

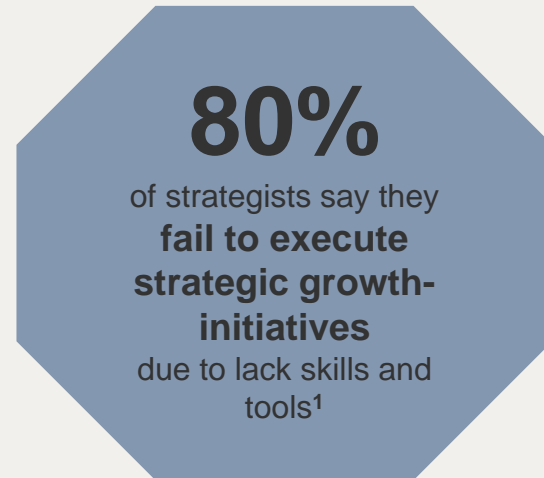
A woman with brown hair tied in a bun, wearing a white long-sleeved shirt, is shown in profile from the chest up. She is looking upwards and to the right. The background is a plain, light-colored wall.

Hello

We create a sustainable and humane society through digitalization and innovation.

Many organizations lack the capabilities and tools needed to successfully develop and implement their strategies

knowit



¹ The Five Pillars of Strategy Execution (Gartner) web: <https://www.gartner.com/smarterwithgartner/the-five-pillars-of-strategy-execution/>

² Understanding Digital Mastery Today (Capgemini) web: <https://www.capgemini.com/de-de/wp-content/uploads/sites/5/2018/07/Understanding-Digital-Mastery-Report-2July18-3.pdf>

³ Architecting and Operating Model (Deloitte) web: <https://www2.deloitte.com/us/en/insights/focus/industry-4-0/reinvent-operating-model-digital-transformation.html>

Several of the most pressing questions on the minds of C-level executives are addressed through the operating model

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Which tasks do we need to solve to **realize our business model strategy**?



How should we **reconfigure our Supply Chain** for today's digital world?



How should our **processes be organized**?



Where and by whom should the tasks & **processes be performed**?



How should our **organizational structure** look?



How should we **report and govern to secure benefits realization**?



How can digital levers **enhance our performance**?

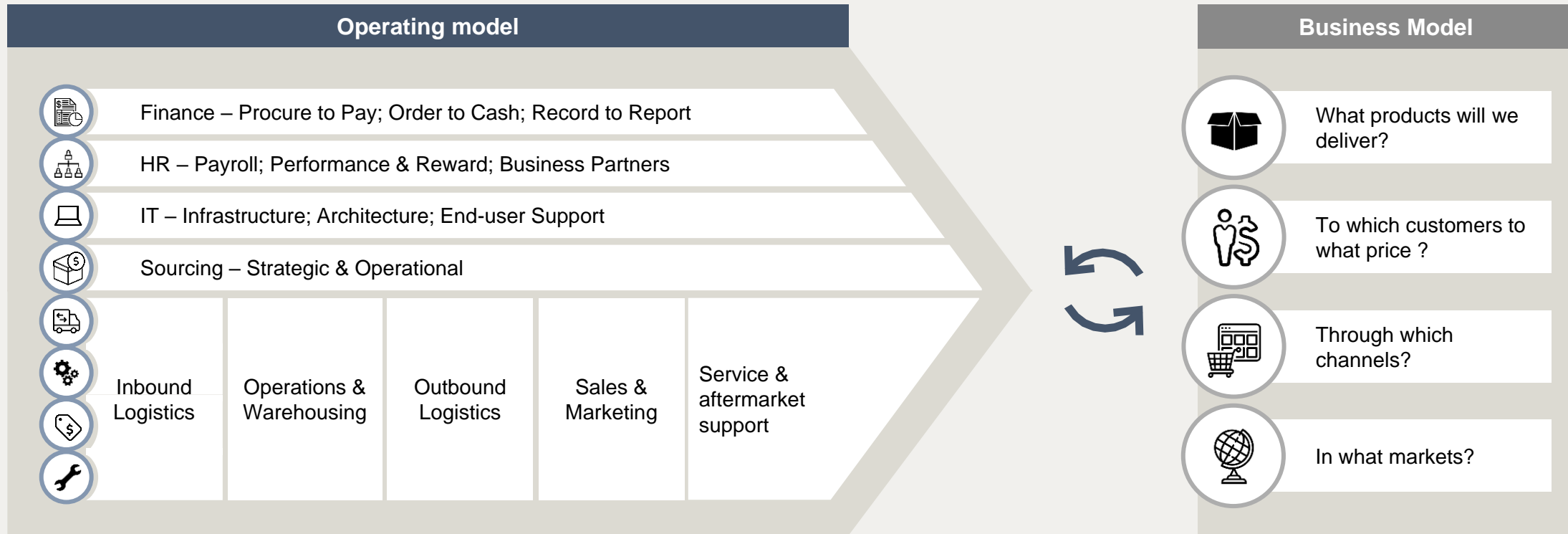


How can we consistently **improve over time**?



