



ework GROUP

ARTIFICIAL INTELLIGENCE

How AI is becoming
a success concept

Verama - cloud-based
success service



*EVERYTHING'S
MORE ENJOYABLE
WHEN YOU DO
IT TOGETHER,
AND WE
REALLY ARE
A TEAM HERE.*

DANIEL WERNER
CLIENT DEVELOPMENT
MANAGER, EWORK.

ework 2019

High hit rate and stronger
market position

Report

Report

2019



9

ework in brief

Experts in matching consultants with assignments, competence with projects. Quick, professional and cost-efficient.

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For a full version of the
Annual Report 2019, see
eworkgroup.com

THE YEAR IN BRIEF

Net sales increased by 14 per cent to SEK 12.6 billion and the operating profit totalled SEK 107.9 million.

Full year 2019

NET SALES

+14%

Net sales grew by 14 per cent to SEK 12,621 million (11,036).

OPERATING PROFIT

107.9

SEK MILLION

The operating profit for the period was SEK 107.9 million (106.5).

EARNINGS PER SHARE

4.37

SEK

Earnings per share after dilution totalled SEK 4.37 (4.58).

ORDER INTAKE

17,594

SEK MILLION

Order intake for the full year totalled SEK 17,594 million (15,796), an increase of 11 per cent.

NUMBER OF CONSULTANTS

10,731

The number of consultants on assignment was at most 10,731 (9,771).

SWEDEN

+14%

Sweden grew by 14 per cent and net sales rose by SEK 1,240 million.

NORWAY

+44%

Norway increased net sales by 44%, Finland saw a fall of 2% while net sales in Denmark fell by 9%.

2019



The opening of our digital business contributed to further enhancing our market position.

POSITION



Ework's position was further enhanced during the year and the company remains positive about the long-term potential for growth.

THE MARKET AND EWORK

The consultancy market, primarily in Sweden, was slightly weaker than in the previous year. Demand for consultants for new assignments was slightly lower compared with the previous year. There was a similar trend in most areas of competence in which Ework operates. Ework's demand indicators, especially in Sweden, reflected a slight downturn, with a lower number of incoming enquiries for assignments and an increase in the number of applications from consultants.

DIVIDEND

The Board of Directors proposes that no dividend be distributed to shareholders.

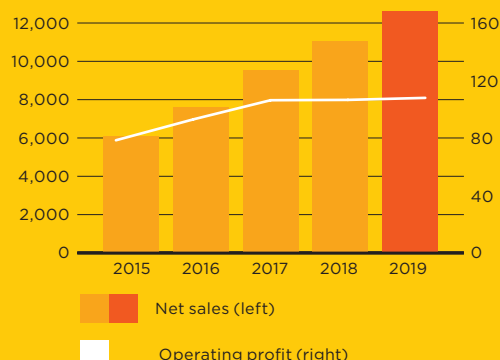
OUTLOOK FOR 2020

Since the end of the first quarter, the general uncertainty in the economy has increased as a consequence of the global Covid-19 pandemic. Against this background, Ework has noted a drop in business activity among its clients since the end of March. Ework believes that this drop in activity will have a negative impact on revenues, and Ework is counteracting this downturn to some degree by reducing costs. It is not yet possible to ascertain the full extent of these effects, and for this reason the company is choosing not to issue a new statement about the outlook for net sales and earnings per share for 2020.

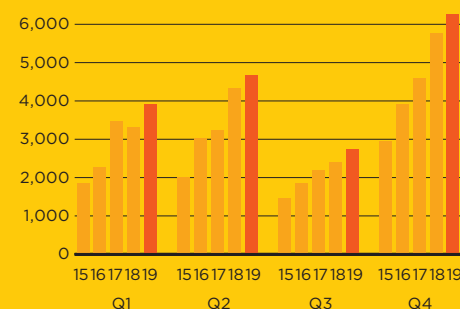
5-YEAR TREND

Over the last five years, since 2014, the average growth in net sales has been 22 per cent per year, and earnings per share have grown by an average of 14 per cent per year.

NET SALES AND OPERATING PROFIT (SEK MILLION)



QUARTERLY ORDER INTAKE (SEK MILLION)



KEY INDICATORS (SEK MILLION UNLESS OTHERWISE SPECIFIED)

	2019	2018
Net sales	12,621	11,036
Operating profit	107.9	106.5
Profit before tax	96.6	101.7
Profit after tax	75.3	78.9
Cash flow, operating activities	21.9	31.5
Operating margin, %	0.9	1.0
Equity/assets ratio, %	4.1	4.7
Earnings/share before dilution, SEK	4.37	4.58
Earnings/share after dilution, SEK	4.37	4.58
Max. number of consultants on assignment	10,731	9,771
Average number of employees	306	297
Sales per employee	41.2	37.2

ework in 2019

7,180
new enquiries.

8,987
new assignments.

15,678
extended contracts.

24,655
new contracts – one every
five minutes, on average
throughout the year.

15,671
consultants on assignment
during the year.

45,091
consultants on assignment
since 2003.

DIGITAL INITIATIVE PROVIDES STRONG PLATFORM FOR GROWTH

Bigger assignments. More satisfied consultants. Better matching. And above all, a future-proofing of the business. These were some of the goals we set a few years ago, when we made decisions on wide-ranging investments in a new digital platform. The systems were to offer clients a totally new way of managing consultant procurement, make life easier for our consultants and at the same time streamline our internal processes. Looking back, this development process has taken longer and cost more than we had anticipated. But now the launch has started, and we're already starting to see the positive effects of the initiative. We're continuing to enhance our market position with new business. We're winning several new, interesting framework agreements. And we're continuing to increase the proportion of deals signed, our so-called hit rate. Digitalisation has played an important role in all of this.



Five years ago we started to talk about the gig economy, how it would affect the labour market and what potential it would create for us in realising our goal to become a leader in Northern Europe in the provision of consultancy services. At the time we had only seen the very first effects of the fourth industrial revolution on the labour market and the system shift taking place as industry and society are transformed with the aid of technological developments.

We can now confirm that we have not only made use of this potential - we have driven developments by listening to our clients and consultants, and with one ear tuned to the future have continuously researched new opportunities to increase value for both groups. The company has grown strongly over the past six years, from net sales of just under SEK 4 billion to a level of SEK 12.6 billion in 2019, a threefold increase. But in line with our culture of thinking outside the box and always looking ahead, we realised back in 2015 that it was necessary for Ework too to undergo a revolutionary digital transformation if it was to be able to continue to be attractive to both customers and consultants in the future.

Digitalisation takes consultant matching to a new level

The initiative we decided to implement at that time was based on the notion of combining all our knowledge of the consultancy market with the opportunities offered by digital technology. The aim was to become even better at quickly identifying the best consultant for a given assignment by developing a system with an enhanced search capacity, speed and functionality.

The outcome was our new, revolutionary consultant portal. The launch of the portal means that consultants can more easily access

**THE MAIN WAY OF CREATING
VALUE FOR OUR CUSTOMERS
IS TO DELIVER PRECISELY
THE COMPETENCE THEY
NEED, WHEN, WHERE AND
IN THE WAY IT IS NEEDED.**

ZORAN COVIC
CEO, EWORK.



The new strategic software services are one outstanding example of our innovative force and the way we work constantly to create good potential for Ework for the future. Zoran Covic, CEO, Ework.

those assignments that best suit them. They also have access to additional services that facilitate administration, for example an online banking service. During the first quarter of 2020 the portal is being launched in Poland and Finland - and in the second quarter of 2020 in Sweden and Norway. In parallel with this we have developed a procurement system, VMS (Vendor Management System), which facilitates the clients' development of processes for consultant management. The newly launched system has attracted much attention in the market and already resulted in over ten new contracts and new, interesting assignments and clients for Ework. These include the broadband provider IP-Only, to which we supply both the digital platform and consultants.

We have at the same time developed and streamlined our internal administrative flows. Here too, the work has now been largely completed. The systems are now on the way to being implemented in all Ework offices and the new way of working have resulted in our already seeing a higher hit rate, i.e. a higher proportion of deals concluded per enquiry.

The main way of creating value for our customers is to deliver precisely the competence they need, when, where and in the way it is needed. By working closely with our clients, we get to know their businesses and become even better at predicting future needs - so we can exceed their expectations. Being independent gives us

the freedom to work with the whole market and select the very best consultant for each assignment. Furthermore, our new digital systems enable us to streamline this process even more and become even more attractive as a business partner.

Our digital investments have swallowed up more resources in terms of both time and money than we had expected, which has impacted our profit. But we can now see that these expenses have peaked, and as of the second quarter in 2020 they are expected to slow down, while we are seeing more and more positive effects.

