

Our change journey

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Who we were
Who we are
Who we want to become

1859

Our story

Change is in this company's DNA. From stamps to AI, we have always used technology to deliver great services and experiences to our clients. The constant is our people. We are first and foremost a people company. You are one of those people, and a piece of this company is now placed in your hands.

This booklet tells the story of our change journey: who we were, who we are, and some ideas of what we may become. It will also provide you with the tools we have to keep ourselves on a change journey.

Welcome to Nordic Morning Group.



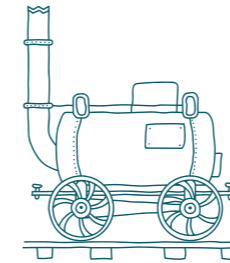
Anne Årneby,
CEO, Nordic Morning Group

1. Our task

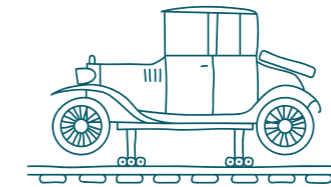
Change!

Nordic Morning Group's aim is to be at the forefront. To get there, we must accept that change is the new constant, and that this creates a demand for lifelong learning. To be an attractive company with spearhead knowledge, we must keep on challenging established thinking and ways of working through people and technology. That means each and every employee shares this task, and is responsible for driving change.

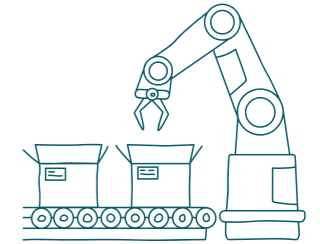
We are in the middle of a revolution (again)



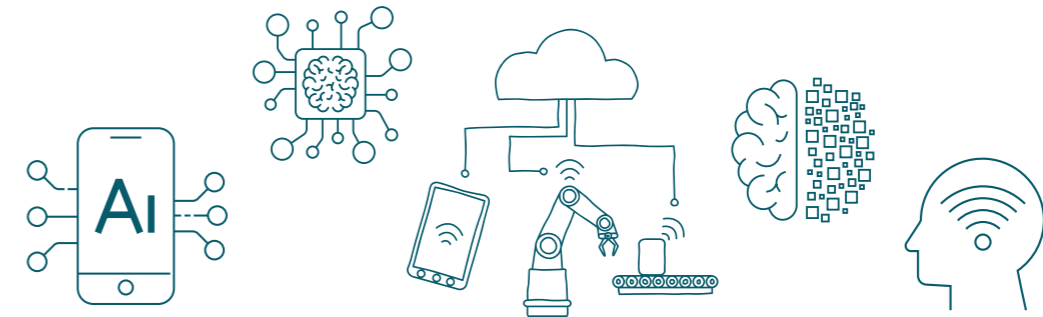
Industrial revolution number one brought us mechanical production through water and steam power.



Industrial revolution number two introduced electricity and gave us mass production.



In industrial revolution number three, we used electronics and information technology to make our production automatic.



The fourth industrial revolution, the digital revolution, is the largest one to date. Our societies are changing at an exponential rate. At this time, it is becoming increasingly difficult to separate the physical from the digital, or even the biological. This change is disrupting every industry in every country, and it is already changing some of our most fundamental systems, such as production, learning, and trade.

Welcome to the age of experience



New technology has made everything go faster. But the true revolution is what technology has done with our expectations. Long gone are the days when providing a service or a product was enough to engage customers. When it comes to differentiation, companies today have no option: the experience their brand or service provides needs to be at the core of their business. **The demand for superior customer experience is absolute.** Customer experience is what sets companies apart and keeps customers loyal to the brand.

To deliver superior experiences, companies must change at a fundamental level. This is the end of the age of silos, and the era of whole new levels of data-driven collaboration across product development, marketing, sales, delivery and customer support. Customers are informed, discriminating and fast to move and speak up if these expectations are not met.

This is
an enormous
effort for any
organization.

Change is not a natural choice, but it is a necessity.



Change and our brains

Change does not come naturally to us. Our brains prefer habits and routines – change is, at the neural level, threatening and exhausting and literally requires more energy. **Our brains can adapt – that is called neuroplasticity**, but in the fourth industrial revolution, change is exponential. That is a challenge for our brains. We are faced with unpredictability, unfamiliar patterns and several perspectives at the same time, and none of them solely represents the “truth”. This activates some of our deepest, most primal protective instincts: one is to stand still and wait for the storm to blow over. Another is to move very fast through the storm to get away from that unpleasant feeling of uncertainty.

