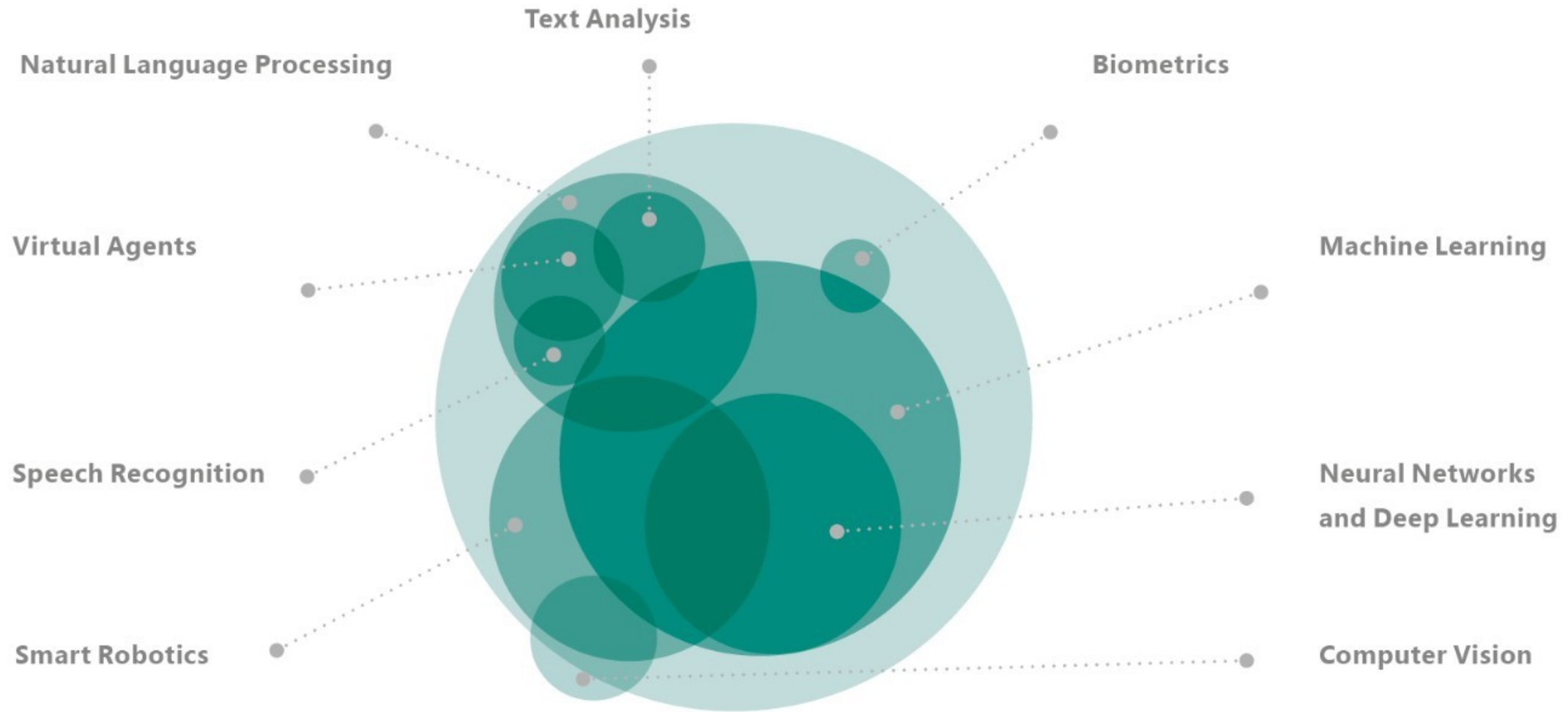


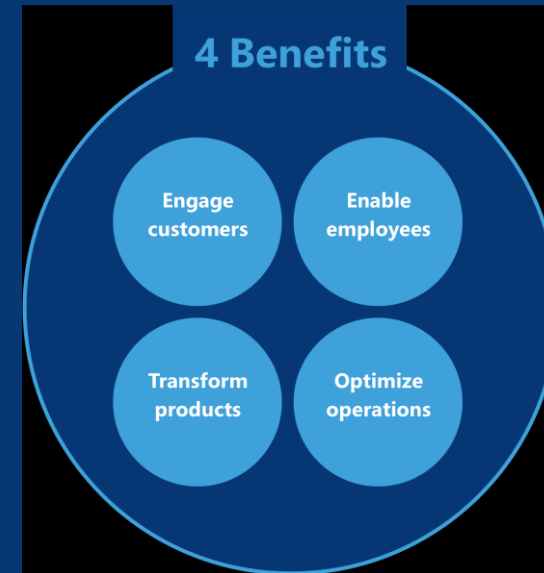
Artificial Intelligence in Europe

How 277 Major Companies
Benefit from AI

A broad definition of AI technologies

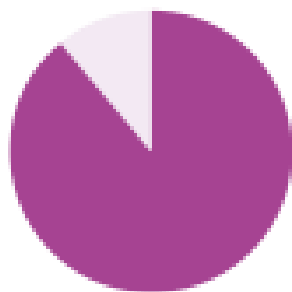


Business Benefits



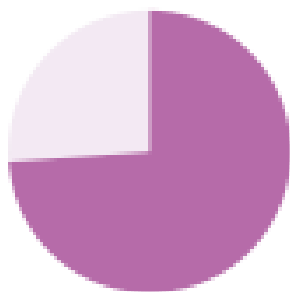
What benefits do business leaders expect from AI?

