#mps | Skyforum | 03-24

19. juni 2024

Norwegian agency for public
and financial management

Generell informasjon for møtet

Helene Stunes, førstekonsulent MPS

Agenda

- Markedsplassen for skytjenester
- Viking Venture
- SaaS Forretningsmodell
- Pause
- CIPS
- CyberX
- FinOps
- MPS Juridisk
- Cloud R&A

Agenda

- **Markedsplassen for skytjenester**

- Viking Venture

- SaaS Forretningsmodell

- Pause

- CIPS

- CyberX

- FinOps

- MPS Juridisk

- Cloud R&A

#MPS | STATUS

Programmet	Kontrakter	CIPS	FinOps	CyberX	Cloud R&A	Digital
På plan	På plan	På plan	På plan	Foran plan	På plan	Bak plan
• Nasjonal strategi • Ny innkjøps-løsning/Markeds-plass for skytjenester	• ITT CIPS • ITT CRS • Veiledningsarbeid • Kontrakter	• ITT CIPS	• Sertifisering • Behovsanalyse • Markedsanalyse • Strategi for FinOps	• Utprøving CRS • Utprøving TI • Veiledningsarbeid • ITT CRS	• Markedsanalyse • Behovsanalyse	• Leverandør-register • Funksjoner
• Lansering Skyforum • Innretning 2030 • Neste steg	• CIPS-kontrakter • SaaS-kontrakter • Partners/resellers • MoUs	• Forhandlinger • Veiledningsarbeid	• Lansering Utprøving FinOps • ITT FinOps • Veiledningsarbeid	• Forhandlinger Utprøving PMT og T&A • ITT PMT • F2 • Veiledningsarbeid	• Markedsdialog • Kunngjøring	• Behovsvurdering • Effektanalyse • Plan videre/KGV
Sverre	Gisle	Ingrid	David	Kristina	Helene	Charlotte
Per, Helene, Asle, Stine, André, Silje, samt øvrig ekstern bistand						
FORRETNINGSMÅL						
Balanserte vilkår	Pris/kostnad	Effektive avrop	Kostnads-optimalisering, klima og miljø		Cybersikkerhet og GDPR	Fleksibilitet

Hva er en skytjeneste fra et kommersielt perspektiv? Skytjenester er vesentlig forskjellige fra tradisjonelle modeller ved hvordan disse selges, konsumeres, betales og driftes

- En skytjeneste er både en forretningsmodell og en leveransemodell

- Skytjenester leveres over internett

- Leverandører drifter skytjenestene

- Bestillinger skjer gjennom en friksjonsløs selvbetjeningsordning

- Tjenesten leveres etter en-til-mange prinsippet

- En skytjeneste oppfyller visse tekniske og funksjonelle krav

① Skytjenester blir solgt, konsumert, driftet og betalt på en annen mate en tradisjonelle tjenesteutsatte eller egne installasjoner

② De kommersielle forskjellene relaterer seg til prisdannelse, men også likviditet, profitt, verdifastsettelse, kostnader og fastleggelse av en kundes verdi for leverandøren
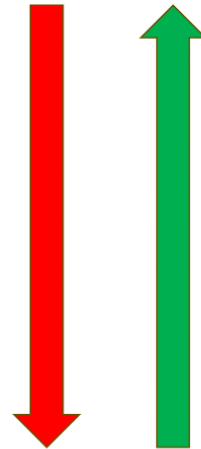
SAAS SOM FORRETNINGSMODELL

17.10.2023

Forhandlingstema har endret seg siste 20 år

- **Forhandlingstema 2004**
  - Kildekode og objektkode
  - Leveringsformater
  - Reverse engineering
  - Kildekodedeponering (escrow)
  - Mangler
  - Revisjon av bruk hos kunden
  - Hovedversjoner og mellomversjoner
  - Virus
  - Support og vedlikehold
  - Rettetid

- **Forhandlingstema 2024**
  - Personvern
  - Sikkerhet
  - Ansvar for tredjepartsleveranser
  - "Eierskap" til data
  - Endringer i programvaren (kontinuerlig)
  - Grensesnitt (API)
  - SLA (nivå og sole remedy)
  - Open Source (permissive eller restrictive)
  - Avslutningsbistand (Exit)

6

Agenda

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- **Viking Venture**
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Viking Venture

The Nordic Software Investor

Pricing Playbook

We help Nordic software companies scale.

That's all we do.

The Leading Nordic B2B SaaS Investor

Type of companies

- B2B software
- Revenues 3+ mEUR
- Growing. Large potential
- Support work processes

Investment profile

- Active minority investor
- Primary/secondary
- Founder friendly

Exited

ADD SECURE · plasus TECHNOLOGIES · powel

navita · it's learning · dinERP

ExproSoft · PETROSTREAMZ · SIGNICAT Digital Identity on demand

maXware · Room Sketcher · MTV myproduction

EcoOnline · myVR Software · Ørn Software

SKOOLER · VOXELVISION · HOUSE OF CONTROL

Active

Asolvi · tamigo · MERCELL

Grade · fotoware · ATTENSI

Flowbox · KEYSTONE EDUCATION GROUP · humly

Heeros · agillic · PENNEO · XAIT

encodify · LeadDesk · TimeLog

WORKPOINT Completing Microsoft 365 · onix · LIQUID BARCODES · CHECK PROOF

What we do

Growth strategy

Business model
and pricing

Sales and customer
success

Recruitment

KPIs and
benchmarks

Acquisitions
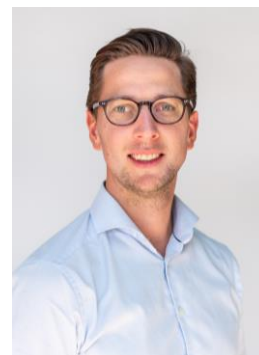and integrations

Financing

Exit

Sharing best practice

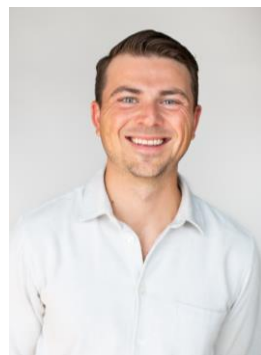CEO

Finance
& IR

People &
Organization

Acquisitions

RevOps

Pricing

Marketing

Product
Management

New
Sales

Development
& operations

Customer
Success

Viking Day

Leadership Program
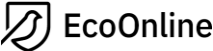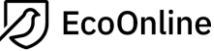
CFO Academy

Team

Selected exits/IPOs

June 2007	May 2007	May 2009	April 2013	June 2016	July 2017
Nacre	maxware	powel	it's learning	ADD:SECURE	EcoOnline
Sold	Sold	IPO	Sold	Sold	Recap
Honeywell	SAP	OSLO BØRS	EQT	ABRY PARTNERS	SUMMA EQUITY

March 2018	March 2019	September 2019	February 2020	July 2020	October 2020
poLight	SIGNICAT Digital Identity on demand	Asolvi	EcoOnline	MERCELL	HOUSE OF CONTROL
IPO	Recap	Recap	Recap	IPO	IPO
OSLO BØRS	NORDIC CAPITAL	VOLPI CAPITAL	Goldman Sachs	OSLO BØRS	OSLO BØRS

March 2021	March 2021	December 2021	August 2022	August 2022	November 2022
EcoOnline	Ørn Software	EcoOnline	Ørn Software	MERCELL	HOUSE OF CONTROL
IPO	IPO	Full exit	P2P	P2P, reinvested	P2P
OSLO BØRS	OSLO BØRS	OSLO BØRS	E G	THOMABRAVO	VISMA

Pricing in the SaaS world

A pricing project typically follows 4 steps across 10-14 weeks

1 — *~1-2 weeks* — Set up & mobilization

2 — *~5-7 weeks* — Evaluate and agree on initiatives to implement

3 — *~2 weeks* — Agree on testing and communication

4 — *~2 weeks* — Prepare implementation

1a Set goals, scope and teaming for the project	**2a** Assess room for maneuver	**2f** Set up analyses to reject/verify hypotheses (quantitative and qualitative)	**3a** Create (segmented) communication package (what should be communicated and how should it be communicated)	**4a** Develop implementation plan (i.e. "When is what to be done")
1b Clarify and agree project plan and working rhythm	**2b** Establish hypotheses for value creation and value drivers			
1c Set requirements for new/adjusted price model	**2c** Establish hypotheses for how to increase ARR through pricing	**2g** Perform analyses to reject/verify hypotheses	**3b** Establish which tests to perform to validate both initiatives to increase ARR through pricing <u>and</u> messaging	**4b** Set KPIs and reporting format for follow up
1d Conduct product demo				
1e Walkthrough of price model and other price projects in VV portfolio	**2d** Analyze stickiness and switching cost	**2h** Estimate expected effect on existing and new customers	**3c** Assess which customers the tests should be performed on, when they need to be notified, and when results are expected	**4c** Clarify governance and follow up mechanisms for the implementation phase
1f Identify, request and gather required data	**2e** Analyze customers' alternatives	**2i** Agree on initiatives to increase ARR through pricing		