Realizing that we can adapt and change throughout our whole life helps us understand how to resist these instincts using self reflection and analysis. The change must be made by each individual; management can only facilitate and support. To reach our goals in uncertain times, we must train ourselves to move forward with small steps, which helps us make peace with failure along the way. The will and ability to try, fail and try again is the foundation for iterative methods and agile ways of working to develop our brains. It isn't always a very pleasant experience, but this is the only way to start making amazing things happen.

We need to develop our inner world to match the complexity of the outer world.

Change from within

In previous industrial revolutions, change happened in our industries, in our production. Today, change is much closer to each one of us. Change is inevitable, simultaneous and immediate in every place where there are people. Where there are people, there is culture. Accomplishing change in the age of experience requires working with people and culture.

Diversified legacy organizations struggle the most in times of change. New business models must coincide with new ones, and heritage must coexist with innovation. And yes, it is true that Nordic Morning is such a company.

How do we drive a change journey in this fourth industrial revolution? This is a question a lot of the companies we help are asking themselves. What is required to keep your business young at heart (without losing all the benefits of an old soul)?

It takes **intrapreneurship**. The intrapreneur is the overlooked cousin of the entrepreneur. You have to take an active decision that you want change. Not just with words, but with actions. And you will need a management that acts, not one that talks. One that is not romanticizing what was, or waiting for things to return to normal. So take a close look and be honest with yourself. Does the team have what it takes?

You need to dedicate adequate resources – people, money and mandate. Everyone within the organization needs to actively take on change as their mission. You have to accept and even welcome the fact that change is painful. For the employees, but also for the executives and sometimes for the owners. Working in new ways with new things is sometimes painful, at least temporarily.

**This is what
all our customers
need to do, and
it is what we
have to do.**

**The intrapreneur
is needed in times
of change.**

— 2. Our journey

How we have changed

Our history goes all the way back to 1859, when we started printing stamps for the Russian Tsar. We have developed over time and what we can follow from the start to the present is a red thread of always being at the forefront; and challenging established thinking and ways of working through people and technology. Change and learning has always been in our DNA; as an organization and in our culture. Otherwise we wouldn't have been around for more than 160 years.



1859

The Imperial Senate Printing Press is founded in Helsinki. Finland was then a Grand Duchy under Russia. The first assignment is to print 600 10-kopek stamps for the Russian Tsar. We were four employees: a printer, a typesetter, a foreman and an errand boy.

1909

The printing press starts printing everything for the Grand Duchy of Finland from signs to newspapers.

1917

Finland gains independence and the printing company becomes state owned under the name "The Finnish State Printing House".

1940s

The company expands and has 200 employees. A bigger printing press is needed, but the war interferes.

1996

The Finnish State Printing House is renamed *Edita* and operations are expanded with more editorial products and digital communication.

1975

The printing house moves to its current facilities in Hakuninmaa on the outskirts of Helsinki and new technology is introduced.

1952

The new printing house is inaugurated in the center of Helsinki.

1998

The first digital agency (*To the Point*) is acquired.

2000

We crossed over the Baltic and started establishing ourselves in Sweden.

2001

In Sweden, *Graphium's* print business is acquired, including *Edita Västra Aros*.

1960s

Approximately 500 employees. Market development is steady during the 1960s, 1970s and 1980s, and operations include high-quality print works as well as book publishing.

2012

The *Educode* educationcenter in Finland is acquired.

2004

We started divesting our analog printing business and instead acquired digital companies.

2006

A part of *Bobergs Tryckeri* in Falun, Sweden is acquired.

2012

Klikki, the leading digital marketing agency in the Nordic region, is acquired. *Klikki* operates in Finland, Sweden, Norway and Denmark.

2013

The Group becomes Nordic Morning.

2009

Edita Group celebrates its 150th anniversary.

2008

The Swedish *Citat* Group, consisting of the advertising agency *Citat AB*, communications agency *JG Communication* and *Mods Graphic Studio*, is acquired.

2007

A part of *Brand Systems* is acquired in Sweden. The company develops Marketing Resource Management (MRM) systems and has a technological production office in Bangalore, India.

2014

Seed Digital Media in Finland is acquired. *Seed* specializes in customer relationship marketing.

2015

Ottoboni, a leading digital communications agency in Sweden is acquired.

2015

Alkuvoima acquired and name changed to *Ottoboni Finland*.

2016

We completed our last (to date) acquisition, this time of *CountQuest*, a data analysis company, and instead started to innovate from within.

