

A stylized tree composed of glowing blue lines and dots, symbolizing technology and innovation. The tree's trunk and branches are formed by a dense network of thin, white lines that converge at the bottom and fan out towards the top. Numerous bright blue dots of varying sizes are scattered throughout the network, representing nodes or data points. The overall effect is a vibrant, digital forest against a dark blue background.

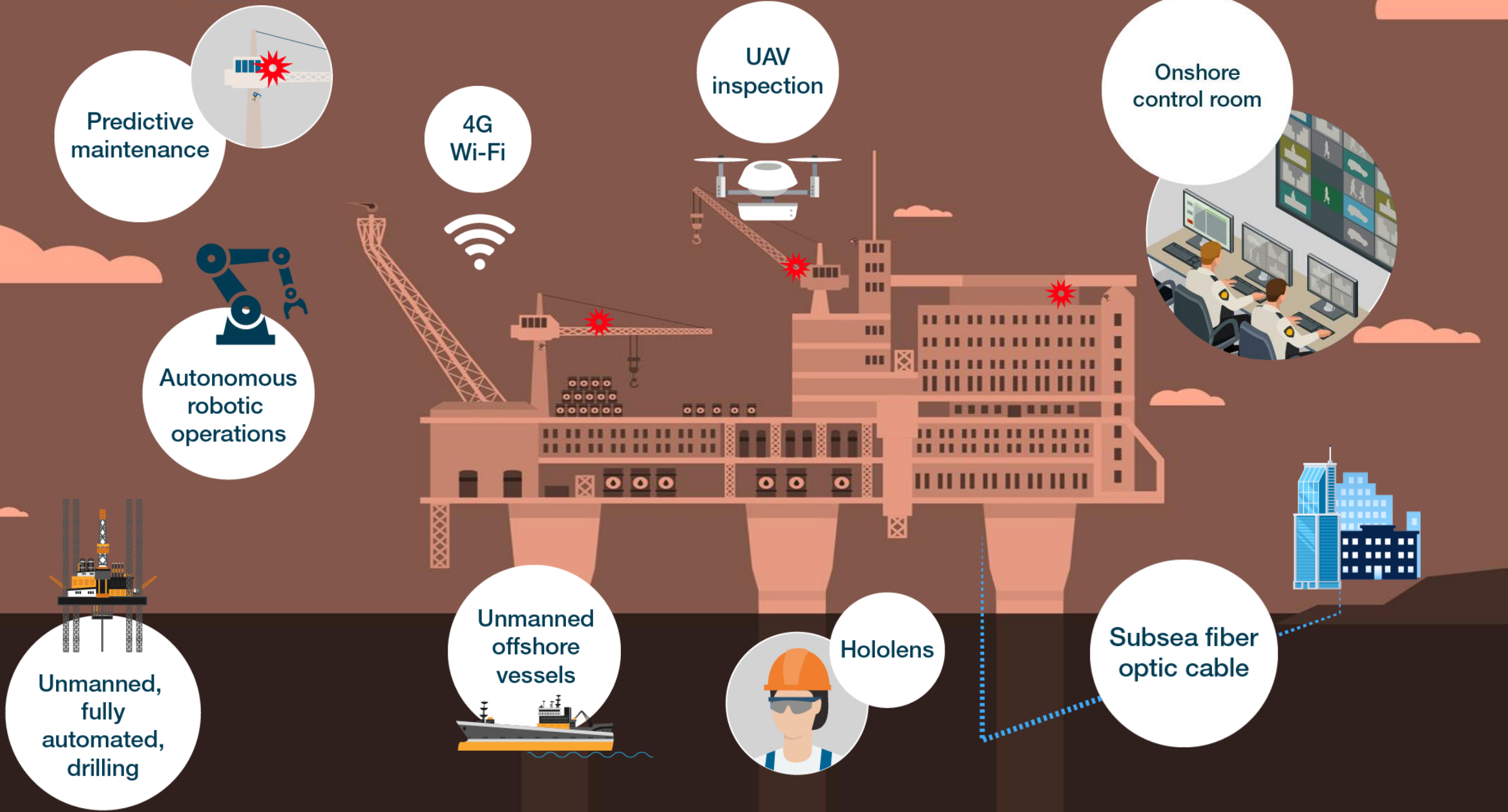
# *Reaping the benefits of new technology*

