

Netcompany

Informative Deck: Overview of Business cases in Denmark that favoured the Danish Digitalisation

Follow-up VNG

2026

Agenda

■ Overview

The Danish Digitalization Journey & Background Information

■ Business cases

Communication infrastructure used across the government

Shared modernized IT solutions

An international perspective

The Danish Digitalisation Journey

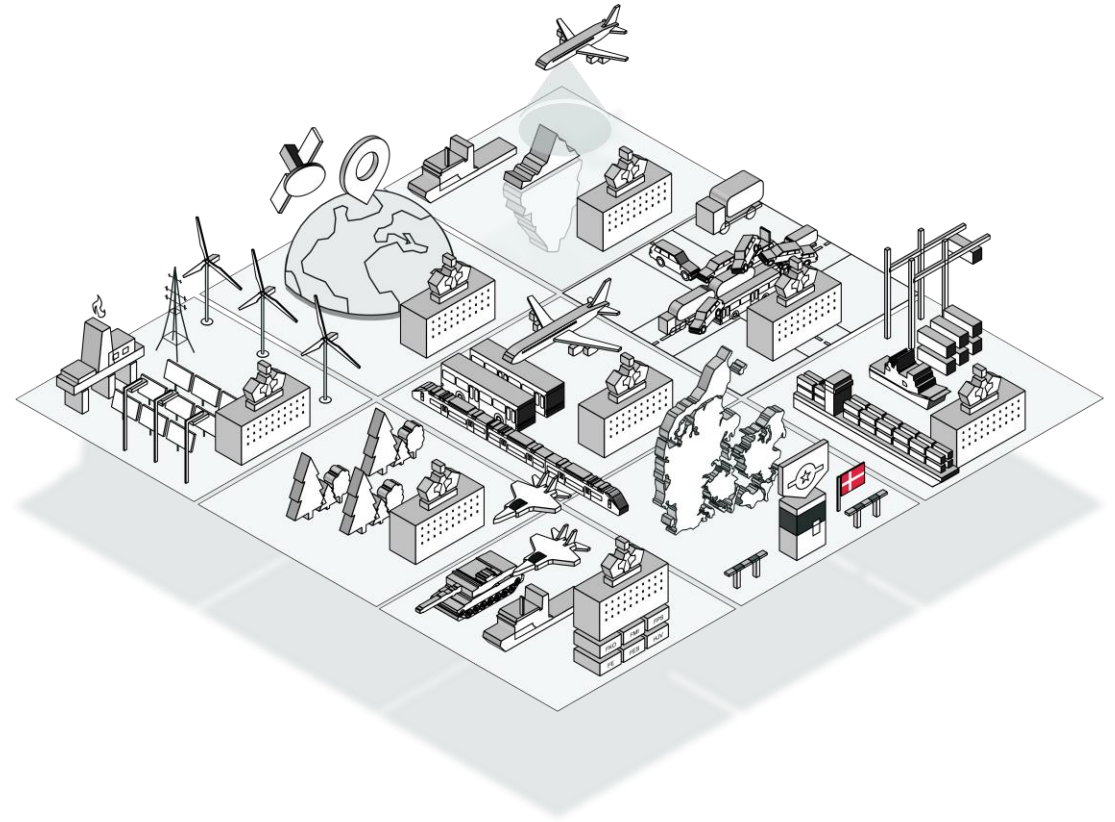
Denmark established a comprehensive digital infrastructure that serves as the nervous system for public services. This includes secure digital identity systems, standardized data exchange protocols, and integrated platforms that connect citizens, businesses, and government seamlessly. The infrastructure ensures that digital services are accessible, secure, and interoperable across all levels of government.

KOMBIT: The Municipal Game-Changer

KOMBIT (Kommunernes IT-organisation) emerged as the crucial catalyst that brought all 98 Danish municipalities together under one digital umbrella. Rather than each municipality developing separate IT solutions, KOMBIT created a collaborative model where shared systems, common standards, and joint procurement became the norm. This approach eliminated costly duplication, ensured consistency in citizen services, and created economies of scale that made advanced digital solutions accessible to even the smallest municipalities.

The Collective Impact

By uniting municipalities through KOMBIT and building upon solid digital infrastructure, Denmark achieved what many countries struggle with: truly integrated public services where citizens experience government as "one entity" regardless of which level they interact with. This collaborative approach transformed Denmark from a collection of individual municipal IT initiatives into a cohesive digital nation.



Administrative structure in Denmark

State

- > Defence
 - > Police and courts
 - > Universities and high schools
 - > Highways
- > Financed by state taxes

Regions (5)

- > Hospitals and psychiatry
 - > Regional public transport
 - > Regional development
- > Financed by state grants

Municipalities (98)

- > Childcare & elderly care
 - > Employment
 - > Public schools
 - > Culture & libraries
 - > Local public transport
 - > Passports & driver's license
 - > Social area
- > 75 pct. local taxes
 - > 25 pct. state grants

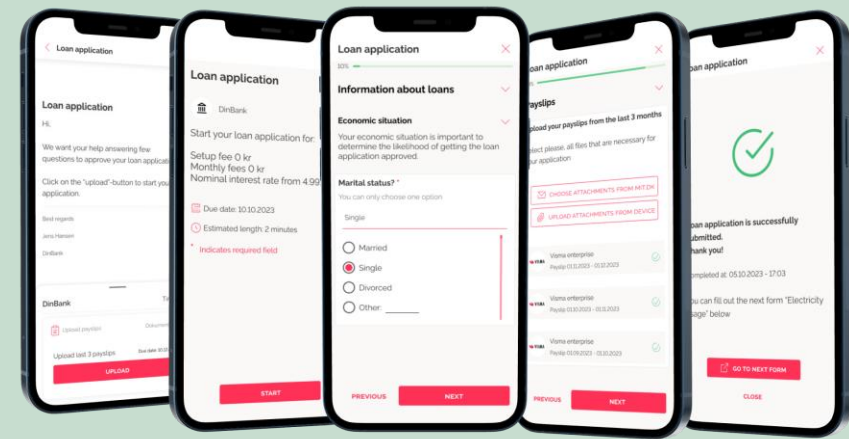


Communication Infrastructure



The Digital Post Case

Digital Mailbox is the common infrastructure and framework for secure and efficient engagement between Authorities and Citizens.

