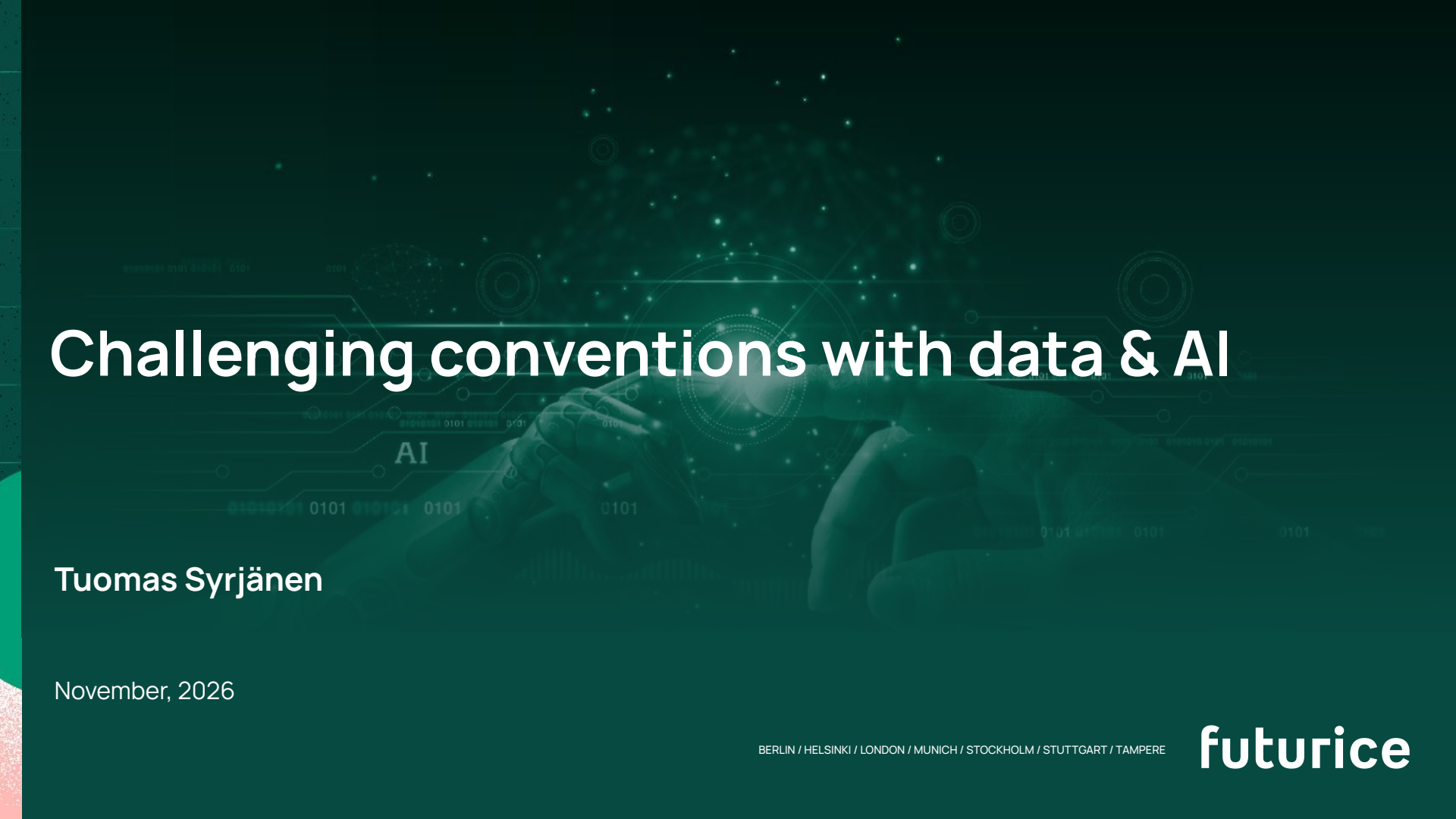
Challenging conventions with data & AI



Tuomas Syrjänen

November, 2026

BERLIN / HELSINKI / LONDON / MUNICH / STOCKHOLM / STUTTGART / TAMPERE

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Adam Savage's Spot Robot Rickshaw Carriage!