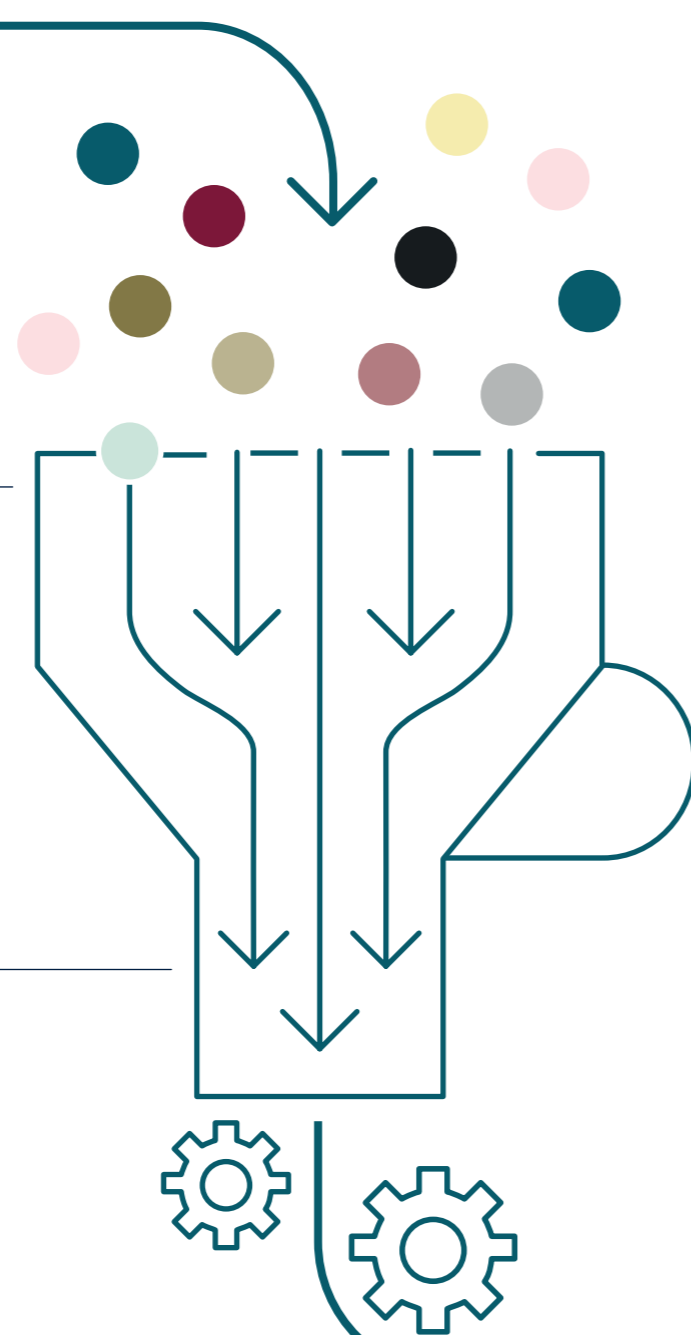
2017

At the dawn of 2017, we were 12 separate companies, each with their own brand and separate offering, but held together by a holding company structure. A new strategy was needed.

We looked outward and found that our clients were struggling to digitalize, to create better experiences for their customers and to make use of all the data they had.

We asked them what their biggest pain points were and how we could best serve them going forward. We found that we needed to repackage our capabilities and services to better meet today's client needs and the digital business environment of tomorrow.

We looked inward and found that our employees knew what made us unique. When asked about our cultural traits, employees across the organization answered "learning" and "change". With this knowledge from both our clients and our employees, we articulated our strategy and offerings, through large workshops and iterative steps.



