

Corporate presentation

Stein Hansen, Sep 26

OpenSky Consulting AS

About us



- OpenSky Consulting AS is a young company¹ with very senior consultants all having long and operational business experience mostly from the ICT, telecom and media industry. We generally work on executive level and take on strategic assignments within our area of expertise.

- We offer strategic advisory services in two distinct areas:

- Vertically: In the **ICT sector** on **digitalization** and **business transformation** - and specifically in the field of **mobile communications**.
- Horizontally: Across sectors in the **HSSE, risk and sustainability and security** areas – and specifically on **responsible supply chain management, climate change** and **renewable energy**.

Advisory
Services

Business &
Technology
Telecom & ICT

Advisory
Services

HSSE,
Risk, Security,
Sustainability

- Our services are suited for digital service providers as well as (small and large) private companies and the public sector working with 5G and digital transformation - or any company with a focus on HSSE, sustainability or security.
- We have our main experience from working at various levels and in various functional units in mobile telecom operator groups for many years, e.g. from Telenor, Telia, Vodafone and VEON - and also from the GSM Association and DNV. Our associates have different nationalities and are based in several countries, but the company HQ is in Oslo, Norway.

¹ Founded October 2019

Not the average consultants !



- Operational business experience
- Functional area competence
- Understanding organizational challenges
- Only very senior people
- Strategic perspective
- Practical execution experience
- Top management mindset



What can we do for you?



HSSE, risk & sustainability	Corporate affairs	Security	Digital / Strategy	Mobile communications
• Risk management • Crisis management • HSSE • Sustainability / ESG • Supply chain sustainability • Climate change • Renewable energy	• Corporate governance • Policy development & implementation • ICT policy • Crisis management • Management System implementation	• Security management • Cyber security • Physical security • Personnel security • Data privacy	• Corporate strategy • Digital transformation • ICT technology • Technology strategy • M&A • Due Diligence	• Network planning, rollout, operations • Site solutions • Private networks • Network strategy • Mobile technology • 5G, IoT etc • Spectrum auctions

Telecom & ICT



We have:

- **Many years of operational experience**
 - Operational management experience across strategic, technical, commercial, policy or sustainability functions
 - In-depth business and technology understanding
 - Working in or across group and business units
 - Working with executive management and BoD
 - Industry engagement experience from industry associations and standards bodies
- **Practical as well as a top management perspective**
- **Areas of expertise**
 - Mobile business and technology strategy
 - Mobile technology and “G”s
 - 5G, IoT, digital transformation
 - Mobile network strategy, evolution and rollout
 - Mobile infrastructure sharing
 - Site solutions
 - Private networks
 - ICT technology and its business implications
 - ICT industry policy
 - Security management
 - M&A, valuations, Due Diligence, spectrum auctions ...

We can offer:

- **Operational advisory services**
 - Working with 5G or IoT – technically and commercially
 - Digital transformation
 - ICT industry policy
 - Security management
- **Operational advisory services (for telcos)**
 - Mobile network strategy, development and rollout
 - M&A, valuations, Due Diligence, spectrum auctions
- **Project management**
 - Structural implementation projects
 - Business or technology related projects within our areas of expertise
 - Technical design or implementation projects
 - M&A projects, spectrum auctions etc
- **Management advisory services**
 - Strategies
 - Organizational development
- **Interim management**
 - CEO, CXO, Strategy, Middle management



HSSE, risk, security, sustainability



We have:

- **Many years of operational experience**
 - Setting it up, running it, improvements
 - Operational management experience
 - Working in or across group and business units
 - Working across the Nordics, CEE and Asia
 - Working with executive management and BoD
 - Industry engagement experience
 - UN Global Compact, GeSI, JAC, ETI, GSMA, standards
- **Practical as well as a top management perspective**
- **Areas of expertise**
 - Risk management
 - HSSE management¹
 - Security management
 - Data privacy
 - Supply Chain Sustainability
 - Climate change
 - Renewable energy