A robust operating model, adaptable to everchanging customer needs, is key to successfully execute the business model

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A well-defined business model generate income – a distinct operating model secures sustainable profits

“

An operating model is the sum of an entity's processes, systems and resources required to drive profitability and succeed in the market

A well-designed operating model is not only able to bring down cost, but also accelerate growth for your business



Our point of view

An operating model is the sum an entity's processes, systems and resources required to drive profitability and succeed in the market. In today's digital world, with an outspoken call for connectivity and mobility, tasks must be solved in a different way than before. The next generation operating model must be adaptable to new customer requirements through utilizing digital opportunities. A well-designed operating model will not only be able to bring down cost, but also ensure higher rates of innovation.



Rightshoring



Integration Excellence



Next-Gen Supply Chain

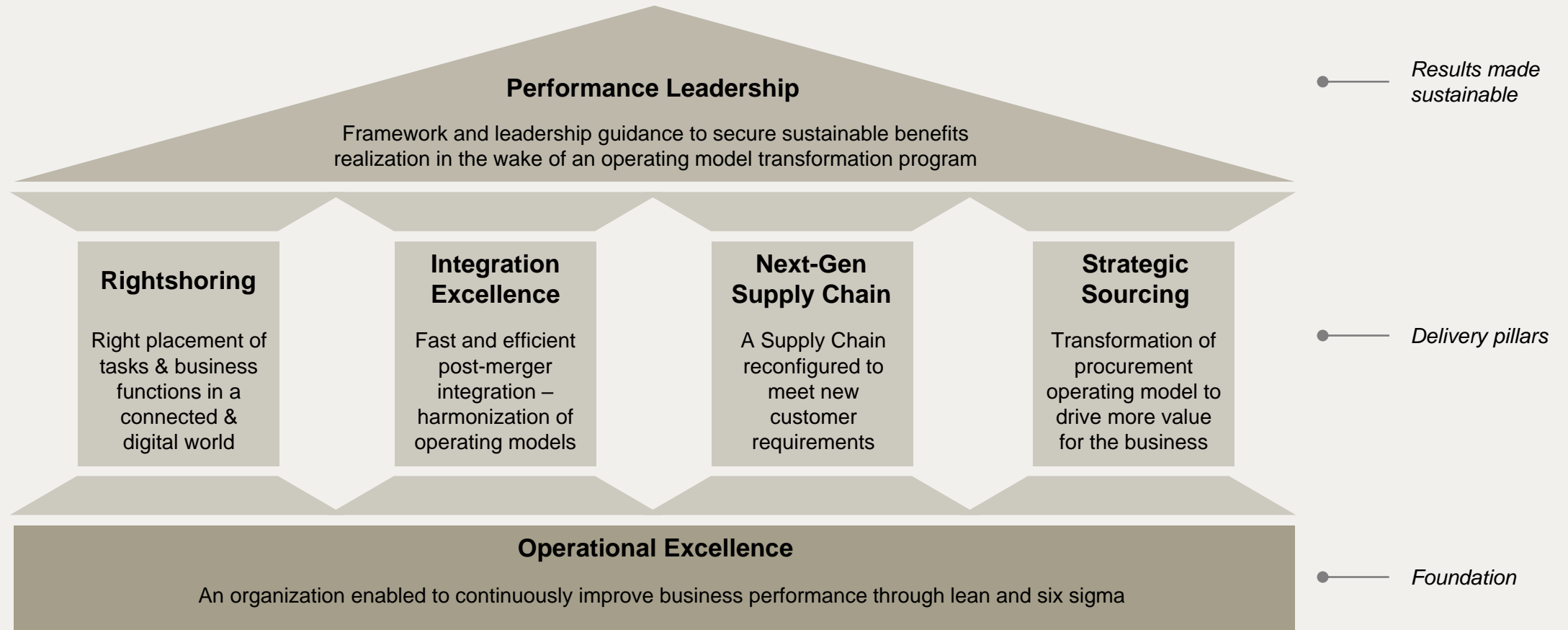


Strategic Sourcing

We support CxOs in designing and implementing next generation operating models through four delivery pillars

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Next Generation Operating Model – Service Delivery House



Operational excellence is securing execution of the business strategy more consistently and reliably than the competition

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Operational Excellence – the Fundament of all our Delivery Pillars



Our Offering: The yin & yang of People and Tools to achieve operational excellence



Our approach

1. Clarify customers' needs and understand current operational performance
2. Implement lean leadership to enable continuous improvement in the entire organization, and ensure appropriate focus over time
3. Build problem solving capabilities, and empower employees to solve performance issues
4. Celebrate wins and build motivation for further improvement



We support our clients with the tools and techniques to build an organization for continuous improvement

