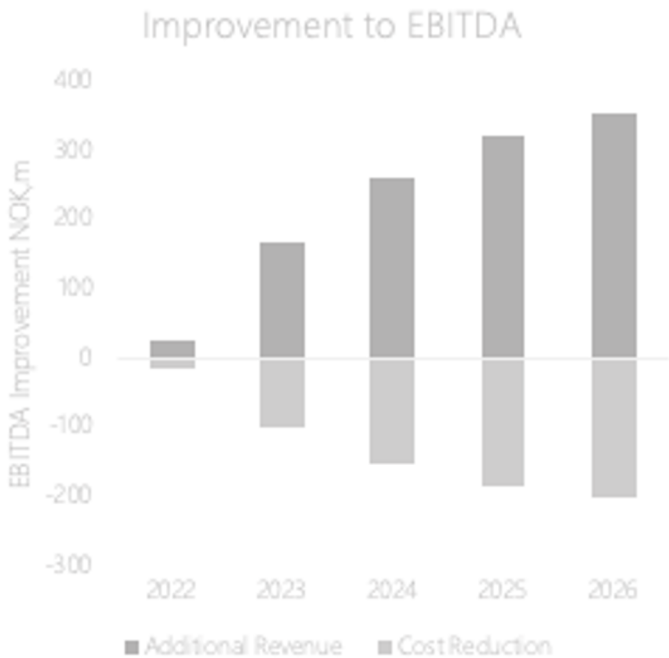
Improvement to EBITDA

- Additional Revenue
- Cost Reduction

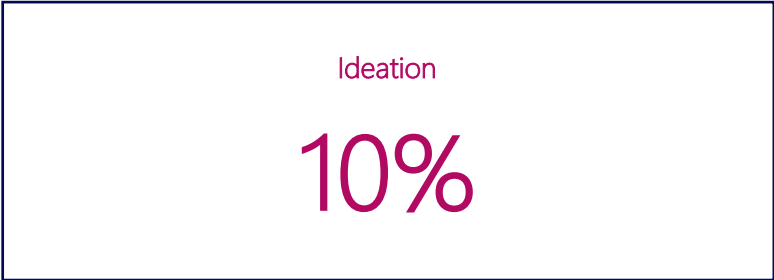| 354 MNOK	202 MNOK	1.2% ▲
Additional Revenue in 2026	Cost Reduction in 2026	Improvement in EBITDA Margin in 2026

The 10-20-70 method is Gjensidige's next step in agile innovation

Ideation	Development	BAU execution
10%	**20%**	**70%**

Drive a culture of innovation

Implement customer focused solutions

Improve operational excellence

47%	**420k**	**2.7k**	**305k**	**13%** ▲	**354**MNOK	**202**MNOK	**1.2%**▲
Improvement in Time to Market	Hours Saved in Innovation Projects In 2026	Total Projects Completed	People Impacted in 2026	Average Increase in Customer Satisfaction	Additional Revenue in 2026	Cost Reduction in 2026	Improvement in EBITDA Margin in 2026

Appendix Network

EVA CONSULTING

About Gjensidige

Core Values

Create a sense of security

A sense of security is created by leaving room for error, showing trust, openness, and listening to, seeing and supporting each other.

A sense of security allows us to challenge the status quo and takes us a step further. A secure setting gives us courage.

Apply new thinking

New thinking is about being inquisitive and being willing to do things better, be they big or small. Share your own thoughts and ideas and actively engage in those of others.

New ideas lead to learning, create dynamics, challenge us and take us one step further.

Go for it

Dare to go for it. Demonstrate determination and finish in style.

Go for it! That's how we face the future head-on.

Group Structure

Our organisation

CEO

Internal audit

Finance and strategy

Risk management and control

Communications and shared services

Organisation, HR and Investigation

Analytics, Product and Pricing | Private | Commercial | Denmark | Sweden | Technology and Infrastructure
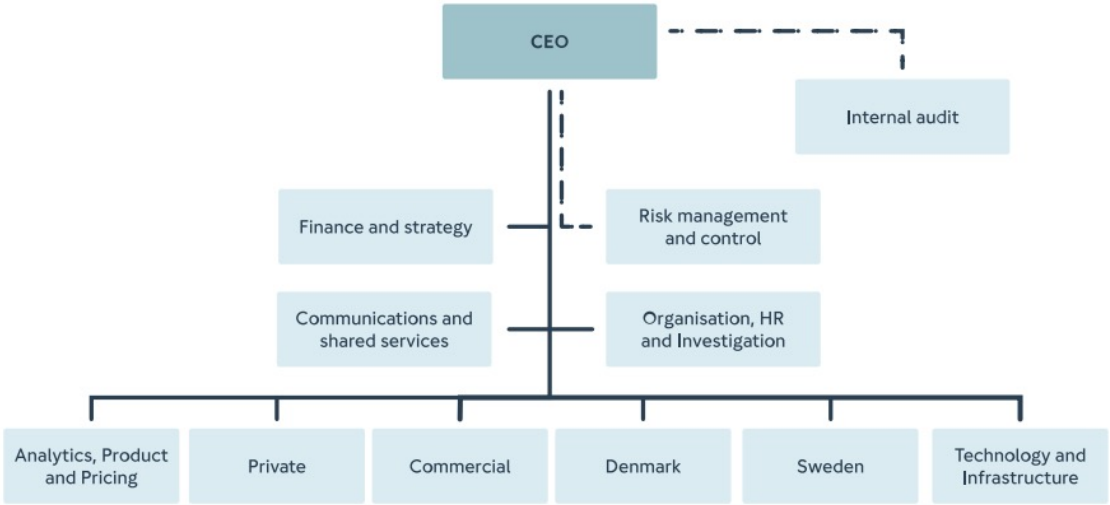
Gjensidige Geographic Operations

"Gjensidige Forsikring ASA is the parent company of the Gjensidige Group, and its head office is in Oslo, Norway. The Company has general insurance operations in Norway, Denmark, Sweden and the Baltic states, in addition to pension operations in Norway. The general insurance operations include both property insurance and accident and health insurance. The Norwegian general insuran ce operations also include life insurance, which is pure risk insurance with a duration of up to one year, largely group life insurance. Operations outside Norway primarily take place through branches.In the Baltics, we have a subsidiary in Lithuania with branches in Estonia and Latvia." - Gjensidige

The Group had a total of 3,676 employees at the end of the year 2020.

Number of employees
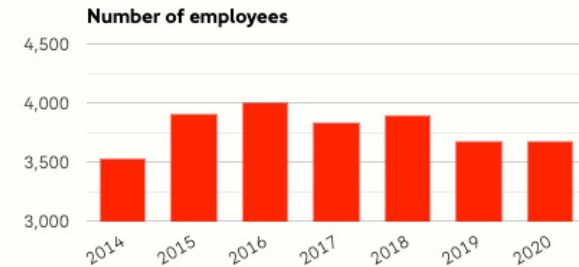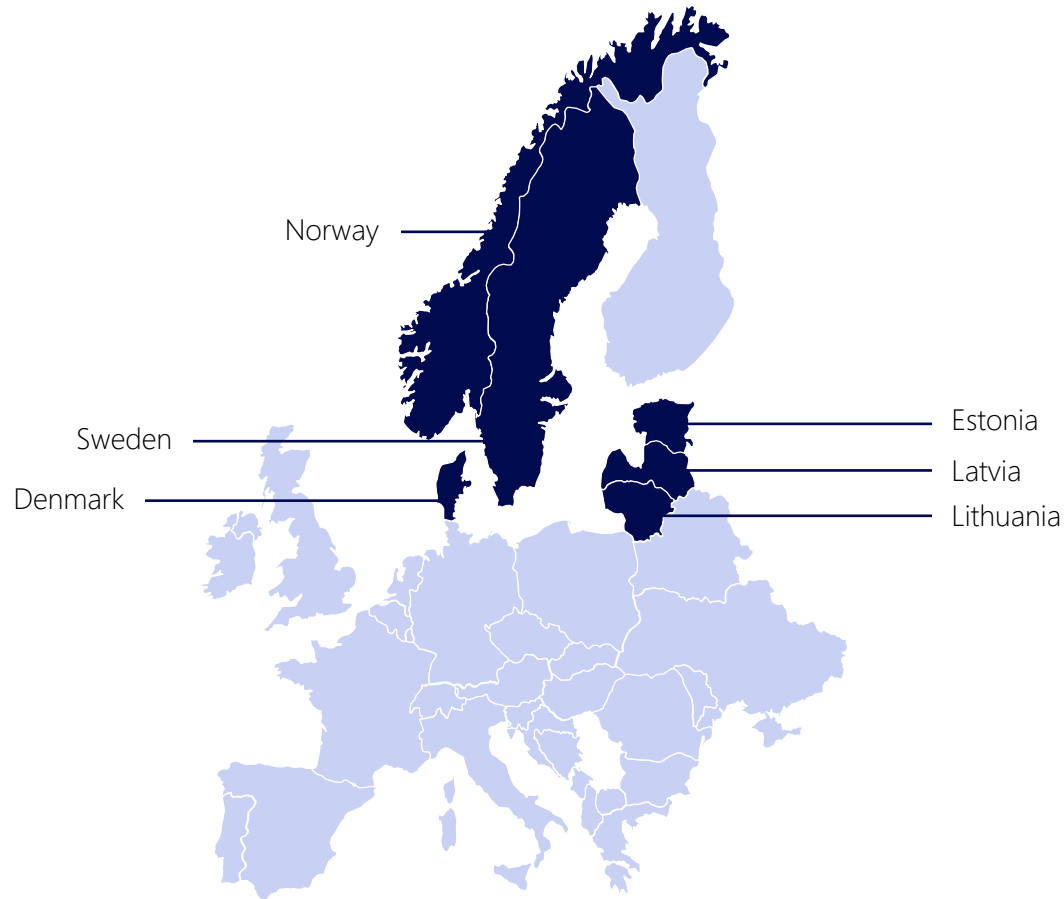
Employees per country as at 31.12.2020

- Norway: 2004
- Denmark: 742
- Baltic: 682
- Sweden: 248

Employees per business area as at 31 December 2020

- General insurance: 3589
- Pension: 87

Sustainable Development Goals I

Core Values

3 Good Health and Well-being

Gjensidige's main aim is to contribute to financial risk protection. Gjensidige will help to halve the number of deaths and injuries caused by road traffic accidents. Gjensidige has accident and health policies and additional services that promote general access to quality essential health-care services and disability coverage that ensures financial security.

8 Decent Work and Economic Growth

Gjensidige insures enterprises that are vital to establishing workplaces, entrepreneurship, creativity and innovation, and stimulates the establishment of new and growth in existing businesses, including through access to financial services.

Gjensidige endeavours to ensure that employees and partners respect labour rights and promote safe and secure working environments for all workers, including migrant workers and workers in precarious employment.

11 Sustainable Cities and Communities

Gjensidige shall, by 2030, join forces with the public authorities to help significantly reduce the number of people affected by disasters, including water-related disasters, and help to reduce the direct financial losses that follow from such disasters.

Gjensidige shall support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.

Gjensidige shall also contribute through adaptation to climate change and strengthen society's resilience to and ability to handle disasters.

12 Responsible Consumption and Production

Gjensidige shall contribute to sustainable management and efficient use of natural resources, and contribute to reducing food waste and overconsumption of resources and materials in its insurance operations.

Gjensidige is concerned with greater facilitation of the circular economy, and its goal towards 2030 is to progressively improve global resource efficiency in consumption and production, and endeavour to increase awareness of the need for a circular economy, in accordance with the EU Sustainable Consumption and Production Action Plan.

13 Climate Action

Gjensidige shall contribute to strengthening resilience and adaptive capacity to climate-related hazards and natural disasters, including providing insurance claims data to the authorities to ensure better measures are instigated to combat climate change and planning at the national level.