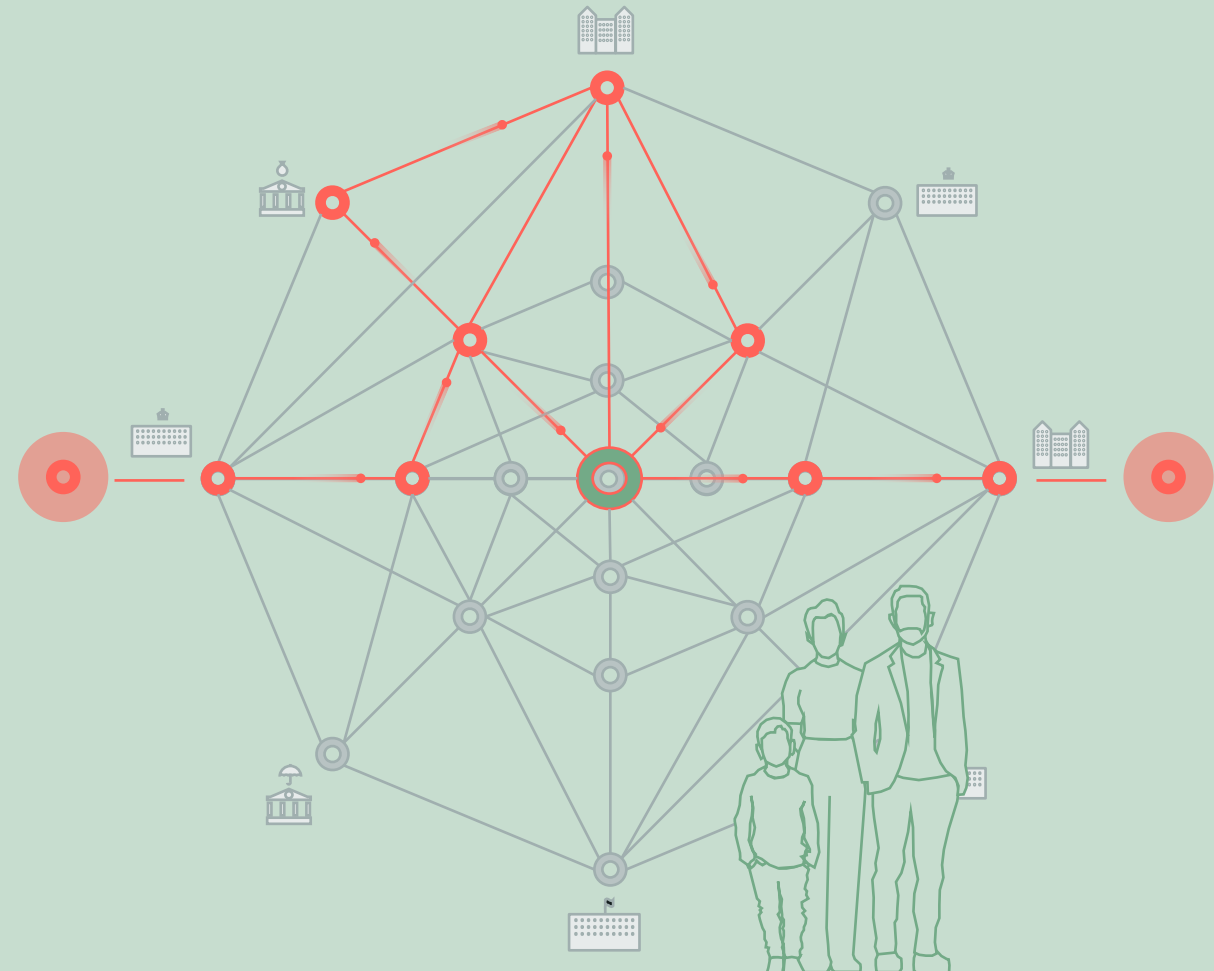


Citizen have

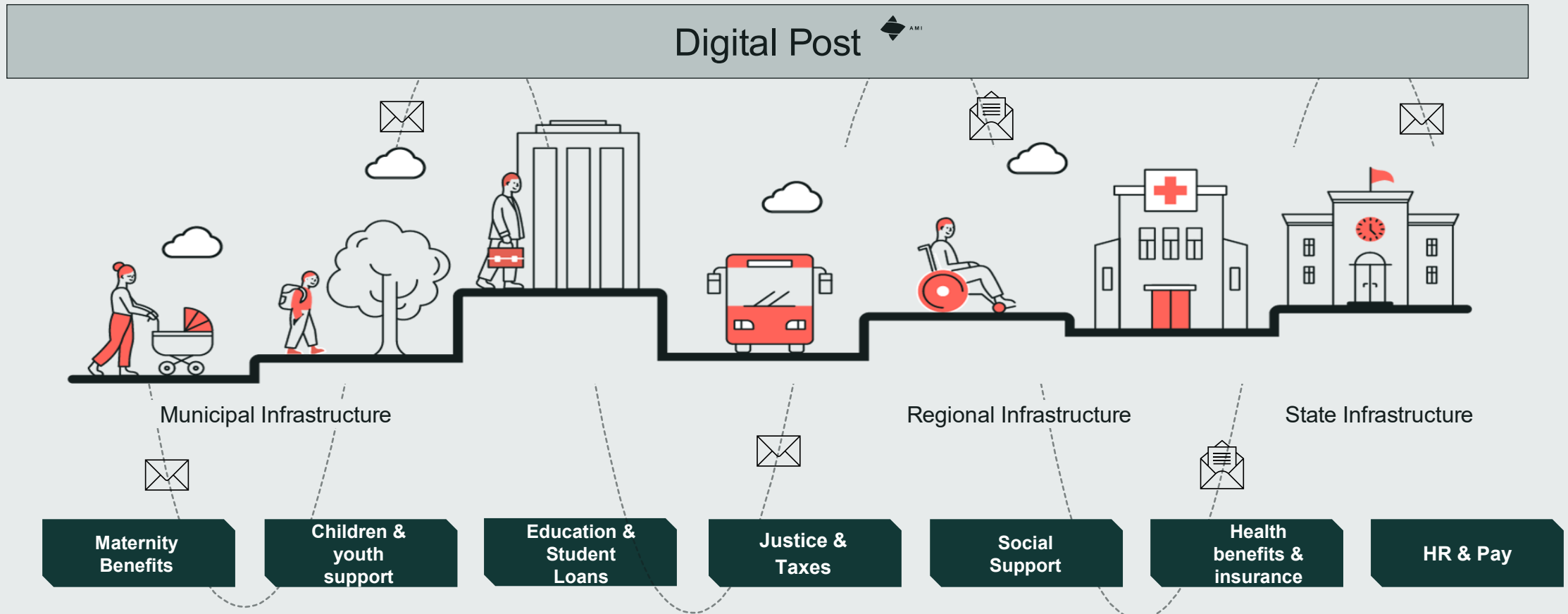
- Easy access to official documents and letters
- Easily access public services through modern, recognizable and efficient processes
- Control and transparency - only share data that is needed and

Public Administrations have

- Ability to communicate securely with citizens and with other authorities
- GDPR and Cybersecurity compliant
- Facilitate the digital transformation of public services
- Enhanced fraud prevention
- Interoperation framework for exchanging contextual standardized data



The Digital Post as backbone of the digital Society



Savings potential by authority level - percentage of total potential for postage and materials

Estimations from 2010

(mio. kr.)	2010	2011	2012	2013	2014	2015	2016
State	11	34	70	115	128	137	136
Municipality	17	45	91	149	166	177	175
Region	2	9	19	30	37	40	40
Self-administration	-3	2	4	7	9	9	9
Total	27	90	184	301	340	363	360

360 million DKK = approx. 48 million Euro

Business case – Digital Post

- There is no recent summary or revision of the running solution in Denmark. The last report [2015] was published after Digital Post became mandatory in 2014 but before it was fully implemented across Authorities, and running on old Solution
- Rigsrevisionen* concludes, in 2015, that estimated savings on postage and material (designated “simple savings”) are realistic: Postage: DKK 5.4-9.6 per Letter, Material: DKK 0.90-2.21 per letter
- Salary savings were estimated from 72% of Letters in 2015. Estimated savings in Denmark were 2 minutes per letter (1.5 minutes per letter in Regions). Estimations based on measurements in 4 municipalities. This amounts to ~15DKK (~1,97) per letter
- Agency of Digitization calculated yearly saving-potential of €134 million, if they were possible to move 72.4 million letters yearly to Digital Post. Rigsrevisionen was in 2015 skeptical about moving 72.4 million letters to Digital Post.
- 9 years later, 2024, **252 million** letters are Digital (increased need for communication), and the official Post service in Denmark will be deprecated by end of 2025. Adjusted in scale, that would amount to €469 million in savings if assumptions still hold
- There has not been an official updated report since 2015, unfortunately. Savings associated with more modern processes and functionality from current version of Digital Post is therefore not included in the numbers

*Rigsrevisionen audits the Danish public accounts based on the provisions of the Danish Auditor General Act.
Source: Rigsrevisionen's Digital Post savings-potential [2015][Danish]

Hard cost savings – postage and material

Cost component	Savings /letter	Annual Effect @250M Letters
Postage and Materials (2012 numbers)	0,83€ - 1,60 €	205.832.81250 € - 387.161.719 €
Adjusted for inflation		248.959.687 € - 468514687 €

Hard cost savings – Time saving

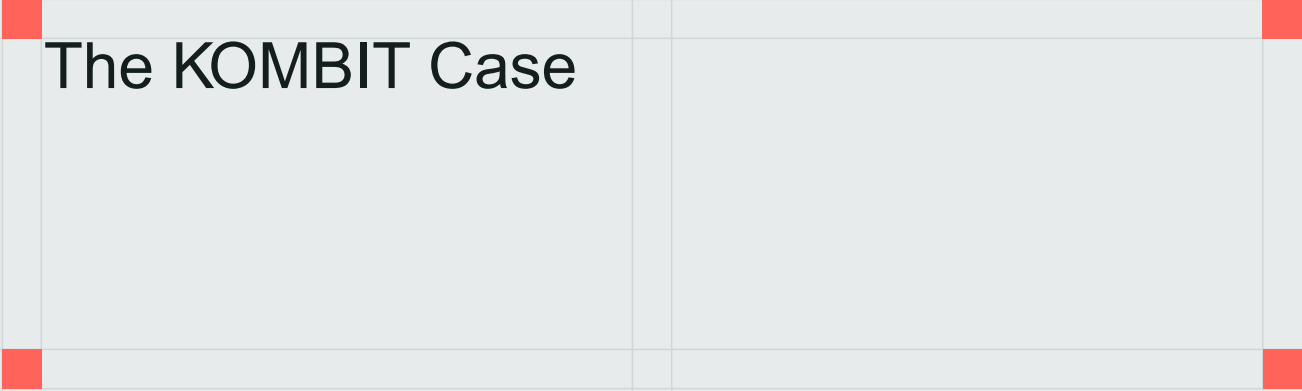
Cost component	Savings /letter	Annual Effect @250M Letters (72%)
Labour / Handling (Rigsrevision 2015)	1,97 €	354.326.484 €
Adjusted for inflation		427.838.203 €

676.797.891 €– 896.352.891 € yearly

Strategic value

- Fast turnaround in communication
- Bidirectional flows with support for structured data
- Authorities retain communication sovereignty
- High level of transparency and direct communication

Monopoly Break



The KOMBIT Case

Supporting quality and competition in the municipal IT market

‘Breaking’ the vicious circle of monopoly and legacy

- Historically, the Danish municipal IT market was dominated by *KMD*, providing a full suite of systems, infrastructure and services to the municipalities.
- Originally under municipal ownership, KMD was sold to commercial ownership in 2008.
- Together with the aging stage of several of KMD’s most critical IT systems as well as increasing prices, this raised the need for a municipal owned IT organization able to strategically plan and procure IT systems on behalf of the municipalities from a range of commercial vendors.
- On this basis KOMBIT was established and from the start given the task of lifting key municipal

IT systems out of the de facto monopoly of KMD

- From 2010 – 2021 the Danish municipalities have thus emigrated from several outdated, expensive IT systems to a range of modern IT systems and digital infrastructure led by KOMBIT and delivered by many vendors (including KMD).
- The result is decreased costs (aver. 25 %), a modern system portfolio and IT architecture, as well as easy access to data and improved security for the municipalities.
- KOMBIT continues to supervise and partner with the vendors, securing the municipality’s improved quality and continued competition in the IT market.

The municipal value proposition

Local government value is created by

- focusing **purchasing power** for optimal IT contracts and value in system operation

- Initiating and manage **digitalization projects** which focus on value and benefits for local government

- Promote **standardization** and cohesiveness across local government and IT systems

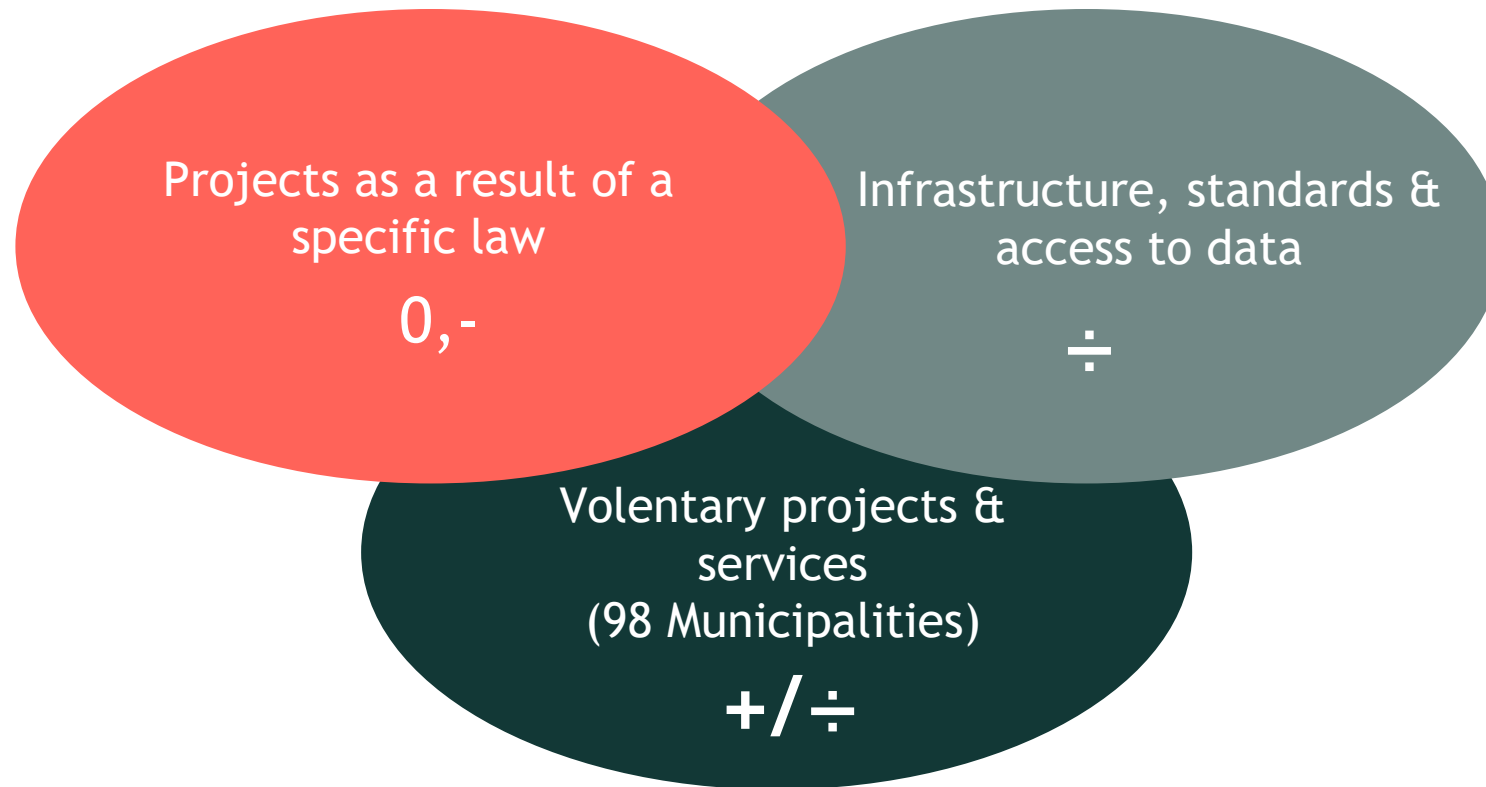
- Strengthen **competition** and ensure there are more suppliers to support the it market for local government