The price metric should be selected by considering measurability versus how well it captures customers' received value …

Key tradeoffs in selecting a price metric:

Aligned to **cost Easy to measure Internally** focused

Aligned to **value Hard to measure Externally** focused

Service input (based on customer characteristics/size)	Recommendation to use price metrics that scale with usage and/or value	
	Service output (based on customers' usage)	**Business output** (based on customers' received value)
Service input (based on customer characteristics/size)		

Examples:
- Number of users
- Customer size
- Markets covered

Examples:
- Number of invoices
- Number of processed documents
- Hours of support

Examples:
- Time / FTE savings
- Savings from risk reduction
- Value of improved customer experience

Comments:

- **Key tradeoff** for selecting price metric **is value alignment versus measurability**

- **Besides** a metric's **value alignment and measurability, other criteria are scalability** with customer usage **and predictability** for customers' budgeting

- In general, **charging based on service and / or business output is preferred** due to reflecting customers' received value

… and select a price structure that scales with usage and value to the customer

Key tradeoffs in selecting a price structure:

100% **fixed** ←——————————————————————————————→ 100% **variable**

| Flat rate | Pay-as-you-go with min. | Start fee + pay-as-you go | Pay-as-you-go (regressive) |
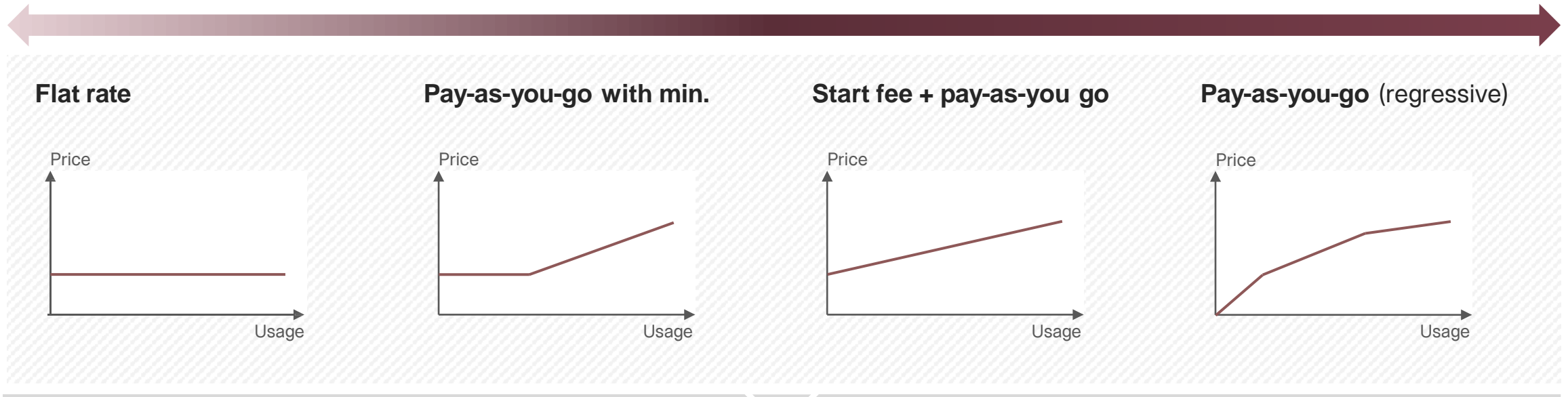
Comments:

- The **price structure determines how** the **price scales with quantity / usage**
- The most **suitable option** is **based on** how well it e.g.: **scales with** perceived **value, covers** increased **costs, provides** budget / commitment **predictability,** etc.

Packages are designed based on the understanding of customers' perceived value of each feature

Categorize all features / services based on adoption and perceived value:

Recommendation to only include "Must haves" and "Nice to haves" in packages

Adoption rate — High / Low

"Nice to haves"

*Features that **sweeten the buying decision but will not drive it**, such as fries and coke in a burger menu*

"Must haves"

*Features that **drives the buying decision**, such as a hamburger in a burger menu*

"Don't needs"

*Features with **low value and low adoption** should either be add-ons or not mentioned*

"Add-ons"

*Features with **high value for certain customers**, such as coffee to a burger menu*

Perceived value — Low / High

Comments:

- Customers have **different perception of** the **value of functionalities** and services

- Features can be classified according to adoption rate and perceived value - **driving the buying decision or not**

- **Packages should be designed** with customer perceived value and adoption rate in mind - **only including "Must haves" and "Nice to haves"**

There are multiple packaging options, striking the right balance is key

Key tradeoffs in selecting package design:

Low customer flexibility
Simple / easy to understand
Low development investment

High customer flexibility
Complex / hard to understand
High development investment

One-size-fits-all	Use-case packages	Good / Better / Best	Platform + packages	Build-your-own
One package with all features	*Packages differentiated based on use-cases or segments*	*Packages differentiated based on customers' usage sophistication*	*Platform with core features + differentiated add-on packages*	*Each customer has its own package*

Well-established per-user price model examples

Hubspot Sales operates with a "free-forever" option, per user based

Salesforce has a 20x price difference between low and high-end package per-user

Well-established usage-based price model examples

Hubspot Marketing is a hybrid user and volume-based model with additional packages for number of marketing contacts

Azure is volume-based and provides an option between "pay-as-you go" and reserved volume

Reduce costs on select Azure services by forecasting your resource needs and paying for them in advance, in one or three-year commitment, or pay monthly at no extra cost

KPIs in SaaS

Annual Recurring Revenue Bridge/Waterfall
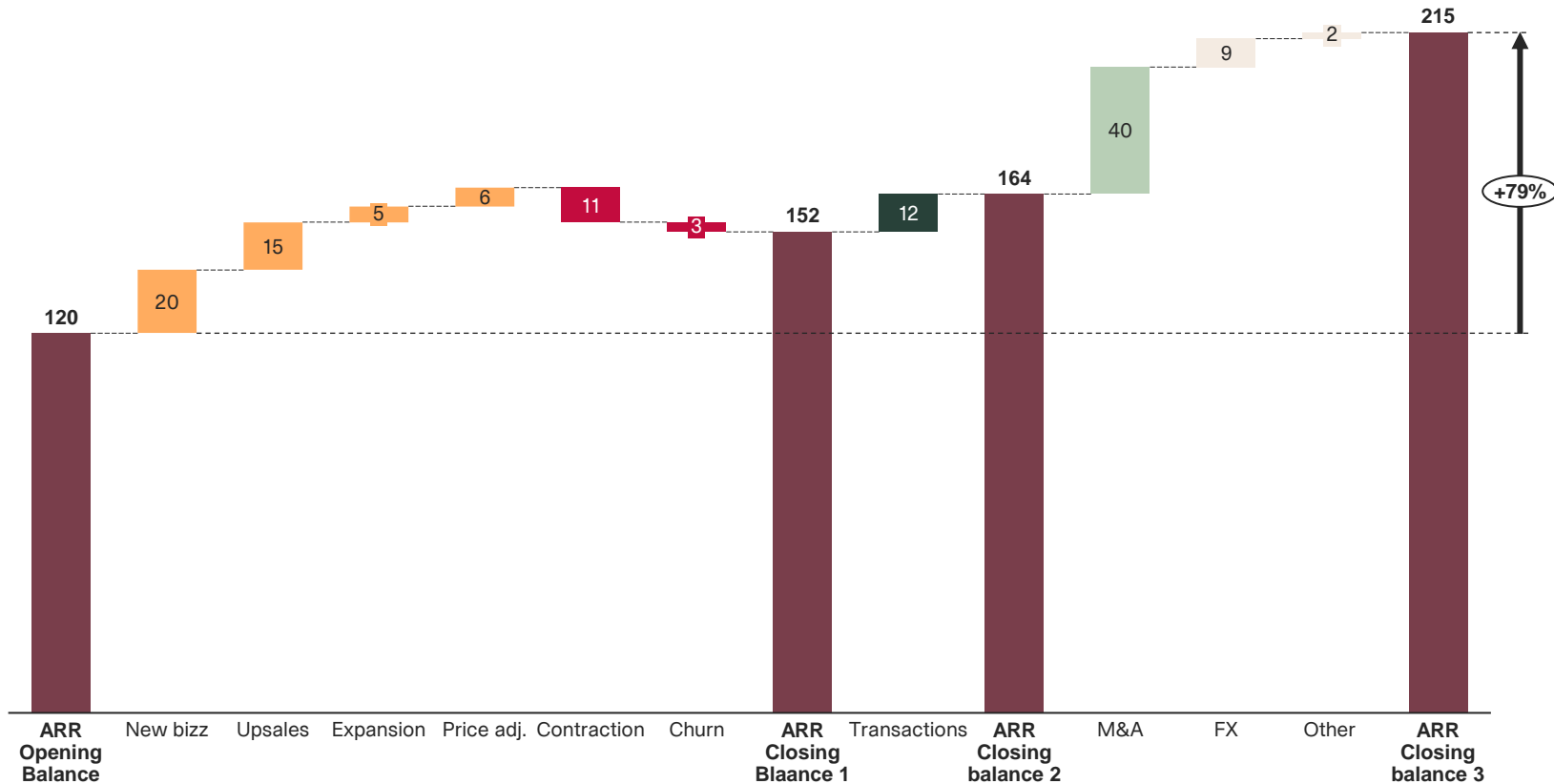
KPIs

