

RAMBOLL

# VISION

A VISION

- OF AN INTERNATIONAL CONSULTANCY  
WITH A DISTINCTIVE PROFILE
- CHARACTERIZED BY A VALUE BASED  
HOLISTIC APPROACH
- OF THE COMPANY'S GROWTH AND  
DEVELOPMENT TOWARDS YEAR 2000

### **Approval by the Board of Directors**

The Board of Directors approved THE RAMBØLL VISION at a meeting on 11 January 1995.

The Directors wish the Vision to provide the basis for strategic planning in all profit centres throughout the organisation. Profit centres in this context are the basic organisational units of the parent company, its subsidiaries, and its market areas.

As far as subsidiaries and market areas are concerned, plans have already been formulated or are being revised in a continuing process. Future revisions must be adapted to suit the objectives of the RAMBØLL Vision. With regard to the units of the basic organisation, existing plans will be updated or new plans will be drawn up in compliance with the new objectives. The plans of the basic organisation and the subsidiaries will be coordinated with the general plans for the development of the market areas.

The Directors hope that the strategic planning process, which is being implemented at the threshold of the company's next 50-year period, will give all staff a better comprehension and growing awareness of the corporate objectives.

Virum, January 1995

On behalf of the Board of Directors

Jørgen Mølvang

## Preface

The ultimate goal of a business enterprise will usually be: continued existence.

In this search for "eternal life", it is obvious that such existence should not be the goal at any price. Society, which is the very foundation of any company, will normally - via legislation - lay down certain minimum requirements for the activities of the company, in-house as well as in relation to the outside world. And in societies that are based on the market economy system, supply and demand must be expected to determine a company's survival or failure in a particularly simple and straightforward manner. It will be necessary for the individual company to consider very carefully what values it will build on with a view to ensuring its survival and continued existence.

From the past few years' press coverage, we know that many companies have gone under in the recession. We also know that some companies, in their struggle for survival, have focused so much on the short-term objectives that they have been forced to close down anyway, facing subsequent reprisals from the community. From our own daily lives, we also know that we cannot survive by focusing only on the short-term optimisation of the financial return from individual projects. If we want our clients to come back with new assignments and we wish to preserve and develop our staff, then we have to take a more long-term approach in our objectives and values.

The strategy, norms and values of our company are outlined in "A RAMBØLL Philosophy". These concepts have not only made it possible for us to survive the first 50 years, but have provided a platform for growth and thereby secured the company its present position as the biggest consultant on the Danish market. With a certain amount of pride in our achievements, we ascertain that our fundamental values, subjected to long-term testing, have proved their sustainability as a basis for survival. Allow me therefore to conclude that we can safely maintain these values in the years ahead.

Against the background of these values and as a starting point for our strategic planning process, it is the task of RAMBØLL's Board of Directors and Management to set the objectives for our existence and development, which we will strive for and which will be attainable through our strategies.

RAMBØLL's future objectives and goals, for our survival, are outlined in the following pages.

*Let us join forces to realise this vision!*

Virum, January 1995  
On behalf of the Management

Flemming Bligaard Pedersen



**Contents**

**PREFACE**

**INTRODUCTION**

<b>THE VISION</b>		<b>2</b>
The community	2	
The mission	3	
The market	3	
The services	4	
The organisation	6	
The employee	8	
The economy	9	
The back-up system	10	
Marketing	11	

**THE PROFILE** 12

**APPENDICES**

Overall planning model for RAMBØLL



## Introduction

In working at corporate objectives, concepts such as visions, forecasts, scenarios, strategies and even utopias are often used more or less at random and with no precise definitions. Without giving an all-embracing specification of these concepts, we are here going to briefly relate the definitions used in this text to the company's overall planning model. Formulated in October 1989, this model is rooted in a company profile and philosophy based on the Service Management Model, see appendix.

According to the overall planning model, this text establishes the "overall objectives", i.e. the vision of the company in the future. The vision is the total and all-embracing goal for all our strategic plans and their realisation through the operational planning effort and the day-to-day work. That is why the vision builds on the basis for business activities and values that have been established by the owner: the RH&H Foundation.

