Heidi Furuheim

Programme director/manager - Digital Business Transformation

Heidis story

Senior IT Professional with 10 years of international experience and proven track records of driving transformational and digital change, program and portfolio management – executing on strategy, building and leading Transformation Offices.

She brings 3 decades of working experience broken down on 10 years of sales and 19 years leading digital business change and business transformation programmes.

Heidi brings a wealth of lessons learned and unique knowledge to build organizational and individual capabilities – derived from 10 years running large scale digital transformation and IT optimization programmes for DHL Deutsche Post at national, international and head office levels.

In the Nordics, Heidi has lead large scale digital workplace upgrades (Orkla, Rolls Royce Marine, Volvo Cars), lead infrastructure and platform upgrades (Aker Solutions Shared IT Services), revitalizing program management and portfolio governance and efficiency (Aker Solutions Shared IT Services – later Frontica, now Cognizant) and lead digital business transformation program (Hurtigruten).

Heidi is certified within Project, Program and Portfolio Management, including Digital Business Transformation Management and Digital Leader (for emerging technologies) building on the knowledge from Rob Llewellyn at CXO Transform. With this, she utilizes established transformation frameworks when initiating new transformation programs. Real change can only be delivered from within the organization, and Heidi fosters innovation culture where individual contributions matter.

At GetIT Nordic AS Heidi leads and delivers digital transformation programmes for our customers. She also develops digital change concepts and develops digital transformation consultancy roles – building capability needed to help companies through their digital transformation activities.

Your catalyst for change!

Skills & expertise

Certified Digital Business Transformation Manager – a transformation catalyst embracing transformation from a strategic, enterprise perspective
Certified Digital Leader of emerging technologies
Drives changes (in people, process and technology) required to meet strategic goals
Establishes and or re-energizes functions (products, people, process, systems)
Builds customer centric organizations (operations and system support)
Identifies waste and problems/challenges, prior to technology enablement
Solid business understanding, ability to bridge between business and technology
Portfolio Director – establishing governance to optimize change capability & ROI
Program Director – enables efficient and consistent delivery of change
PMO Management – re-energize to RMO (Result) or expand to Transformation Office
Financial management – Budget (200M NOK), cost centre responsibility (80M EUR)
National and international leadership – extended collaboration with offshore vendors
Provides leadership by inspiration – influences cultures to be driven by innovation

International Experience
2016-2018; HQ Oslo, Tallinn, Hamburg, London, Trivandrum (India)
2010-2013; HQ Oslo, Sweden, Denmark, Finland
2008-2009; HQ Stockholm, Copenhagen, Helsinki (and the Baltic Countries)

2007; HQ Bedford (UK), Ireland, Portugal, Spain, France and Italy
2005-2006; Based in Prague, Czech Rep. towards London, Madrid, Kuala Lumpur, India
2003-2004; Based in Basel, Switzerland working towards London, Brussels, Kuala Lumpur

Experiences

Transformation Manager
Compete AS

2019

At Compete Heidi delivers management and execution of the actual change or transformation for their customers. Heidi fuels the company's ability to execute on its strategic target and strategic plan.
She thrives in the space between business and IT and have collated significant competence in implementations and improvements of; working processes, IT infrastructure, IT services, IT systems and IT operations.
Her business understanding is very strong, and she will quickly assess strengths and identify recommended improvement areas. Heidi utilizes known and proven transformation frameworks to visualize current and to-be state of the company. She leads companies through the transformation journey and helps to infuse innovation into the company culture and DNA. Heidi is a catalyst for change and will help you to reduce risk and better understand what it really takes to transform a company. An experienced and enthusiastic leader helping your company to lead through larger business transformation programmes and or digital transformation activities

Program Manager - Digital Business Transformation
Hurtigruten Pluss AS (contracted)