Market and geographical growth

The financial goals we set at the beginning of 2016 of an annual increase in net sales and earnings per share of 20 per cent until 2020 were ambitious. These were based on our view of how the market would develop over the years to come, and also our own ability to enhance our position. We are now approaching the end of this period and can confirm that we have been successful when it comes to approaching the financial goals - but perhaps above all in the form of a stronger position in the market. Net sales grew by 14 per cent in 2019, while earnings were affected by the expensive investments.

We have at the same time seen a weakening of the economy for more and more companies and sectors, resulting in a drop in the total number of enquiries about assignments. This means that we are continuing to review our costs.

OF THE MARKETS IN WHICH EWORK OPERATES, NORWAY AND POLAND IN PARTICULAR STOOD OUT DURING THE YEAR WITH STRONG GROWTH.

ZORAN COVIC
CEO, EWORK.

Of the markets in which Ework operates, Norway and Poland in particular stood out during the year with strong growth. Sweden continued to grow, but at a slower rate and with a reduced operating profit. Income fell slightly in Finland and Denmark and was unable to continue to grow in the prevailing market situation. We are adopting a long-term approach here to reinforce our market position and acquire new clients, but during the period we prioritised measures for profitability and the profit improved in both markets.

Important to continue acting like a small company

Ework has grown rapidly over a number of years. One of the challenges we face today is that we must continue to act like a small company, with all of the boldness and the hunger that have taken us to our current position, and all the professionalism that we have come to be associated with. We must also make sure that we have a level of profitability that gives us the freedom to continuously search for new ways to improve our client and consultant offering.

The shock wave that the coronavirus pandemic has sent through the world's financial markets is of course also affecting us. But we also see opportunities when markets get back to normal. New market conditions and the necessity to work remotely have highlighted the importance of digitalisation, remote working aids and creating flexibility in all kinds of businesses. We are now grateful that we have been through this process ourselves - and that we can also offer expert consultants within the area when the market starts moving again.

The new strategic software services are one outstanding example of our innovative force and the way we work constantly to create good potential for Ework for the future. Even if this has involved bigger investments than we had estimated, we now see that it has started to produce clear results, which will enhance our position and our offering, even in a declining market. I therefore take a positive view of our prospects for continued, positive growth in the long term. I would like to thank our clients, consultants, employees and shareholders for your contribution to our development towards becoming the leader in Northern Europe - a key player in the ongoing transformation of the skills supply of the future and the way in which professionals engage. ☺



EWORK SETS NEW INDUSTRY STANDARD:

EXPERTS IN CONVEYING COMPETENCE

Ework are specialists in quickly finding the right consultant for every assignment - and the right solution to the consultancy need for every client. We take on the role of procurement department for consultancy services, manage consultants without framework agreements, appoint individual consultants and deliver consultant management systems. And we accompany our clients to new geographical regions. Our main strengths include our independence and the fact that we don't employ any consultants. This means that we are free to choose from our vast network and match individuals with projects based on a combination of knowledge, skills, ability and motivation. We set the industry standard for price and quality.

ILLUSTRATIONS: LARS REHNBERG

RESHAPING CONSULTING

This is our promise to the market. Our promise to our clients,
to the investors and the consultants. And our promise to ourselves.
We ignite and reshape businesses with our attitude (values)
and our great offering (capabilities).

OUR VISION

Reshaping the way professionals engage.

OUR MISSION

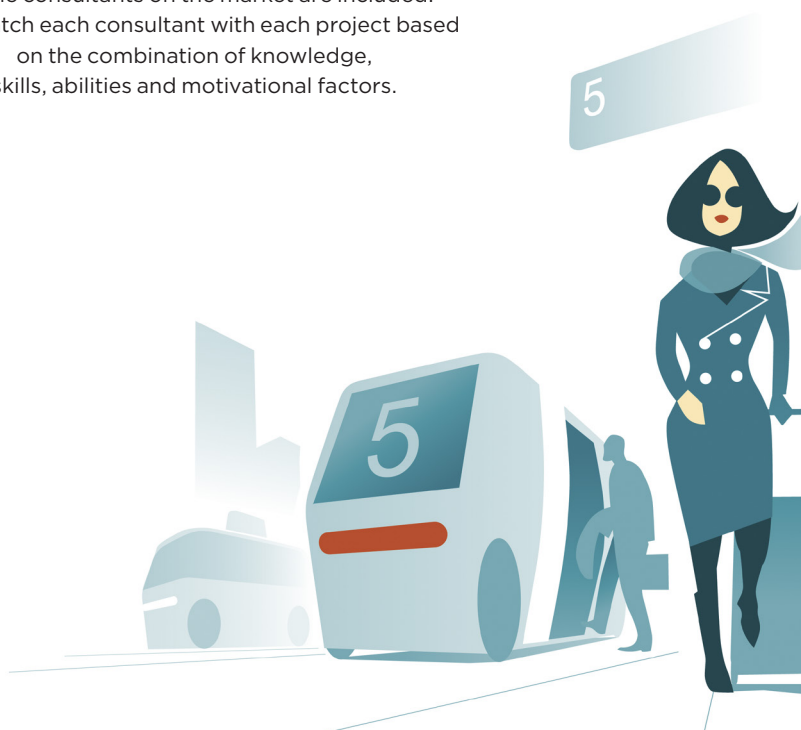
Every day we challenge industry standards,
silent truths and human beliefs. We ignite individuals and
organisations to reach their full potential.

OUR VALUES

Eager. Professional. Alert.

OUR BUSINESS MODEL

To be independent and have no employed consultants.
The selection is done from a network where practically
all the consultants on the market are included.
We match each consultant with each project based
on the combination of knowledge,
skills, abilities and motivational factors.



OUR CORNERSTONES

Our services, experiences, processes and systems can be boiled down to four competences to which you gain access when you work with us.



INDEXED

**WE KNOW THE
MARKET PRICE**

We set the price index for our clients and consultants. Our leading, independent market position means that we are always up to speed in terms of the prevailing market conditions, which provides us and our clients with an insight into the trends and movements in the consultancy market.



MATCHED

**WE HAVE AN INDEPENDENT
MATCHING PROCESS**

Using the Matched by Ework process allows us to identify consultants who perform better, while reducing any risk of discrimination. Our selection method, which involves using cognitive and personal assessment tools, provides our clients with a solid foundation on which to base their consultant choices.



TAILORED

**WE OFFER SOLUTIONS
TO MATCH YOUR UNIQUE
CHALLENGES AND NEEDS**

All of our services are bespoke. We offer flexible solutions covering all bases, from industry-leading companies to small-scale businesses, at both a local and global level. We have close working relationships with our clients. Our solutions can, for example, involve putting together a dedicated team for the assignment that works on site at the client's premises or expanding our business into new geographical regions, all designed to meet our clients' needs.



SOLID

**THERE'S A REASON
WHY WE ARE
INDUSTRY LEADERS**

We must earn the trust that we get. We continue at all times to develop our business model in close collaboration with both clients and consultants. If you want to be trusted as a business partner, you need firmly rooted experience. Put simply – it works.



OFFERINGS TO MEET DIFFERENT NEEDS

Based on our cornerstones, we take on the role of procurement department for consultancy services, manage consultants without framework agreements, appoint individual consultants and deliver consultant management systems.



COMPETENCE SUPPLY

Matching is the key to identifying the right competence at the right price for each assignment. As the needs of our clients for consultants grow, we can offer a comprehensive solution for consultants who work without framework agreements. This enables us to assume total responsibility for managing all consultants alongside suppliers who have their own framework agreements.

- SUPPLY
- PRIME VENDOR
- MASTER VENDOR



PLATFORM SERVICES

Our digital offerings respond to the future consultancy market by specialising in areas such as scalability, mobility and artificial intelligence. They are aimed at many of the actors in the consultancy market and include everything from procurement systems for consultants (VMS) to a market place for consultancy assignments and a price comparison service for freelancers. They each create significant added value for their respective target groups, and together they create a unique network of interconnected units in which the whole is greater than the individual components.

- VERAMA – Platforms aimed at actors in the consultancy market.
- FLEXAGO – A comparison service for freelancers.



PROCUREMENT SERVICES

We take on the role of procurement unit for all or some of our clients' consultancy needs. Our engaged on-site teams support our customers with everything from strategy to operational tasks. This allows our clients to be in control of their total cost. It also provides transparency and an efficient consultant management process.

- MSP (Managed Service Provider)
 - CONTINGENT WORKFORCE
 - SOW (Statement of Work)
- ADVISORY SERVICES

MARCUS WEILAND

DEPUTY MD, SAVANTIC.

MIA ANDERBERG

SALES EXECUTIVE
& BUSINESS RELATIONS,
EWORK.