If we revert for a moment to the meaning of the concepts, it is essential to distinguish between their fundamental characteristics:

- A forecast is often regarded as a picture of the future achieved by a relatively simple, yet stringent projection of the present.
- Utopia is viewed as the dream of a (better) future, where the vision is not necessarily founded on stringent and relevant, but restrictive presumptions and therefore often tends to assume the character of unrealisable wishful thinking.
- A scenario is a description of a future situation, in which the effects and results of different decisions and presumptions are theoretically tested on a (limited or particular) part of the company's overall model.
- A strategy is the planning which, in the competitive situation, lays down the general utilisation and coordination of the company's resources to attain the formulated, overall future objectives in the optimum and most secure manner.
- A vision is the picture of a future situation which can become reality by an effort of will. The future situation is anchored in the present and is (in some circumstances) realisable because it builds on relevant development mechanisms for the company and for the community.

With these definitions in mind, we must from this time on make a daily effort to realise our vision of the RAMBØLL of tomorrow. We must all agree on the goal. Therefore, it should be easy to comprehend and clearly described to show us something that is not inferior to what we see today. And we must believe in its realisation.

*We wonder whether our academic and stringent picture of the world can accommodate a picture of the future - a vision - in which there is also just a little room left for the dream - for utopia?*

## **The vision**

### *The community*

The future is different. Companies have, to a much higher degree than we have previously seen, assumed the role as the social base for their employees. Nations have dissolved and new regions emerged. The world is changing at a steadily faster pace. The political systems function inefficiently due to restrained freedom of movement and lack of innovation. Politicians tend to become untrustworthy as it turns out that - on account of the system's lack of vigour and scope of action - they have no decisive influence on social development and, consequently, spend their time on overly detailed discussions instead.

This has triggered a need for new alternative bases and ideals. The role previously played by the nations and their inherent political and cultural ideals has been replaced or supplemented by other institutions and persons. In this forum companies play a much greater role as the human base. Corporate management is co-responsible for the ethical and moral foundation, and companies have taken over a significant share of the community's obligations to employees - financially, socially and culturally.

The business sector is strongly influenced by the rapidly progressing internationalisation of the economy. On the very same day that the market witnesses a positive trend in the Japanese economy, share prices will go up in Denmark. The day after the US inflation shows signs of an increase, share and bond prices will fall in Denmark. The Single European Market has been almost fully implemented, and this has taken place in tandem with the swift development of companies into internationally orientated market players. This means that companies will be faced with sharper competition in all strategic areas: markets, suppliers, employees, standards and products.

To attain sufficient capacity for adapting to the increasingly faster changes and the heightened level of competition and complexity, companies are made up of small, flexible and decentralized units linked together by common values. And as a result of mechanisation, automation, and computerisation, companies have become more employee-oriented. The products that are currently in great demand on the market are either industrial products manufactured in extremely large series or customised solutions with a high quality and service content.

Described by means of the strategic key areas of the Service Management Model, our company has adapted to this picture of the community in the following way:

*The mission*

The company's mission or "raison d'être" can be summarised as follows:

- We believe that science and technology can and should contribute to the development of a better world.
- Our activities are based on the natural and social sciences in interplay with humanities in a balanced whole.
- We develop, supply and market advisory and consultancy services, project implementation and system products with a high knowledge content.
- Our knowledge and expertise must, via our services and projects, aim at satisfying essential needs in connection with the development and operation of society, and our goal is to improve the living and working conditions of our society and to contribute to ensuring an environmentally sustainable development.
- We are the professional and technological leader in our market areas.
- Our company is a challenging and stimulating workplace for satisfied employees.
- We are a high-profile collaboration partner and a well-known and loyal element of the business sector and the community at large.

*The market*

Our geographical activity area is the international scene. The economic internationalisation resulting from the fact that a steadily rising number of decisions are taken at a supranational level - for instance under the auspices of the EU - has blurred the national frontiers. By establishing subsidiaries in the European growth areas, we have assured ourselves of a continuous upturn in the volume of assignments beyond the Danish frontiers. The high demand in Eastern Europe and the former Soviet Union for consultancy in all our business areas has paved the way for the establishment of more subsidiaries in this part of the world. From 1999 onwards, half of our total turnover will stem from assignments outside Denmark.

Our operations in Europe have, through the agency of our subsidiaries, extended from being primarily based on international assistance to also covering the commercial market for advisory services. Our old expertise areas such as infrastructure, energy, environment, industry and informatics have, in particular, proved fully competitive on this market.