Infrastructure & data access

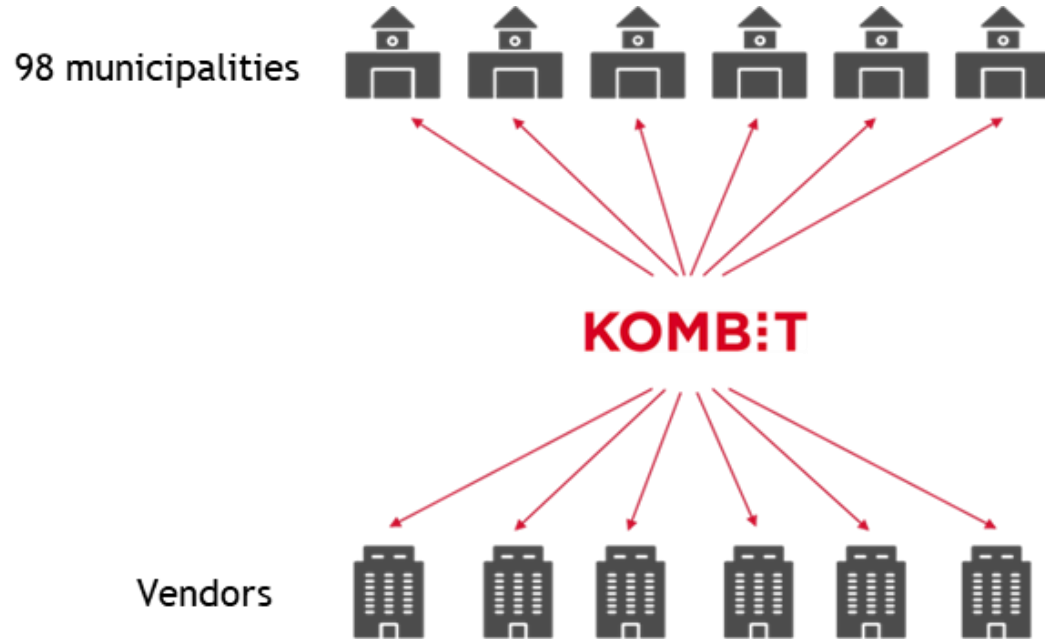
Common solutions/systems

Knowledge center

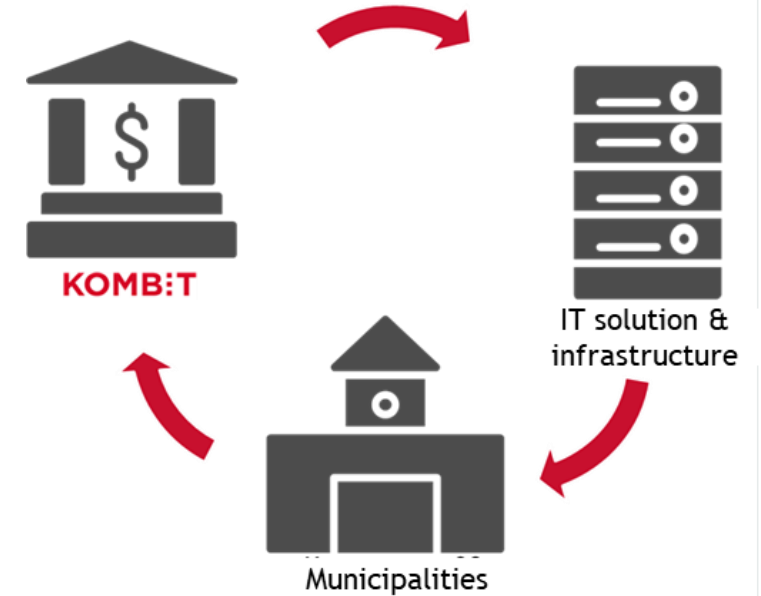
A municipal business framework in balance



The Role and the Business



KOMBIT uses its € 200 million of equity to finance projects and systems via commercial vendors. The municipalities repay the investments, as well as the ongoing costs, over year-long contract periods (typical 4 to 10 years). This approach has created a self-sustaining financial ecosystem



Overview of quantitative and qualitative benefits



Average municipal IT savings of 25%

The new IT solutions and projects in the monopoly break were covered by one formal commitment in 2012 from all municipalities. The commitment presupposed an average saving in municipal IT operating expenses in the affected areas of 25%, as the use of the new professional and infrastructure solutions is significantly cheaper than KMD's old professional and prerequisite solutions.

The prerequisites for calculating the average municipal savings are therefore now in place for the business case that spans from 2009 to the end of 2022. Overall, we have succeeded in achieving the intended savings of 25% in IT operating expenses in the affected areas. In addition to these savings, the municipalities are looking toward a future with modernized IT solutions and a shared IT infrastructure, which continuously enables further benefits as well as opportunities for service improvements for citizens and businesses.

Main benefits from the Monolpy Break

- *Modernized IT solutions* with relatively high user-friendliness and supporting efficient work processes in a number of professional areas.
- *A modern, inter-municipal IT infrastructure* which, among other things, enables municipalities (and their suppliers) to access and exchange data securely and at low cost.
- *Economic savings* of 25% target over a 10-year period compared to the municipalities' expenses to their previous supplier, KMD, in 2017.
- The modernized IT solutions have given Danish municipalities the opportunity to *streamline their internal administration* by 20-40% in the mentioned period.
- *Municipal reputation and influence*, as the monopoly break has given Danish municipalities a strengthened position vis-à-vis the Danish government, and national and international suppliers.

Monopoly Break



The economic savings



Key financial details

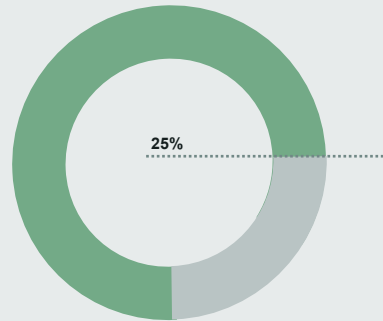
Average economic savings of 25%

For all Danish municipalities.



Total annual savings

137.2 Mio DKK

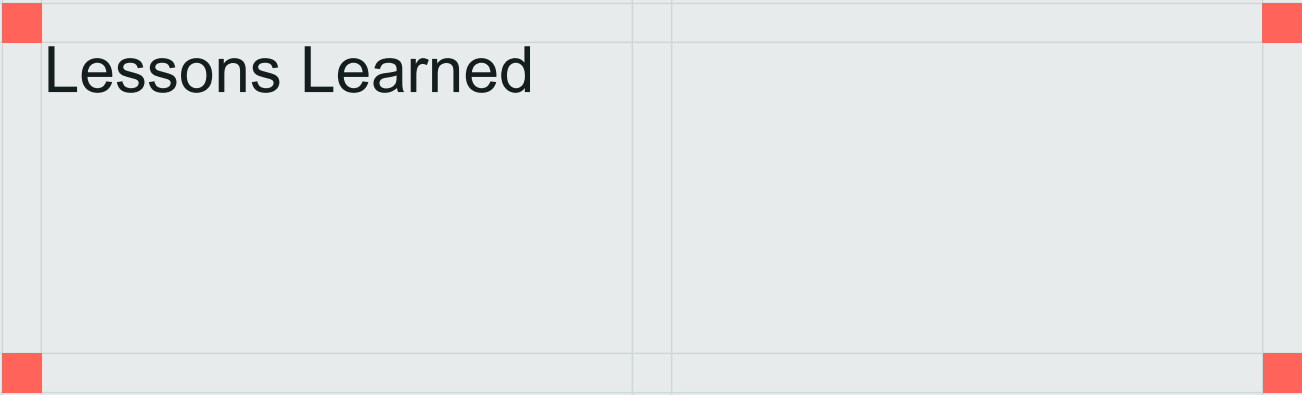


- Baseline comparison: Municipal expenses to KMD totaled 549.8 million DKK in 2017
- Target savings: With the new IT solutions fully implemented, total municipal payments should not exceed 412.5 million DKK
- Annual savings: This represents an annual savings of 137.2 million DKK
- Variation: Some municipalities saved more, others less, depending on their previous agreements with KMD

Municipalities now have a shared infrastructure they own collectively, which frees them when new solutions need to be implemented and re-tendered. This infrastructure creates a "data highway" across systems that municipalities can also utilize in digitalization efforts. The future focus will be to enter a period focused on "value hunting" - ensuring that value is harvested from all the investments made on behalf of the municipalities, rather than continuing as monopoly breakers.

Source: itchefer.dk & Deloitte Report

The Monopoly Break



Lessons Learned

“

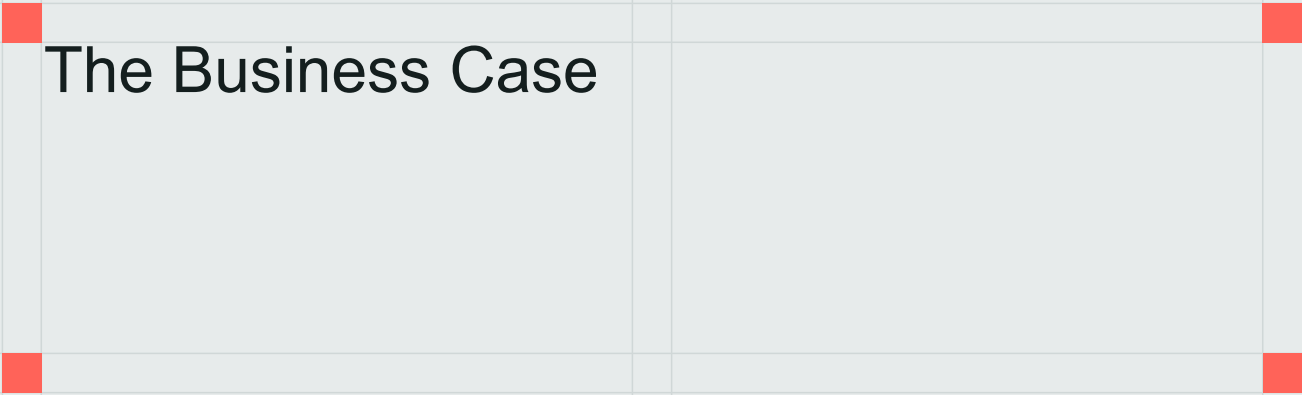
We could have been better at thinking the process through to the end from the beginning. We were busy specifying the new solution, but there is also a big task in shutting down the old system. It has not been uncomplicated for either KOMBIT or the municipalities.