89%



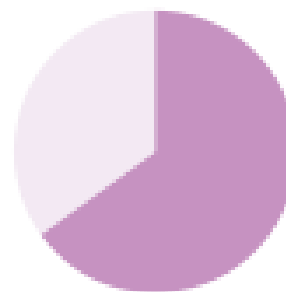
Optimizing operations

74%



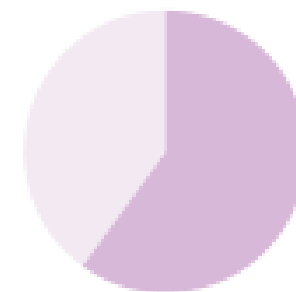
Engaging customers

65%



Transforming products & services

60%

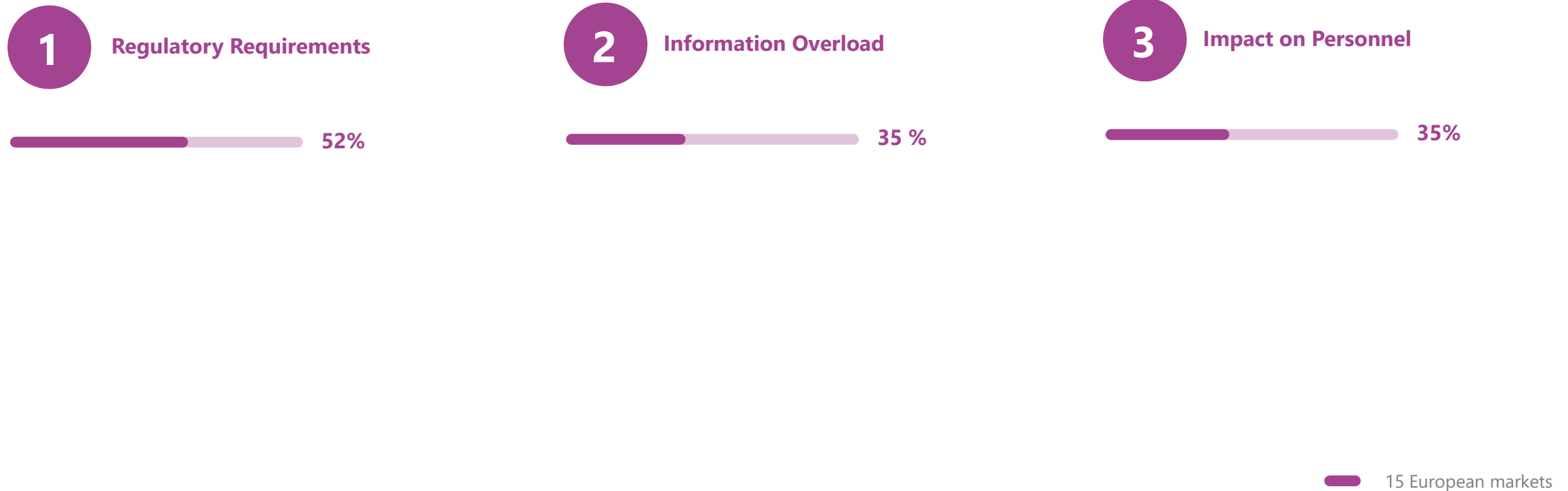


Empowering employees

 Affirmative responses, 15 European markets

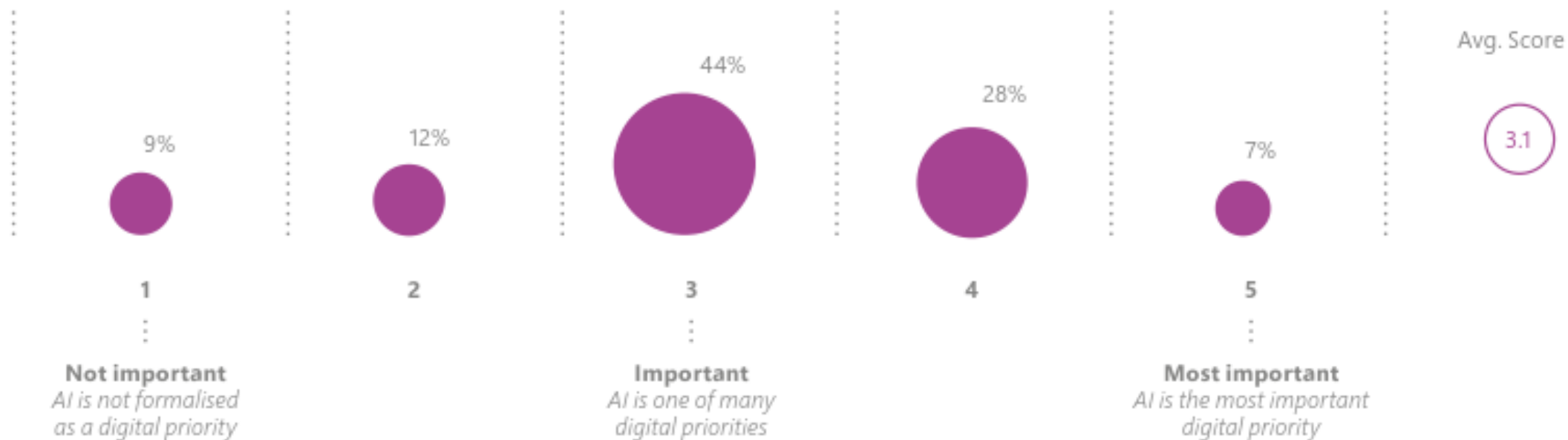
Risky Business?

Top 3 business risks for European companies



AI is among the highest digital priorities

How important is AI relative to your company's other digital priorities?