79%	**110%**
Total ARR Growth	Net Revenue Retention
37%	**88%**
ARR Organic Growth	Gross Revenue Retention
27%	**3%**
ARR Organic Growth ex. Transactions	Churn

In order to gain the most value from KPIs...

1. Choose a **North Star** and handful of other KPIs to focus on

2. Ensure to **track over time** to see development

3. Make sure to **segment** to gain further insight

4. For better insight, split into **Fully Ramped** and **Blended**

5. Utilize KPIs in **forecasts** and **business modelling**

The Nordic
Software Investor

Viking Venture KPI Dashboard - Honeycomb

Total ARR
##

Total ARR growth
%%

Rule of 40
%% / %%

CAC & Sales Efficiency

Net Retention
%%

Customer Concentration
%% / %%

ARR Organic Growth Rate
%%

EBITDA
/ %%

SaaS Gross Margin
%%

Sales % ARR / Marketing % ARR
%% / %%

Industry Concentration
%%

Growth Endurance
%%

SaaS Magic Number
##

ARR per customer
##

Growth & Profitability

Yield per Rep New Customers
##

R&D % ARR
%%

ARR / FTEs Costs / FTEs
/

EBITDA-Capex
/ %%

Yield per Rep Existing Customers
##

ASP
##

Churn
%%

Op. CF / Free FC
/

CAC Payback New Customers
##

Coverage Model & Sales Process

CAC Payback Existing Customers
##

Viking Venture KPI Dashboard - Honeycomb

Total ARR
##

Total ARR growth
%%

Rule of 40
%% / %%

CAC & Sales Efficiency

Net Retention
%%

Customer Concentration
%% / %%

ARR Organic Growth Rate
%%

EBITDA
/ %%

SaaS Gross Margin
%%

Sales % ARR / Marketing % ARR
%% / %%

Industry Concentration
%%

Growth Endurance
%%

SaaS Magic Number
##

ARR per customer
##

Growth & Profitability

Yield per Rep New Customers
##

R&D % ARR
%%

ARR / FTEs Costs / FTEs
/

EBITDA-Capex
/ %%

Yield per Rep Existing Customers
##

ASP
##

Churn
%%

Op. CF / Free FC
/

CAC Payback New Customers
##

Coverage Model & Sales Process

CAC Payback Existing Customers
##

ARR Growth Rates

Calculation

$$= \frac{(ARR\ CB - ARR\ OB)}{ARR\ opening\ balance}$$

Why measure

Growth is by far the biggest driver to high valuations in B2B SaaS, especially organic growth.

Important to demonstrate success in all categories of organic growth: new sales, upsales, expansion and price adjustments.

Benchmarks

Good	> 20 %
Satisfactory	10 – 20 %
Underperforming	< 10 %

ARR Total Growth Rate

2023	New bizz	Upsales	Price adj.	Expansion	Contraction	Churn	M&A	2024
35	6	2	1	2	1	2	15	58

+66%

ARR Organic Growth Rate

2023	New bizz	Upsales	Price adj.	Expansion	Contraction	Churn	2024	M&A	2024
35	6	2	1	2	1	2	43	15	58

+23%
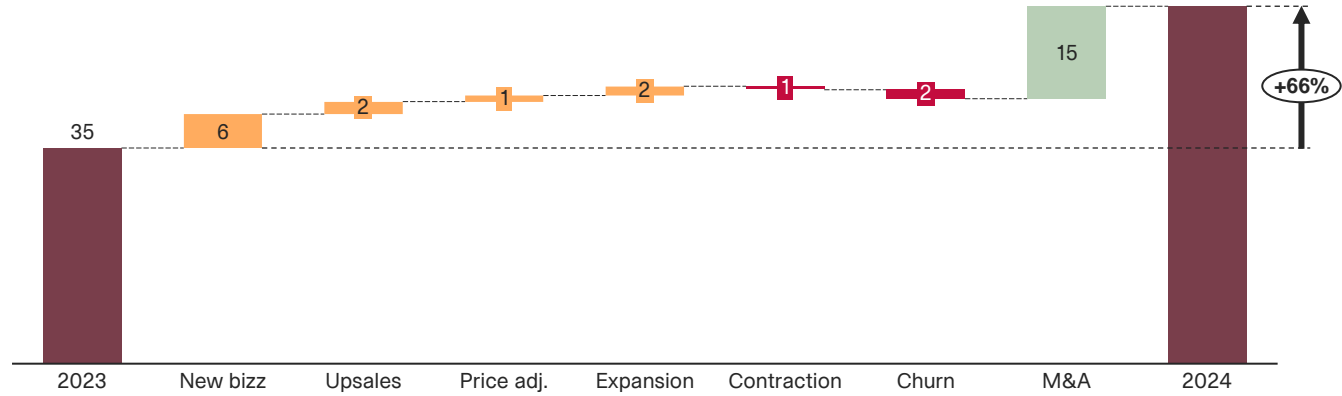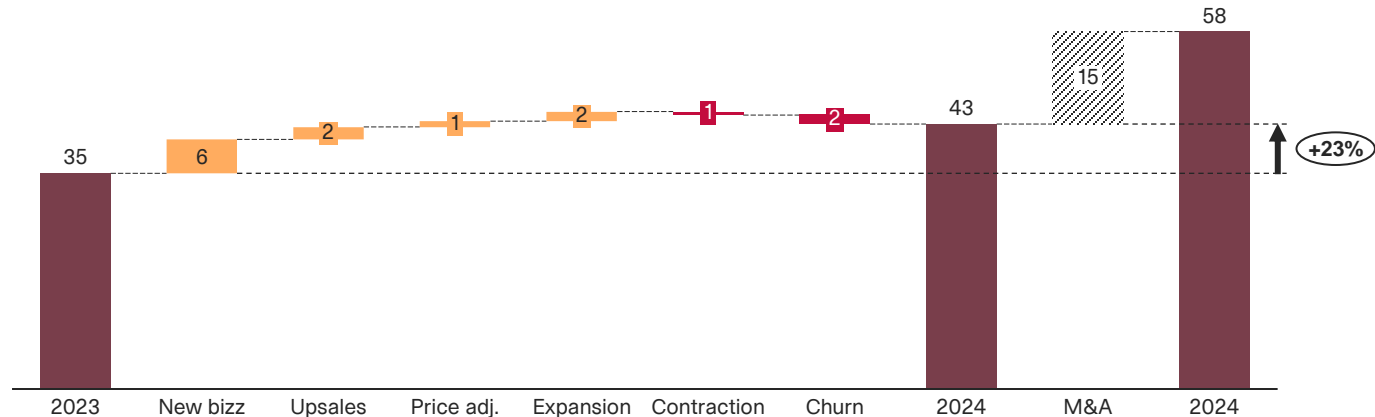
Rule of 40

Calculation

$$= \quad \begin{array}{l} \textit{ARR organic growth rate \%} \\ \textit{+ EBITDA \%} \end{array}$$

$$= \quad \begin{array}{l} \textbf{\textit{ARR organic growth \%}} \\ \textbf{\textit{+ EBITDAC \%}} \end{array}$$

Why measure

This has become the the **North Star** of B2B SaaS metrics.

Curent market environment placing more importance on efficient growth – good balance between growth and profitability.