Morten Balstrup, KOMBIT

Source: [Ingenøren](#)

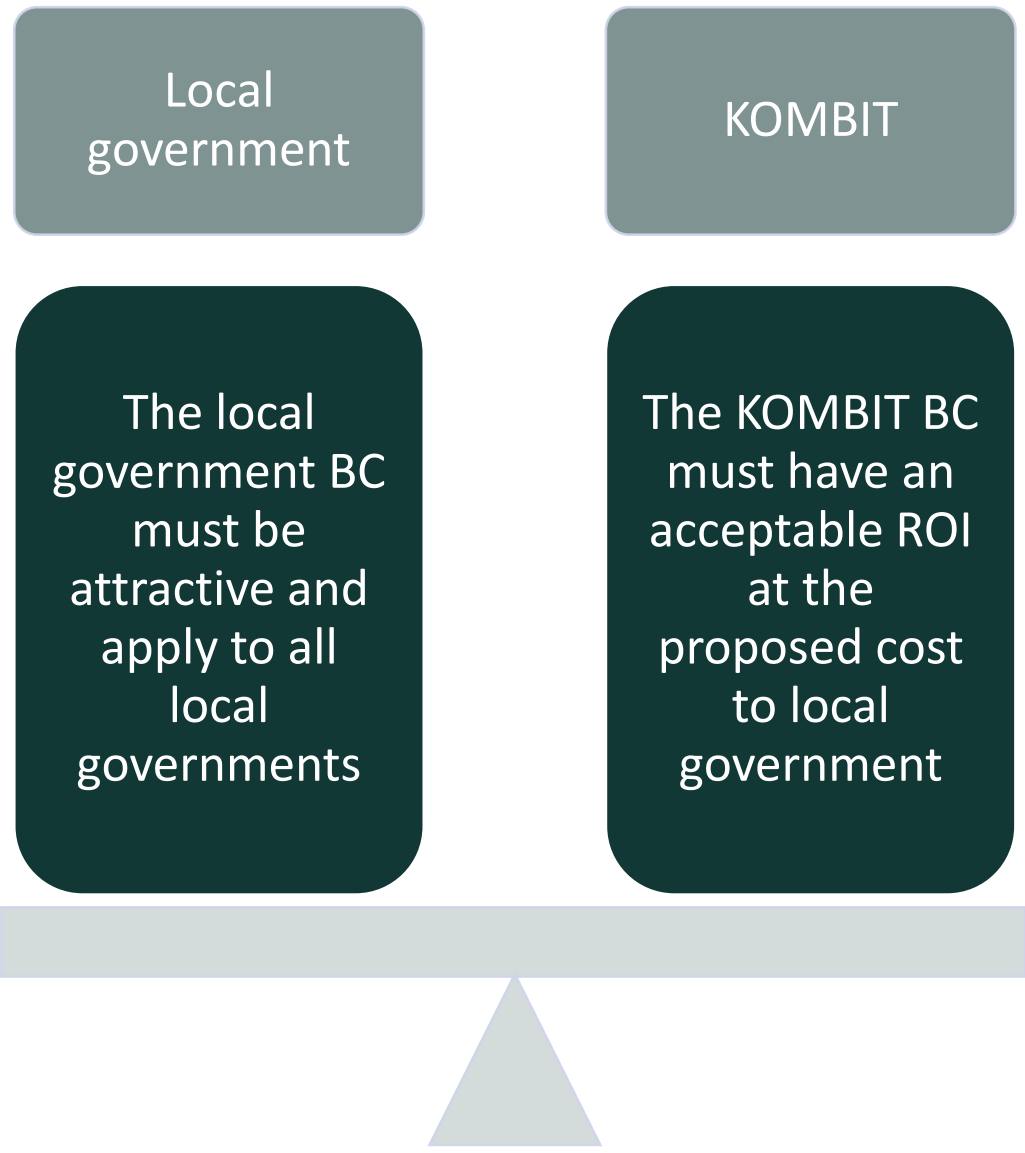


The Monopoly Break



The Business Case

The Dual Business Case



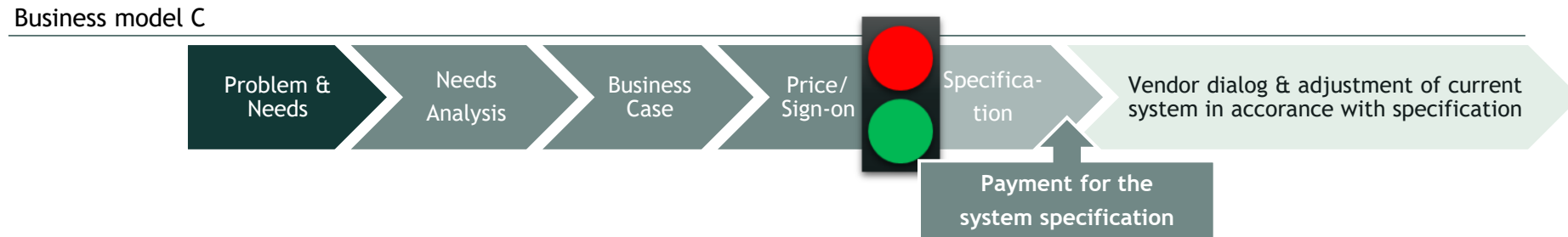
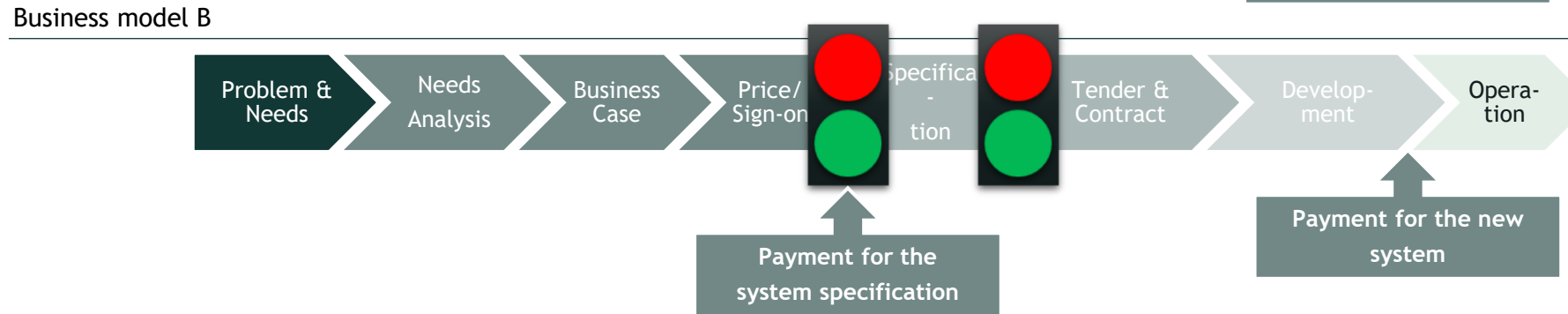
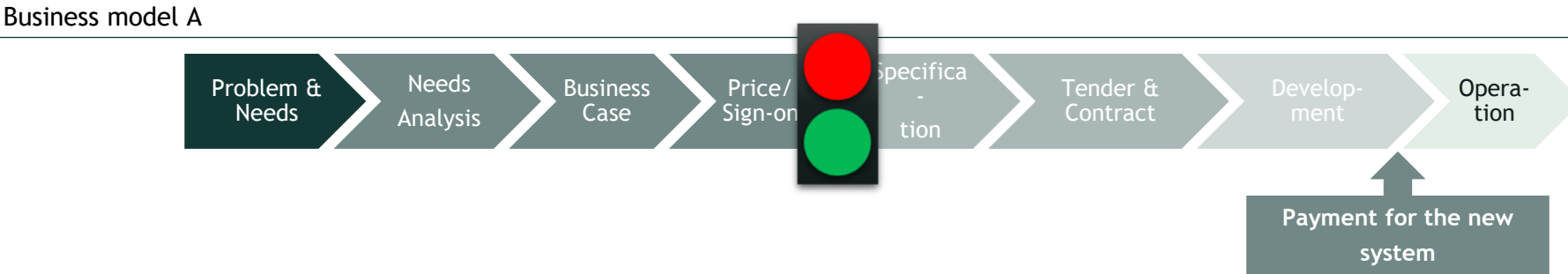
Scenarie 1		Pris pr. borger	kr 8,50		
Kommune navn	Høje Tåastrup				
Indbygger tal	47.400				
Udgifter på DUBU området i kr.	177.237.000	2008 regnskab			
Årlig besparelse v DUBU i %	1,00%	af udgifterne på DUBU området			
Udgifter på DUBU området i kr.	År 1	År 2	År 3	År 4	År 5
Etablering					
Abonnement	-402.900	-402.900	-402.900	-402.900	-402.900
Drift					

Scenarie 2

Kommune navn	Høje Tåastrup				
Indbygger tal	47.400				
Udgifter på DUBU området i kr.	177.237.000	2008 regnskab			
Årlig besparelse v DUBU i %	0,28%	af udgifterne på DUBU området			
Årlig besparelse v DUBU i kr.	0	svarende til besparelser i administration			

Udgifter på DUBU området i kr	År 1	År 2	År 3	År 4	År 5
Etablering					
Abonnement	-402.900	-402.900	-402.900	-402.900	-402.900
Drift					
DUBU udgifter i alt	-402.900	-402.900	-402.900	-402.900	-402.900
Besparelse	0	503.625	503.625	503.625	503.625
Pengestrømme	-402.900	-302.175	-201.450	-100.725	0

Business Models



Business Case 1

Municipality - Cash flow analysis (ROI)

Scenario 1 - Hourly savings in hours per application

YELLOW ARE NEEDED INPUT

Price per Citizer	kr 1,65	Digital Construction Permit
Price per Citizer	kr 0,25	Environmental Application

Municipality	SELECT >	Solrød	<< SELECT
Number of citizens		21.135	

Potential savings

Number of const. Permits/year	707	
Number of environmental app.	25	
Average savings	1,75	Hours per application
		441 Hourly rate in kr.