A CLOSE EYE

EVERYONE IS AFFECTED BY AI.
NO COMPANY CAN IGNORE IT. BUT IT'S
NOT PRIMARILY ABOUT TECHNOLOGY.
SUCCESSFUL AI REQUIRES ABOVE ALL A
DEEP UNDERSTANDING OF THE BUSINESS
AND OF THE OPPORTUNITIES OFFERED
BY THE TECHNOLOGY.

ON AI

TEXT: HENRIK RÅDMARK PHOTO: FOND&FOND

Marcus Weiland at Savantic is a consultant who helps companies of all sizes and in all sectors to understand what artificial intelligence (AI) is, and what they can do to embrace it. When he talks about AI, it's not so much about technology, but rather how it affects commercial businesses and why it is needed if companies are to remain relevant.

We met up with him for a chat about one of the most important areas to keep a close eye on – whatever the sector.

What is AI?

“Artificial intelligence is about giving intelligence to computer systems. Machine learning is the area within AI that accounts for virtually all the progress that's been made in recent years and results in AI now being on everyone's lips. Machine learning is used to get systems to learn from data.”

In what ways is AI of interest to a company?

“AI has the ability to find correlations in data that are difficult for people to find. AI can also interpret, for example, images, sound and natural text, known as unstructured data.”

“This gives companies opportunities to understand customers better, to communicate more effectively with their customers, to make automated services more personally adapted for each user and to increase sales by customising offers.”

“AI is also used to optimise resource utilisation in order to reduce costs or lead times.”

How should companies work to achieve the potential of this technology?

“One first step is to start building experiences of AI, and one good way of doing that is to carry out an initial project. It's important that the project

MARCUS WEILAND

Ework is collaborating with Savantic and Marcus Weiland on an ongoing basis to develop an understanding of AI from both a business development and a consultancy perspective.

NAME: Marcus Weiland

ROLE: Deputy MD at Savantic AB. AI analyst with a teaching role, tasked with conveying knowledge of AI to the business community.

BACKGROUND: Educated at KTH Royal Institute of Technology and the Stockholm School of Economics, and has held roles in business as IT manager and strategy manager. Marcus is passionate about explaining complex contexts such as AI to non-experts.

is business-driven, so that it's not just something for engineers.”

“For bigger companies, it's worth building up AI capacity internally. But whatever the size of the company, it's a smart move to start combining your own competences with consultants who have experience of AI.

“It's also important to train management, business developers and engineers in AI so that you can identify the potential.”

What are the challenges faced by companies in preparing for this?

“It's generally very hard indeed to find competence in the field of AI. This is a new area and demand is greater than supply.”

“One major aspect of the problem is also that company management teams lack experience of strategic work on AI. The level of understanding of commercial consequences is low.”



IMPORTANT CONSULTANCY COMPETENCES TO MAKE THE MOST OF AI

- ✓ Understanding of what data is from real values. This knowledge comes almost exclusively with experience.
- ✓ Knowledge of choosing the right algorithms, visualising data, making the right decisions and understanding statistics is also important.
- ✓ Setting up data pipelines, automating data collection and training AI.
- ✓ Ability to support management. To succeed in developing AI, cross-functional teams are required, which means that soft factors such as communication and leadership become important.



MIA ANDERBERG

Works at Ework and met Marcus at an AI presentation.

NAME: Mia Anderberg

ROLE: Executive Sales & Business Relations

BACKGROUND: Has been working at Ework since 2004 as consultant and sales manager, KAM and project manager. Loves the dialogue with clients and consultants about the current challenge of digitalisation.



ework STARTS TRAINING TO IMPROVE AI COMPETENCE.

While AI is something that affects all companies, regardless of sector, there is a shortage of competence in this area in Sweden.

Mia Anderberg, who is working to develop the area of AI at Ework, explains.

“This is why we’re starting courses on AI in 2020, to be available both to consultants who are already part of our network and to others.”

Which clients are working with AI?

“We have AI enquiries in many sectors, such as energy, finance, public administration, gambling, retail, automotive industry and healthcare. We believe that demand will grow in all sectors in due course.”

Is it difficult to find experts in this area?

“Ework has extensive experience of finding specialist expertise. If the client needs extremely experienced consultants, we are also able to look beyond Sweden and Norway, and we established a large global network during 2019. We are continuing to further develop our network, through a dialogue with both new and existing suppliers, such as Savantic.”

Which roles are in demand?

“Our clients are asking for data scientists, machine learning (ML) developers, software engineers, data engineers, AI architects and consultants in the areas of Internet of Things (IoT) and robotics.” ☺

How can they work to deal with this?

“It’s a good idea to start with training, both broadly to give everyone a basic understanding, and more deeply for the most important functions. Business developers are the group in most need of enhancing their competence, as these are the roles that companies rarely choose to bring in on a consultancy basis.”

“It’s also important to be aware that you might not be able to have all the competence in-house and to consider collaboration, in the way that Ework did with Savantic.

It can also be a matter of collaborating with suppliers, customers and sometimes even competitors in order to acquire the best possible data. Those who have the most data of high quality will be able to build the most intelligent services.”

Which sectors have the greatest potential?

“In the next five to ten years there’s really great potential in the area of transport - with self-driving vehicles - and in the public sector in the form of, among other things, decision-making support that can reduce administration and speed up processes significantly.”

“In the longer term, the greatest potential is in healthcare, not least in starting to work proactively to prevent illness, education - for individualisation - and research.”

How are Swedish companies placed, viewed from an international perspective?

“Sweden is lagging behind in the field of AI in global terms, with China and the USA having made much more progress, which in purely tangible terms may result in Sweden losing competitiveness and jobs.” ☹

THE SUPER CONNEC CARS OF T

NO OTHER COMPANY HAS WORKED LONGER ON THE DIGITALISATION AND CONNECTION OF CARS THAN SWEDISH FIRM WIRELESSCAR. THEIR SOLUTIONS MAY BE FOUND IN PREMIUM BRANDS SUCH AS DAIMLER, JAGUAR AND VOLVO. THE CONSTANT CHALLENGE: TO DRIVE INNOVATION BEYOND THE CUSTOMER'S EXPECTATIONS.

TEXT: HENRIK RÅDMARK PHOTO: NICKE JOHANSSON

R-COMPANY TING THE HE WORLD



ILLUSTRATION: ISTOCKPHOTO

**WITHOUT EWORK, WE'D NEVER
HAVE BEEN ABLE TO FIND AS
MANY CONSULTANTS OF THIS
CALIBRE IN SUCH A SHORT TIME.**

JACOB PETTERSSON

HEAD OF PARTNERSHIPS
AND PURCHASING,
WIRELESSCAR.

The insight that gradually dawned during the meeting with colleagues was hardly shocking. But it was serious enough for Jacob Pettersson to turn pale. To meet the upcoming commitments, for one of their biggest customers, something was required that many might consider a superhuman feat.

He had to find 30 new consultants in only two weeks. And they had to be consultants with high levels of specialist expertise of the kind that “everyone else” is looking for as well.

“It was actually an impossible task,” says Jacob Pettersson, Head of Partnerships and Purchasing, WirelessCar.

Making the car smart

In a way this company, which is owned by Volvo and Volkswagen, is playing the most important role in the development of modern cars. It is creating digital, connected solutions to make cars more comfortable, safer and more economic. Solutions and functions that only a few years ago were considered a luxury, but are now a basic requirement from many buyers of new cars.

Forgotten to lock your car? Do it by phone. Cold outside? Turn on the heating from your mobile. And if you happen to have an accident, the car calls the emergency services itself. These are just a few of the functions that WirelessCar is behind. The list is much longer and is growing almost by the week. The rate of development and level of innovation are high.

Two weeks after Jacob Pettersson's meeting with his colleagues, the seemingly impossible task had been achieved. 30 new consultants were working away at the Gothenburg office, which is in Gårda, between the E20 motorway and the Nya Ullevi



“We're proud of our partnership with WirelessCar. At the same time we're constantly striving to develop it,” says Rickard Hansson, Account Manager at Ework.

stadium. 30 developers with competences primarily in the fields of Java and cloud technology. The pick of the crop, you might say. Which meant they were the toughest to catch.

“We've been working with Ework for our skills supply for a long time, but refined the structure a year or so ago, so that we're now working even more closely together. Without them, we'd never have been able to find as many consultants of this calibre in such a short time,” confirms Jacob Pettersson.

Record growth

There are over 500 developers working at the office in Gothenburg. At least at the time of writing. The number will almost certainly be higher as you read this. The pace of growth is high, you might say extreme. They moved here one year ago from another office on the other side of the river. They had given themselves more than enough space when they chose the new premises, they thought.