Benchmarks

Good	> 40 %
Satisfactory	20 - 40 %
Underperforming	< 20 %

Rule of 40 – Company A

	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec
ARR Growth	20%	25%	24%	23%	24%	25%	26%	27%	25%	28%	29%	30%
EBITDAC %	10%	11%	12%	11%	13%	10%	12%	13%	12%	10%	11%	10%
	30%	**36%**	**36%**	**34%**	**37%**	**35%**	**38%**	**40%**	**37%**	**38%**	**40%**	**40%**

— ARR Growth   ■ EBITDAC %

Rule of 40 – Company B

	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec
EBITDAC %	20%	25%	24%	23%	24%	25%	26%	27%	25%	28%	29%	30%
ARR Growth	10%	11%	12%	11%	13%	10%	12%	13%	12%	10%	11%	10%
	30%	**36%**	**36%**	**34%**	**37%**	**35%**	**38%**	**40%**	**37%**	**38%**	**40%**	**40%**

— ARR Growth   ■ EBITDAC %
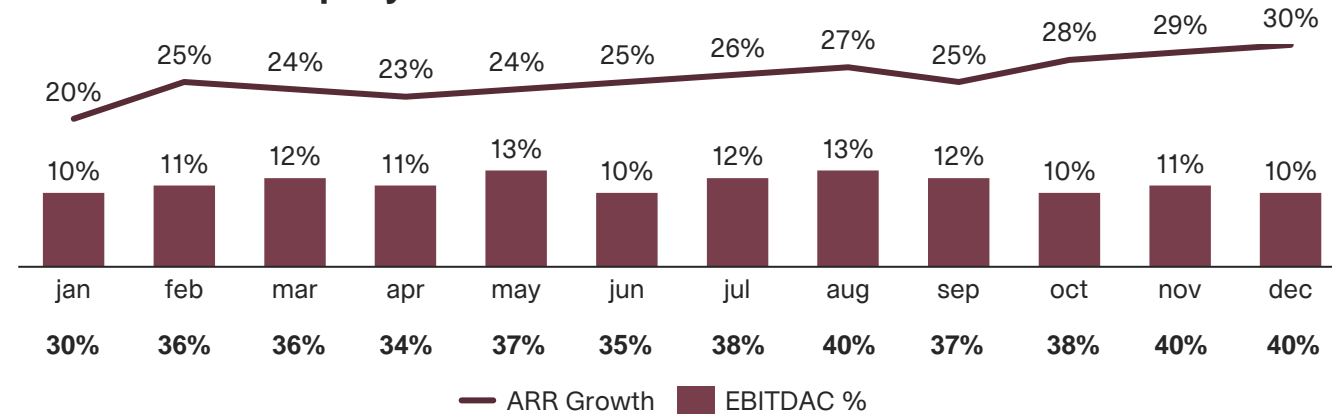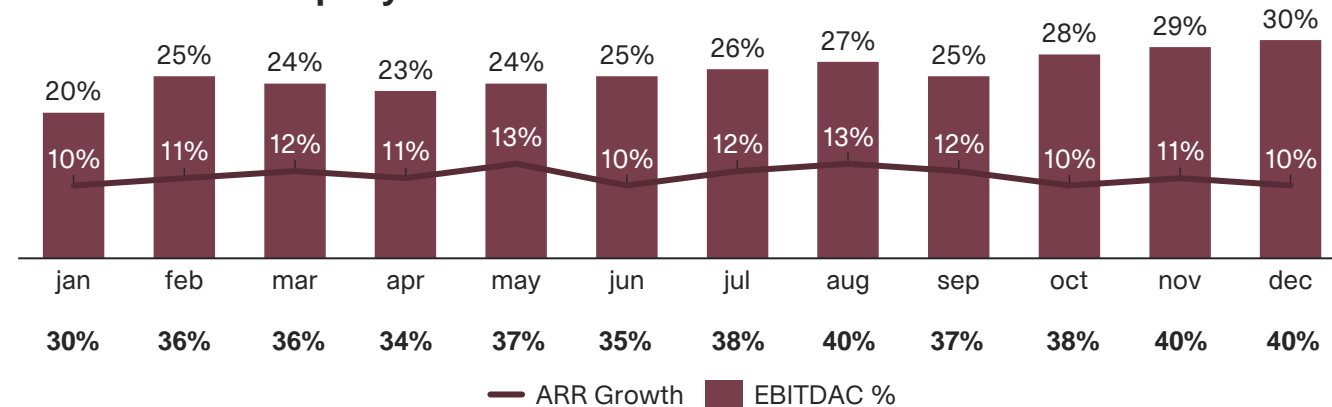
NRR - Net Revenue Retention

Calculation

$$= \frac{(\text{ARR closing balance} - \text{New bizz})}{\text{ARR opening balance}}$$

Why measure

Net Revenue Retention measures how much we grow with our existing customers. Expanding our share of wallet with current customers should be the main goal of our customer success teams.

If we didn't acquire a single new customer in a certain period, would our ARR increase or decrease?

Benchmarks

Good	> 110 %
Satisfactory	100 – 110 %
Underperforming	< 100 %

Net Revenue Retention

Waterfall chart: 2023 = 35, New bizz = 6, Upsales = 2, Price adj. = 1, Expansion = 2, Contraction = 1, Churn = 2, M&A = 15, 2024 = 58. NRR 106%

Cohort Analysis

Line chart of NRR by Quarter with cohorts 2019, 2020, 2021, 2022. End values: 2022 = 115, 2020 = 110, 2021 = 105, 2019 = 99.
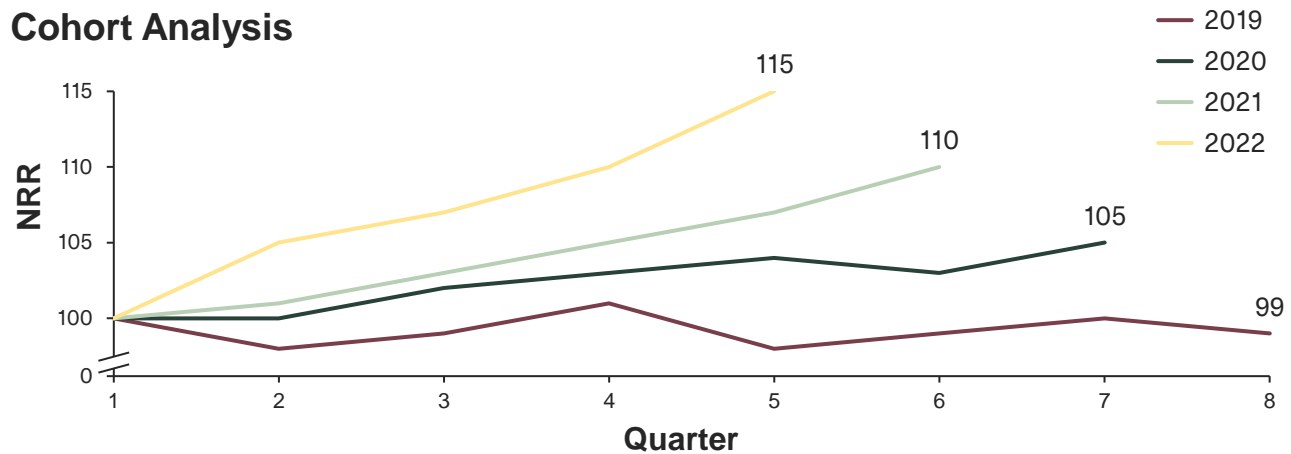
Yield per Rep

Calculation

$$= \frac{\text{New biz}}{\text{Avg. New Sales FTEs}}$$

$$= \frac{(\text{Upsales} + \text{Expansion})}{\text{Avg. Customer Success FTEs}}$$

Why measure

Knowing the average yield of our hunters and farmers enables us to better understand the performance of our commercial teams.

Do our sales people contribute with enough new ARR to cover their costs?

Benchmarks

Good	> Total comp.
Satisfactory	≈ Total comp.
Underperforming	< Total comp.

Hunter Sales Tracking

Name	Seniority (mnths.)	Time to first sale (mnths.)	Quota	Sales	% Quota acheived	Total comp.	New ARR vs. Total comp.
Hunter 1	36	6	2 500 000	3 000 000	120 %	2 000 000	150 %
Hunter 2	30	10	2 500 000	2 000 000	80 %	2 000 000	100 %
Hunter 3	22	3	2 500 000	2 200 000	88 %	1 800 000	122 %
Hunter 4	18	13	2 500 000	975 000	39 %	1 800 000	54 %
Hunter 5	8	6	1 000 000	1 200 000	120 %	1 000 000	120 %
Hunter 6	6	4	1 000 000	250 000	25 %	1 000 000	25%
TOTAL			**12 000 000**	**9 625 000**	**80 %**	**9 600 000**	**100 %**

Yield per Rep – Blended	**1 604 167**
Yield per Rep – Fully Ramped	**2 043 750**
Avg. Time to first sale	**7 months**

CAC Payback – Customer Acquisition Cost

Calculation

$$= \frac{\text{Customer Acquisition Cost}}{(\text{New and Expansion ARR}) \times \text{SaaS GM\%}} \times 12$$

Why measure

We can view our CAC as debt we aquire when adding new ARR to our company. The CAC Payback tells us how many months it takes for us to pay back this debt and start earning money on acquired customers.

