

CEO

Chief Executive Officer

Leads the company, and therefore the transformation. Decides the ambition, makes digital a company priority and settles conflicts between roles. *Everyone below plays a part. One of them has to own the digital transformation strategy.*

	CDO Chief Digital Officer or transformation lead	CTO Chief Technology Officer	CIO Chief Information Officer	COO Chief Operating Officer	CCO Chief Commercial Officer
What they do	Turns the business ambition into a digital and AI transformation across the whole company. Can be a dedicated CDO or an existing executive.	Looks after the company's technology: engineering, products and technical know-how.	Runs the company's IT: systems, data, infrastructure and security.	Runs daily operations: production, assets, maintenance and supply chain.	Looks after customers, markets and sales.
What they bring to the transformation	Owns the digital transformation strategy and roadmap , and keeps everyone moving in the same direction.	Owns the technology strategy. Brings the technologies that make the change possible.	Provides the systems and data the transformation runs on, safely and reliably.	Is where the value appears. Makes the change part of how work is done every day.	Brings the customer's view. Turns digital and AI into value customers will pay for.
What they deliver	- Execution and measurable value - A prioritized roadmap - The case for investing	- A technology strategy - The right technologies and partners	- Reliable systems and data - Cybersecurity	- Better ways of working - Measurable operational results	- Digital offerings for customers - New revenue opportunities

Responsibilities vary by organization. In some companies, the CTO or CIO also owns digital and AI.

The CEO owns the ambition. One executive owns the transformation strategy. Every function owns its contribution to delivering value.

No CDO yet? You can still start. yourCDO helps your leadership team define the destination, set priorities and organize the first steps of your digital transformation.

START HERE: PROVE WHAT WORKS

One business unit - with the path to scale

WEEK 1

**Define
Success**

WEEKS 2-3

**Set the
Priorities**

WEEKS 4-10

**Deliver
the Pilot**

Digital transformation is not a technology project. It is the redesign of how your business works, by changing how people, information and technology work together. It succeeds when your company works better, *not when a system goes live.*

1 · A TRANSFORMED COMPANY...

...decides from trusted, shared information

We spend our time making decisions, not finding, reconciling and debating different versions of the information behind them.

Today: ☐ Not yet ☐ Partly ☐ Yes

2 · A TRANSFORMED COMPANY...

...redesigns work around outcomes

We don't simply digitize how things have always been done. We start from the outcome, remove work that no longer creates value and redesign the rest.

Today: ☐ Not yet ☐ Partly ☐ Yes

3 · A TRANSFORMED COMPANY...

...reuses what it already knows

Information and know-how created once become available across decisions, teams and projects. Each improvement builds on the last.

Today: ☐ Not yet ☐ Partly ☐ Yes

WHAT SUCCESS MEANS FOR...

The CEO

Information and expertise flow across the company instead of staying trapped in functions. I can see what is happening and act without launching another exercise.

The CFO

I can follow money from investment to adoption to measurable results, and move it to what works.

Operations

We manage by exception. Problems and opportunities show up early, so the team improves performance instead of explaining it.

Engineering

What we learn on one project is ready for the next. We build on proven work instead of starting again.

Commercial

We start from the customer's outcome and combine our expertise, data and technology to deliver it.

4 · A TRANSFORMED COMPANY...

...puts people where their judgement counts

Technology, automation and AI take on routine work. People spend more time interpreting, deciding, improving and handling uncertainty.

Today: ☐ Not yet ☐ Partly ☐ Yes

5 · A TRANSFORMED COMPANY...

...adapts faster

A new need doesn't automatically call for another major system or project. We combine the information and tools we already have in new ways.

Today: ☐ Not yet ☐ Partly ☐ Yes

6 · A TRANSFORMED COMPANY...

...invests based on evidence

We define the value we expect before we invest, measure what actually changes, scale what works and stop what doesn't.

Today: ☐ Not yet ☐ Partly ☐ Yes

Transformation is complete when value is realized, not when technology is delivered.

