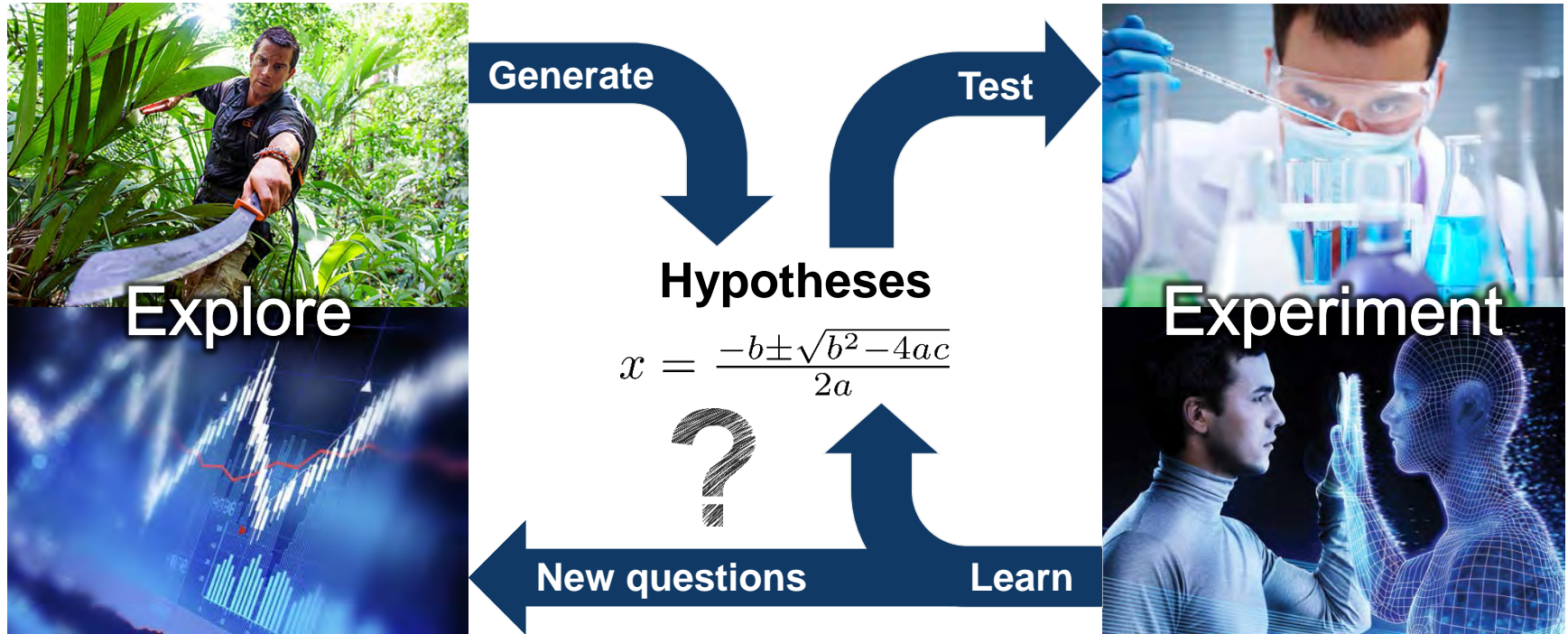


Leading the Digital Enterprise

- **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**?

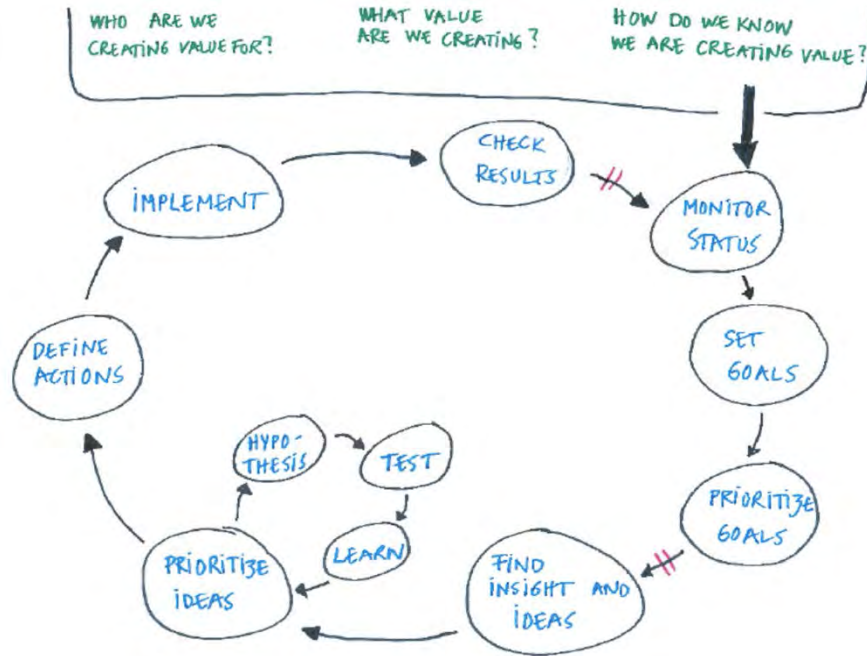
Dynamic strategy development: Generate and test hypotheses



Strategizing under rapid change and uncertainty

	Description	Illustration	Applicable when...
Strategy as experimentation	<ul style="list-style-type: none"> ▪ 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 		<ul style="list-style-type: none"> ▪ ...rapid change and high uncertainty
Scenario planning	<ul style="list-style-type: none"> ▪ Strategize for alternative futures (scenarios) ▪ Scenarios developed based on analysis of trends, driving forces, and key uncertainties 		<ul style="list-style-type: none"> ▪ ...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)**

