KNOWLEDGE MANAGEMENT AT NORSK TIPPING -THE NORWEGIAN NATIONAL LOTTERY-

挪威國營彩券公司NORSK TIPPING的知識管理

REIDAR NORDBY, JR.
PRESIDENT AND CEO

TAIPEI 11TH AUGUST 2004

We Give the Dream a Chance

”THE DREAM FACTORY”
夢想的製造工廠

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THE KEY ASSETS OF NORSK TIPPING: 公司的主要資產

- Clear vision明確的願景
- Exclusive lottery license獨家彩券經營權
- Long term strategic management長期策略管理
- High knowledge capital高度的知識資本
- 4000 retail outlets四千家零售店面
- Strongest trademarks in Norway乃挪威最強大的品牌
- Top three most admired company in Norway為挪威最受景仰的三大企業之一

GLOBAL TRENDS:全球趨勢

- Converging markets市場聚合
- Converging technologies科技聚合
- Converging nations and continents 國家和各大洲的聚合
- New consumers with new priorities and values新的消費者有新的優先要務和價值

IF WE DO NOT RENEW, WE WILL BE LOSERS!不更新就是輸家

- New communication channels新的溝通管道
- Customization客製化
- Yesterday's tools are not necessarily right for tomorrows challenges昨日的工具不見得適合今日的挑戰
- Strong top management involvement absolutely necessary!高層主管積極參與是絕對必要的

IMPORTANT MILESTONES: 重要的里程碑

- **1994: Management decision to strengthen NT's international position**
- 一九九四年:管理階層決定加強NT的國際定位
- **1995: Selected host for international lottery congress: Oslo Relations '99**
- 一九九五年:獲選主辦國際彩券會議: Oslo Relations '99
- **Desire to develop into an internationally recognized lottery**
- 希望開發出國際認可的彩券
- **1996/97: Deep analysis of strategic threat**
- 一九九六年/九七年:策略威脅的深入分析

OSLO RELATIONS ’99

- Keynote speakers of world format
- 全球專題主講人
- Topics related to knowledge management rather than lottery technicalities
- 主題和知識管理相關,而不是彩券技術性的議題
- Keynote by Leif Edvinsson on Intellectual Capital
- 由艾德文森擔任智慧資本專題的主講人