Play video on Youtube



Business impact via challenging the convention with tech

...already with the previous data & AI paradigm



Construction:Industrial Assembly

CYCLE TIME REDUCTION

16m → 7m / 300K€

SAVINGS PER SITE / MONTH



Automotive: E2E process

CERTIFIED CARS

5 → 100

PER YEAR



Grocery retail

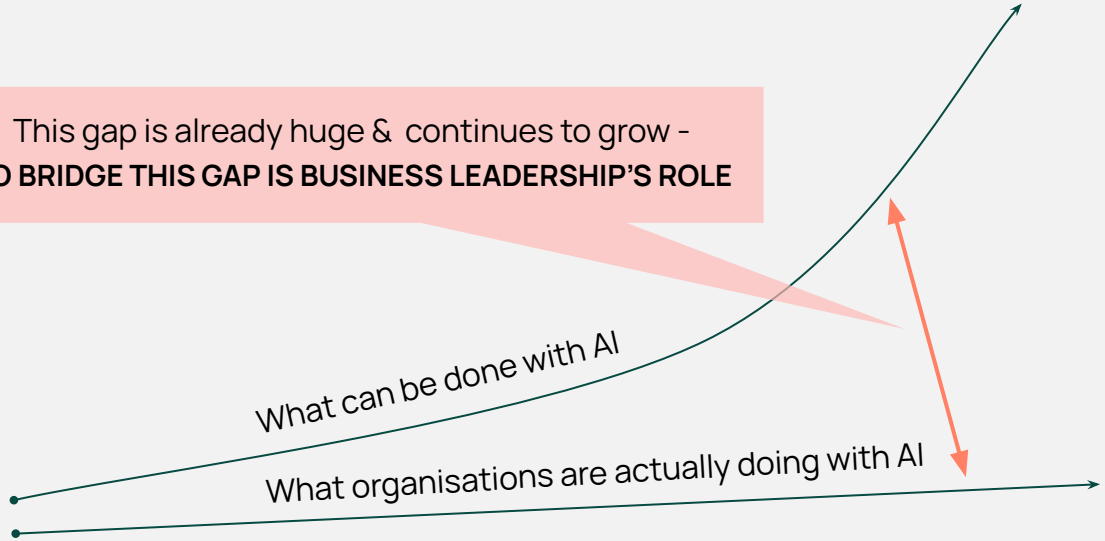
DATA & AI OPERATING MODEL RENEWAL

2 X EBITDA

PROFITABILITY

People & organisations **change much slower** than tech

This gap is already huge & continues to grow -
TO BRIDGE THIS GAP IS BUSINESS LEADERSHIP'S ROLE



AI development could stop at the o3/Gemini 2.5 level **and we would still have a decade of major changes** across entire professions & industries (medicine, law, education, coding…) as we figure out how to actually use it & adapt our systems and organizations to what it can do.



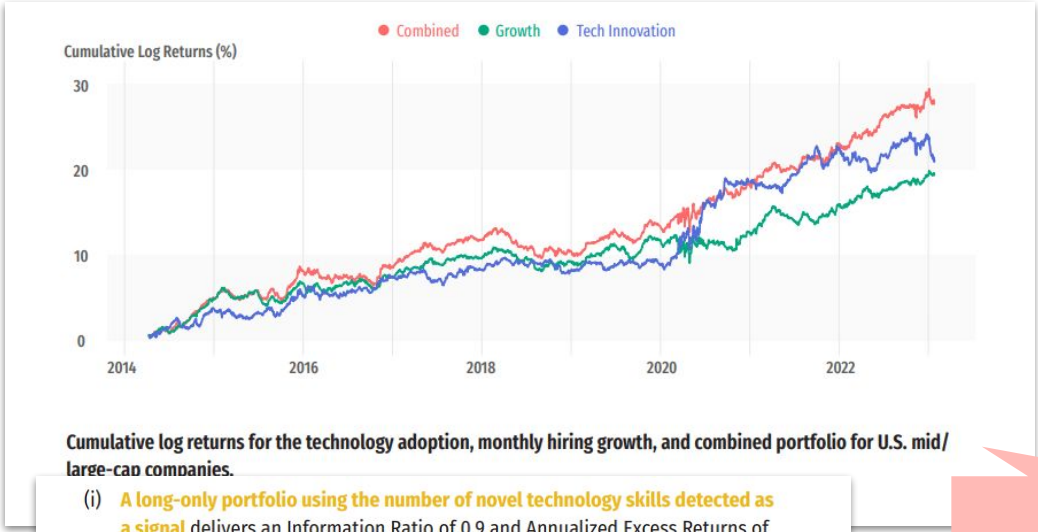
Ethan Mollick -
Prof. of Management at Wharton

Closing the gap between technological change and social change is an increasingly major **business opportunity** - as well as a huge **societal challenge**!

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Tech adoption - why should I care?

Investors provide one reason… 3.1 % annualised excess returns



Cumulative log returns for the technology adoption, monthly hiring growth, and combined portfolio for U.S. mid/large-cap companies.

(i) **A long-only portfolio using the number of novel technology skills detected as a signal** delivers an Information Ratio of 0.9 and Annualized Excess Returns of 2.4% relative to sector, with a near one-month effective holding period (6% Daily Turnover).

(ii) **The alpha of the technology adoption signal remains robust** after controlling for traditional factors.

(iii) **The correlation between technology adoption and monthly hiring growth is low**, resulting in enhanced portfolio performance with an Information Ratio of 1.2 and an annualized excess return of 3.1% when both signals are combined.

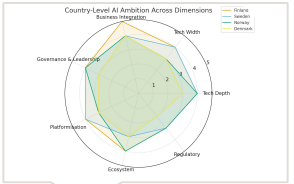
2.4% / 3.1%
annualised excess returns
when using tech adoption capability proxy to invest

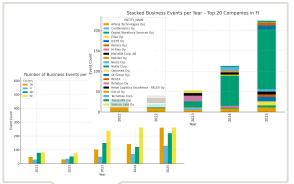
Ravenpack Whitepaper

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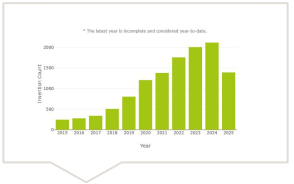
Activity increasing across nordics, Finland is not keeping pace

Lense	Conclusion
Overall conclusion **Four points:**	**1. '24-'25 Finland has become low performer, Sweden taken major lead ('21-'22 status was pretty equal)** **2.** Finland seems to be on par, or even ahead, when it is about "talk". **But when it comes to doing / "Walking", Finland is a low performer.** **3.** *Finland evidence is additionally dominated by Nokia.* Removing "outliers" Nokia & Ericsson, make the situation even more dire for Finland 4. Level of "walk" = real activity is worrying BUT also that it seems to be **tech focused**
Leadership statements agenda & ambition	Finland in on par or even ahead of other Nordic countries. *Differences are rather small, so no strong signal here.*
Global news & Business events	Sweden is clearly very strong performer here. **Finland, without dominant Nokia, is a low performer.** (Ericsson does not have the same weight in Sweden)
Use cases published	*No strong signal/differences here* - maybe due to small dataset (10 per country) and natural tendency of the case studies portraying things in a positive light
Job listings	**Finland is a low performer: Stuck at level 3,** Swe at 5, Nor/Den at 4. **Fin is very technical**, when Swe (&Den/Nor) show business & leadership integration. **The most worrying signal!**
Patents	*Nokia and Ericsson dominate.* **Without Nokia, Finland is a low performer.** When N&E removed, Swe clearly ahead of others, Den follows. Fin and Nor way behind.