Three floors would be enough for at least the same number of years. But they have already started to expand the number of developer workplaces into a neighbouring building.

About half of the company's 500 developers are hired consultants, the rest are employees. It's not an ideal ratio. WirelessCar would “naturally prefer to employ the competence required”, emphasises Marc Brouwer, Head of Program House. But at the current rate of growth they have no alternative.

“Our growth is largely being driven by demand from car manufacturers to connect cars and provide them with a growing number of increasingly advanced functions. Ten years after we launched Volvo on Call in 2001, we had around 40,000 connected cars. Two years ago we passed one million cars,” says Daniel Fredriksson, who is responsible for Volvo on Call.

At the end of 2019, the figure has doubled, and sights are set on 100 million cars within a ten-year period.



ZEYNAB HABIB

→
PURCHASING
MANAGER,
WIRELESSCAR.

Zeynab Habib, Purchasing Manager, WirelessCar: "I've never heard of a company where management is so fast to receive and assess a suggestion and then say 'go ahead!'"

By way of comparison, the company WirelessCar has a total of five million connected cars in 2019. This rapid growth is perhaps what strikes you first of all if you take a look at the company's figures. And even though it is being driven by strong demand from manufacturers such as Daimler, Jaguar, Nissan, Volkswagen and Volvo, it's not exactly a self-playing piano. Several car manufacturers are choosing to develop their own systems and services of the kind that WirelessCar does. And even if there is no direct competitor to the Swedish company – there are actors that do parts of what they offer, but none offers the full range – WirelessCar needs to constantly drive developments rather than simply deliver what customers demand.

"We need to show that we are relevant, that we contribute more than technical solutions. That we develop our own concepts and ideas, which help car manufacturers to refine their offerings," explains Marc Brouwer.

Don't be afraid of new ideas

They therefore have a very specific requirement for all employees and consultants who walk through the doors of their office in Gårda. They must be bold enough to try new ideas. And they must not be afraid to fail. "Dare to do it" is the company's mantra and a constant challenge.

These might not be unique requirements or expectations. But in contrast to how things are at many other tech development companies of a similar size, it actually works here, maintains Zeynab Habib, Purchasing Manager, WirelessCar.

"This applies to both ideas and suggestions relating to our external offerings and those that deal with the way we work internally. I've never heard of a company where management is so fast to receive and assess a suggestion, and then say 'go ahead!'"

Viewing and treating your developers as unrestricted fountains of ideas is just one way of keeping yourself relevant for the market. Another is their regular

HOW WIRELESSCAR IS DIGITALISING CARS ALL OVER THE WORLD

WirelessCar develops functions and services for the digitalisation of cars, and also takes care of operating these services. Here is a small selection of what the company offers at the time of writing.

SECURITY. The car itself can raise the alarm if there is an accident and contact the emergency services and/or recovery service. If the car is stolen, the technology makes it possible to trace it and also to block it.

REMOTE SERVICES. Lock the door, find your parked car, adjust climate control, keep a driving journal automatically and get a report on the car's "health status".

SERVICES FOR ELECTRIC CARS. Charge status, battery health, navigation to nearest charging station.

FLEET MANAGEMENT. Functions that provide control over a large fleet of vehicles, for example car hire companies, hauliers, car sharing services.

INFOTAINMENT. Services such as navigation to interesting places along the route, services adapted to the location such as news, weather, parking, traffic.

MOBILE AS A KEY. Using the mobile as a key to your car simplifies both family ownership and the management of large fleets of vehicles.

VEHICLE STATUS. See whether all the windows are shut, the alarm is activated or has been triggered, get information about fuel consumption, set up speed limits and define at which times of the day the car may be used.

WIRELESS UPDATES. The car's software is updated without any need to visit a workshop (OTA, over the air).

FOR MANUFACTURERS AND DEALERS.

A number of services to increase customer loyalty and reduce warranty costs, for example through remote diagnostics, service messages and logistical tracking. All data is of course anonymised and processed in accordance with current legislation.

participation in research projects. One of these is Drive Sweden, which aims to "... create the conditions for and to demonstrate new mobility solutions for people and goods, which are made possible by means of a connected, automated and shared road transport system", according to their own programme description.

By taking part in such contexts – Marc mentions another 20 or so research projects in which they are taking part or have taken part – the domain knowledge that makes WirelessCar unique in the sector is being constantly developed.

"We've been working with this since 2001, and no one else has such a long history in this area and has therefore built up such a comprehensive, solid knowledge base," says Marc Brouwer.



Marc Brouwer, Head of Program House, WirelessCar.

Greater focus on own ideas

One example of a function that is the fruit of both this kind of engagement and the permissive, encouraging culture of innovation within the company is the way their route planning tool has been developed. Daniel Fredriksson explains how they came up with a way of creating added value for their customers, the car manufacturers, and ultimately also for their customers. Instead of simply presenting the quickest way from A to B, the system was developed so that it could also take into consideration any costs along the way, for example congestion charges.

"This is just one of many examples of the way we work with the development of our own ideas, which is becoming increasingly common," observes Marc Brouwer.

The trend towards a greater focus on in-house innovation not only places stricter demands on WirelessCar as a company, but of course also on the developers who are working at the company. And maybe this is above all the main challenge facing the company, finding the "right people". People who have a high level of technical knowledge and are also prepared to contribute their own ideas and dare to step up to the plate, even if there is a risk of failure.

"Especially in view of this, we probably have no choice but to work together with an independent consultant broker like Ework. We wouldn't have a chance of getting enquiries out to as many consultants as they do," says Jacob Pettersson. He and Zeynab Habib are the only ones dealing with the procurement of consultants at the company.

"In the last year alone, we've found consultants from more than 30 new companies through our partnership with Ework," adds Zeynab Habib.

Great freedom attracts developers

She points out, not without some pride, that once they have found consultants or developers for an assignment or a position, it's not usually a problem to get them to want to work for the company. The open, encouraging culture is also evident in the fact that as a developer you are able to work with the very latest tools and in any technical environment.

Their distinctly agile, or flexible, approach in projects and with customers is another factor that contributes to an attractive environment for developers. Even if it also means tough demands on speed and inclination to change.

"Our agile way of working is a necessity, bearing in mind what we're developing, digital services that are often so advanced that no one else has done anything of the kind before. We also need to be incredibly receptive to changes in the market and in the area of tech development, and be prepared to change course in an instant," explains Marc Brouwer.



David Fredriksson, responsible for Volvo on Call, WirelessCar.

But above all, believes Zeynab Habib, one attraction is that the technology developed here is quickly used in real life. WirelessCar does not work with projects that start and end, but rather in programmes in which functionality is developed and new components are launched continuously.

"It's not like in the world of games, where you might spend years working on a game before it even makes it to the market. What we do is already in millions of cars that are out on the roads all over the world," she says. ☺

WIRELESSCAR

YEAR ESTABLISHED: 1999

BUSINESS ACTIVITY: Development and operation of digital, connected services in cars

OWNERS: Volkswagen AG and Volvo AB

OFFICES: Sweden (Gothenburg), China, USA

NUMBER OF EMPLOYEES

(APPROX.): 300, of which 250 developers.

NUMBER OF CONSULTANTS

(APPROX.): 200 (varying number)

BIGGEST CUSTOMERS: Daimler, Jaguar, Nissan, Volkswagen, Volvo.

“THEIR STRICT DEMANDS ARE STIMULATING”

For the consultancy firm Alten, the assignment at WirelessCar is developmental in many ways. Few clients have such strict demands for innovation and quick results.

TEXT: HENRIK RÅDMARK
PHOTO: NICKE JOHANSSON

The assignment at WirelessCar is special. It's developmental, makes tough demands of consultants – and is incredibly stimulating. These are the words of Johan Dahlsner, who is Business Manager at Alten. Their first consultant started at WirelessCar in spring 2018, and the number has now risen to 15. These are primarily senior resources with a focus on Java.

“The strict demands for both knowledge and innovation are something we appreciate. And our consultants are keen to work at WirelessCar, as they're given a great deal of freedom and get to work with the very latest technology,” says Johan Dahlsner.



← **JOHAN DAHLSNER**
BUSINESS MANAGER,
ALTEN.

WE'RE VERY KEEN TO CONSTANTLY COACH AND EDUCATE OUR CONSULTANTS, SO THAT THEY HAVE THE BEST POSSIBLE CONDITIONS TO DEVELOP AND DELIVER AT A HIGH LEVEL.

Despite the fact that all administration goes through Ework, Alten also has a close direct relationship with WirelessCar. Sometimes to achieve clarity on matters relating to a specific assignment, sometimes to get an idea of their long-term needs. But Johan Dahlsner emphasises that by far most of the contacts are managed through Ework.