Our Credentials



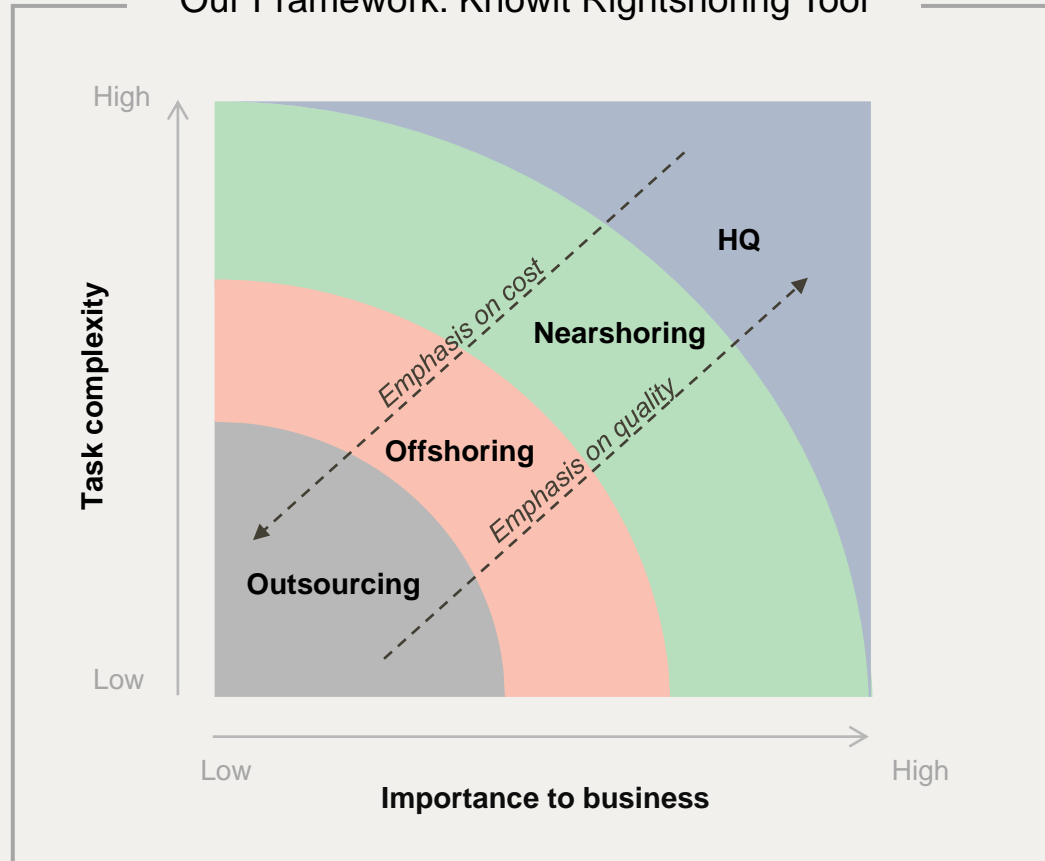
Rightshoring is the right placement of tasks & business functions to achieve lower cost and/or better quality in operations

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Introduction to Delivery Pillar #1 – Rightshoring



Our Framework: Knowit Rightshoring Tool



How to apply the framework

1. Detailed mapping of all essential tasks carried out within an enterprise
2. Ordering of business functions according to how complex a given task is to perform, and how important it is your core business
3. Consider outsourcing all tasks that are easy to perform, and has no significant impact on your core business, to optimize cost
4. More complex tasks should be kept within company reporting lines, however centralized either at a low-cost location or nearshored to achieve scale and scope benefits from consolidation across BUs



We give strategic guidance in how to best locate tasks and processes to achieve best in class operations

Our Credentials



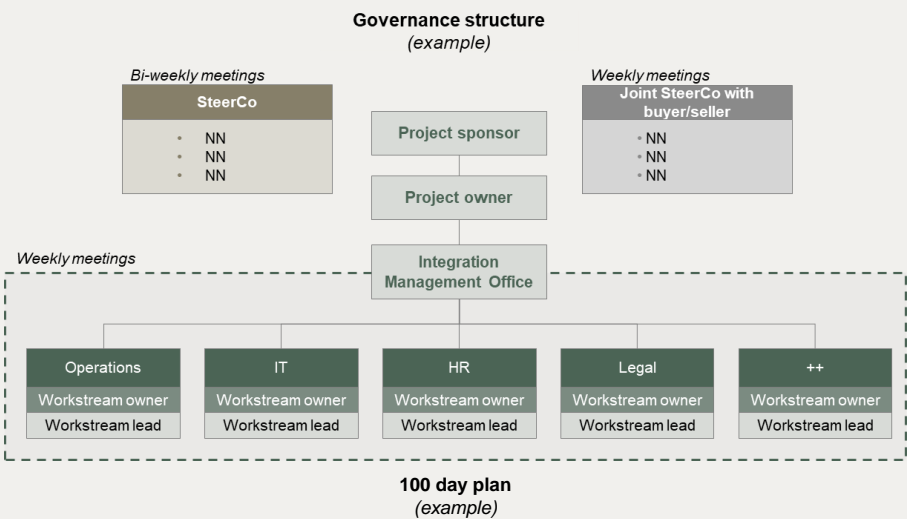
Structured and well-run management of pre- and post closing activities are critical to ensure a successful M&A

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Introduction to Delivery Pillar #2 – Integration Excellence