Country	2021	2022	2023	2024	2025
Finand	2	2	3	3	3
Sweden	2	3	4	4	5
Norway	2	3	3	3	4
Denmark	2	2	3	3	4



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“We aim to use AI to change
[PROCESS / CX / DECISION / ROLE]
so that [QUALITATIVE SHIFT],
resulting in [*OUTRAGEOUS* KPI IMPACT]
within [TIMEFRAME].”

Processes: Examples

B2B sales process → there's opportunity aplenty!

Demand Generation

Insight-Driven Outreach
Segment of one with AI.

Lead radar
Automatically identify prospects & right timing

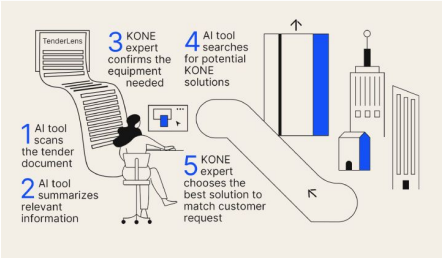


Tenders

Automated Tender Processing
AI analyses complex 100+ page tenders, then matches with the right internal content

→ *Response time from 3w to 1d*

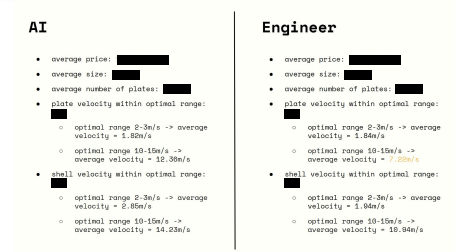
Automated PO Handling



Proposals

AI-based product configurator
AI outperforms senior sales engineers in designing complex engineer product configuration

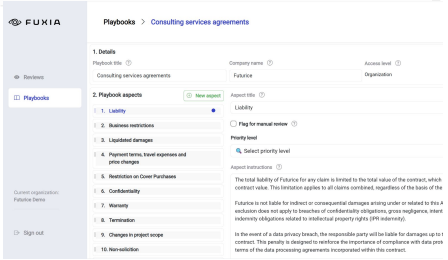
Pricing automation



Negotiation

AI-enabled Compliance
AI reviews contracts & proposals against internal policies, and does automated 'redlining'

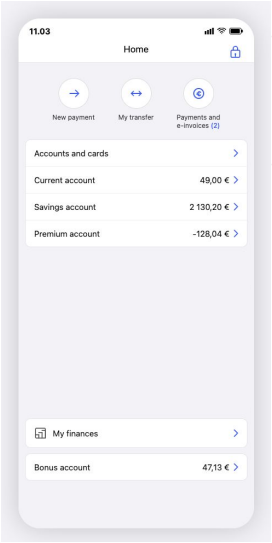
→ save time and mitigate legal risks before they materialise



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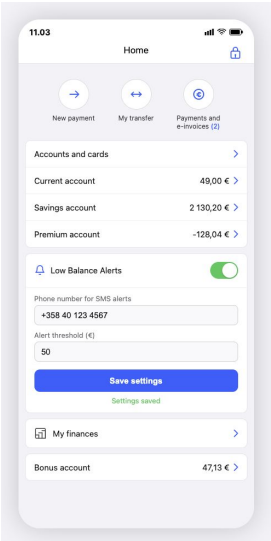
Recap: **Redew** fixes compliance issues early and should be used already in planning - it's a capability

1 Starting point



- PO wants to add notification settings feature
- PO requested logging which exposes personal data (human error)

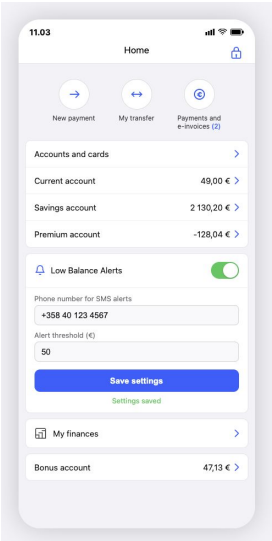
2 Development



- Implemented requested feature
- Notice that logging which exposes personal data

```
INFO:main: Notification settings
 updated  |  account_id=FI098765
4321  phone=+358 40 123 4567  th
resho                          49
.0  message=Notification setting
s updated
INFO:     127.0.0.1:56596 - "POS
T /accounts/FI0987654321/notific
ation-settings HTTP/1.1" 200 OK
```

3 Fix



- Redew spotted issue and recommended fix
- Same feature & UI for user but logging problem removed

```
INFO:main: Notification settings
 updated  |  account_id=FI098765
4321  threshold=50.0  message=No
tification settings updated
INFO:     127.0.0.1:56671 - "POS
T /accounts/FI0987654321/notific
ation-settings HTTP/1.1" 200 OK
```