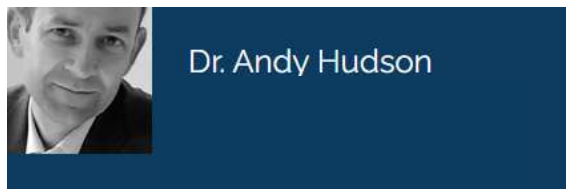
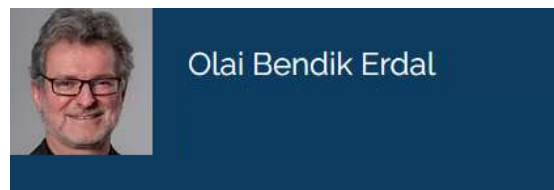
We can offer:

- **Operational advisory services**
 - General advisory within our areas of expertise
 - Analyses, strategies, implementation, reporting, incident handling, training
 - Assessments of your current operation, internally and in your supply chain
- **Project management**
 - Projects within our areas of expertise
 - Structural implementation projects
 - Specific execution projects
 - Sustainability strategy projects
 - Specific sustainability projects
 - Cyber security strategy projects
- **Management advisory services**
 - Strategies
 - Organizational development
 - Stakeholder management
- **Interim management**
 - CEO, CXO, Middle management



¹ Health & Safety, Security, Environment

Who are we?



Our services



CORPORATE GOVERNANCE

Telcos, large enterprises

- Policy development & implementation
- Health & safety management
- Responsible supply chain management / sustainability
- Security management
- External assessments / gap analyses



PROJECT MANAGEMENT

Enterprises, public sector

- Technology strategy projects
- ICT design or implementation projects
- Cyber security strategy projects
- Due Diligence, M&A projects
- Sustainability projects
- Process optimization projects



INTERIM MANAGEMENT (pending availability)

Telcos, enterprises

- Technology management, CTO
- Executive management, CEO, CXO
- Corporate strategy
- Senior executive advisory
- Sustainability
- Middle management



ICT ADVISORY

Enterprises, public sector

- Industry trends & development
- ICT technology strategy
- Digital transformation
- Working with 5G and IoT
- Private networks / spectrum
- Artificial Intelligence



BUSINESS AND TECHNOLOGY STRATEGY

Telcos

- Business & technology strategy
- Working with 5G – technically and commercially
- Digital transformation
- Mobile network strategy and evolution
- Spectrum auctions

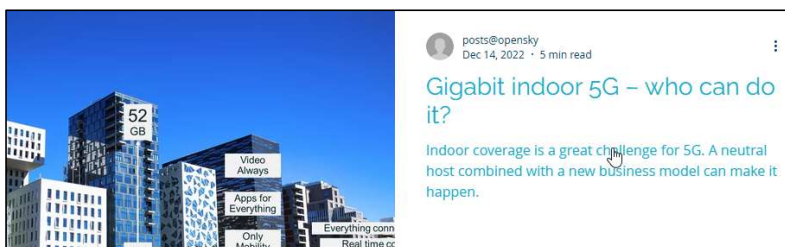


OPERATIONAL BUSINESS SUPPORT

Telcos, telecom suppliers

- Mobile network engineering, rollout and operations
- Mobile network evolution
- Infrastructure sharing
- Site solutions / renewable energy
- Working with 5G – technically and commercially
- Security management

Some points of relevance



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5G for enterprises?

5G for operators?

Going digital?

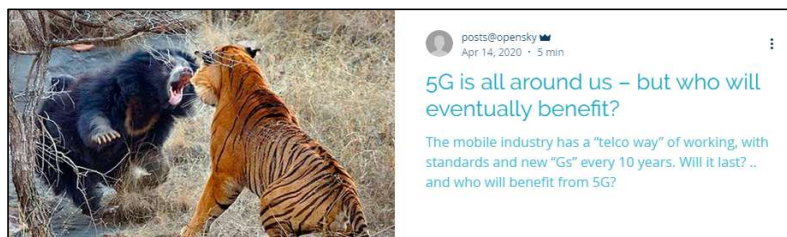
Security for enterprises?