Gjensidige shall work on loss reduction measures that strengthen individual and institutional capacity on climate change mitigation and early warning, and strengthen their knowledge of, and raise awareness about the climate.

UN SDG Eight

1. **8.1** Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
2. **8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
3. **8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
4. **8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

Gjensidige Agile History

Case Study: Google 70-20-10
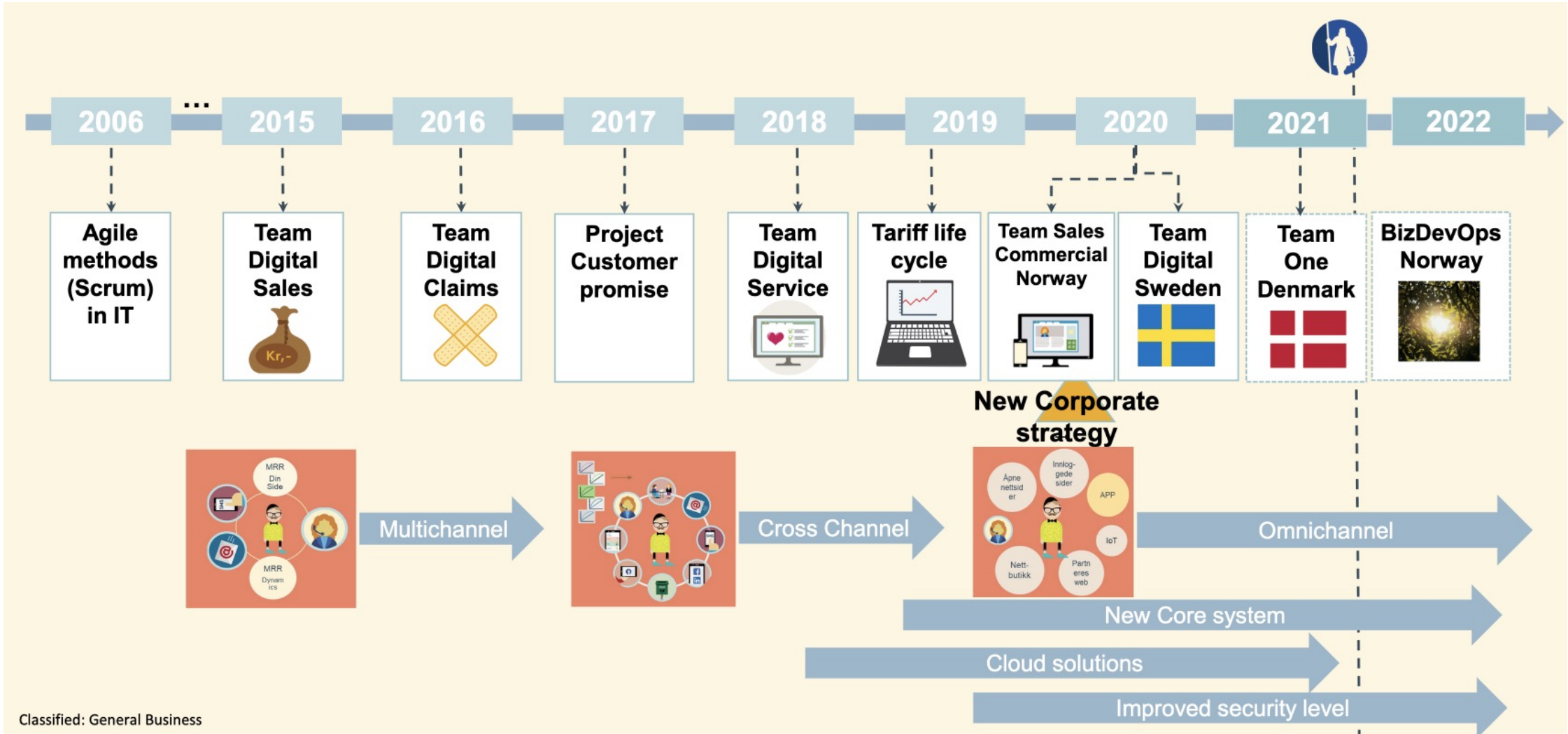
Experiment-and-learn environments encourage accelerated personal growth and improvement for employees. They can fuel beneficial innovation, as evidenced by Google's famous "20 percent time" policy that encourages employees to work on their own ideas for Google 20 percent of the time (this approach contributed to the creation of Gmail and Google Maps, among others).[20] The real value in such programs is that they signal to the organization that learning, experimentation, and innovation are part of everyone's day job, not something that gets done in a "skunkworks" or other specialized group.

- 70 per cent of their time to goes to core competency
- 20 per cent on related projects
- 10 per cent to learning new skills and working on side projects

Signal IDUNA Agile Case Study
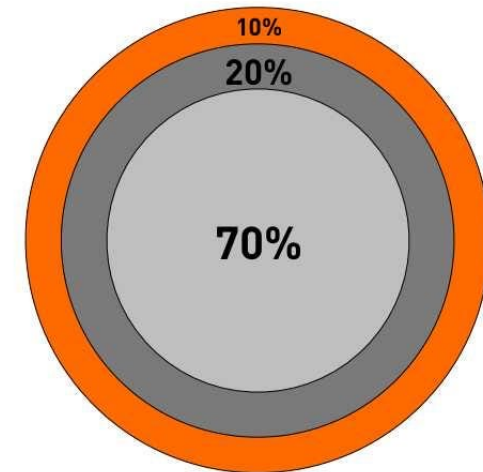
The German SIGNAL IDUNA Group, a former craftsmen's insurance company, might also serve as an inspiration. Over the past four years, the company has conducted one of the most ambitious reorganization projects in the German insurance industry and has almost entirely introduced agile work processes in its head office. The transformation, which is already showing economic success as premium income rose from €5 to €6.1 billion in a short period, was based on the following five pillars.

The **Strategy**	The **IT**	The **App**	The **Investment vehicle**	The **Partnership**
· **Iterative**, constantly repeating **process** · Thinking in **squads, tribes and chapters** · **Transparent** team organization · Mini **start-up approach**	· **IT modernization** (started in the middle of the last decade) · Foundation of an **IT service platform SDA SE** together with Allianz and Debeka	· First step: provision of a **customer invoice app for private** health insurance · Successively **further developments, only in areas of high customer interaction**	· "Closed to the heart" venture capital company **SIGNALS** focusing on cross-industry software solutions · **15 investments** so far (only two of which in the insurance sector)	· Designated **agile teams to develop innovations** together with SIGNAL IDUNA clients **for defined target groups** · **Unconventional and** very **fast implementtation**

ING Group Case Study

The Dutch insurer ING, for instance, has introduced a leading agile organizational model. Squads (small, autonomous teams), Tribes (multiple Squads on a common mission), and Chapters (specialists, such as an IT developer) provide the necessary structure for efficient, goal-oriented transformation. Personal roles, such as Tribe Lead, Product Owner, Agile Coach, and Chapter Lead, create the right environment, define the vision, and provide support during the project

Orange Code and Integrated Thinking

- The transformation was a shift from a traditional and hierarchical organization featuring functional departments to an agile and interconnected working environment and business model.

- Integrated thinking has helped ING acknowledge one of its biggest assets which drive its strategy: its people. By supporting ING's manifesto, Orange Code, which lays out the values and behaviours that define the organization, integrated thinking has enabled ING to stimulate its people, from the top down, to integrate the corporate purpose into their work and stakeholder engagement.

Squad Structure

ING's new agile organizational model has no fixed structure— it constantly evolves.

P Product owner
★ Chapter lead

Tribe
(collection of squads with interconnected missions)

- includes on average 150 people
- empowers tribe lead to establish priorities, allocate budgets, and form interface with other tribes to ensure knowledge/insights are shared

Agile coach
- coaches individuals and squads to create high-performing teams

Squad
(basis of new agile organization)

- includes no more than 9 people; is self-steering and autonomous
- comprises representatives of different functions working in single location
- has end-to-end responsibility for achieving client-related objective
- can change functional composition as mission evolves
- is dismantled as soon as mission is executed

Product owner
(squad member, not its leader)
- is responsible for coordinating squad activities
- manages backlog, to-do lists, and priority setting

Chapter
(develops expertise and knowledge across squads)

Chapter lead
- is responsible for one chapter
- represents hierarchy for squad members (re: personal development, coaching, staffing, and performance management)

McKinsey&Company | Source: ING

Decision making and governance infrastructure

Decision Making Structure

- C-Suite
- Divisional Heads & VPs
- Innovation Hub & PEMs
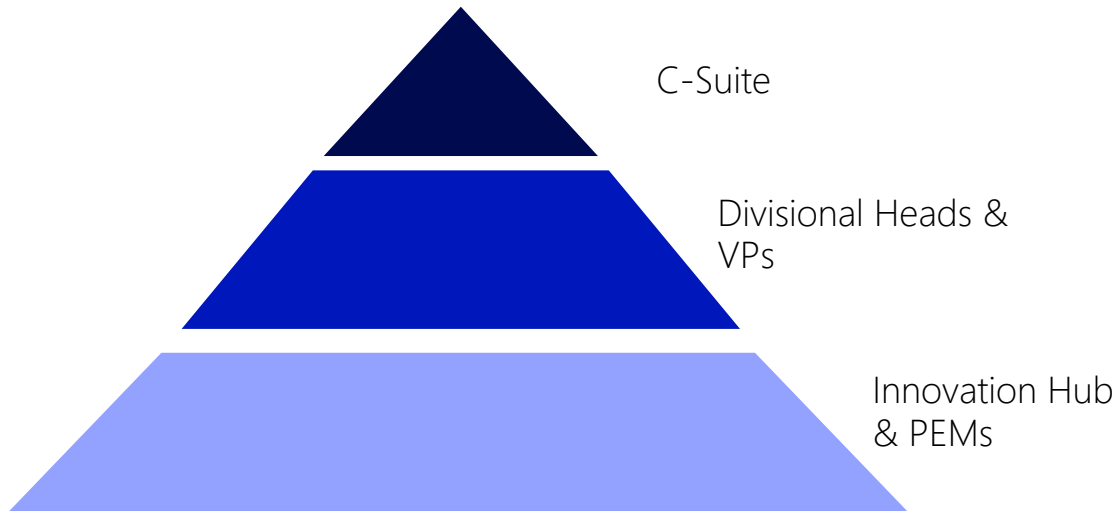
Three lines of defence model

The Three Lines of Defense Model

OKRs: Performance Management

```
Quarterly OKRs ──┬──→ Business-as-usual team ──→ Direct manager
                 └──→ Innovation project team ──→ Project Engagement Manager
```


Create a sense of security

A sense of security is created by leaving room for error, showing trust, openness, and listening to, seeing and supporting each other.

A sense of security allows us to challenge the status quo and takes us a step further. A secure setting gives us courage.

Apply new thinking

New thinking is about being inquisitive and being willing to do things better, be they big or small. Share your own thoughts and ideas and actively engage in those of others.

New ideas lead to learning, create dynamics, challenge us and take us one step further.

Go for it

Dare to go for it. Demonstrate determination and finish in style.

Go for it! That's how we face the future head-on.