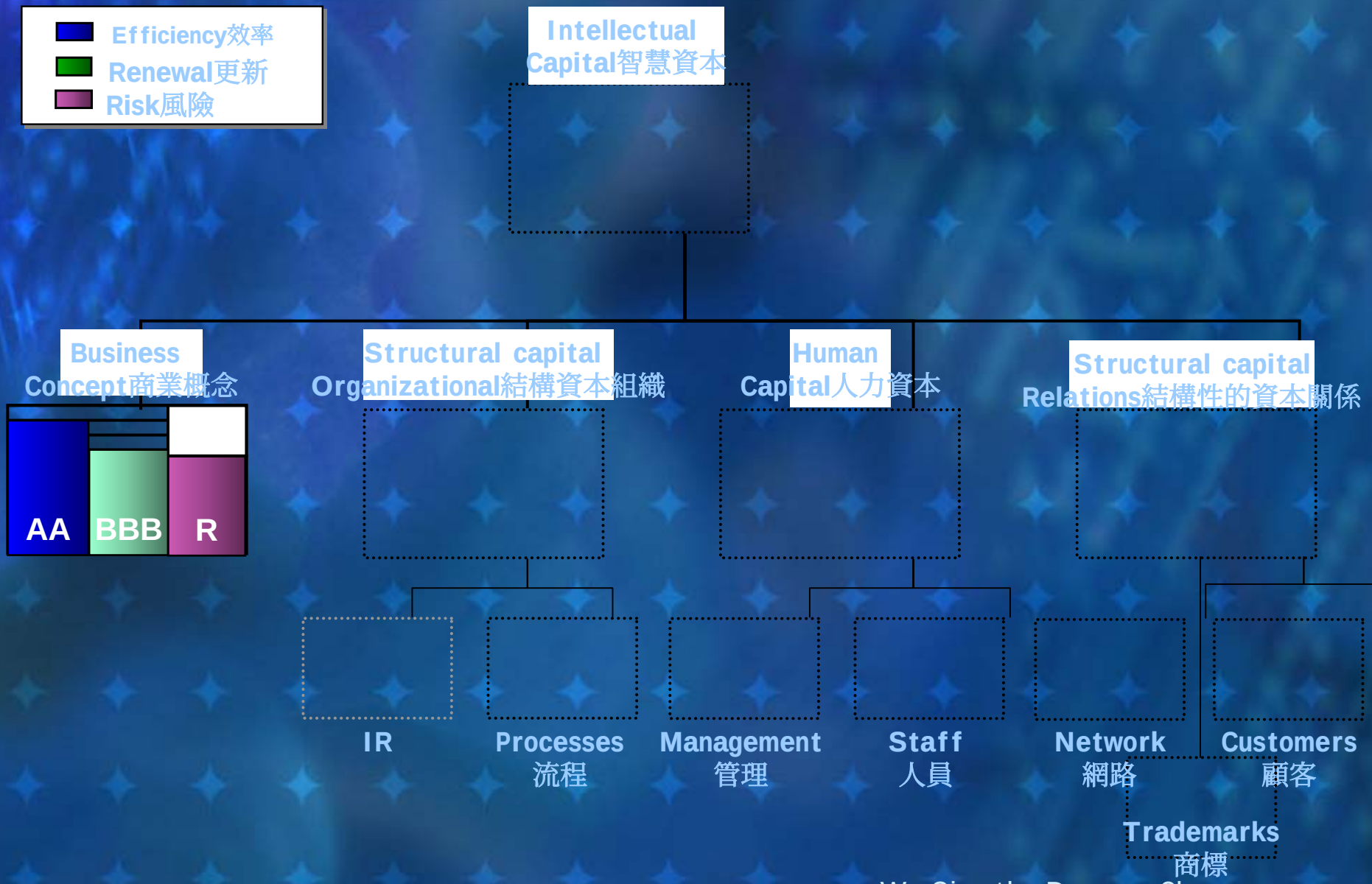
FUTURE CENTER NORWAY挪威未來中心

- Result of Oslo Relations ’99
- Oslo Relations ’99的成果
- Established in Hamar, Norway in 2000
- 二〇〇〇年成立於挪威赫馬
- Center for prototyping new ways of working and thinking
- 塑造工作和思考新方法的中心
- Led to establishment of a Future Team to challenge the management
- 促使未來團隊的成立,挑戰管理階層
- More dynamic renewal thinking
- 更新的思考更為動態

WHAT ARE OUR MOST IMPORTANT RESOURCES?我們最重要的資源是什麼

- By far our Intellectual Capital (IC)
- 到目前為止是我們的智慧資本
- Our staff members could quit, and we would lose our capital
- 工作人員若辭職,我們就會喪失這樣的資本
- Need to develop strong tribe environment
- 需要建立強大的“部落”環境
- Need to measure the IC
- 需要衡量智慧資本
- IC Sweden made survey in 2000 and 2002
- 瑞典智慧資本公司於二〇〇〇年和二〇〇二年進行意見調查

IC RATING™ BUSINESS CONCEPT (IC RATING™的商業概念)



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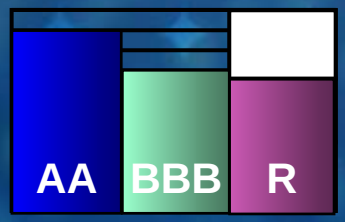
IC RATING™ BUSINESS ENVIRONMENT (IC RATING™ 的商業環境)



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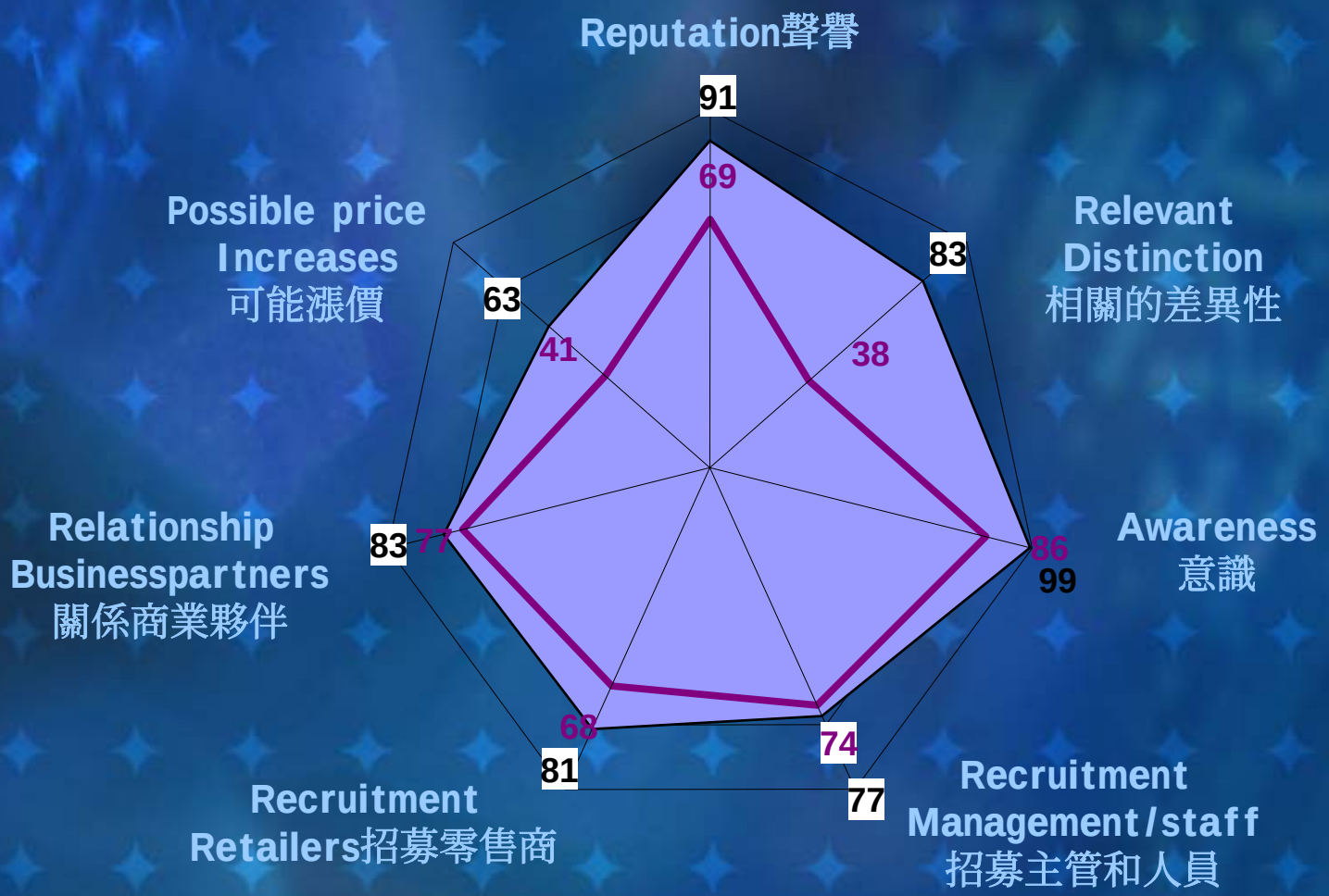
IC RATING™ NORSK TIPPING TRADEMARKS
(IC RATING™ NORSK TIPPING商標)