Data-driven marketing & service design

Smart learning

Automated processes for communication services

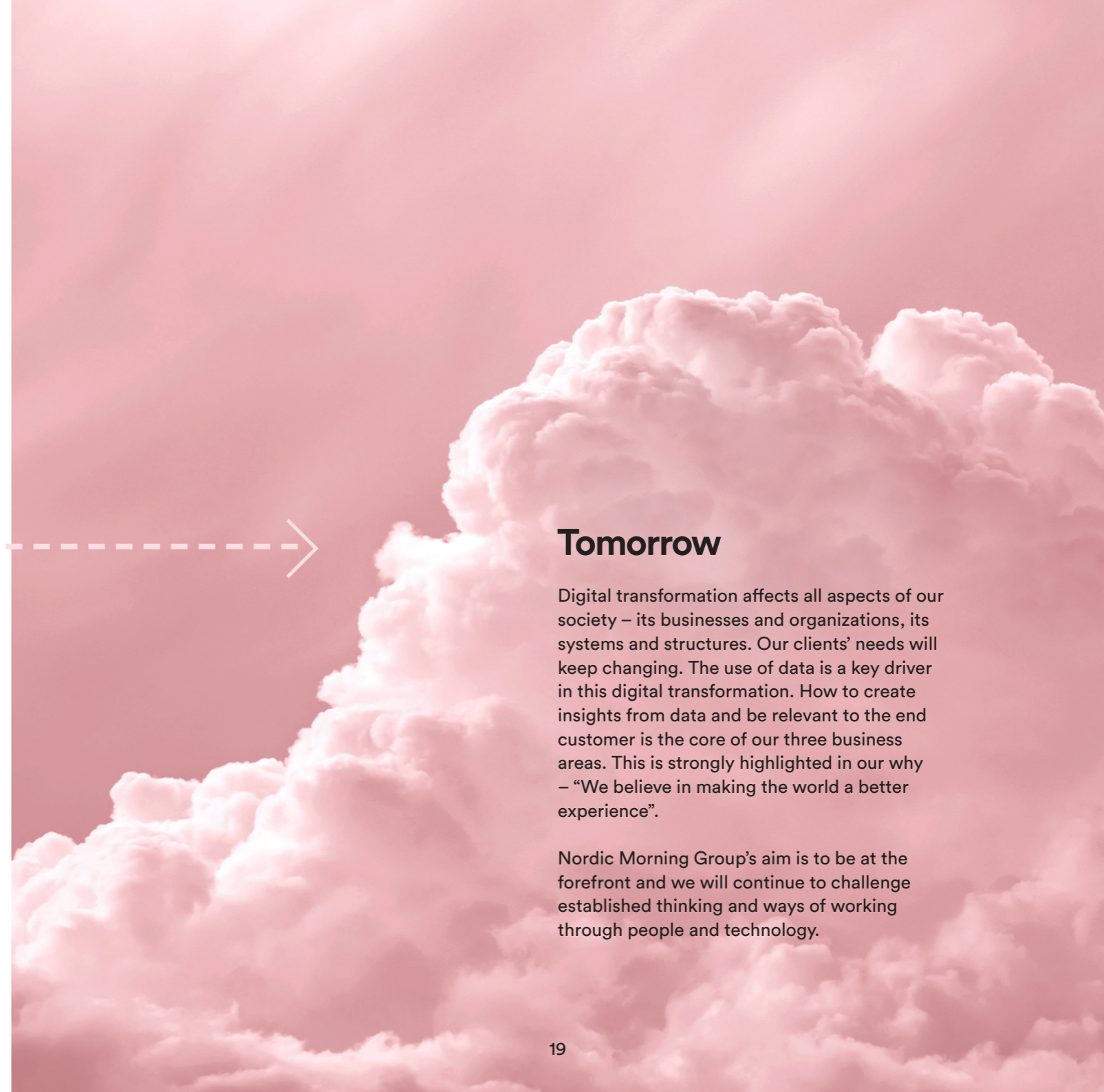
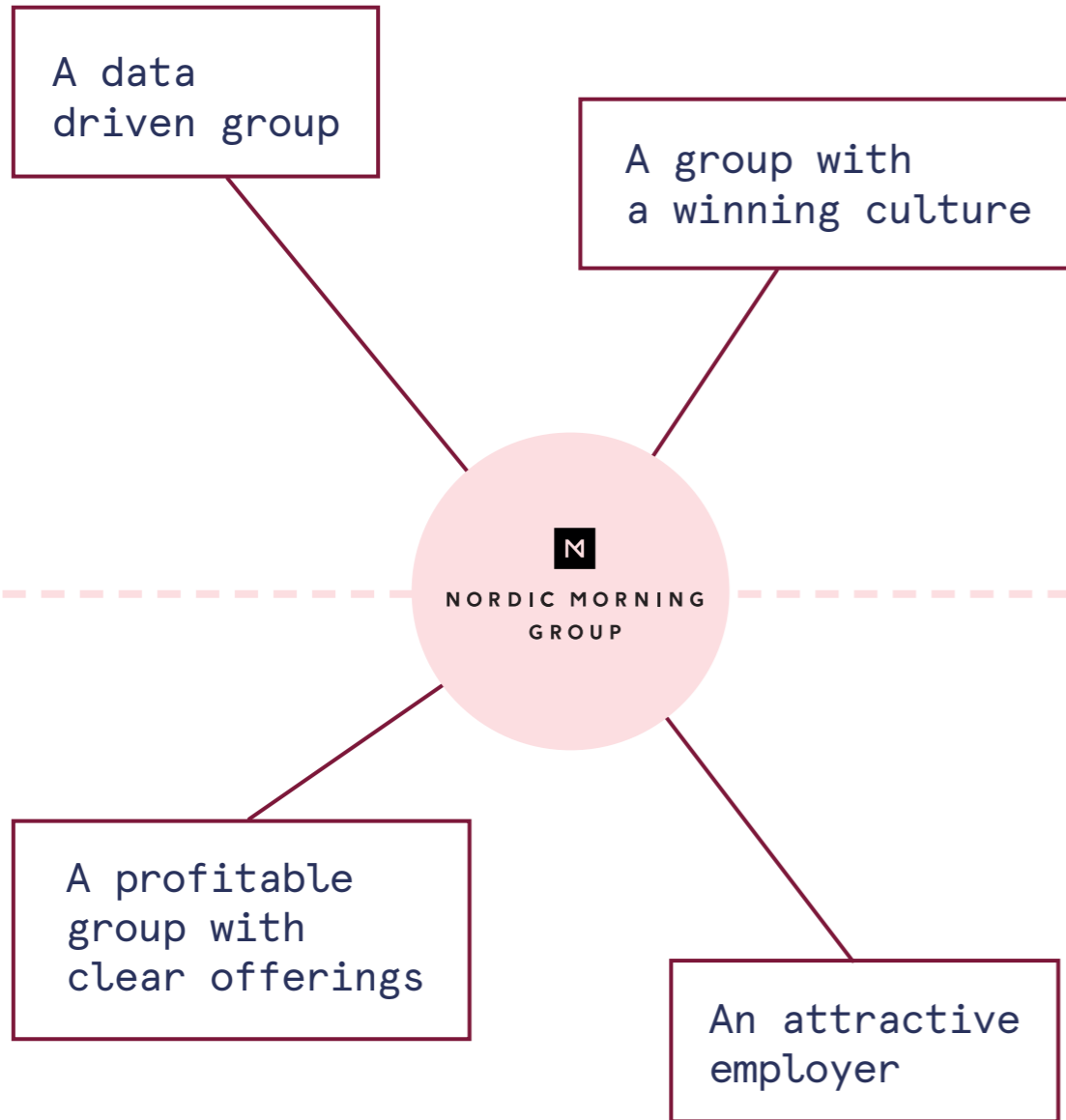
We went from 12 companies to a group with three business areas with clear offerings (that is our what), held together by our shared why and how.