15 European markets

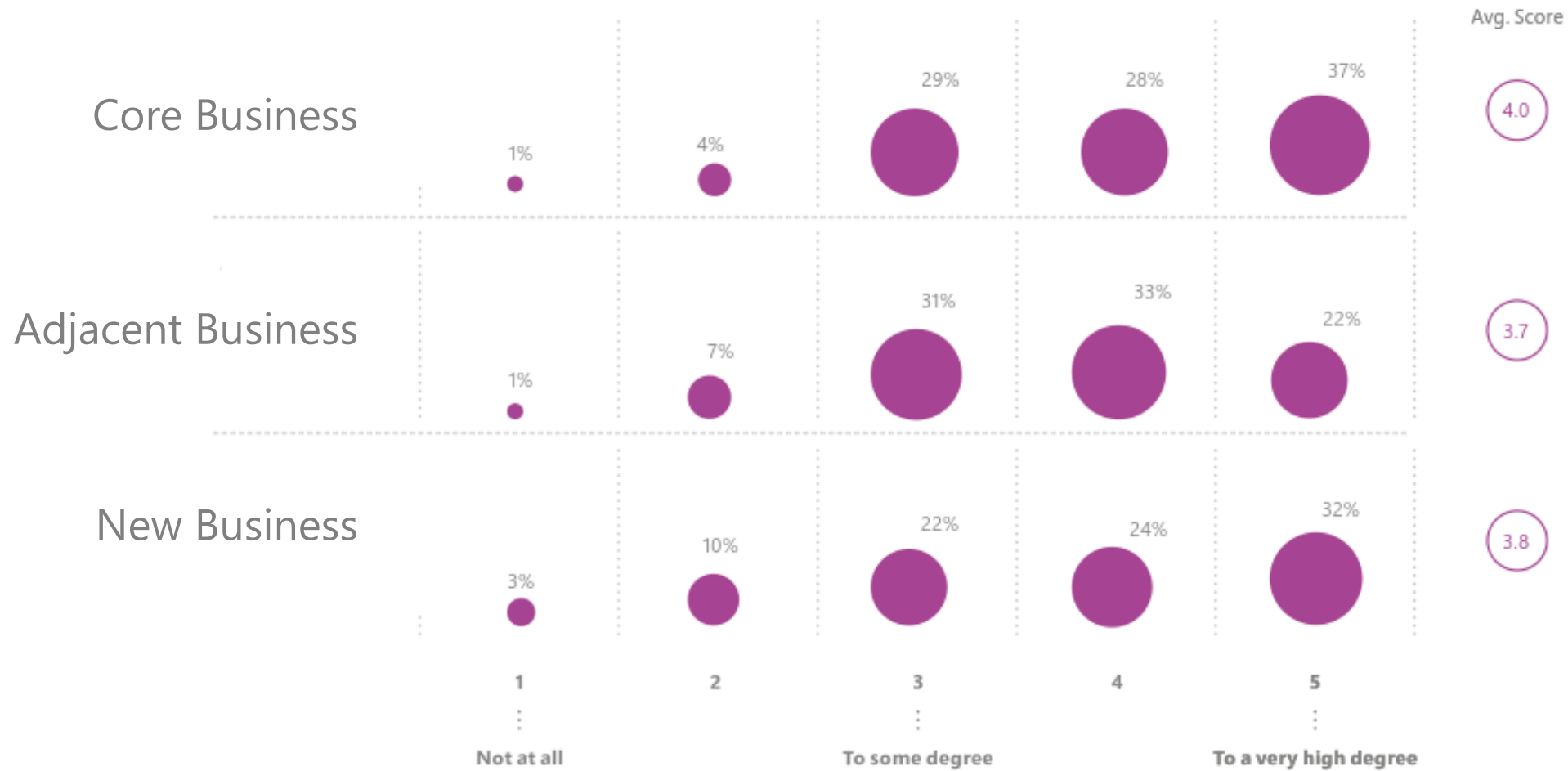
Note: Remaining percent 'Don't know' responses



We are working closely with senior sales and relationship staff to better understand what they are looking at when they screen leads and clients—this allows us to emulate, automate, and often also optimize the human decision making with AI.

— Saxo Bank

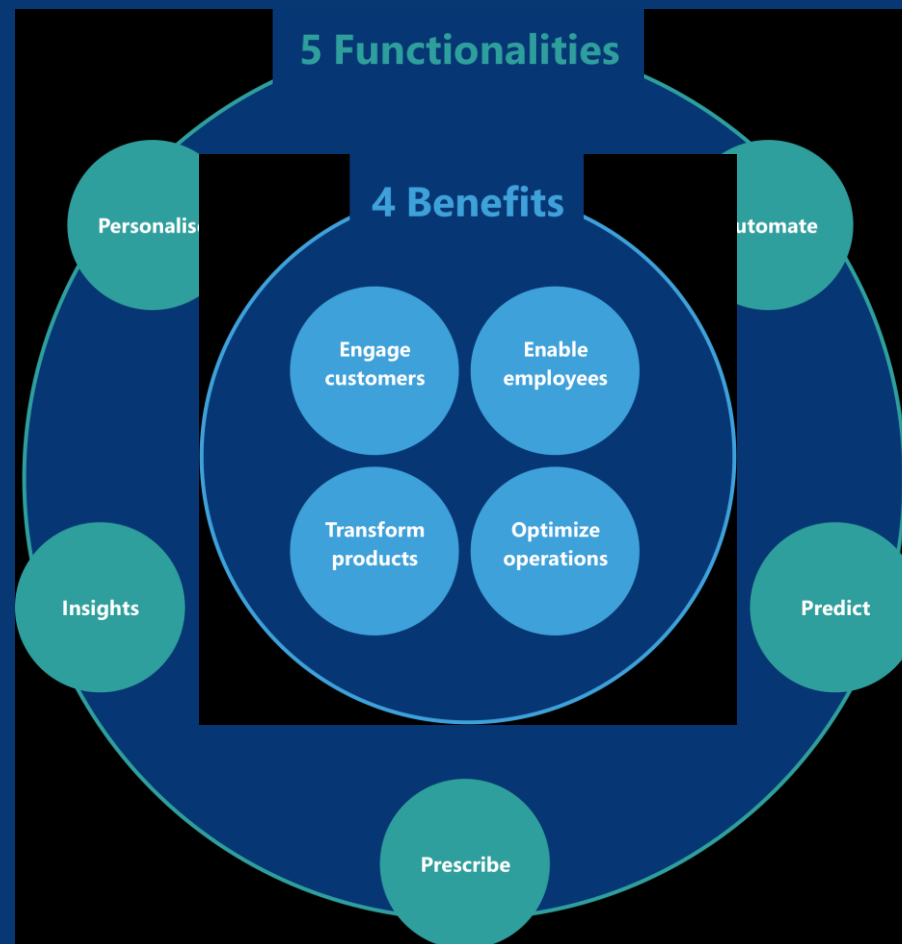
Where will the impact be?



15 European markets

Note: Remaining percent 'Don't know' responses

Functionalities

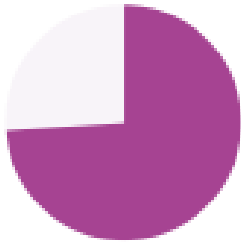


What are these companies using AI to do?

