



NHH 
INTERNATIONAL
CASE
COMPETITION

NHH





WHEN TRUST MATTERS

NHH International Case Competition 2024

DNV

25th of September 2024



THE CHALLENGE



What should be DNV's 5-year strategic approach to accelerate the transition to more digital and recurring revenue business models, while still maintaining competitive advantage from deep domain expertise?



We ask you to propose some key goals for the next strategy period based on the strategic approach suggested. We encourage you to focus on business areas Energy Systems and Maritime, however you should also focus on leveraging on synergies from collaboration across other business areas. Your proposal must align with DNV's purpose, vision and values, and should focus on business models and services that contribute to DNV's continued sustainable growth and profitability. However, DNV welcomes other factors that the teams may find important when developing your proposals and solutions.

While answering, please bear this in mind:

1. **Relevance** and **feasibility** of the solution
2. Potential **benefits** to the company
3. **Rationale** behind the solution
4. Appropriate financial **assumptions**
5. **Innovative** and **creative** thinking
6. The **structure, storyline** and **way of presenting** your solutions and answers to the case questions

Additionally, we incentivise you to focus on the following key points when constructing your proposals:



1. DOMAIN EXPERTISE

DNV must maintain its domain expertise to continuously succeed as a business. This means your solution should take into consideration the value of dedicated people with deep technical expertise, a strong brand presence in our markets, thought leadership and investment in leading-edge research.



2. RECURRING REVENUE

DNV is also working on increasing its share of recurring revenue from both digital and analogue services.

Resources:

The DNV Case for NHH International Case Competition 2024 explores innovative solutions in digital business models and recurring revenue strategies. While the full Case Booklet includes over 45 pages of detailed and relevant information, DNV has chosen not to make this material publicly available due to its sensitive nature. Instead, participants and those interested in preparing for similar challenges are encouraged to use DNV's latest Annual Report as a substitute for the case booklet.

- The Annual Report from 2023 can be found here: [Link](#)
- The NHH ICC 2024 final was livestreamed on Youtube and can be found here: [Link](#)



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CASE EXECUTIVE

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