2016-2018

Contracted to Hurtigruten Pluss AS to lead their commercial digitalization program The Digital Lighthouse Program (DLP). Lead the pre-project to define the programme business case and facilitate that the preferred supplier identified could understand the process and system challenges Hurtigruten faced. Hurtigruten wanted to move from being a ferry operator to world leader in exploration cruise travels and the program should facilitate required changes in commercial process, -people, -organization and technology.
First, we looked at how to integrate Spitsbergen Travel (Hurtigruten Svalbard) onto the new digital distribution platform. The digital platform chosen – iTravel (delivered by IBS plc in Trivandrum, India) should be used as a Proof of Concept, utilizing the Air, Hotel, Activity and Transfer modules in their to-be next generation reservation system.
Second, we looked at organization set-up, the internal processes and how they interacted. An extract of deliveries; Creating and re-validating as-is and to-be process maps, identifying dream scenario and business scenarios, creating Hurtigruten Improvement System enabling continuous improvement beyond the program closure, introducing Customer Centric approach & framework, introducing listening paths to identify & removing "waste" in processes and tasks.
Third, we looked at how Hurtigruten could utilize the cruise modules including the ferry capacity having 11 ships operating 63 harbors daily, where passengers could enter at their leisure. Working with solutioning on this, lead to simplification from the commercial business on the product side. This resulted in reduced complexity and higher system performance.
Forth, we looked at building an API platform, to enable a new business model generating new revenue from global travel agents enabling integrated business transactions. As the new digital reservation platform delayed, we built the API from the old legacy system. The Hurtigruten API platform is live, utilized by national and international companies like Relevex (US).
Fifth, we looked at how we could better optimize the capacity, by utilizing insight and applying analytics on available capacity and historical booking patterns. We then looked at how pricing and capacity were managed and recommended improvements, including investing in a Revenue Management System (RMS). A full business case was developed, RFP issued and vendor evaluation performed.

Senior advisor, Program and Portfolio manager

Avan AS

2013-2015

CEOs of 2015 are expecting the CIO to perform transformational change (47% vs 15%). To support just that (Gartner surveys 2015), Heidi has developed a framework for how to manage Integrated or overarching Portfolios – helping businesses drive strategy fulfilment. Applying Portfolio management methodology, Heidi created a structure which included strategic goals, operational plans and IT roadmaps. Similarly looked at what programmes or projects (ongoing, planned) will achieve and what outputs they will deliver when. The intention with the structure and role is to challenge activities not started. The result of such a process will increase awareness and responsibilities of the leadership team, and for the CIO/CDO to manage and drive the strategic changes expected.

Benefits management and review were included in the structure, with regular reviews on return on investments (ROI) and will consequently help improve management decisions.

Senior Program Manager

Aker Solutions IT Business Services (contracted)

2013-2015

Hired in to structure and manage an Infrastructure Improvement Program (IIP) for Aker Solutions IT Business Services - to many an unknown IT-giant in Norway. After re-energizing structure and governance for the programme, the responsibility grew from Program Management of IIP to Portfolio responsibility for the internal IT Project Portfolio.

For 2014 the new process was followed and increased the ability to deliver and complete projects. Scope was outlined by the solution architects before the project manager was assigned, aligned with, and approved by, senior and executive management. Several projects started up during January to enable better use of scarce resources which previously had been completely overloaded towards the end of the year and hence not able to complete all planned projects. Consolidated weekly portfolio project reports were created with objective to inform senior management of the status and what challenges the projects were facing. Discussions and corresponding decisions of how to solve the challenges were held on a weekly basis with senior managers both from project management, architecture and infrastructure managers in the same room. Dependency matrix were defined and frequently discussed. This shortened decision timeline and or formed a common understanding of why the projects had challenges, why potential delays were at risk clarifying the importance to act.

An additional delivery was to support Aker Solution in developing Program and Portfolio frameworks. A differentiator were Benefit management focus and realization. New process steps and documents were created and information decks to support training created. After the AKASTOR split, and transformation to Frontica IT Business Solutions (sold to Cognizant) with corresponding new senior management, the actual implementation of benefit management was made ready for implementation.

