

ISSUE #01 | FEBRUARY 2013

reach



CREATING MOMENTUM

FOR FINANCIAL
INCLUSION

PAGE 16

PUTTING A STOP TO
DIGITAL BULLYING

P. 24-27

INDUSTRY RESEARCH:
IS YOUR PHONE CONTAGIOUS?

P. 13

10 WAYS THE INTERNET
IS CHANGING THE WORLD

P. 34-35



You are here. You are the now. You are the next

go beyond

The strongest network and the best internet coverage, with you always



24-27

STOP DIGITAL BULLYING



FEATURES

MOBILE FINANCIAL SERVICES IN PAKISTAN 16

IT'S TIME TO PUT A STOP TO DIGITAL BULLYING 24

CONNECTED LIFE 04

INDUSTRY NEWS 08

- | | | | |
|----|---|----|--|
| 08 | Quotes-to-note | 13 | Is your phone contagious? |
| 09 | Telecom and human rights | 14 | The Asia growth engine |
| 10 | 10 Questions for CEO Telefonica Digital | 22 | Opinion: The evolution of the customer |

SOCIAL 29

- | | | | |
|----|--|----|---------------------|
| 29 | Travel to Telenor countries | 36 | Built around people |
| 34 | 10 Ways the Internet is changing the world | 38 | Test your IT IQ |

ABOUT TELENOR GROUP

Telenor Group is an international provider of tele, data and media communication services. Telenor Group has mobile operations in 11 markets in the Nordic region, Central and Eastern Europe and in Asia, as well as a voting stake of 42.95 per cent (economic stake 35.7 per cent) in VimpelCom Ltd., operating in 18 markets. Headquartered in Norway,

Telenor Group is one of the world's major mobile operators with 149 million mobile subscriptions in its consolidated operations per Q3 2012, revenues in 2011 of NOK 99 billion, and a workforce of approximately 30,000.

Have feedback or a comment to share on the magazine? Drop us an e-mail at group.media@telenor.com.



LETTER FROM THE EDITOR

Dear Reader,
Welcome to Reach!

In the Telenor Group we have many stories to tell about the telecom industry. The strongest story of all is about how mobile technology serves as a catalyst for growth. One of the main topics in our magazine is financial inclusion. We are exploring how the mobile phone is enabling access to financial services for people who once thought that having a bank account was impossible.

We hope that our magazine gives you some food for thought and leaves you feeling inspired!

Jón Fredrik Baksaas
Yours truly,
Jón Fredrik Baksaas
President and CEO, Telenor Group

CONNECTED LIFE



SEND A TEXT MESSAGE FROM YOUR COMPUTER

SMS+ moves the text message experience from the mobile to the computer screen. The service uses your own contacts list, your existing phone number and mobile subscription. It makes SMS+ a viable alternative to instant messaging, chat and email when you are deskbound.

SMS+ is currently available as an open beta in Norway. It has been developed by Telenor Comoyo to one day be available for all of Telenor's mobile companies. In the future the service will be expanded to include text message history, an iPad/tablet version and a web version.

The company uses its 'global backend' as a single point of distribution to Telenor's markets, enabling the local business units, from Malaysia to Sweden, to plug-in, get the service and share with their customers. »



THE CONNECTED LIFE IS THE SUSTAINABLE LIFE

"One hamburger leaves the same carbon footprint as one full year of mobile services."

When it comes to living a more carbon-friendly life, the information and communications technology (ICT) industry is part of the solution.

"Two tons of CO2 per capita per year. That's what the earth can stand. To get to this point, you need the information and communications technology (ICT) industry and the solutions that we provide to live a more virtual life," said Jan Kristensen, Director Climate Change, Telenor Group.

Most people associate living a more sustainable life with doing less of the things they typically do, such as driving, flying, eating meat, using paper. But when it comes to mobile technology, being more connected is actually a contributing factor to a more climate-conscious way of living.

Mobile health solutions that enable the elderly to live in their own homes longer, mobile financial services that eliminate trips to the bank, and the creation of the virtual office to eliminate your daily drive to work are all solutions that can help us achieve the two ton per person goal for sustainable living. »

THERE ARE
148m
SUBSCRIBERS IN
TELENOR GROUP

TELENOR HAS BUS IN
11 COUNTRIES
WORLDWIDE



277m
CONNECTED
VEHICLES
BY 2020



97.0%
SAY THEY
WANT TO
USE NFC



mHEALTH IS CHANGING THE FACE OF HEALTHCARE

Based on a study from Telenor and Boston Consulting Group, research reveals that mHealth solutions such as remote monitoring for the elderly could save Norway € 1.5 billion per year, while SMS treatment compliance could help Thailand cure 40,000 cases of tuberculosis. Telenor and BCG's study looked into various European and Asian nations to assess the socio-economic impact of mHealth.

European nations are challenged when it comes to providing healthcare to their aging population, combined with the rising costs of healthcare services. Solutions such as home monitoring aided by mobile

technology can keep the elderly in their homes longer, easing the burden on care facilities.

Countries in transition such as Thailand and Malaysia face shared difficulty in ensuring proper maternal health and infant care, combating communicable diseases, and confronting new challenges such as obesity, cardiovascular disease and diabetes. Remote diagnostics and remote patient monitoring can be critical to bringing healthcare to the rural populations in these countries.

In Bangladesh, Pakistan and India, they are struggling to deliver affordable healthcare to their citizens. Their resources are limited and much of their population is rural. From maternal and infant health challenges to reducing disease, these countries need cost-efficient and widespread solutions that will help their citizens live longer and healthier. »



“

Although native apps can currently offer a better user experience, we believe that developments in web browser technology will enable web apps to match the performance of native apps within few years.



WHAT DOES OPEN WEB MEAN FOR TELCOS?

BY COMOYO DEVELOPERS
HOLGER HUSSMANN
HEAD OF DEVICES & FIREFOX OSTEAMS, COMOYO
INGRID ØDEGAARD
DEVELOPER COMMUNITY CONTACT, COMOYO

A big part of the innovation that has happened on the Internet for the past 20+ years can probably be attributed to the fact that there have been no gatekeepers when it comes to what you can use it for and what device you can access it from. Anyone can publish a web page, create a new Internet service or invent a new business model.

The current mobile ecosystems embrace the Internet to some extent, but are still different from a truly open web. Developing native apps today means accepting guidelines and restrictions that potentially limit the services that can be developed, and restricts how these services should look. In the short run, this has been good for users, who get quality assured apps that are easy to use. But in the long run it may hamper innovation by confining it inside a frame of set rules, leaving the power to decide what the rules should be to a few, mighty companies.

The mother of all ecosystems is still, and will continue to be, the Internet. The Internet as a ubiquitous data communication network creates massive network effects, and the mobile ecosystems are simply islands in this perspective. HTML5 + JavaScript is now a key application platform for web services, and we believe it will continue to be key for mobile services.

Although native apps can currently offer a better user experience, we believe that developments in web browser technology will enable web apps to match the performance of native apps within few years. The ideal should be that apps are built using open technology standards, making them usable on all devices, including smartphones. This will improve customer choice.

Firefox OS aims to extend the freedom of the Internet into the mobile ecosystem, by allowing anyone to easily create a web app at the same time that they create a web page. Several actors in the industry have interest in building an open alternative to the closed ecosystems, and this may help get Firefox OS the critical mass of users it needs to attract developers to include adaption of apps to Firefox OS in their plans.

Of course, success is not guaranteed, and challenging the mobile ecosystems is a bold move. But there are no givens in today's Internet industry, as the devices available constantly evolve and converge, and users' behavior can take unexpected turns. »



GEEKSPHONE: SAY 'HOLA' TO THE FUTURE

Geekspine is the first device made specifically for Firefox's open web operating system (OS). This OS is completely web-based and is created by Mozilla in partnership with major telecom players, including Telenor.

According to geekspine's web site, "Geekspine developer preview devices have been designed to enlighten the Firefox OS experience, giving developers the chance to tap the future of mobile." »



A SIM STORY

If the world’s supply of SIM cards was organized into a straight line, they would stretch 362,570 km, just 20,000 km shy of reaching the moon. In 2011 alone, Telenor Group purchased 130 million SIMs, making SIM cards a big part of our business.

A SIM in change

The name SIM stands for Subscriber Identity Module, its name indicative of its function. In the 1980s the identity numbers were burned onto the phones, binding the subscription to the phone. Changing phones meant changing subscriptions, an inconvenient model for both customers and operators.

In 1991, the GSM Association introduced a new way of doing things, dividing the phone into two modules: the terminal itself and the SIM card. This change enabled personal mobility, as users could keep the subscription while changing terminals. The role of the SIM itself is to authenticate the subscriber’s identity.

A computer in miniature

Described as a computer in miniature, the SIM card is undergoing change, getting smaller and smaller in size while simultaneously more powerful. Many users currently have micro-SIMs in their iPhones, and even smaller SIMS (4FF) called nano-SIMs are inside the latest iPhone.

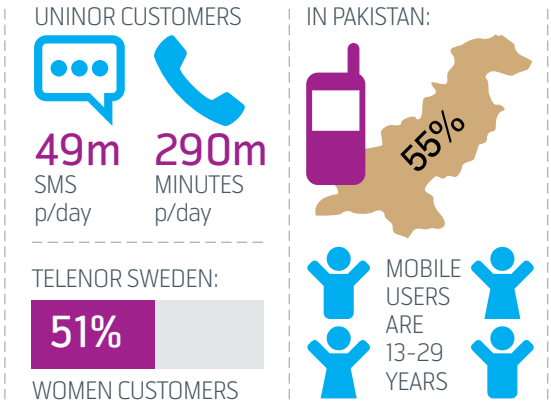
The SIM gets re-purposed

The SIM is moving into new areas of use, such as payment, authentication and identification. Near Field Communication (NFC) enables the mobile phone to act as a payment solution, such as when purchasing bus tickets. For Web log-in, the SIM can act as an authenticator instead of a username and password. Mobile ID can be used as a mechanism to collect and manage citizen information, such as birth and vaccination records.