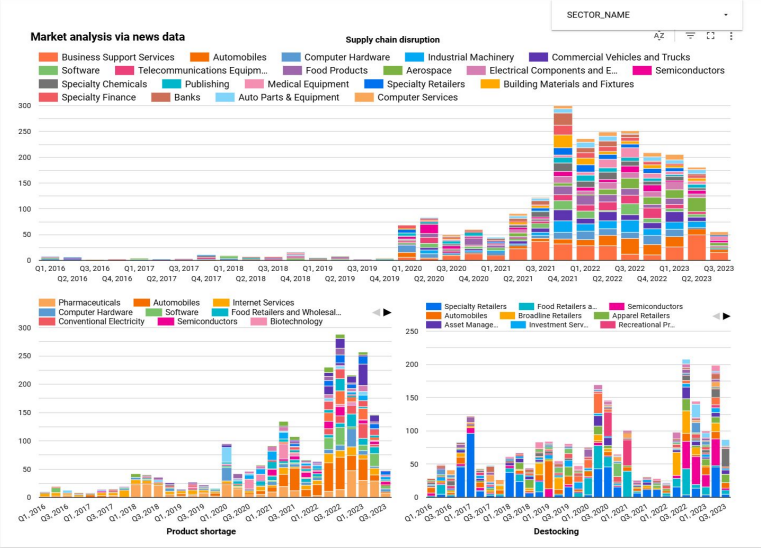
Personal data is not leaking into logs anymore

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EXAMPLE

See the Invisible with alternative data: externally & internally

Automated domain-specific analysis that transforms unstructured data into actionable insights



Supply chain problems & destocking

Domain depth in consulting proposals

An illustrative assessment · anonymised proposal sample · figures rounded and adjusted for illustration

Clients increasingly expect their partners to bring industry and process depth, not just method and technology. In this illustrative sample, a third of proposals already show it clearly, and nearly half are Fluent on at least one axis. The depth is there; the opportunity is to put it on the page every time.

1 in 3	~45%	1 fix	3 in 4
proposals meet or exceed the bar: Fluent on the axis that matters most for the deal	are already Fluent or better on industry, process or both	a quantified baseline is the main step most proposals need to reach Fluent on process	bring named domain experts, a strong base to build the approach on

The framework

Level	Industry: the client's sector	Process: the function being changed
0 Generic	Would work unchanged for another sector.	Only "improve workflows"-type language.
1 Literate	Correct sector vocabulary and drivers, but only as framing.	Names the process and its main stages or roles.
2 Fluent	The solution is shaped by at least two of: regulation, sector KPIs, named sector systems or players, a same-sector reference with an outcome.	Works from the client's actual current process **and** a quantified baseline; the target design is tied to it.
3 Expert	A sector point of view or benchmark, **and** named domain experts or a reusable industry asset.	A reference model or benchmark, a baseline **and** a target, and failure modes or a playbook.

Gate rules: a level needs a verbatim quote for every test. Restating the client's brief doesn't count, generic company slides don't count, and references count only when they are relevant and come with an outcome.

Where the proposals sit

Industry ↓ / Process →	Generic	Literate	Fluent	Expert
Expert	·	4%	·	·
Fluent	·	13%	12%	4%
Literate	·	32%	12%	·
Generic	3%	20%	·	·

Share of the sample in each Industry × Process combination. Dashed cells are Fluent or better on at least one axis.

Where the next gains are

Client insight beyond the brief	68%
Sector or process KPIs in the design	64%
Regulation and standards	58%
Reusable domain assets	55%
Relevant reference with an outcome	50%
Named domain experts	26%

Share of below-bar proposals with no evidence for each element. Domain experts are present in most; the next step is letting KPIs, regulation and client insight shape the design.

What we are actually selling?

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Summary – Example Use Cases

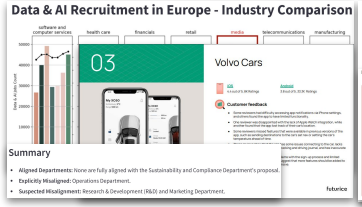
AI Reshaping Management Process

Expanded attentional capacity

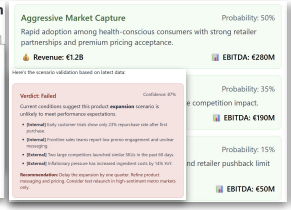
"Sharper Strategic Focus"

Process and synthesize real-time data from external and internal sources

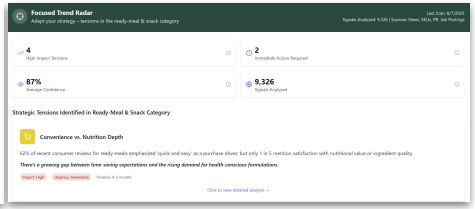
Automated Insights & Alignment



Scenarios & Simulations



External Scanning for Strategy Adaptation

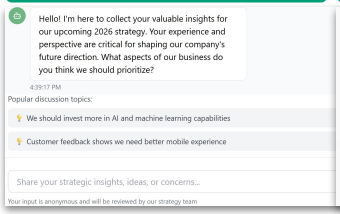


Democratized strategy work

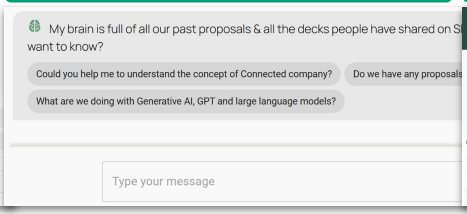
"Open strategy"