www.opensky.no

Some points of relevance

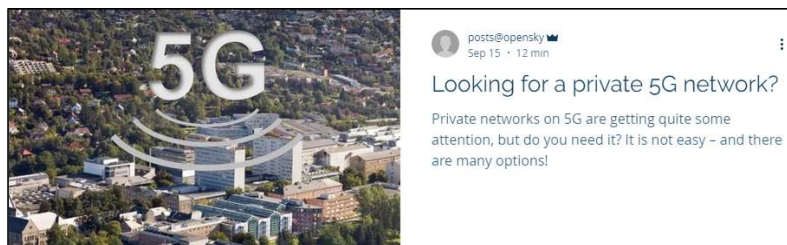


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Some points of relevance

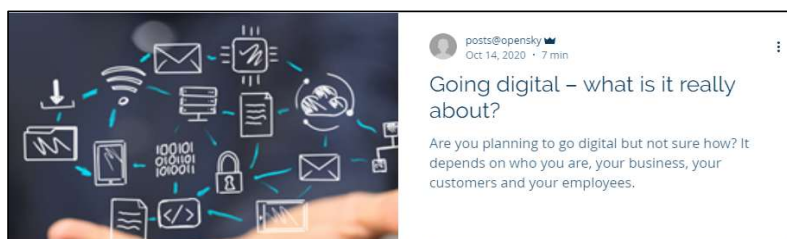


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Some points of relevance



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Considering an upgrade to 5G?



As a business customer
Are you considering 5G?

5G is being communicated as faster and better than 4G with extreme broadband speeds – and new 5G smartphones are coming on the market. However, 5G is much more than even better broadband and smartphones for consumers. For society or an enterprise, 5G has much greater promises.

Have you considered what 5G can do for your business? ... and when you can get it? ... and are you prepared?



Some 5G promises:

- 10x faster
- 1 Gbps speeds
- 10x lower latency
- Massive IoT
- Digitalization of society
- Smart factories
- Remote monitoring & control
- Autonomous vehicles
- Virtual or Augmented reality
- Immersive gaming
- etc.



Short check list:

What would you consider 5G for?:

- ☐ Upgrading your smartphones?
- ☐ Business applications?
- ☐ for remote monitoring or control?
- ☐ of critical systems?
- ☐ of a larger number of sensors?
- ☐ for instant response / time-critical applications?
- ☐ for reliable broadband / video communication?
- ☐ To replace cabling?
- ☐ on premises?
- ☐ on work sites?
- ☐ Other?

Are you ready for it?

- ☐ Do you know what 5G can do for you?
- ☐ Do you know what is available now? ... or later?
- ☐ Do you have a capable team?
- ☐ to plan it?
- ☐ to manage a procurement process?
- ☐ to get it implemented?
- ☐ Do you need tight control of your 5G network?
- ☐ Would you wish to own and manage the network yourself?
- ☐ Would you need a tight SLA? ... and what type of SLA?

Business applications:

- ☐ Would you wish to automate business processes?
- ☐ Do you need an end-to-end business solution based on 5G?
- ☐ Would you need to integrate existing business applications?

OpenSky Consulting has long experience on mobile solutions, strategically, technically and business-wise – and we offer advisory services relating to the use of 5G. We do not sell 5G, but if you need independent advice on planning or using 5G, we are there for you!

OpenSky Consulting AS Digital transformation through 5G www.opensky.no

- Some aspects to consider
 - What do you consider 5G for?
 - Upgrading your smartphones?
 - Automating your business?
 - What do you concretely need?
 - Faster speeds?
 - Lower latency?
 - Wireless connectivity?
 - Local or wide-area networks?
 - A total system package?
 - Degree of control and dependency on others?
 - Do you know what 5G can and cannot do?
 - Do you need more information or training?
 - Do you need independent advice?
 - Do you need support in getting it?

Digital transformation



Digital transformation

Are you up for it?



Are you planning to go digital but not sure how? Digital transformation is on everyone's lips today. It goes for every company, small or large – also for the public sector. We hear about smart communities, smart factories, smart infrastructure, smart homes – and “smart everything” – and Artificial Intelligence, 5G, Internet of Things are hot topics.