On the Danish market we still rank as the largest consultancy company. This market has always been one of our highest priorities with a view to our general professional development and to the testing of new consultancy tools and methods. Our old doctrine that consultancy is a local and personal service has demonstrated its sustainability. In Denmark the number of offices has grown to 25. The minimum size of an office is, for reasons of efficiency, still required to equal the size of a department.

Nationally as well as internationally, we are a professional and technological leader in our market areas, which can be classified as follows:

- Infrastructure
- Transportation
- Building
- Urban development
- Energy
- Environment
- Industry
- Oil/Gas
- Informatics
- Management
- Health
- Nutrition

Further growth on the global market will notably be seen within transportation, urban development, environment, industry and health. The Danish market, on the other hand, will witness growth in the fields of environment, industry and management.

#### *The services*

Our clients' needs, wishes and satisfaction are of vital importance to the company's existence. The growth and consolidation of the company therefore spring from consistent market orientation or market management of our services.

Consultancy calls for professional knowledge and expertise. As our clients' knowledge is developing rapidly, constant innovation in all our services is of major relevance to our competitiveness. Innovation and adaptation are feasible both through the incorporation of new spheres of consultancy and types of assignment demanded by the market and through a determined effort to innovate and rationalise our existing services by new technology, new methods and new forms of work. Full-scale quality management of all services is absolutely essential to meet the requirement for regular innovation and product development without provoking any deterioration in terms of quality.

A decisive product development parameter is intensive use of information technology and the added value that can in this manner be contributed to otherwise conventional project solutions. As a result, all departments have today direct connection or easy access to in-house information technology experts with a view to optimum exploitation of these facilities.



The latest type of assignment appended to the company's product range can most appropriately be described as "commissioned research & development work". Growth in this area has been quite astounding, and attention should notably be given to the fact that its gross profits are several times higher than those reported by our most competitive activity areas. As the business sector at large has been forced to direct strenuous efforts to innovative measures, it has been only natural for our company to utilise our general knowledge of project management and implementation as well as our personal contacts with researchers at Danish universities. The assignments are solved partly by our own staff and laboratories, partly by sub-suppliers.

The company's core services are the consultancy and project implementation processes. To meet demand we therefore can and often do freely add new consultancy areas by developing and accumulating specific knowledge of the area concerned, either via staff training, R&D work, recruitment, sub-suppliers or via acquisitions.

More attention is being focused on our secondary services than before. In our endeavours to highlight the service-based feature of our products and company, it has been necessary to take a more tangible approach to our full range of contacts with clients. The "packaging" of our services, in particular, has been changed in response to the extensive use of desk top publishing, information technology and animation techniques. Similarly, our "contact" with clients and suppliers via telephone, image transmission and data communication has been extended and improved by means of new technology, staff training and the introduction of quality management proper in this field.

*The organisation*

The organisational structure has been developed to match the requirement that competitive companies should be small, decentralized, mobile and flexible profit centres. In consequence, our old pyramid structure has practically been dissolved and replaced by a system in which the departments are the primary organisational units. It is thus the department and its employees that appear as the company's principal organisational elements to the outside world, and these units occupy a central position in the sales, production and implementation stages vis-à-vis the clients.

The other organisational elements of our basic structure - which has been maintained as the formal, overall line management structure - are to a wider extent than before perceived as network and support functions which are at the daily disposal of the individual departments as "the common base", offering assistance in the form of acquisition advice, problem-solving tools and coordination of the company's aggregate labour and knowledge resources. In addition, the basic organisation is naturally assigned with the task of submitting and following up strategies, action plans, budgets and results. The interplay between the different levels of the basic organisation now takes place according to the "Board of Directors" principle. This means that each profit centre, in terms of management, functions as a subsidiary in which the overall management framework is provided by quarterly meetings, budget meetings and strategy meetings held by the "Directors".

This organisational system is reflected in the fact that the formal establishment of subsidiaries is only necessary where such a step is felt appropriate on account of special responsibilities or where market conditions stimulate a need for a legal separation of activities. It should be noted, though, that all departments and companies co-operate as profit centres regardless of legal boundaries, as everyone recognises that it is the overall result that calls for optimisation. The co-operation is supported by the agreed internal invoicing principles, which are based on the principle of reasonableness rather than on strict justice. This prevents resources from being wasted on internal contract negotiations. The invoicing principles motivate sales and resource exploitation.