Increase strategic transparency and inclusion across organizational levels

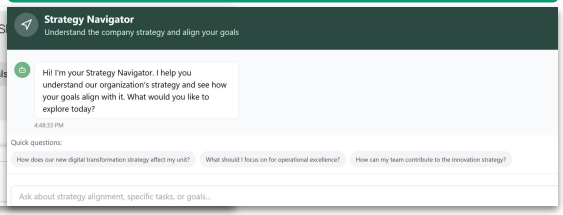
Inclusive Strategy Creation



Unleashing Knowledge Company-Wide



Transparency & Sense-making across Levels



Accelerated responsiveness

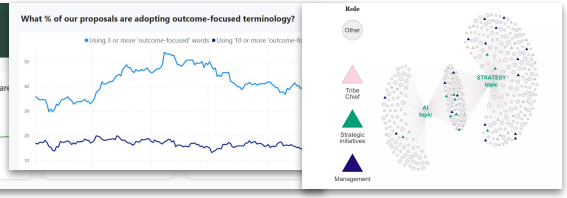
"Validate & Track in Real-Time"

Faster response to issues via continuous, real-time follow-up

Real-time Dashboards



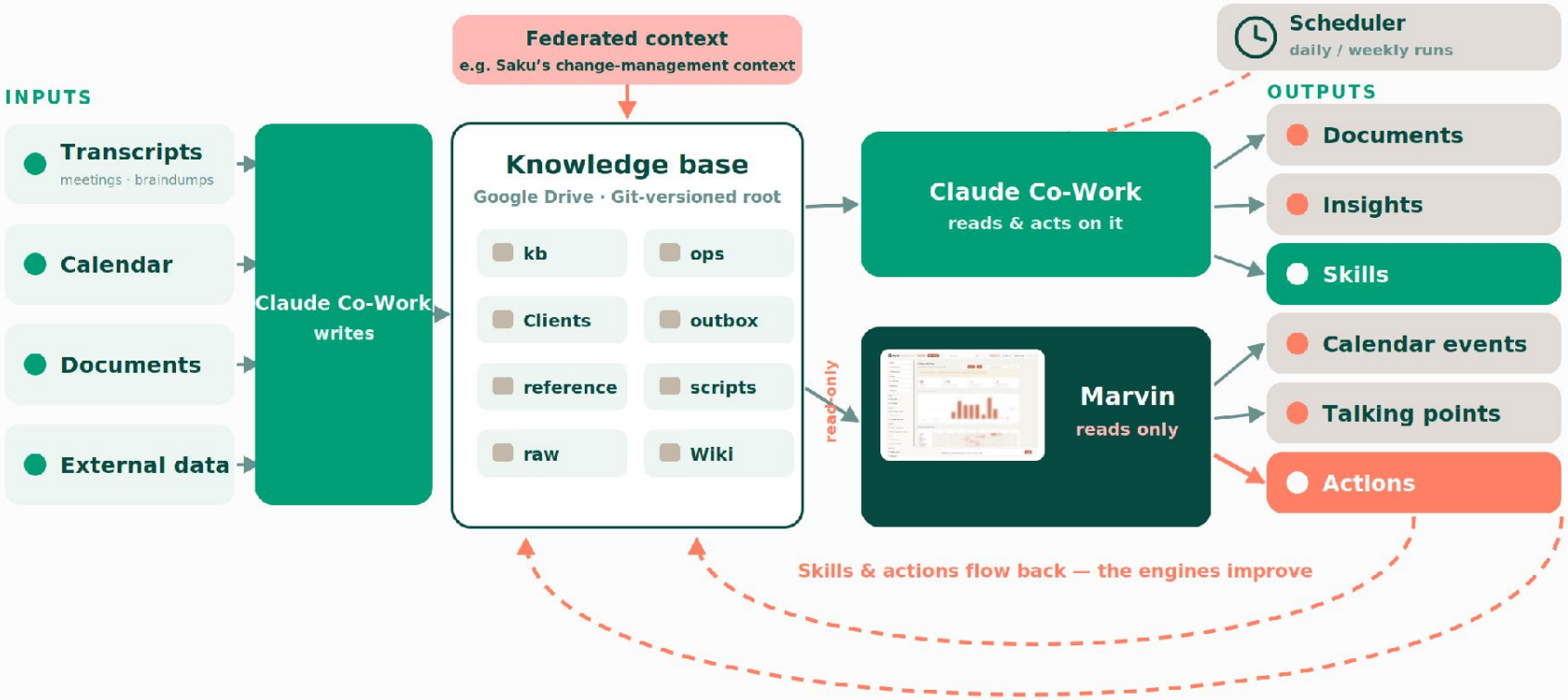
"See the invisible" via Digital Footprint



Strategy Creation ⟷ Strategy Implementation

My 2nd brain

Claude Co-Work writes and reads the base. Marvin only reads it.



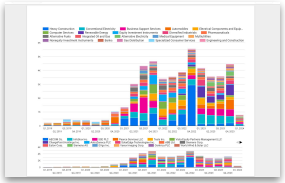
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Dominant business impact pattern: **Speed**

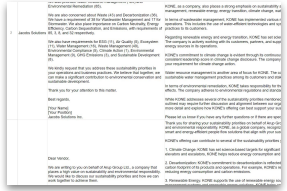
Marketing, Sales, Customer service, R&D, …

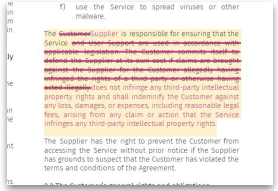
Situation awareness	Knowledge Asset Access	Iteration / Simulation / Personalisation	Acceptance, Compliance, …	Outcome & impact tracking
Alternative data for instant context, insights,	Semantic search to all Text, Images, Video assets	First draft, headline iteration, customising core message to d	Brand, comms, strategy, legal, regulatory compliance	What is the behavior change / impact that we generated