It’s a SIM-ful world

Today you can find SIM cards in everything from your car to the local electrical grid to a medical devices to even your home alarm system. »

Many users currently have micro-SIMs in their iPhones, and even smaller SIMS (4FF) called nano-SIMs are inside the latest iPhone.



SOCIAL MEDIA WITHOUT THE WEB?

U2opia Mobile enables access to Facebook® without any Internet connectivity, using only the USSD protocol to post your status, check your newsfeed or ‘like’ a comment on the popular social networking site. USSD (Unstructured Supplementary Service Data) is a low bandwidth data service that allows you to send information on a 2G network with no Internet connectivity.

U2opia calls this product Facebook by Fonetwish. It is easy to use, fast and affordable for both customers and operators, as it is text-based and uses very little bandwidth. There are no handset requirements to use this type of service. This means that a 10+ year old phone with no Internet and/or GPRS connectivity can still use USSD to send and receive information.

More than half of Telenor’s customers in Asia are using feature phones, and Facebook by Fonetwish is one way of moving this group of people towards new types of services, with or without Internet connectivity. »

More than half of Telenor’s customers in Asia are using feature phones.

IS THE WORLD READY FOR NFC?

Telenor and Norwegian bank DNB test Near Field Communication (NFC) in the city of Oslo. Participants make small purchases, such as coffee or chewing gum, from a chain of convenience stores around the city.

Oslo’s response to NFC was largely positive, with 84 percent of the test group reporting that it was easy to use. They found it faster to pay by mobile phone and liked not having to use a pin code. One participant noted that it felt “futuristic, like science fiction” to pay with the mobile phone. An overwhelming 97 percent of the participants said that they want to use this type of service when it’s launched. »



277 MILLION CONNECTED VEHICLES BY 2020

According to industry analyst ‘Analysys Mason,’ the global market for machine-to-machine (M2M) connections in the automotive industry will grow from 21.6 million in 2010 to 277 million in 2020. Of the projected 277 million, approximately 49 percent is expected to consist of connected cars, while fleet management solutions make up the remainder.

“eCall is just one of the reasons why car telematics is picking up speed. The car industry is also seeing opportunities to reduce costs, such as through remote vehicle diagnostics, and to create new services with potential of new revenues, such as subscriptions for fleet management of cars, insurances based on driving profile or entertainment in the car,” said Rémi Demerlé, the director of global partnerships for Telenor Connexion.

“Now with the rising popularity of electrical vehicles, Telenor Connexion and its expertise in this field are getting noticed. Because of the huge importance of battery for electrical cars, remote services for monitoring battery level and usage over lifetime makes the use of connectivity indispensable. As we see it, telematics and electric cars go hand-in-hand.” »



quotes

TO-NOTE

“4G is default for all our Swedish mobile broadband customers, our focus is on high-capacity data usage based on customer oriented subscriptions and new business models.”

01 LARS-ÅKE NORLING, CEO Telenor Sweden, talking about fast-speed connection in Sweden.

“It is our intention to remain on top through our state-of-the-art network, innovative services and organization focused on customers.”

02 OVE FREDHEIM, Telenor Serbia CEO, said in an interview with Serbia's largest daily newspaper Blic.

“In 2013, more than one of every three Norwegians will get 4G coverage.”

03 BERIT SVENDSEN, Telenor Norway CEO, speaking at the company's 4G launch in more than 10 Norwegian cities.

“...customers are better off by joining the Telenor family – because Telenor will take care of them.”

04 MAREK SLACIK, Telenor Denmark CEO, speaking about Telenor's customer focus in Denmark.

“Our ethical business conduct will create a competitive advantage in the long run.”

05 CHRISTOPHER LASKA, Telenor Hungary CEO, said while granting the company's first Telenor Ethical Company Award to Arkon Zrt, to recognize and encourage strong ethical conduct among Hungarian businesses.

“...we have a responsibility to ensure that the young generation is safe online and we will continue work with partners from GOs and NGOs on this.”

06 KAAREN HILSEN, Telenor Montenegro CEO, commenting on an alliance with the Montenegrin Ministry for Information Society and Telecommunications to initiate a joint project, called “Connecting Generations”, to improve online child safety in the country.

“Mobile microfinance can help millions of small ventures take off and thrive.”

07 JON EDDY ABDULLAH, Dtac CEO, speaking about the advantages of mobile financial services.

TELECOMMUNICATIONS AND HUMAN RIGHTS

A DOUBLE EDGED SWORD

BY FARIS NATOUR &
DUNSTAN ALLISON
HOPE, BSR

These are truly remarkable times for human rights experts, telecommunications leaders, and for the increasing number of practitioners combining both: the advent of near ubiquitous mobile technology has coincided with the arrival of human rights as a priority on the business agenda. It is now essential for telecommunications companies to proactively manage human rights risks and to maximize opportunities to advance human rights.

“Mobile technology creates significant opportunities to strengthen freedom of expression and can play an important role in opening up closed societies.”

On the one hand, mobile technology creates significant opportunities to strengthen freedom of expression and can play an important role in opening up closed societies. On the other hand, telecommunications companies everywhere come under pressure to collaborate with law enforcement efforts, such as enabling real-time surveillance or assisting in criminal investigations.

While legitimate in most circumstances, there are also very important scenarios where law enforcement activities can present significant human rights risks, such as when political dissidents are monitored or persecuted in countries with repressive regimes using information supplied by telecommunications companies.

The Arab Spring revolutions provide a good case study for these opportunities and risks. Mobile phones were used by democracy activists to organize rallies and to document abuses by government forces. At the same time, we saw the forced closure of entire mobile phone networks, the near-wholesale suspension of Internet access, and the sending of pro-government text messages.

At BSR, a global business membership network and sustainability consultancy, we have worked with leading telecommunications companies to develop strategies that anticipate and address impacts on human rights.

Among the key steps we recommend companies undertake are:

- Human rights due diligence before entering a market: The decision to invest billions of dollars and enter a new country is a significant business decision. Human rights should be integrated into pre-investment due diligence, taking into account the country's overall human rights record, rule of law, legacy issues, risk of conflict, and – most importantly – the legal and operational context relevant to telecommunications. This is the first step towards managing risks and maximizing opportunities to promote human rights.

- A strategy for responsible engagement: Given mobile technology's immense potential for advancing human rights, we believe that the presence of telecommunications companies in difficult markets benefits human rights overall. However, companies should clearly define what 'responsible engagement' in high-risk markets looks like, including a strategy to challenge law enforcement demands that may conflict with human rights standards. This strategy should also clearly articulate how telecommunications will advance important economic, social and cultural rights.

- Engagement with rights-holders: Anticipating human rights risks and identifying the appropriate course of action is not easy. Rights holders – those whose rights are potentially impacted by the company – not only should have an opportunity to voice their concerns but can provide valuable input on the right path forward. While finding legitimate representatives of what could be millions of rights holders affected by the company's actions is a challenge, it is a necessary and worthwhile investment.

As telecommunications companies continue to expand into newly emergent markets such as Myanmar, these steps will help minimize risks and unlock the potential of mobile technology to advance human rights.



+ Faris Natour, Director Human Rights (left) and Dunstan Allison Hope, Managing Director (right), of Business for Social Responsibility (BSR)



WE POSED 10 QUESTIONS TO MATTHEW KEY, THE CEO OF TELEFÓNICA DIGITAL, TO GET HIS THOUGHTS ON EVERYTHING FROM HIS FAVORITE APPS TO EUROPE'S FINANCIAL PROBLEMS

10 QUESTIONS FOR

MATTHEW key

01 What kind of mobile phone do you use?

I'm trying out the brand new Firefox OS on the Peak device from Geeksphone.

02 What are the mobile applications you "can't live without"?

Accuweather, Facebook to keep up with my children, and The Times (and Sunday Times), Bloomberg and FT apps to keep up with all the latest news.

03 How did you first get into the telecom industry?

I held a number of financial roles in Coca-Cola, Schweppes and Grand Metropolitan before joining Vodafone as the finance director of their UK operation. It was the late 90s and mobile was starting to take off but hadn't exploded yet so I could see the huge potential.

04 What do you think has been the greatest development in mobile technology over the last 10 years?

The iPhone, but more specifically the platform it created for customer solutions, changed our industry fundamentally. It transformed us from being a primarily communications-focused industry to one that is now central to all aspects of people's lives. With this first 'real' smartphone came the opportunity for companies like ourselves to participate in digital value chains.

05 You were named CEO of Telefónica Digital in September 2012 – what has been your main take away from the new position 18 months into the job?

That both the scale of the challenge and size of the digital opportunity are bigger than we initially thought. We've made great headway in creating a business that is geared to succeed in the new digital world and we are in a far better position to take advantage of the opportunity. We've learnt that changing the way you do things is tough, that focus is key as is having a very close relationship with your local operations.

06 How do you think the form factor of phones will evolve in the coming years, especially given the expanding role of the phone into payment, healthcare, entertainment and new forms of communication?

We're seeing an interesting trend now in favour of larger sized screens as smartphones become, in some cases, a customer's primary Internet device and also a device for a wide range of different services. There are some recent developments around folding screens that we are watching with interest as there is clearly a limit to how large screens can get while maintaining convenience for the customer. What is maybe more important than form factor is how battery technologies will evolve to ensure that, as smartphones increasingly become the remote control for people's lives, they can last through the day.