Our organisation principle used to be strongly influenced by the concept of the "shall-do" organisation. Now, by contrast, the accent is on the "can-do" organisation. The difference is that in the "shall-do" structure, the individual employees are pressed into a standardised functional description for each managerial level. Whereas in the "can-do" structure, much more attention is focused on personal qualifications, and instead of adjusting the person to a standard function in a heavy-handed manner, the individual person's strengths are utilised in the day-to-day work. This type of organisation offers far better opportunities for utilising the individual's special qualifications in the solution of the company's tasks.

The main tasks or, to be more precise, the leading roles of the new organisation are: the seller, the producer, the developer and the manager. The four roles are defined as follows:

- **The seller**  
has, as the creator of business, the initial contact with the clients and is assigned with the task of obtaining orders for the company in such a way that a suitable and continuous volume of work can be undertaken by the producers.
- **The producer**  
takes over the assignments accepted by the seller. The producer is included in the project organisation and is affiliated to the assignments from start to finish. One of the producers is responsible for project management and is also in contact with the client during the design stage.
- **The developer**  
is required to be constantly at the forefront of developments, both professionally and on the market. The task is to develop new ideas and tools for existing types of assignment and to submit proposals for new ways to use the resources already available in the company as well as new technology.
- **The manager**  
is in charge of the financial and staff-related management and the development of the respective department or unit and its employees. The work is undertaken at a strategic, tactical or operational level through the deployment of the available resources.

In this organisation, every single employee has his or her share of the four roles defined. Some employees are almost fully preoccupied with one role, while others - partially and in different situations - cover more or all of the above roles. It is thus a characteristic feature, as opposed to earlier times, that an employee is not confined to a single "level" in the new organisation.

The new organisational structure can be described as a structure in which the organisational elements - the basic, project and R&D organisations - still exist as general networks but where the interplay between these elements takes place more freely than before and with a greater emphasis on the individual competence/qualifications and adjustment to the company's corresponding tasks. This approach has also made it possible to make the professional careers - the role of the developer and the project manager - much more attractive than was the case in earlier times, when the majority of the ambitious employees aspired to administrative management-based careers.

Finally, it should be mentioned that the earlier management surveys have been further developed into a form where the employees of the new organisation make regular evaluations of the leadership skills of the persons who, fully or partially, fill the company's executive positions at all levels. This evaluation provides the basis for our management development and, together with the assessment of the other leadership skills, the basis for the future appointment of the relevant persons to executive positions. This has also contributed to the deglorification of the manager's role.

*The employee*

The company's demands on the employee are directly associated with the requirements imposed by the market and services for, especially, professional quality and innovative skills. Add to this the requirement for productivity and consistency between the employee's and the company's values and ideals. The quality of the company's services is naturally affected by the formal quality management systems and the tools and systems available, but the absolutely vital quality parameters are the employee's professional knowledge, commitment and performance.

The selection of new staff has therefore been systematised to a higher degree than previously through the preparation of selection procedures and tests that are today applied for all types of recruitment. Besides the traditional personality test in relation to the company's basic values, our test also includes the candidate's professional capacity and creativity.

An equally consistent effort to encourage the staff to stay with the company is exerted by giving high priority to the actual motivation factors, which are identical to the company's long-term objectives. With regard to the maintenance factors - in particular remuneration - we have restructured the salary system so that seniority is no longer applied as the fundamental pay parameter. Instead, salary is now determined on the basis of a classification of the complexity of the individual jobs, combined with an appraisal of the personal performance during the period in question. In so doing, the company has practically eliminated previous problems in connection with the grading of senior staff.

To meet the company's requirements for professional and personal development, creativity, flexibility and mobility in the performance of the company's roles, the employees have demanded a higher level of job security. In a complex and global reality there is a vast human need for local affiliation, and at the same time the employees focus intensively on the basic values.

