Scaling AI in Enterprises
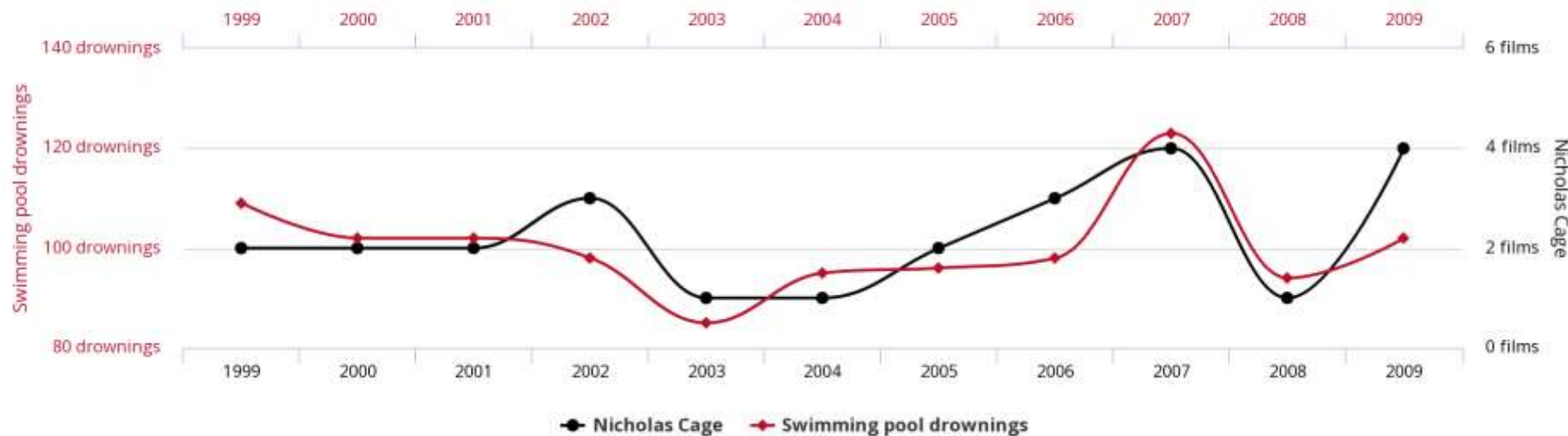
March 2022

Number of people who drowned by falling into a pool

correlates with

Films Nicolas Cage appeared in

Sebastian Welter

Supply Technology Innovation Leader IKEA

Artificial Intelligence Technology Innovation Lead IKEA

Director for Solution Design AI for Accenture in DACH
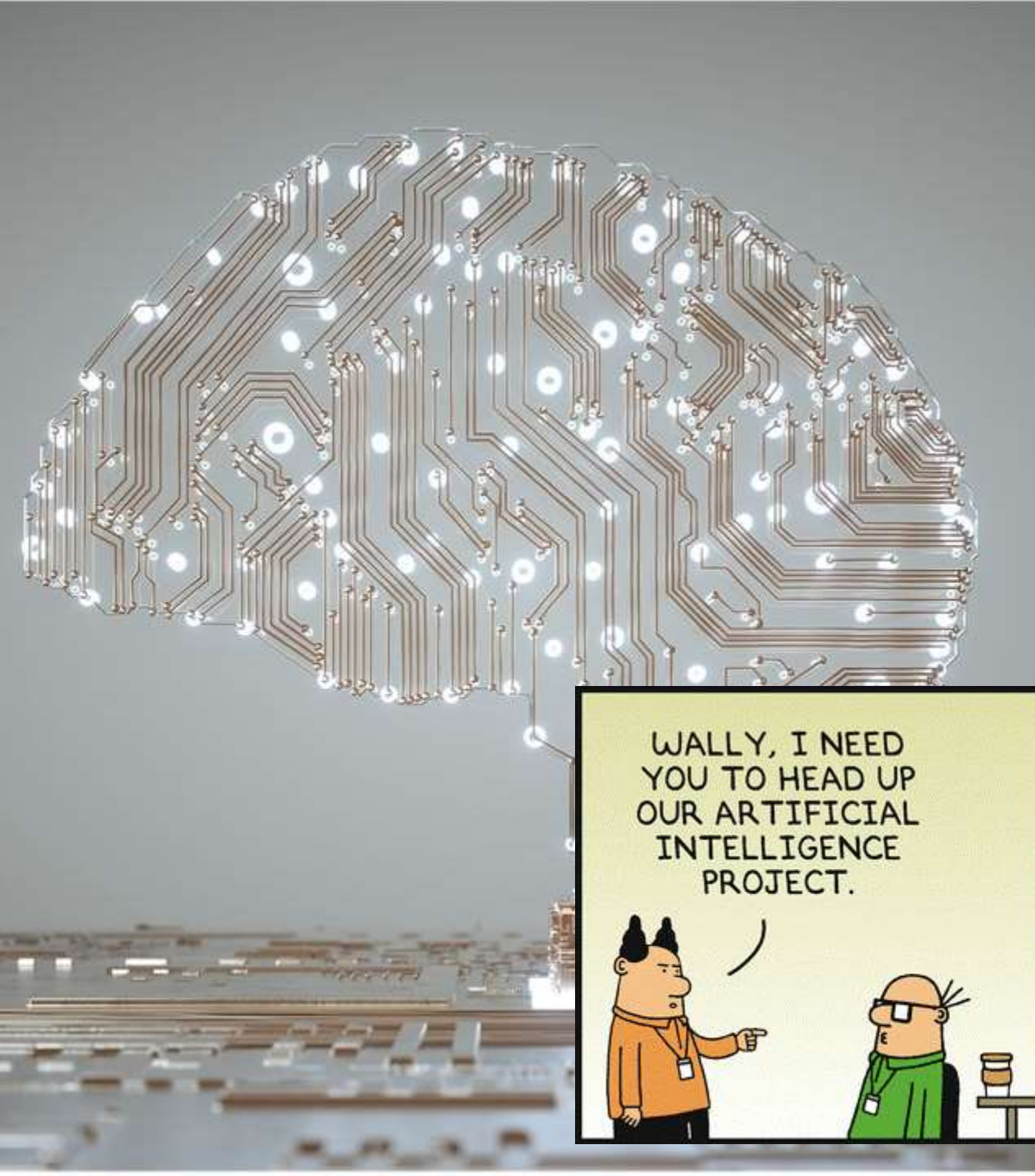
Lead Architect Watson for IBM in EMEA

