



# Concept Symposium 2018

## Governing Megaprojects – Why, What and How

### Realizing Value from the Digital Transition

Realizing value from digitalization initiatives ties together project, program and portfolio practices as well as operational and change management, which needs to be adapted to increasing expectations of speed and return on investment. Technology and digitalization are enablers of change in core business and expansions to new areas, and effect expected on key business parameters. Close stakeholder involvement and alignment is essential.

Key challenges include

- Ensuring strategic alignment and anchoring of goals and directions, and a climate for change from initiation through realization of value
- Engaging and empowering the extended organization through sound change management as well as adapted portfolio, program and project management and organizational governance
- Transforming and implementing new, more digital ways of doing business and at the same time maintaining balance between operations and change. Ensuring sufficient attention to technology and processes, but also competence and organizational changes.

Future digitalization initiatives face both known and changed challenges and risks to be addressed to realize value. The presentation will focus on digitalization and transformation in existing organizations.



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#### ***The Concept Symposia on Project Governance***

*The Norwegian Ministry of Finance and the Concept Research Program hosts every second year a symposium on project Governance. Project governance, in brief, is concerned about investments and their outcome and long-term effects. In view of the problem at hand, the aim is to ensure that the best conceptual solution is chosen, that resources are used efficiently and anticipated effects realized. Resource persons from ministries, governmental agencies, academia, international organizations, and industry are invited. In order to facilitate professional exchange and direct communication between participants, the number of individuals is restricted. The aim is to initiate further international cooperation and research on important issues related to project governance.*

<https://www.ntnu.edu/concept/concept-symposium>

# Realizing Value from the Digital Transition

## Concept Symposium

**Anne Marte Sand Haarberg**

06 September 2018



Topic for this session:

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Realize value from the digital transition

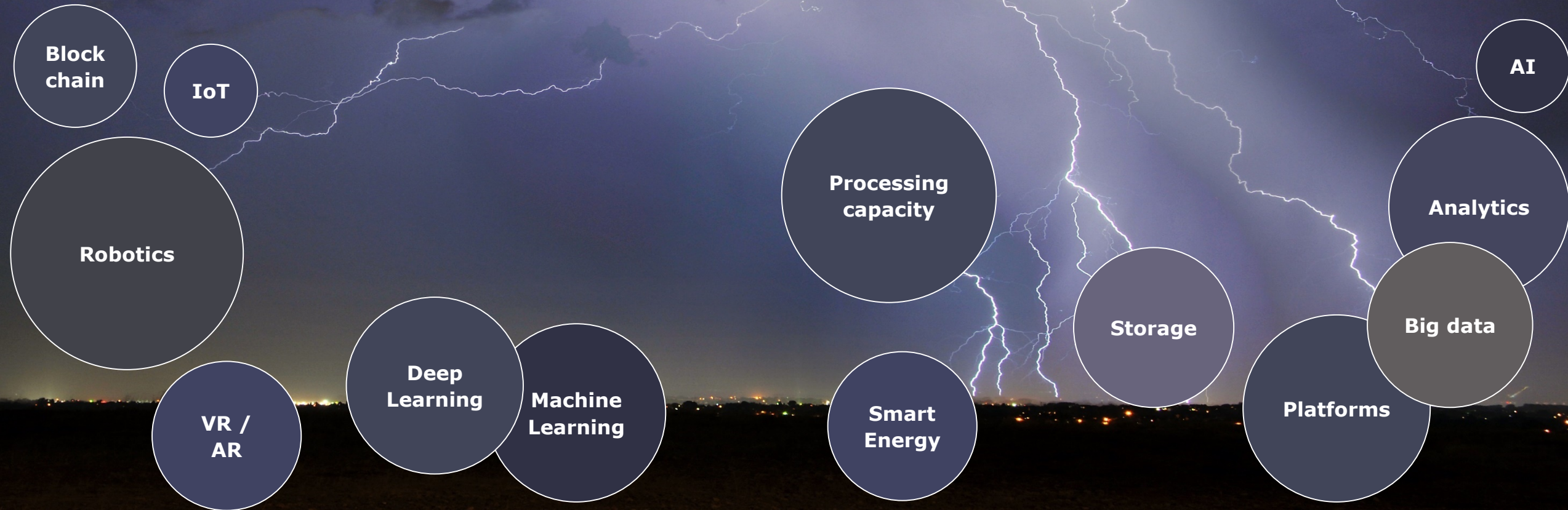


Is digitalization about getting more effective –  
or a total transformation of business?