The employees' demand for job security has been presented to the company as follows:

- **Management**  
Direct influence on the choice of persons for relevant roles in the organisation. Influence on the corporate strategies.
- **Employment**  
More social support by way of company pension in the event of full or partial incapacity for work. Flexible forms of employment and contracts. Transparency in salaries through an open, personal evaluation system, which builds directly on the degree of accomplishment in respect of the targets defined and agreed for the roles in question.
- **Development**  
Independence in one's own work. More relevant courses, planned retraining and participation in development projects for all staff. A broader spectrum of in-house events of a social and cultural nature.
- **Tools**  
More computer facilities. Efficient and relevant information systems. State-of-the-art, Windows-based tools and customised business-supporting programs.

The employee's attitude to the company can best be described by the wish that one feels more like a partner than an employee. It is essential to note that the company, via the "can-do" organisation, has opened up opportunities of relevant challenges and a successful career for the individual employee, as these values are fundamental to work satisfaction and motivation. The opportunities extend throughout the organisation's roles, right from the professional aspects via the sales-related criteria to the development of the more personal qualifications as a manager. The conflict between the company's requirement for flexibility and the employees' demand for job security has been solved by the employee's acceptance that the company is no longer in a position to guarantee a minimum number of working hours.

In its effort to secure the employees' qualifications at a high level, the company requires the employees to contribute independently and personally to the accomplishment of this objective. The company thus allocates resources to staff training and development facilities, and in return the employees invest unpaid hours. In this manner the company benefits from the accumulation of knowledge, while the employee ensures that the value of his or her personal labour is preserved.

### *The economy*

The company is still wholly owned by a foundation and strives, in the financial area, for a sound consolidation through satisfactory operating profits on a continuous basis.

On the question of the necessity of profitability, we adhere to the view that survival can only be guaranteed through constant competitiveness. If competitiveness and employment are maintained and the clients' impression of the company's services is preserved through innovation, the company is sure to report profits on its primary operations in the long term. The profits will enable the company to invest in market enlargement, acquisitions, staff development, technology and back-up systems, which again will contribute to safeguarding the company's future competitive position. A long-lasting positive circle will have commenced by that point. It is in other words not important to seek to change the sequence of events; the money must be earned before it is spent.

In periods of inflation or business expansion, there is a particular need for the company to turn in large operating profits for the sole purpose of maintaining its solvency ratio. And the considerable degree of self-financing is accompanied by the right of the company to set the course for its development and the level of staff security.

The company's aim is to announce operating profits of such an order that the shareholders' equity constantly makes up 50% of the assets and to ensure that its development will not be hampered by liquidity. As far as the profitability of the individual departments is concerned, the company has launched a subtle and differentiated system which specifies the requirement for each unit on the basis of the unit's competitiveness, the technological level of the services demanded as well as the volume of resources needed for production in the unit.

The company has introduced major changes in its billing principles - away from the fees "by the meter", which were previously most commonly used, to fees based on an actual valuation of the services in open market competition. In this way a large number of profit centres have managed to lift their gross profits over time.

The company has a decentralized financial system, which informs the individual profit centre clearly and accurately of the current results, seen in relation to the specified targets for the centre. Furthermore, the financial system is capable of supplying all necessary data for the broad range of project management systems that are available on the market and applied to the different project types on a day-to-day basis.

The presentation of the company's accounts has changed from the old model, which exclusively comprised the corporate finances, to today's model, which combines the financial aspects with those that used to be reported separately: "Progress in implementation of the company's philosophy, environmental accounts and quality assessment".

#### *The back-up system*

In compliance with the company's innovation policy, much emphasis has been placed on investment in infrastructure in the form of computer capacity, networking and telecoms links. Besides, the R&D organisation has devoted boundless energy to the establishment and extension of our project tools and information databases. It is possible for all departments, offices and subsidiaries - via the network - to draw directly on a joint system of work standards, design tools, administrative programs and relevant technical, financial and client-orientated data. By making use of information technology on a consistent, full-scale basis, we have pushed up the value of all our services and offer enhanced service orientation. The level of our installations in the field of information technology is not paralleled by any other corresponding company on the market.

Office systems with time management and electronic mail features facilitate the internal planning and co-operation procedures. By means of electronic handling of in-house mail and administrative data throughout the company, we have halved our paper consumption (50 tonnes of paper waste in 1994) in conformity with our objectives for the company's environmental management. All the company's administrative routines are reviewed and regularly adapted to suit the current needs by the methods of Business Process Reengineering.