“Not least all, they take care of all matching of WirelessCar’s needs and available consultants on a weekly basis, which means that we don’t need to maintain contacts with different units or projects at the client.

“This makes it easier for us and means that we can focus more on developing our team of consultants,” he says.

In addition to the continuous matching of available consultants against needs in the business, there is also reporting and feedback on ongoing consultancy assignments through Ework. Johan Dahlsner believes that the fact that it all takes place in a uniform way for all

consultants results in higher quality of feedback, as it’s a simple, rational procedure for the client, i.e. WirelessCar.

“Of course it’s valuable, both for our individual consultants and for us as a consultancy firm. We’re very keen to constantly coach and educate our consultants, so that they have the best possible conditions to develop and deliver at a high level.” ☺

ALTEN AT WIRELESSCAR

INVOLVED SINCE: Spring 2018

NUMBER OF CONSULTANTS: 15

COMPETENCE: Specialists in development with an emphasis on Java in the back end.

ABOUT THE ASSIGNMENT: “Incredibly developmental and stimulating. We appreciate having a single point of contact through Ework, while at the same time we also have a direct dialogue with the customer.”

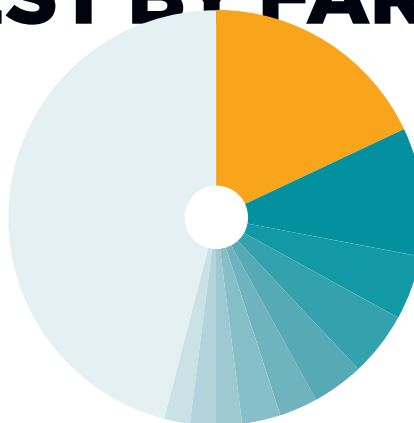
JOHAN DAHLSNER, BUSINESS MANAGER, ALTEN.

IT AND TELECOMS THE BIGGEST BY FAR

The top ten list: Consultant brokers.

The chart illustrates the market shares of consultant brokers in the Nordic region, measured and reported during H1 2019.

Ework	18.18%
ÅF-Digital Solutions	10.12%
Sigma	5.34%
ProData	5.29%
Upgraded People	4.50%
Accuro	2.72%
Centric	2.42%
Experis	2.19%
KeyMan	2.07%
Epico	1.77%
Others	45.40%



An investigation has been conducted into the Swedish and Nordic consultancy market, with assignments being compiled by supply, demand, prices and trends. The results, which were published in "Konsultrapporten H1 2019**", show that the area of IT and telecoms is still the biggest by far when it comes to the distribution of assignments. The area with the biggest growth, however, is healthcare and nursing, which reflects a trend in the market that more and more people are seeing an opportunity to work on a consultant and freelance basis in the care professions.

* The report is based on actual assignments that were published, measured and reported on Brainville's platform in H1 2019.



Hans Werner,
CEO, Radar.

"IT-RELATED PROCESSES AND IT THAT IS CLOSE TO THE BUSINESS ARE LESS SENSITIVE TO ECONOMIC FLUCTUATIONS. THERE IS STILL A SHORTAGE OF COMPETENCE, WHICH IS AFFECTING THE PRICE PROFILE FOR SOME CONSULTANCY AREAS IN A FAVOURABLE DIRECTION, WHATEVER THE ECONOMIC SITUATION."

READY FOR THE GIG ECONOMY?

46%

reply to that question with a 'yes' – i.e. they would consider freelancing with their own company. The term 'gig economy' refers to a modern, flexible and assignment-based way of working that doesn't need to be linked to a permanent workplace. There is greater interest in freelance work in the metropolitan regions, although it falls with the level of educational qualifications. 37 per cent of those with a post-upper secondary education would not consider freelancing, while the corresponding figure for those with basic compulsory school education is 16 per cent.

Source: Insight Intelligence





THE STATE OF THE CONSULTANCY SECTOR

The future looks bright for the consultancy sector. This is the view of most respondents in the 2019 Ework Barometer. The climate in the market is still in the best of health, digitalisation needs and demand for the right competence are expected to remain at the same high levels as in the last few years. In certain areas of knowledge, not only clients, but also consultants and consultant brokers are even expecting demand to increase a little. The results should be viewed in the light of a long boom period that is coming to an end. The expected economic downturn combined with difficulties in recruiting the right competence means that demand for consultants will probably continue to increase.

50%

of consultants feel that demand is at the same level within all areas of knowledge compared with last year.

34%

of consultants believe that hourly rates will increase in the next 12 months. 60% believe that they will remain at current levels.

85%

Benchmark for consultants' capacity utilisation, freelancers approx. 10% lower.

10%

of clients believe that demand for consultants will increase.

JUST OVER ONE IN THREE...

...consultants would like more remote working. Partly to combine work and leisure, partly to be able to work abroad, and partly to be able to accept interesting and developmental assignments.

TOP 5 CONSULTANT BROKERS

According to consultants, this is how brokers best contribute:

1. Avoid having to sell new assignments
2. Work with interesting and developmental assignments
3. Increased capacity utilisation
4. Administrative support
5. Work on profitable assignments

TOP 3 DRIVERS

Consultants nowadays prioritise interesting and developmental assignments, the opportunity to control the volume of work and being able to combine work with family and leisure. In the study, consultants were divided into the following categories: junior consultant, expert, employed consultant and freelancer.

1. Work with interesting and developmental assignments (all)
2. Skills development (junior, employed consultant)
Control volume of work (consultant, expert, freelancer).
3. Control volume of work (junior)
Combine family/work (consultant, expert, employed consultant)
Control where work takes place (freelancer)

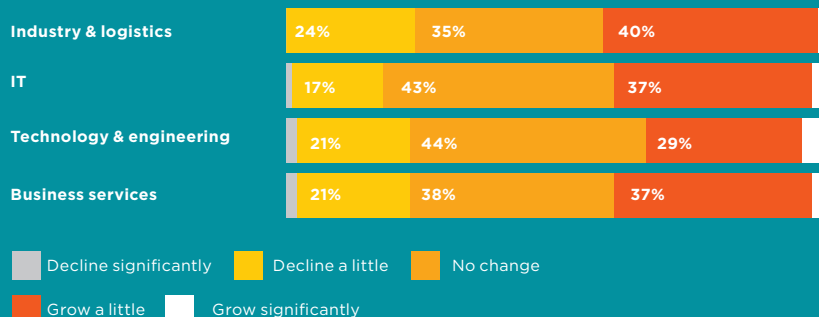
WHAT CLIENTS THINK

The customer satisfaction survey that was conducted covers all areas, from sales and expectations to delivery. Clients assessed Ework in nine different areas, which were rated on a scale from one to five. The average rating was 3.9, which is above the industry average.

“GOOD, QUICK RESPONSE, CLEAR COMMUNICATION, GOOD WILLINGNESS TO COLLABORATE AND RECEPTIVE TO REQUIREMENTS AND NEEDS.”

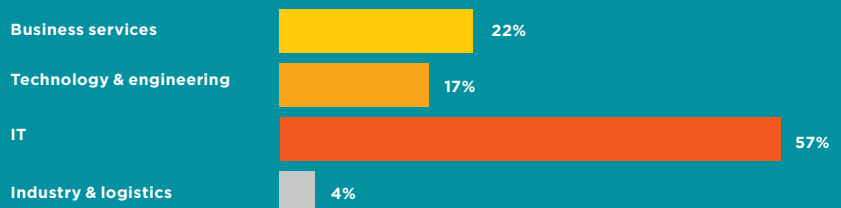
WHAT DOES THE FUTURE HOLD?

The view of developments over the next 12 months.



AREAS OF KNOWLEDGE

IT has almost 60% of the consultancy market.



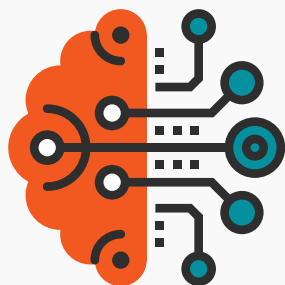
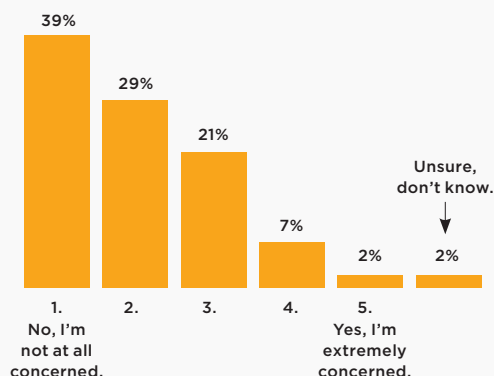
ABOUT THE BAROMETER

The Ework Barometer 2019 was conducted by Radar, on behalf of Ework, during the period April–May 2019, before the global crisis resulting from the coronavirus pandemic. The following groups of respondents took part: 3,115 consultants (of which 203 consultant salespersons), 12 account managers at Ework and 620 clients. 58% of respondents operate in the private sector, 42% in the public sector.