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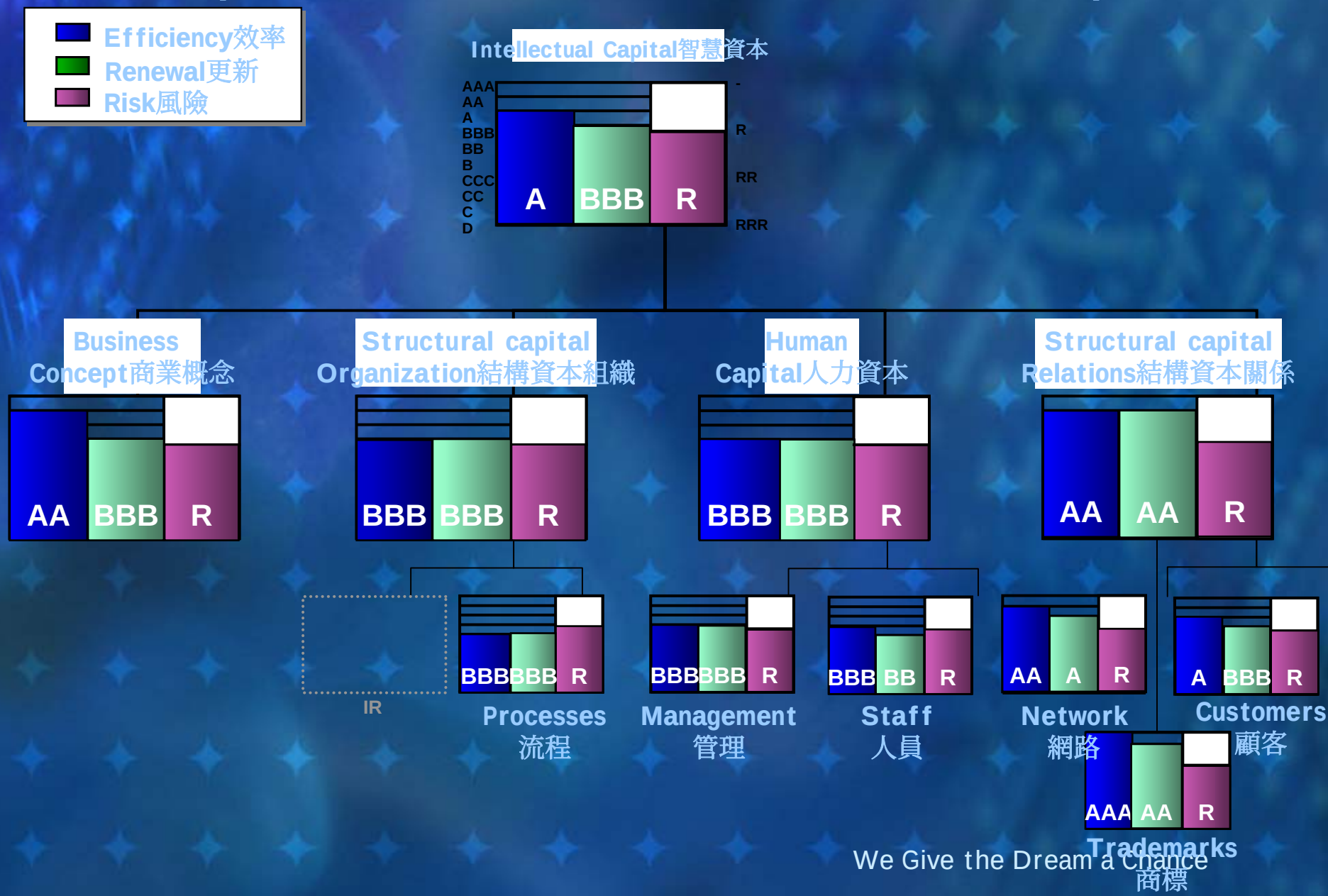
IC RATING™ NORSK TIPPING RESULT 2002
(NORSK TIPPING二〇〇二年IC RATING™的結果)