To ensure optimum utilisation of the company's aggregate resources, in respect of both capacity and expertise and to curb costs, it has become possible to make intensive use of the computer network in the production of our services. The image transmission and telecoms links between the company's offices and subsidiaries provide the basis for video conferencing facilities, which are used in connection with many internal meeting activities.

In line with our staff policy, we give high priority to the physical layout and environment of the workplaces. In this field, too, our facilities take a front-line position in relation to the general standards prescribed for the industry.

### *Marketing*

We have invested extensively in a joint strategy to offer wide-ranging information and brochure material on all the company's market areas. For this purpose, we have also prepared a general interactive video-picture-text presentation of the company and, in the same medium, presentations of characteristic projects and project processes within all market areas. On top of this, our marketing activities have, on a more consistent basis than before, been complemented by article writing and speaking engagements.

Assisted by our regular press contacts, we have established an internal and external network of persons, which has resulted in satisfactory press coverage of all our large-scale projects, and the company is often quoted and interviewed in connection with major assignments and development projects.

To support our general marketing effort, we have - in co-operation with leading international design companies - developed the new company name/logo and corporate design programme. Now, at the close of the company's first 50-year period, we therefore have a contemporary, characteristic design that will leave a homogenous and recognisable mark on the company's diverse activities and which distinctly signals the company's quality targets to the outside world.

The core of our marketing organisation is the seller's role, which is in principle performed by all staff, but where, to a much higher degree than before, we have opted to focus on the development and recruitment of persons who devote all their resources to this task. We still achieve the best and most cost-effective sales by solving our assignments to the clients' satisfaction. Because then they will come back, of course.

The company's age, size and the heightened level of PR activity have conveyed our image to much wider circles than we have ever seen before. An equally important factor, however, has been our success in ensuring that a brief description - a profile - of the company has been adopted, recognised and circulated among all employees. A profile to which everyone can give their approval and backing. This means that the company's special features and characteristics can be clearly communicated through our words and actions. And everyone who is in contact with the company and its employees will gain the impression that the things we say and the things we do correspond.

*And that is always very convincing!*

### **The profile**

The overall objectives for the activities of our company are set out in the Objects-clause of the company's articles of association and in "A RAMBØLL Philosophy". Both the overall business aspect and the ethical foundation have thus been established for the company. Or, to phrase it otherwise, the company's WHAT and HOW as well as its short-term and long-term objectives have been defined.

The strategic planning process is subsequently intended - through measures to assess both our current situation and the main technological, economic and political trends in our markets - to establish the route we should take to attain the company's overall objectives.

The company's day-to-day operations are thus characterised by the interaction between endeavours to achieve short-term, financial results and endeavours to build up other values in the form of a stable and developing workplace for committed and satisfied employees.

"A RAMBØLL Philosophy" lists a number of codes and targets, which centre around employee welfare, i.e. the employees' satisfaction with their affiliation to the company, their work tasks, their social and ethical duties, their personal development opportunities and their relations to people outside and inside the company at all levels.

To attain credibility, internally as well as externally, it is vital for the company to ensure that the identity we say is ours is consistent with the way we are regarded by the outside world. With a view to offering the employees a better understanding of our overall objectives - and thereby their opportunities of relating to these objectives and communicating them through their behaviour - we have formulated a company profile.

The profile combines and summarises the objectives set out in the articles of association and "A RAMBØLL Philosophy" in a brief and concise form:

### **THE RAMBØLL PROFILE**

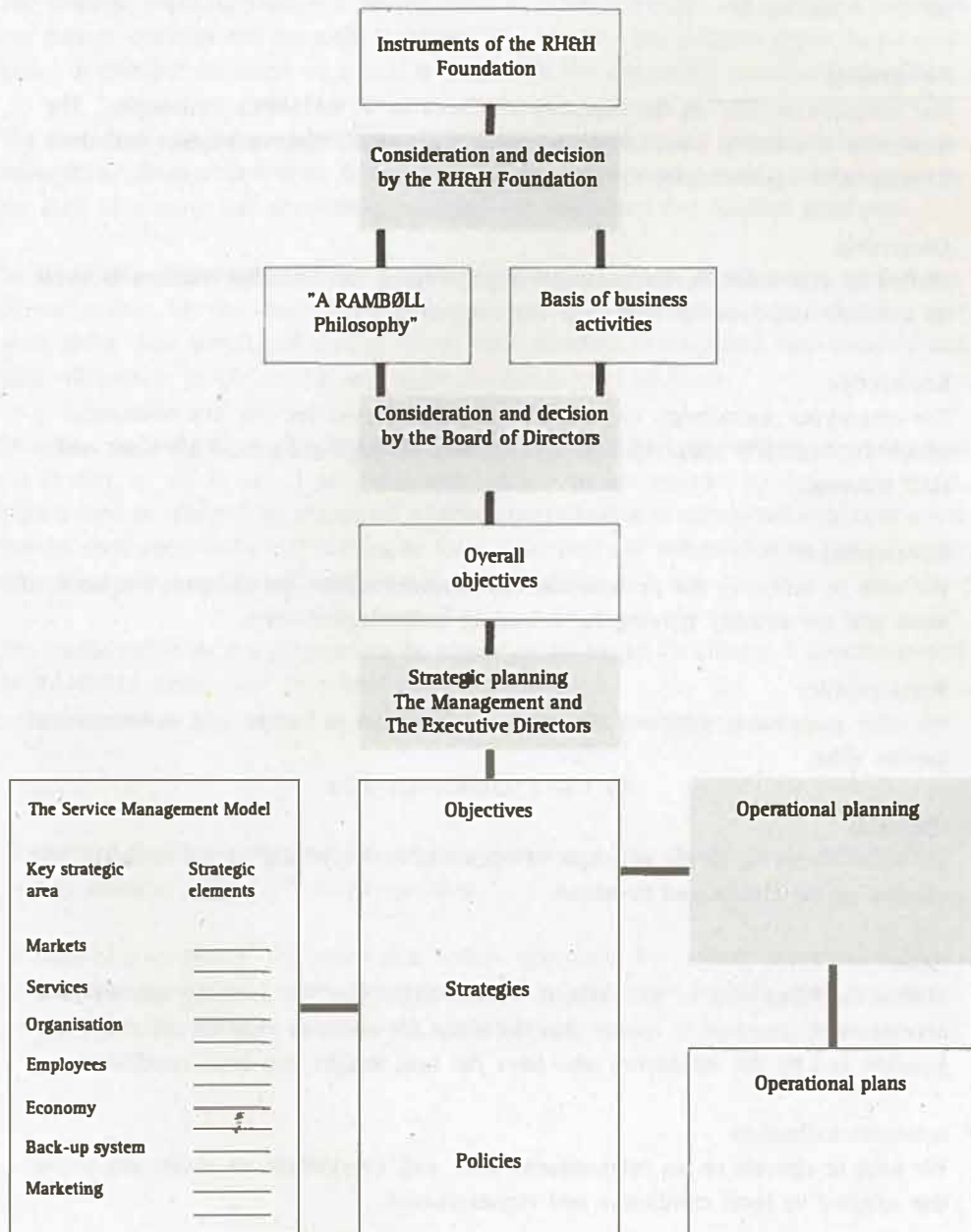
*RAMBØLL is an international consultancy company which, based on a socially conscious attitude, offers high-quality services.*

*RAMBØLL's operations are rooted in a holistic approach. The determination and ability to combine professional knowledge, expertise, ethics and sound business practices characterise the full range of the company's activities.*



*The following 10 characteristics make up, in a brief form, the company's values:*

- **The client**  
Our clients and their needs for professional consultancy and project implementation provide the basis for the company's existence. The client is therefore always the central figure as our services are market-orientated and the supply systems are service-orientated.
- **Philosophy**  
Our attitudes to "life" in the company are listed in "A RAMBØLL Philosophy". The objective is satisfied employees who enjoy their tasks, their colleagues and their development opportunities.
- **Ownership**  
Owned by a foundation, the company is guaranteed full financial freedom to build up a secure and dynamic workplace for competent staff.
- **Knowledge**  
The employees' knowledge, experience and commitment are our key resources, which are regularly supplemented and renewed through projects, R&D work and staff training.
- **Development**  
We wish to influence the professional development within the company's spheres of work and are steadily striving for a leading technological level.
- **Sustainability**  
We offer sustainable solutions that give consideration to human and environmental factors alike.
- **Openness**  
We work according to the principle of openness in everything we do, both in relation to the clients and in-house.
- **Action**  
Within the framework of pre-defined, overall objectives, the company maintains a decentralized structure to ensure that decisions are taken as close to the client as possible and by the employees who have the best insight into local conditions.
- **Internationalisation**  
We wish to operate on an international scale and, everywhere, to utilise our expertise adapted to local conditions and circumstances.
- **Consolidation**  
We wish to generate values in the form of knowledge, commitment, confidence, security and capital to ensure the development and future of the company.