So what does digital transformation mean for you? It depends on who you are, your business, your organizational structure, your customers, your processes and your employees.



- Process simplification
- Automation
- Cost savings / efficiency
- Better customer journey
- Customer facing apps
- Customer self-service
- Know Your Customer (KYC)
- New business models
- Future-proof IT infrastructure
- Cloud computing
- Wireless



Short check list:

Your business:

- ☐ Do you provide products?
- ☐ ... or services?
- ☐ Do you use external dealers or sales agents?
- ☐ Is your core business ICT-based?
- ☐ Do you use ICT mainly for backend systems?
- ☐ Is digitalization fully backed by top mgmt?

Your processes and infrastructure:

- ☐ Do you rely heavily on manual or paper-based processes?
- ☐ Do you to a large degree have digital processes towards your customers?
- ☐ ... towards your dealers?
- ☐ ... towards your suppliers?
- ☐ Are your IT systems generally custom-built?
- ☐ Are your IT systems easy to upgrade?

Your customers:

- ☐ Are you serving consumers?
- ☐ Are you in the B2B market?
- ☐ Do you have good customer insight?

Your company:

- ☐ Do you have organizational units at different locations?
- ☐ Do you have sales staff in the field?
- ☐ Do you have technical staff in the field?
- ☐ Do you have a Customer Service department?
- ☐ Do you have an IT department?

Your people:

- ☐ Are they digital natives?
- ☐ Are they open for change?

OpenSky Consulting has a practical view on digitalization. We are not the typical management consultants with long and rigid processes but have operational experience mostly from the telecom area. We offer advisory services on digitalization from a management angle.

OpenSky Consulting AS Getting ready for the future www.opensky.no

• Some aspects to consider

- Type of business / type of company
- Company culture
- ICT infrastructure & suppliers
- Digital skills
- Customer journeys
- Convenience
- Know Your Customer (KYC)
- Management focus
- Business processes & business models
- Security and privacy

Managing cyber security



As a business
Are you worried about cyber security?

In today's hyperconnected world, everything is connected to the open internet, through fixed or wireless networks and 5G and Internet of Things – and enterprises and the complete society are planning digital transformation. On the other side, cyber attacks on enterprises are more and more frequent, targeted, advanced and effective – whether purely malicious or by activists – and the digital ecosystem keeps getting more and more complex.

What happens if you are attacked – or can you avoid it? Are you prepared for the growing cyber challenges in a digital world? Can you cope? Do you have a plan?



Some potential threats:

- Corrupted data
- Lost data
- Stolen data / espionage
- Privacy breaches
- Customer fraud
- Malfunctioning systems
- System outage
- Compromised services
- Financial loss
- Out of business



Quick check list:

Business risk:

- ☐ Do you have many business secrets?
- ☐ Is your IT infrastructure mission-critical for your business operation?
- ☐ Are you dependent on external suppliers for your IT infrastructure?
- ☐ Do you trust your suppliers?
- ☐ Do you have many partners for your product offerings?
- ☐ Will a security incident directly impact your customers?
- ☐ Are your Stakeholders worried about cyber security?
- ☐ Could you get public scrutiny or reputation impact from a security incident?
- ☐ Could you get fines or regulatory repercussions?

Security management:

- ☐ Are you aware of any security incidents in the past?
- ☐ Have you done any threat or risk assessments?
- ☐ Have you implemented any controls to mitigate?
- ☐ Have you assessed your suppliers from a security perspective?
- ☐ Have your employees been trained on good security practices?
- ☐ Do you have relevant and adequate company policies for security in place?
- ☐ Is there a security architecture for your IT systems?
- ☐ Do you have adequate access controls to your systems?
- ☐ Does top management or the BOD review the security situation from time to time?
- ☐ Do you have anyone specifically responsible for cyber security?

OpenSky Consulting has experience in security management, mostly from the telecom area. We don't offer any security services or products – and we are not hackers, but we offer advisory services on handling security from a management angle.