Jakob weekly timetable example

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00	Admin & Stand-Up	Admin & Stand-Up	Admin & Stand-Up	Admin & Stand-Up	Admin & Stand-Up
10:00	CX Team	CX Team	CX Team	CX Team	CX Team
11:00	CX Team	CX Team	CX Team	CX Team	CX Team
12:00	CX Team	CX Team	CX Team	CX Team	CX Team
13:00			Lunch		
14:00	Ideation Projects	Innovation Projects	Innovation Projects	CX Team	CX Team
15:00	Ideation Projects	Innovation Projects	Innovation Projects	CX Team	CX Team
16:00	Ideation Projects	Innovation Projects	Innovation Projects	CX Team	CX Team

Jakob, 40
Customer Journey Expert
Onboarding Team

10%: 4-6 Hours
20%: 8-10 Hours
70% : 25-30 Hours

Value Chain Analysis

Firm Infrastructure

HR Management

Technology Development

Procurement

| Inbound Logistics | Operations | Outbound Logistics | Marketing and Sales | Service |

Margin

Margin

Driving innovation along the entire value chain

People and Culture

Four pillars to people and culture

Company Values

Existing Employees

New Employees

Culture

Fostering a culture of innovation and branding as an agile organisation

Additional onboarding processes:
- Agile Manifesto
- Training
- People Infrastructure (Coaches, People Managers and PEMs)

New onboarding processes:
- Agile Manifesto
- Training
- People Infrastructure (Coaches, People Managers and PEMs)

- Promoting inter and intra team collaboration through innovation-based projects building an understanding of other roles
- Promotion innovation and improvement as a part of the Company DNA

Employee Satisfaction Measurement

Gender equality

Gjensidige focuses on the gender balance and increasing the percentage of women in senior positions. There is zero tolerance of all forms of discrimination. Wage growth for women and men is continuously measured and followed up. Any unexplained differences that are identified receive special follow-up.

We have established a diversity and inclusion committee that convenes as needed, and at least once a year. The committee comprises representatives of the HR department and the trade unions.

We have established a collaboration with Seema to increase our understanding of the importance of diversity and diversity management as a sustainable competitive advantage.

My Voice – monthly measurement of engagement

In autumn 2019, the Group started a more dynamic way of following up employees' job satisfaction and their experience of the work situation. A monthly survey, called My Voice, replaces the annual employee survey. Monthly surveys will ensure relevant results at all times and give us a better chance of understanding and following up how employees experience their work situation 'here and now', and how different events and changes affect their job satisfaction. This makes My Voice an even better operational management tool. The increased survey frequency allows us to use the results reported every month to adjust measures as necessary, ensuring the greatest possible improvement effect.

In our experience, improvement measures relating to employee engagement have the greatest effect when employees are closely involved in the work. Going forward, we will focus on ensuring that employees feel that they are listened to now that they give feedback more frequently than before. Special measures are followed up for entities that deviate significantly from the goal of employee engagement and job satisfaction.

Employee engagement is included in the follow-up and performance evaluation of all managers, including the senior group management.

People Review

Two People Review sessions are conducted per year in which the senior management is evaluated in terms of how well they succeed with management, competence building, diversity (including gender equality and equal pay) and strategy staff planning. Financial targets

Current vs Proposed Working Styles

Short-term goal

1. Bureaucracy
2. Agile team
3. Agile teams in a bureaucracy
4. Agile network

10-20-70 Teams

BAU Onboarding Team

Effect Owner

Customer Journey Expert

Digital Editor

Campaign Analyst

Hub Team: Project Omnichannel segmentation

Product Manager + Customer Journey Expert

UX/UI Designer

Software Engineer

Business Analyst

Reactive vs. Proactive Companies
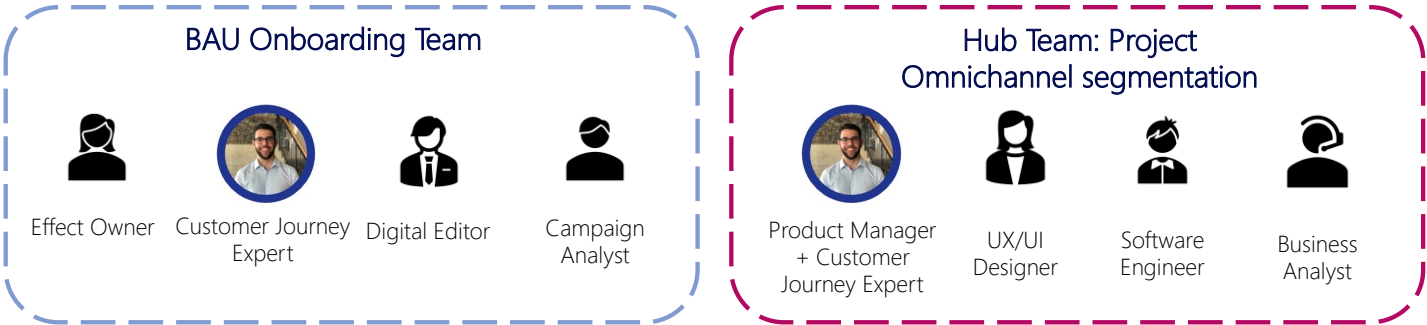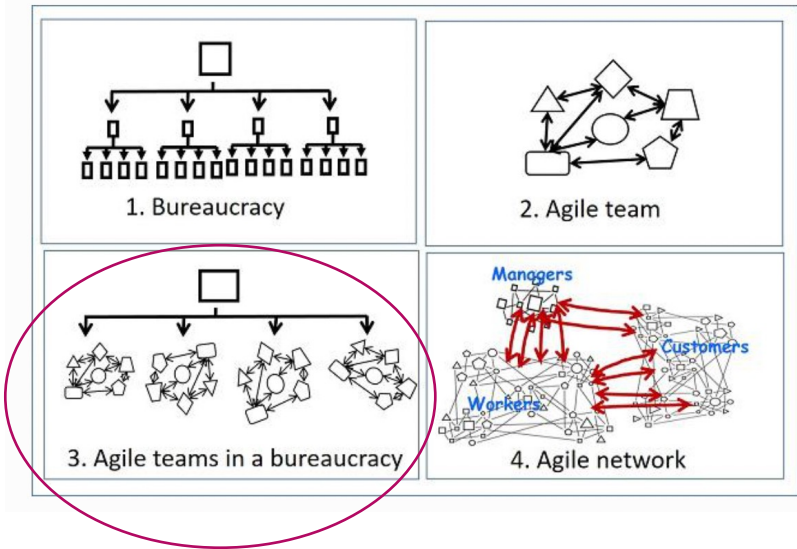
Ultimately, we need a strategy that will help solve current and future issues

Reactive

Reacting to the past rather than anticipating the future

Proactive

Acting before a situation becomes a source of confrontation or crisis

You focus on the progress rather than optimizing for millions of users or security threats that aren't there. When issues come you are expected to have some sleepless nights

You generally spend more times on the optimizations (for example, improved security or caching of everything). Proactive development makes developments more stable.

Our strategy is PROACTIVE and will help you relieve both current and future concerns

Internal communications for strategy rollout

Company Wide Mailouts & Dashboard Announcements

Benefits
- Low cost
- Highly efficient
- Can direct employees into sign up links
- Can be integrated with calendar invites

Word of Mouth

Benefits
- Low cost
- Higher level of trust and awareness
- Encourages culture of innovation

Future Expansion of Strategy

Organisational Structure

Our organisation
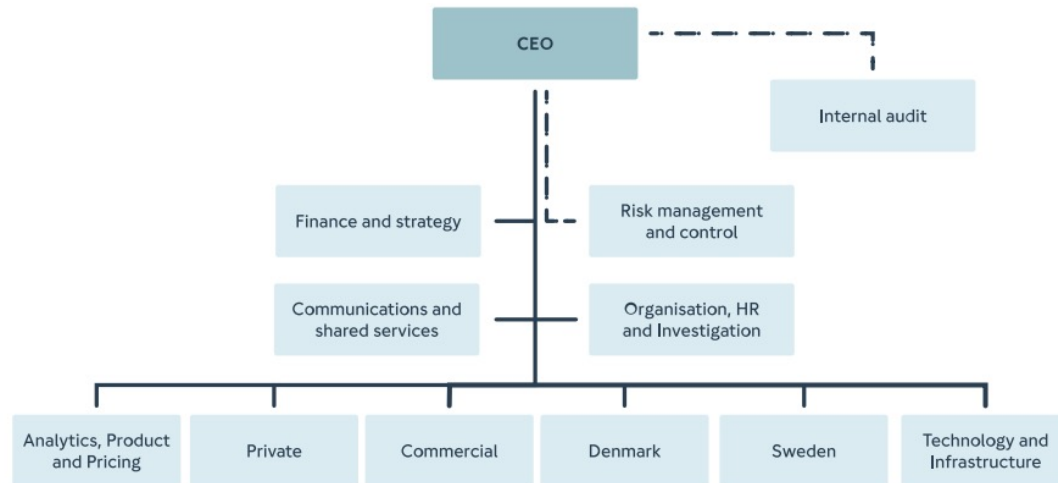
Priorities for future expansion

1

Other Business Lines in Norway

- Commercial
- Technology and Infrastructure
- Analytics, Product and Pricing

2

Scandinavia

- Denmark
- Sweden

3

Baltic Countries

- Lithuania
- Estonia
- Latvia

Change Management

Four pillars to change management in 10-20-70

Model	Method	Mindset	Movement
Your agile model must address the working context of agile teams. You'll have to address the structure and scaling of teams and performance management. You should design, test and iterate units until they work efficiently across all dimensions, including job architectures and performance management systems.	Select, train, test and adapt the most effective methods and standards for your agile operating model.	To change mindsets, you have to change how people think and behave on several dimensions. You need to rewire their beliefs to focus on what will make them and the organization successful. For example, you must teach your people to become more customer-centric, which will require them to switch from an internal focus to a cross-practice approach. You'll have to start with your customer and work backward into the organization. And you'll need to go beyond the classroom setting to teach someone how to change their attitude. You'll need learning opportunities that immerse your people in experiences that help them think and behave differently.	The only way to change your culture and mindset at scale is to create a movement — and that starts with your leaders. First, you must imagine the method, agile model and culture that you want and link it to a big, bold future aspiration. Then, leaders must spread the desired beliefs and behaviors through the organization at scale.

Idea to implementation timeline; approval/rejection

Idea → 3% → **Approved** → MVP / Test + Learn / Scale

Idea → 97% → **Rejected**

Employees will sign up for projects of interest to work on for 20% of their work hours

Cultural Integration and Transformation
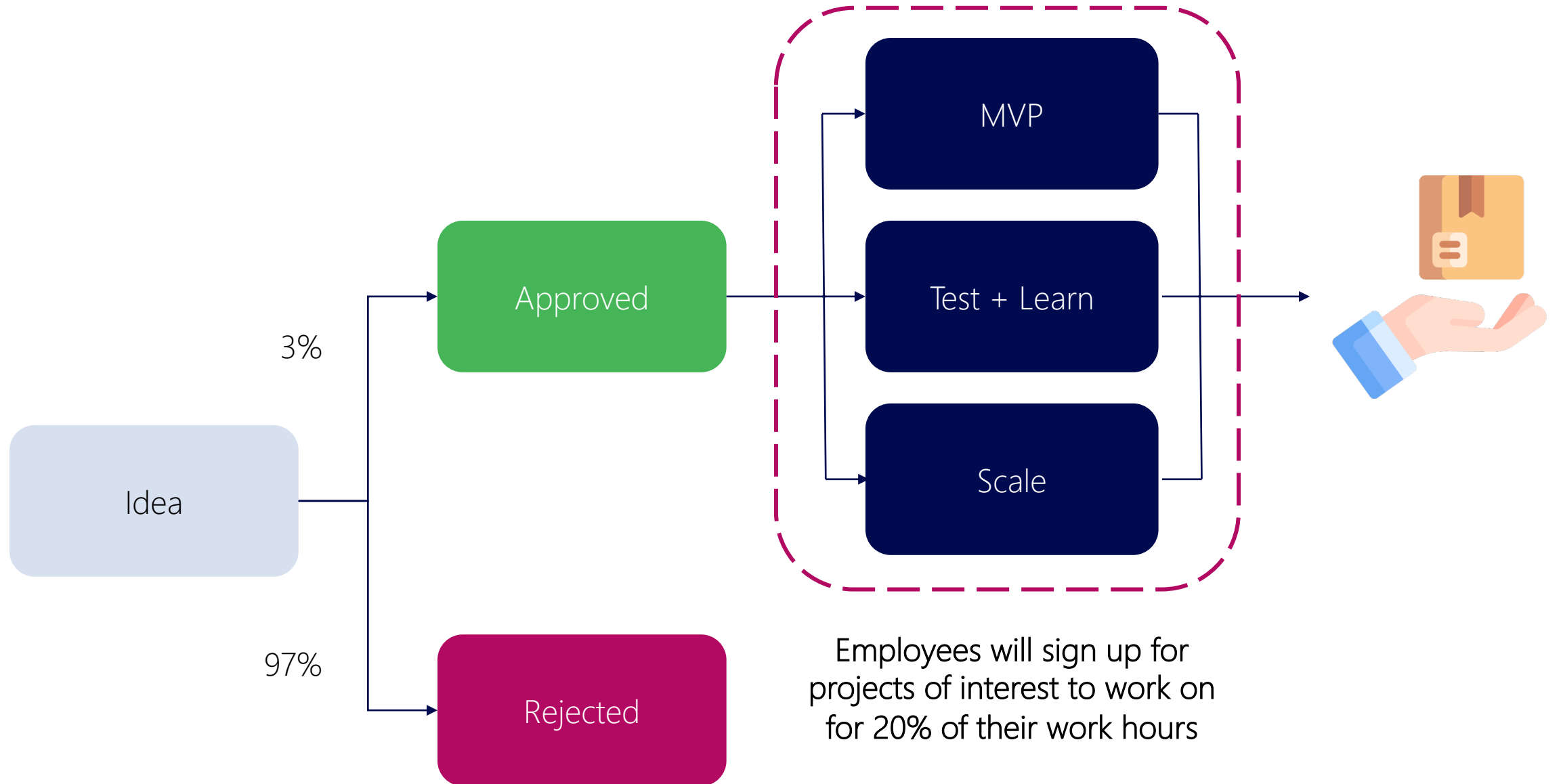
The Importance of Culture