**The Service Management model**

Appendix, page 2

*Key strategic areas*

*Strategic elements*

▪ **Markets**

Market areas  
Competitors  
Co-operation agreements  
Sector-specific conditions

▪ **Services**

Consultancy areas  
Physical services  
The consultant's role  
Ethics and society  
Quality assurance  
Case management  
Accumulation and knowledge  
Secondary services  
Client relations

▪ **Organisation**

Boards of directors  
Basis organisation  
Project organisation  
R&D organisation  
Organisational development  
Capacity adaptation

▪ **Employees**

Employment, termination  
Job description  
Development  
Registration and statistics  
Communication

▪ **Economy**

Accounts  
Financing  
Budget  
Insurance  
Fees

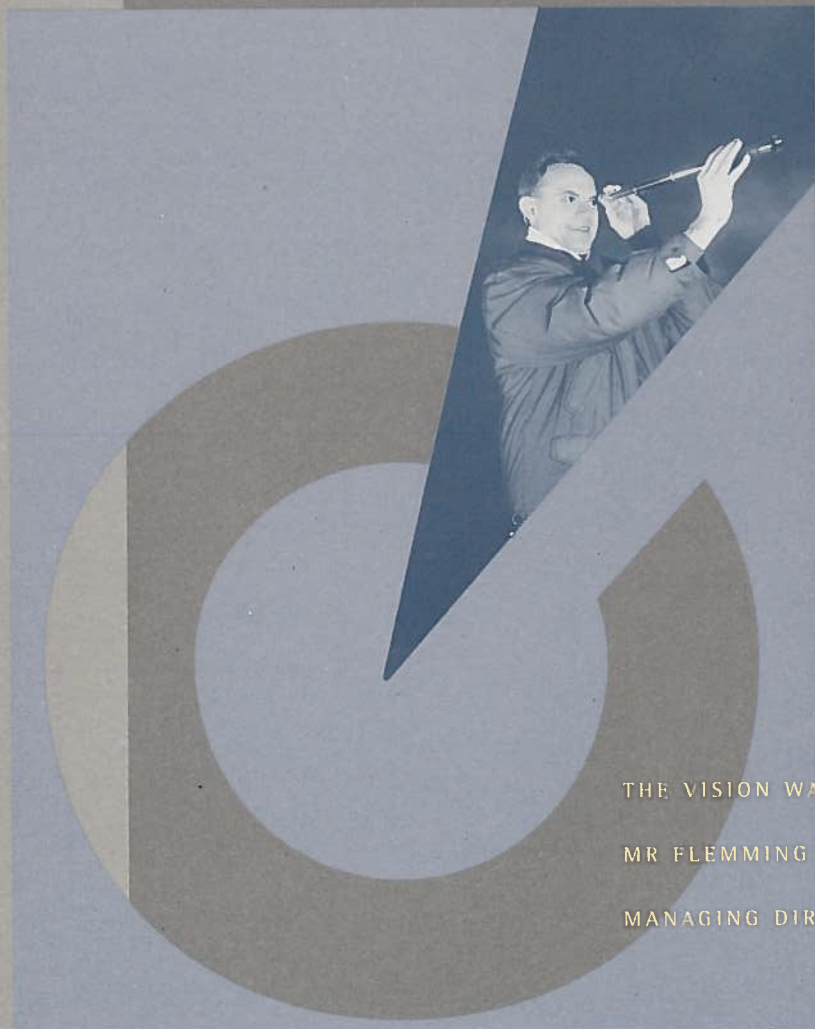
▪ **Back-up system**

Buildings and surroundings  
Plant and equipment  
Computer systems, hardware, software  
In-house communications systems  
Service functions

▪ **Marketing**

Sale of services  
Contracting  
Image  
Presentation material  
Presentation of professional skills  
Mass media  
Advertisements





THE VISION WAS PREPARED BY  
MR FLEMMING BLIGAARD PEDERSEN,  
MANAGING DIRECTOR, IN JANUARY 1995.