Predict

Anticipate events and outcomes

74%

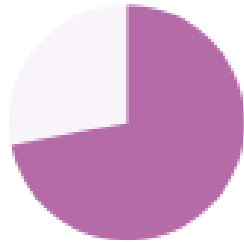


To predict

Automate

Handle tasks without human intervention

72%

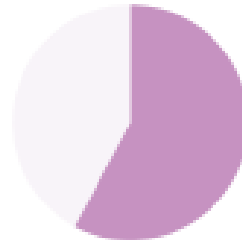


To automate

Insights

Identify and understand patterns and trends

58%

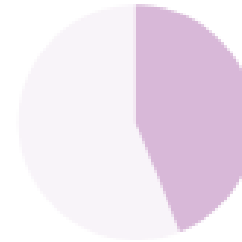


To generate insights

Personalize

Tailor content and user-experience

44%

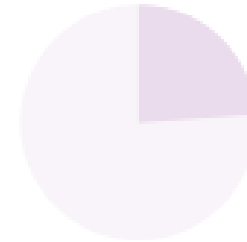


To personalize

Prescribe

Suggest solutions to defined problems

24%



To prescribe

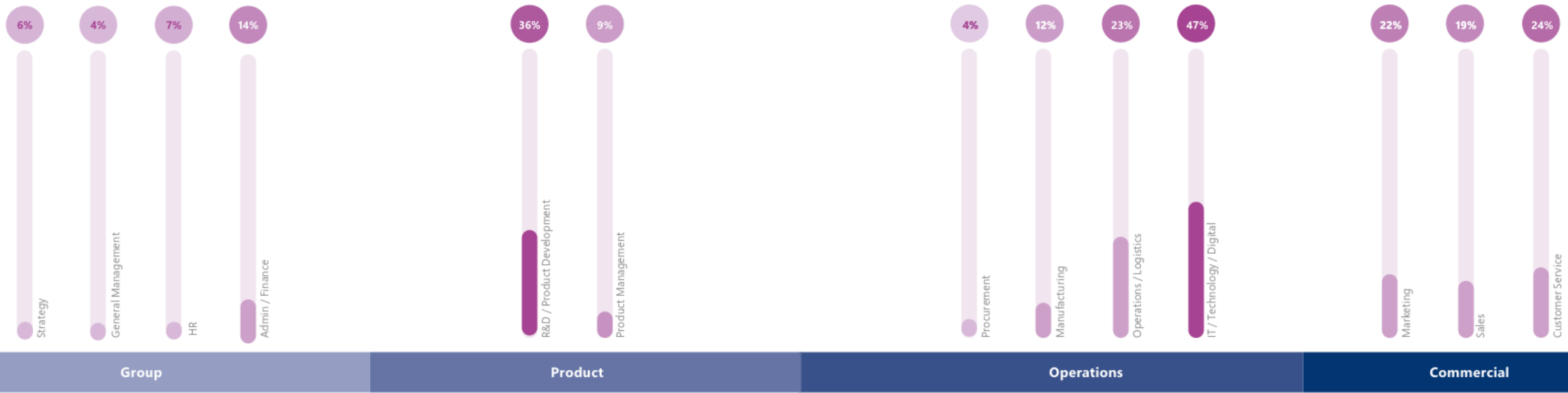
 Affirmative responses, 15 European markets



AI will be a key driver of technology within the aviation industry. Machine Learning is already finding its way into our resource planning and passenger experience front end systems.

— DAA

Where is AI currently deployed across the companies' value chains?



Affirmative responses, 15 European markets

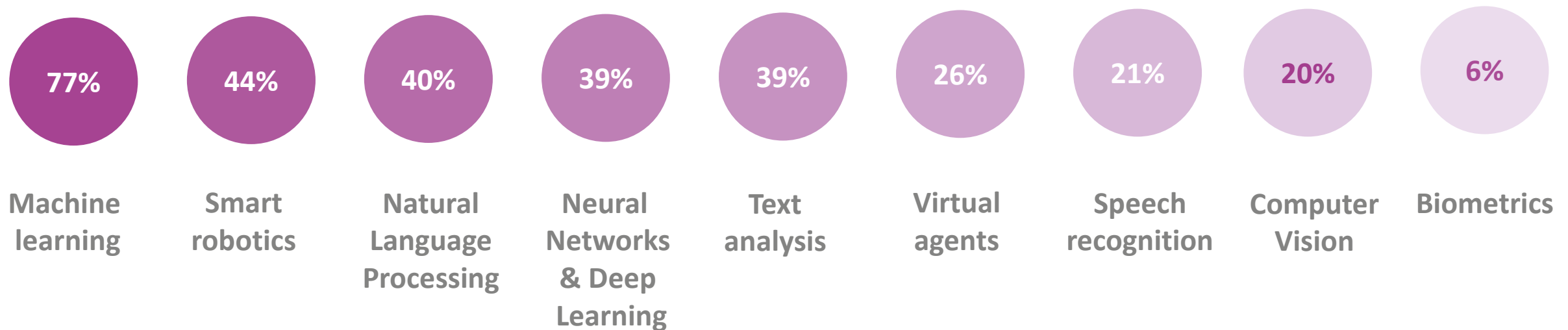


Working with AI requires a completely new way of working, new governance, project evaluation, accepting more variation in outcomes, and requires longer time horizons.

— Orsted

Machine Learning and RPA found to be most useful

Which AI technologies have been most useful?



Capabilities



4 Human Skills Capabilities

1

AI Leadership

The ability to lead a transformation that leverages AI technology to set defined goals, capture business value and achieve broadly based internal and external buy-in by the organization

2

Open Culture

Creating an open culture in which people embrace change, work to break down silos, and collaborate across the organization and with external parties

3

Emotional Intelligence

Applying behavioral science capabilities to understand and mimic human behavior, address human needs, and enable ways to interact with technology and develop more human-like applications that use AI-for-Good

4

Agile Development

An experimental approach in which collaborative, cross-functional teams work in short project cycles and iterative processes to effectively advance AI solutions

4 Tech Skills Capabilities

1

Advanced Analytics

Obtaining and deploying specialized data science skills to work with AI by attracting talent and working with external parties

2

Data Management

Capturing, storing, structuring, labelling, accessing and understanding data to build the foundation and infrastructure to work with AI technologies