<i>in kr.</i>	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Expenses</u>					
DCP - yearly cost	-34.873	-34.873	-34.873	-34.873	-34.873
DCP - operation					
Environmental - yearly cost	-5.284	-5.284	-5.284	-5.284	-5.284
Environmental - operation					
Implementation	-50.000				
Education	-100.000	0	0	0	0
Total Expenses	-190.157	-40.157	-40.157	-40.157	-40.157
<u>Potential savings</u>					
<i>Savings on</i>	<i>Automat</i>	10%	40%	70%	70%
Adm. / work processes	56.492	225.968	395.445	395.445	395.445
Current system license	0	0	0	0	0
Local tender cost	0	0	0	0	0
Centralized vendor management	25.000	25.000	25.000	25.000	25.000
Total saving potential	81.492	250.968	420.445	420.445	420.445
Cash flow	-108.664	102.148	482.436	862.724	1.243.012

Business Case 2

Scenario 2 - What does it take for the investment to balance in year 5

Price per citizen	kr 1,65	Digital Construction Permit
Price per citizen	kr 0,25	Environmental Application

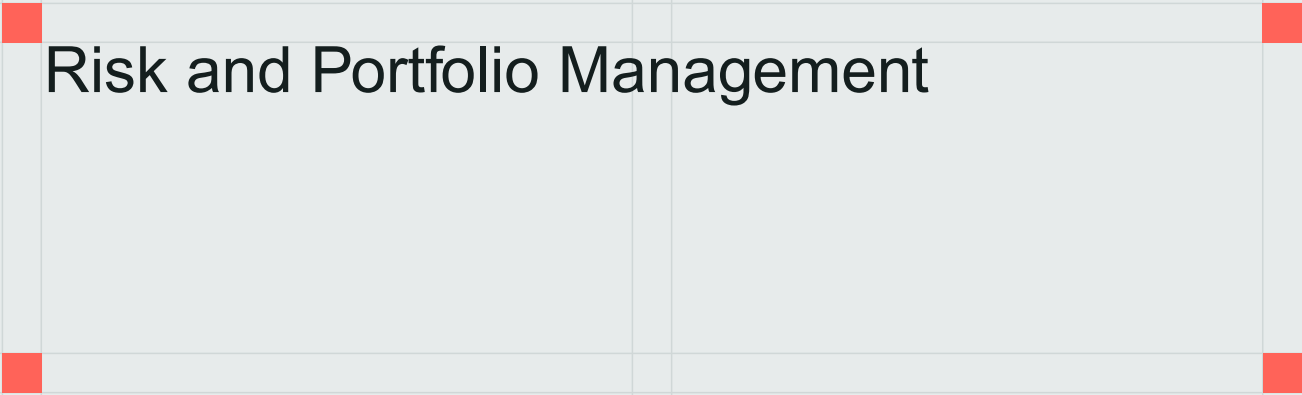
Municipality	Solrød
Number of citizens	21.135

Potential saving

Number of const. app. per. Year	707	0
Number af envir. app. per year	25	
Average saving per app.	0,33	timer pr. byggeansøgning
	441	Timeløn i kr.

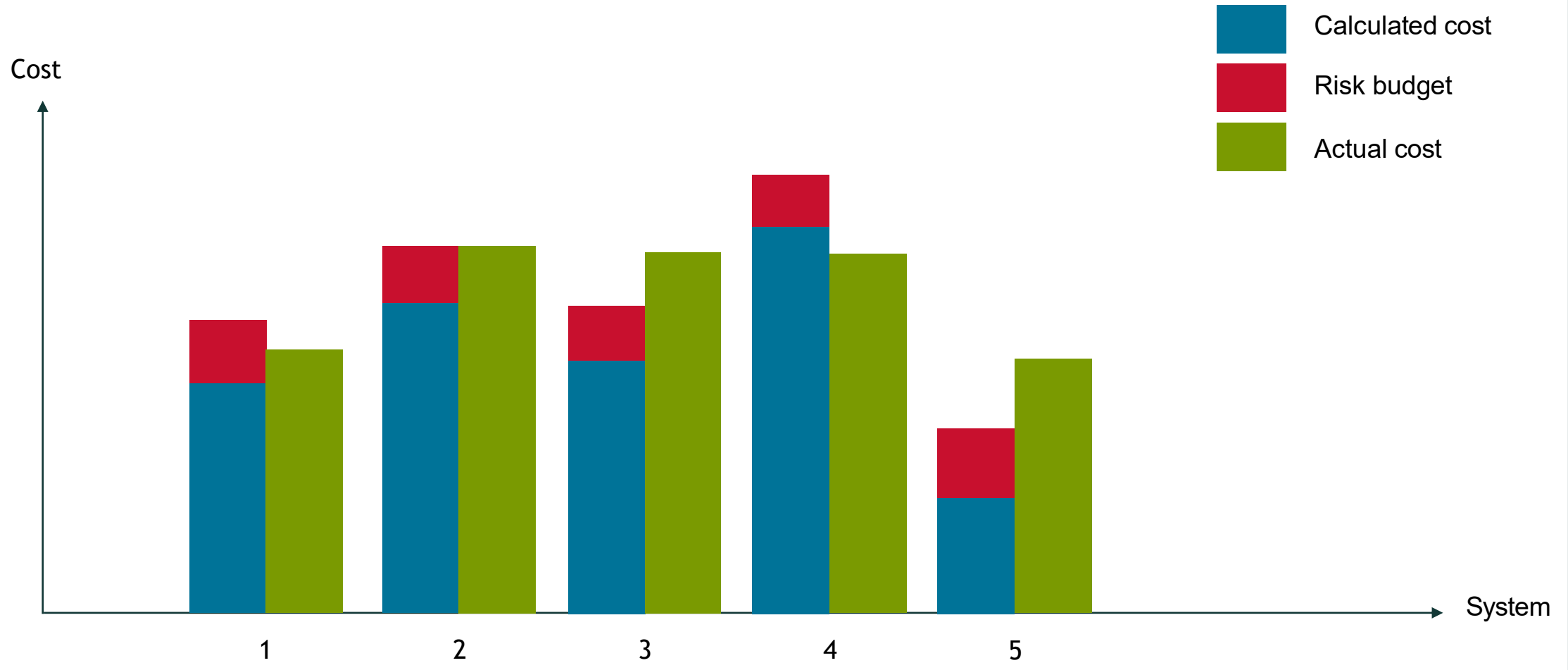
i kr.	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Expenses</u>					
DCP - yearly cost	-34.873	-34.873	-34.873	-34.873	-34.873
DCP - operation					
Environmental - yearly cost	-5.284	-5.284	-5.284	-5.284	-5.284
Environmental - operation					
Implementation.	-50.000				
Education	-100.000	0	0	0	0
Total Expenses	-190.157	-40.157	-40.157	-40.157	-40.157
<u>Potential Savings</u>					
ings on Automation %	10%	40%	70%	70%	70%
Adm. / Work processes	10.572	42.289	74.006	74.006	74.006
Current system license	0	0	0	0	0
Local tender cost	0	0	0	0	0
Centralized vendor management	25.000	25.000	25.000	25.000	25.000
Total Savings	35.572	67.289	99.006	99.006	99.006
Cash Flow	-154.584	-127.452	-68.603	-9.753	49.096