A culture and change team is an essential coordinating element of an agile transformation. But it is not a traditional project-management office; rather, the emphasis should be on enabling the other transformation elements, helping to remove impediments and catalyzing culture change.
- McKinsey & Company

Exhibit 1

More than 70 percent of respondents are transforming to agile; changing the culture is their biggest challenge.

Top five challenges during an enterprise agile transformation, % of respondents (n = 1,411)

Transforming the culture and ways of working	76
Lack of leadership and talent	42
Establishing a clear vision and implementation plan	34
Insufficient resources	28
Overcoming technological bottlenecks	28

Average = 33
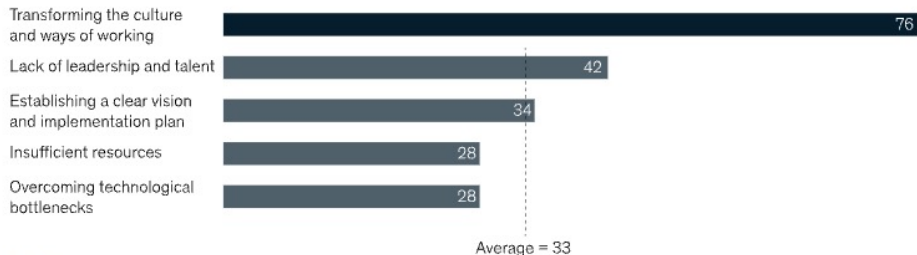
McKinsey & Company

Cultural Case Study

Roche

As an example, Roche, a global healthcare company, launched a global leadership initiative as a central component of its transformation to become a more agile enterprise. It designed a four-day program with a combined focus on personal and organizational transformation. More than 4,000 leaders have now been touched by the effort, helping to shift the collective consciousness and capabilities for leaders to deliver the change.

Training

10-20-70 Manifesto

Gjensidge's 10-20-70 manifesto will lay out the values and behaviours that define the organization. It will outline the core principles to build an an agile organisation from the top down, to integrate the corporate purpose into their work and stakeholder engagement.

Immersive Training

1. Use interdisciplinary approach. Many issues that you come across will require a broader view to solve than using Agile, Lean or Kanban approach.
2. As you progress with the transformation, you will need to deep dive into other frameworks and best practices – problem solving, strategic planning, coaching and training, internal communications, knowledge and change management, IT, human resource management, project management, psychology and other – just to name a few.
3. Create an interdisciplinary agile change team and encourage broad thinking about the issues, challenge the status quo, allow room for mistakes. Encourage the accumulation of knowledge from all areas of management, different levels of organization and functional specializations

Organisational Infrastructure

Agile Coaches
The goal of an agile coach is to foster more effective, transparent, and cohesive teams, and to enable better outcomes, solutions, and products/services for customers.

People Managers
The goal of people managers is to manage individual workloads and cultural aspects of integration with the 10-20-70 strategy.

Project Engagement Managers
The role of PEMs is to manage individuals on projects such as Innovation or teams and help integrate 10-20-70 strategy working styles into projects.

Criteria for Idea Approval

EVA Matrix to evaluate potential ideas

Idea One
Idea Two
Idea Three

Alternate Strategies
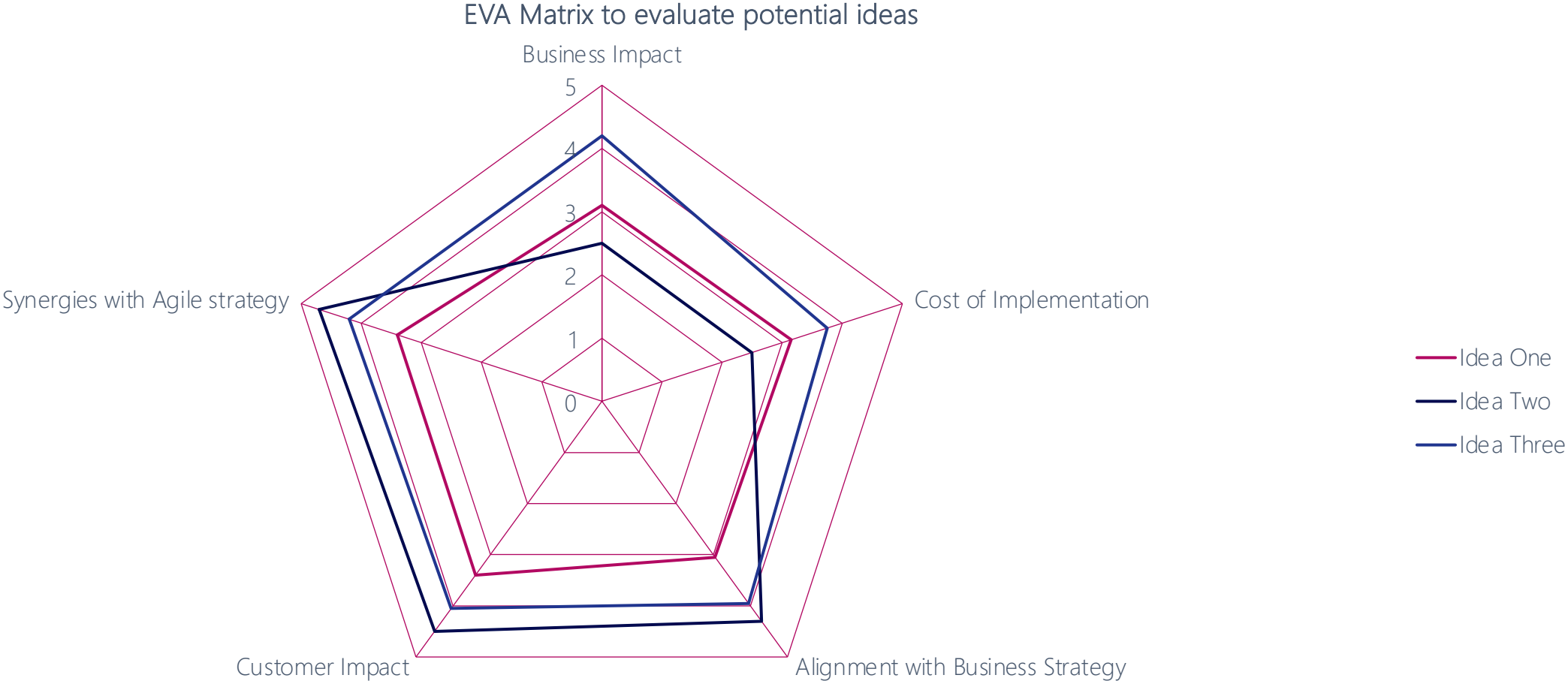
	Agile Academy	Career Coaches	10-20-70	Job Trackers	Communication Portals	Roundtables
Business Impact	3	3	4	1.5	1.5	1.5
Cost of Implementation	2	3	3	1	1	1
Alignment with Business Strategy	3	3	5	2	2	2
Customer Impact	1	1	3	1	2	1
Synergies with Agile Strategy	5	2.5	4	3	3	2
Total	14	12.5	21	8.5	9.5	7.5

Omnichannel Customer Journey

Omnichannel insurance touchpoints
In this scenario, customers can directly engage with their provider through one channel, but may conduct part of a transaction via another. By building on the security of face-to-face personal service, insurance providers can harness the advantages of mobile technology, empower their customers and secure competitive advantage.

Digital services
Alerted by in-app mail, the customer calls the provider, expecting the agent to know that they were alerted electronically by the insurer earlier. This omnichannel environment records all transactions and transfers customer data seamlessly between channels.

Insurer engagement
Once the claim is made, the customer may choose whichever channels of communication are best suited to the situation: call back, email, in-app messaging or SMS. The omnichannel system understands the context of the customer's needs.

Customer loyalty
Even with tremendous demand for online services, offline channels like on-site meetings or face-to-face interactions remain vital when dealing with more complex and higher-value commercial products and investment advice.

Omnichannel functionality
New digital technologies allow insurers to connect with their customers on their smartphones, whilst knowing more about them through access to pools of their data.

Previously, the customer was guided on a transactional journey that suited big business; now technology has handed the power to the customer

Today's customers call for a truly omnichannel approach. Whilst in the short term it might be a differentiator for insurers to master omnichannel, in the mid- to long term it will become a prerequisite for all players in the insurance market.

Technology is also creating the opportunity for insurers to build new and deeper relationships with clients, engaging with them on a prevent-notcure basis.

13% of insured US online adults say they have engaged in at least one insurance activity on their mobile phone

Efficiency and cost will always be important, but the driver for investment in the omnichannel world is the customer experience.

Figure 1. Innovation inhibitors keep insurers from evolving more effectively

Internal obstacles hinder change management

- Silos limit cross-pollination of ideas
- Innovation initiatives relegated to the margins
- Organizational barriers
- Innovation leaders lack budget, authority
- Entrepreneurial talent not native to the industry
- Incentives missing for lines of business

Figure 5: "Speedboat" could facilitate differentiating innovation and growth

Insurers can form a separate innovation entity to focus on and capture adjacent/transformational market opportunities and diversify a carrier's business portfolio beyond its core through:

Dedicated talent and resources	Dedicated capital investment, not contingent on core funds	Establishing a customer-first (rather than a tech- or product-first) lens
Leveraging a broader external ecosystem	Focusing on experimentation and entrepreneurial risk-taking	Targeting new market segments
Experimenting with new customer acquisition models	Developing new operational models	Assessing potential InsurTech acquisitions

An agile organisation

AGILE ORGANISATION

- AGILE CULTURE
- AGILE WORKING
- AGILE WORKPLACE

1 Attitudes, skills, practices, processes and infrastructure that are holistically designed to enable rapid change without cost or pain.

2 Leadership, attitudes, behaviours, workplace rituals and skills that are explicitly supportive of agility in every aspect of business.

3 Working practices that enable people to work when and where it is appropriate for them and their units.

4 IT, telephony, policies and spaces designed to enable people to have their best day at work every day wherever they are.

www.advanced-workplace.com

Dimensions and KPIs of Agile Transformation

A comprehensive enterprise-wide agile transformation needs to cover many dimensions.