Image left: Matthew Key is using Firefox OS, Peak device from Geeksphone.

07 What are the biggest threats to the telecoms industry today?

Maintaining the relationship with the customer. This is a key asset for us to compete successfully in the digital world but we can't take it for granted. If we stop bringing relevant products and services to our customers we will lose our commercial relationship with them.

08 If you consider the Internet to be one of the major 'game changers' for our industry, what do you think the next 'game changer' will be?

Machine-to-Machine communications is a trend which is happening now and will be huge. The potential is for practically anything from a car to a fridge to be connected, opening the door for new services and business models. For example, we are working with Generali in Spain to create a new type of car insurance product that uses M2M to base the policy on how well the customer drives. The important thing for us is moving beyond connectivity in this area to deliver vertically integrated managed services with our partners.

09 What do you believe is the role of the telecom industry in supporting and contributing to the growth of developing nations?

Going beyond Internet access (fixed or mobile), which undoubtedly drives growth, I think the big opportunity is in using digital technologies to meet social needs. Take financial services. Our experience in Latin America is that roughly 30% of the population have bank accounts and yet everyone has a mobile phone. Activities that we take for granted, such as paying a bill, can involve people taking days off work and queuing many hours. Delivering banking services via mobile cannot only transform people's lives, but also transform the delivery of government services, such as pensions for instance.

10 And finally, for a really 'big' question, what is your take on Europe's financial crisis? Do you see a light at the end of the tunnel?

The tunnel may be long but there is always light at the end of it. There's no doubt that the situation in Europe remains very challenging but we are seeing signs of optimism in terms of confidence and market performance. It is also clear that Europe and European companies need to regain their position in value chains in the digital world that were lost in many industries during the Internet revolution. This will not be easy and requires everybody to work in a concerted way. »

“

We've learnt that changing the way you do things is tough, that focus is key as is having a very close relationship with your local operations.



+ Matthew Key was named Chairman and CEO of Telefonica O2 Europe in November 2007, a post he held until September 2011, when he was appointed top executive of Telefonica Digital operating unit.

Telefónica Digital is a global business division of Telefónica headquartered in London with regional hubs in Silicon Valley, Sao Paulo, Spain and Israel. Its mission is to seize the opportunities within the digital world and deliver new growth for Telefónica. »



telenor **Hipernet**

The new era of speed!



Experience Hipernet:
superfast Internet from Telenor Hungary

YOUR PHONE IS CONTAGIOUS

YOUR PHONE IS CONTAGIOUS



The contagious effect even extends to different device types of the same brand.

Telenor's research team finds empirical evidence that you really do covet thy neighbor's phone. They believed that by studying the structure of the social network, they could better understand social influences on product adoption.

They started out by looking at anonymous call data from Norway, tracking iPhone usage since its launch in 2007. "Early on we saw that just a few people had iPhones, but that they were quite well connected to each other. From that point on, we could clearly see that this phone was spreading through groups of socially connected people," said Johannes Bjelland, Telenor Research Scientist.

Apple awareness

Nearly every product analyzed by the Telenor researchers shows a strong viral spreading effect, even mobile broadband and mobile security products. But it's the products made by Apple that have the most distinct viral effects. iPhone users seem to have a much stronger brand awareness and a much more 'contagious' influence on its owners.

The contagious effect even extends to different device types of the same brand. Telenor's research shows that if one of your friends already owns an Apple iPhone, the chances are much greater that you will buy an Apple iPad. For example, an iPad user who is connected to another iPad user has a 72 percent chance of owning an iPhone.

"We call this the Apple tribe. We see a tribe of connected users with Apple devices, living happily together," said Geoffrey Canright, Telenor Research Scientist. When it comes time to upgrade phones, 70 percent of iPhone users stick with iPhone and of these, 42 percent upgrade to the latest model.

Apple users are social city-dwellers

Telenor researchers have also been able to draw a few conclusions about the types of people behind the devices. A typical iPhone user is a very social person with many friends, typically between the ages of 25 and 50, living in the city. There is a slightly greater chance that the iPhone owner is male.

Smartphone users in general are more social and have more friends than people who use feature phones. Apple users lead with the greatest number of friends, followed by Android users. More men own smartphones

than women, and Android holds the highest percentage of male users.

Viral spread is universal

After looking into nearly all of Telenor's operations in Europe and Asia, the research team concludes that the viral spread of products is universal. In all Telenor markets the probability of a person's adoption of a product (phone or service) increases with the number of friends who adopt that product.

"This research is providing us with important customer insight, so that we can get the right products to the right people," said Pål Roe Sundsøy, Telenor Research Scientist. "Through our analysis we have gained a better understanding of the power of a friend's referral and the importance of socially connected customers."

+ Research Scientists Johannes Bjelland, Geoffrey Canright, Kenth Engø-Monsen and Pål Roe Sundsøy are a part of Telenor's Research and Future Studies division. Telenor's Research and Future Studies is a centre of knowledge and expertise on some of the most intricate questions for telecom industry. A pool of experts dedicated solely to research keeps building the knowledge base and transforming it into strategic input for company's future growth.

About Telenor Research and Future Studies

Research areas span from understanding of customers' behaviour and needs, to analysing technology development with its potential effect on industry and human lives. The knowledge that we gain through research contributes to our ability to create innovative services, helping customers get the full benefit of telecommunication services in their lives, now and in the future. »



THE GROWTH ENGINE

What started almost as an experiment in the wake of the Asian financial crisis today accounts for half of Telenor's global revenues, 2/3 of the workforce and 90% of the subscription base. Asia is the growth engine of the Telenor Group.

It is not immediately evident why Norway, a country primarily sustaining itself on fish and oil, would foster a global telecoms company like Telenor. Or, for that matter, that a company like Telenor would become one of the biggest mobile operators in Asia.

According to Sigve Brekke, Head of Telenor Asia, the answers lie in an affinity for innovation born from necessity, a willingness to take calculated risks, and strong backing from its largest, long-term owner – Norway.

"Telenor built its technical expertise in mobile communications by responding to needs in the offshore petroleum industry, and together with research institutions and companies in the Nordic region it played an important role in developing first the NMT and later the GSM standards. When that market was saturated, it was time to look for greener pastures. Asia turned out to be a great fit for us," said Sigve.

Mobile communications for all

As Executive Vice-President and Head of Telenor's Asian operations since 2008, Sigve oversees five companies that collectively serve more than 130 million customers every day. The numbers were far less impressive when Sigve first arrived.

"Our first investment in Asia was in Grameenphone in Bangladesh – a greenfield operation in a country with low purchasing power for a service – mobile telephony – at that time viewed as a luxury good. We believed in mobile communications for the masses. Still, our first business plan was quite modest; it projected 1 million subscribers by 2007. We have learned a lot since then." Today, Grameenphone has more than 40 million customers and is the biggest tax payer in Bangladesh.

In Malaysia, Telenor's company DiGi has taken a lead in providing mobile Internet for all. Thailand's Dtac has

become the largest mobile operator in the Group in terms of revenues. In Pakistan, Telenor is the leading multinational company and the preference of youth. And in India, Uninor has just completed an eventful 2012 by securing fresh spectrum licenses.

Scandinavian leadership

Telenor has built a lean regional team focused on delivering value not only to Asian business units, but also back to Telenor's operations in Europe. "We are becoming more Asian, but we are still solidly rooted in Scandinavia. In the early years, some may have seen it as Telenor was exporting Scandinavian business and leadership styles to Asia. Now, we are actually bringing more and more of our Asian experiences back into the Nordic and European regions. India is a case in point," he said.

We are becoming more Asian, but we are still solidly rooted in Scandinavia. We are actually bringing more and more of our Asian experiences back into the Nordic and European regions.

"We took practices from Thailand and Malaysia with us when setting up our distribution system in India. And then the local team improved it and set a new standard for distribution management in Asia. Now we are implementing a new common system across the region, and taking many of these practices to Europe. Telenor today is a Scandinavian company."

A continuous learning experience

Telenor's latest venture in Asia is its Indian operation, Uninor. Since 2009, the Indian mobile operator has been subject to more attention and controversy than

usual. With fresh licenses secured, Sigve emphasizes that business wise, India is a success story.

"India is an extremely competitive market. I would say it is the most competitive telecoms market in the world. After a few months in operation, we saw that working with annual targets did not really make sense. How would a retail sales executive on the streets of Surat or Gorakhpur see his role in an annual or even quarterly revenue target? We had to break it down to daily targets for each local area. Then we made our people on ground responsible for profitability on the micro level – maximizing sales, optimizing costs.

"For us, it was a learning experience because from the Telenor perspective we are used to being a number 1, number 2 player. In India, we started at the bottom as number 14. We were and still are the underdog in this game. Constantly challenging the market does something to the culture of a company."

Think like an underdog

Sigve believes that it is crucial to never stop challenging status quo in order to achieve success.