ARE AI AND ROBOTS TAKING OVER JOBS?

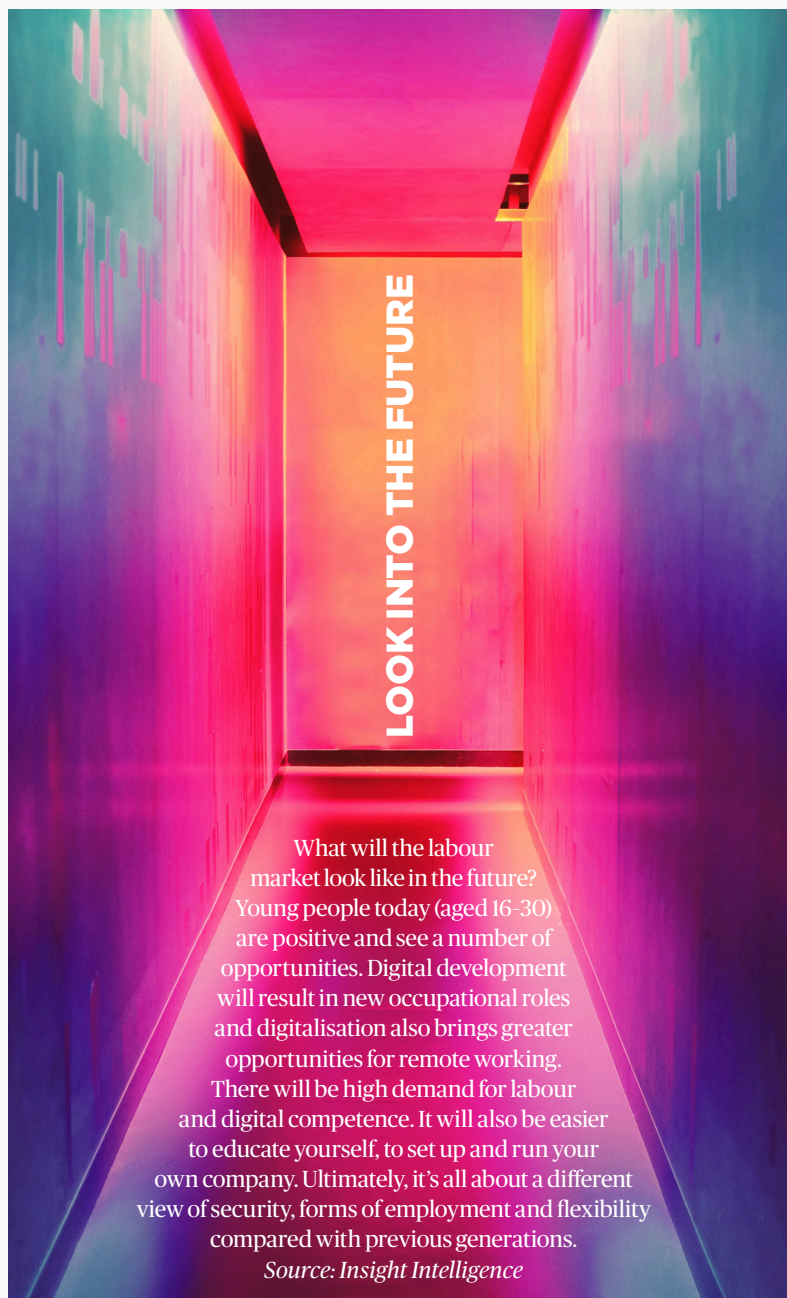
How widespread is concern in the labour market that job opportunities will fall as AI (artificial intelligence) and robots take over certain jobs? Not to a particularly large extent. Almost 70 per cent feel no concern, only 2 per cent are very concerned about it.

Source: Insight Intelligence



ework TAKES CONSULTANT MATCHING TO A NEW LEVEL WITH THE AID OF AI

Submit your CV and our portal will not only match it with the assignment that best suits you, it will also suggest changes to it if you don't get the assignment you're looking for. This becomes a reality through Ework's new consultant portal. The consultant profile is generated quickly and easily by analysing the CV using AI technology, and a profile content is suggested. Tests in the portal itself and an AI engine will also analyse the text in the profiles to pick out both hard and soft skills, to predict the consultant's work style. A game-based function will also prompt consultants to provide more data. And the more data there is, the greater the reliability in identifying the right consultant for the right assignment. Good for the client, good for the consultant – and good for Ework.



THE GOAL FOR EWORK'S OWN IT GURUS:

Less time, more efficiency

TEXT: HELENE MURDOCH PHOTO: PRZEMYSŁAW JASINSKI



It all started as a test of quality and ability. The outcome was impressive and now, a couple of years later, E-labs - Ework's IT development centre in Warsaw - is responsible for developing the company's internal and external IT solutions. The new system was launched in 2019. "But that doesn't mean we've finished. We'll continue to develop the client application to add more functions - and at the same time streamline our internal systems to help consultants become even more efficient," says Wojciech Oleksy, Managing Director at E-labs.

Poland is the country where the finest thing you can be is an engineer. There are many technical

universities, a lot of international standard, and a high number of students in higher education. It is a fact that Poland has one of the best-educated populations in the EU. But Poles are not only well-educated, they also treasure their personal freedom, which means that being a consultant brings high status.

This is also an important reason why Ework chose to locate its centre for IT development in Warsaw, where a number of the country's top IT minds have now been brought together within E-labs. The team also has skilled IT developers in both Sweden and Bosnia. The work is led by Wojciech Oleksy.

"From the very beginning, when there were only five of us, we focused on exploring how Ework can refine its offering by means of new approaches and new technology. Our ideas were listened to, and since then we've grown continuously. In parallel with the new internal system, we've been working to develop a client application in which clients themselves can select and appoint consultants*."

"The overarching goal for all of our research and development work is to produce systems that rationalise work and free up time, for Ework's clients and consultants," he says.

* Read more about Verama and Flexago on pages 30-31.

TOMASZ DRAGOSZ
SOFTWARE DEVELOPER
E-LABS

MARCIN CIOLCZYK
HEAD OF DEVELOPMENT,
E-LABS



WOJCIECH OLEKSY
MANAGING DIRECTOR,
E-LABS.



Textbook example of remote working

E-labs is not just Ework's think tank in the area of IT development, it is also a textbook example of an effective remote workplace. When we visit E-lab's "head office" in Warsaw, there are three employees on site – apart from Wojciech Oleksy and Marcin Ciolczyk, there is also software developer Tomasz Dragosz, who is on a passing visit from Poznań, where he lives and works.

"I'm at my most efficient at four in the morning, when I usually get up. There aren't many others who want to work just then," he says with a laugh.

"Personally, I view travelling to and from work as a waste of time. Now I have more time, both to work and to be with the family," he adds.

Even though Marcin Ciolczyk, who lives in Warsaw, spends some time in the office, he says that he also enjoys working from home.

E-labs, whose physical "head office" is in Warsaw, is not just Ework's think tank in the area of IT development - it is also a textbook example of an effective remote workplace.



"But if I feel the need to come into the office, I cycle in, which often allows me to hold a number of phone meetings from my bike. It takes 35 minutes each way, and I manage to get quite a lot done," he says.

Client system ready in 2019

Wojciech Oleksy admits that he, as head of the business, was fairly stressed to begin with about not being able to control in detail what all the employees were doing.

"But I've calmed down now. After all, it's all about the quality of the delivery. If our employees work better and more efficiently from home, and are also happier and therefore perform better, this is the best possible way of working. And we've proved that it works."

"We now have employees who are in different parts of Poland. We also collaborate with experts in both Stockholm and Sarajevo. But as we hold daily digital meetings, everyone's very familiar with what their colleagues are doing. We share information and insights, and update each other about experiences and results," he says.

According to Tomasz Dragosz, there are many senior IT consultants who, just like him, have a requirement that they must be able to work remotely.

"There's competition for skilled IT consultants. So this opportunity that Ework offers, not needing to move to the job but the job moving to you, is one good way of attracting competence. But you must have some experience to be able to do this. As a junior, it's best to be at a workplace, picking up the knowledge and procedures from your more senior colleagues," he says.

The new client application was launched in 2019.