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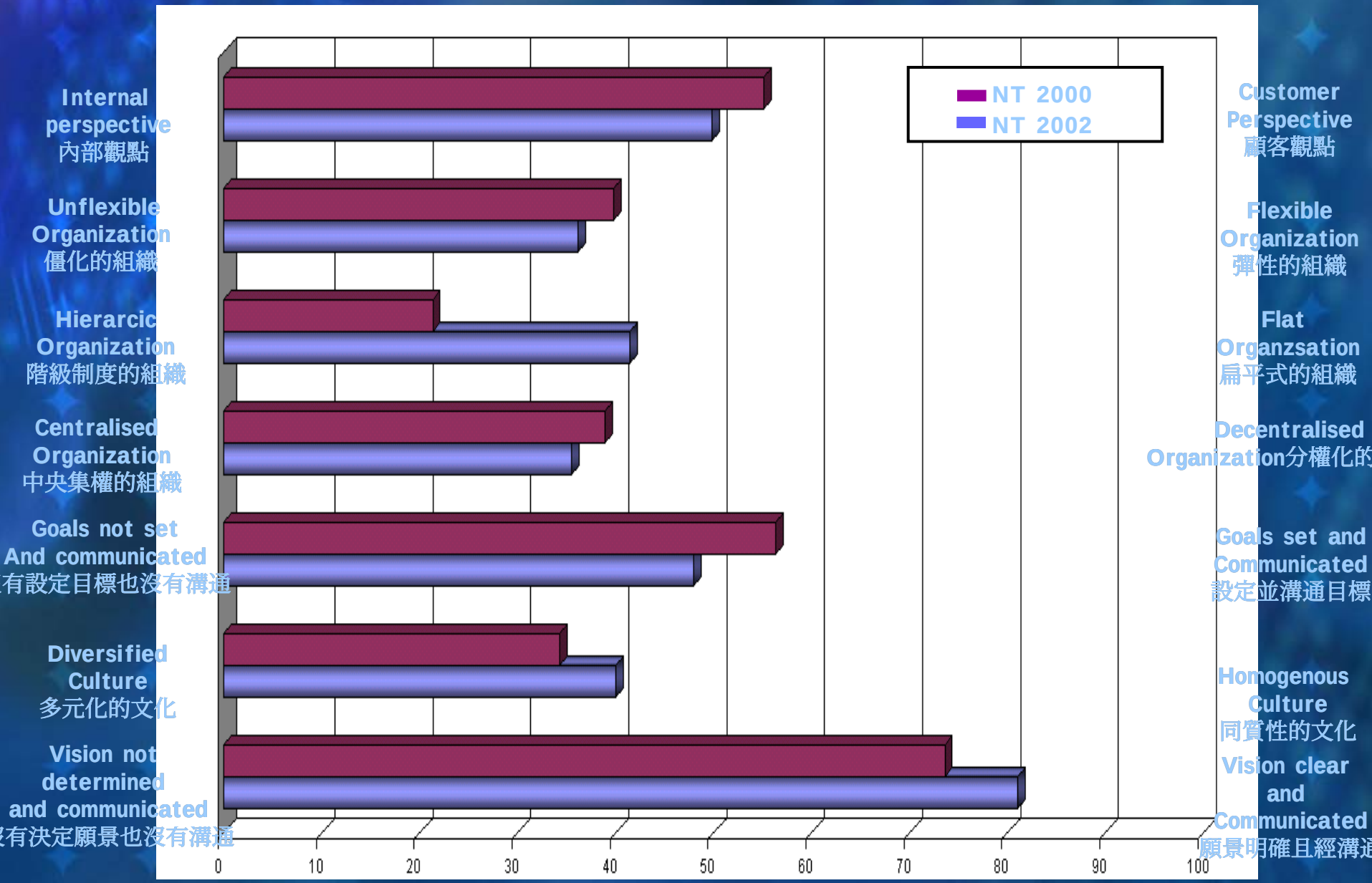
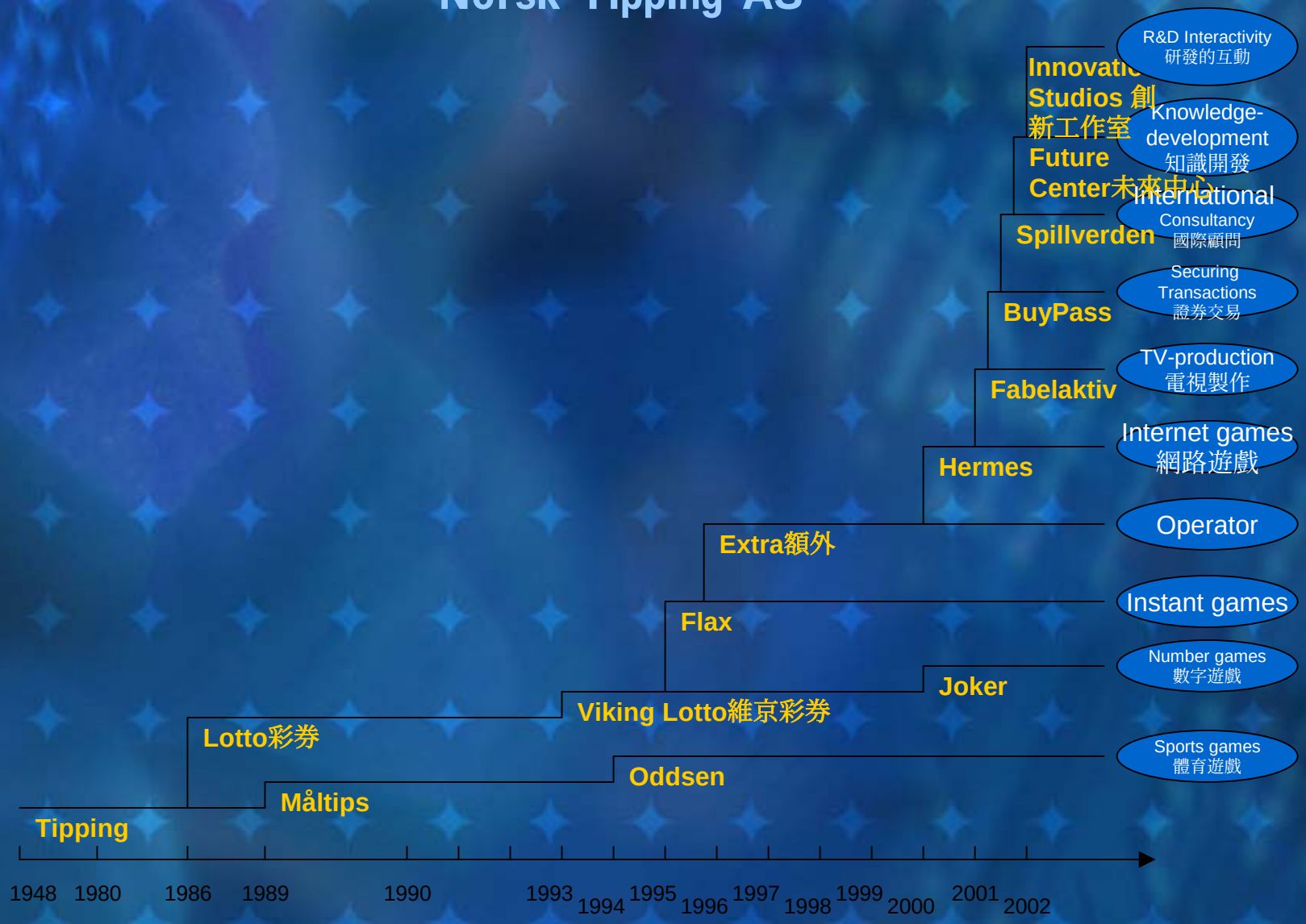
IC RATING™ ORGANIZATION, IDENTITY, CULTURE(IC RATING™組織定位和文化)