In week 1, yourCDO helps your leadership team describe what success looks like for your company, then turns it into the first business case and a pilot on your own data.

HOW YOURCDO STARTS

One business unit · with the path to scale

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This is not about what AI can do for you. It is about what you must do so AI can help. Every operating change, intervention and failure has taught your company something. Much of the evidence for your next better decision already exists inside the company: it is just scattered, and out of AI's reach. *Look inside first.*

01 · THE PARADOX

You already paid for the lesson

Plants, fields and fleets run experiments every day: settings are changed, equipment adjusted, interventions carried out, failures investigated. You paid for every one of them.

But the results sit in different systems, reports, spreadsheets and people's memories. A well-observed asset can still be poorly understood as a whole.

If the lessons stay disconnected, your operations keep teaching what your organization cannot reuse.

02 · WHY A SMARTER AI IS NOT ENOUGH

AI can only use what it can reach

AI cannot investigate a history it cannot reach, connect records whose meaning it cannot tell, or run engineering calculations locked inside an application.

Buying another tool or commissioning another study often rebuilds the same missing context, and then leaves it behind when the project ends.

The limit is not the intelligence of the AI. It is the environment your organization gives it.

03 · WHAT TO DO FIRST

Make what you know usable

- **Free the information.** Connect records with their meaning, origin and operating conditions intact.
- **Open the tools.** Let workflows call the engineering calculations your people already trust.
- **Assign ownership.** People who decide, act and measure the result. Keep failures, not only successes.

Start with one decision that matters, not with a perfect database.

04 · QUESTIONS TO ASK YOUR TEAM

Is your knowledge ready for AI?

- Can we find why a past change was made, and whether it worked?
- Do we keep our failures and the reasons behind them?
- Can AI reach this information safely, and tell what it means?
- Can it run the calculations our engineers rely on?
- Who owns the decision, and who measures the result?

Look inside first. Before asking AI to help, help it reach and use what you already know.

yourCDO helps your leadership team choose the first decision worth improving, make the knowledge behind it usable, and prove the value with a pilot on your own data.

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Your company has been collecting evidence for decades: data, studies, reports, models and past decisions. The next answer may not sit in any single piece, but in how the pieces connect. *Before you buy another box of puzzle pieces, make sure AI can work on the puzzle you have already paid for.*

01 · YOU ALREADY HAVE THE PIECES

The answer may be distributed

Your company, its partners and public sources have built up observations for years. A key fact may sit in an old report, a past study, a rejected proposal or the memory of someone who has left.

Johan Sverdrup, one of the North Sea's largest oil fields, was found in 2010 in an area explored for about fifty years. Earlier wells had already seen signs of oil.

The discovery was new. The evidence did not have to be.

02 · AND YET WE KEEP BUYING

More pieces, same puzzle

New surveys, datasets and studies are scrutinized carefully. The information you already own rarely is.

Projects end, teams move, context fades. The new data joins the same scattered pile that made the old data hard to use. The pile grows; the picture does not.

Sometimes new data is the right answer. It should not be the first reflex.

03 · OPEN THE BOXES

Put the pieces within AI's reach

- **Connect the information** with its context, origin and meaning, wherever it sits.
- **Open the tools.** Let workflows call the calculations inside your applications.
- **Revisit old decisions.** Why was something rejected, and does that reason still hold?

AI does not replace your experts. It lets them consider far more of the evidence.

04 · QUESTIONS TO ASK YOUR TEAM

Do you know what you know?

- What do we already know about this question, across all our sources?
- Which past decisions rest on assumptions that may have changed?
- Can AI reach our data, reports and studies, safely and with context?
- Before buying new data: what will it tell us that we cannot learn from what we have?

Before you buy another box, finish the puzzle you have.

yourCDO helps your leadership team define what success looks like, choose the first question worth answering, and prove with a pilot on your own data what AI can find in what you already own.

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