"But that doesn't mean we've finished. We'll continue to develop the client application to add more functions, and at the same time streamline Ework's internal systems to help the consultants become even more efficient. There's always something you can further improve when it comes to IT systems," says Marcin Ciolczyk. ☺

THE SUCCESS STORY THAT MAKES BUYERS OF CONSULTANCY SERVICES STRONGER

What started out as a thought at Ework two years ago is now a reality: a digital platform for everything relating to the procurement of consultancy services and the management of consultants. It means a minor revolution for both Ework's clients and for the industry as a whole.

ILLUSTRATION: LARS REHNBERG



NEW PLATFORM FOR FREELANCERS

The successful investment in Verama for buyers of consultancy services has paved the way for Flexago, a similar platform aimed at freelancers. Daniel Asvelius, Business Area Manager Platform Service at Ework, explains that the background to the new platform is the fact that Ework had for a long time been monitoring the significant growth in the number of freelancers, consultants without a company, to a current level of tens of thousands of people in Sweden alone. By starting a public comparison service for this group of consultants, the company hopes to be able to seize the opportunity to reach more consultants and competences and to help freelancers to find clients.

It's actually strange that no one has picked up on this until now. There may have already been previous systems for the procurement and management of consultants from giants like SAP, the supplier of business systems, or modest initiatives from small startups. But there hasn't been anything in between.

Ework's platform is called Verama and can be described as a combined HR and procurement tool, specially adapted for consultants, explains Daniel Asvelius, who is Business Area Manager Platform Services at Ework and also led the development of Verama.

The picture he paints of the way many buyers of consultancy services work at present seems dated, but it is very much the way things are.

WE'RE WORKING ON SEVERAL FRONTS TO DRIVE DIGITALISATION.

DANIEL ASVELIUS,
MANAGER OF
PLATFORM SERVICES.
EWORK.

The whole process, from description of consultant requirement and the mailing out of enquiries until the final invoice for the assignment has been paid, is more or less manual. Needs are formulated in Word documents, enquiries are sent by email and the whole process and the status of consultants are logged in Excel documents. It is also not unusual for these to be sent around internally by email for regular updates.

"This is not only very time-consuming work, it also presents difficulties in complying with laws and regulations, not least those associated with GDPR," says Daniel Asvelius.

Verama covers the whole process on one single platform, from formulation of needs to invoicing. It creates unsurpassed efficiency as well as valuable traceability, which is in many cases officially regulated.

"Public sector organisations in particular face major challenges when it comes to managing consultants, including stricter requirements for traceability in their processes. We can make a major contribution there, thanks to the new platform," says Daniel Asvelius.

Ework has not developed Verama all on its own. To get it right from the outset and meet the specific needs of clients, a decision was made at an early stage to collaborate with buyers of consultancy services. Even then, two years ago, Daniel Asvelius and his colleagues realised that they had started something that would become really big.

"The level of interest was much greater than we'd expected, and it also came from bigger companies than we'd imagined," he explains.

So it was clear right from the outset that there was considerable interest in streamlining the procurement of consultancy services and managing existing consultants. Daniel Asvelius is careful to point out that Verama extends way beyond Ework's "own" consultants.

"We're selling it as a free-standing platform as well, and see it as a way to be able to grow into new markets. In terms of both geography and sectors."

At the same time, he emphasises that Verama is only one of several digital initiatives from Ework. At the same time as the development of the platform was initiated two years ago, the business area was created for which Daniel Asvelius is responsible, Platform Services.

"We're working on several fronts to drive digitalisation. Not only internally, to increase our own efficiency and quality, but also in the sector as a whole with the aid of various platforms and tools." ☺

VERAMA'S THREE MODULES

Verama is a cloud-based service that is purchased either as part of Ework's other offerings or as a free-standing tool.

1. Request.

For the GDPR-approved management of the request process for consultants.

2. Contract.

For contracting, attestation and management of consultants requested.

3. Time & Expense.

For the management of time sheets and expense claims, and reconciliation against contracts concluded and purchase orders.

CONTROL & COMPETENCE

IP-Only, a leading operator in the field of communication infrastructure, signed a framework agreement with Ework at the end of 2019. We asked CPO Fredrik Spovell to answer a few questions about the company's conditions, needs and hopes.

TEXT: PETRA ALEXANDER PHOTO: BEATRICE GRAALHEIM

"Ework has signed a framework agreement with IP-Only in order to establish control and transparency over the consultant base, to secure the delivery of professional consultants at competitive prices, to streamline and create traceability in the procurement flow and to minimise day-to-day administration on consultant management. The agreement consists of the delivery of consultants and Ework's VMS to support the procurement process."

Eric Palmheden
Kalms, Account Manager at Ework.

What does IP-Only do?

We have two business areas, one of them fibre for private individuals, in which we're the operator that currently connects the highest number of households in rural areas, and the other telephony and Internet services for companies with customers in areas including retail, media, property and the public sector. In an otherwise stagnating telecoms sector, we're a growth company and since the beginning of 2020 part of the GlobalConnect Group - Northern Europe's leading provider of network infrastructure.

Why did you sign an agreement with Ework?

We currently have around 150 consultants engaged and a number of different expansion projects, which means that there will continue to be a significant need for consultants. In the past we took care of all administration of the consultants ourselves, which we didn't have the capacity for. So we recognised a need to find an external partner, which we did in Ework.

What does the agreement involve?

We carry out quality work on an ongoing basis within all parts of our company. The agreement with Ework supports this work by giving us greater control, an overview of the consultant base and a more efficient procurement flow. The agreement also means that we can cut out the middle man that we had before, all of our consultants have been migrated across to Ework, which makes processes even easier.

What are your hopes?

Partly to simplify and gain control over all administrative aspects, partly to gain access to Ework's network of consultants in order to find the right competence in a time-efficient and cost-efficient way. By handing over consultant management to professionals, we can focus on delivering the best solutions for our customers. ☺



***BY HANDING OVER CONSULTANT
MANAGEMENT TO PROFESSIONALS,
WE CAN FOCUS ON DELIVERING THE BEST
SOLUTIONS FOR OUR CUSTOMERS.***

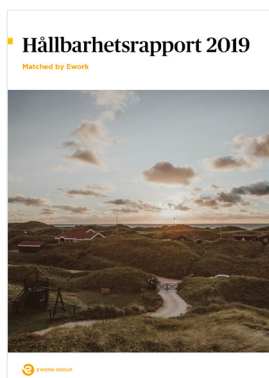
FREDRIK SPOVELL

CPO,
IP-ONLY.



Responsible sustainability work

Ework's business model focuses on diversity and equality. For us, it's important to use our resources responsibly and to offer the best matching between consultant and client. Thanks to a new, research-based tool, we can match without any valuation of gender, ethnicity and age, which minimises the element of subjectivity. It is instead the candidates' experience, technical know-how and personality that are matched against the client's specification of requirements. An individual is so much more than what is described in a CV - we always see the whole picture. You can read more about this in Ework's Sustainability Report 2019, which is available to read at eworkgroup.com/se/om-oss/hallbarhet/



UNIQUE CLIENT MEETINGS BUILD ECOSYSTEMS

In 2020 Ework will be repeating last year's success with the network meetings, Digital Forum. On two occasions, over 30 digital managers from major Swedish companies have the chance not only to learn about the latest technology and how it can be translated into their own operations, but also to expand and enhance their own personal networks.

The participants represent different sectors, and between them create a kind of ecosystem in which the companies can both learn from and complement each other in order to create valuable synergies.

The focus last year was on AI and Blockchain, with the main speakers coming from Google, IBM, Microsoft and the Swedish National Digitalisation Council.

HOW TO FACE

THE FUTURE

The world is changing rapidly, often with the effect that consultants are needed to a greater extent to meet the challenges. At the same time, developments also place new demands on both companies and consultants. Here are three quick observations.

1

A focus on relationships.

More and more companies are realising that relationships between the company and consultants must be nurtured along the way, and are also taking care to match the company's values with those of the consultant.

2

Trust is increasingly important.

As the relationship between consultant and client is more multifaceted than in a normal employment relationship, it is even more important that you can rely on effective collaboration and dialogue.

3

Increased focus on competence.

More and more companies are choosing TTM, Total Talent Management, which means that you focus on finding the right competence rather than filling a particular post. It is a strategic, cost-efficient way for companies to keep up with developments.

SMART PR

för
giggare &
konsulter

Karin Bäcklund
Marianne Olsson

KONSULTBOKEN
PUBLISHING

BOOK TIP

“The authors deal with a subject of importance for many consultants within Ework’s network that enables them to develop their business together even more. Using the book’s tip to be bold enough to build their brand through PR, consultants can enhance their chances of getting the assignments they want in a highly competitive market.”

PERNILLA NILSSON,
DIRECTOR OF SALES
& MARKETING AT EWORK.