Technology
Agile support tools, agile software development life cycle, and updated enterprise architecture

Strategy
Agile organization north star, case for change, key agile design principles, and transformation governance

People
Performance management, career management, recruiting, learning and development, and culture transformation

Structure
Agile organization design, staffing agile teams, impact on nonagile organization, and facility revamp

Process
Quarterly business reviews, agile ceremonies within and outside agile team, and delegation of authority

McKinsey
& Company

Exhibit 2

Agile companies show superior operational, health, and financial results.

Time to market, months
5–7× faster

Productivity
20–30% improvement

Customer-satisfaction score
20–30 p.p. improvement

Employee-engagement score
20–25 p.p. improvement

Note: p.p. = percentage point.

McKinsey
& Company

Agile transformation delivers many business benefits

Various business impacts

Highly successful agile transformations result in a step change in performance, with impact achieved in multiple dimensions.

Impact achieved by highly successful[1] agile transformations

Customer centricity	Operational performance	Speed	Innovation	Employee engagement	Efficiency
30%	**30%**	**5–10×**	**#1**	**30**	**30%**
increase in customer satisfaction by creating teams with end-to-end customer missions	improvement in selected processes by removing hand overs and driving continuous improvement	increase in speed in driving change and decision making through simplified operating model	ranking in driving innovation among peers	percentage-point increase in employee engagement by ensuring people have autonomy and purpose	efficiency gains through fewer hand overs, reduced overhead, and strict focus
vs **5–10%** for less successful transformations	vs **5–10%** for less successful transformations	vs **2×** for less successful transformations	vs **no ranking** for less successful transformations	vs **5–10** for less successful transformations	vs **5–10%** for less successful transformations

Share of organizations reporting a significant impact on their financial performance after their transformation

65% for highly successful transformations

15% for less successful transformations

[1]We define a highly successful agile transformation as one that, according to respondents, met the following criteria: (1) was successful or very successful at both improving overall performance and equipping the organization to sustain those improvements over time, and (2) improved performance on all business objectives on which the transformation focused. Respondents were asked to rate the level of improvement on a 1–4 scale (from "no improvement" to "major improvement") for each objective that their transformations targeted, and those reporting an average score above 2.5 (out of 4) were considered highly successful.

McKinsey & Company

Top Quartile Performance

A successful transformation significantly increases an organization's likelihood of being a top-quartile performer.

% of organizations in top quartile of performance, by state of change[1]

No agile transformation	21
Less successful transformation	29
Born agile[2]	43
Highly successful transformation	57

3× likelihood of being a top-quartile performer after completing a highly successful transformation
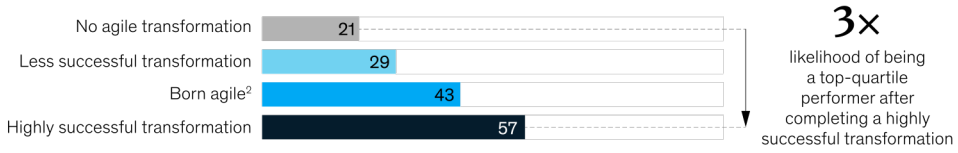
[1]Our survey asked respondents to rate the organization's relative performance against peers in terms of speed, customer satisfaction, employee engagement, operational performance, innovation, efficiency, and financial results. The average across applicable categories was used to classify companies by quartile of performance.
[2]Organizations in which agile practices and concepts have always been core to how they work.

McKinsey & Company

Boosting success

Organizations can follow a four-step recipe to boost their chances of success to 75 percent.

Recipe for increasing the chances of success in an agile transformation,[1] %

Base chance of success **10**

Step 1: Ensure the top team gets it **5**

Step 2: Be intentional and go after value **25**

Step 3: Go beyond agile teams and build connective tissue **15**

Step 4: Maintain a high speed and use front-runners **20**

75% chance of success by following this recipe
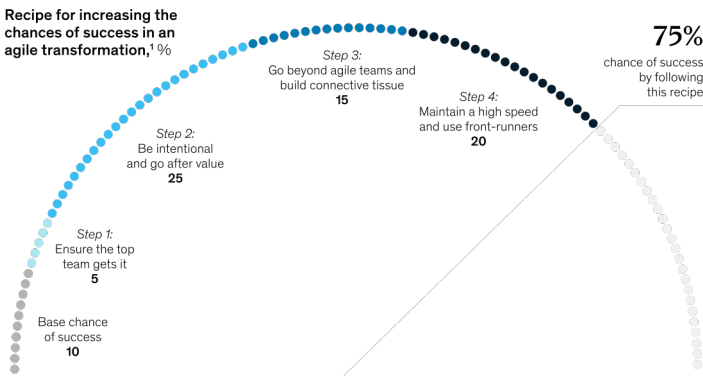
[1]We used a logistic regression model to analyze the results from 838 respondents whose organizations have pursued agile transformations and understand what the highly successful ones (31 percent of all respondents) did differently compared with their less successful peers (69 percent). Based on analyzing over 60 variables, we identified a recipe to boost chances of success to 75 percent. These findings hold true across sectors, geographies, and organization sizes.

McKinsey & Company

Building teams based on customer journeys

Exhibit 1

Organizational delayering is one result of an agile transformation.

From traditional organization ... ... to agile organization

1 CEO		Chief executive officer	1 CEO		
2 Executive vice president		Chief actuarial officer	2 Motor tribe Tribe lead		
3 Director		Head of motor product and actuarial			
4 Group head		Head of motor actuarial			
5 Manager		Motor product manager			
6–7 Associate specialist supervisor		Motor actuarial supervisor			

Squad 1   Squad 2   ...   Squad N

TM = tribe members
PO = product owner

McKinsey & Company

Exhibit 3

An agile insurer built its organizational architecture based on customer journeys.

	Customer engagement "I consider"	Pricing and underwriting "I buy"	Claims handling "I have a claim"	Customer service "I have needs" "I am served"

Delivery organization
Tribes are deployed to deliver change and innovation across the insurance value chain.

P&C product tribe		P&C operations tribe
Health product tribe		Health operations tribe
Life & pension product tribe		Life & pension operations tribe

Sales and operations
Self-managing teams are deployed for operational activities across sales, underwriting, claims, and servicing.

Agency team	P&C retail operations team
Broker team	P&C corporate operations team
Bancassurance team	Health operations team
Direct team	Life & pension operations team

McKinsey & Company

Test & Learn Agile Methodology

The Methodology

"Test and learn" describes a conversion rate optimization process where all changes and investments are considered hypotheses to be tested. Rather than make decisions based entirely on past experience and gut feelings, test and learn organizations set up experiments, observe the results of those experiments, and make decisions based on that data.

Technologies

Example Use Cases

Current Competitor Analysis

Market shares private, %

- Gjensidige
- Fremtind
- If
- Tryg
- Eika
- Other

Agile Working

Traditional Working

Customer Centricity

Tryg | O

Gjensidige

Fremtind

eika.

if...
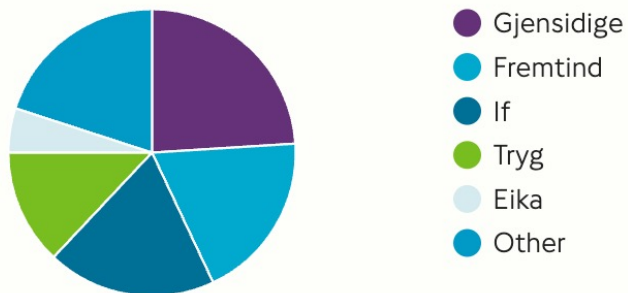
1 Traditional Insurers

- 80% of market is dominated by top five players
- Minor scope for new players to gain market share

2 Top Players Dominate

- 80% of market is dominated by top five players
- Minor scope for new players to gain market share

3 Gjensidige as Market Leader

- Gjensidige is no.1, holding 24% market share
- Closest competitors are Fremtind and If (both 19%)
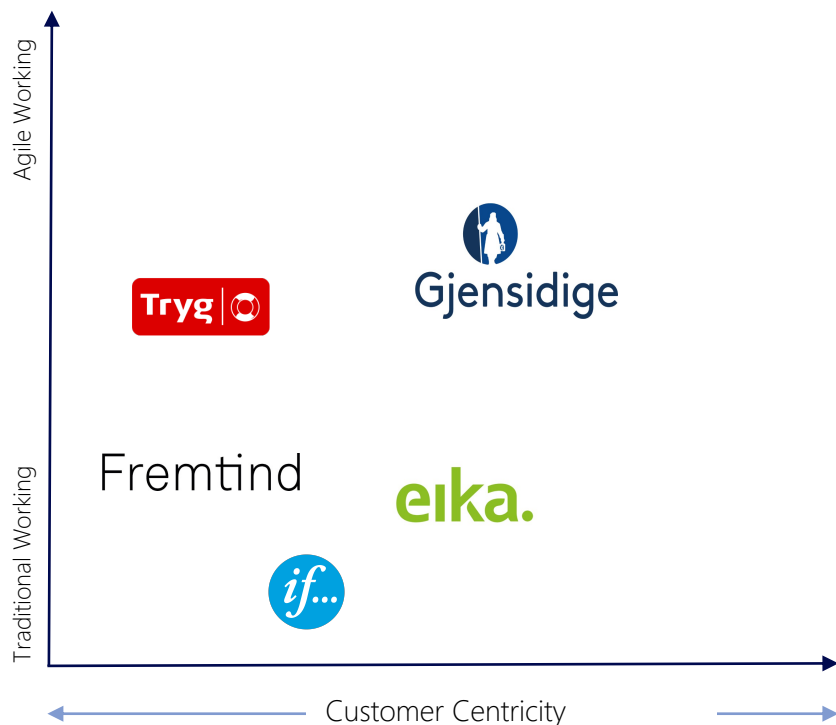
Market shares commercial, %