Our Offering: M&A Integration Management



Our approach

1. Design and establish project governance structure with appropriate workstreams based on integration needs
2. Develop functional and benefit realization plans with workstream leaders, establish reporting structure and follow up on execution progress
3. Coordinate deliverables and subject matter expert advice, manage risks, support the steering committee in making the right decisions, and ensure communication to all relevant stakeholders



We support clients with project and integration management through all phases of an M&A

Our Credentials



Large, International Bank

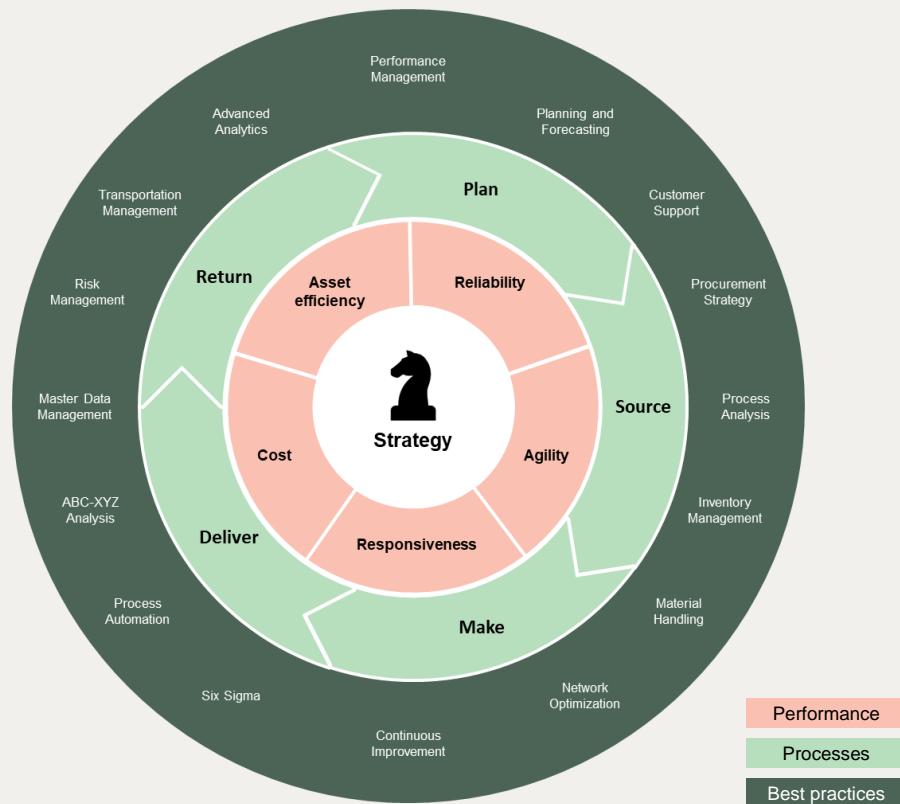
The Next-Gen Supply Chain is designed to efficiently serve the needs of different customers by balancing the right levers

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Introduction to Delivery Pillar #3 – Next-Gen Supply Chain



Our Framework: Knowit's Supply Chain Model



How to apply the framework

1. Assess the current performance on serving the customer needs, and what capabilities exist within the organization when it comes to processes, practices and people
2. Define what service level to be promised to the customers, and establish a supply chain strategy balancing the areas of reliability, agility, responsiveness, cost and asset efficiency
3. Based on the strategic objectives define initiatives to adjust processes, implement practices and tools, set the right organization and develop the right competences and skills to deliver the desired performance



We help organizations design the right supply chains to deliver on their strategic goals

Our Credentials



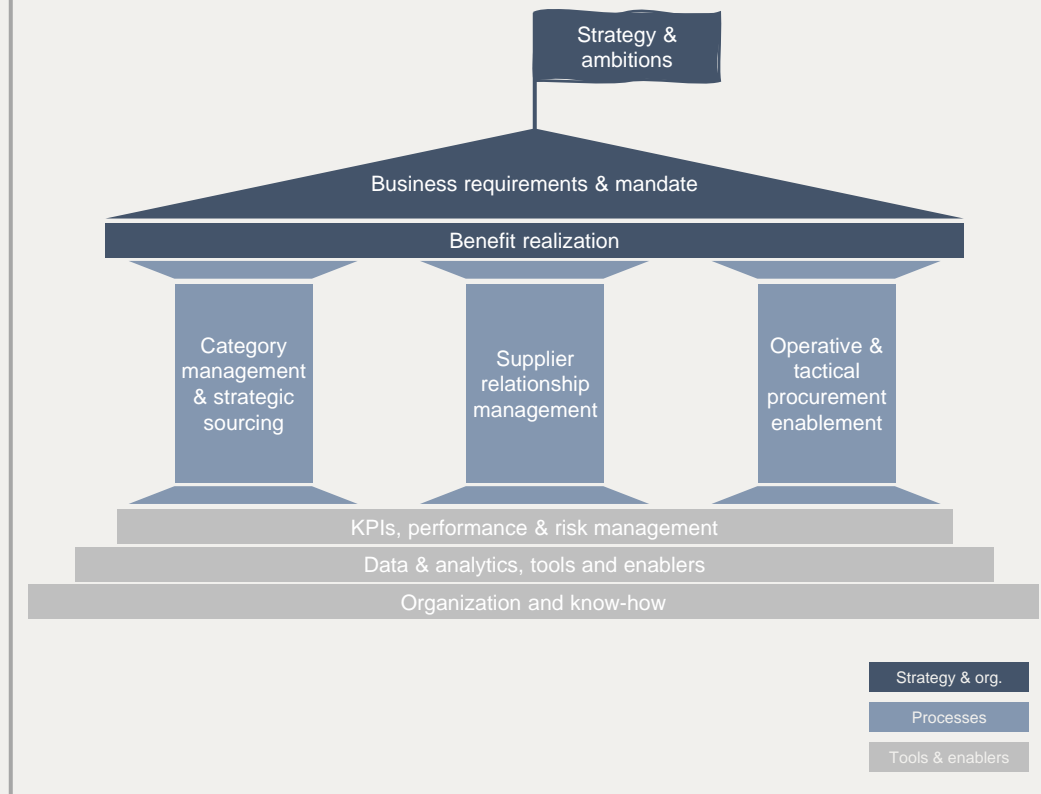
Our approach to sourcing sets the procurement organization up for creating a lot more value for the business it is supporting