3

External Alliances

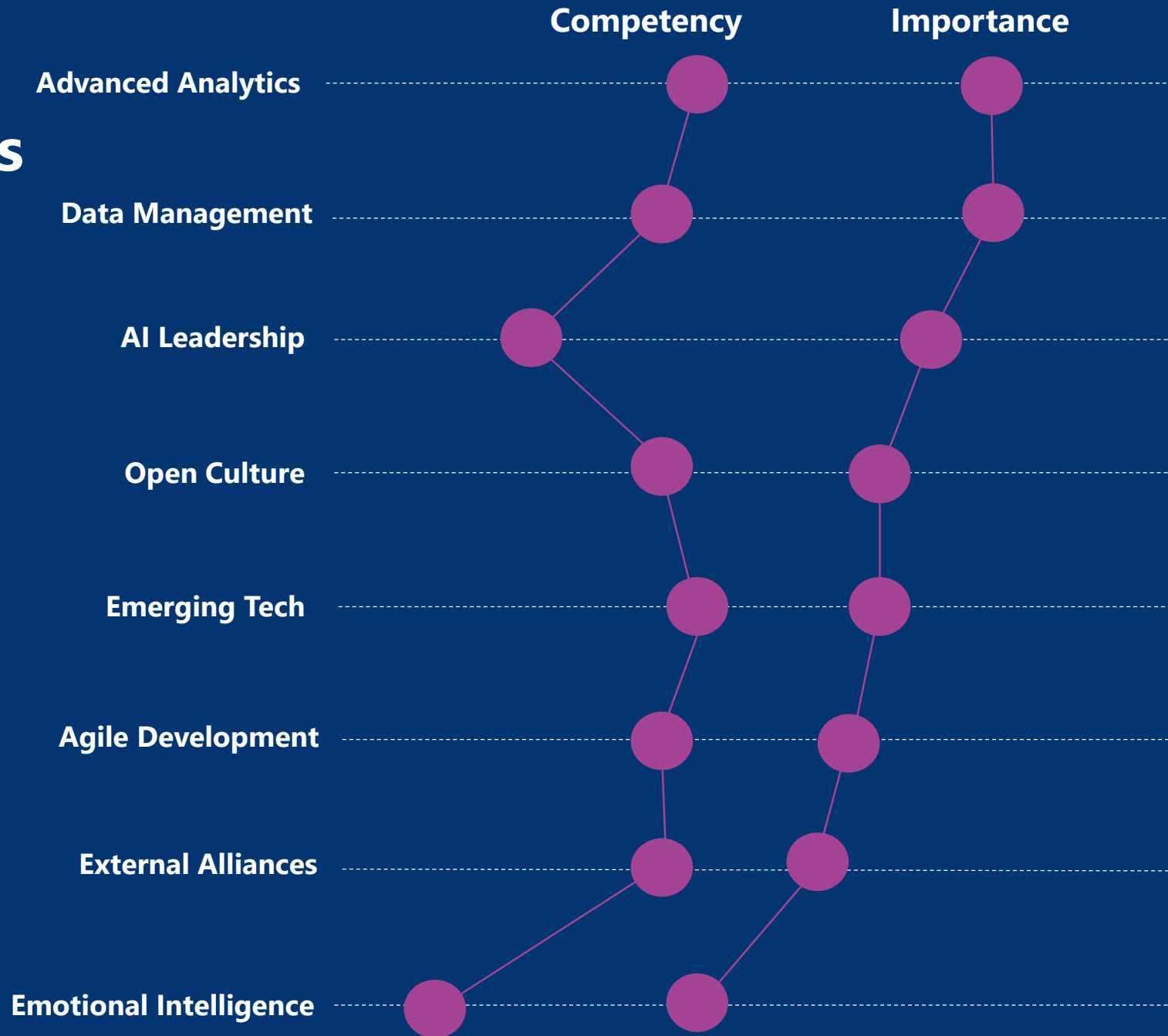
Entering into partnerships and alliances with third party solution providers, technical specialists, and business advisors to access technical capabilities, best practices - and talent