NHH Vårkonferansen, May 2018

*The promised land*



# We know a fair bit about what the future will bring – O&G example





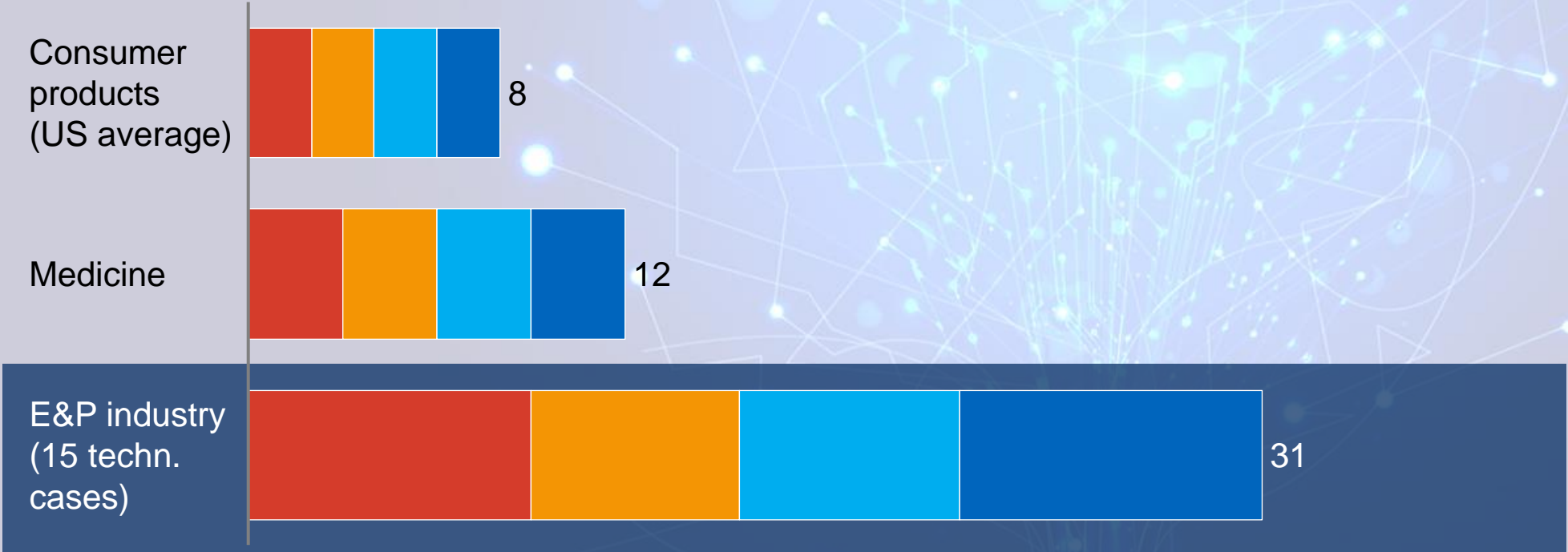
*Reality bites*



# DNA is sticky

Average duration of each innovation phase by industry  
Years

- Idea to prototype
- Prototype to field test
- Field test to commercial
- Commercial to 50% penetration