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Introduction to Delivery Pillar #4 – Sourcing operating model assessment



Our Framework: Knowit's House of Strategic Sourcing



How to apply the framework

1. Full and rapid assessment of procurement strategy, organization, processes and benefit creation
2. "Voice of the Customer" profiling of the business functions the procurement department is set up to generate value for
3. Strategy development together with the line organization with hands on implementation and coaching of category teams
4. Benefits realization and development of supplier relations



We ensure increased short-term and long-term value contribution from procurement

Our Credentials



Performance leadership is all about making sure that people, processes and incentives are all adjusted towards common goals

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Performance Leadership – organizational alignment towards realizing benefits as outcome of all delivery pillars



Performance Leadership Pyramid



How to succeed

1. Set direction and ensure focus when setting goals, objectives, results and indicators
2. Make sure incentives are aligned with the overarching goals for the company, to reward the right behaviour
3. Define the required activities, and develop the right capabilities to reach the stated goals
4. Monitor and improve performance through coaching and feedback



We help organizations increase focus and realize benefits, through performance leadership

Our Credentials



Client Case Studies

NEXT GENERATION OPERATING MODEL



The Challenge



The Solution



The Result

Client Case Study

Operating model transformation

Client: Circle K | **Industry:** Fuel retail | **Delivery:** Rightshoring



The Challenge

Circle K owns 16 fuel storage terminals distributed across Europe. In order to increase profits and competitiveness, Circle K wanted to centralize operation of these terminals to a single operations center in Riga, enabling a more streamlined supply chain and more standardized delivery model. Circle K engaged Knowit to lead the transformation process, explore technological solutions to support the change process and realize business potential.



The Solution

Knowit worked shoulder-to-shoulder with Circle K to create and implement a new operating model, including design of new processes and organization in addition to benefit realization and implementation of the technological solutions required to enable and accelerate the transformation process.



The Result

Circle K's terminal fleet is now remotely operated 24/7 from Riga with unified and standardized operations across all terminals fleet. The new operating model is highly scalable for changes in demand. The project has realized financial benefits corresponding to 40-50 MNOK annually.

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Client Case Study

Rightshoring of payroll processes

Client: PEAB | **Industry:** Building & construction | **Delivery:** Rightshoring

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The Challenge

Payroll processes for the client's 14 Norwegian subsidiaries was handled from Sweden. The Swedish organization struggled with Norwegian payroll processes and had made several severe mistakes which resulted in significant pressure from labor unions. The client decided to move all payroll process for Norwegian subsidiaries to Norway as an effort to resolve the situation.



The Solution

Knowit helped the customer establish a new payroll organization in Tromsø. To accomplish this, skilled payroll employees were hired and all processes and requirements for each of the 14 subsidiaries were described in detail. Furthermore, a series of improvement initiatives aimed at both specific processes and IT-systems were carried out in order to optimize the payroll processes.



The Result

All payroll process for the 14 subsidiaries are now handled with high quality by a dedicated payroll team of 6 FTEs, which yields a 50% FTE reduction compared to when Norwegian payroll processes were handled from Sweden. Furthermore, the cost per pay slip was reduced nearly 50% as a result of significant process improvements.



Client Case Study

Pre-acquisition integration planning & Closing

Client: Nordic bank | **Industry:** Finance | **Delivery:** Integration Excellence



The Challenge

The Client was in the middle of an acquisition and needed support in the pre-Closing phase. In order to successfully reach agreement between the two parties, fulfil all legal requirements, and become operationally ready, it was necessary to take on a more structured approach to the activities ahead. Special challenges for the project was functional and cross-country coordination of activities and cooperation with the seller.