4

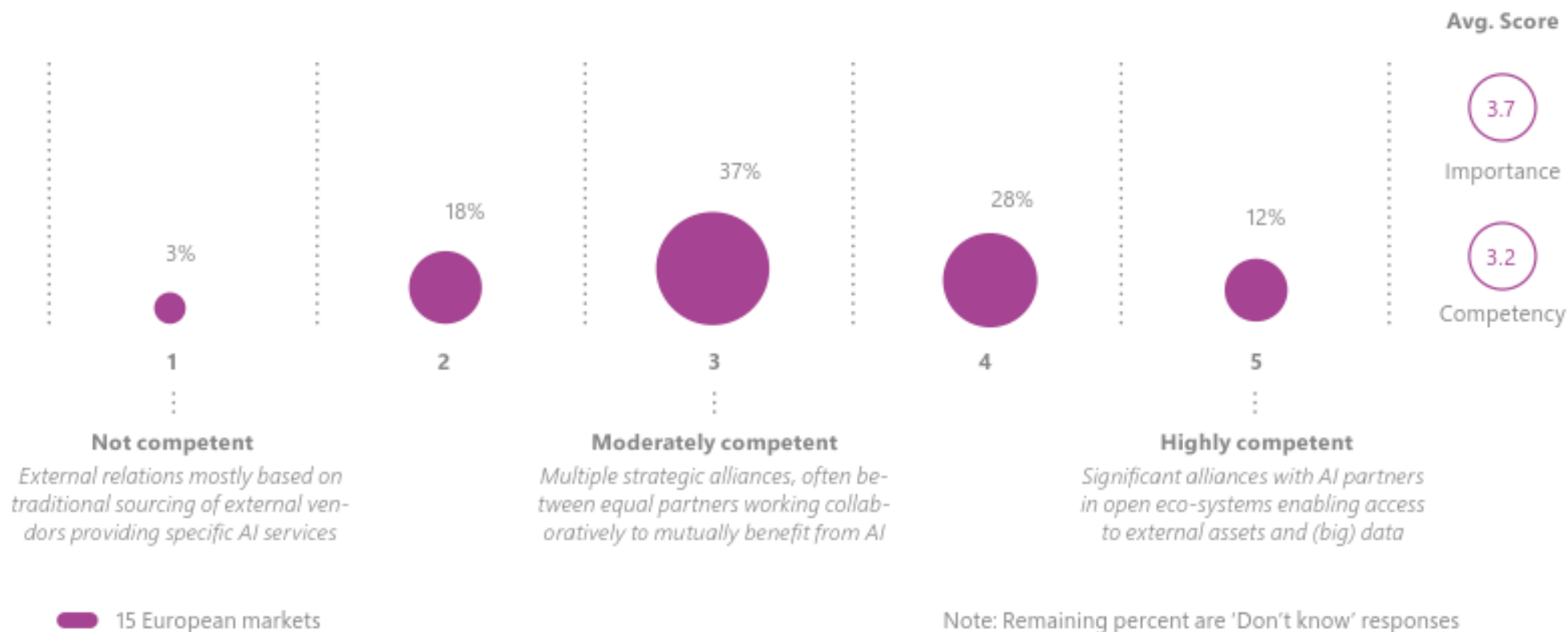
Emerging Tech

The organizational-wide capability to continuously discover, explore and materialize value from new solutions, applications, and data platforms

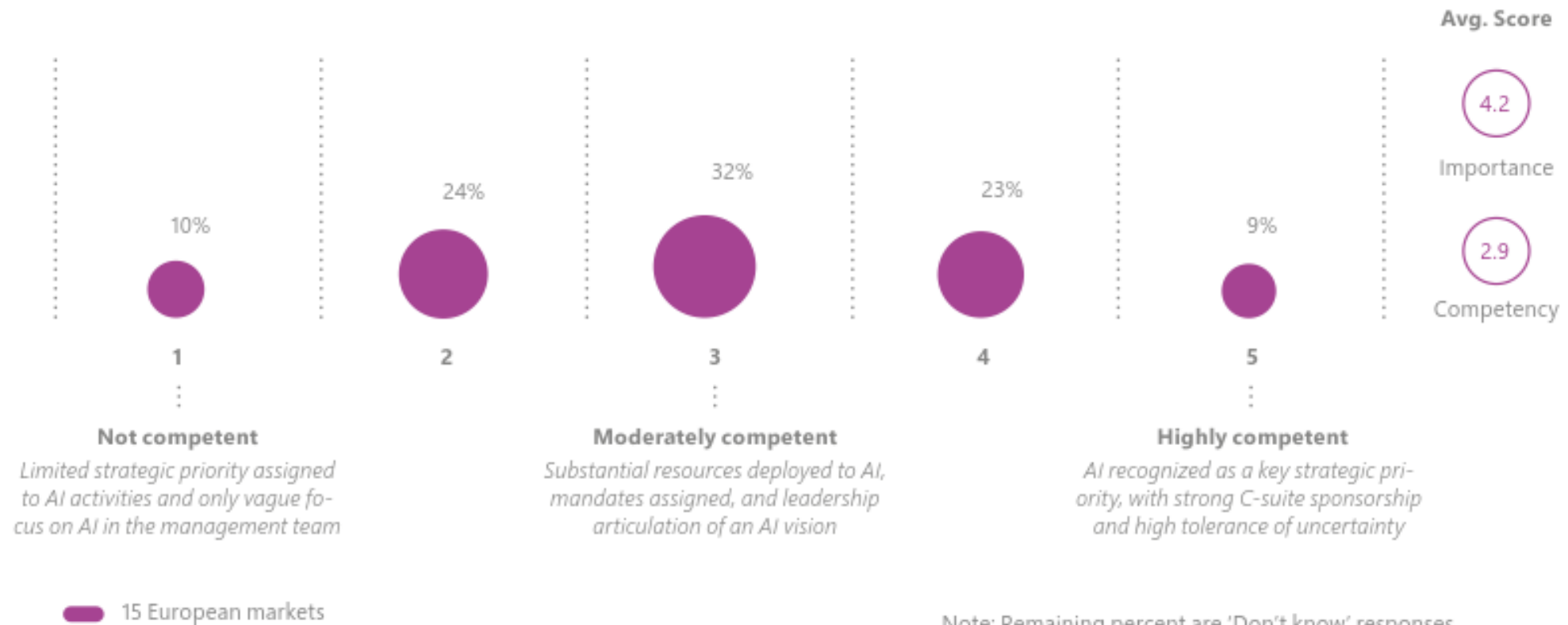
AI Capabilities Model



Smallest Competency Gap: External Alliances



Biggest Competency Gap: AI Leadership





The talent pool is getting heavier on statistics capabilities—this is getting mainstream, it is no longer just for nerds. What really makes a difference is hybrids that understand both the technical and business aspects.

— Chr. Hansen

Learning from the Leaders

Artificial Intelligence Maturity Curve

We asked companies to self-report their current AI maturity level, grading themselves at None, Planned, Piloting, Released, or Advanced - as defined below.

LEVEL OF MATURITY

Advanced

AI is actively contributing to many processes in the company and is enabling quite advanced tasks

10 / 269
(4%)

74 / 269
(28%)

Released

AI is put to active use in one or a few processes in the company, but still quite selectively, and/or not enabling very advanced tasks

106 / 269
(39%)

Piloting

AI is put to active use, but still only in early stage pilots

59 / 269
(22%)

