

# 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

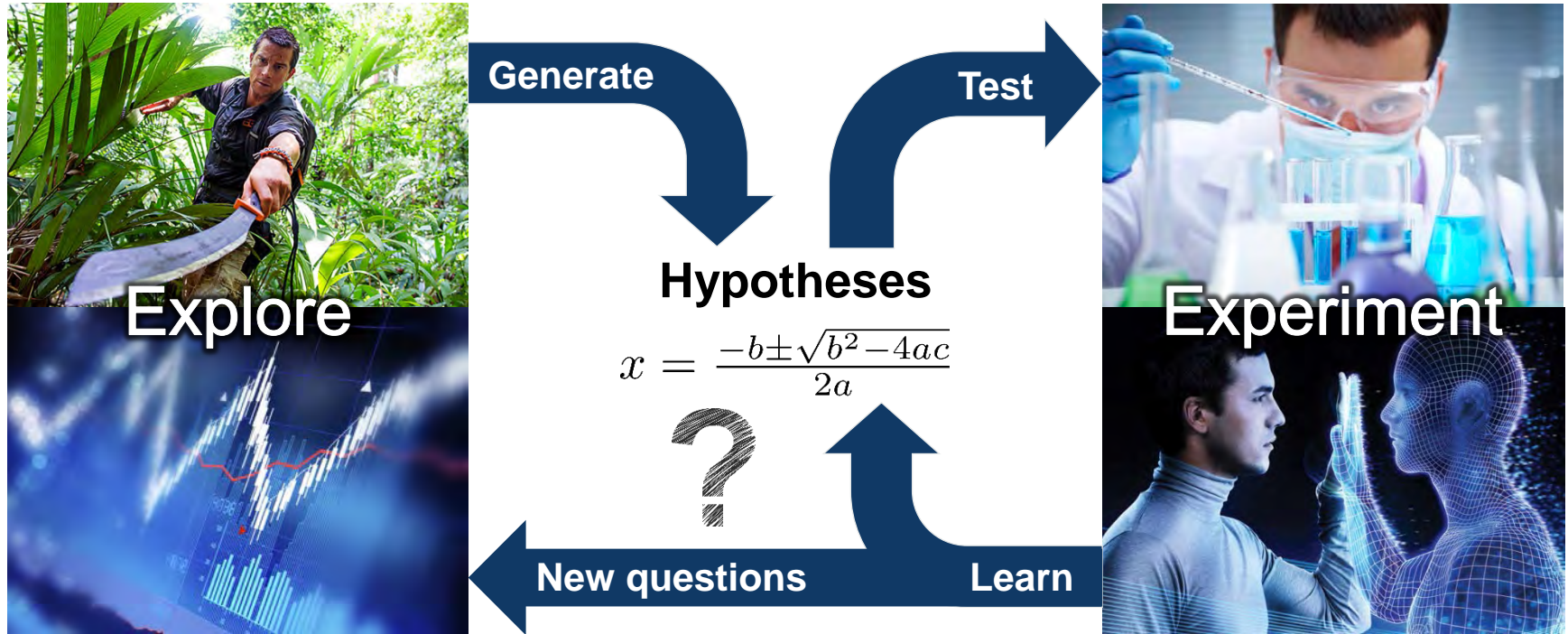
- **Discussion**

How do you develop and execute **strategy** when the environment is **changing fast and unpredictably**?

# The strategist – planner or researcher?



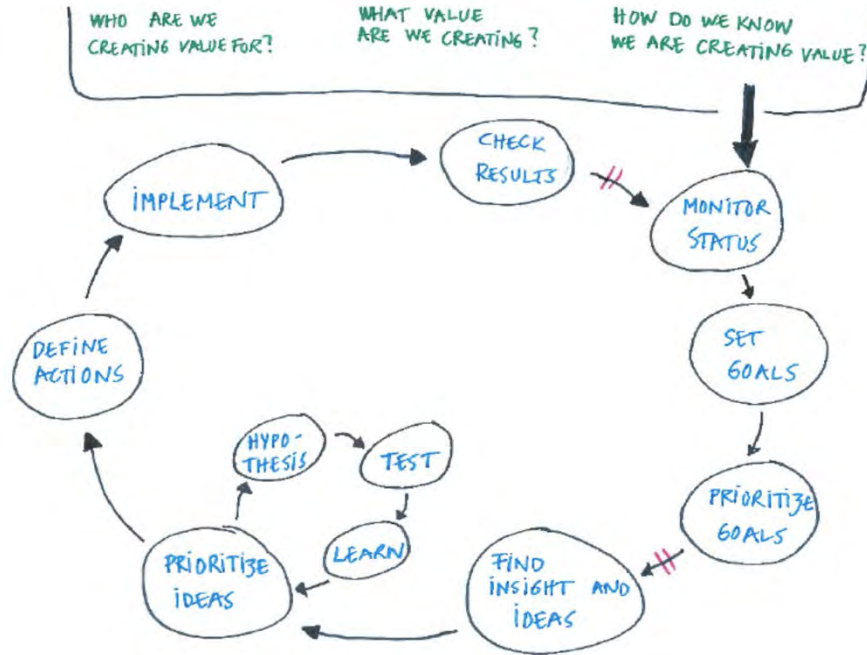
# Dynamic strategy development: Generate and test hypotheses



# Strategizing under rapid change and uncertainty

	Description	Illustration	Applicable when...
<b>Strategy as experimentation</b>	<ul style="list-style-type: none"> <li>▪ Hypothesis-testing approach</li> <li>▪ Launch series of high speed and low cost experiments; learn fast and reiterate</li> <li>▪ Inspired by lean startup (MVP), rapid prototyping, design thinking</li> </ul>		<ul style="list-style-type: none"> <li>▪ ...rapid change and high uncertainty</li> </ul>
<b>Scenario planning</b>	<ul style="list-style-type: none"> <li>▪ Strategize for alternative futures (scenarios)</li> <li>▪ Scenarios developed based on analysis of trends, driving forces, and key uncertainties</li> </ul>		<ul style="list-style-type: none"> <li>▪ ...high uncertainty and large, long-term investments</li> </ul>

# 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)**





# 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**

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?



NORWEGIAN  
BUSINESS SCHOOL