- Gjensidige
- If
- Tryg
- Protector
- Fremtind
- Other

Market shares Denmark, %

- Gjensidige
- Tryg
- Topdanmark
- Codan
- Alm Brand

▲ 1/2 ▼

Market shares Sweden, %

- Gjensidige
- Länsförsäkringar
- If
- Folksam
- Tryg-Hansa
- Other

Market shares Baltikum, %

- Gjensidige
- Vienna
- PZU
- Ergo
- If
- Other

Emerging Competitor Analysis
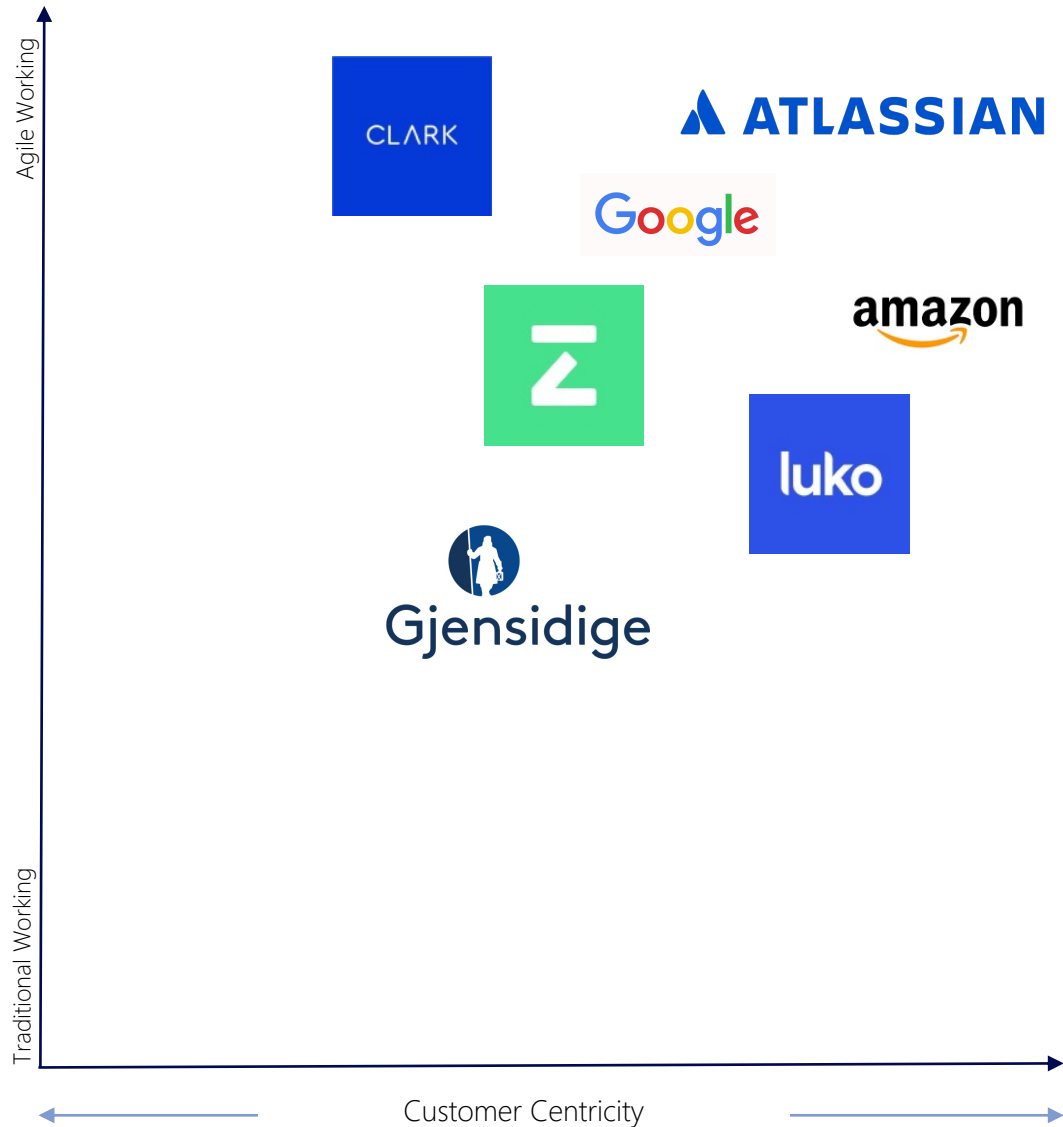
1 Tech Companies

- Pioneers of agile working
- Large organisations operating like startups
- Features: Customer obsession, open

2 European Insurtech Companies

- Smaller companies looking to gain traction in insurance industry
- Fully digital companies that leverage advanced technology – AI and machine learning
- Often more cost effective yet offer more limited products

Agile Working

Traditional Working

Customer Centricity

CLARK

ATLASSIAN

Google

amazon

luko

Gjensidige

Legal and Regulatory Considerations

Consideration	Regulatory Authorities	Overview
General Data Protection Regulation	European Parliament & Council of the European Union	• Anonymisation of data used in analyses of issues, trends, etc. • Receiving consent before using data for innovation projects • Recording of activities • Covering data privacy as part of training
Compliance with Finanstilsynet	Financial Supervisory Authority (Finanstilsynet)	• Finanstilsynet examines the management and control procedures established by institutions and reviews their financial reporting and documentation • Ensure projects involving financial reform is thoroughly considered
Whistleblowing	European Parliament & Council of the European Union	• Norwegian Working Environment Act (WEA) includes provisions regarding whistleblowing in chapter 2 A Notification • Training session to prevent accidental whistleblowing

Disruption in the insurance industry

Insurtech disruptors approach business challenges from an entirely different angle. **They place the customer at the center of their business model. They are then able to retain their focus on resources that provide better products, services, and distribution to customers.** And customers can tell the difference. A recent study shows that **customers are willing to pay up to 13% more for services if it delivers a quality customer experience.**

Why the disruptors are winning

Disruptors are **digital-first technology organizations** that offer a single or a limited number of insurance products to their customers. Insurtech companies are often **built from the ground up using technology to create the product**. Whereas traditional insurers create the product and then find ways to use technology to distribute and service customers. They are **customer centric – their business processes, operations, products, services and distribution are built around customer needs and preferences**, the business follows their customers' as their needs change, and they are able to adapt quickly.

How traditional insurers win

Savvy insurers have created **think tanks, innovation labs, and other internal "startups" within their companies to foster a culture of innovation** in ways similar to their disruptors. They have the autonomy to and are comfortable with losing a dollar today, if it means making two, three or even four dollars in the long term, so to speak. **The goal isn't a quick win, it's setting up the foundation for longer term success.**
Traditional insurers are also evolving their business, **breaking down functional, technical and even knowledge silos** to modernize and deliver a **single customer experience** regardless of product or channel, and further reduce costs by centralizing and sharing information.

The power of the customer experience

Insurers large and small recognize the journey from being a **product-focused, process-oriented** business to a **customer-centric, technology-enabled organization** takes time and many planned and purposeful steps forward. These changes allow insurers to **move at the speed of consumer demand.** Insurance customers don't see and can't be bothered by line of business or technology siloes. **55%** of customers say a frustrating website or mobile experience makes them less likely to engage with a company. **1 in 3** customers said they will leave a brand they love after just one bad experience.

Megatrends analysis

Socio-cultural and economic trends, including demographic change and customer behaviour	Environment, economy, politics and regulatory changes
• Personal and tailored customer dialogue: Expectations of customized digital services and simple customer journeys. Interaction between distribution channels. • Increased interest in sustainability (especially environment/climate and health), both in the private and the commercial market. • The growing elderly population challenges the Scandinavian welfare model. Simultaneously, urbanization continues, and a larger part of the population will live close to large cities and densely populated areas. • Customers seek new ways of getting access to cars; new ownership models, rental and carsharing. • Social acceptance of automated services will increase.	• Increased climate and nature risk create uncertainty regarding claim costs and income from financial investments. At the same time, new insurance needs arise and the need for damage prevention increases. • Increased and more complex health challenges. • Increased costs for compliance with legal requirements and regulations, especially data protection and sustainability (climate, environment, health, diversity, etc.). • Scarcity of talent, especially within technology, digitisation and analysis.

Technological development and access and utilisation of data

- Technology generates large amounts of data. New digital tools create opportunities to analyse and create insights through new combinations of structured and unstructured data.
- Different service providers are linked together in digital platforms and create new value proposals across industries.
- Artificial intelligence is increasingly being used to improve customer experience.
- Technology streamlines work processes, where a significant number of work tasks are automated.

Financials: Base Case

Base Case	Unit	2021	2022	2023	2024	2025	2026	Comment
Customers								
Total Customers	#,m	1.28	1.3	1.4	1.4	1.5	1.6	
Growth Rate	%	4%						
Private Insurance	#,000'	780						
General Insurance	#,000'	150						
Pension Insurance	#,000'	350						
Revenue								
Revenue	NOK,Bn	28.3	29.7	31.1	32.7	34.3	36.1	
Growth Rate	%	5%						
Revenue Per Customer	NOK,000'	22.1	22.3	22.5	22.7	22.9	23.2	
EBITDA	NOK,Bn	6.3	6.7	7.0	7.3	7.7	8.1	
EBITDA Margin	%	22%						
Employee Breakdown								
Total Employees	#	821	854	888	924	960	999	
Growth Rate	%	4%						
Group Managers	#	41	43	44	46	48	50	
Composition	%	5%						
Other Managers	#	205	213	222	231	240	250	
Composition	%	25%						
Employee	#	575	598	622	646	672	699	
Composition	%	70%						

Salary	Unit	2021	2022	2023	2024	2025	2026	Comment
Group Manager Salary	NOK,m	2.8	2.9	3.0	3.1	3.2	3.3	
Wage Growth	%	3.8%						
Other Manager Salary	NOK,m	1.0	1.0	1.1	1.1	1.2	1.2	
Wage Growth	%	3.8%						
Employee Salary	NOK,m	0.6	0.6	0.6	0.6	0.7	0.7	
Wage Growth	%	3.8%						
Hours Worked & Value of Time								
Working Days in a Year	#	250						
Group Managers	Hrs/Day	8						Considering Part Time
Hours Worked in a Year	#,000'	2						
Hours Worked in a Week	#	40						
Value per of Money per Hour	NOK	1385.0	1437.6	1492.3	1549.0	1607.8	1668.9	
Other Managers	Hrs/Day	9						Considering Part Time
Hours Worked in a Year	#,000'	2.25						
Hours Worked in a Week	#	45						
Value per of Money per Hour	NOK	443.6	460.4	477.9	496.1	514.9	534.5	
Employees	Hrs/Day	8						Considering Part Time
Hours Worked in a Year	#,000'	2						
Hours Worked in a Week	#	40						
Value per of Money per Hour	NOK	281.8	292.5	303.6	315.1	327.1	339.5	

Key Assumptions

Employee Breakdown
- Group Managers: 5%
- Other Managers: 25%
- Employees: 70%

Hours Worked Per Day
- Group Managers: 8
- Other Managers: 9
- Employees: 8
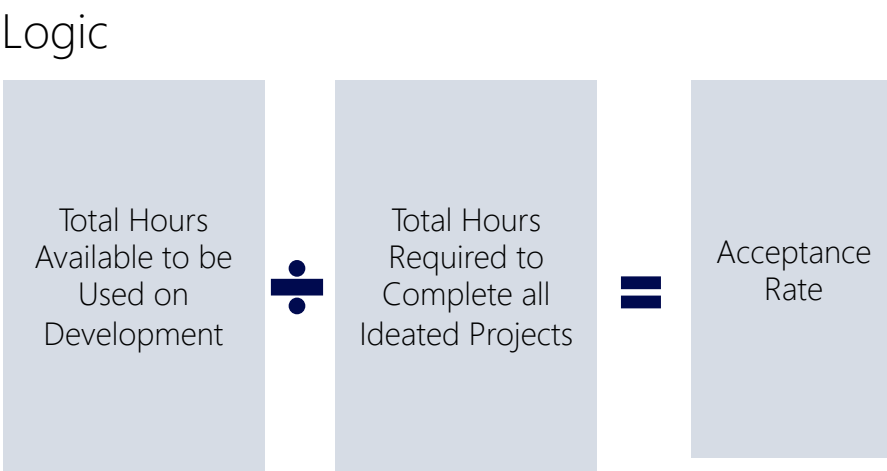
Key Information

Value of Time
- Group Managers: 1.4k NOK/hr
- Other Managers: 443 NOK/hr
- Employees: 281 NOK/hr
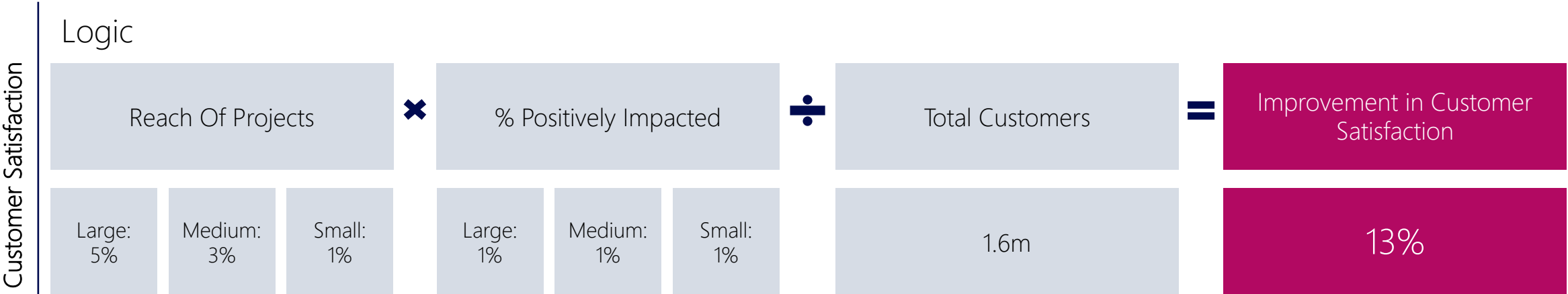
Financials: Number of Projects