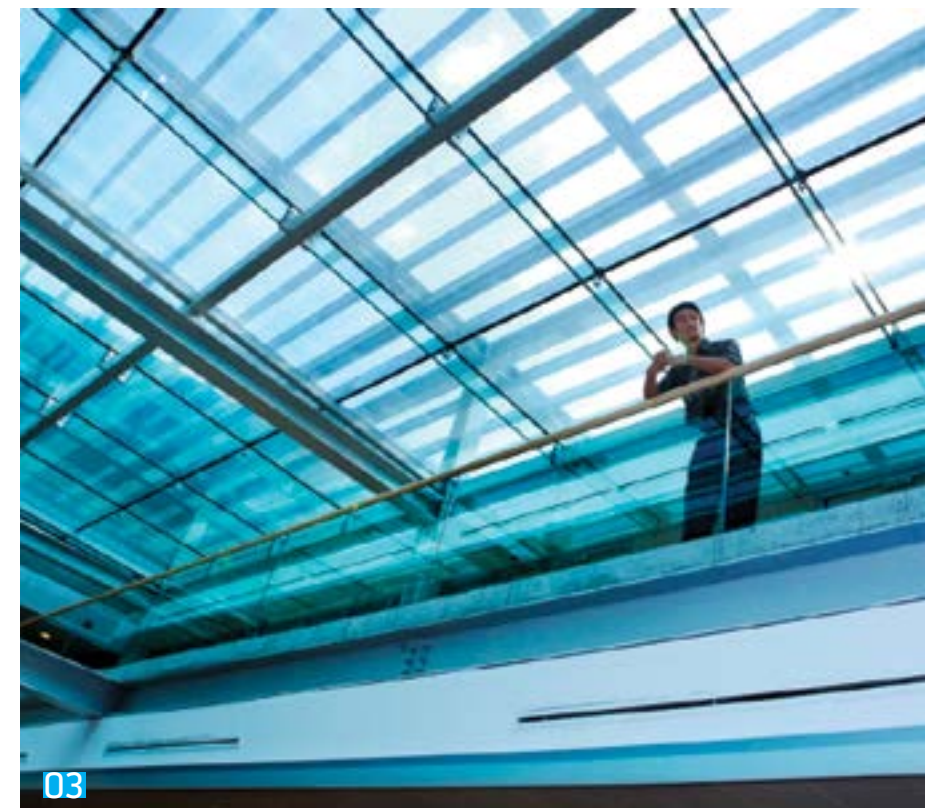
"Doing well in the past is no guarantee to continue winning. What is so exciting about our industry – about telecoms – is that it is changing so fast. We know that mobile Internet will transform everyday lives and societies – just like the mobile phone has. To continue on this journey, only one thing is certain: the need to change and adapt. We may be an elephant and an overdog in some of our markets, but we must act and think like an underdog."

+ Sigve Brekke currently serves as Head of the Telenor Asia operations, was appointed CEO of Uninor in July 2010. Brekke joined the Telenor Singapore office in 1999 as Manager of Business Development and later Managing Director. Brekke served as co-Chief Executive Officer of dtac from 2002 to 2005, and Chief Executive Officer of dtac from 2005-2008. »

Left: Sigve Brekke in the streets of India.

Images below:

- 01. DTAC office
- 02. Telenor Pakistan office
- 03. Inside Grameenphone office





mobile

FINANCIAL SERVICES

Financial inclusion is a major global issue. As much as 50% of the world's population are without bank accounts. In some countries, the penetration level can be as low as 0-15%. At the same time, 90% of people live in areas covered by mobile networks and more than 75% of people living in developing economies own a mobile phone. With ever-increasing mobile penetration, the phone serves as the natural catalyst for progress towards financial inclusion.



Above: Jon Fredrik Baksaas,
President and CEO of
Telenor Group.

The telecom industry is not alone in its belief that mobile phones could unleash the force of financial inclusion. However, IGOs, NGOs and the private sector have not yet been able to implement solutions that have significantly advanced financial inclusion on a global scale. Progress is slow due to complexity, different stages of market development, questions around data security, as well as dissimilar political systems and regulations.

Yet, there are also examples of successes, such as 'Easypaisa' introduced by Telenor Pakistan in collaboration with Tameer Microfinance Bank in 2009. CNN called Easypaisa "the model of the future" and World Bank's CGAP has just labeled Easypaisa as the third biggest mobile money service in the entire world in terms of customers.

At Telenor we have a dedicated Financial Services team and we are seeking to build on what we have learned from our success in Pakistan. Mobile online banking is reaching the unbanked population, as we are witnessing in Pakistan, and the mobile operators have both the tools and consumer insight to run viable credit operations.

In the words of Albert Einstein, "We can't solve problems by using the same kind of thinking we used when we created them." We need to think differently than we did when we created traditional banking. Scale and margins are radically different today. Banks, global credit card schemes, regulators and entrepreneurs must come together and shape new models.

At Telenor we are exploring how we can create more momentum for financial inclusion. In addition to being a business opportunity, this is an opportunity to change people's lives. From bank accounts to insurance products, mobile financial services can provide opportunity for people who once thought banking was an impossibility. Free flowing capital will inject new energy, new opportunity and new growth in emerging markets. The phone is a catalyst for growth, and we believe that through greater financial inclusion through mobile financial services, people will prosper. »

MAKING LIVES EASIER WITH EASYPAISA

BY RINA SAEED KHAN

In just three years, Easypaisa has achieved success. The World Bank ranked Easypaisa the third biggest mobile money service in the world. Today, Easypaisa has the largest mobile financial services network in Pakistan with more than 20,000 shops in 700 cities and towns. Since its launch, Easypaisa has carried out 100 million transactions and has moved USD 2 billion through its system.

Tariq Saleem

City Clinic employee

Tariq Saleem is in a hurry as he waits for his turn at the counter of the Telenor center in Islamabad, the capital of Pakistan. 23 years old Saleem works for the nearby City Clinic in their pharmaceutical section and is here to receive money from a patient undergoing treatment through an Easypaisa money transfer. “I’m here to receive Rs 2,430 sent from Swat by the father of a 9 year old boy we are treating for epilepsy. As soon as I get the money, I will send him the medicine by courier service today. The boy has to start his treatment immediately”.

“Many times the families don’t carry enough money with them to cover the expenses of the medicines prescribed by our doctors, so we discovered that Easypaisa is a good way for them to send money to us after they return home.

Thanks to modern medicine, epilepsy can be controlled – but the medicine has to be taken regularly and on time. No one knows this better than Saleem whose clinic sees dozens of patients on a daily basis. “These people often travel far to come to our clinic, which specializes in epilepsy.

Many times the families don’t carry enough money with them to cover the expenses of the medicines prescribed by our doctors, so we discovered that Easypaisa is a good way for them to send money to us after they return home”.



Saleem uses Easypaisa several times a week. “We can even send refills because of this excellent service and that saves the patient’s families the long trip to Islamabad.”

Most of these families don’t own bank accounts so there is no other way for them to transfer money to the clinic from their hometowns. In fact, out of a population of around 180 million people in Pakistan, it is estimated that only 15 million people have bank accounts. Most bank branches are located in the big cities and towns and there are just not enough to serve the bulk of the population. “Brick and mortar banking is also expensive, and banks only serve a certain type of customer who can complete all the paper work. The majority of Pakistanis don’t have bank accounts so they have to resort to informal services of money transfer which are undocumented, unsecure and with no consumer protection,” explains Roar Bjaerum, VP Financial Services at Telenor Pakistan.

In 2008, the State Bank of Pakistan issued regulations for branchless banking in Pakistan. Identifying the opportunity, Tameer and Telenor came together and the Easypaisa concept evolved. In 2009, Tameer received the first branchless banking license to roll-out the Easypaisa brand. Telenor was confident it could do well in offering mobile financial services along with Tameer, given that it had thousands of agents in Pakistan (at corner shops, fuel stations and general stores across the country), which could offer these services for a commission. “We carefully screened our agents who could offer Easypaisa services as a form of branchless banking” says Bjaerum. “The average customer can now get all the branch services like opening a mobile account and depositing money or withdrawing money through an Easypaisa shop. Today we have 20,000 Easypaisa shops, which are twice the number of bank branches in the country”.



Left: Tariq Saleem
Top middle: Zulfiqar Ali

Both images were taken at the Telenor Centre in Blue Area, Islamabad.

Right: Fakhira Parveen (face covered by chaddor) and her son (next to her) with the Easypaisa team who presented her with an insurance cheque in her village in Sargodha.

Photo credits: Rina Saeed Khan, left and middle image.

Sadia Khalid, Fakhira and Easypaisa team.

Zulfiqar Ali

Building contractor

These shops are often open longer than normal working hours and their owners have established trust with the people in their neighborhoods. “I completely trust this service when I have to send money to my village in Sargodha District”, says the 45 year old.

Zulfiqar Ali, who works as a building contractor in Islamabad. “Today, I am sending Rs 10,000 as an advance to a mason in Sargodha so that he can come to Islamabad and work on this house I am building. He will receive the money today and tomorrow morning he will be on the bus to Islamabad”. How did Ali transfer money to his village before Easypaisa started? “I could never save enough money to maintain a bank account. I have 5 school going children and am barely getting by with all this inflation... There is a vehicle that brings passengers from my village to Islamabad every evening and I would send money with the driver to take back to hand over to my family. It was very inconvenient. This is much more reliable and much quicker. It really is a great service to use in the event of an emergency”.

There are no long lines at these Telenor centers or Easypaisa shops across the country. “The idea is to serve everyone in Pakistan – urban, rural, male or female. Today, nearly 4 million unique customers use Easypaisa every month. We have run extensive marketing campaigns on TV and radio stations and taken out ads to build up our brand,” says Bjaerum. In addition to over the counter services, customers also enjoy services like receiving remittances from outside the country and paying utility bills (gas and electricity). They can also use Easypaisa to purchase PIA tickets and for donations as well. Recently, Easypaisa also introduced other innovative services like withdrawing old age pensions and providing life insurance.

In consortium with Adamjee Life, Easypaisa is now offering life insurance under their “Khushaal” service to its product subscribers only. To be eligible, the depositor has to maintain a monthly average balance of at least Rs 2000. In case of natural death, the beneficiary is paid Rs 50,000 and in the case of an accidental death, he or she gets Rs 100,000. Last month, Fakhira Parveen, who was listed as the beneficiary of Liaqat Ali of Sargodha as his wife, was one of the first people to receive life insurance from the “Khushaal” service.