The Monopoly Break

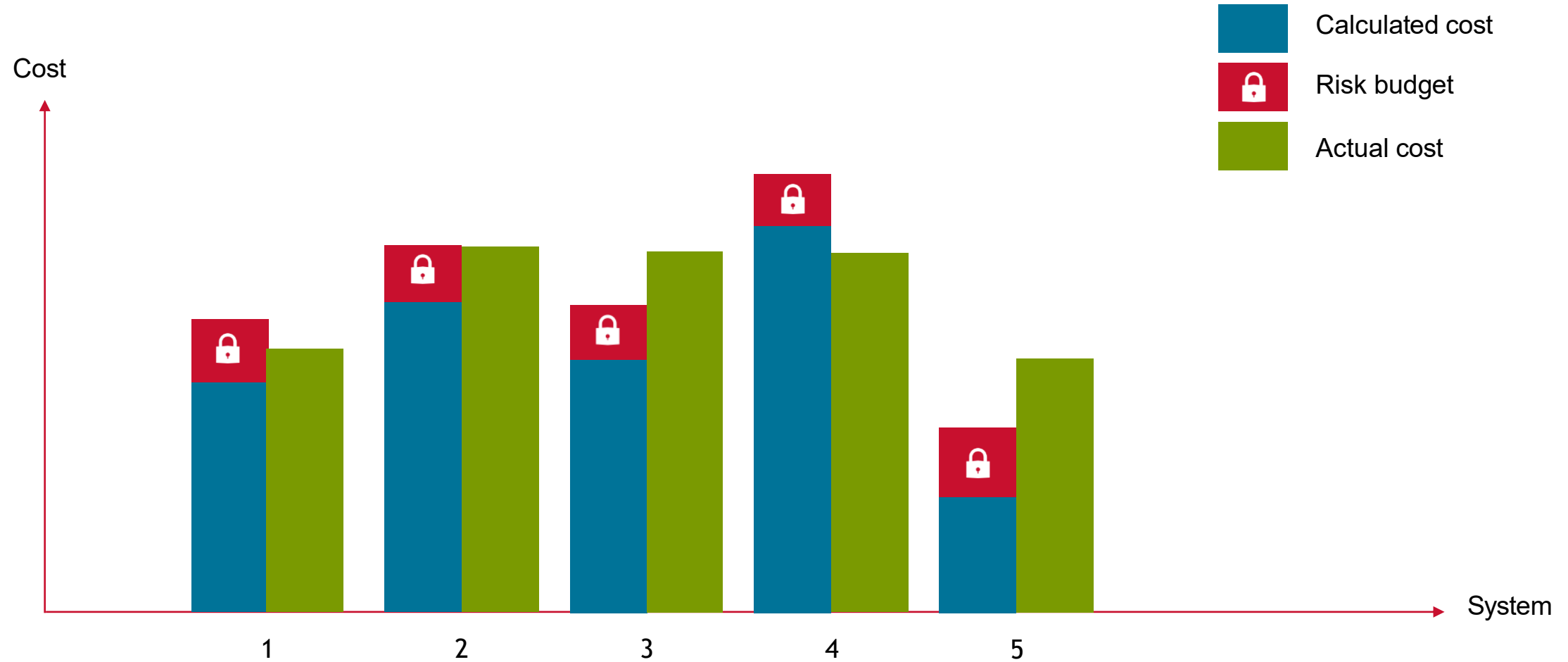


Risk and Portfolio Management

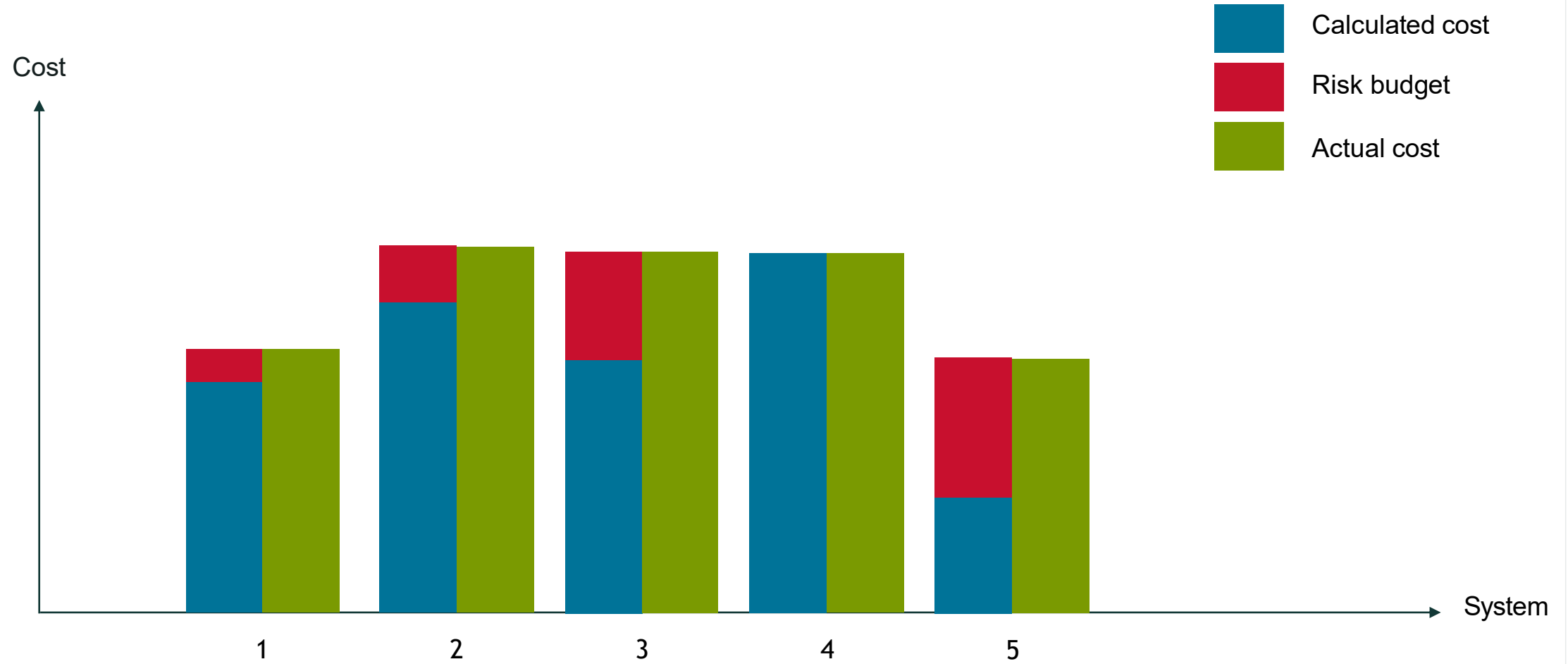
FINANCIAL RISK MANAGEMENT – PORTFOLIO APPROACH



FINANCIAL RISK MANAGEMENT – PORTFOLIO APPROACH



FINANCIAL RISK MANAGEMENT – PORTFOLIO APPROACH



An international perspective



From our neighbor Germany

Feasibility study on the development of a federal application platform

IT-PLANUNGSRAT

2.4.4 Personalkosten (digitale Rendite)

Die ausbleibende Digitalisierung verursacht enorme Folgekosten, für Bürger, Unternehmen – und die Verwaltung selbst. Angesichts des bereits im Jahr 2025 geschätzten Fachkräftemangels von rund 570.000 Beschäftigten im öffentlichen Dienst⁶⁶ ist eine digitale Rendite, die Mitarbeitende entlastet, dringend geboten. Effiziente Digitalisierung kann nicht nur Routineaufgaben automatisieren, sondern auch Ressourcen freisetzen, die für Tätigkeiten wie Beratung, Prüfung oder Serviceverbesserung genutzt werden können.

Um dieses Einsparpotenzial durch Digitalisierung zu quantifizieren, wurden internationale Benchmarks analysiert. Über 20 Studien aus 14 Staaten lieferten Daten zu Digitalisierungsmaßnahmen und deren Effekten auf Personalressourcen. Durch einen Vergleich der beschriebenen Maßnahmen mit den Funktionen der geplanten Antragsplattform wurden acht relevante Beispiele aus sechs Staaten identifiziert. Nach Validierung blieben belastbare Beispiele aus dem Vereinigten Königreich, Dänemark, Estland und Deutschland.

Die Ergebnisse zeigen ein realistisches Potenzial von rund 20 Prozent Einsparungen bei Personalressourcen: Im Vereinigten Königreich könnte die Digitalisierung von 82 Prozent aller Services mit mehr als 10.000 Nutzenden pro Jahr zu einer Reduktion von 19,5 Prozent führen.⁶⁷ In Dänemark konnte die Danish Business Authority trotz heterogener IT-Strukturen ein Einsparpotenzial von 20 Prozent erzielen⁶⁸ – ein Szenario, das der geplanten Plattform sehr ähnlich ist. Für Estland schätzt die Weltbank den Effekt der Verwaltungsdigitalisierung auf zwei Prozent des Bruttoinlandsprodukts.⁶⁹ Auf Deutschland übertragen, wären das 86,5 Mrd. EUR.⁷⁰ Ein deutsches Beispiel aus einem Bürgeramt zeigt theoretische Maximalwerte von bis zu 75 Prozent bei Meldevorgängen.⁷¹ In einem weiteren Beispiel aus einem Landkreis wird für den Dienst „Wohngeld“ ein maximales Einsparpotential von 80 Prozent errechnet.⁷² Die direkte Übertragbarkeit der beiden Beispiele ist allerdings begrenzt.

Ergänzende Interviews aus Dänemark und der Ukraine bestätigten die Literaturergebnisse und untermauern die Annahme eines Effizienzpotenzials von rund 20 Prozent.⁷³ Diese Einsparungen

⁶⁶ (Bundesleitung des dbb beamtenbund und tarifunion, 2024)

⁶⁷ (World Bank Group, 2018)

⁶⁸ (Scupola & Mergel, 2022)

⁶⁹ (World Bank Group, 2025)

⁷⁰ (Destatis, 2025)

⁷¹ (Rodl, 2025)

⁷² (Groszer, Goll, & Flörchinger, 2025).

⁷³ Interview mit Mads Steinbakken Rissom, Netcompany: Plattform „Amplio“ der Firma Netcompany erhöht abhängig von Domäne und Komplexität die Effizienz um 20 Prozent.

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von Personalkapazitäten, sondern ermöglichen auch die steuenden zu höherwertigen Aufgaben, insbesondere in der der 115. Dadurch steigert die Plattform nicht nur Effizienz, Nutzerzufriedenheit.

tragsplattform somit eine konkrete Chance, die Arbeitslasten und gleichzeitig die verfügbaren personellen Ressourcen belastbare, bundesweite Zahlen noch fehlen, verdeutlichen Praxisbeispiele das Potenzial einer digitalen Rendite, die Leistungsfähigkeit der Verwaltung stärkt.⁷⁴

Der Verwaltungsprozess nie vollständig in Zahlen erfassen, liefern wertvolle Indikatoren, um Fortschritte, Engpässe und zu machen. Sie ermöglichen, die Umsetzung strategischer Prozesssteigerung und digitale Souveränität empirisch zu belegen zu treffen.

ivatsektor: Online-Dienste von Banken, E-Commerce- oder matisch Nutzeraktivitäten, Conversion-Rates⁷⁵ und Nutzerzufriedenheit zu optimieren. Solche Methoden lassen sich auf den die Wirkung von Software zu messen, angepasst an die d die Schutzbedarfe personenbezogener Daten. Geeignete

auf Informations- und Antragsseiten – politische Entscheidungen: erkennen, wie gut die Plattform für Internetnutzer „sichtbar“ ist. Interesse an digitalen Angeboten tatsächlich ist. ge zu Antragseinleitung – misst, ob Nutzerinnen und Nutzerhase auch aktiv einen Antrag starten; zeigt, ob die Nutzer-

sting generell den Anteil erfolgreicher Vorgänge in einem bestimmten Prozess erfolgreich abgeschickten Anträge für einen Führerschein an allen Besuchern die-ates vielfältig messen, sie sind ein sehr leistungsfähiges Instrument.

The results indicate a realistic potential for savings of around 20 per cent in human resources: In the United Kingdom, the digitisation of 82 per cent of all services with more than 10,000 users per year could lead to a reduction of 19.5 per cent. In Denmark, the Danish Business Authority was able to achieve a potential saving of 20 per cent despite heterogeneous IT structures – a scenario very similar to the planned platform. For Estonia, the World Bank estimates the effect of administrative digitalisation at two per cent of gross domestic product. Applied to Germany, this would amount to EUR 86.5 billion.

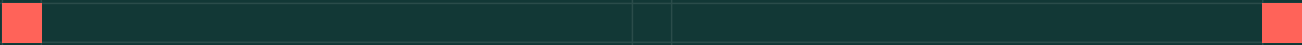
A German example from a citizens' service centre shows theoretical maximum values of up to 75 per cent for registration procedures. In another example from a district, a maximum savings potential of 80 per cent is calculated for the 'housing benefit' service. However, the direct applicability of these two examples is limited. Supplementary interviews from Denmark and Ukraine confirmed the findings in the literature and support the assumption of an efficiency potential of around 20 per cent.

”

If Germany were to catch up with Denmark in terms of the digitalization of public administration, its economic output would be 96 billion euros higher per year.

Oliver Falck, Director of the ifo Centre for Industrial Organization and New Technologies Bureaucracy in Germany costs 146 billion euros a year in economic output | Press Release | ifo Institute

Appendix



Background information

Reporting & Transparency



KOMBIT – Municipal business models and approach



Leverandørmkostninger inkl. risikobudget

Forretningsfællesskab

Arbejdsmarked og Beskæftigelse

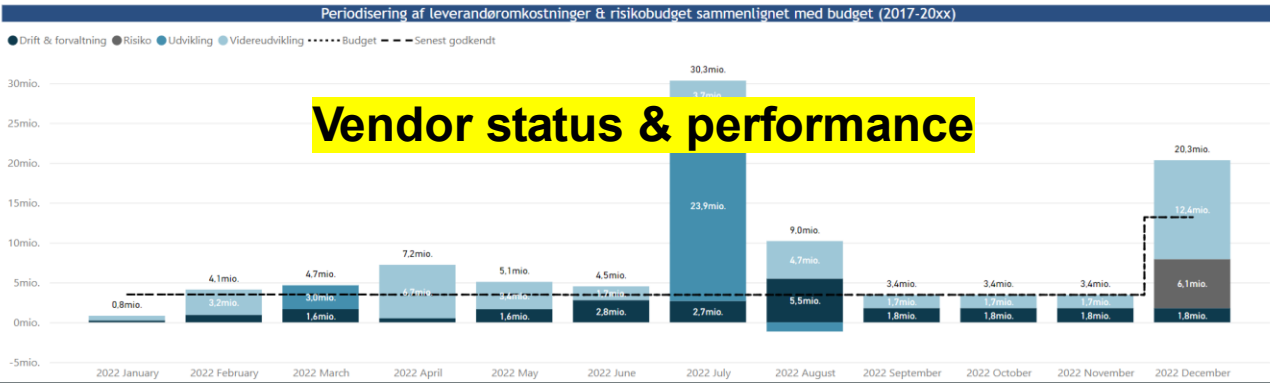
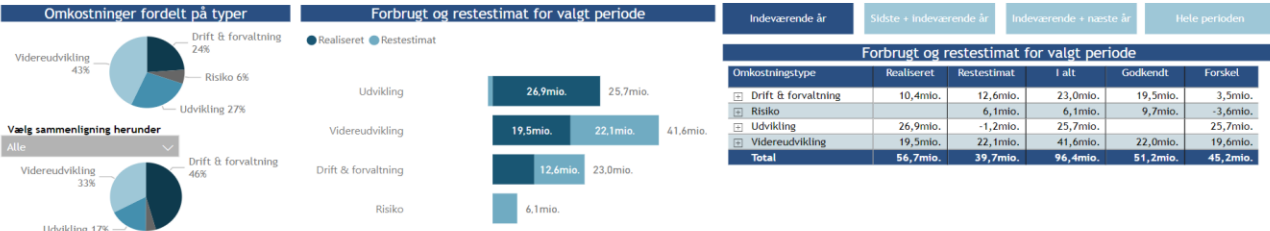
Projektnavn