	Unit	2021	2022	2023	2024	2025	2026	Comment
Attendance per Session								
Group Managers	#	0	6	16	32	41	47	
Attendance Rate	%	0%	15%	35%	70%	85%	95%	
Other Managers	#	0	21	122	185	216	237	
Attendance Rate	%	0%	10%	55%	80%	90%	95%	
Employees	#	0	60	373	549	639	664	
Attendance Rate	%	0%	10%	60%	85%	95%	95%	
Attendance per Session	#	0	81	495	734	855	901	Excluding Group Managers
Number of Ideas								
Number of Ideation Sessions per Year	#/yr	24						Twice a month
Number of Ideas Per Session Per Manager	#	2						
Number of Ideas Per Session Per Employee	#	1						
Total Number of Ideas	#,000	0	2.5	14.8	22.1	25.7	27.3	
Ideas Breakdown								
Large Projects	#,000'	0.0	0.5	3.0	4.4	5.1	5.5	
Composition	%	20%						
Number of People Needed	#	20						
Hours of Work Needed Per Person	#	55						
Total Hours of Work Needed	Hrs,m	0.0	0.5	3.3	4.9	5.7	6.0	
Medium Projects	#,000'	0.0	0.7	4.4	6.6	7.7	8.2	
Composition	%	30%						
Number of People Needed	#	15						
Hours of Work Needed Per Project	#	30						
Total Hours of Work Needed	Hrs,m	0.0	0.3	2.0	3.0	3.5	3.7	
Small Projects	$,000'	0.0	1.2	7.4	11.0	12.9	13.7	
Composition	%	50%						
Number of People Needed	#	10						
Hours of Work Needed Per Project	#	20						
Total Hours of Work Needed	Hrs,m	0.0	0.2	1.5	2.2	2.6	2.7	
Total Hours of Work Needed to Complete Projects	Hrs,m	0.0	1.1	6.7	10.0	11.7	12.4	
Total Available Hours for Project Development	Hrs,000'	0.0	33.5	204.1	302.9	352.7	372.5	
Acceptance Rate of Projects	%	0	3.0%	3.0%	3.0%	3.0%	3.0%	
Project Breakdown								
Large Projects	#	0	15	90	133	155	164	
Medium Projects	#	0	22	135	200	233	246	
Small Projects	#	0	37	224	333	388	409	
Total Projects	#	0	74	449	666	775	819	
								2782

Logic / 2026

Total Projects

- # of Sessions — 24
- ✖
- # of Attendees — 901
- ✖
- # of Ideas Per Attendee — Manager: 2 | Employee: 1
- ✖
- Acceptance Rate — 3%
- =
- **Total Projects** — **819**

Logic

Acceptance Rate

Total Hours Available to be Used on Development ÷ Total Hours Required to Complete all Ideated Projects = Acceptance Rate

Financials: Customer Satisfaction
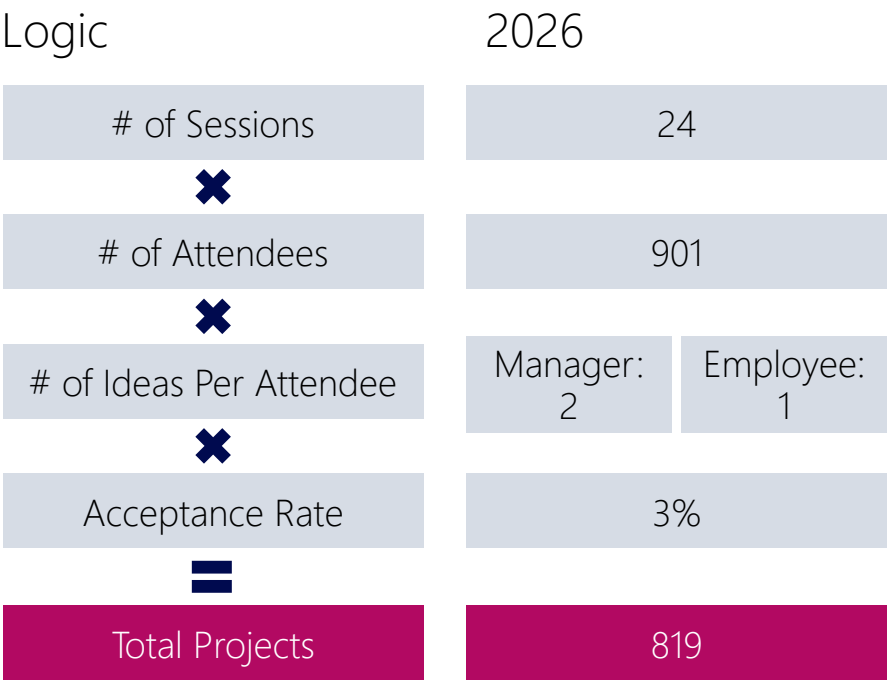
3 | **Customer Satisfaction**

Project Impact

People Impacted by Large Projects	#,000'		9.8	62.1	95.9	116.1	127.5
% of Customer Base Reach	%	5%					
% Positively Impacted	%	1%					
People Impacted by Medium Projects	#,000'		8.8	55.9	86.3	104.5	114.7
% of Customer Base Reach	%	3%					
% Positively Impacted	%	1%					
People Impacted by Small Projects	#,000'		4.9	31.1	47.9	58.0	63.7
% of Customer Base Reach	%	1%					
% Positively Impacted	%	1%					
Total People Impacted	#,000'		23.5	149.1	230.1	278.6	305.9
% Improvement in Customer Satisfaction	%		2%	11%	16%	19%	20%
							13%

Logic

Customer Satisfaction

Reach Of Projects	×	% Positively Impacted	÷	Total Customers	=	Improvement in Customer Satisfaction
Large: 5% / Medium: 3% / Small: 1%		Large: 1% / Medium: 1% / Small: 1%		1.6m		13%

Financials: Time to Market

	Unit	2021	2022	2023	2024	2025	2026	Comment
Time to Market								
Hours Spent on Projects	Hrs,000'		33.5	204.1	302.9	352.7	372.5	
Time Breakdown								
Time Spent on Preparation	Hrs,000'		10.1	61.2	90.9	105.8	111.7	
Composition	%	30%						
Time Spent on Development	Hrs,000'		18.4	112.3	166.6	194.0	204.8	
Composition	%	55%						
Time Spent on Testing and Iteration	Hrs,000'		5.0	30.6	45.4	52.9	55.9	
Composition	%	15%						
Time Spent Without 10-20-70								
Preparation	Hrs,000'		15.5	94.2	139.8	162.8	171.9	
% Improvement	%	65%						Case Study: Top 3 American Finance
Development	Hrs,000'		30.7	187.1	277.7	323.3	341.4	
% Improvement	%	60%						Case Study: Top 3 American Finance
Testing and Iteration	Hrs,000'		25.1	153.1	227.2	264.5	279.3	
% Improvement	%	20%						Case Study: Top 3 American Finance
Total Time Spent	Hrs,000'		71.3	434.4	644.7	750.7	792.7	
% Improvement in Time to Market	%						47%	

Logic

Customer Satisfaction

Reduction in Preparation	✖	Reduction in Development	✖	Reduction in Testing and Iteration	=	Overall Improvement to Time to Market
65%		60%		20%		47%
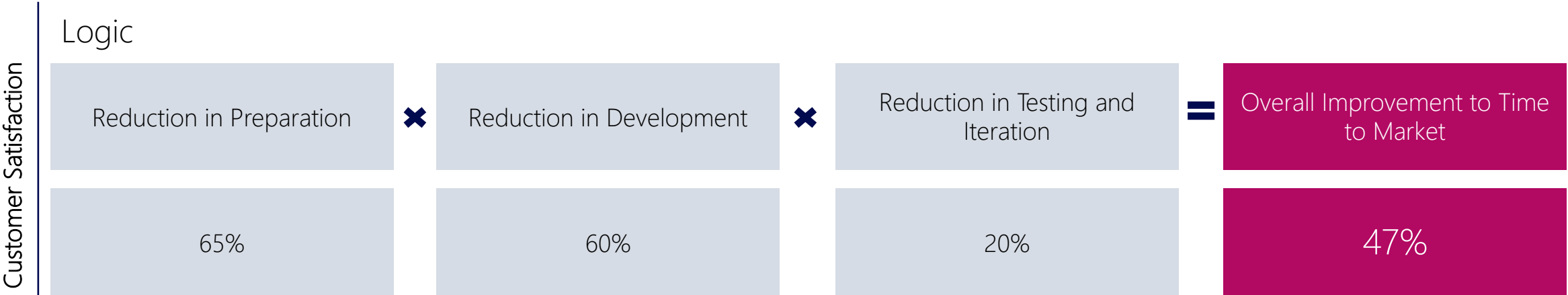
Financials: Improvement to Margin

	Unit	2021	2022	2023	2024	2025	2026	Comment
Revenue								
Customers Impacted Positively from Projects	#,000'		23.5	149.1	230.1	278.6	305.9	
% Customers Upsold	%	5%						
Average Revenue Per Customer	NOK,000'	22.1	22.3	22.5	22.7	22.9	23.2	
Additional Revenue	#,m		26.2	167.7	261.3	319.4	354.2	
Cost Reduction								
Time Saved in Preparation	Hrs,000'		5.4	33.0	48.9	57.0	60.2	
Value of Time	NOK/Hr		949.0	985.1	1022.5	1061.4	1101.7	Assume 50/50 Involvement of Group and Other Manager
Cost Savings from Preparation	NOK,m		5.1	32.5	50.0	60.5	66.3	
Time Saved in Development	Hrs,000'		12.3	74.8	111.1	129.3	136.6	
Value of Time	NOK/Hr		326.0	338.4	351.3	364.6	378.5	Assume 20/80 Involvement of Managers and Employees
Cost Savings from Preparation	NOK,m		4.0	25.3	39.0	47.2	51.7	
Time Saved in Development		0	20.1	122.5	181.7	211.6	223.5	
Value of Time	NOK/Hr		326.0	338.4	351.3	364.6	378.5	Assume 20/80 Involvement of Managers and Employees
Cost Savings from Preparation	NOK,m		6.6	41.5	63.8	77.2	84.6	
Total Cost Reduction from Time Saved	NOK,m		15.7	99.3	152.9	184.8	202.6	
Improvement to EBITDA	NOK,m		41.9	266.9	414.2	504.2	556.7	
Total Cost	NOK,m		32.8	132.7	159.4	151.3	124.1	
Net Improvement to EBITDA	NOK,m		9.1	134.2	254.7	353.0	432.6	
New EBITDA Margin	%		22%	23%	23%	23%	24%	
Improvement to Margin	%		0.0%	0.4%	0.8%	1.0%	1.2%	

Logic

Customer Satisfaction

Additional Revenue	+	Cost Savings	−	Additional Costs	=	Improvement to EBITDA
354mnok		202mnok		124mnok		432.6mnok
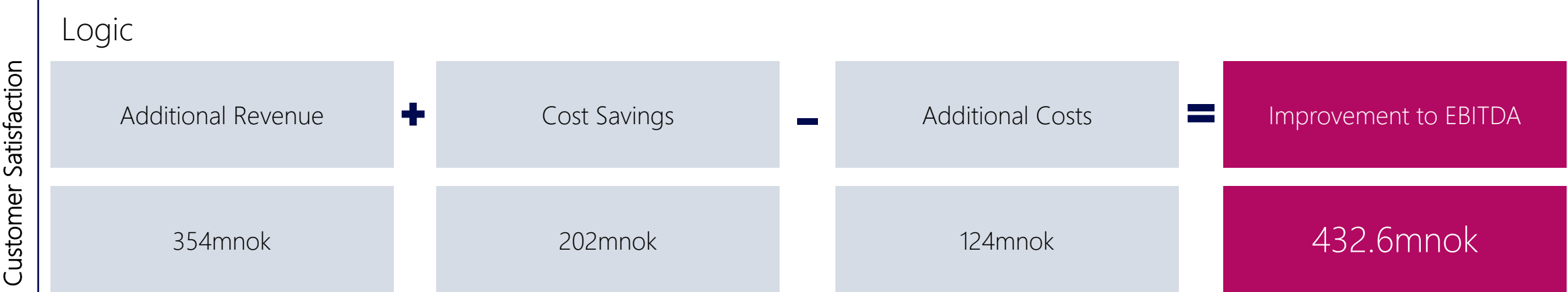
Financials: Cost Breakdown Overview