If our CAC payback is less than 12 months and our customer pay annually, up front then our S&M teams fund themselves.

Benchmarks
Good   < 12
Satisfactory   12 - 18
Underperforming   > 18

Blended CAC Payback
Rolling LTM Ratio

13
9

— Blended — Fully Ramped
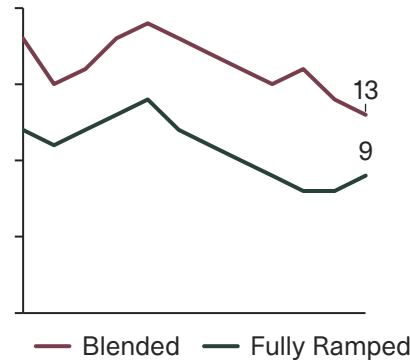
It is important to include all operating expenses which come from our sales & marketing teams.

Typical costs to include:

- Salary, tax, bonus & benefits
- Travel expenses
- Paid ads & media
- Third part software
- …

New bizz CAC Payback
Rolling LTM Ratio

16
12

— Blended — Fully Ramped
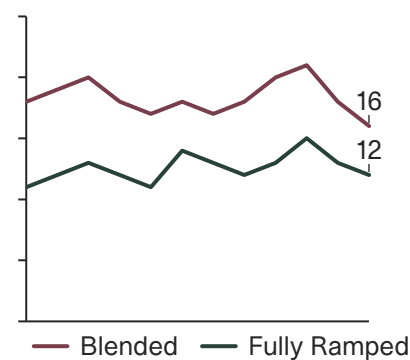
When we break our payback down further, we need to allocate S&M costs to our New bizz department.

If there is no obvious way to allocate, we recommend using **New bizz FTEs divided by total Sales FTEs** as a ratio

Upsale CAC Payback
Rolling LTM Ratio

12
6

— Blended — Fully Ramped
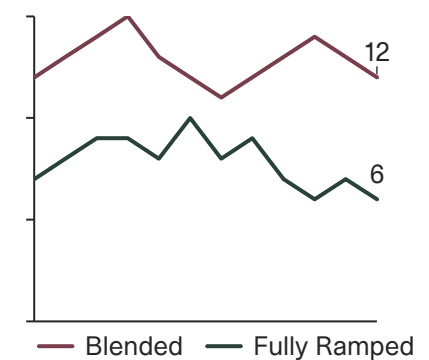
When we break our payback down further, we need to allocate S&M costs to our Customer Success department.

If there is no obvious way to allocate, we recommend using **Customer Success FTEs divided by total Sales FTEs** as a ratio

The Nordic
Software Investor

Viking Venture

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SaaS Forretningsmodell

Sverre Stoltz, programdirektør

Norwegian agency for public and financial management

SaaS | En oversikt over forholdet Leverandør/Kunde

Customer acquisition cost (CAC)

SaaS business model
CAC recovery < 12-18 months

Complex

Field sales

Offered pricepoint

Channel

Customer?

Inside sales

Touchless

Freemium

Old-world business model
CAC recovery > 18-24 months

Sales complexity

?

Loosely based on David Skok, Matrix Capital, 2024 (https://www.forentrepreneurs.com/saas/)

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SaaS | En mulig forståelsesmodell av markedet

Use-case

New use-case

Existing use-case

Farmers market
Use-case expansion
Use-case development

New product/New customers

Channels

New geo/new strategy

New industry/switch strategy

Customer-centric public sector model
Efficient call-offs
Central governance
Profitable growth

Hunters market
Industry expansion
References/commitments
Strategic partnerships/Alliances

Existing strategy

New strategy

Strategy

#mps

SaaS | Konkurransemodell??

SaaS | Typisk salgskanal

Funnel stage	Description
MARKETING	No marketing, costly product iterations, and low cost of sales
PRODUCT R&D	Move straight to creating value through free trials
SALES	Ready-made contract, no GDPR, no price discussions
FREE TRIALS	Efficient customer onboarding
OFFERS	Customer friction and concerns removed
CLOSED DEALS	Negative churn

SaaS | Fortsettelse følger!

ARR CAC LTV R40 CHURN

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Pause (10 min)

Følg MPS på LinkedIn →

Agenda

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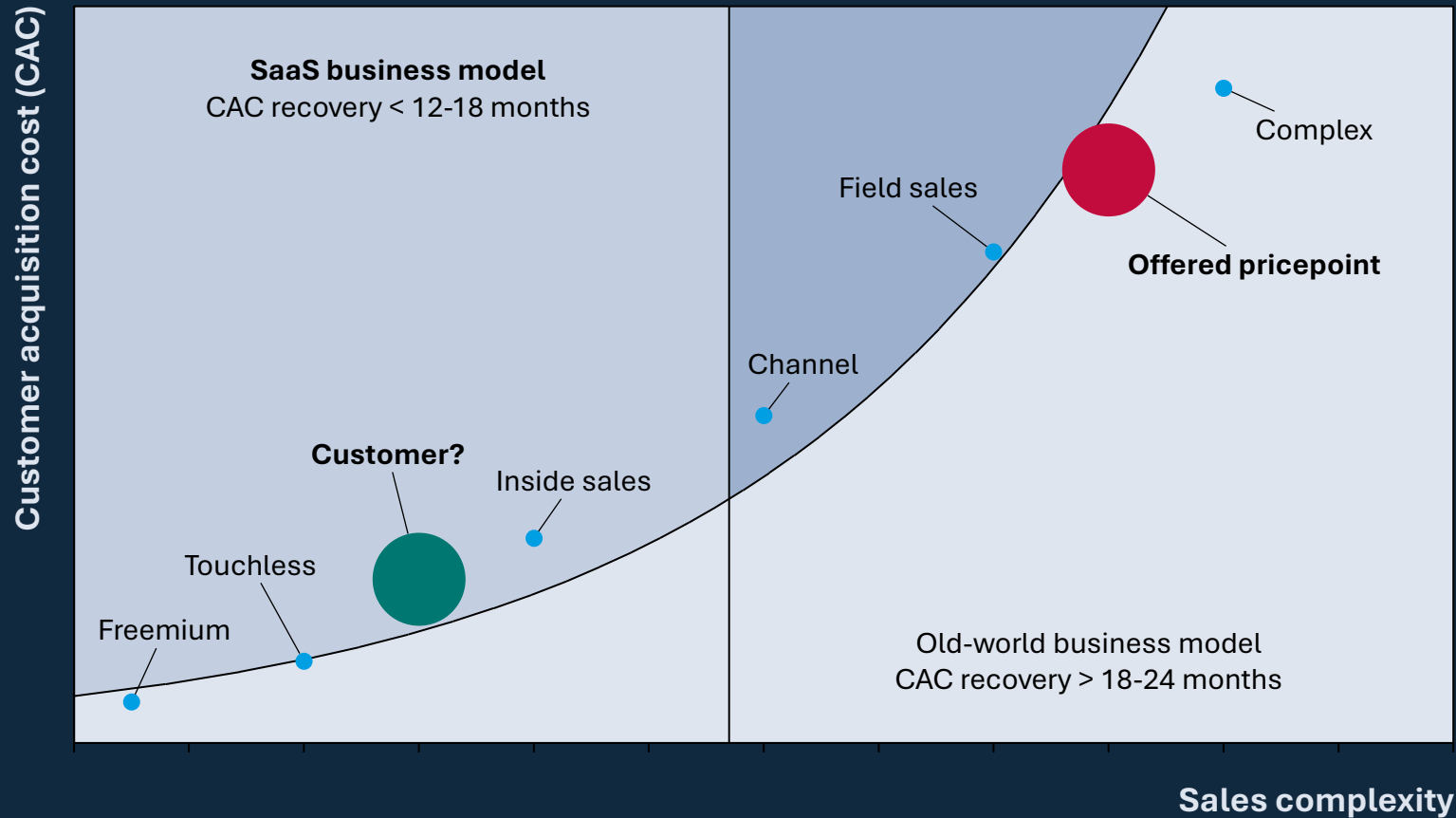- **CIPS**
- CyberX
- FinOps
- MPS Juridisk
- Cloud R&A

CIPS

Ingrid Sørensen, prosjektleder

CIPS | Prosessen

- Pågående anskaffelsesprosess
- Konkurransepreget dialog
- 6-8 leverandørkandidater
- Tildeling 2-4 kontrakter