KY

Forecast version

2022FC07

Opdatering af månedens forbrug: 8. hverdag
Opdatering af FC: 13. hverdag



Opdatering af månedens forbrug & FC: 13. hverdag

Forretningsfællesskab

Arbejdsmarked og Beskæftigelse

Projektnavn

KY

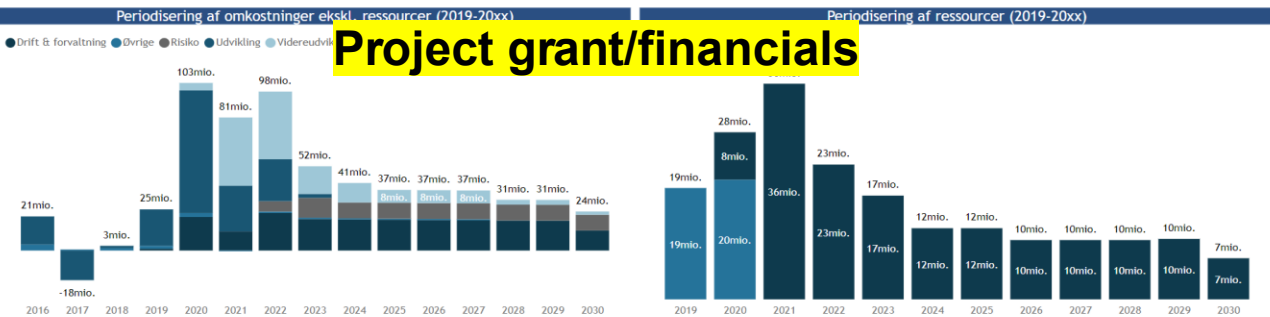
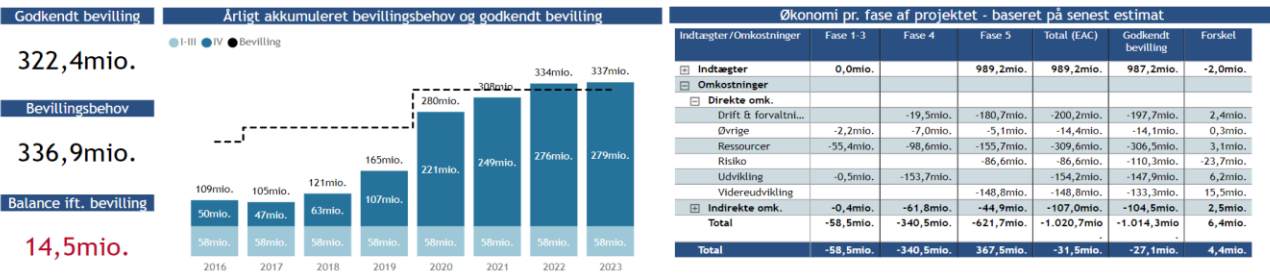
Forecast version

2022FC07

KY Projektnavn

2021FC10 Budget

2021FC10 Senest godkendt



Ressourceomkostninger inkl. risikobudget/ Antal timer ekskl. risikobudget

Forretningsfællesskab

Arbejdsmarked og Beskæftigelse

Projektnavn

KY

Forecast version

2022FC07

Opdatering af månedens forbrug: 8. hverdag
Opdatering af FC: 13. hverdag



Periodisering af antal timer sammenlignet med budget (2017-20xx)

Eksterne timer

Interne timer

Risiko

Budget

Senest godkendt

2.505

2.051

2.494

1.813

2.147

2.370

844

2.375

2.156

1.406

2.156

1.406

2022 January

2022 February

2022 March

2022 April

2022 May

2022 June

2022 July

2022 August

2022 September

2022 October

2022 November

2022 December

Forretningsfællesskab

Arbejdsmarked og Beskæftigelse

Projektnavn

KY

Forecast version

2022FC07

Vælg/fravalg type

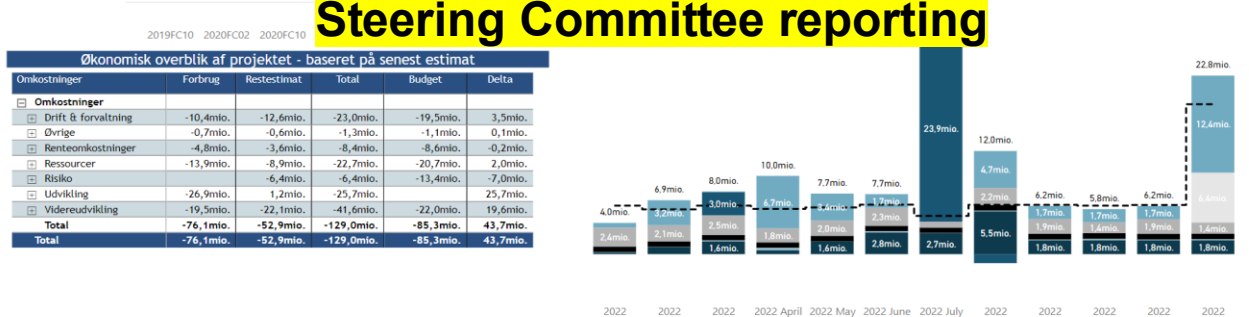
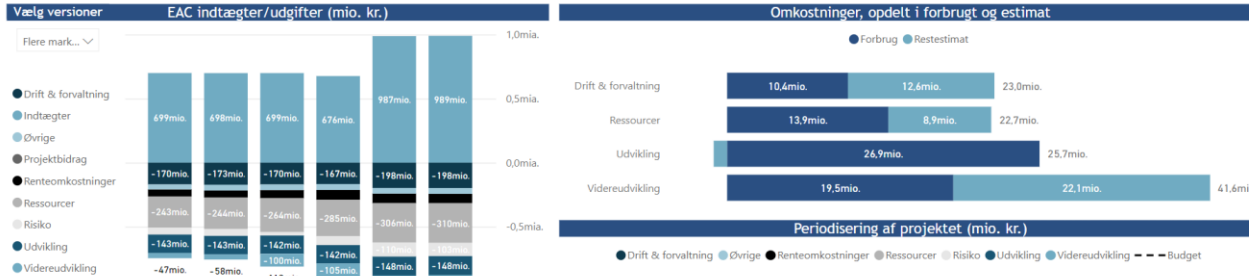
Alle

Indeværende år

Næste år

Hele projektet

KOMB:T



Project model and organizational consideration



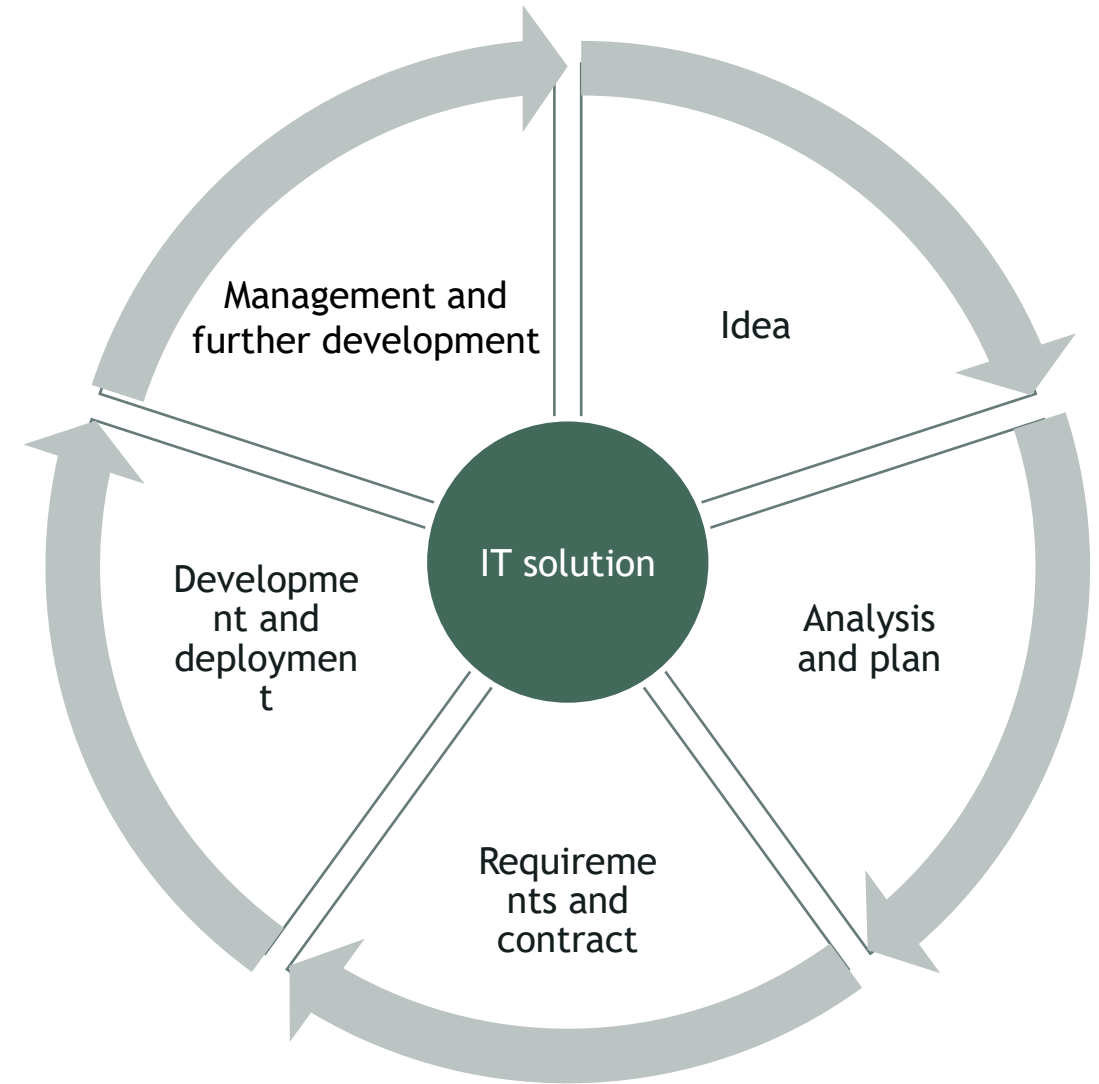
KOMBIT – Municipal business models and
approach



THE CYCLE OF SOLUTIONS

from new development to continued development

- The project around the IT solution is the main organizational unit that is part of a flexible organizational structure
- Life cycle perspective – from new development to continuous further development
- Complex stakeholder landscape
- Both infrastructure and user systems



Project constitution (10 principles)

1. Involve **the municipalities** extensively in development of scope and project management
2. The **business/VALUE case** should be your baseline during the entire project – also during operations and ongoing development
3. Focus on **deliveries** that creates value to the municipalities
4. Seek out and learn from others **experiences** – and share your own
5. Establish **roles and responsibilities** in the project organization – using approved project roles
6. Any risk of deviation from the project plan must be **reconciled** with the project owner (scope, time, business case)
7. Devide projects in **fases and work packages** with a resonable horizon of planning
8. Use approved **methods and management tools** – adjusted in accordance with the projects scope
9. Involve **vendors** openly and equally – also before the specification is prepared
10. Limit scope in first version of the projects deliveries – and plan your ongoing development