Backdrop : existing businesses

# In the eye of the perfect storm

## Digitalization

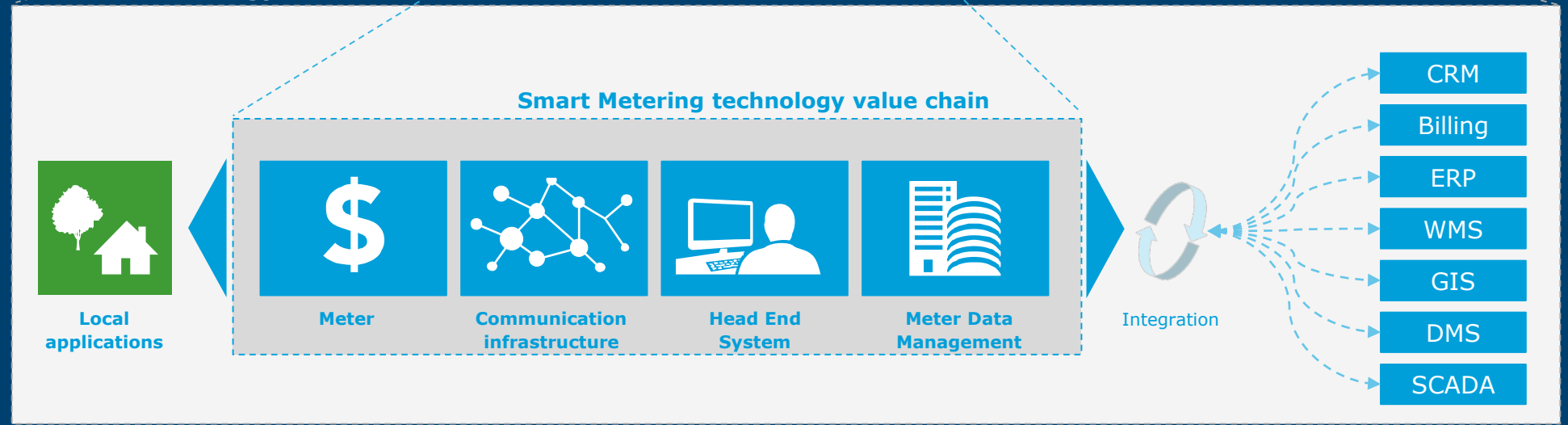