Fakhira Parveen

Widow and beneficiary

51 year old Parveen, who covers her face with her chaddor and is reluctant to talk to outsiders, has four daughters and two sons and she received Rs 50,000 after her husband died of an unknown illness. Shafiq, her eldest son and now the decision maker of the family says he will use the money to start a furniture shop that will bring in much needed income for the family. Earlier the family had been surviving on whatever cash Liaqat could bring in by doing odd jobs.

“Easypaisa also introduced other innovative services like withdrawing old age pensions and providing life insurance.

The hope is there that Easypaisa will end up empowering women like Parveen in a conservative country where women living in rural areas have little or no access to financial services. Certainly, women who own mobile phones (which is on the rise across the country, with over 120 million mobile phone users to date) can now use their phones for various Easypaisa services. They can also access pension funds from the Employees Old-age Benefits Institution (EOBI). “My husband was a heart patient and he would have to stand in long lines at the bank to get his pension. He would have to take one of the children with him because it was so hard for him to stand there for hours” recalls 55 years old Noreen Kausar.

Her husband passed away six months ago and she is still recovering from the loss. She hardly leaves her home, however, her eldest son has brought her to Telenor’s Gulberg center in Lahore to register her for the Easypaisa pension service. She is now eligible to receive her husband’s pension and she has come to collect it. After registering for the service in person, she can receive the pension from any Easypaisa agent in her Wahdat Road neighborhood in the future.

Whether it is helping widows to collect their late husband’s old age benefits or enabling clinics to send medicines to those suffering from epilepsy in remote areas, Easypaisa is transforming the lives of millions of ordinary Pakistanis. In its own way, it is bringing about a quiet revolution in the country by providing financial services to those who need it the most.

+ Rina Saeed Khan is an award-winning environmental journalist in Pakistan. She received the Earth Journalism Award in Copenhagen in 2009 for her climate change reporting. Rina is currently writing a weekly column on the environment called Earthly Matters for DAWN, Pakistan’s largest English-language daily. »



Q&A: JON FREDRIK BAKSAAS ON FINANCIAL INCLUSION

Why has Telenor chosen to focus on financial inclusion?

Around 2.5 billion people in the world lack access to basic financial services. Extending banking to these individuals has the potential to improve their lives and to transform economies, as well as serve as a business opportunity for Telenor. In emerging markets, 75% of people don't have a formal bank account, 80% of adults use unofficial credit sources, and only 6% of adults insure their goods, values and crops. At the same time, 90% of people live in areas covered by mobile networks and over 75% of people living in developing economies own a mobile phone. Mobile banking services could become the catalyst for financial inclusion; making the mobile phone the primary tool for paying invoices, saving money, transferring funds and accessing credit and insurance.



At Telenor, we are exploring how we can build on lessons from our offerings such as Easypaisa so that we can be part of creating more momentum for financial inclusion overall.

What are Telenor's experiences in the sector of mobile financial services and financial inclusion so far?

Easypaisa in Pakistan is a powerful success story. Since its launch, Easypaisa has carried out nearly 100 million transactions. It has the largest financial services network in the country with more than 20,000 Easypaisa shops across 700 cities in Pakistan. Success stories such as Easypaisa show that there is momentum. On a global scale, however, we see that progress is slow when it comes to advancing financial inclusion.

In 2011 there were more than 70 countries with at least one mobile money deployment. Despite the proliferation of services in emerging markets, adoption has faced multiple roadblocks and there are very few of these services that have more than 1 million users. Market complexity, varying stages of development and dissimilar political systems, are all factors that have impacted service adoption.

Financial inclusion requires a broader, ecosystem-wide set of changes. Determining business models and achieving economies of scale are among the biggest challenges to overcome. Banks, global credit card schemes, telecom operators, regulators and entrepreneurs must come together and develop new models. At Telenor, we have mobile financial services initiatives in almost all of our markets, and have been in the business since 1998. We are currently exploring how we can build on lessons from our offerings such as Easypaisa so that we can be part of creating more momentum for financial inclusion overall.

Source: Global Findex and World Bank.

What are the most widespread mobile financial services today, and what will be important in the future?

Currently, the most popular offerings are based on mobile services that allow the sending and withdrawal of money. To ensure the success of financial inclusion, a more advanced offering must include sophisticated financial instruments such as micro-credits, insurance and saving schemes.

New technologies are expected to contribute to financial inclusion. NFC and biometrics will enable identity verification and consequently boost mobile usage in credit and savings activities. The proliferation and development of smart phones will also allow more complex services to be offered.

In Scandinavia, we have come a long way with innovative e-banking and m-banking solutions. This flexible approach to banking has helped business and contributed to some of the world's best financial systems. I see exciting possibilities in combining technological innovation with the user-friendly and inclusive e-banking approach that is practiced in Scandinavia. This could bring significant innovation to the financial inclusion effort.

How do you see Telenor's role in advancing mobile financial inclusion?

Telenor has a strong market position in emerging markets. We have a clear vision for online banking for all and successful mobile finance solutions to build on. We also have a very capable team dedicated to developing mobile financial services.



We need to identify the means to provide access to financial services to half of the world's population in a relatively short time frame.

There is a need for the various businesses involved in this ecosystem to work together to get more attention to and gather more momentum behind existing and new initiatives driving financial inclusion. We need to identify the means to provide access to financial services to half of the world's population in a relatively short time frame.

Of course there is also a long term business opportunity to offer financial services to a large consumer group. We are looking at ways of engaging with fellow executives—so that we all put financial inclusion high on our agendas. Financial inclusion is a global issue of such a large dimension that a collaborative approach between all actors and market players is a prerogative.



Mr. Jon Fredrik Baksaas has been President and CEO of Telenor Group since June 2002. During this period, the total number of subscriptions in Telenor Group's mobile operations has increased from 21 million in June 2002 to 130 million in 2012.

Prior to becoming the President and CEO, Baksaas served as Telenor's Deputy CEO, CFO and Executive Vice President with the overall responsibility for Telenor's networks and communication services in Norway, one of the world's most advanced countries in ICT usage. »



MOBILE PAYMENT... FROM SCIENCE FICTION TO REALITY.

What is NFC and what can it do?

Near Field Communications (NFC) is technically a 2-way short-range radio technology that can be used at distances up to 10 centimeters. It is based on RFID (Radio Frequency Identification) and enables simple and secure communication between electronic devices such as mobile phones. In combination with a new generation of SIM cards, mobile phones with NFC can operate as contactless payment, ticketing and access cards. Mobile NFC is also compatible with most of the existing contactless infrastructures such as contactless payment terminals and ticket gates.

Norway creates a mini NFC city

In a mini NFC city project, on a student campus in Tromsø, Norway, 50 students are testing a number of NFC based services. The aim is to move NFC services from the lab to real-life, and to see what works and what doesn't.

By using NFC technology students replace their bus tickets, house keys and pocket money with their mobile phone. By using NFC tags, they receive location specific information about the arrival time of the next bus, the menu of the day at the cantina, evening on-campus event and TripAdvisor information.

The mini NFC city project will uncover the actual uses for NFC services and what motivates this use, as well as monitoring eventual behavioral changes and NFC's impact on the users' everyday lives.

Sweden pays with WyWallet

WyWallet started in October 2011, when four competitors (Telia, Tele2, Telenor and 3) merged to form a company that takes a common approach to mobile payments. As a result, WyWallet is able to offer mobile payments to 97% of all Swedes with a mobile phone.

With WyWallet you can pay in several different ways. Besides SMS purchases, you can also transfer money directly to other people, upload prepaid cards, make online purchases and in the future, even pay in stores and restaurants with just the phone. »



HILDE TONNE

THE EVOLUTION OF THE CUSTOMER

In the past, not so very long ago, a consumer of mobile services looked to the network operators for delivery of all his or her communication needs. As an industry we delivered voice products and data offerings often only limited to SMS.

Today, the telecom operator has become one of many players delivering communication services to the end-user. Our SMS service has in many markets been replaced by new non-operator messaging services, and OTT players are moving in to areas that traditionally were at the heart of our business. As operators, we are taking over as the main channel for content services like TV and newspapers and we are moving into adjacent sectors like financial and health services. A great transformation is taking place before our eyes! The world has gone mobile, global and increasingly digital.

Our customers' needs are evolving fast. They are adopting new services as they experience that we can cover their growing needs faster, easier and cheaper. It is fair to say that the telecom industry has become maybe the most important provider of services in most people's lives and they depend on us for much more than just connectivity.

It might sound obvious, but our industry's future has to be about setting the customer at the centre in all we do and to deliver new services that the customers continue to value in their daily lives. Business Intelligence has been a buzz word for some years but what does it really mean? To me it means that we stay close to the customer in a proactive and systematic way by constantly deriving customer insight that we translate into innovation, effective go-to-market strategies and tangibly improved service delivery. In an industry landscape that is constantly changing and where technology develops almost at the 'speed of light' our customers will have plenty of choices. I am confident that there are vast growth opportunities for our industry

“...the telecom industry has become maybe the most important provider of services in most people's lives and they depend on us for much more than just connectivity.”

+ Hilde Tonne is Executive Vice President and Head of Group Industrial Development in Telenor Group. She has also served as Deputy Head of Telenor's operations in Asia. Tonne came to Telenor in 2007 from Norsk Hydro Oil & Energy, where she was head of Technology & Research.

in the coming years if we better centre our innovation, daily operations and business models on staying relevant to the customer.