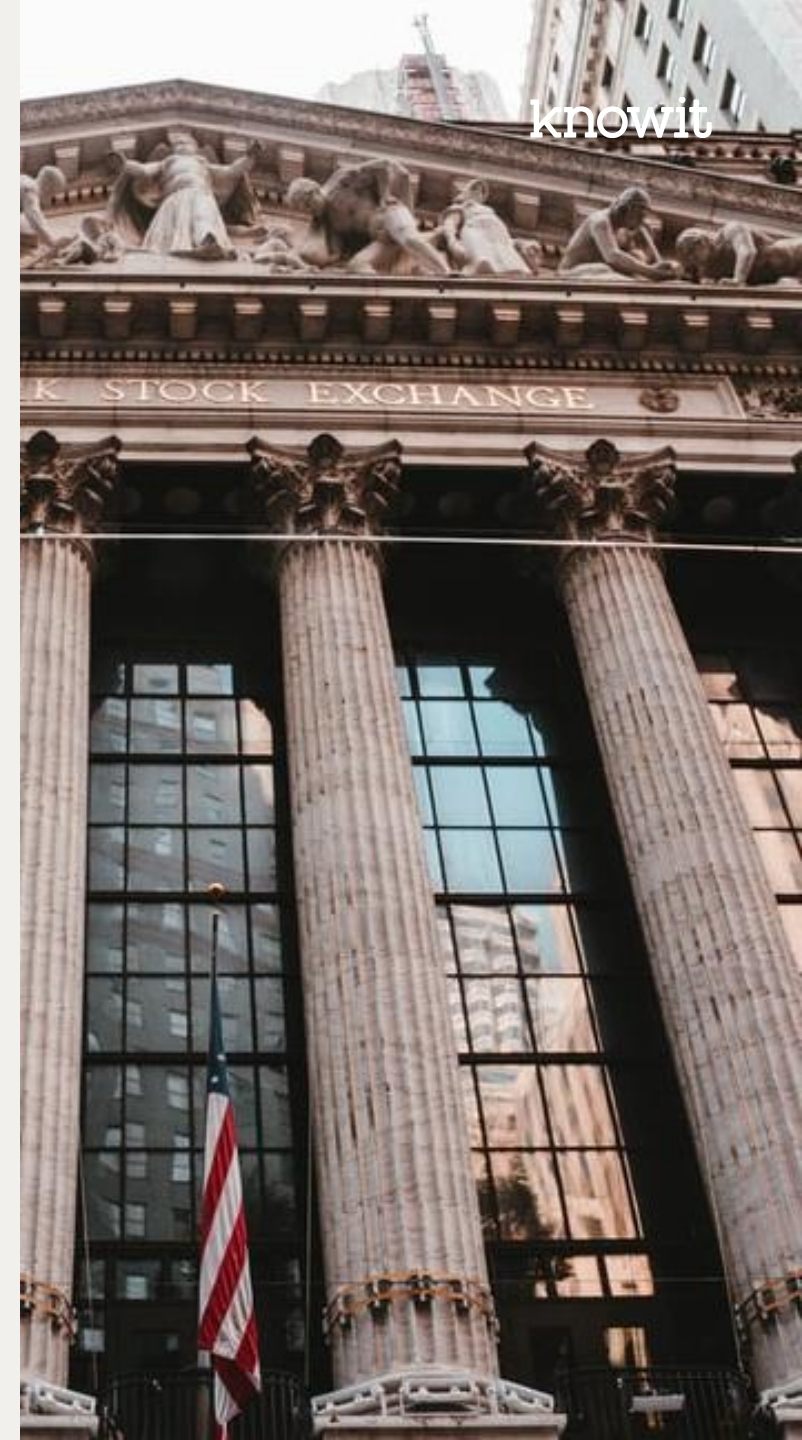
The Solution

The Client established a Governance structure – matrix organization – consisting of an Integration Management Office (IMO) in the center, functional workstreams, local country projects, and a Steering Committee as monitoring body. Project plans were created for each workstream and country with all important milestones defined. To ensure good cooperation with the buyer, a “Joint Steering Committee” with management representatives from both parties were also created. The IMO coordinated much of the work, following up that workstream and countries delivered on their tasks, as well as handling reporting and communication internally and towards the selling party.



The Result

The acquisition successfully closed on time and according to plan – with both parties satisfied. The Client kicked off the integration immediately after, and Knowit was asked to continue supporting the project's next phase. The project is still ongoing, running according to plan.



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Client Case Study

Optimization of inbound logistics

Client: Leading Norwegian FMCG company | **Industry:** FMCG | **Delivery:** Next-Gen Supply Chain

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The Challenge

The client is a leading Norwegian branded supplier that collects, produces and supplies dairy products all over the country. About of 8,500 producers, 40 dairies, 250 tank trucks & 650 drivers form the basis of the client's inbound logistics operations.

The client experienced insufficient track of producer- and wholesaler volume due to an unstable system for capturing data in addition to missing APIs with central interfaces such as the client's ERP system. Proper master data governance between supply chain, IT and production was missing.