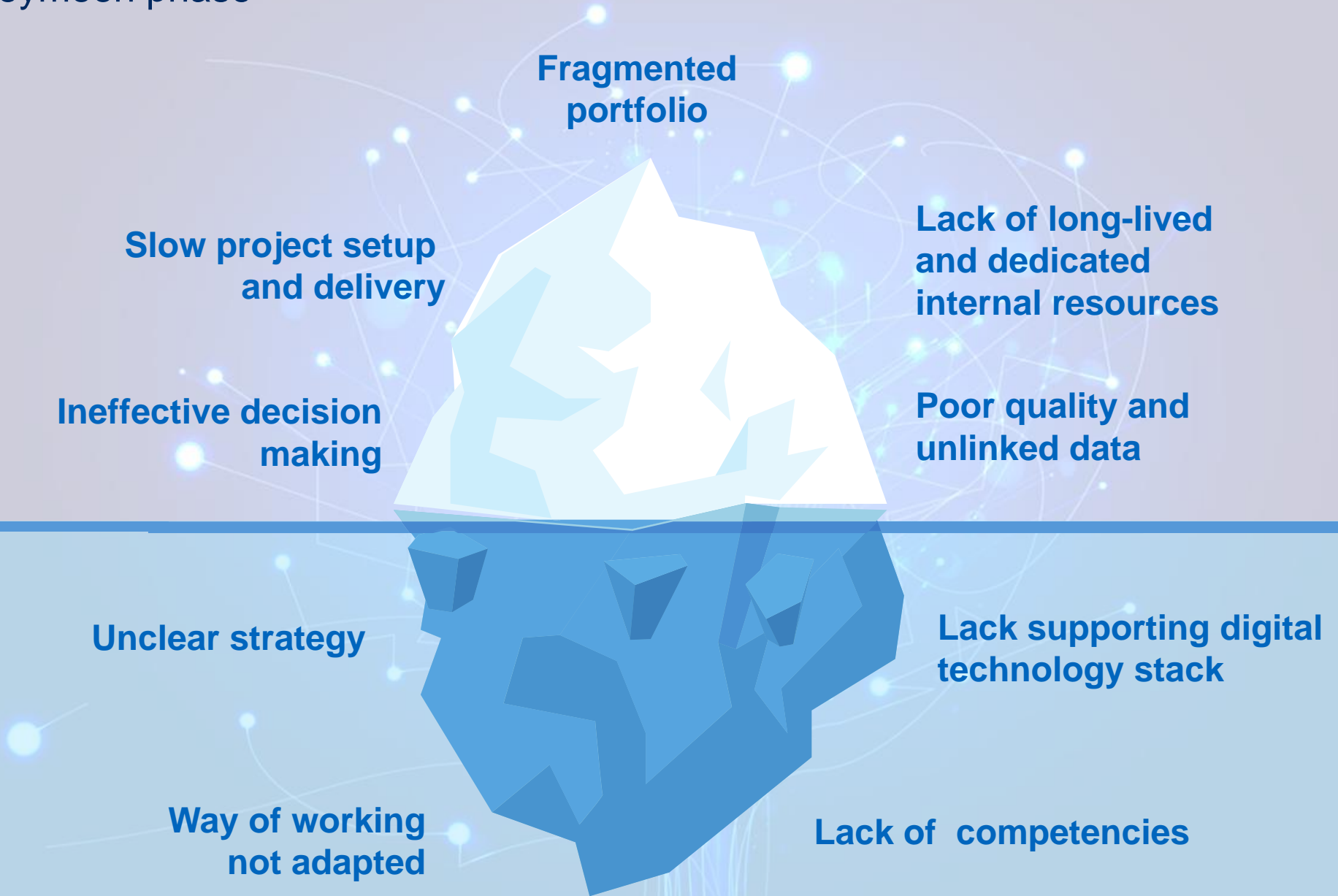


SOURCE: McKinsey analysis

Uncertainty after the honeymoon phase

Common issues preventing digital scaling

Underlying root causes



*A possible recipe*





Holistic approach to  
reinventing the core

Embrace Agile  
Organization Models

Build Differentiated  
Analytics  
Capabilities / Assets

Attract Tomorrow's  
Innovation Talent

Think Ecosystem  
and Partnerships

Develop Culture  
for Speed / Scaling



**Holistic approach to reinventing the core**

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Rio Tinto shifts to driverless trucks in Australia, embracing technology to cut costs and improve safety

“Our autonomous fleet outperforms the manned fleet by an average of

**14%”**





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# John Deere reinvented itself from an agricultural company to precision ag solutions