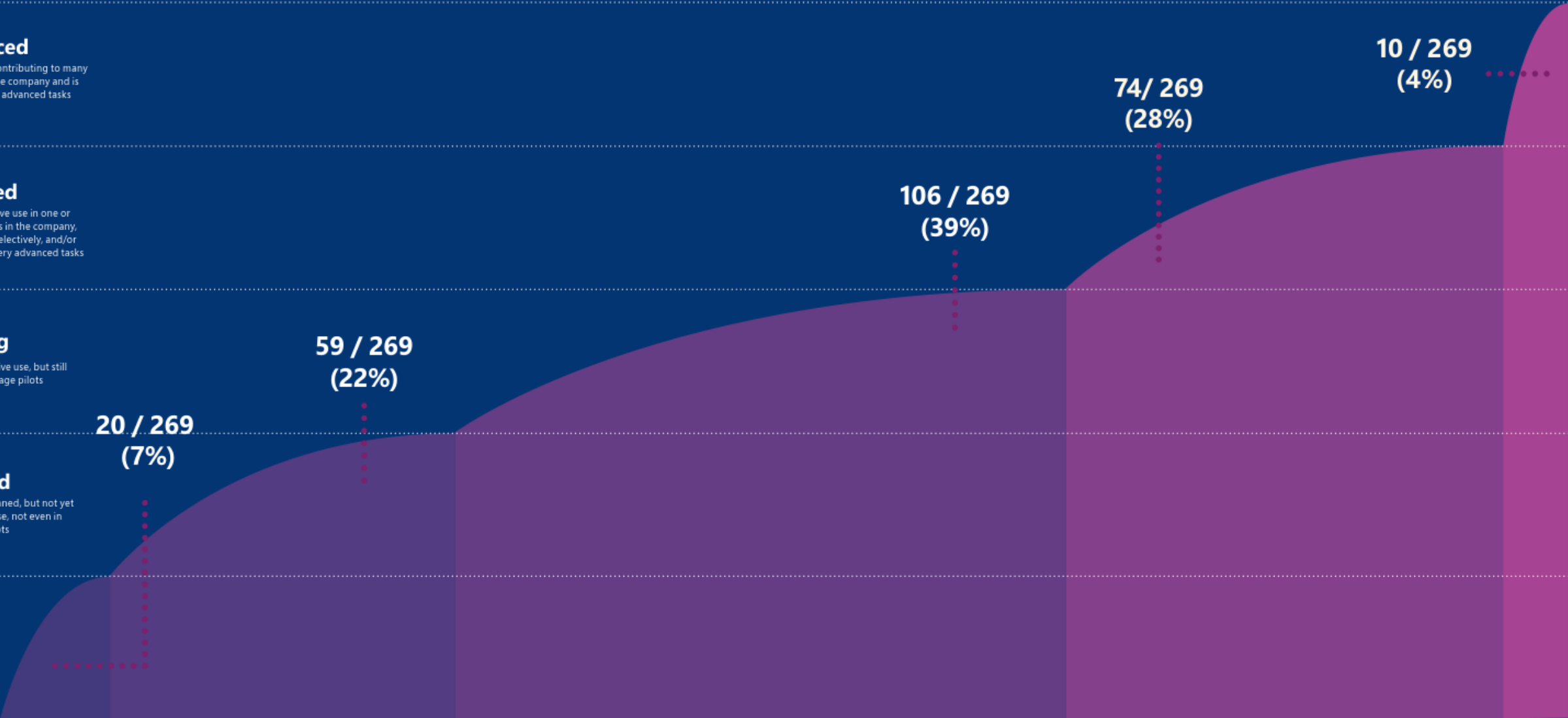
20 / 269
(7%)

Planned

AI is being planned, but not yet put to active use, not even in early stage pilots

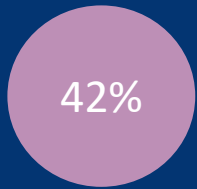
None

Not yet thinking about AI

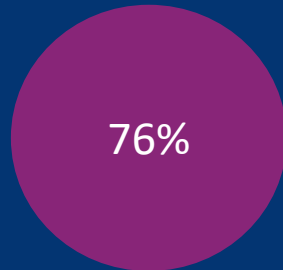


Companies who are Mature with AI

Expect AI will
empower employees

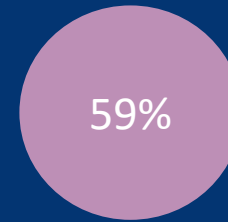


Least Mature with AI

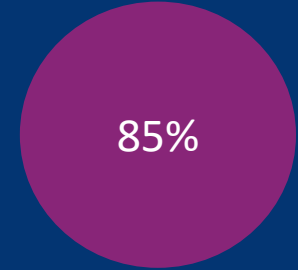


Most Mature with
AI

Expect AI will help them
engage customers



Least Mature with AI



Most Mature with
AI

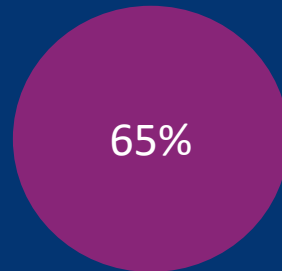
Companies who are Mature with AI Report Using

A combination of structured and unstructured data

Data from both internal and external sources



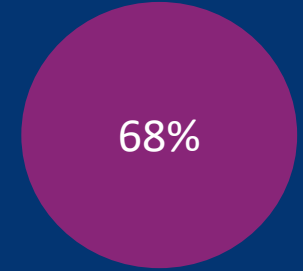
Least Mature with AI



Most Mature with AI



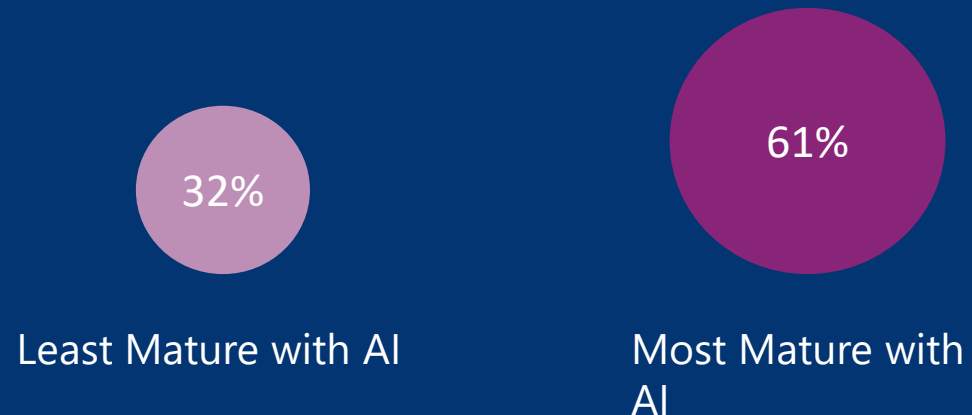
Least Mature with AI



Most Mature with AI

Companies who are Mature with AI

See AI as being driven by a combination of technology push and business pull.