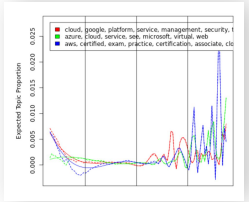
AI AUGMENTATION → BROADER ROLES → LESS HANDOVERS → FASTER CLOCK SPEED







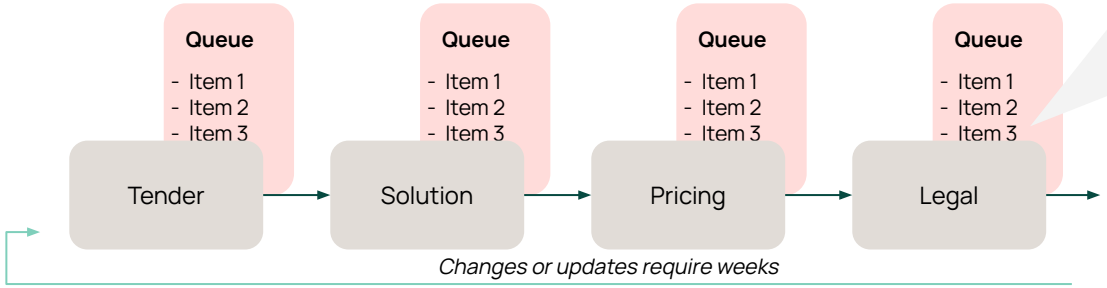




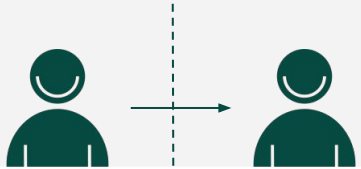
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From Linear processes to moments

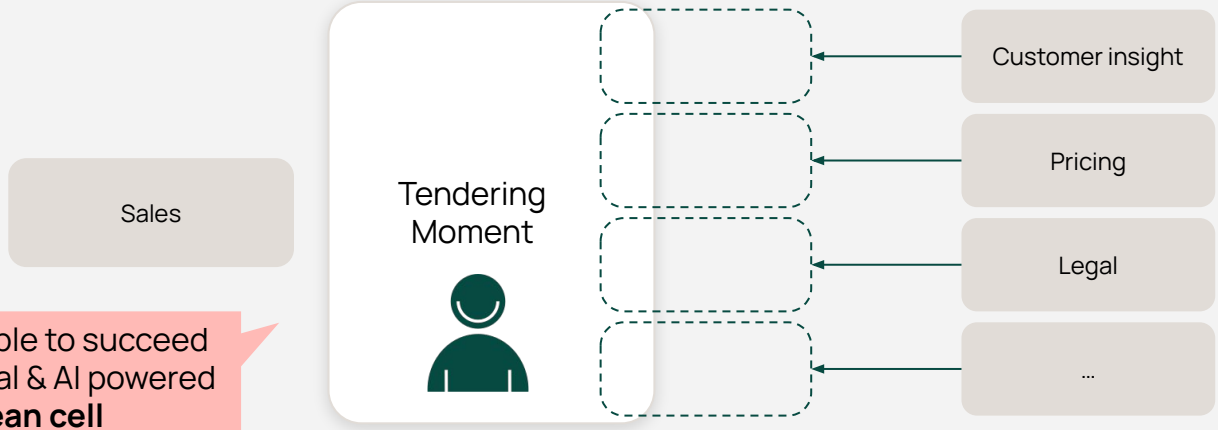
FROM



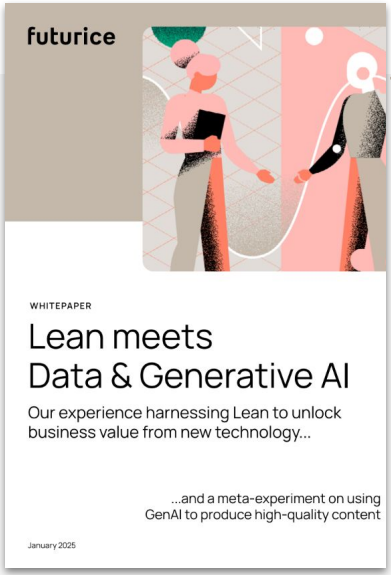
Requests require constant human interactions for every step



TO



Help people to succeed with Digital & AI powered **Lean cell**



Four real world examples to challenge the convention

1 10x Addressable market

Current cost to serve/sell works only with 10% of the market = the biggest clients. How to use AI to lower the cost to serve to address the long tail?

2 Take sales out of sales: Walk in with the proposal written

Pre-compute a costed offer for every prospect in a region — open with the answer.

3 Find a new factory inside with AI

AI releases hidden capacity from existing plants — invest into software powered operating model instead of hardware.

4 Local AND global - Make one plant's fix every plant's

Data replicates what works to every similar site — local invention, group standard.

R&D lead time from 7 to 3.5 years

Customer service: 50% cost reduction

Greenfield: Build AI natively with 10 people vs 50-100

Ambition Example - Sales / Procurement process

Classic 1

Complex B2B Sales / procurement

- Complex tenders
- Long cycle times
- Too many handovers
- Low quality answers

AI Enhanced 2

AI to address

- Employee pain points,
- Tedious tasks

Outcome: better EX, some saved time etc

AI defined 3

Process redesign

- Reduce 80% of handovers
- AI Lean cells with legal, strategy, etc. tech
- Proactive: Identify customer needs before tender

Outcome:

- 70-90% cycle time reduction
- Conversion via influencing early

AI Native 4

Full automation to unlock e.g. long tail market segment

Outcome:

- Growth, unfair competitive advantage

How to succeed?