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NORDIC MORNING GROUP

Why

How

Change is painful, but accomplishing it gives you confidence: together we shifted our offering into what our clients were asking for and our organization into something that would make working with us a better experience for our clients.



Tomorrow

Digital transformation affects all aspects of our society – its businesses and organizations, its systems and structures. Our clients' needs will keep changing. The use of data is a key driver in this digital transformation. How to create insights from data and be relevant to the end customer is the core of our three business areas. This is strongly highlighted in our why – “We believe in making the world a better experience”.

Nordic Morning Group's aim is to be at the forefront and we will continue to challenge established thinking and ways of working through people and technology.

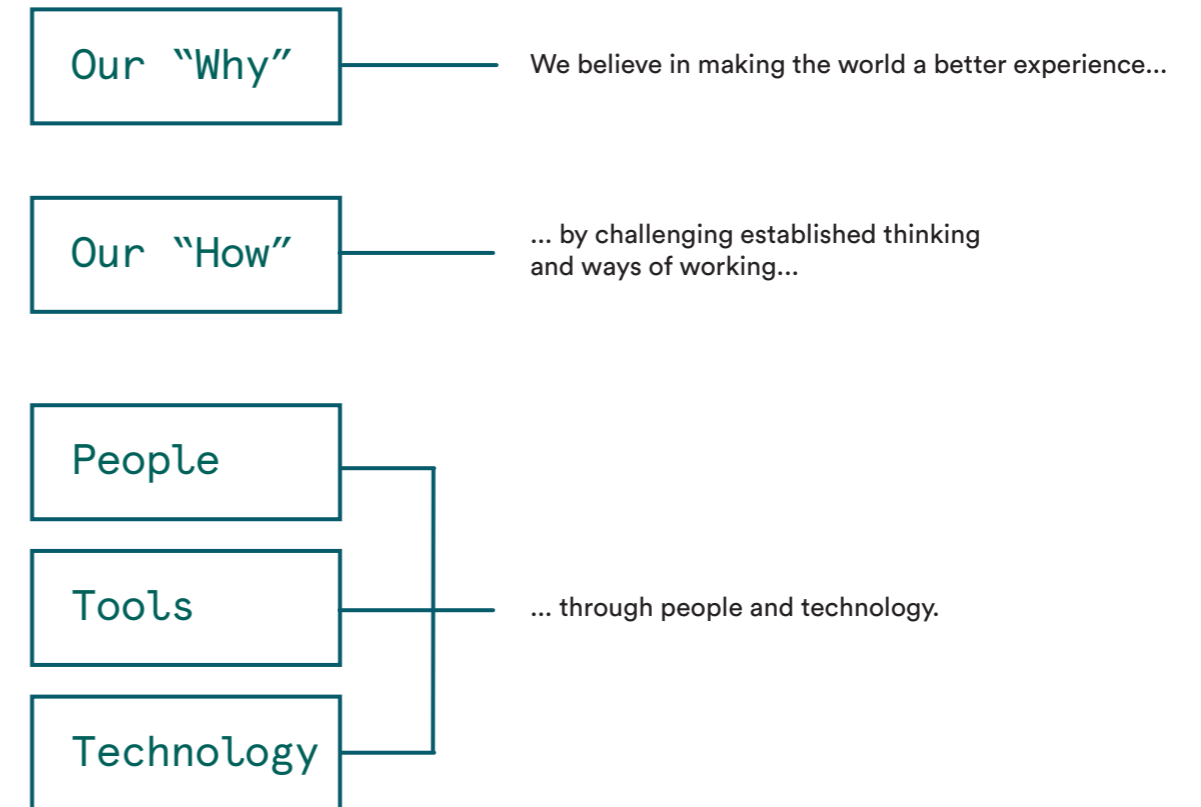
3. Our why, how and what

How we achieve change

We are a people company and change is our business. We recognize the importance of culture in change. As a company, we need to nourish a strong organizational culture with high levels of self leadership.

It all fits together

Change is hard work. A strong organizational culture must be actively nourished. A high degree of self leadership has to be enabled. We have clear strategies and tactics for this: as a company, at team levels, and as individuals. This is how it all fits together:



Our why

We believe in making the world a better experience

Everyone at Nordic Morning Group has a role to play to achieve our “why”. What critical kinds of behavior will change our culture? What do we want to see more of?

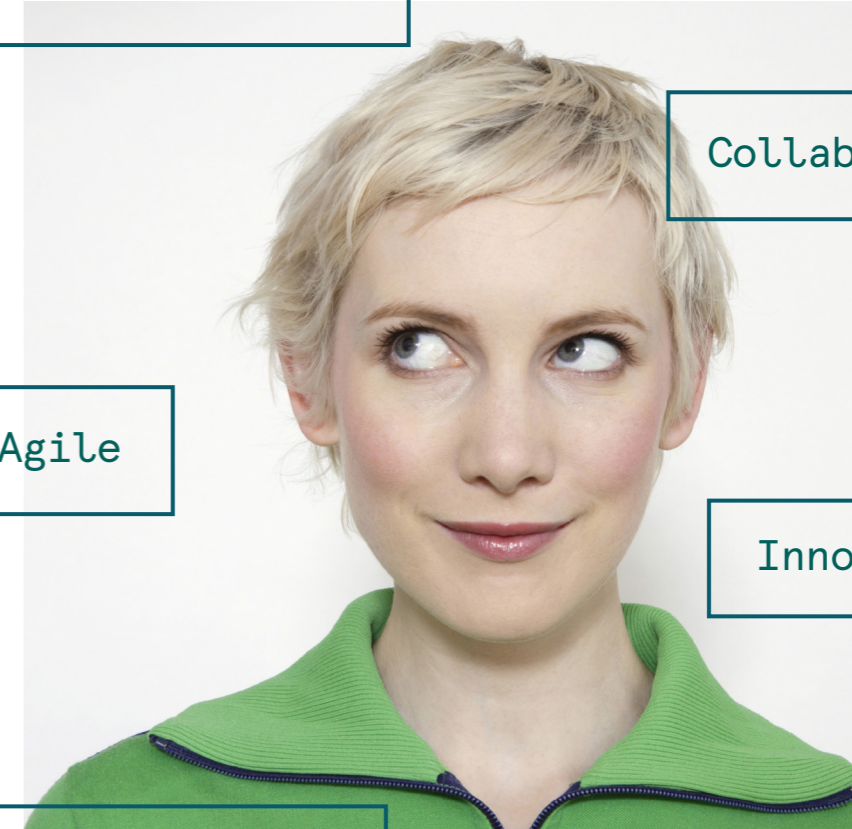
Customer-centered

Collaborative

Agile

Innovative

Self leadership



— Our how

Our guiding principles

Our guiding principles are behaviors we encourage and affirm – simply put, they're the behaviors we want to see more of from everyone within Nordic Morning Group.

