

# The Fusion of Data and Insights - CoE approach

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**futurice**





# Maija Hovila

## CHIEF DATA & AI STRATEGIST

- Extensive international experience in the areas of **data, analytics, AI and strategy**.
- Background in consulting, large multinationals and start-ups in both B2C and B2B sectors.
- Most recent role as the Chief Analytics Officer at KONE. Responsibilities included leading **analytics and data strategy, building data capabilities and organization**, defining use cases and **delivering value** through them, developing **data assets** and driving **data culture** creation.
- An avid athlete: represented Finland in the World Championships in Ironman triathlon (most recently in 2023) and cycling and in the Youth Olympics in alpine skiing.

Recognized  
as Top 100  
Global  
Leader in  
Data and  
Analytics  
2023

Voted Nordic  
Analytics  
Professional  
of the Year  
2021

## RELEVANT EXPERIENCE

**Chief Data and AI Strategist**  
Futurice, Finland 10/2023 - present



**Chief Analytics Officer (CAO)**  
KONE, Finland 8/2019 - 9/2023



**Global Analytics and Digital Insights  
Lead**  
Unilever, UK 1/2015 - 7/2019



**Business Analytics Consultant** Capgemini Invent  
Capgemini Invent, UK 3/2013 - 1/2015



## EDUCATION

**University of Cambridge**  
M.Sc. Business Administration (MBA)  
2011 - 2012



**Aalto University**  
M.Sc. (tech) Strategy and  
International Business, Applied Mathematics  
2002 - 2007

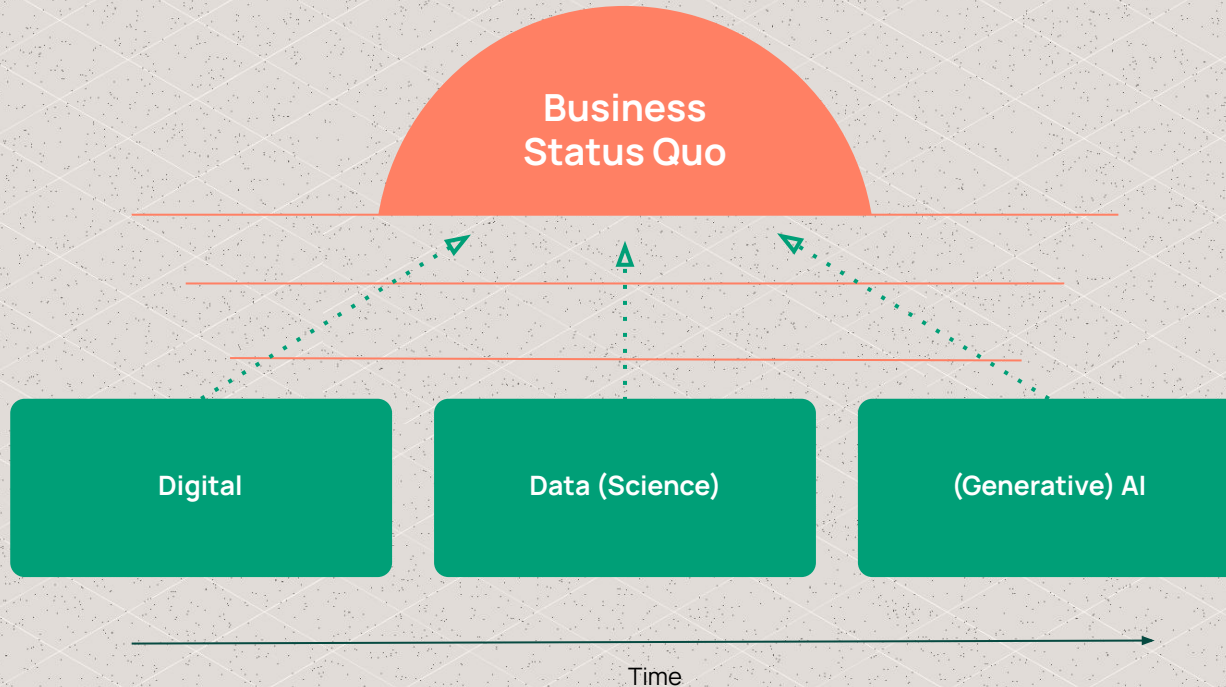


**IMD**  
Digital Strategy and Analytics  
2022



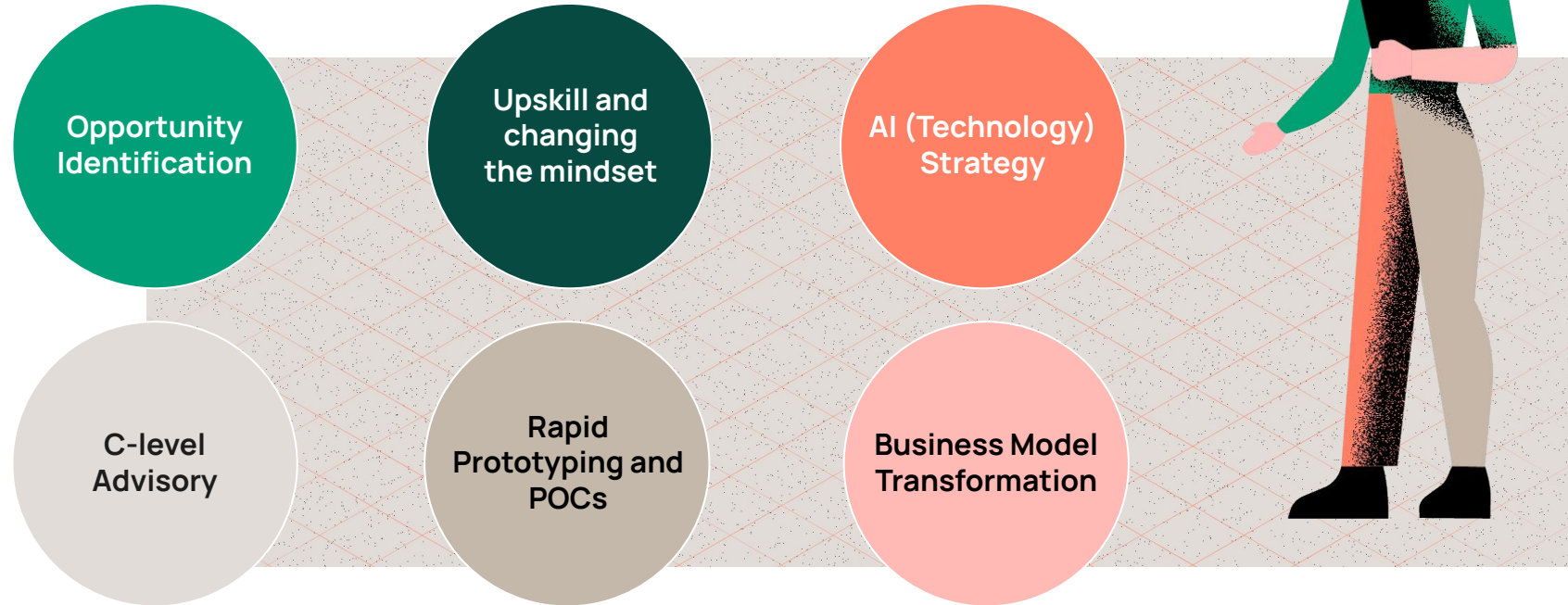
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# Waves of technological advancements have challenged the businesses to transform





# Key question remains: who will be the driver to ensure data & AI is creating max value?



# Futurice: Nordic roots, global mindset

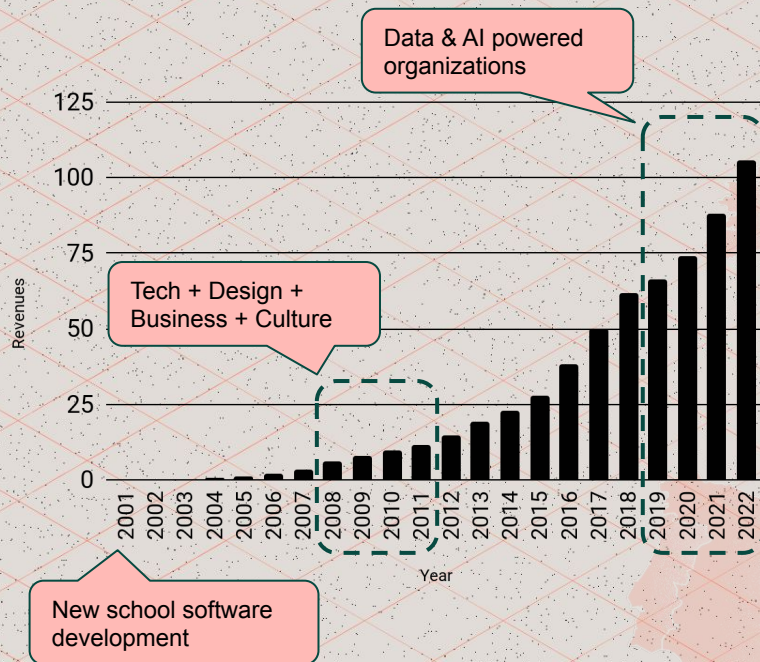
PEOPLE  
800+

COUNTRIES  
6

NATIONALITIES  
63

CONS. YEARS OF GROWTH  
22

FAMILY OF COMPANIES



futurice



Digital commerce  
consultancy

meltlake°

A Microsoft  
specialist  
consultancy

THRIV

Hand-picked  
developers  
with passion and  
expertise

RECORDLY

Future-proof, robust,  
and  
secure data solutions



Senior Lead  
developers,  
architects and  
product  
managers

# The journey to (AI) transformation requires alignment

## USE CASES Get cracking, capture value FAST and start scaling from the bottom-up

Defining problems & mapping opportunities  
- win buy-in & define the starting points