OpenSky Consulting AS Protecting your assets from cyber attacks www.opensky.no

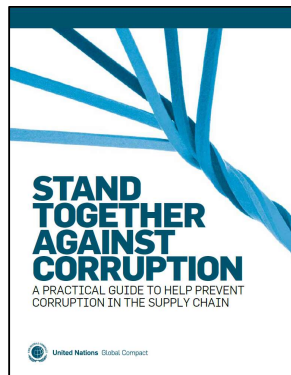
- Some aspects to consider
 - Understanding threats and risks
 - Legal obligations
 - Corporate policies
 - Preventive and reactive measures
 - Technical and process controls
 - Supplier security
 - Security organization
 - Incident handling
 - Security testing
 - Training and awareness
 - Management focus
 - A continual effort

Some points of relevance



UNGC Case study on Telenor

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Supply Chain Sustainability



Supply Chain Sustainability

Do you think you are off the hook?



Sustainability or ESG (Environmental, Social and Governance) is increasingly being scrutinized by Stakeholders and focused on by companies. While saving the planet from climate change creates most media attention today, for a company ESG is much more.

Stakeholders expect large companies to have responsible business practices in all relevant areas, be it in terms of corporate governance, human rights, labour rights, working conditions, health & safety, environmental impact, corruption, transparency – AND also on managing sustainable supply chains.



Stakeholders:

- Shareholders or investors
- Governments or Regulators
- Employees
- Corporate customers
- Press / Media
- The general public
- NGOs
- etc



Quick check list:

Business risk:

- ☐ Do your Stakeholders have ESG or sustainability in focus?
- ☐ How exposed are you to various Stakeholders?
- ☐ Have you considered the risk of public scrutiny around such issues?
- ☐ Have you considered the reputation impacts of any ESG incidents in your supply chain?

Responsible supply chain management:

- ☐ Do you have relevant and adequate company policies in place?
- ☐ Have you assessed the most common ESG risks in areas where you or your suppliers operate?
- ☐ Have you assessed your suppliers from an ESG perspective?
- ☐ Do you have a perspective on your sub-suppliers?
- ☐ Have you put any ESG requirements on your supply chain?
- ☐ Do you follow-up on it in any way?
- ☐ Do you have anyone responsible for follow-up?
- ☐ Do you do inspections or audits?
- ☐ Are you aware of any incidents?
- ☐ If so, what have you done about it?
- ☐ Can you do anything about it?

Example Telenor in 2008:

- Media incident with underage workers and very poor health & safety conditions at one of the sub-suppliers of Telenor's subsidiary Gramphone in Bangladesh
- Strong public scrutiny and reputation decline
- Group CEO on national TV regularly for weeks defending the company

OpenSky Consulting has experience and provides advisory services on Supply Chain Sustainability. We can provide assessments, strategy development or implementation services, given availability.

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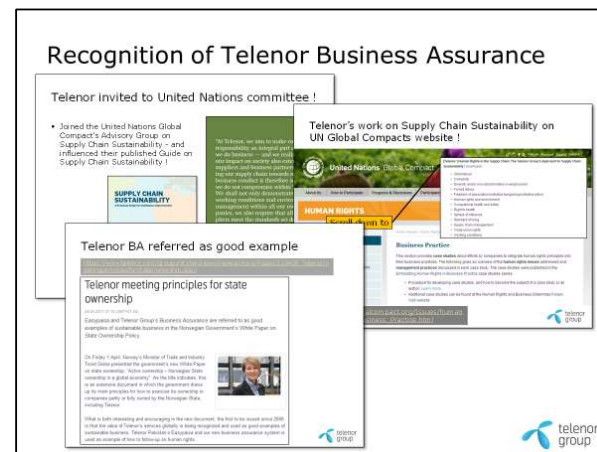
Building sustainable business practices