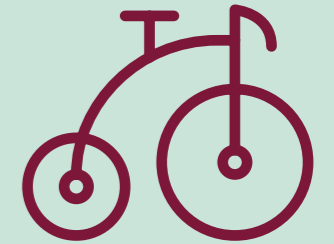
**Be you.
Be curious**



**We trust
and respect**



**Fail fast,
laugh, learn**



**Communicate,
collaborate and
co-create**



**Create wow-
experiences and
value every day**



**Be an
accountable
daredevil**



— Our how

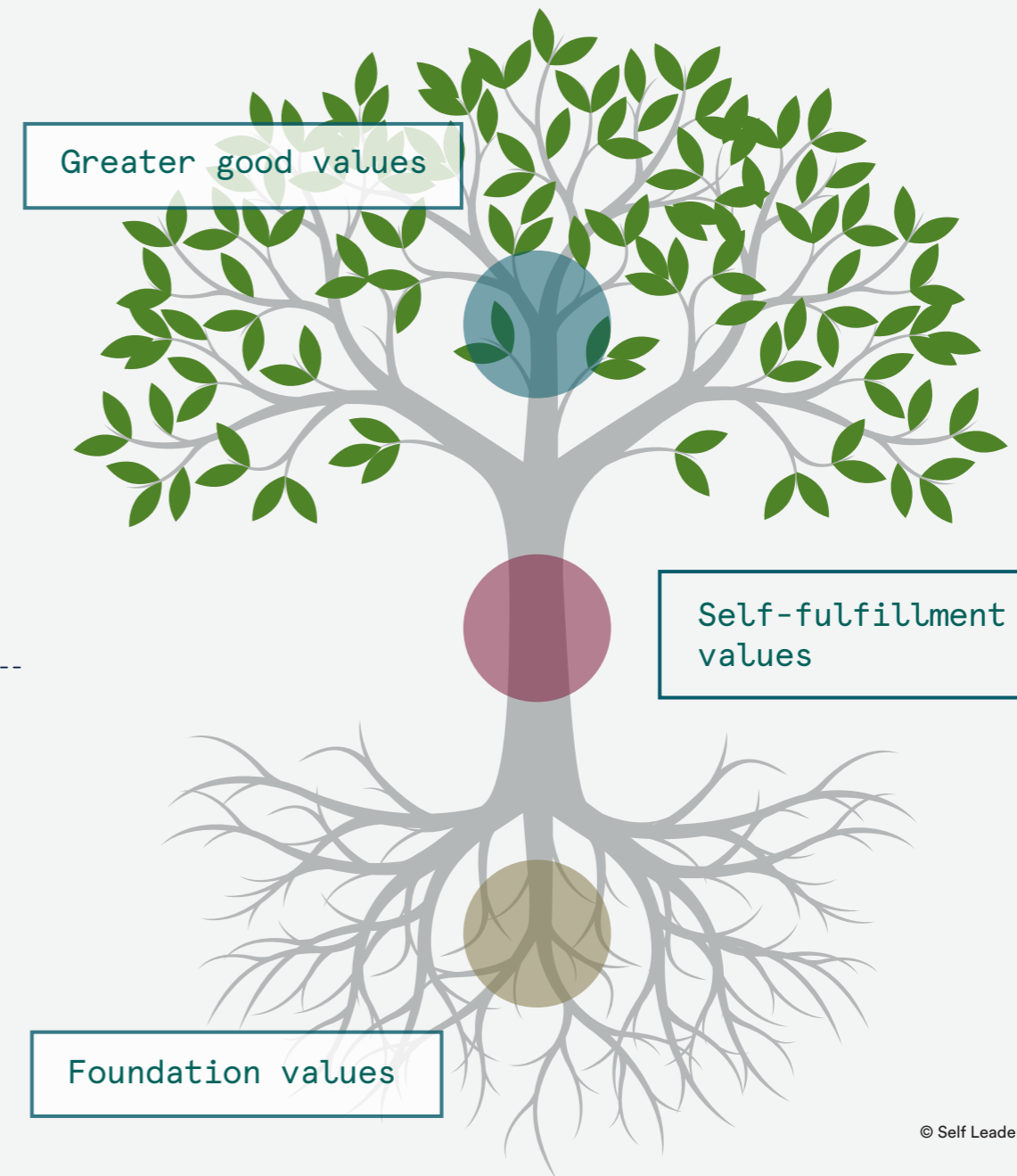
Our shared tools

A high degree of self leadership is necessary to take charge of your own development and learning. Active self reflection and analysis is necessary to develop your self leadership skills. Here we present three major tools to support each individual in this. We have more tools to improve our ways of working. If you don't have them – ask your manager or HR.

Value tree

The value tree exercise is a way to identify and connect your personal values with the guiding principles of the company. Clarifying and integrating our values generates significant results in increased motivation, collaboration and overall well-being.

The value tree exercise is also the basis of checking in. To check in is to reflect on your current focus value. This gives you self awareness and clearer direction. Sharing this focus value with your colleagues or team members on a regular basis – for example at the start of a meeting – creates presence, openness and trust and increases understanding and even productivity.



— Our how

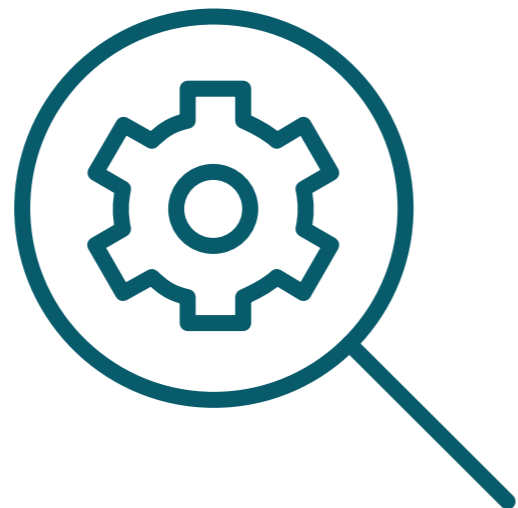
After Action Review - A.A.R.

AAR is a structured debriefing process for reflecting on what happened, why it happened and how it could be done differently.

This is accomplished by asking the team these four questions

1. What was the goal?
2. To what extent did we reach the goal?
3. What did we do well and why did it work well?
4. What can we improve and how do we change this? (as well as: to what extent did we act according to our principles?)

This systematic way of engaging in immediate, repeated feedback is a way to increase self and team awareness. You can conduct an after action review with your project team, your client and in any assignment. A structured AAR enables you to reflect and develop, strengthens relationships and drives openness, development and learning between those who participate.



Most Important Tasks - M.I.T.

Identifying your individual Most Important Tasks ensures you keep moving toward the overall targets for the company.