Rapid prototyping & PoCs - **validate the viability & value**

Production MVPs & process integration -  
**capture quick business results**

## ENTERPRISE ENABLERS Remove blockers to use case integration & scaling

Common IT infra - **establish minimum viable tech foundations** for use case development

Orchestrating '**use case portfolio**' -  
define balanced investments &  
leverage synergies between them

Upskilling - **identify capability gaps**  
and define how you'll fill them via  
recruitment, upskilling & partners

## AI STRATEGY Define the wider direction that all use cases should be driving toward

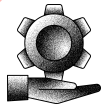
Product & Process Visions - **define the wider agenda & targets** to align use cases around

Tech Strategy - **where to build vs buy**, how to prepare for rapid technological change, etc.

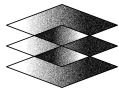
Operating Model - **define how you'll organise around investments & development**



# Initial steps for Center of ~~Excellence~~ Enablement (CoE)



Where do the biggest business opportunities lie & who are the counterparts?



How does the technology landscape stack up?



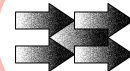
What does the competence map look like? Where are the main upskilling needs?



CoE role to fuel  
Data / AI  
Enabled  
Enterprise



What is the structure of the organization, is there a natural top management owner / sponsor?



How mature is the organization & ways of working → what level of centralization is required?

# What does good look like in data & AI?

## **Analytics & AI portfolio**

balances short and long  
term value

**Data is managed** with  
appropriate privacy and  
security

**Data competence is  
spread** across the  
organization

Data is at the core of the  
**business strategy**

Technology is enabling fast  
and flexible **value creation**

**Data enhances collaboration**  
across the organization

**Value of data** is inherently  
understood & utilized in  
business



# An agile approach to creating value from data & AI



## Find alignment

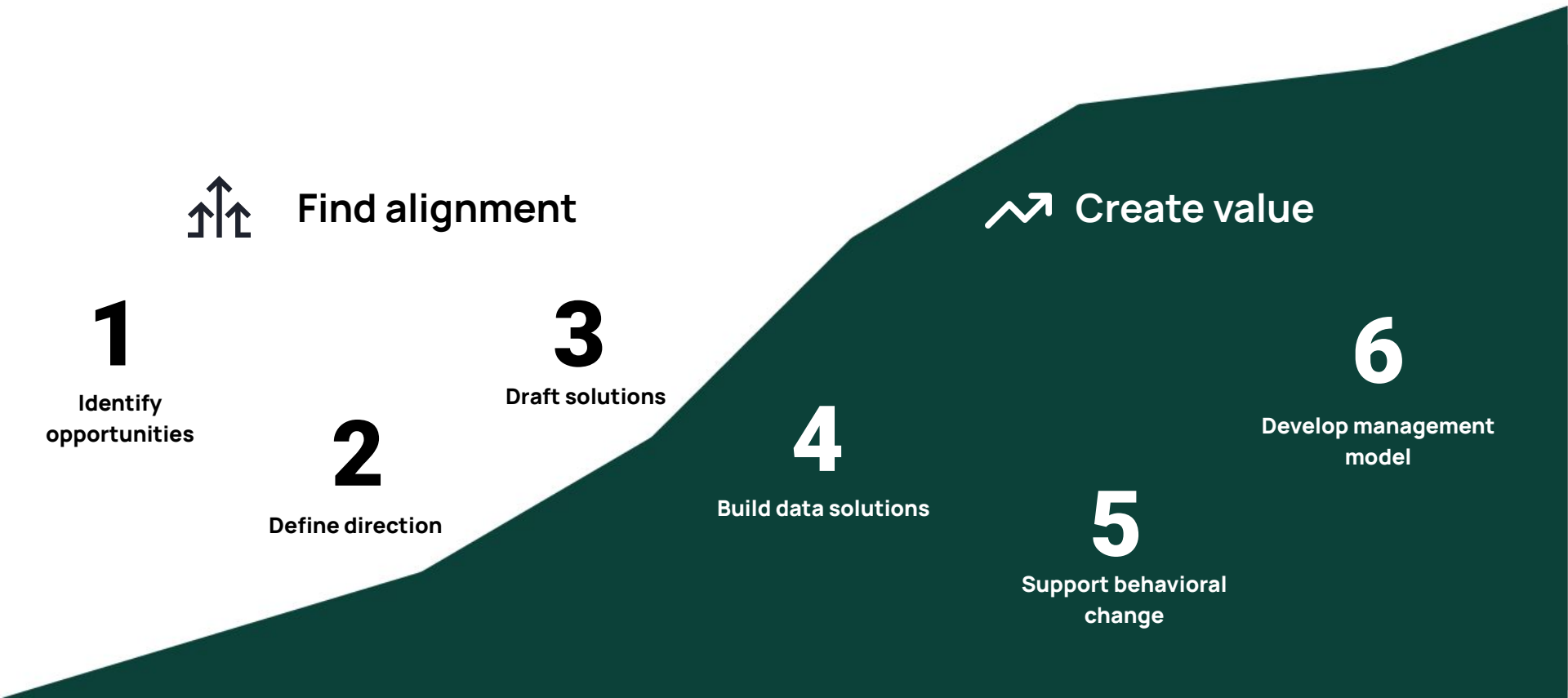
Do you have a shared understanding of what data- and AI investments create most value to the business?