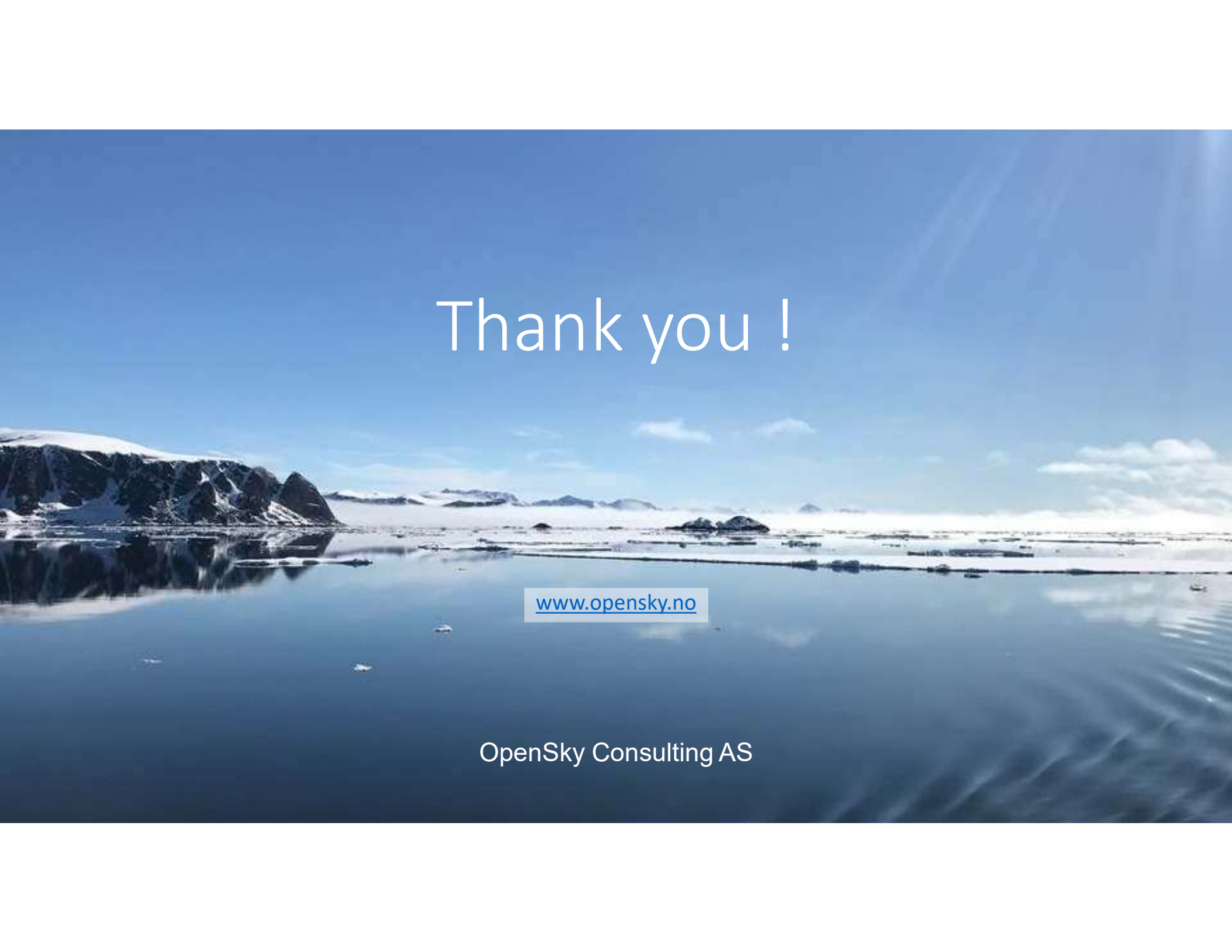
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- Some aspects to consider

- Risk management
- Preventive and responsive measures
- Ideal requirements vs practical execution
- Requirements vs follow-up and monitoring
- Internal and external reporting
- Management commitment
- Management systems
- Maintaining continuous improvement over time

Bangladesh – From crisis to asset !



A wide-angle photograph of a Norwegian fjord. The water is a deep, calm blue, reflecting the sky and the surrounding landscape. On the left, a steep, rocky mountain rises from the water, its peaks and ridges covered in patches of white snow. In the distance, more snow-covered mountains are visible under a vast, clear blue sky with a few wispy clouds. The overall scene is peaceful and majestic.

Thank you !

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