PORTFOLIO DEVELOPMENT產品組合

Norsk Tipping AS



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FOLLOW-UP ON IC RATING: 智慧資本評鑑的後續工作

- Company meetings to discuss results and draw conclusions
- 企業開會討論結果與做出結論
- Balanced score cards and clear goals
- 平衡計分卡和明確的目標
- New set-up of project teams
- 成立新的專案小組
- Several fringe activities (TV productions, BuyPass, College program, High performance program, Innovation Studios Norway etc)
- 一些週邊的活動(電視製作, BuyPass, 大學專案,高績效專案,挪威創新工作室等等)

ESTABLISHING "VALUE COMMISSION"建立價值委員會

- 8 staff members to recommend core corporate values
- 八人小組為企業提供核心價值的建議
- Values have ownership in entire organization
- 價值在整家公司有其所有權
- Core values: Courage, Engagement, Interaction and Performance
- 核心價值:勇氣,參與,互動和表現
- Core value processes to ensure ownership with everyone
- 核心價值流程確保每個人的所有權

INTERNAL TEAM TO STUDY THE ORGANIZATION:內部團隊研究組織

- IC Rating showed need for more renewal
- 智慧資本評鑑顯示進一步更新的需要
- Led to significant changes in our organization
- 促使我們公司進行大舉改革
- Started with top management
- 從高層主管開始

CORPORATE VALUES AND COMMUNICATED VALUES SHOULD CORRESPOND:企業價值與溝通價值應該相互呼應

- **Every game has its defined personality**
- 每種遊戲都有其獨到的特質
- **All marketing and other types of communication should correspond to the sought personality**
- 所有的行銷和其他型態的溝通都應該和所需的特質相呼應
- **This gives consistency in vision, mission, strategy and corporate values**
- 這樣願景,使命,策略和企業價值才會一致