## Create value

Do you have focused development teams that continuously create the maximum amount of business value?

# An agile approach to creating value from data & AI



# An agile approach to creating value from data & AI



## Find alignment

1

### Identify opportunities

- What is the current **state of data & AI** in the business?  
What is the organization's **data maturity**?
- What **organizational challenges** need solving most urgently?
- **What are the most important business processes** that need to be prioritized?

2

### Define direction

- Craft a simple, communicable **vision and actionable roadmap** for data and AI development.
- Make needed **technology choices** and investment decisions.
- Define objectives and key results for different **development streams**, identify budget.

3

### Draft solutions

- **Understand the prioritized business processes** and needs and how they will be augmented with data.
- Decide which needs, use cases & opportunities are **absolutely critical to solve first**.
- **Draft solutions** to critical needs and use cases. These may be tools, data, AI, improved processes, ways of working, architecture or a combination of these.



## Create value

4

### Build data solutions

- **Set up multidisciplinary agile development teams** around development streams, with business steering.
- **Develop high-quality user-centric data solutions** and continuously collect feedback from the organisation.
- **Develop architecture** and data infrastructure, data management, technology platforms etc.

5

### Support behavioral change

- Support the business hands-on in **adopting new data-solutions** and renewing processes.
- Increase **data-literacy** and develop data enabled culture.
- Collect ideas and **co-create solutions** with the whole organization.

6

### Develop management model

- **Set business & analytics-led cross-organisational management and operating model** for analytics development (strategic, tactical and operative)
- **Tactical management continuously prioritizes** work to be done
- **Management continuously reviews** created value, priorities, roles, competencies and teams.



# Recognized requirements to operating model.

## The items below are by no means exhaustive.

### GOVERNANCE RELATED *consideration examples*

- **Centralized vs. decentralized model:** Will the implementation be managed centrally or autonomy to certain business units or geographies. This involves things like pipeline management, processes/practices, resourcing, support etc. It might also be a hybrid.
- **In-house vs. outsourcing:** Deciding on how much of the work will be outsourced and how much done in-house. This leads to decision on internal capability building.
- **IT vs. Business focus:** Should the governance model be within ICT and focus on technical aspects of individual use cases or should it be done more from business perspective to maximize business value and even challenge to current ways-of-working across the processes.

### PROCESS RELATED *consideration examples*

- **E.g. Pipeline management:** From idea to experimentation to implementation. How to ensure that the use cases with highest business value get prioritized.
- **Continuous learning:** How to ensure that learning from experimentations and implementations are collected and utilized. This might include collecting best practices, guideline or library of re-usable assets to avoid reinventing the wheel.
- **Scalability considerations:** How to ensure that defined practices and operating model is able to scale to future needs of business. Are the practices applicable to all the business areas do to processes scale to larger number of use cases, is the process agile enough.

### TECHNOLOGY RELATED *consideration examples*

- **Build vs. Buy:** What are the guidelines for making a decision to build from scratch or purchase commercial solution (see next slides for considerations)
- **Technology related guidelines:** What are the common capabilities that are recommended to be utilized across the projects (this project)
- **Data quality, ownership and access:** Who will ensure that needed data is correct and good quality, are there some limitations in data sharing or utilization?
- **Regulation and compliance:** How to ensure everything is compliant. E.g. Credo.ai as an example of start-up to scan regulation changes.

### PEOPLE RELATED *consideration examples*

- **Key roles:** What are the key roles in the operating model? Should each use case have Business Owner, should Process Owner be engaged, AppSquad for prioritized initiatives.
- **Competence development:** What is the strategy for competence development? Training existing employees vs. hiring new talent? Proactive development to increase awareness and spark new use cases vs. reactive development.
- **Change management:** How to engage end-users and ensure proper change management for new use cases? Some use cases may require even organizational changes or changes in role descriptions.

# Thank you!



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# futurice

Empowering the world to act.