NICE COLLEAGUES MORE IMPORTANT THAN HIGH PAY

40 per cent prioritise nice colleagues when choosing a job. The next most important is the opportunity for flexibility, in terms of both working hours and workplace. The importance of flexibility increases with age. 27 per cent believe that high pay is most important, while only 2 and 10 per cent respectively prioritise diversity and corporate social responsibility/sustainability. Among young respondents, 23 per cent believe that the opportunity to build a career is the most important of all. *Source: Insight Intelligence*

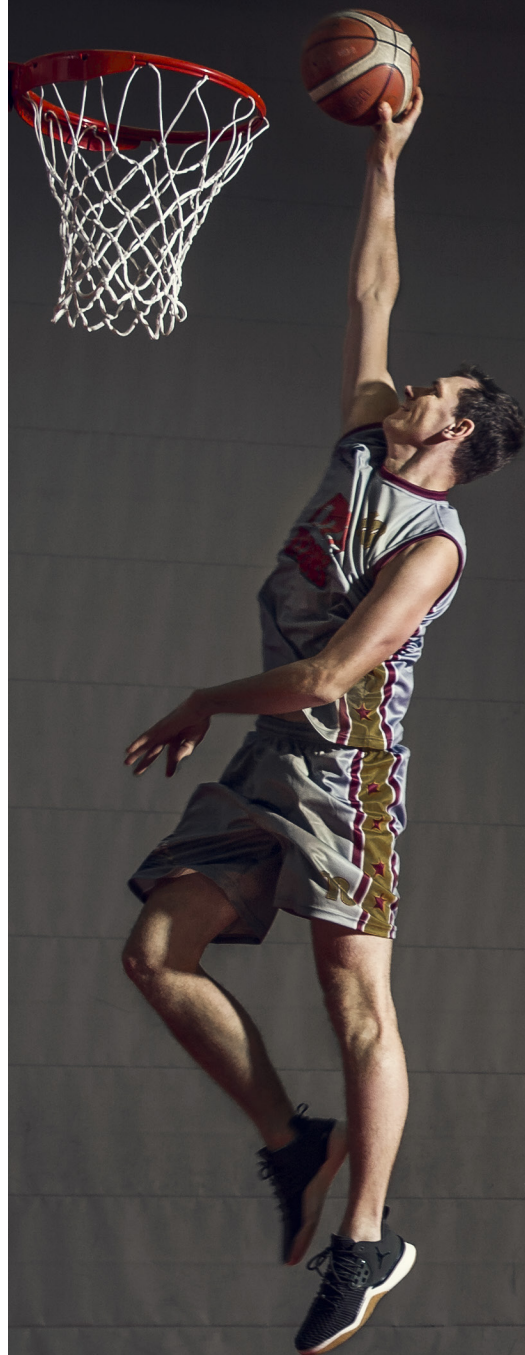


HIGH THRESHOLD FOR YOUNG PEOPLE



As a general rule, 29 per cent feel that it is difficult for young people to get a job, 40 per cent believe that the biggest challenge for a young person is to get their first job. In other words, the threshold for even getting into the labour market is perceived to be far too high. *Source: Insight Intelligence*

PROFILE



DANIEL WERNER IS A BASKETBALL PLAYER WHO IS DRIVEN

CLIENT DEVELOPMENT MANAGER, EWORK.

BY CURIOSITY AND A GENUINE INTEREST IN OTHER PEOPLE.

A TEAM PLAYER

WHO BUILDS RELATIONSHIPS IN ORDER TO CREATE BUSINESS,
PUTS THE TEAM BEFORE HIMSELF AND USES HIS EXPERIENCES
FROM THE BASKETBALL COURT IN HIS ROLE AS “ASSISTANT COACH”
AT WORK. HAVING MADE GUEST APPEARANCES ELSEWHERE,
HE’S FOUND HIS WAY BACK TO THE EWORK TEAM.



TEXT: PETRA ALEXANDER
PHOTO: NICKE JOHANSSON

**HAVING THESE VALUES
IS SOMETHING I FIND
EXCITING. HERE THEY
AREN'T JUST NICE
WORDS ON A PIECE OF
PAPER, THIS REALLY
IS HOW WE WORK.**

New job, wedding, new house bought, renovations and the first child is due in May. To put it mildly, the last year has been eventful for Daniel Werner, Client Development Manager at Ework in Gothenburg.

"It's a good job I've got lots of energy and like it when things happen," says Daniel with a warm laugh, continuing: "It says a lot about who I am. It also corresponds very well with Ework's values*. Having these values is something I find exciting. Here they aren't just nice words on a piece of paper, this really is how we work. That was clear even the first time I worked here."

Daniel is what you might call an Eworker who has returned home. It was here that he started his career in 2014, having completed his studies in Management and Economics of Innovation at Chalmers.

"I was very much taken by Ework's simple yet brilliant business model. I like the dynamics, the fact that we're an independent actor that helps clients find the right competence."

After three and a half years as Account Manager and Key Account Manager, Daniel felt ready to take the next step. At the time there was no role within the company that felt right, and he was also curious to try something else. For just over one and a half years he worked instead at a small consultancy firm in Gothenburg, in areas including business intelligence and property development. But when Disa Nilsson, Daniel's former and current boss at Ework, got in touch with him last autumn and said "there's an opening now that we believe would be ideal for you", he did not hesitate.

"The opportunity and the challenge to coach employees as a manager attracted me, and I was convinced that Ework was the best place to get into that kind of role. I believe strongly in the business

model, and have great confidence in the management team and where the company is heading."

The first day in his new position coincided with Ework moving into new premises.

"That was good, as I had a fresh start in all respects. During the year or so that I was away, about 15 new colleagues had come along, we've got a new IT environment and I'm now part of the management team (Gothenburg site)."

In other words, most things are new. But the culture and everything that Daniel appreciated about Ework from the beginning is still there. Such as the positive drive that pervades everything, the fact that everyone works together and looks out for each other, the freedom, the trust and management's ambition that employees must be able to develop.

"It's a sales organisation and everyone's used to working towards goals, both personal and commercial. If you're clear about what you want and what your goals are, there's always an interest among management in finding a solution. If you come forward with suggestions or desires, you really are seen."

He also explains that even though it's a sales organisation, his view of salespeople has changed since he started at Ework.

"It's more about building relationships. I'm extremely curious, I love asking questions and listening. It's an enjoyable challenge to see what's unique in a client and how we can best help them. Finding that perfect match between client and consultant."



*professional, eager and alert.



NAME: Daniel Werner
AGE: 32
WORKS AS: Client Development Manager, Ework Gothenburg
LIVES IN: Mölndal
FAMILY: Wife Therese, dogs Tyra and Saga. Expecting first child in May.
LEISURE TIME: "Last year it's been mainly renovating the house. Both Therese and I have lots of energy and are social. We enjoy being outdoors, exercising with the dogs, hanging out with friends, cooking dinners and playing social games. I go basketball training several times a week, that's my passion. But downhill skiing is the best thing I know, it's even better than basketball."

***EVERYTHING'S MORE ENJOYABLE WHEN YOU DO IT
 TOGETHER, AND WE REALLY ARE A TEAM HERE.
 WE EVEN TALK IN SPORTING TERMS.***

A large proportion of colleagues at the office in Gothenburg have a sporting background, just like Daniel. As a child he tried his hand at more or less every sport around, and at the age of ten he settled on basketball, an interest that still forms a major part of his life. For a few years he performed at the elite level, now he plays for the second division team Hybris Basket.

"It's the best mixture of people in the world, with a policeman, a bricklayer and an associate professor of political philosophy. We meet on the court and have a great time. The unexpected constellations are really positive."

The sporting background is something he finds extremely valuable in his work. Because just like on the basketball court, the employees at Ework are a team, with everyone in their different positions and working towards the same goal. The team comes first. The team's performance ahead of the individual's.

"Everything's more enjoyable when you do it together, and we really are a team here. We even talk in sporting terms. Our team formation is 4-4-2: the backs build up a solid defence and a spine, the midfielders are more expansive and score goals,

while the attackers create the situations, that's to say they find the business opportunities. Everyone has clearly defined roles, which means that we don't duplicate work, we don't run after the same ball, so to speak. I'm assistant coach now," says Daniel, laughing.

As "assistant coach" he has started to build up a team of attackers, the account managers.

"It feels reassuring that I myself had that role before and know what it involves. It's exciting to be able to put together a new team and a structure for how we're going to work together. How do we achieve synergies between account managers, how can we work smarter and optimise resources? How do I best support my team? I don't usually have any specific role models, but just try to do what those who are the best do, whether it's on the basketball court or at work. Disa provides brilliant support for me and really does provide the type of leadership I want to have. It feels really super to be back again. Quite simply, it's a wonderful, positive workplace. The people are so genuine. It's professional and personal. I like that." ☺



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