CORPORATE PERSONALITY
企業特質

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TIPPING
WWW.NORSK-TIPPING.NO

PERSONALITY
特質

Tipping is engaged in soccer, is enjoyed by soccer, and likes to see soccer on TV
Tipping熱愛足球,喜歡看足球賽電視轉播

Tipping is social, and is comfortable in other peopes company. He is open and easy to talk with
Tipping擅長社交,在別人的公司很自在.他很開放,很容易和他聊天

Tipping is appearing as a little tough, a little masculine but also a little trendy and smart
Tipping看起來有點嚴肅,有點大男人,但也蠻時髦,蠻聰明的

Tipping is positive optimistic, joyful and is looking brightly upon life. He is enthusiastic and engaged
Tipping很正面,樂觀,開心,而且對人生抱持樂觀的態度

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PERSONALITY
特質

Lotto shall appear as charming in a common way without becoming a banality
樂透看來很有吸引力,不會無聊

Common, Straight
平常,直接

Innocent Fun
天真,有趣

Innocent
天真

A little Crazy
有點瘋狂

Lotto is safe and sound and keeps within the framework of what is commonly acceptable
樂透很安全,穩健,而且是在大家能夠接受的範圍之內

Lotto is lively, full of fantasy, and a little "Crazy" in a positive way
樂透很有活力,充滿幻想,還有些小小的"瘋狂"

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COMPANIES & MARKETS

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Week 6

INSIDE

Tax change pressure on BBH
There is speculation that tax regulatory changes in Spain will affect the possibility of breaking up this Financial services group. Page 23

US Airlines rebound
Carriers profitiabiltiy expected to be maintained as economic activity is picking up in US and Asia . Page 24

Viagra causes cancer
Pfizer si filing for chapter 11 as claims rise due to clear scientific evidence that the active ingridient in Viagra may cause cancer. Page 27

Norsk Tipping expands in new segments

Excels in new role as balanced value creator

By Sheila McNulty in London

Following the decision in 2003, where Norsk Tipping was given the role as sole domestic operator of gaming machines, the company has gone through an incredible rate of change. Norsk Tipping's CEO, Mr. Reidar Nordby explains:

"Having virtually become the sole domestic player in lotteries and gaming, we chose to take a proactive stance related to how we saw Norsk Tipping's future development."

The company initiated a visioning and strategy process, deliberately concentrating on how to shape the future market rather than concentrating on short-term operational improvements. The results have been astonishing.

"By concentrating our efforts and our creativity on building and shaping our future state, we managed to develop, enhance and implement new and radical ideas."

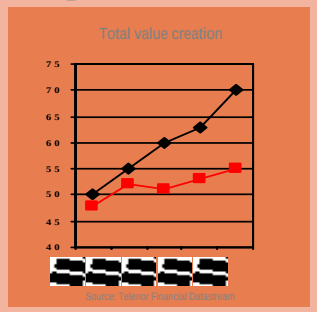
One of the key points was to discuss and develop Norsk Tipping's role as a company serving the entire community. Norwegian Law already regulates the distribution of the company's profit to sport and culture. Nevertheless, the company has managed to excel in new roles.

"We started by defining what it really meant to be a value creator. Hence, we had to go beyond our traditional definitions of what we do and look creatively on new roles."

Among the company's major successes has been a sophisticated and interactive online game for youths. Through an alliance with Sega, Norsk Tipping developed a game that was played from all Norwegian high-schools. The game has a strong focus on learning, and was developed as an integral part of the teachings.

"The investment has been paid back several times, both financially and to society. Not only did we manage to sell the concept to other countries, we gave the youth segment a positive and educational game, drawing attention to the fact that learning can be fun, motivating and inspiring."

Similar successes have been recorded in other segments, such as the elderly and children. This has led to an unique position in the Norwegian games market, as a trusted partner for consumers and authorities. Its' parental guidance advice for games will,