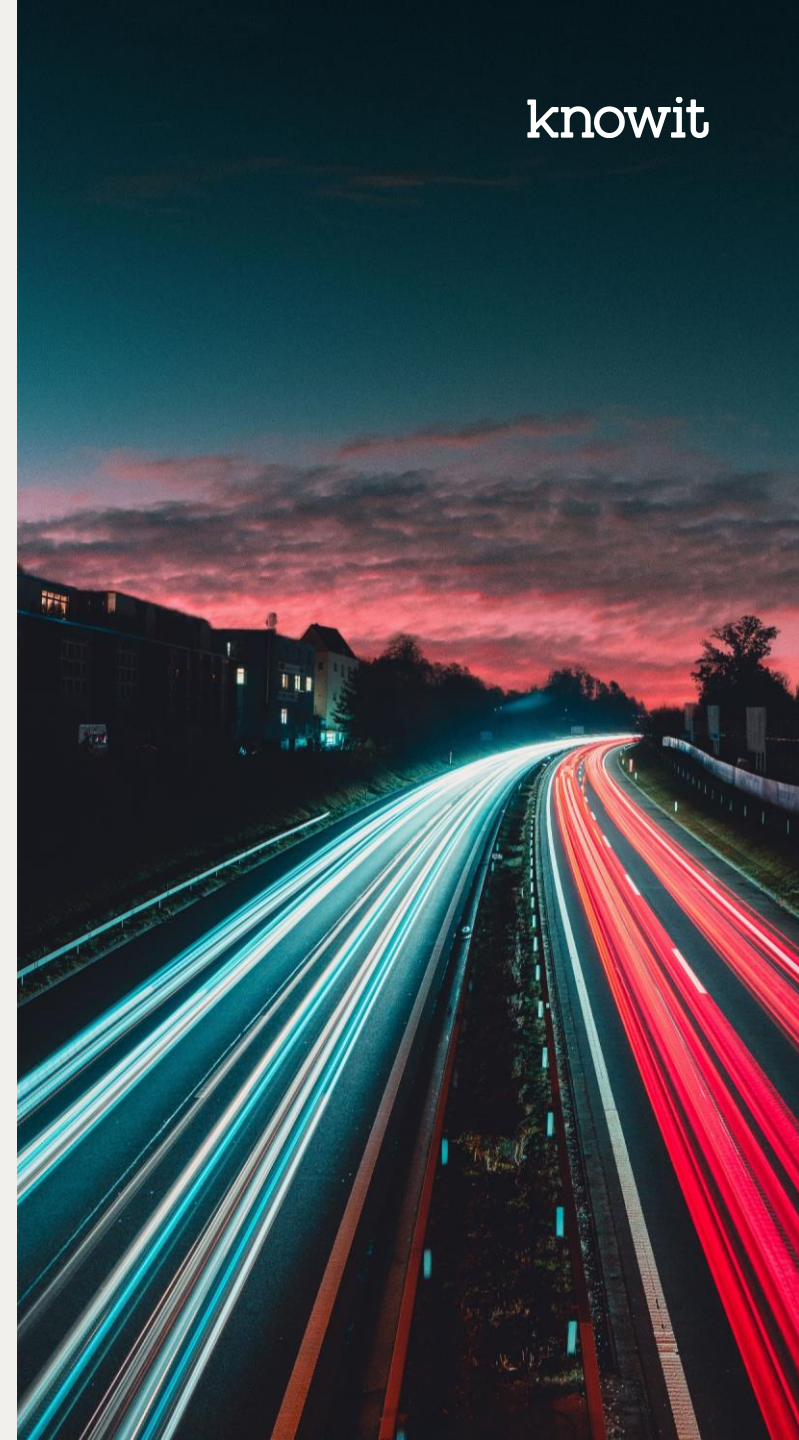
The Solution

Knowit worked closely with key stakeholders across several of the client's BUs, in addition to a key system supplier, to develop, align and implement a common approach to producer- and volume tracking. The new solution was successfully implemented through shoulder-to-shoulder collaboration with both strategic and operational client resources.



The Result

Inbound logistics today has much better control of volumes and products from producer to wholesaler, and has a cleaner data set to optimize routes, track KPIs and reduce cost without compromising with service levels.



Client Case Study

Supply Chain Strategy

Client: Sporveien | **Industry:** Public Sector | **Delivery:** Next-Gen Supply Chain



The Challenge

Towards 2030 Sporveien aspire to increase the amount of passenger trips served by tram by up to 100%. At the same time they will receive new modern trams, which open new possibilities in organizing the supply chain going forward. This created a need for a strategy on how to approach the new upcoming opportunities and how to improve the current supply chain.



The Solution

Knowit conducted a comprehensive assessment of the current organization and processes, and presented best practices from other industries, along with experiences from other European operators. The project set a 3-5-year ambition for Supply Chain development and designed a service level agreement between Supply Chain and the Tram Workshop. Knowit also developed strategic alternatives for how to handle warehousing and logistics. To reach the ambition the project identified and described several strategic improvement initiatives



The Result

Sporveien have a defined improvement roadmap and has started the journey towards a more resilient and more cost-efficient supply chain. The Supply Chain and Tram Workshop have also established what deliverables are the most important, and identified key performance indicators, and required commitments from both sides to reach the objectives



Client Case Study

Organizational transformation program

Client: Norwegian CSD | **Industry:** Finance | **Delivery:** Operational Excellence



The Challenge

Following the introduction of the new Central Securities Depositories Regulation (CSDR), the conditions for running a central securities depository (CSD) business altered. Consequently, the Norwegian CSD wanted to review its operating processes and support tools to ensure optimal resource utilization, appropriate use of technology and automation, and to reduce operational risk.