**From products...**

Tractors, mowers, and  
equipment



**...to services**

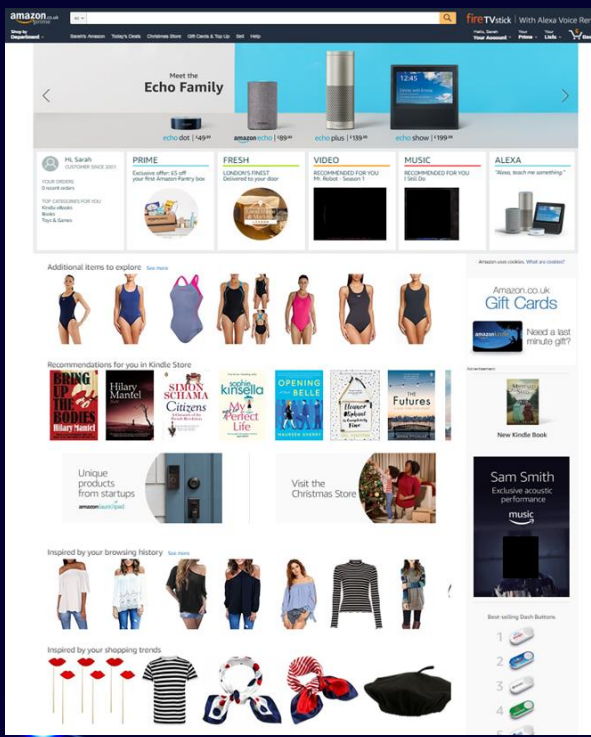
Data platform that advises farmers  
on when and how to plant



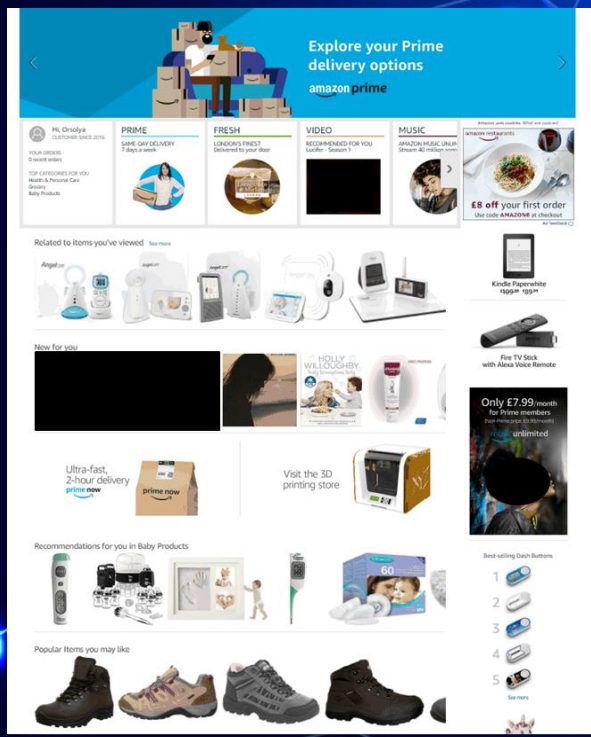
# Personalization as the engine in B2C industries



Sara's Amazon page...



... compared to Martin's Amazon page



*98 million different  
Netflixes  
\$1B cost savings/year  
from  
recommendations*



*126 MM different  
Spotify's  
~5B Discover Weekly  
stream in <1 year  
post-launch*