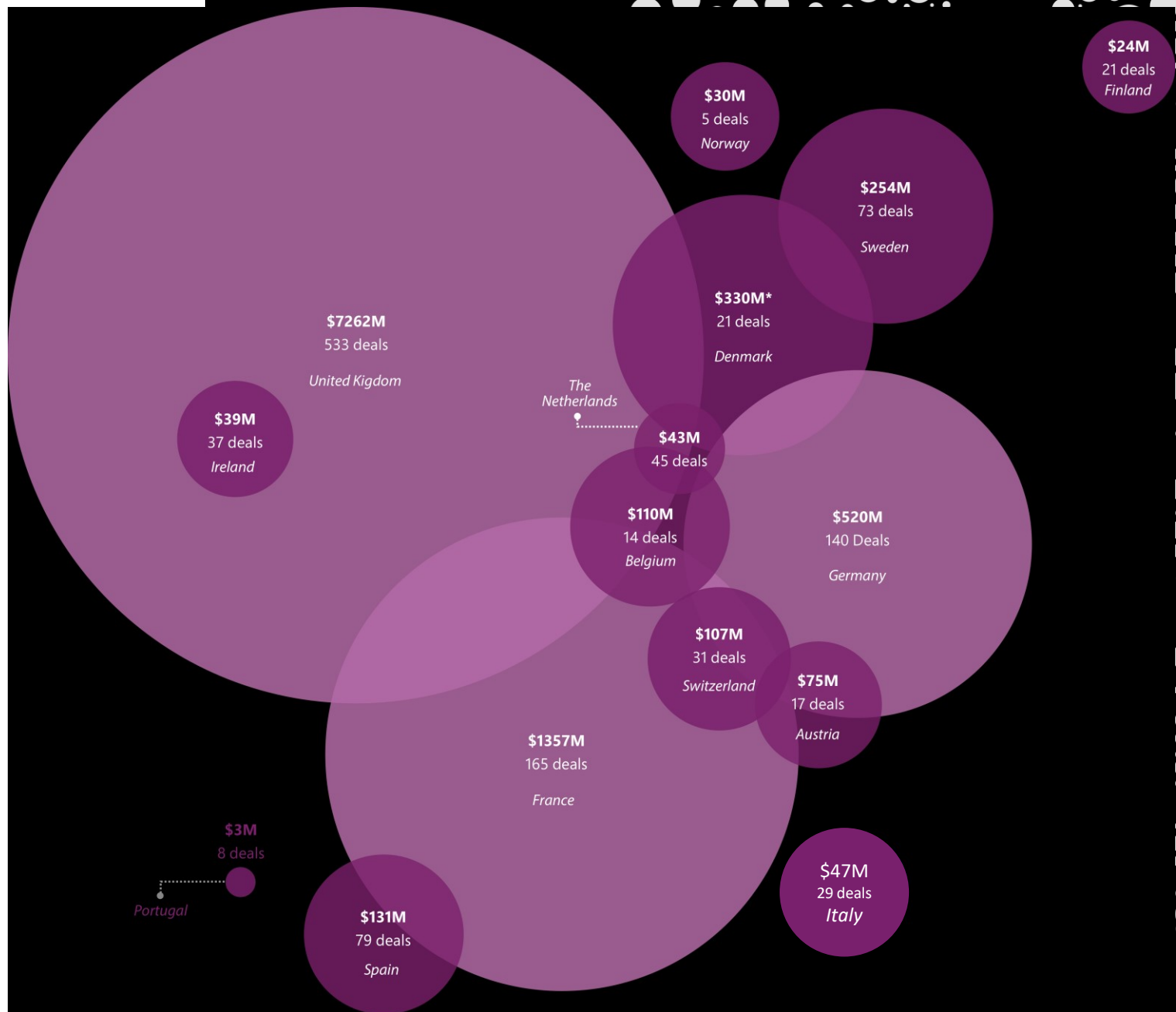


Business Investments in AI

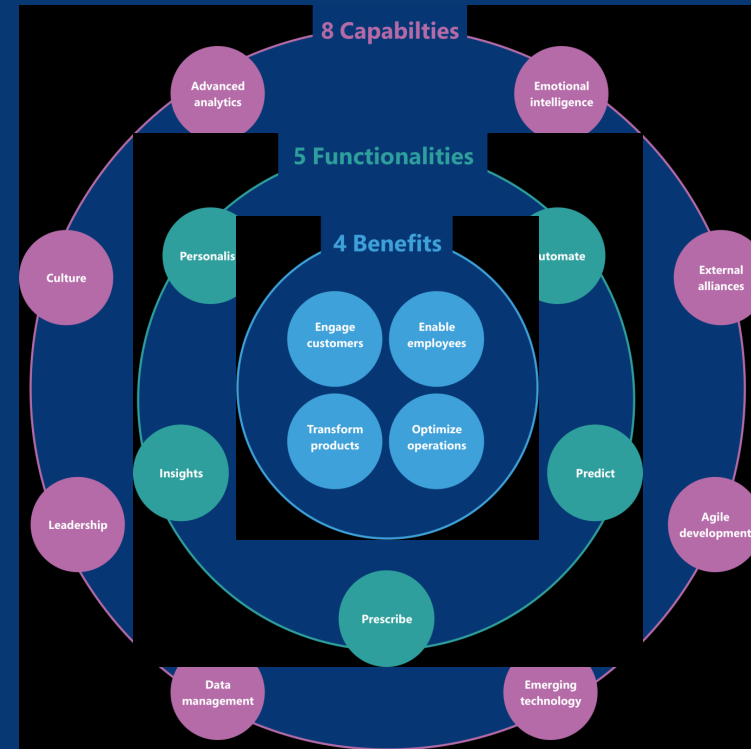
A few, big AI deals influencing the overall picture

AI companies invested into per country, mUSD (accumulated 2008-2018)

European markets



360° Strategy & Next Steps





We are applying AI in some selected areas related to consumer experience, but wide-ranging ambitions are emerging across our value-chain. Currently, we are defining the future data architecture as a foundation for extensive use of AI.
— LEGO

AI success requires a 360° strategy



How to get started and take AI to the next level?



Choose a step-by-step approach for getting familiar with AI



Display executive leadership and approach AI from a position of strength



Hire new skills ahead of the curve – or focus relentlessly on training existing talent



Build a data strategy and technology stack purposefully fit-for-AI



Beyond all, engender trust and enable human ingenuity