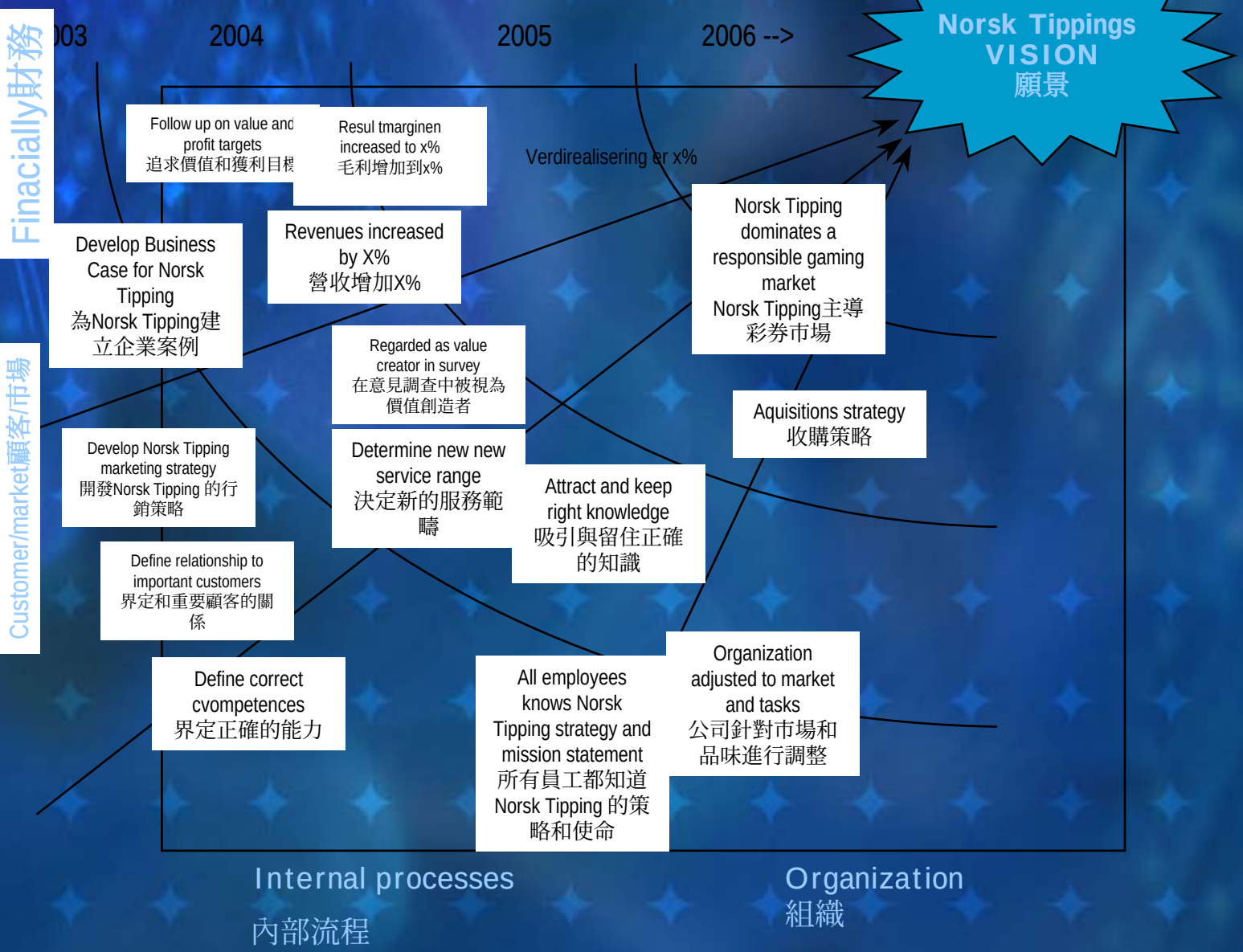


due to its' success, soon be mandatory for all games available in Norway.

In terms of balanced value creation, Norsk Tipping is currently recognised as a world leader. Mr. Nordby is unmistakeable with regards to the success formula.

"Taking the time to look into the future and deciding and wanting to shape rather than be shaped, is our most significant decision ever."

NAVIGATING TOWARDS A VISION
朝願景邁進



STRATEGIC CHALLENGES: 策略挑戰

- New organization: new department for strategy and business development 2001
- 新的組織:策略和企業發展新的部門,二〇〇一年
- Analysis showed that slot (VLT) market was coming out of control
- 分析顯示吃角子老虎市場的發展將超出控制
- 2002: decision to propose a takeover of this market
- 二〇〇二年:決定拿下這個市場的提案
- 2003: Approved in parliament
- 二〇〇三年:在國會通過

RESULTS OF NEW ORGANIZATION:新組織的結果

- Life cycle personnel policy, taking better care of all generations of staff, better renewal processes also requires stability
- 生命週期人事政策,對全體員工提供更週到的照顧,更好的更新流程也需要穩定

WHAT ARE THE RESULTS? 結果如何?

- **A more flexible, renewal-oriented organization**
- 更有彈性,以更新為導向的公司
- **Taking over VLT (IVT) market with totally new concept from August 2004** 從二〇〇四年八月起以全新的概念拿下**VLT**市場
- **Will lead to 100% increase in revenues from 2006**
- 從二〇〇六年起營收將增加百分之一百