Our eco-system has never been more dynamic and we see new entrants every day. MVNOs, OTTs, App providers, handset manufacturers, infrastructure providers, content owners, streaming services, banks and ordinary high-street retailers are joining the mobile marketplace – all of them fighting for the customers' attention. In some instances we compete for the customers' favour with the same organizations that are our vendors and partners – yes even our customer in some instances! Such new collaborative models are and will become an even more integral part of the way we deliver our services going forward. On the tombstone of the traditional telecom value chain it says “Lived long, was useful, but had to go”. Today the ‘value network’ emerges as the most critical component to generate value for the customer and the industry. Tomorrows industry and cross-industry partnerships will allow us to ‘fast-forward’ our innovation, achieve scale effects to remain cost effective and streamline our production to focus our efforts on where we as operators add real value to the customer.

The Telenor Group actively drives this industry change. We want to be THE preferred operator by customers. For us this is about growth through convenience, simplicity, seamless delivery and high quality products and services. Our effort focuses on turning customer insights into actions that improve their experience. For us it is simple – we ask the customer, we listen to the customer and we act to stay relevant and attractive. We actively seek partnerships that enable scale and streamlined production thus allowing us to further strengthen our delivery to the customer.

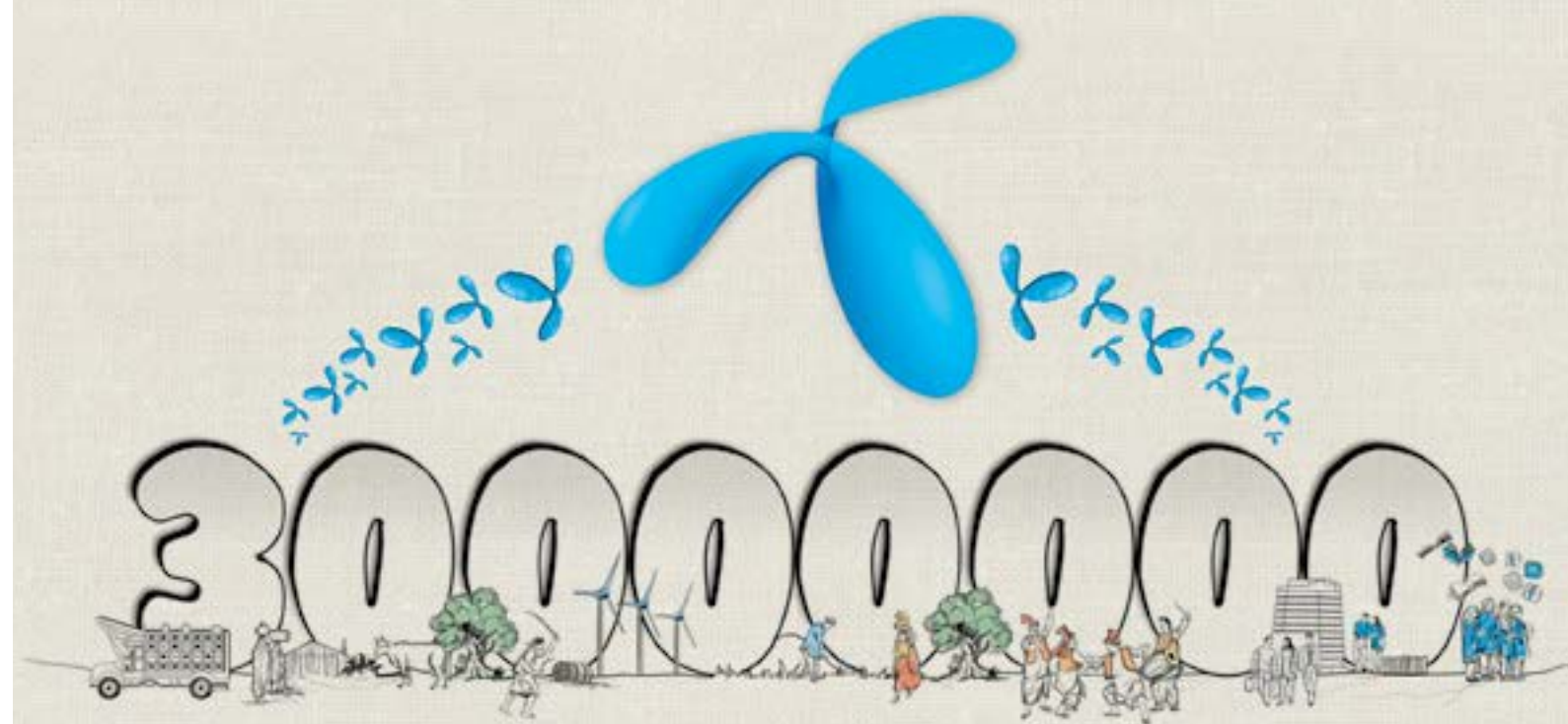
Our industry already builds and supports societies, enables people to develop and fuels economic growth. We incubate and innovate together with big and small partners being a locomotive for a vibrant global ICT sector. I believe that we should be an even more important part of peoples' lives. Our industry is exciting. It's important. We are an industry that is fuelling change in people's everyday lives. Let's stay relevant and ahead of the game by focusing on what truly matters: our customers.

»

www.telenor.com.pk



Celebrating 30 million empowered lives



Thanks to millions across Pakistan who have joined Telenor's journey of empowerment, exploring a future full of possibilities through mobile technology.

ناممکن کو ممکن بنانا ہر بات میں ہے

USE YOUR *Head*

IT'S TIME TO PUT A STOP TO DIGITAL BULLYING

BY VALERIA CRISCIONE

Tuva, Thea and Erlend are three average Norwegian secondary school students. The 15-year-old tenth graders at Marienlyst School in Oslo check their Facebook accounts avidly during the day, and connect with their friends on all the hottest types of social media like Instagram, Snapchat and Formspring.

But they are also typical in the sense that they are part of a worrying trend: they have been cyber bullied or know someone who has. A recent survey by Norstat for Telenor found that 56% of 10-15-year olds or their friends had received bullying messages online or via their mobile phones. Among the 569 children polled, the problem seemed most prevalent among girls.

"Formspring is created for sending hate messages," says Tuva. "They write things like you're fat and ugly. A lot of it focuses on looks. That's the problem."

"That's just something you have to count on," adds Thea, clutching her smart phone. "The more followers, the more critics. We know of a couple that have been uncomfortable during class time because they got hate comments on Facebook or Formspring."





New media, new problems

Launched five years ago, the social Q&A website Formspring is among one of the newest ways that kids can chat on the Internet. The problem is that, unlike Facebook, user profiles are anonymous. This creates lots of issues for children, who are among its biggest fans, says Pia Kristine Lang, Safer Internet Centre Norway project manager at the Norwegian Media Authority.

Another dilemma, she adds, is kids’ naivet  when using Snapchat, the instant photo chatting service. This relatively new and popular app allows kids to quickly send a picture -- often embarrassing -- to friends for comment during a maximum viewing time of 10 seconds. However it is very easy to snap a screen image on a smart phone and forward the photo onto Facebook, unbeknownst to the sender.

“For me the biggest concern with Snapchat is that it seems like a false sense of security because kids think it is deleted after 10 seconds,” says Lang. “The immediacy of mobile phones has really lowered the threshold because it is easy to push a button. They take bigger risks.”

Use your head

With all these dangers in mind, the Norwegian Media Authority has been working with Telenor, the Norwegian Red Cross and Kids and Media since 2009 in fighting digital bullying through the national dialogue-based attitude campaign “Use Your Head.” The Norwegian Media Authority also partners with the Norwegian Red Cross’ national helpline Cross My Heart in the EU-funded programme Safer Internet Centre, while Telenor provides mobile phone users with a free bully filter.

The campaign kicked off its eighth season this year with a visit to Marienlyst School in January. At the end of this spring, Use Your Head will have visited 400 schools and talked and listened to 120,000 students and 22,000 parents.

“Digital and hidden bullying can hit hard, and a joke or a picture published online can quickly turn into a massive hate campaign,” says Berit Svendsen, Telenor Norway chief executive. “Every day thousands of Norwegian children and youths are bullied or teased on digital platforms, and the tendency is increasing in line with the increase with the use of smart phones and social media.”

Anette B rresen, a coordinator that works together with 150 volunteers in Oslo at Cross My Heart, believes there is definitely a rise in the number of calls they receive from worried youth related to social media, such as not getting liked on Facebook, photos not being tagged, or bad things posted on their account after having their IDs stolen, also known as “Face rape.”

The recent incident in Gothenburg involving a false Instagram account that erupted into an angry lynch mob against an innocent high school girl shows the possible dangerous consequences. Many thought she was behind an account spreading sexual rumours about girls until a teenage boy later admitted to setting it up.

“The Internet has a lot of great power,” Hadia Tajik, Norway’s culture minister, told 400 Marienlyst students at the Use Your Head kickoff, citing the violent example in Sweden last December. “People can have very strong feelings after having read something on the Internet.”

Getting results

Since its launch four years ago, the campaign has been effective in getting this message across and raising awareness about digital bullying. Around 35% of parents recently polled who participated in the Use Your Head campaign, and 60% of kids, felt they were better prepared to tackle eventual situations involving bullying or teasing via the Internet or cell phones.

The campaign works by showing students and parents, during separate sessions, three short films about an actual case followed by an open discussion. In this year’s new production, “Heidi” gets in trouble for having sneak filmed her friend’s ex-boyfriend “Trym” in the shower and raping his new girlfriend’s Facebook page to post it. Trym ends up texting Heidi death threats on her cell phone, prompting her to call Cross My Heart helpline for guidance.

“There is no one who goes around admitting that they have been bullied,” says Erlend. “This gives you an insight into how it is and you can feel that others might also have it that way.”

“I don’t know if I am as affected when my parents tell me, but if I hear it at school and see the statistics, that helps make it more serious,” adds Tuva.