WHAT: Most Important Tasks (MITs) are tasks, activities, actions in order to reach our set targets according to action plan and budget for the year. MITs are tools for prioritization and communication of daily and/or weekly tasks. As a rule of thumb, your three most important tasks should be identified.

WHY: By taking the time to identify your MITs it will help you reach your targets. Once the MITs have been articulated, it becomes easier to discuss and develop ideas together.

IMPACT ON CULTURE: Personal MITs strengthens accountability, efficiency and self-leadership skills. MITs have a positive effect on the performance climate of the whole company.

— Our how

Tech partners

Ensuring that our customers have access to the technology platforms that are best suited for their needs is key to our delivery, and we therefore have strategic partnerships with leading technology providers. These are some of them.



— Our what

Our offerings



Data-driven marketing & service design

Nordic Morning creates digital experiences that transform businesses. We drive change for the largest enterprises and brands in the Nordics by building and running their Digital Growth Engines. Our ways of working help companies become truly customer-centric by combining our capabilities within business transformation, service design, technology, data-driven marketing and content.



Smart learning

Edita Publishing is a knowledge company providing smart learning and legal content and services. Edita Publishing serves a wide range of customers in public, private and third sector organizations. It also has a tight partnership and collaboration with the educational, legal and public sector.



Automated processes for communication services

Edita Prima provides automated processes for customer communication management. We help our clients to eliminate inefficiencies and to improve customer experience.



Change is our business. At Nordic Morning Group, we are on a change journey and we want to develop ourselves as well as the company. Therefore we all must commit to a high degree of self leadership and to create understanding of our story; who we were, who we are and who we want to become.

To be continued...





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GROUP