Project types included: Joint Venture & secure Branch Office set-ups, PST & zero latency, Network Perimeter Threat Prevention, Email platform uplift, Data centre improvement – VMware uplift, Branch office network uplifts, improving workplace performance – SSL VPN, service performance reporting, authentication improvement, Global WLAN roll-out, legacy Citrix decommissioning, Secure LAN roll out, design and implement test-dev-QA-staging and separate lab environment, Web publishing and Gateway consolidation, branch office improvements, SSCM 2012, Service Management Tool (Remedy rollout), automated control of all identities, firewall review & visibility logging, video conference improvements, Windows 8 deployments, Lync 2013 rollout, Office 365 (mail and SharePoint) roll out.

Senior Program Manager (EMEA Managed Delivery Services)
Dell (now Dell EMC)
2010-2013

Responsible for leading and delivering large and complex programmes mostly in the client (PC) space for Dell in Norway (and as applicable for the Nordic countries).

Hired in to take over the management and delivery of a large Service Delivery program for a large enterprise customer in the consumer/retail sector (Orkla Shared Services) with a services budget of 100 MNOK. The program included: designing & implementing the new data centre, migrating all data and users to Windows 7, rolling out the solution to 4 countries, 25 business units, 80 sites and packaging >450 applications.

Delivered client migration deployment for Rolls Royce Commercial Marine in Norway (RFP process resulted in a fixed price delivery with IT Move AS (now 3 Step IT) and established a new Buffer stock service of servers between Dell Norway and EVRY. Wrote an end-to-end process document to govern and execute on the agreed procurement process.

Given the role as Global Program Manager for a strategic important delivery in end user computing area for Volvo Cars Corporation. The Client Deployment program delivers 18k seats (Windows7 OS, apps install and legacy data wipe with resale) across 32 countries over a 10 months period. Leading a PMO team of 5, managing RFP processes resulting in 2 partner relationships - one in Sweden (Infocare AB) and one for the worldwide scope (WWTS).

Cluster Lead Service Management Nordics & Baltics
DHL Logistics IT Nordics, (SE)
2007-2009

Responsible for establishment of the new IT Service Management function for the Nordics & Baltics cluster (7 countries, 15 business units - Supply Chain and Forwarding).

Responsible for the provision of IT.

Implement the Global Service Management strategy and associated implementation plans in support of the division's IT and business strategies, with the objective of delivering cost effective and fit for purpose IT services to the cluster and its customer base.

Result:

Established, developed and integrated the IT Service Management function.

Provided options for cost reductions during establishment approx. 4M NOK.

Key activities performed; Definition of business IT demand (the business need) from a Run perspective, defined the supply and procurement process by defining committed SLA's, established Service Management reports and reviews, introduced Change Management, drove improvements in Service desks, challenged Business continuity and current Disaster Recovery solutions, drove standardization and remote hosting to gain sustainable IT service delivery.

Built and managed Run budgets (local, regional and global elements).

Number of FTE's in line: 7

Drove cost reductions with the Forwarding unit, estimated to 10M NOK.

Sub Regional Director of Service Management
DHL Logistics IT
2006-2007

Responsible for IT Service Management functions for the sub region (5 countries), IE, PT, ES, FR and IT. Responsible for the provision of IT to the Global Forwarding and Supply Chain units.
Implement the Global Service Management strategy and associated implementation plans in support of the division's IT and business strategies, with the objective of delivering cost effective and fit for purpose IT services to the cluster and its customer base.
Provide strong leadership to the country Service Management teams.
Result:
Lead the IT Service Management function during integration and the following delineation.
Integrated Service Management culture and mind-set based on ITIL framework.
Promoted collaboration across countries by" Best Practice" principle and facilitated collaboration with regional workgroups to enhance local infrastructure to regional standards.
Gained financial visibility and established financial processes for the division.
Facilitated and nourished stabile country management teams.
Personnel responsibility: 4 direct, +130 indirect