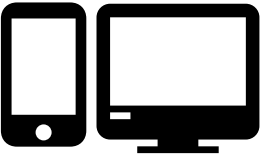
Ole Vest yl, who presents the Use Your Head campaign nationwide, says he is most surprised that kids are not aware of the consequences of using the Internet improperly and that so many share passwords, a key contributor to Face rape. He finds the parents are often unaware about their kids’ digital worlds, like knowing about Snapchat.

“(Parents) are not updated,” says Vest yl. “A part of raising a child should be learning about the Internet.”

“You wouldn’t throw a child into deep water without guidance,” adds Lang. “It’s kind of the same thing.”

+ Valeria Criscione is an Oslo-based freelance writer for international publications, including Christian Science Monitor and the Financial Times. »

56%



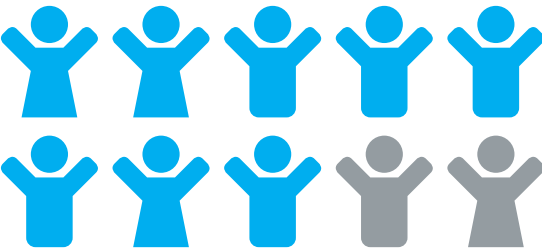
CHILDREN AND YOUTHS BETWEEN 10 AND 15 YEARS HAVE RECEIVED BULLYING MESSAGES ONLINE OR MOBILE



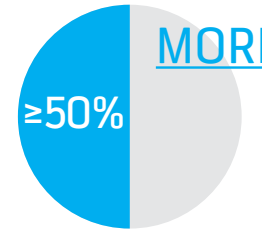
1 OUT OF 3 CHILDREN BELIEVE DIGITAL BULLYING IS A BIG PROBLEM



CONSIDERED SWITCHING SCHOOL/CLASS BECAUSE OF DIGITAL BULLYING



KNOW THERE ARE ADULTS THEY CAN TALK TO, BUT



MORE THAN HALF

FEEL IT IS HARD TO TELL SOMEONE IF THEY HAVE EXPERIENCED DIGITAL BULLYING

±80%

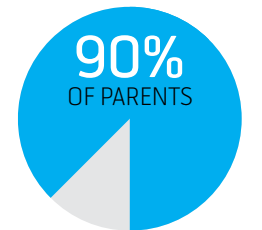


KNOW THAT IT IS ILLEGAL TO POST PICTURES OF OTHERS ON THE Internet WITHOUT PERMISSION

43% 37%

OF PARENTS KNOW THAT THEIR CHILDREN HAVE EXPERIENCED BULLYING

HAVE LITTLE CONTROL OF THEIR CHILDREN’S TECHNO-ACTIVITIES



BELIEVE THAT NEW WAYS OF COMMUNICATING THROUGH Internet AND THE MOBILE PHONE CAN CONTRIBUTE TO INCREASED BULLYING

WALK, TALK...CALL? SCANDINAVIAN KIDS ARE EARLY SMARTPHONE USERS

The rules say that you can play World of Warcraft at the age of 12, open your Facebook account when you turn 13, drive when you turn 18 (well, in most of the countries), but what is the right age for the first mobile phone?

In Denmark, nearly half of all children get their first phone by the time they turn eight, while almost everyone has a phone by the age of 10, shows a recent survey. Of these phone-toting 10-year-olds, more than a half of them are smartphone users. The survey initiated by Telenor and conducted by Userneeds Danmarkspanel was conducted in Denmark, among 1015 parents with children aged 7-12.

In Sweden, they start even younger. In a similar study conducted by Telenor in Sweden in cooperation with TNS Sifo, the results show that more than half of kids between 4 and 11 years of age have their own mobile phone, and more than one third of Swedish children in this age group are using smartphones. »



DiGi KEEPS KIDS CYBER SAFE

Telenor’s Malaysian operator DiGi works with the Ministry of Education, CyberSecurity Malaysia and Childline Malaysia on the DiGi CyberSAFE Program, a nationwide outreach program aimed at raising awareness about child safety on the Internet. In 2012, this program reached more than 7,000 students, educators and parents from over 280 schools.

Malaysian growth of ICT and Internet accessibility has been exponential. However, the Ministry of Women, Family and Community Development revealed that 90% of Malaysia’s 8.5 million children and teenagers between 5 and 18 years old have been exposed to negative online experiences. As accessibility increases both at home and school, there is a greater responsibility among parents and service providers to ensure a family-friendly Internet experience.

“We have an ambition to enable people from all walks of life the opportunity to reap the full potential of the Internet for personal and social economic development. With the increasing rate of cybercrimes particularly targeting children, we have the responsibility to keep our users safe by mobilizing an online community, particularly among the younger generation, that is aware of safety and privacy issues, and are adequately protected against the possible dangers on the net,” said Henrik Clausen, CEO for DiGi. »

Your Tomorrow Network. It starts today.

We believe Malaysians deserve better Internet and a more stable network.
We believe in helping people connect and share in more ways.
We believe the more of you, the more amazing the Internet.

We're upgrading and we'll be Malaysia's 1st LTE-equipped network.
A network that's ready to serve more Malaysians
and even more possibilities.

Welcome To Your Tomorrow Network.

Switch to DiGi and keep your existing number. It's easy!
Enquiries: 016 221 1800 or digi.com.my/tomorrownetwork

Learn about the upgrades that are happening right now.
Visit digi.com.my/tomorrownetwork today.

**1st LTE
equipped
network**

**Better,
more stable
network**
for calls & Internet

High speed
Internet
(EDGE, 3G) for
95.8%
Malaysians

Internet For All™

A member of the Telenor Group, DiGi is the third largest mobile operator in Malaysia.

TELENOR

TRAVEL TIPS

Explore Telenor countries! The Telenor Group is present in 11 beautiful countries in Europe and Asia. Local employees share travel tips for a truly authentic experience.

DiGi

Always the
smarter choice



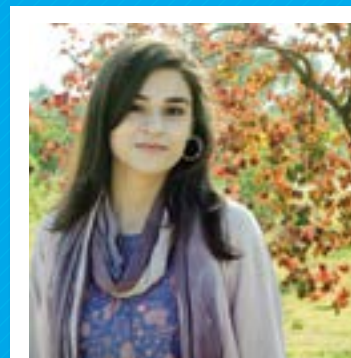
Knut Sollid,
Telenor Norway

Tromsø has a reputation for being one of the Norway's most exciting cities to go out in. There are quite a few exceptionally well reputed restaurants within the city limits and some in the vicinity. They all combine North Norwegian raw materials (fresh fish especially) with international culinary trends and spices.

Old Town is a must see for visitors in Stockholm. The town dates back to the 13th century and here you can walk around in medieval alleyways, cobbled streets, and old architecture.



Alexandra Carlsson,
Telenor Sweden



Saima Yawar,
Telenor Pakistan

Visit Telenor countries!

Telenor employees have the inside scoop on 11 beautiful travel destinations. »

Islamabad: A must-see place is the Mughal-era village of "Saidpur", which offers visitors glimpses of the multi-cultural heritage flourishing under the Margalla Hills.



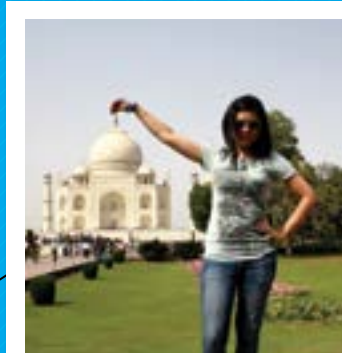
Charlotte Donkild,
Telenor Denmark

Copenhagen: The three most famous attractions in the city are the Tivoli Gardens amusement park, the statue of The Little Mermaid, and the free-spirited neighbourhood of Christiania.



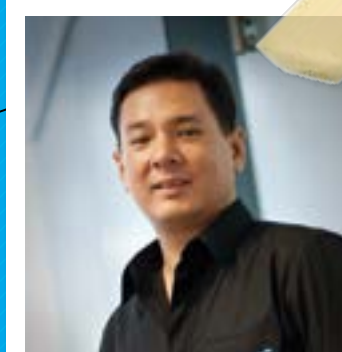
Istvan Kutas,
Telenor Hungary

Relax in the ruin pubs of the 7th district, as this is "where it's at" now in Budapest. Here you will find people of all classes and nationalities mixing in a unique postmodern environment.



Samvedha Anand,
Uninor

One of the three world heritage sites of Agra and one of the seven wonders of the world, the Taj Mahal is the mausoleum of Shah Jahan's wife, Mumtaz Mahal.



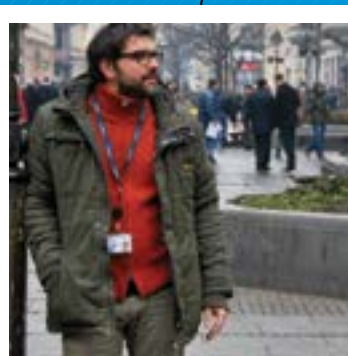
Khun Wansit Jeremy
Saiyawan, DTAC

The best way to see Chiang Mai's inner city is to rent a bicycle and ride around the city. Visiting Chiang Mai would not be complete without arts and crafts shopping, so check out the Night Bazaar.



Sladjana Djuravic,
Telenor Montenegro

Coastal Montenegro: Swim, sail or go horseback riding on beautiful Ada Bojana. Or try hiking to Lovćen Mausoleum, where you can also visit a national history museum filled with Montenegrin treasures.



Goran Stupar,
Telenor Serbia

Tara mountain, for those adrenaline junkies, offers rafting on brisk and clear Tara river with experienced skippers.

Dhaka, the capital of a densely populated country, is busy and crowded but still retains some of its old relics from Mughal period as a 400-year old city.