The Solution

Knowit was involved to conduct a mapping, and present an assessment of how processes, technology and organization support the daily operations. Similar analyses were conducted for customer inquiries and processes connected to customer relations. Following the assessment a new organization was design to better suit the current needs, and new technological solutions implemented to increase control and visibility while reducing cost



The Result

Knowit and the Norwegian CSD implemented measures to reduce risks and increase visibility in the organization. The new organization was designed to suit the identified needs, and a new department manager was onboarded ensuring a better division of responsibilities. The new technology solutions enabled better infrastructure monitoring at a lower cost than existing solutions

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We make digital visions real.

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We are Knowit, a consultancy firm that creates unique customer values by offering digital and cross-functional solutions from three business areas: Experience, Insight and Solutions. What sets us apart is our ability to combine expertise in design and communication, management consulting and IT. By combining strategic capacity with a passion for technology and creative solutions, we create digital opportunities and long-term value.

#weareknowit / www.knowit.se



2400

Employees

303 million

Profit SEK 303 million,
margin 10 %

3,1 billion

Turnover SEK 3,1
billion

5 countries

Sweden, Norway,
Denmark, Finland
and Germany

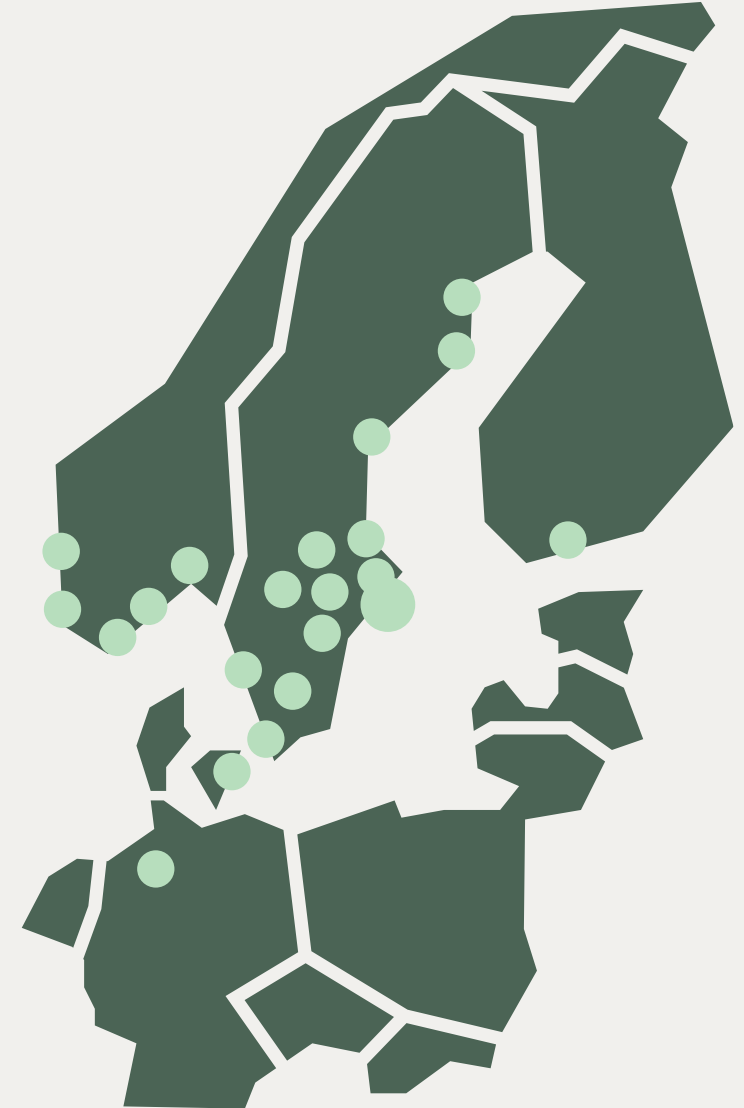
Nasdaq

OMX Mid Cap

3 billion

Market cap SEK
approx 3 billion

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knowit INSIGHT



Next Generation Operating Model

Supply Chain strategy and benefits realization
Optimal positioning of tasks and processes
Distinct operating model design



Future Organization

Form & agile and scalable organization
Culture & cooperation for continuous learning
Maximize leverage from technology



Data-driven Growth

Conversion of data into valuable insights
Data-driven decision making
New business opportunities



Strategy

Vision & objectives in line with a future digital business
Identified challenges & formulated strategic paths
Prioritized, digital & executable initiatives



Efficiency & Automation

Continuous change & improvement
Streamlined & harmonized processes
Using technology to optimize & automate



Cybersecurity & Law

A resilient society
Digital risk management & innovation
Secure & legal development, audit & verification



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