Leading the Digital Enterprise

• How Artificial Intelligence will redefine management
  Vegard Kolbjørnsrud, Assistant Professor, BI Norwegian Business School
  Senior Research Fellow, Accenture

• Break

• Building a culture for trial and error at FINN.no
  Anders Skoe, CEO Finn.no

• Strategy as disciplined experimentation
  Vegard Kolbjørnsrud

• Discussion
How do you develop and execute strategy when the environment is changing fast and unpredictably?
The strategist – planner or researcher?
Dynamic strategy development: Generate and test hypotheses

Generate hypotheses

Test hypotheses

New questions

Learn

Explore
Strategizing under rapid change and uncertainty

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<tr>
<th>Description</th>
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<th>Applicable when…</th>
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| ▪ Hypothesis-testing approach  
▪ Launch series of high speed and low cost experiments; learn fast and reiterate  
▪ Inspired by lean startup (MVP), rapid prototyping, design thinking | ![Diagram of hypothesis-testing approach] | ▪ …rapid change and high uncertainty |
| ▪ Strategize for alternative futures (scenarios)  
▪ Scenarios developed based on analysis of trends, driving forces, and key uncertainties | ![Diagram of scenario planning] | ▪ …high uncertainty and large, long-term investments |
Finn.no: Data-driven experimentation

“The swirl’ – conceptualizing how we work to ensure user value, innovation and performance”

“Experiment to reduce risks”

A good experiment...

- A clear purpose of learning something that can yield better outcomes
- Specific, with observable (preferable measurable) outcomes
- Can be executed fast, with low costs
- Has a plan for how to learn from the experiment
- Share the lessons learned (also when the experiment did not give the desired result)
- Revise hypothesis, start next experiment
A challenge to your management team…

• Identify something you want to find out (issue/hypothesis) over the next 6 months
• Set up an experiment that can test the hypothesis
• Execute swiftly, and put as much effort into learning from the experiment as in conducting it
• Share insights widely and openly
• Execute change/scale (if successful experiment)
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Which **skills** do leaders of the **digital** enterprise need to master?

Are our programs **training** executives adequately in these skills?
How can we redesign our programs to prepare candidates for digital leadership?

What’s the needed research, technology, pedagogical approaches, faculty profiles, etc. to do so?