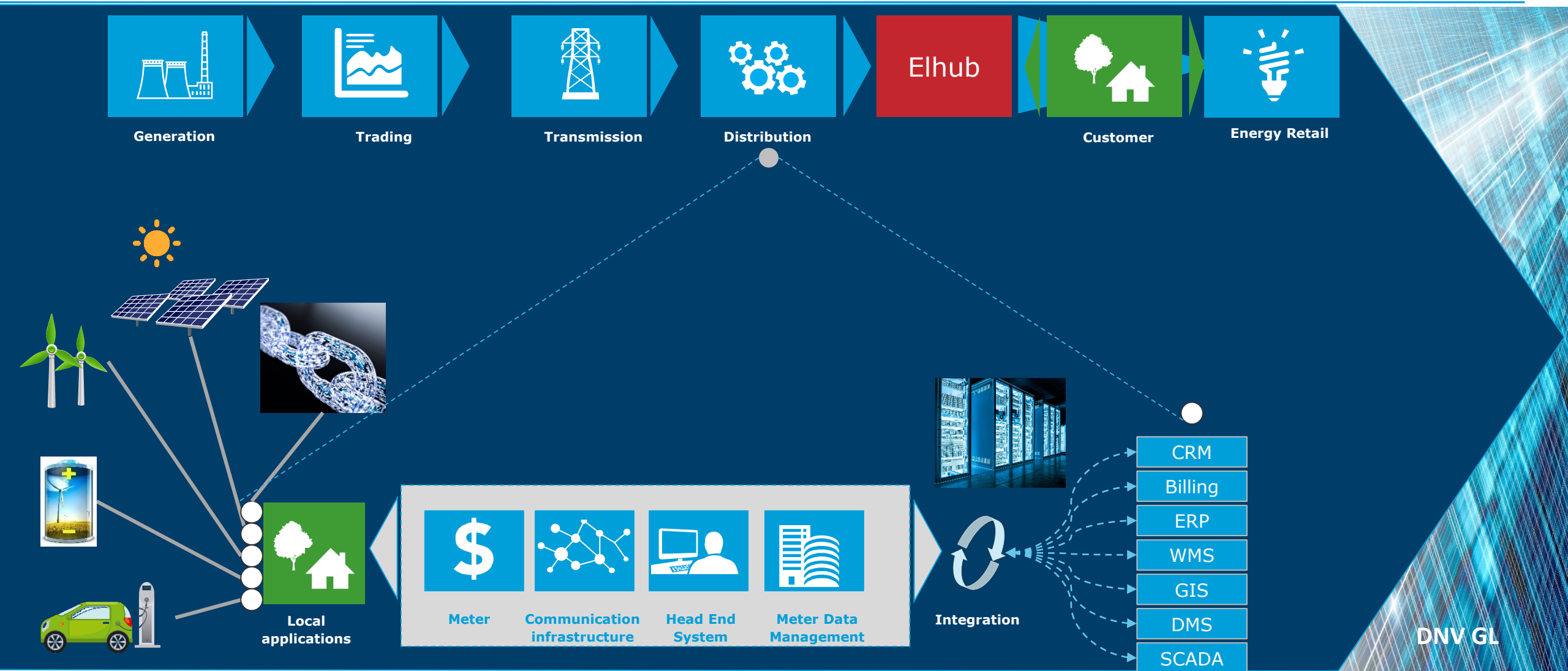
# Smart metering



## Smart Energy value chain



# Smart energy





Digital transformation requires:

1

Deploying new  
technology

2

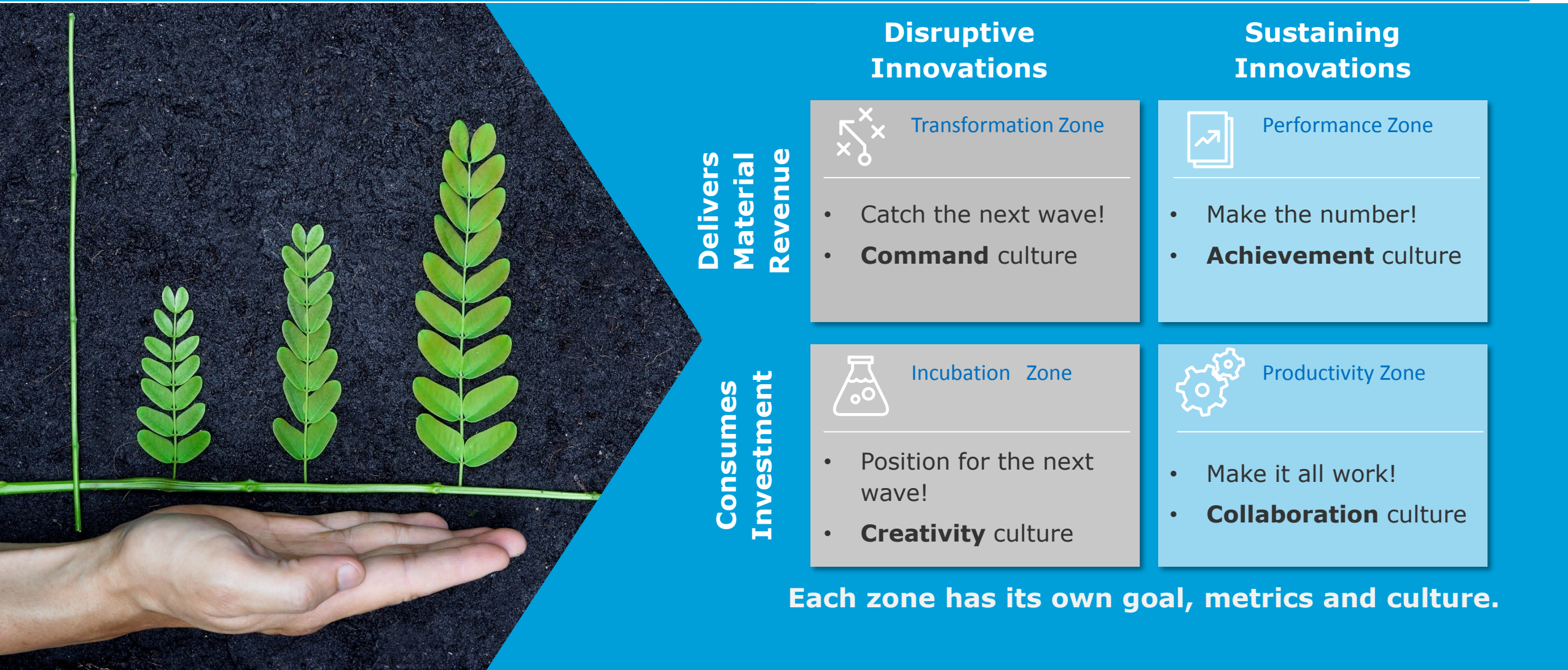
Turning work  
flows on their  
heads

3

Blowing up old  
business models



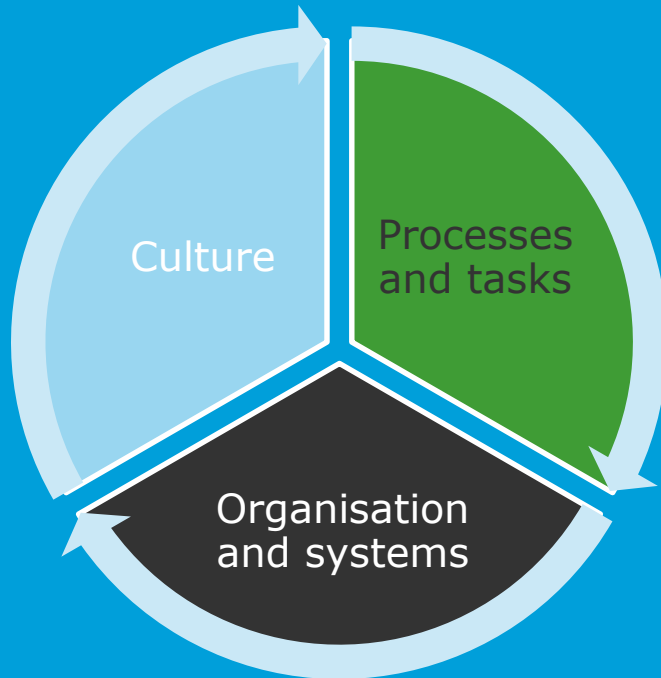
# Sustain or disrupt?





# Case: Optimizing workforce management

- Common understanding of approach
  - Project, program and portfolio management, benefits
  - Agile development, design thinking, DevSecOp
- Clear vision and KPIs
- Address the whole picture





# Disruptive innovation - Crisis of prioritization



Delivers  
Material  
Revenue

Consumes  
Investment

## Disruptive Innovations



### Transformation Zone

- Catch the next wave!
- **Command** culture



### Incubation Zone

- Position for the next wave!
- **Creativity** culture

## Sustaining Innovations



### Performance Zone

- Make the number!
- **Achievement** culture



### Productivity Zone

- Make it all work!
- **Collaboration** culture

Each zone has its own goal, metrics and culture.  
All four zones compete for the same pool of funds.