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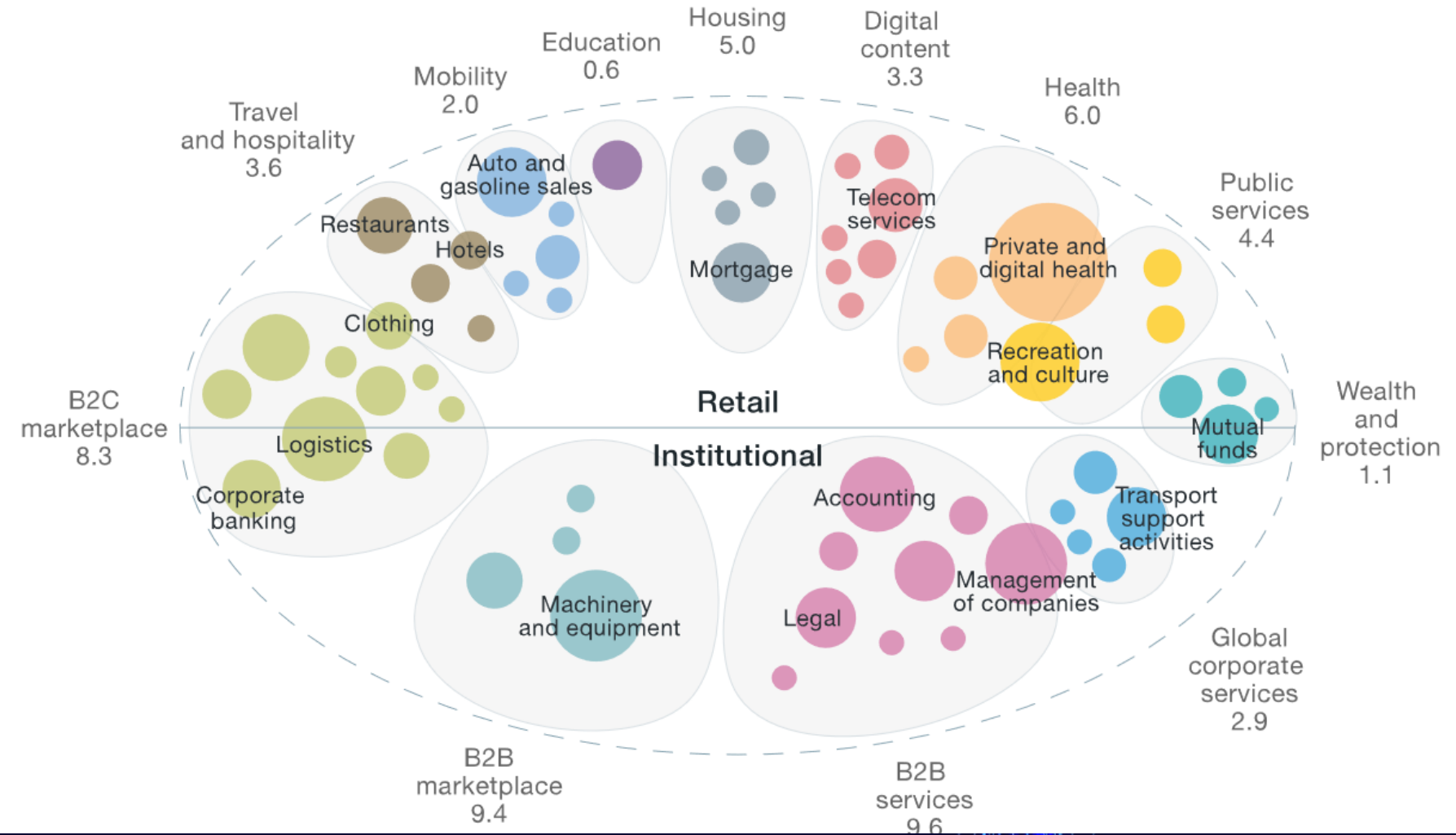
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# Sector boundaries are blurring, and ecosystems form to best solve customers needs