Dialog	Begrenset anbudskonkurranse	Evaluering
Jan-September 2024	*Oktober 2024*	*November 2024*
Dialogfase	Kunngjøring	Tilbudsevaluering
Utarbeidelse av konkurransegrunnlag	Begrenset anbudskonkurranse	Tildeling av kontrakt
Leveranse av prøvetilbud	Innlevering av tilbud	Karensperiode
		Inngåelse av kontrakt

CIPS | Dialogfasen

Forhandlings fasen

Den avsluttende fasen

Prøvetilbud

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CIPS | Dialogfasen - forhandlingsfasen

Tema	Gjennomført
Styring	✓
Omfang	✓
Avropsprosessen	✓
Informasjonssikkerhet	✓
Juridisk og ansvar	✓
Personvern	✓
Kommersielt	✓
Avtalevilkår	✓
Miljø, sosiale- og forretningsetiske forhold	✓

- Heldagsmøter
- Parallelle sesjoner
- Fagressurser
- Bygge forståelse
- God dialog
- Neste fase

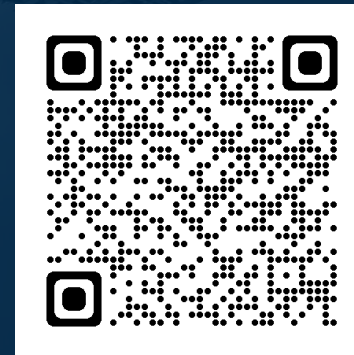# CIPS | Dialogfasen – den avsluttende fasen

Spørsmål

Agenda

- Markedsplassen for skytjenester

- Viking Venture

- SaaS Forretningsmodell

- Pause

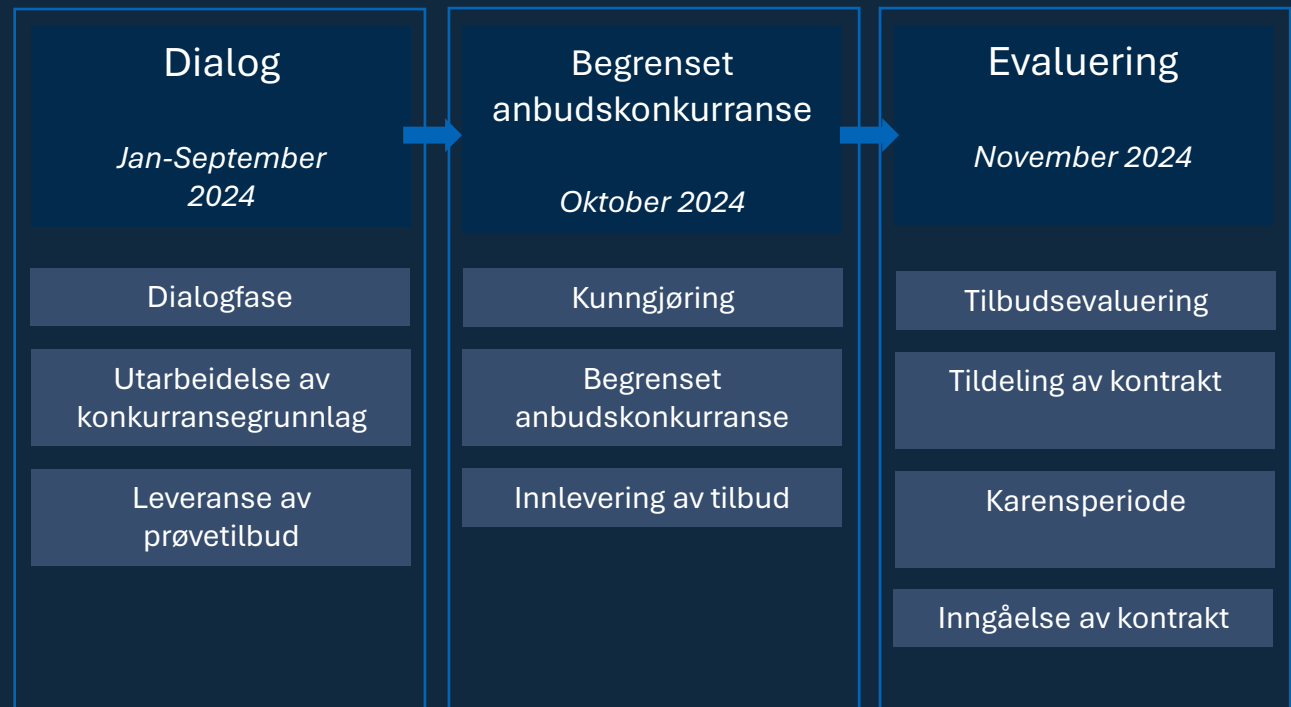- CIPS

- **CyberX**

- FinOps

- MPS Juridisk

- Cloud R&A

CyberX

Kristina Nikolajeva, prosjektleder

Norwegian agency for public
and financial management

CyberX | Utprøvingsprosjekter

Cyber Risk Score

Hvilken effekt kan bedre innsikt i egen sårbarhet på internett ha med hensyn på å treffe risikoreduserende tiltak?

Threat Intelligence

Kan bedre kunnskap om **trusselbildet** bidra til raskere og mer målrettet problemløsning innen Cybersikkerhet

Privacy 3rd party

Kan bedre oversikt og innsikt i **leverandør-kjedenes** personvern bidra til bedre og mindre ressurskrevende etterlevelse av GDPR for virksomhetene?

Training & Awareness

Kan bevisstgjøring med kurs innen cybersikkerhet bidra i virksomheten til å bygge kompetanse for en robust **sikkerhetskultur?**

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CyberX | Third Party Privacy Compliance Management

Deltakelse

9 virksomheter, har deltatt i utprøvingen:

- NMBU – Norges miljø- og biovitenskapelige universitet
- Lørenskog kommune
- Konkurransetilsynet
- Arbeidstilsynet
- Tolletaten
- Skien kommune
- Skatteetaten
- Bærum kommune
- DFØ - Direktoratet for forvaltning og økonomistyring

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CyberX | Third Party Privacy Compliance Management

Utprøvingen oppfyller målsettingene med gode resultater og prosjektet anbefaler at det gjennomføres en anskaffelse.

GDPR

Veien videre

Avsluttende møte 7 mai

Sluttrapport og konklusjon

Konkurransestrategi Q3/2024

Anskaffelsesprosess 2024

Kan bedre oversikt og innsikt i **leverandør-kjedenes** personvern bidra til bedre og mindre ressurskrevende etterlevelse av GDPR for virksomhetene?

https://markedsplassen.anskaffelser.no/

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CyberX | Security Training & Awareness

Utprøving av kurs innen cybersikkerhet og personvern

Wrap – up møte 11 juni

17 statlige og kommunale virksomheter deltok

Representerte nærmere 11 000 ansatte

Gode tilbakemeldinger på nytte og behov

Sluttrapport og anbefalingene

Kan bevisstgjøring med kurs innen cybersikkerhet bidra i virksomheten til å bygge kompetanse for en robust **sikkerhetskultur?**