# Case: Veracity - Entering the platform business



## Think Big (vision & stamina)

- Different KPIs
- Leap of faith



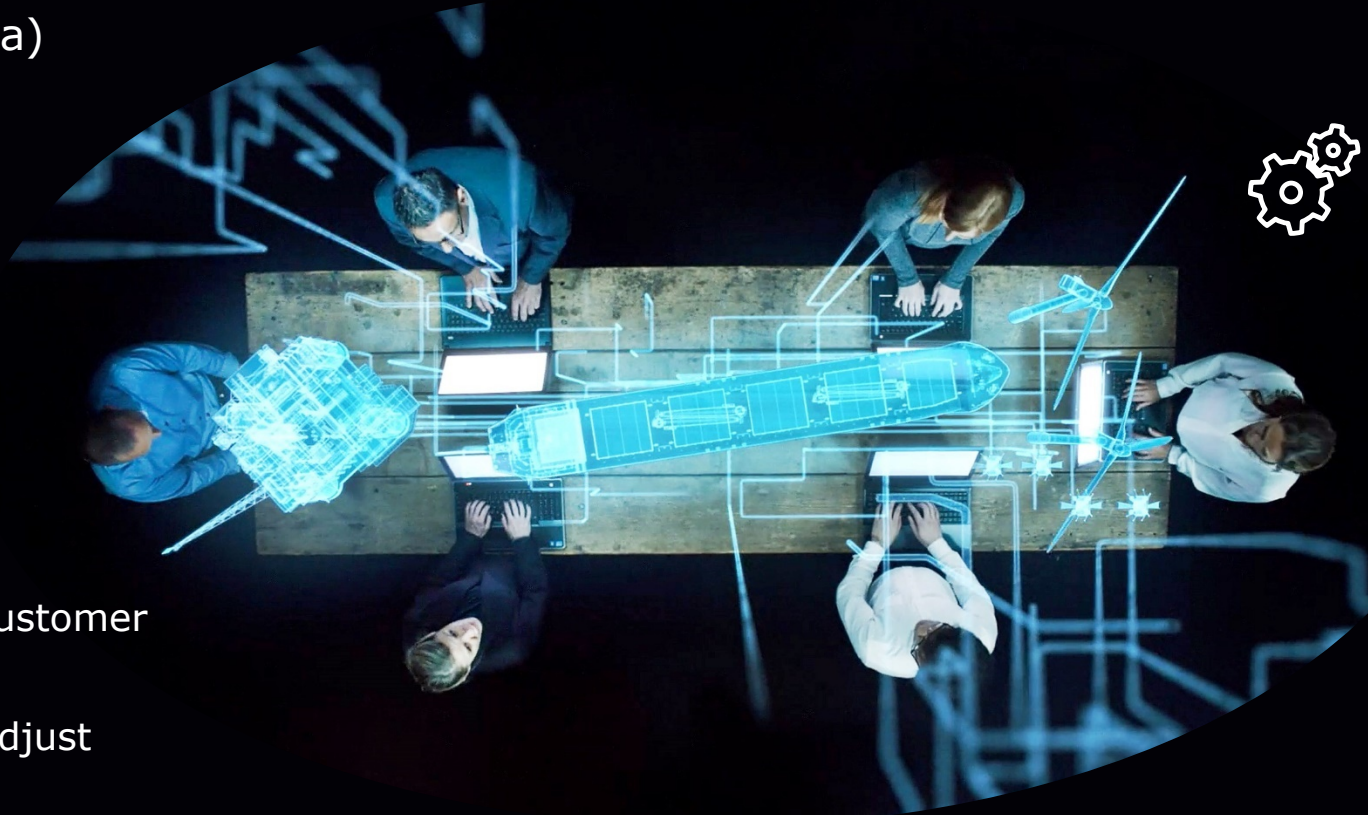
## Fail Fast

- Use cases and customer involvement
- Check out and adjust



## Act Small

- Design thinking, Agile and LEAN startup, DevSecOp
- Principles of project management still holds





# From linear to exponential





## Internal disruptive innovation



- ✓ Clear vision
- ✓ Involvement crucial
- ✓ Common language and method for innovations – the culture
- ✓ Style of leadership