New technology does not bring business impact alone:

"Full stack" approach of culture, operating model, organisational design, … for impact

Culture & Strategy & Business model

Paradigm choice -
client centric, agile, flow efficiency, modular,…

People - mindset, skills, team competences

Processes

Tech

Data

Construction

Retail

Automotive

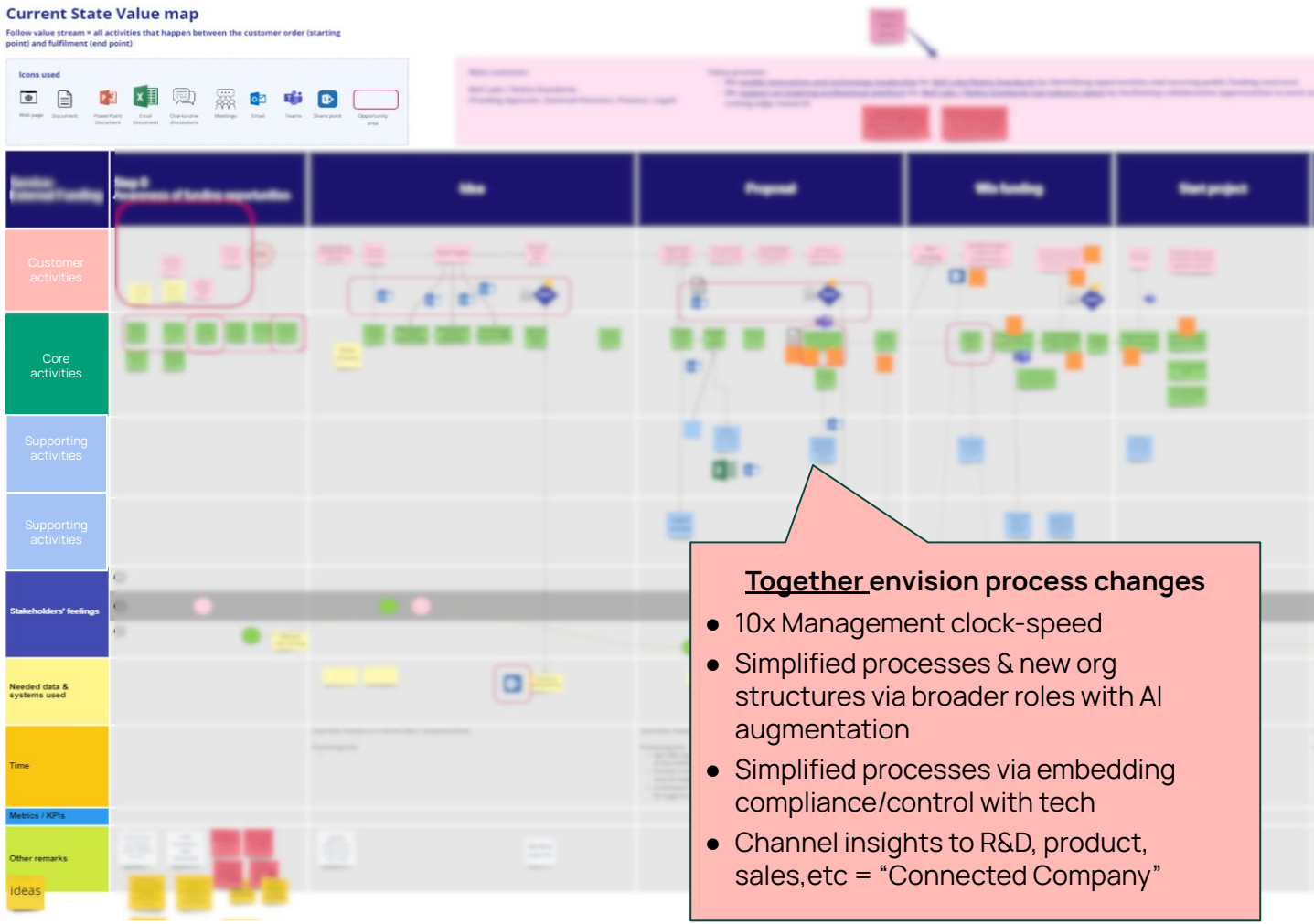


Renew accelerator office
(vs traditional PMO)

Business outcomes

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Let's start from the process = Value stream modeling:



8 success patterns for getting things done with AI

Hard earned lessons learned from our efforts to drive impact with AI, across industries

1. Business owner ready to go on a mission

2. Change agent to drive day-to-day

3. Rethinking existing programs with AI, rather than creating new 'AI programs'

4. Pooling resources & energy in one strategic domain

5. Defining a key change & KPI to align around

6. Helping frontline people succeed with quick wins, that make the opportunity tangible

7. IT commitment to support use cases

8. Quality & accessible data

AI Transformation Map

Lens 2 · Activities

PHASE	1. GETTING ORGANISED *Learn · Discover · Guide*		2. DELIVER BUSINESS RESULTS *Prove value on real cases*		3. RE-WIRE THE OPERATING MODEL *Scale · systemic change*	
C-LEVEL	Leadership alignment WS	AI strategy / Full-potential plan	Leadership ownership + AI sense-making		Forming & driving systemic change	
		Financing	"Aha-moment" to grasp the transformative opportunity — typically 6–18 months		Transformation program	
BUSINESS / PROCESSES	Elevate existing programs		Renewal team: change management · portfolio mgmt · communication			
	Opportunity identification	Value-stream mapping & PoCs	(Centrally driven) production	(Federated) production solutions	Value / process transformation program × N	Operating model renewal
AI TOOLS	Standard tooling · Copilot + training		Skills, agents, …		Federated second brains	
			Nuanced tooling: Copilot, Claude, Perplexity, SF, SAP			
			Individual / team second brains			
DATA	Use-case-driven access to data		"All" data exposed to all		Information portfolio mgmt	
	Data platform					
IT	APIs & basic AI enablers	AI tech strategy: models, gateways, …	Platformisation: AI tech & data capabilities + guardrails		GenAI app maintenance	AI enterprise architecture · AI data models
HR	Training programs · champion networks				Incentive etc. changes	Culture
	AI capability mapping		Role & profile changes		Knowledge-work transformation	
OTHER	Legal guardrails		Quality & eval governance			