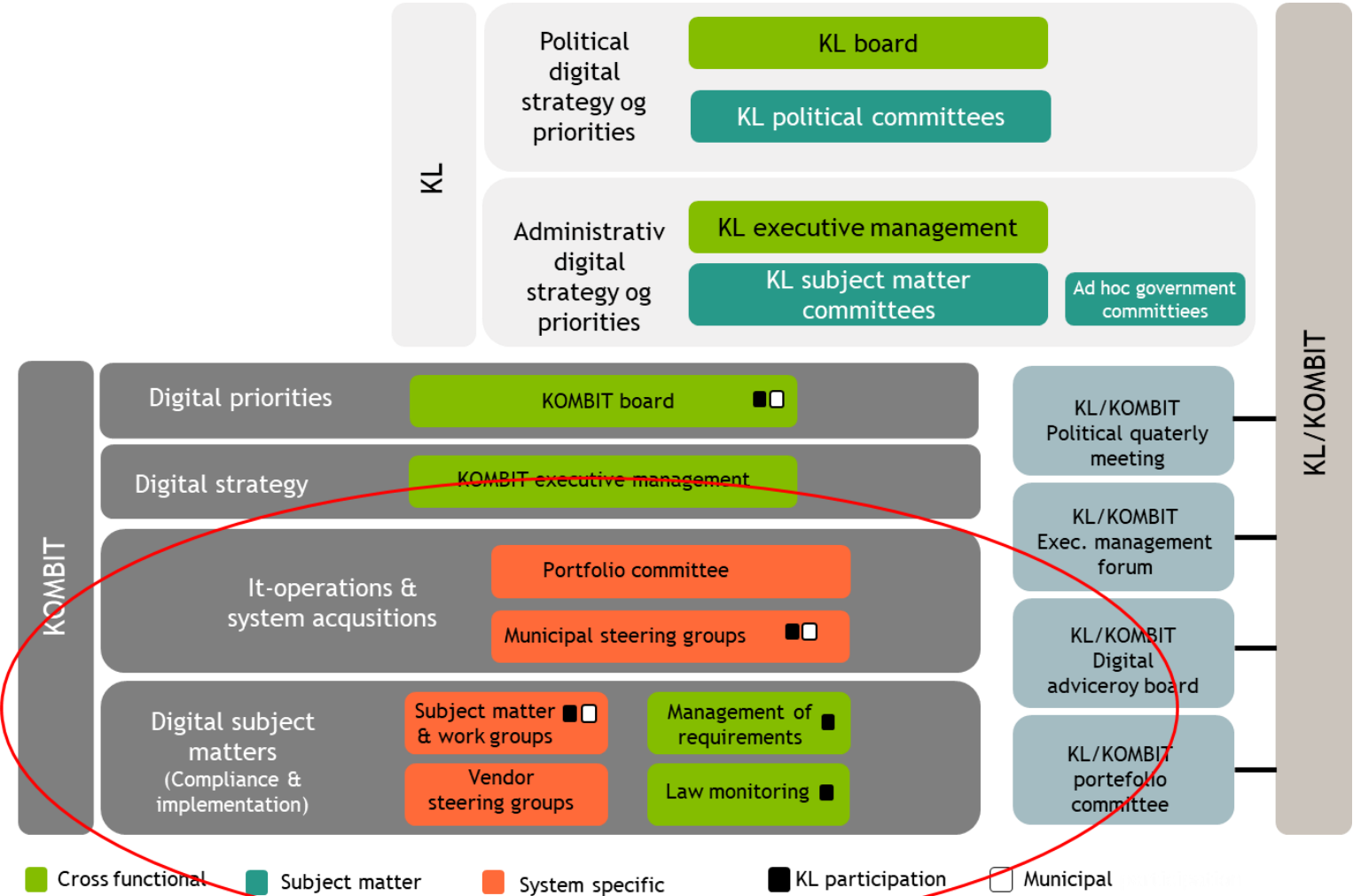
Governance & involvement



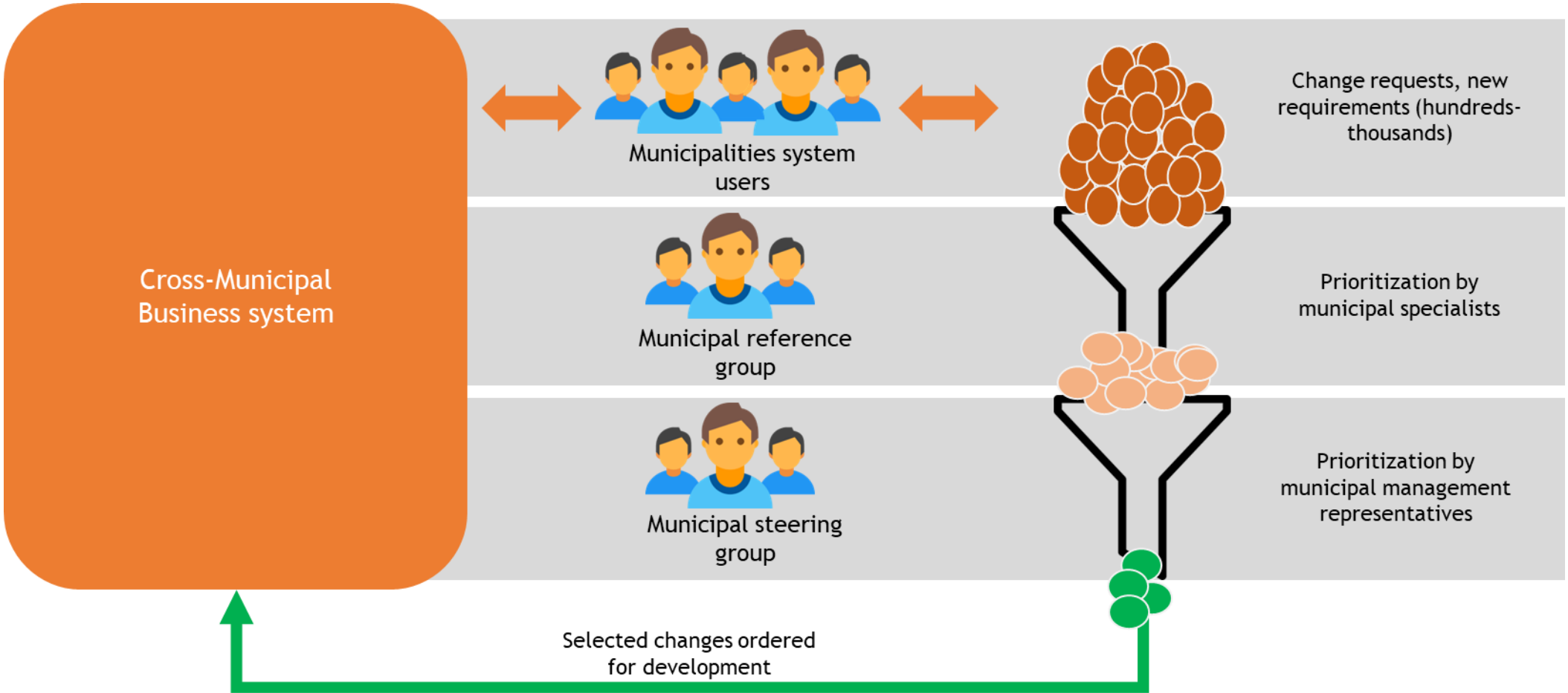
KOMBIT – Municipal business models and approach



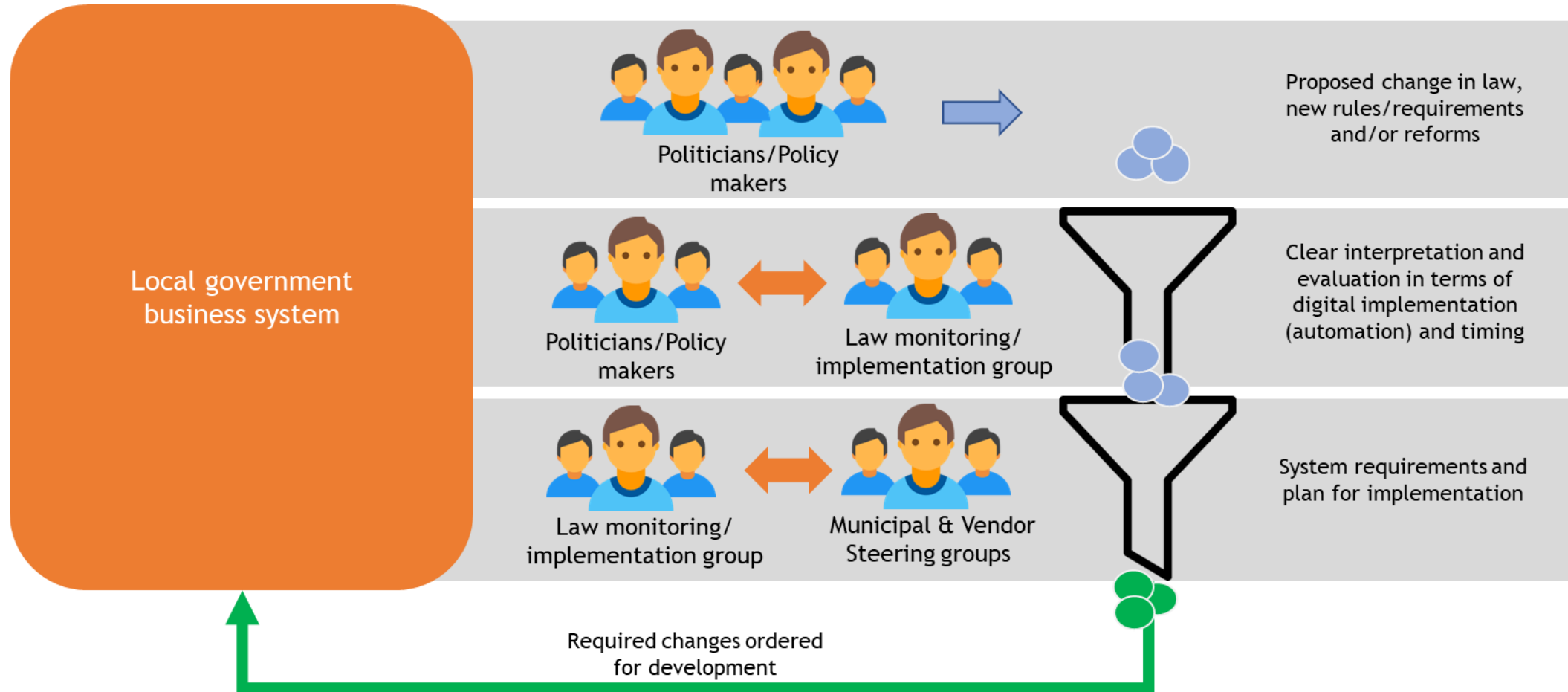
Governance model



Municipal governance & involvement



Municipal governance – legal compliance



Implementation

KOMBIT – Municipal business models and approach

Implementation model

The Municipality is primarily responsible for the organisational implementation

KOMBIT and the Vendor are primarily responsible for the technical implementation