NORSK TIPPING IVT'S

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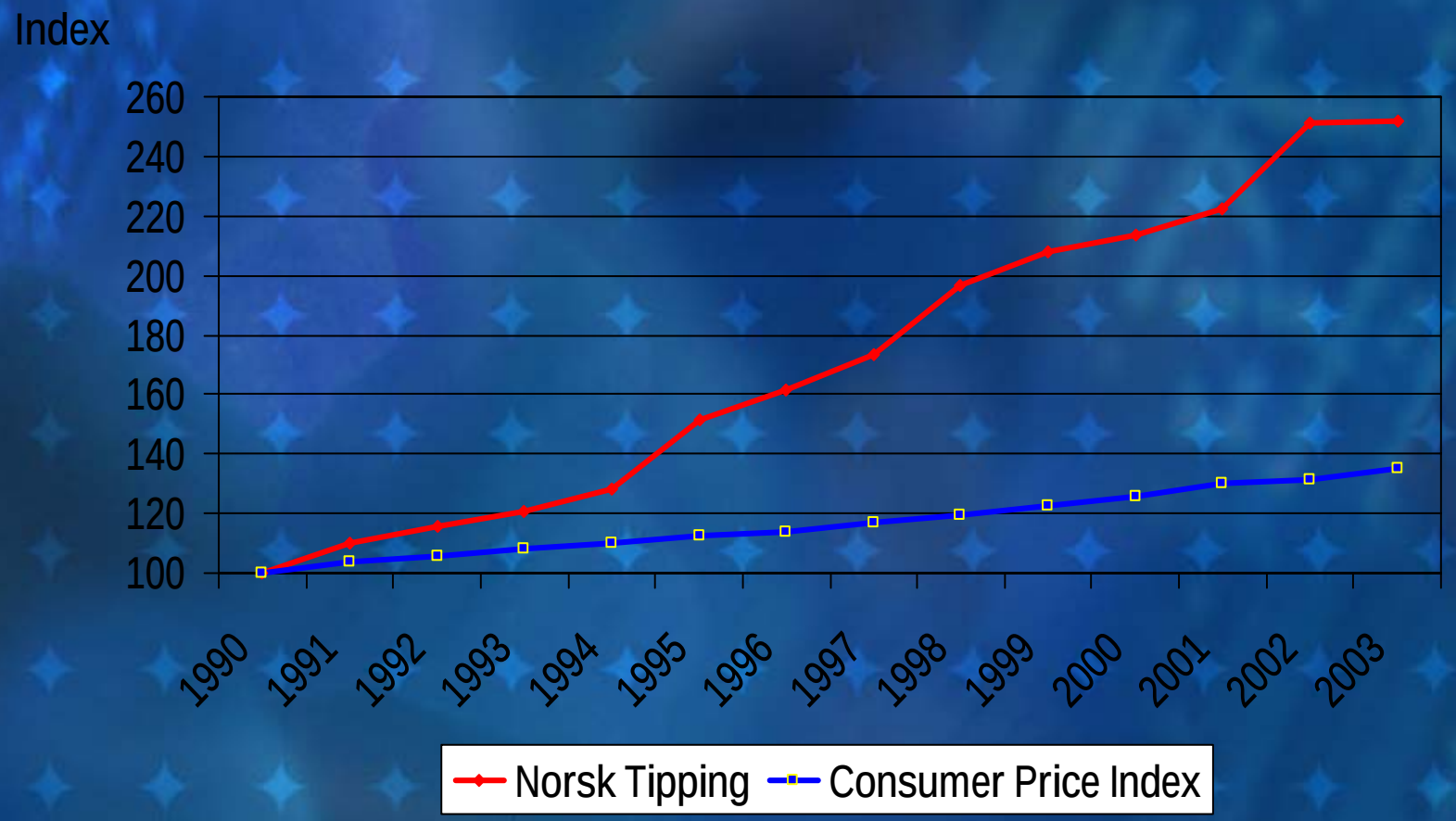
REVENUE DEVELOPMENT VS PRICE INDEX

1990 – 2003營收成長與物價指數



Baseyear: 1990 = 100

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THE KNOWLEDGE ORGANIZATION:知識型的組織

- 2nd most admired company in Norway in 2003
- 二〇〇三年挪威最佳知識型企業第二名
- Best marketing organization in Norway
- 挪威最佳行銷組織
- 9th Most Admired Knowledge Enterprise in Europe in 2003
- 二〇〇三年歐洲最佳知識型企業第九名
- Employee satisfaction increased significantly
- 員工滿意度大幅增加
- Sick-leave reduced significantly (among lowest in Norway)
- 病假大幅減少(在挪威最低)
- A renewal-oriented working environment
- 更新導向的工作環境
- A strong tribe culture
- 強大的部落文化
- A unique international position, Presidency in World Lottery Association
- 獨特的國際定位,領導全球彩券協會

THE KNOWLEDGE ORGANIZATION:知識型組織

- By 2006, Norsk Tipping will have 在二〇〇六年之前,Norsk Tipping將擁有
- 10 000 IVT's 一萬個IVT
- Revenues will increase 100% 營收將增加百分之一百
- We would never have got this approval from Parliament without our knowledge organization and reputation! 若非我們的知識型組織和名聲,絕對無法獲得國會的批准
- And we are ready to meet the market and consumer of the future!我們為未來的市場和消費者已做好準備

The only resource in the world that increases by being shared, is knowledge. We have managed to renew our organization and our innovation power as a result of our work with Knowledge Capital, giving us a very high development potential for the future

世界上唯一能透過分享增加的資源,就是知識.透過努力耕耘知識資本,我們終於更新組織以及提昇創新能力,並賦予我們在未來世界極高的開發潛力.

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THANK YOU FOR YOUR ATTENTION!

謝謝各位

Reidar Nordby, Jr.
President and CEO
Norsk Tipping AS

Taipei 11. August 2004