Ecosystem illustration, estimated total sales in 2025,<sup>1</sup> \$ trillion



SOURCE: McKinsey analysis, IHS World Industry Service

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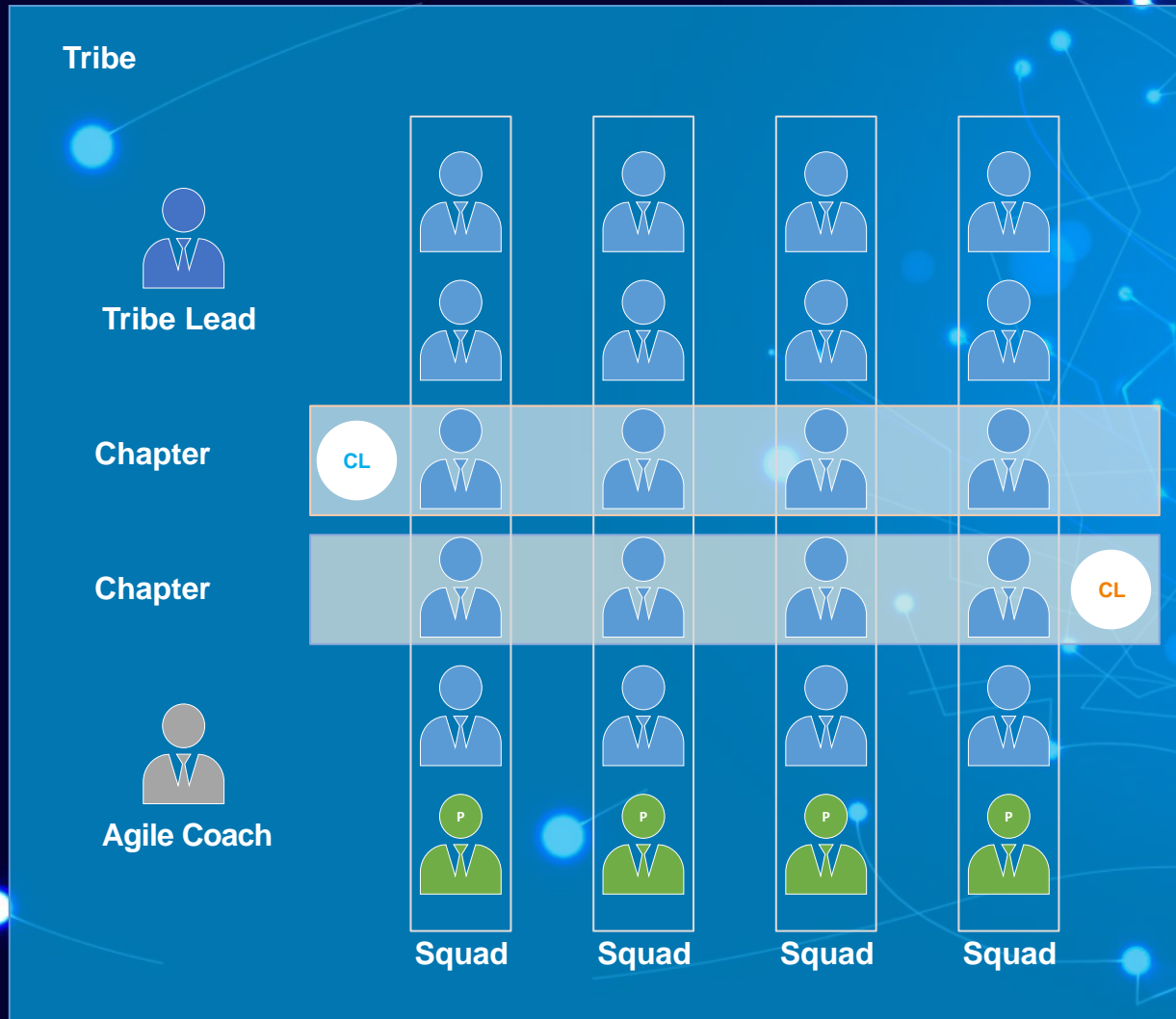
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# The Agile Lab: Autonomous cross functional teams to drive speed and quality



## Impact achieved

<p>1</p>  <p>Customer value</p>	<ul style="list-style-type: none"> <li>Reduced mort-gage origination from 2 weeks to 1 day</li> </ul>
<p>30%</p>  <p>Cost savings</p>	<ul style="list-style-type: none"> <li>30% fewer FTE (i.e., ~2,500 FTE)</li> <li>Move from 6 to 3 org layers</li> </ul>
<p>2-3</p>  <p>Releases per week</p>	<ul style="list-style-type: none"> <li>From several releases in a year to one each 2-3 weeks</li> </ul>
<p>+20</p>  <p>Points employee engagement improvement</p>	<ul style="list-style-type: none"> <li>+20 points on engagement level measured in polls after introduction of Agile</li> </ul>
 <p>Improved customer service</p>	<ul style="list-style-type: none"> <li>Significant improvement in Net Promoter Score (NPS)</li> </ul>

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Firms like AB InBev, Walmart and BMW are building accelerators, partner with universities or target strategic acquisitions to attract the next generation innovation talent.



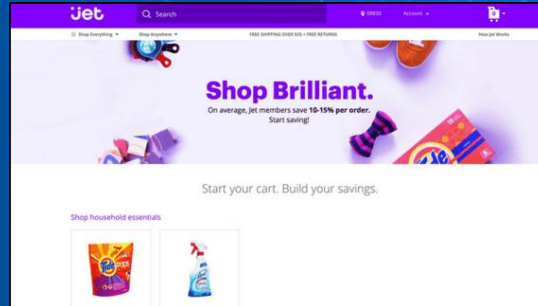
+



+



ZX Ventures acts as the self-standing incubator group of ABI and claims >90% of ABI's recent successful innovations



The Jet.com e-commerce team is considered best-in-class and boosted Walmart's online shopping revenues



BMW is the primary backer of Clemson University's International Center for Automotive Research, gaining unique access to talent