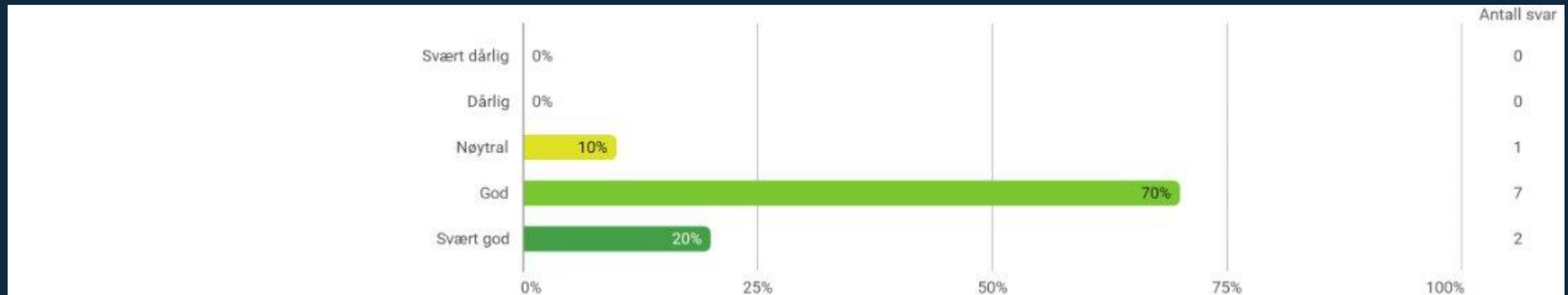https://markedsplassen.anskaffelser.no/

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I hvilken grad opplevde du at innholdet i security training and awareness utprøving var relevant til din virksomhets behov?
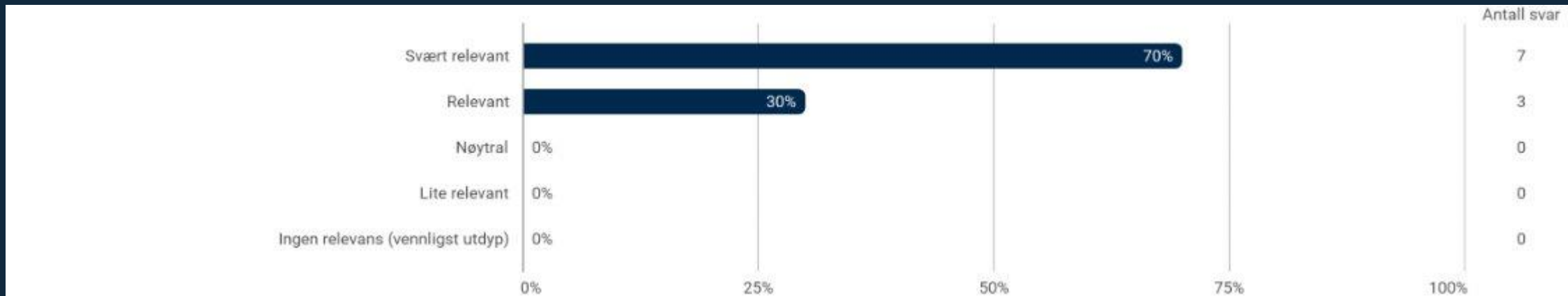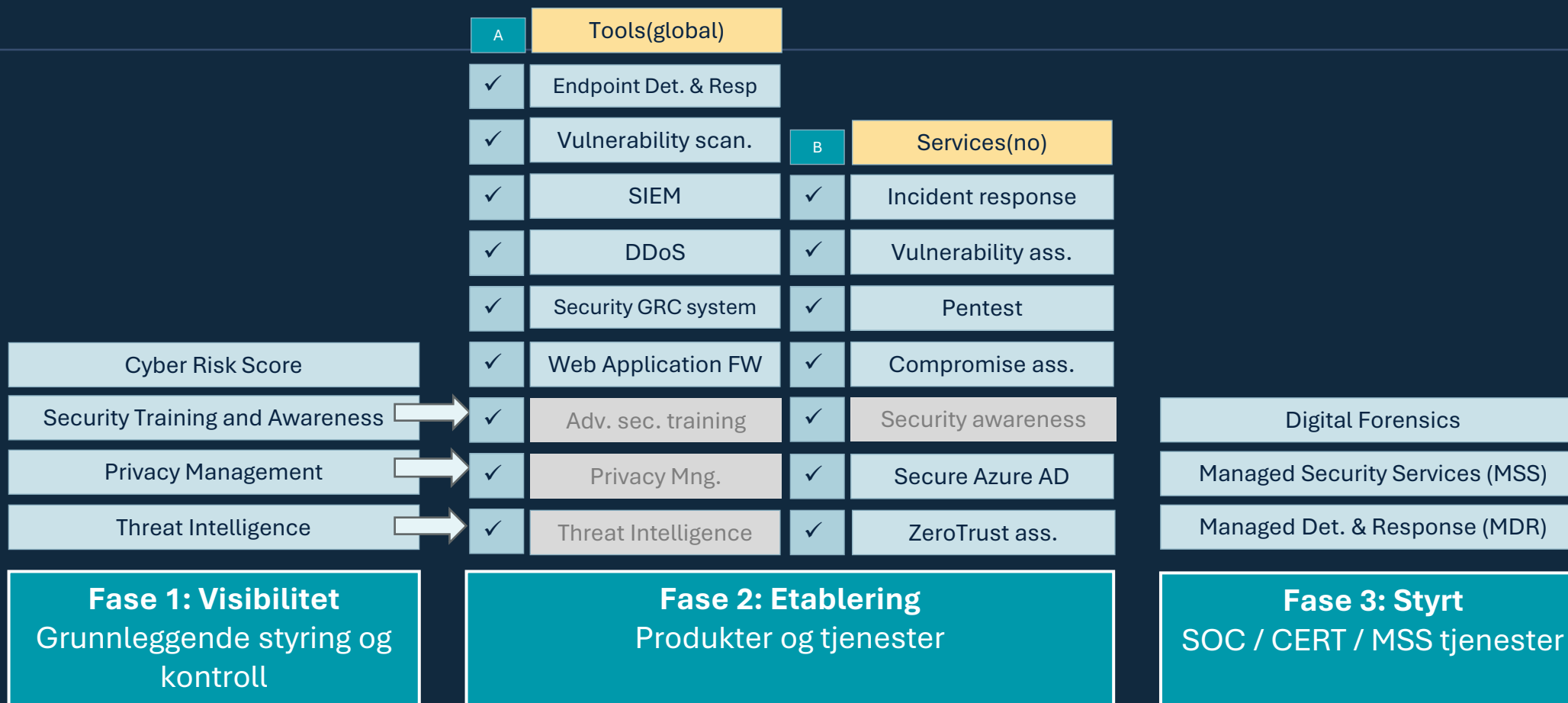
I hvilken grad opplevde du at utprøvingen bidro til å øke de ansattes forståelse og kompetanse innen informasjonssikkerhet?

CyberX | Portefølje F2 produkter og tjenester for offentlig sektor

A	Tools(global)
✓	Endpoint Det. & Resp
✓	Vulnerability scan.

B	Services(no)
✓	Incident response
✓	Vulnerability ass.
✓	Pentest
✓	Compromise ass.
✓	Security awareness
✓	Secure Azure AD
✓	ZeroTrust ass.

	Tools(global)
✓	SIEM
✓	DDoS
✓	Security GRC system
✓	Web Application FW
✓	Adv. sec. training
✓	Privacy Mng.
✓	Threat Intelligence

- Cyber Risk Score
- Security Training and Awareness →
- Privacy Management →
- Threat Intelligence →

- Digital Forensics
- Managed Security Services (MSS)
- Managed Det. & Response (MDR)

Fase 1: Visibilitet
Grunnleggende styring og kontroll

Fase 2: Etablering
Produkter og tjenester

Fase 3: Styrt
SOC / CERT / MSS tjenester

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CyberX | F2A Markedsundersøkelser

- Endpoint Detection & Response (EDR) solution

- Security Incident and Event Management (SIEM)

- Distributed Denial of Service Protection (DDoS Protection)

- Security Governance, Risk and Compliance (Security GRC)

- Web Application Firewall

- Security Training and Awareness

- Privacy Third Party (Vendor) Compliance Management

- Threat Intelligence Platform

- Vulnerability scanning tool

- Third Party Privacy Compliance Management

CyberX | Cyber Risk Score - Anskaffelsen

- Konkurransen ble publisert på DOFFIN og TED databasen den 20.12.23

- Kontraktens verdi er estimert til 35-50 mill. NOK

- Kontraktens varighet er 2 år (pluss opsjoner)

- En leverandør

- Faser i anskaffelsen:

  ✓ Pre-kvalifisering, leverandører har sendt inn forespørsel om å kunne delta i konkurransen

  ✓ Kun kvalifiserte leverandører ble invitert videre til å inngi tilbud

  ✓ Det er begrensning på 3-5 leverandører som deltar i forhandlingene

  ✓ Gjennomført forhandlinger med to leverandører

  ✓ Best and final tilbud den 30.05.2024

  ✓ Tildeling av kontrakten 19.06.2024

CyberX | Cyber Risk Score - Tildeling av kontrakt

KPMG AS produktet leveres av MasterCard/RiskRecon

CyberX | Cyber Risk Score - Veien videre

- Karenstid 10 dager
- Signering
- Invitasjon til informasjonsmøte med leverandøren og virksomhetene
- Veiledning – Cyber Risk Score

Spørsmål?