## Zone in Zone – our role as professionals

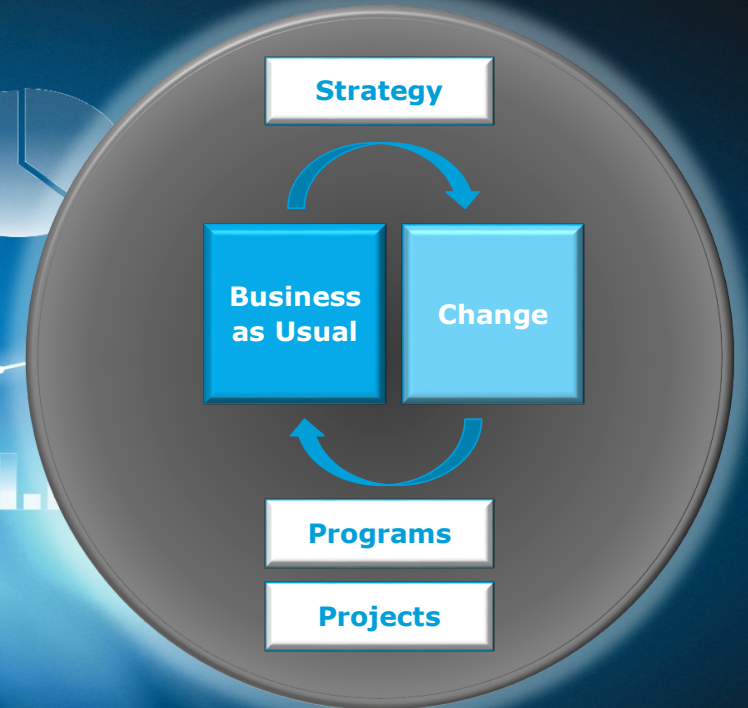
WE ARE NOT LIVING  
ON A CHANGE OF ERA  
BUT ON A ERA OF  
CHANGE





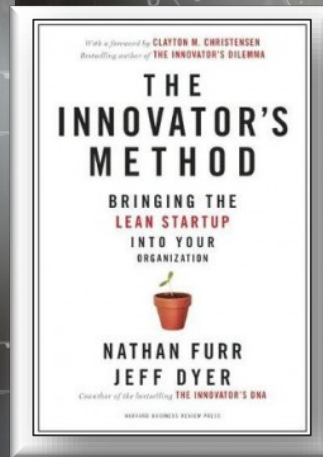
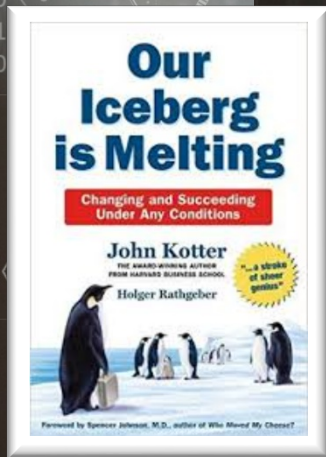
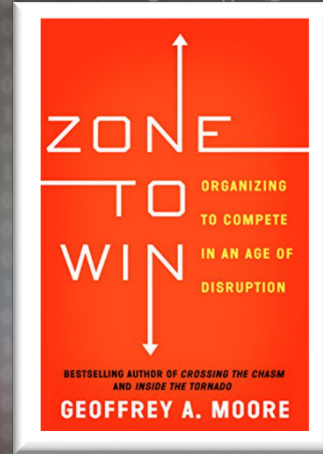
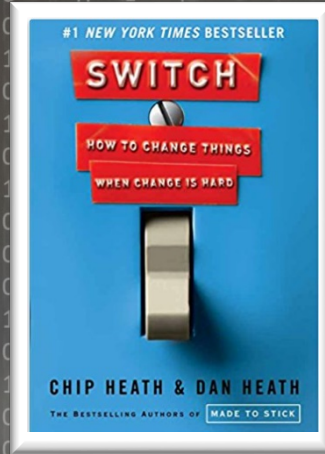
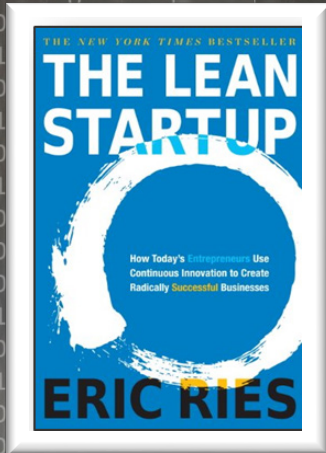
## Value: Disrupt or die? Incremental change?

- **Clear strategy, vision and commitment**
- **Balance change - short and long term**
- **Understand culture**





## Suggested reading





# Thank you for your attention!

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