74.8 MNOK	25.9 MNOK	5.6 MNOK
Opportunity Cost	Labour Cost	Training Cost

5.3 MNOK	12.4 MNOK	124.1 MNOK
Innovation Hub	Misc Costs	Total Cost

Cost Breakdown

Legend: Opportunity Cost, Labour, Training, Innovation Hub, Misc
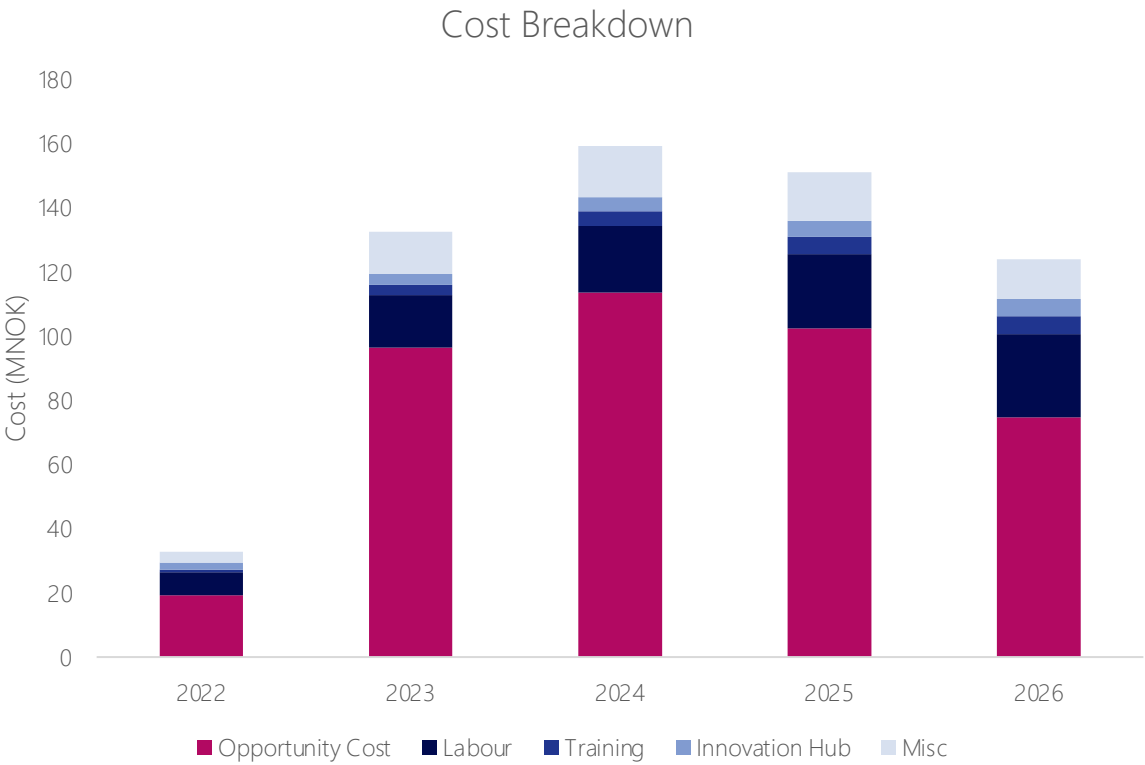
Financials: Cost Breakdown I

	Unit	2021	2022	2023	2024	2025	2026	Comment
Opportunity Cost								Calculated as a Wage Cost for Temp Staff
Total Group Manager Hours Lost	Hrs,000'		1.4	3.5	7.3	9.2	10.7	Group Managers Attendance to Innovation Sessions
Value of Time	NOK/Hr		1437.6	1492.3	1549.0	1607.8	1668.9	
Opportunity Cost	NOK,m		2.1	5.2	11.3	14.8	17.8	
Total Other Manager Hours Lost	Hrs,000'		14.4	82.4	124.7	145.9	160.1	
Value of Time	NOK/Hr		460.4	477.9	496.1	514.9	534.5	
Temp Staff Coverage Needed	%		100%	85%	65%	50%	35%	
Opportunity Cost	NOK,m		6.6	33.5	40.2	37.6	30.0	
Total Employee Hours Lost	Hrs,000'		35.9	223.8	329.7	383.2	398.5	
Value of Time	NOK/Hr		292.5	303.6	315.1	327.1	339.5	
Temp Staff Coverage Needed	%		100%	85%	60%	40%	20%	
Opportunity Cost	NOK,m		10.5	57.7	62.3	50.1	27.1	
Total Opportunity Cost	NOK,m		19.2	96.4	113.8	102.5	74.8	
Labour								
Change Management Consultant Cost	NOK,m		2.8	2.8	1.4	0.7	0.7	
Change Management Consultant Salary	NOK,000'	700						Payscale
Number Needed	#		4	4	2	1	1	
Agile Coaches Cost			1.5	8.9	13.2	15.4	16.2	
Change Management Consultant Salary	NOK,000'	900						Payscale
Number Needed	#		2	10	15	17	18	1 Per 50 Employees
Project Managers Cost	NOK,m		3	4.8	6	7.2	9	
Change Management Consultant Salary	NOK,000'	600						Payscale
Number Needed	#		5	8	10	12	15	
Total Labour Cost	NOK,m		7.3	16.5	20.6	23.3	25.9	

Financials: Cost Breakdown II

Training

Workshop Costs	NOK,m		0.24	0.24	0.24	0.24	0.24	
Cost Per Workshop	NOK,000'	10						
Number Needed	#		24	24	24	24	24	In line with Workshop Sessions
Individual Training Costs			0.4	2.5	3.7	4.3	4.5	
Cost Per Employee	NOK,000'	5						Source:Excella
Resources Cost	NOK,m		0.1	0.5	0.7	0.9	0.9	
Cost Per Employee	NOK,000'	1						
Total Training Costs	NOK,m		0.7	3.2	4.6	5.4	5.6	

Innovation Hub Costs

Resources	NOK,m		1	1.1	1.1	1.2	1.2	Subscriptions, Resources, Databases
Growth Rate	%	5%						
Administrative Set Up	NOK,m		1					Reorganisation of Existing, Admin
Ongoing Maintenance of Data/Records	NOK,m		0.4	2.2	3.3	3.9	4.1	
Cost Per Project	NOK,000'	5						
Total Innovation Hub Costs	NOK,m		2.4	3.3	4.4	5.0	5.3	

Misc Costs

Costs Accrued to Identified Drivers	%	90%						
Total Misc Costs	NOK,m		3.3	13.3	15.9	15.1	12.4	Licensing, Patents, Project Implementation

Total Costs	NOK,m		32.8	132.7	159.4	151.3	124.1	

1. People Required for Project + Hours Worked

Large Projects

Hours Worked PP		Number of People Needed				
		15	17.5	20	22.5	25
	45	512.9141	488.2681	466.2945	446.581	428.796
	50	496.1634	470.9691	448.6707	428.796	410.9703
	55	480.6689	455.0864	432.5962	412.6697	394.8922
	60	466.2945	440.4528	417.8754	397.9805	380.3167
	65	452.9229	426.9267	404.3442	384.5443	367.0426

Medium Projects

Hours Worked PP		Number of People Needed				
		10	12.5	15	17.5	20
	20	501.6	485.7029	470.9691	457.2752	444.5151
	25	485.7029	467.4525	450.7845	435.5017	421.4382
	30	470.9691	450.7845	432.5962	416.122	401.1305
	35	457.2752	435.5017	416.122	398.7621	383.1218
	50	421.4382	396.4287	374.8609	356.0701	339.5524

Small Projects

Hours Worked PP		Number of People Needed				
		5	7.5	10	12.5	15
	10	501.6	488.2681	475.7591	463.9991	452.9229
	15	488.2681	469.7898	452.9229	437.4656	423.2481
	20	475.7591	452.9229	432.5962	414.3869	397.9805
	25	463.9991	437.4656	414.3869	394.1296	376.206
	30	452.9229	423.2481	397.9805	376.206	357.2473

2. Reach + % Positively Impacted

Large Projects

Positively Impacted		Reach				
		3%	4%	5%	6%	7%
	0.50%	329.2976	344.0545	358.8115	373.5684	388.3254
	0.75%	351.433	373.5684	395.7038	417.8393	439.9747
	1%	373.5684	403.0823	432.5962	462.1101	491.624
	1.25%	395.7038	432.5962	469.4886	506.381	543.2734
	1.50%	417.8393	462.1101	506.381	550.6518	594.9227

Medium Projects

Positively Impacted		Reach				
		1%	2%	3%	4%	5%
	0.50%	321.9191	344.0545	366.1899	388.3254	410.4608
	0.75%	332.9868	366.1899	399.3931	432.5962	465.7994
	1%	344.0545	388.3254	432.5962	476.8671	521.1379
	1.25%	355.1222	410.4608	465.7994	521.1379	576.4765
	1.50%	366.1899	432.5962	499.0025	565.4088	631.8151

Small Projects

Positively Impacted		Reach				
		0.5%	0.75%	1.0%	1.25%	1.5%
	0.50%	377.2577	386.4808	395.7038	404.9269	414.15
	0.75%	386.4808	400.3154	414.15	427.9847	441.8193
	1%	395.7038	414.15	432.5962	451.0424	469.4886
	1.25%	404.9269	427.9847	451.0424	474.1002	497.1579
	1.50%	414.15	441.8193	469.4886	497.1579	524.8272

Financials: Sensitivities Other

3. Ideas Per Person

Ideas Per Person

		Ideas Per Employee
		0.5	0.75	1	1.25	1.5
	1	6%	5%	4%	3%	3%
Ideas Per	1.5	5%	4%	3%	3%	3%
Manager	2	4%	4%	3%	3%	2%
	2.5	4%	3%	3%	2%	2%
	3	3%	3%	2%	2%	2%

4. Employee Hours

Hours Worked

		Employee Hours
		6	7	8	9	10
	7	339.8703	377.627	416.4219	455.9088	495.8802
Manager	8	349.8644	386.246	423.814	462.1728	501.0854
Hours	9	360.9012	396.0814	432.5962	470.0009	508.0284
	10	372.6679	406.7683	442.3517	478.9237	516.1878
	11	384.9654	418.0745	452.8148	488.6427	525.2319

5. Attendance

Attendance

		Employee Attendance
		75%	80%	85%	95%	100%
	80%	340.9914	359.2088	377.4261	413.8608	432.0781
Manager	85%	347.2366	365.4539	383.6712	420.1059	438.3233
Attendance	90%	353.4817	371.6991	389.9164	426.3511	444.5684
	95%	359.7269	377.9442	396.1615	432.5962	450.8136
	100%	365.972	384.1894	402.4067	438.8414	457.0587

6. Customers Upsold + Working Days

Customers Upsold

		Customers Upsold
		3%	4%	5%	6%	7%
	240	282.6114	350.6114	418.6115	486.6115	554.6115
Days	245	286.7704	356.1871	425.6038	495.0205	564.4373
Worked in a	250	290.9295	361.7629	432.5962	503.4296	574.263
Year	255	295.0885	367.3386	439.5886	511.8386	584.0887
	260	299.2476	372.9143	446.581	520.2477	593.9144