Kazi Hamidur Rahman,
Grameenphone



Philip Ling,
DiGi

The best food in Kuala Lumpur can be found in the most unlikely places such as in a crowded alley. Tip! Look for the place with the longest queue for the tastiest bites.

SPOTLIGHT: NORWAY

Our rating:



Photo rating:



Looking for an exotic adventure? Then head north – beyond the Arctic Circle, beyond the ordinary. Go in the summer, to the Land of the Midnight Sun. Or, go in the winter, to the Land of the Midnight Fun.

Tromsø, with its more than 70,000 inhabitants, is the biggest city in this part of the world. If your heart's desire is to break out of the city life, Tromsø will serve as an excellent starting point to almost any adventurous activity you may want to indulge in. Like a magnet, the midnight sun draws people to the Arctic. No doubt 24 hours of daylight, in the middle of summer, is worth experiencing. But Arctic light also comes in colorful "shades of grey" and several months of darkness, during winter. And, not to mention the Aurora Borealis or Northern Lights, nature's own theatre and spectacular light show across the starry sky. You can see this between late fall and early spring.

Tromsø in summer: Midnight Sun Sightseeing, boat trips that include deep water fishing, kayaking and canoeing, mountain and glacier hikes, and much more.

Tromsø in winter: Northern Lights Hunt, snowmobile tours, dogsledding, skiing and/or snowshoeing. »



Knut Sollid is a Telenor Norway employee. He lives and works in Tromsø, Norway.



VISIT:
OSLO

The capital city of Norway boasts a fjord of its own, a 700-year-old fortress, a royal palace and a world-renowned sculpture garden. Oslo is a mix of old and new, with the quaintness of old world architecture blended with the modern lines of the city's new Opera house and surrounding area.

Easy to navigate on foot, take a stroll along the main drag Karl Johans gate. Here you'll find shops, restaurants, street performers and even some of the main tourist must-see spots. You can't miss the massive sculptures of lions that grace the front of the parliament building or the grand entryway to the

home of Norway's royal family. If you are more in the mood for a sea view, board a boat at Aker Brygge, Oslo's bustling wharf area. Boats in Oslo are just like buses, so buy a ticket and visit one of the many islands just off the coast. Picnic, play or take a dip in the chilly waters. Don't forget to pack an "engangsgrill" or one-time grill, and grill up some famous Norwegian "pølse" or hot dogs.

From Oslo's central train station, it's a short walk to the new Opera house. Climb the expansive roof for a great city view and some perfect photo opportunities!

CHOOSE
THE BEST
NETWORK
IN MONTENEGRO

EXPLORE
MONTENEGRO WITH
THE TOURIST GUIDE

Visit <http://m.mosquito.me>
to start your tour.



telenor

Good things make the world go' round.



Above: Children at the Science Centre.

Right: A collection of badges in the British Museum.

02 Earn, spend, steal

Sell your collection of collectible clowns or buy a lifetime supply of your favorite toothpaste. The Internet has also become a new haven for criminals who target vulnerable netizens in theft of identity, passwords and bank accounts.

01 Educate

Internet-based learning is the new, more affordable way to get an education. From basic education in remote corners of the world to advance degrees from the most reputable academic institutions, the Internet is bringing knowledge and advancement to anyone who wants to learn.



03 Care

From self-diagnosis to life-saving information, the Internet is the new medium for health information. In countries such as Bangladesh where doctors are few and far between, web-based healthcare simply means more lives saved.



Right: Child running in Bangladesh

04 Transport

The Internet has simply made it easier for us to get around. Plan your journey, get directions, buy a bus ticket or book a flight. Car manufacturers jump on board to enable real-time, Web-based information directly from the driver's seat.



05 Relate

Foster friendships with social media or meet your soul mate with an online match. The Internet is a place to make or break relationships, go on virtual dates or find old and new friends.

“In countries such as Bangladesh where doctors are few and far between, web-based healthcare simply means more lives saved.”

06 Bank

The Internet has turned traditional banking on its head. Banking has become synonymous with the Web, and everything is done with a click of the mouse. Transfer money to a faraway land, apply for a new mortgage, invest in promising stocks or start a savings account for your baby, all from the comfort of your couch.



With all the talk about how the Internet is changing the world, it begs the question:

what
HASn'T
changed?

10 WAYS THE Internet IS **NOT** CHANGING THE WORLD



07 Work

More Internet means more opportunity, more jobs and a better economy. Internet has removed job location from the equation, making it possible for people to work virtually anywhere.

09 Escape

With the advent of the Internet, escape no longer means a vacation in Tahiti. A virtual world of warlords, espionage, death defying acts and superhero capabilities await on the Internet.

08 Express

The Internet adds a new dimension to freedom of expression, enabling people to express themselves anytime, anywhere, to the world. Take a stance, write a comment, blog your thoughts, the possibilities for expression are limitless on the web.

10 Chat

Conversations come in bits. Words become letters. Google is a verb. Our language is adapting to the ways of the web.



01 Your spouse still forgets your anniversary.

02 Someone is still stealing your socks.

03 Your passport picture still looks like a mug shot.

04 You still have to pay for your parking tickets.

05 Red wine still stains your white carpet.

06 You still don't fit into those jeans.

07 People still come to your door to sell you stuff you don't want.

08 The milk still goes sour after a week.

09 You still have spinach between your teeth.

10 You still have bad hair days and your wrinkle cream is still not working.

BUILT *Around* PEOPLE

Here's a look inside Telenor Group, where we work in an open organization, learn from each other, develop and grow while creating solutions that meet people's needs.

Our operations share pictures of what inspires them, what defines them and how people are at the center of it all.

Our view of technology isn't just built around the technical. It's built around human needs. It's built around the idea that the things we make and invent can help benefit people's lives. Economically and socially.



- 01 Head of Asia: Sigve Brekke beating the drum at a market
- 02 Uninor India
- 03 Helping flood victims in Pakistan
- 04 Serving customers in Pakistan
- 05 Grameenphone celebrates!
- 06 Grameenphone: a winning attitude for customer centricity
- 07 Telenor Serbia CEO talks to customers
- 08 Telenor Serbia is built around people
- 09 DTAC health & fitness
- 10 Putting customers first at DTAC
- 11 DiGi in yellow
- 12 DiGi gathers to celebrate customers
- 13 Team work in Montenegro
- 14 Fun and games in Telenor Montenegro
- 15 Telenor Hungary meets customers
- 16 Customer focus flash mob in Hungary
- 17 Hungary forms heart to support Uninor colleagues
- 18 Telenor customers come first in Denmark
- 19 Customers in focus in Denmark
- 20 Telenor celebrates 10 years at its Fornebu, Norway headquarters
- 21 Telenor Hungary meets customers
- 22 Telenor employees in Norway form human heart to support Uninor
- 23 Go Green, in Telenor Sweden!
- 24 Sustainable growth in Sweden
- 25 It takes team work in Telenor Sweden

Torgeir Hovden, Telenor Digital Services CTO puts you to the test. Take his quiz and find how much you really know about all things technology.

1. Which one of these is NOT a cloud infrastructure service?

- a. Elastic Beanstalk
- b. Google AppEngine
- c. CloudService

2. Which of these instant messaging services features a sticker shop?

- a. WhatsApp
- b. Line
- c. iMessage

3. What is the name of a new mobile OS aiming to bring the open web to low-end smartphones?

- a. WebOS
- b. Firefox OS
- c. Symbian

4. What is the most used web server on the Internet?

- a. Apache HTTP server
- b. Microsoft IIS
- c. Web Service

5. What is, according to Telegeography, the capacity of the global Internet as of 09/2012?

- a. 77 Tbps
- b. 54 Gbps
- c. 44 Pbps

6. Who is the key standards body for Web standards such as HTML5?

- a. McDonalds
- b. Internet Engineering Task Force (IETF)
- c. W3C

7. What is Raspberry Pi?

- a. A pie for mathematicians
- b. A cheap micro-computer
- c. iPhone cover

8. WebRTC stands for...

- a. Web Real-time Clock
- b. Web Re-Targetable Calls
- c. Web Real-Time Communications

9. What does SoC stand for?

- a. System on a Chip
- b. Standards of Conduct
- c. Stanford office of Computing

10. What is the name of Telenor Digital Services consumer OTT brand?

- a. Comoyo
- b. Colargol
- c. VooV

YOUR SCORE:

8-10 correct:

You are an IT genius!

4-7 correct:

You may know a little, but you still have a ways to go. It's time to hit the books and boost your IT competence

1-3 correct:

Fail! It's time to consider a career outside the IT realm.

TEST YOUR IT IQ

Norwegian-native Torgeir Hovden serves as CTO for Telenor Digital Services and Telenor Comoyo. He has extensive knowledge of technology leadership, strategy and industry trends after been working in software development for almost two decades. He holds two Masters degrees from Norwegian University of Science and Technology (NTNU), one in Computer Science as well as Technology Management.



ANSWERS:

- 1 c. CloudService
- 2 b. Line
- 3 b. Firefox OS
- 4 a. Apache HTTP server
- 5 a. 77 Tbps
- 6 c. W3C
- 7 b. A cheap micro-computer
- 8 c. Web Real-Time Communications
- 9 a. System on a Chip
- 10 a. Comoyo



Lowest call-rates. Something that brings a smile to the voice of millions of customers everyday.

Within a short span of 3 years, Uninor, part of Telenor group, has become the choice of millions of customers across 6 circles in India. A milestone that was achieved by offering the lowest tariff plans. Something unmatched by any competitor in the country.

Pay less

Talk more

Telenor presents

4G

FASTER NET

Telenor presents a totally new generation of mobile broadband in Bergen. Read more at Telenor.no or send a text message with the code word "4G" to 2244.

More speed. Better experiences.