Vendor Manager
DHL IT Services Centre Europe (CZ)
2006

Establishment and development of the new Vendor Management function – responsible for sourcing of 3rd party consultancy services for the EMEA region (spend €80M).
Develop governance, including RFP processes to control total spend and usage of external resources.
Result:
Developed and built the vendor management function for IT Services in Europe.
Analysed and optimised portfolio (reduction in # vendors) and spend (control and reduce €).
Established new processes for souring of IT consultancy resources and corresponding cost centre control of budget (approx 80M €).
Developed frameworks and standards (RFP, SOW – statement of work) for definition of the delivery and initiating regular performance reviews with the external vendors.
Fostered cross cultural understanding (e.g. Czechs with Western Europeans or Indians) and hence improved the collaboration, quality and speed of a solution.
By analyzing external resource competencies over time – we could shift a share of resources from external to internal hires, reduce risk and lower cost.
The department proved to bring value and still exists.
Personnel responsibility: 5 FTE's

Programme Manager
DHL IT Services Centre Europe (CZ)
2005

Expatriated from Switzerland to lead and deliver programmes and or large projects in the Forwarding Domain in the newly established DHL European IT Centre in Prague.
Reporting to Head of the Forwarding Domain.
Result:
Completed and delivered integration ability via ETL (Extract Transform Load) technique passing (reading and consuming) customer data from global operational system to and from the global customer database in Kuala Lumpur.
Delivered and developed solutions for a cross-divisional airfreight product to maximise sales and utilize airfreight capacity between DHL Express and DHL Forwarding.
Product responsible for Danzale (CRM) and supported its integrations.
Provided interim management of the Danzale CRM centre in Madrid.
Participated in change and development of the organisational set-up in Prague (DELIVER).

Senior Programme Manager
DHL IT Services Centre Europe (CZ)
2004

Lead and deliver programmes and or large-scale global projects for the Logistics division (DHL Global Forwarding and DHL Supply Chain)
Result:
Lead the Forwarding unit's participation in a global programme called Shared Data Services, maintaining global databases hosted in Kuala Lumpur containing customer data, reference data and global tracking.
Lead the migration of the old Danzas Intranet into the new CoIN (Corporate Intranet).
Lead a European project on Output Management, providing full set of custom-made electronic documents and storage to the Forwarding Business unit.

Senior Project Manager
DHL Danzas Management worldwide Head-office (CH)
2003

Took a McKinsey concept made on analysis of air freight utilization across the global operations and applied required process, system support changes. Developed process interim process changes and deliver lasting integrated solutions, supporting the new internal airfreight product called STARBROKER (European airfreight consolidations made to optimize capacity, maximize revenue and increase profit margins – still in operation today)
Result:
Business Requirements defined and approved. European user group established
Phase I completed: Manual solutions developed and created.
Phase II completed: Application changes developed, financed, tested and implemented.
Phase III initiated: Introduction of Revenue Management Principles and Tools done. RFP process for the Tool selection done (PROS, Manugistics, Lufthansa Cargo). RMS system investment and hence utilizing an integration with the mainframes where not implemented due to mainframe performance issues.

Systems Manager & BPO

Danzas AEI Intercontinental AS (Gardermoen, NO)

2000-2002

Support and improve operations from a process and system/application perspective.
Result:
Lead the operational integration between Danzas and AEI, implemented a full range application portfolio change, and delivered to Top integrations made. Supported operational integrations for Sweden and Denmark. Managed all applications and systems 1st, 2nd and 3rd level support to secure stabile operations to the offices across Norway.
Including re-engineering of the old AS400 operational system.

Certificates & Education

2019: Digital Business Transformation Management

2019: Digital Leader of emerging technologies

2005-2016: Program Management (MSP) - Advanced

2016: Portfolio Management (MoP) - Practitioner

2015: Portfolio, Program and Project offices (P3O) - Foundation

2009: Board member certificate Styrelederskolen.no

2007: ITIL (IT Service management)

2005: Project Mangagement (Prince 2) - Practitioner

2004: Delivering Strategic Change, Cranfield