Agenda

- Markedsplassen for skytjenester

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- Pause

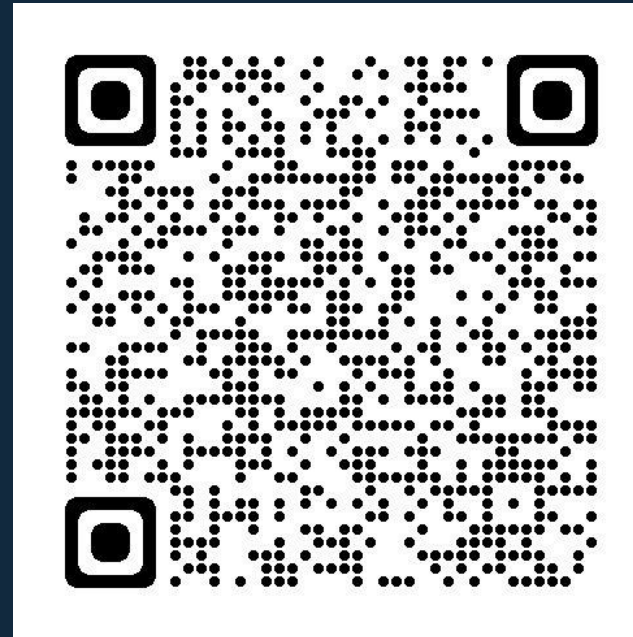- CIPS

- CyberX

- **FinOps**

- MPS Juridisk

- Cloud R&A

FinOps

David Behrens, prosjektleder

FinOps | Status utprøvingsprosjekter

- Løsningen som skal utprøves
- Teknisk problemstilling
- Invitasjon
- Andre utprøvingsprosjekter

Strategi FinOps.pdf (anskaffelser.no)
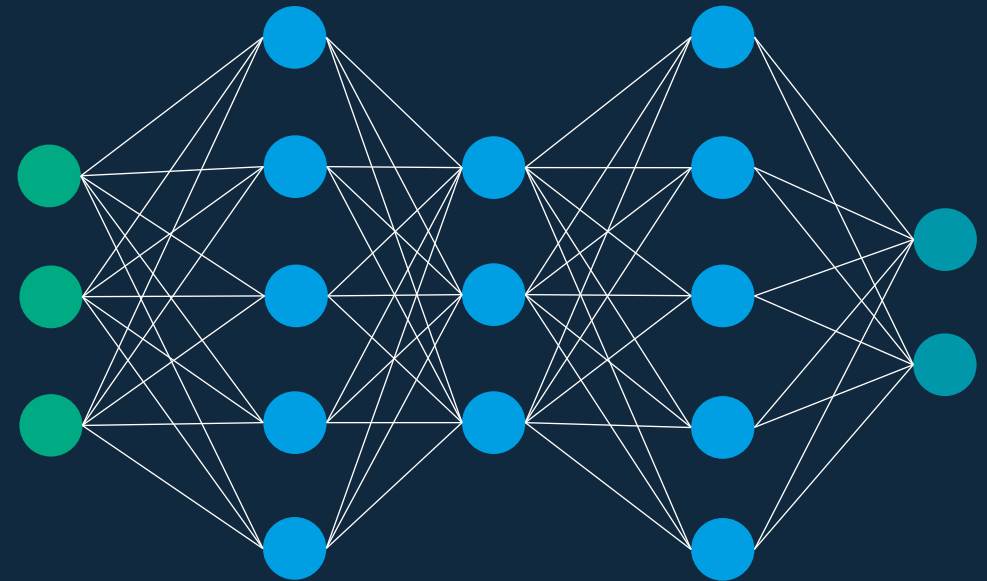
FinOps | Status annet

- Ekspertgruppe
- Fremdeles ledige plasser
- Rammeverk
- Anskaffelse

FinOps | Nytt område Artificial intelligence (AI)

- Markedsundersøkelse (RFI)
- Ikke valgt retning enda
- Interessert i å snakke med relevante aktører

David Behrens, 415 46 531, david.behrens@dfo.no

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Spørsmål

Agenda

- Markedsplassen for skytjenester
- Viking Venture
- SaaS Forretningsmodell
- Pause
- CIPS
- CyberX
- FinOps
- **MPS Juridisk**
- Cloud R&A

MPS Juridisk | Nordisk samarbeid

- Nettverk bestående av sentrale innkjøpsorganer i Danmark, Sverige, Finland, Island og Norge

- Essensielt med samarbeid
  - Globale leveranser og aktører

MPS Juridisk | Viktige samarbeidsområder

- Informasjonssikkerhet
- Personvern
- Kommersielle vilkår
- Miljø

MPS Juridisk | Videre samarbeid

- Ønskelig med tettere samarbeid

- Felles anskaffelser
- Felles strategi og mål
- Felles standarder i Norden

Spørsmål

Agenda

- Markedsplassen for skytjenester
- Viking Venture
- SaaS Forretningsmodell
- Pause
- CIPS
- CyberX
- FinOps
- MPS Juridisk
- **Cloud R&A**

Cloud Research & Advisory

Helene Stunes, prosjektleder

Norwegian agency for public and financial management

Cloud R&A | Formål

Tjeneste for: strategisk rådgivning
- Digital transformasjon
- Rammeverk/informasjon
- Konferanser/arrangementer

- Områder
    - Sky-transformasjon
    - Digitalisering
    - Artikkel-database

Cloud R&A | Formål

Sikre tilgang

Strategisk rådgivning rundt skytjenester

Viktig og nødvendig informasjon for å digitalisere og navigere i skymarkedet
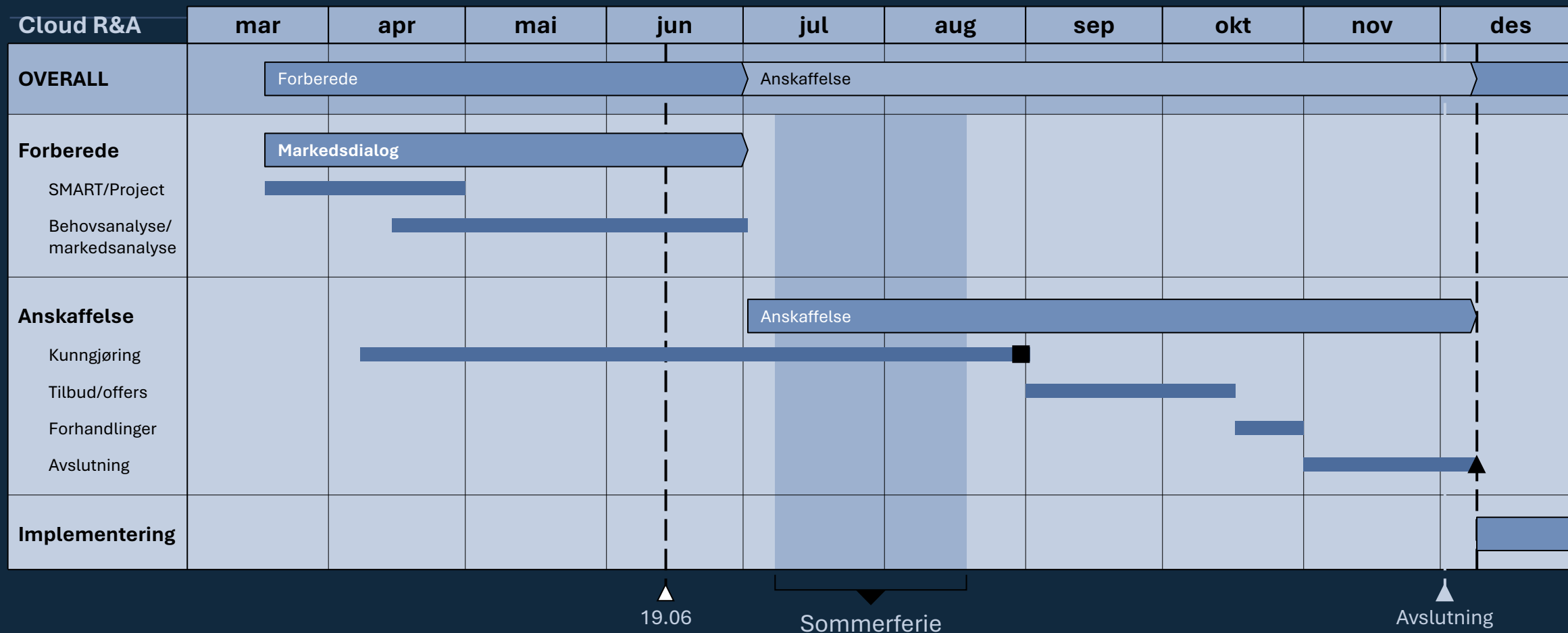
Øke valgmuligheter

Leverandører
Informasjon

Redusere hindringer

Søke rådgivning

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Cloud R&A | Markedsundersøkelse

- **Frist:** 01. juli 2024

- [Markedsundersøkelse: Cloud Research & Advisory | markedsplassen for skytjenester (anskaffelser.no)](#)

Cloud R&A | Brukerundersøkelse og ekspertgruppe

Brukerundersøkelse

Ekspertgruppe

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Spørsmål

Neste Skyforum

18. september 2024

Kontaktinformasjon

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MPS Juridisk	Gisle Elgsaas Vada	gisle.elgsaasvada@dfo.no
Cloud R&A	Helene Stunes	helene.stunes@dfo.no

#mps | Thank you!

markedsplassen.anskaffelser.no