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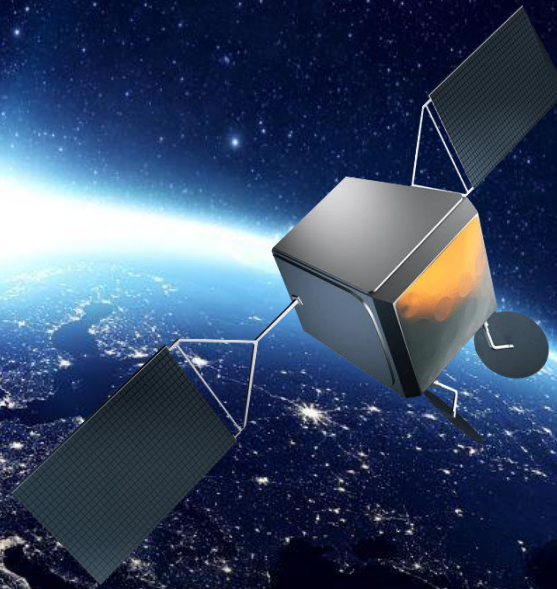
**Develop Culture  
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New players are using fast-speed innovation  
to seize market value.



Traditional satellites take  
**1-3 years**  
to build and are  
made to order.

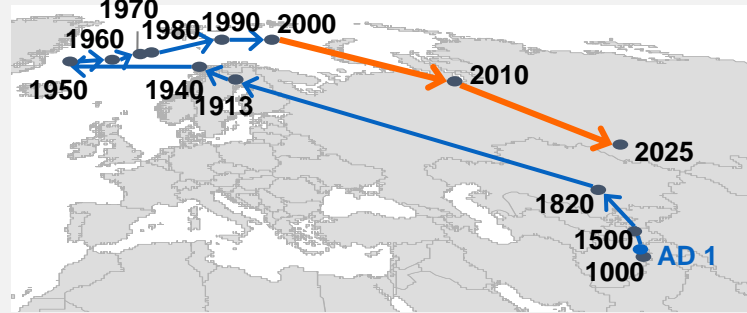


 **OneWeb**  
builds satellites in  
**1-3 days**  
using modular  
design.



# Six dilemmas for Norway

## The party is happening somewhere else

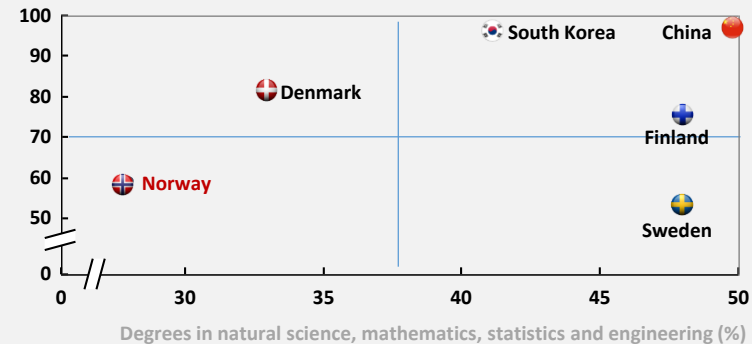


## Increasing pressure on labor market dynamics



## New recipe for education

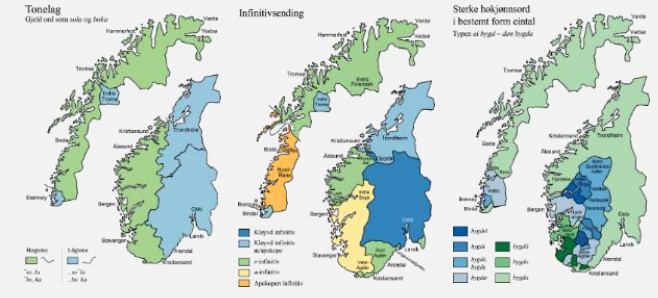
Completion rate (%)



## Privacy vs. technology opportunities



## We have >1000 dialects – what about voice tech?



## Embracing vs. combating disruption





A stylized tree composed of glowing blue lines and dots, symbolizing technology and innovation. The tree's trunk is a dense bundle of lines that branches out into a complex network of lines and dots, resembling a neural network or a data structure. The background is dark blue with scattered glowing blue dots and faint white lines.

# *Reaping the benefits of new technology*

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