AI Transformation Map

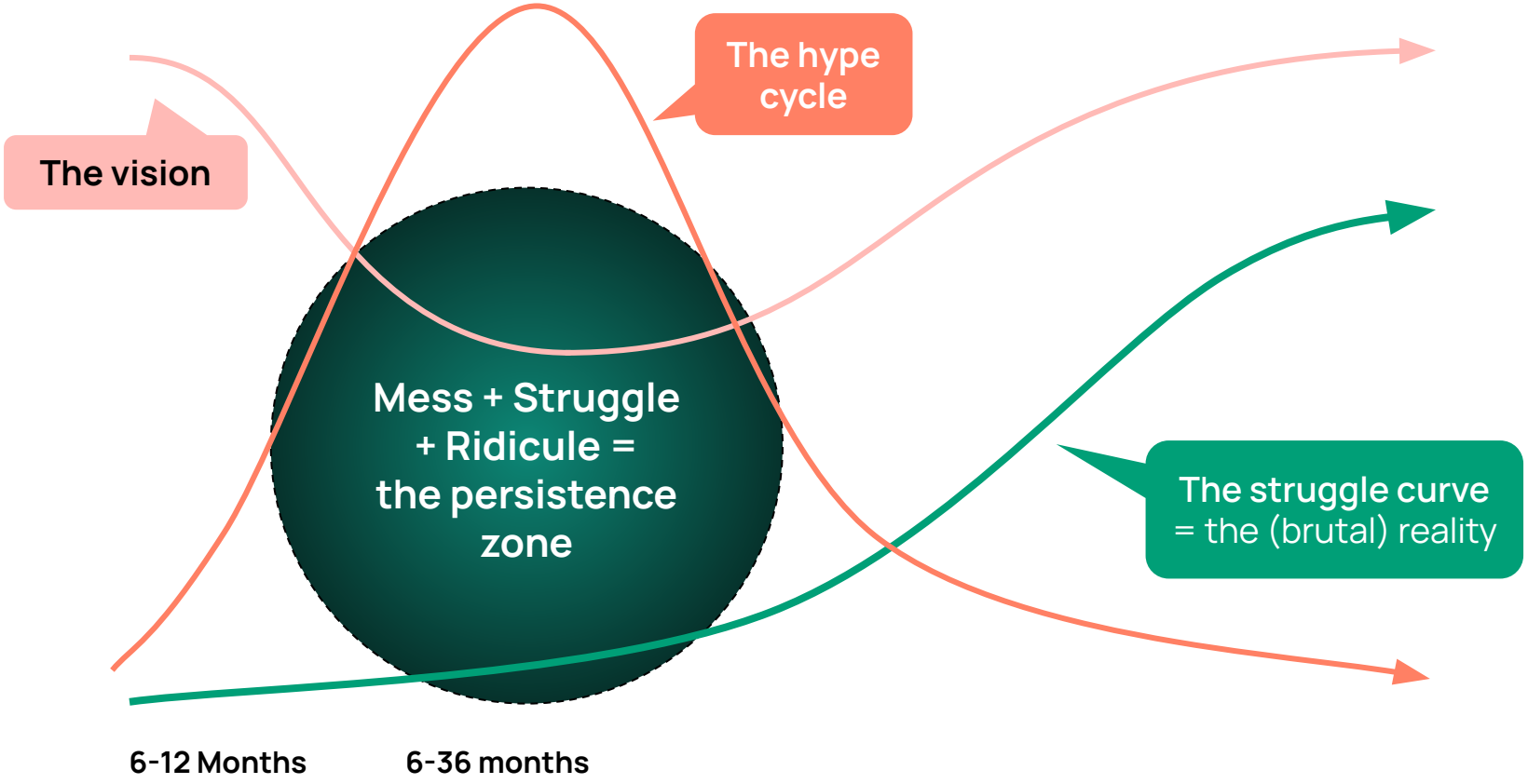
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AI TOOLS	Standard tooling · Copilot + training	Skills, agents, … Nuanced tooling: Copilot, Claude, Perplexity, SF, SAP Individual / team second brains	Federated second brains
DATA	Use-case-driven access to data Data platform	"All" data exposed to all	Information portfolio mgmt
IT	APIs & basic AI enablers	app maintenance	AI enterprise architecture · AI data models
HR	Training programs · champion networks AI capability mapping	Role & profile changes	Incentive etc. changes Culture Knowledge-work transformation
OTHER	Legal guardrails	Quality & eval governance	

WHERE THE REAL CHANGE HAPPENS

C-level × business & process — carried through Phases 2 & 3, not the tooling & infra layers.

~~Gartner hype cycle~~ The Struggle Curve



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What constraint - that has been defining our business - is not valid anymore?

Let’s not be Adam!



Contact information



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More information, recordings & insights:

- Company brain
- Futurice GenAI Working Paper: 50+ pages of our learnings from 48+ cases
- Lean Meets Data & AI white paper https://www.futurice.com/downloads/lean-data-generativeai-whitepaper
- Futurice GenAI Playbook
- London event recording from H1: 43min of live demos + insights
- Kone case story by Kone
- 1.8M€ research funding announcement: 10x productivity in strategy, R&D and sales mngt proceses
- HBR article featuring also Futurice related to using data & AI to scale an organization
- HBR article featuring also Futurice regarding Nordic Minimalist Leadership

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