Tech Lead Watson DACH for IBM

Content Management, Search, Mainframe, Distributed Systems, Technical Sales, ...

My current mission:

Scale AI in IKEA
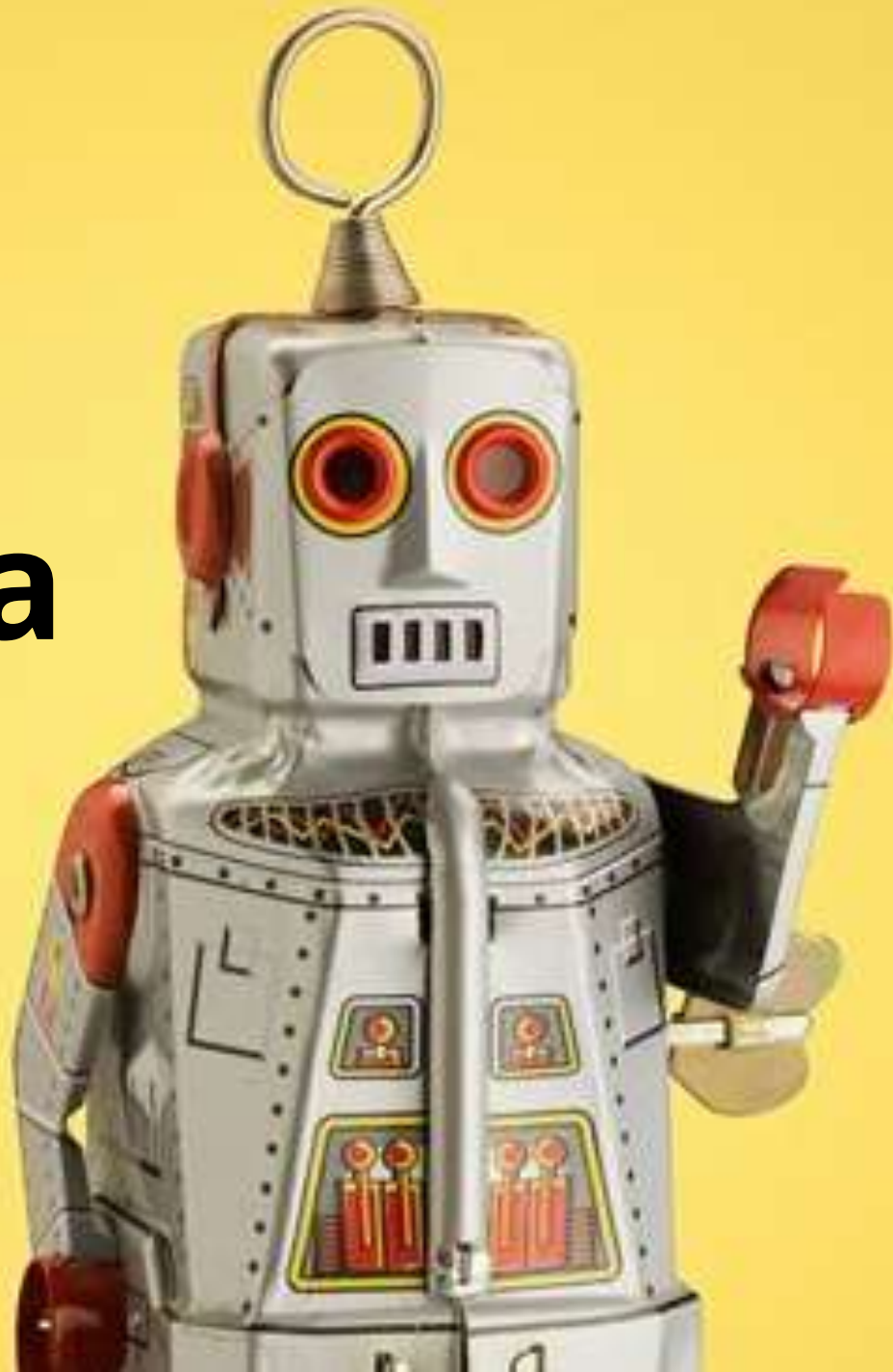AI CoE / Lab

Run the business != Change the business

AI is locked to operational topics and not used to grow beyond operational boundaries

Lack of knowledge
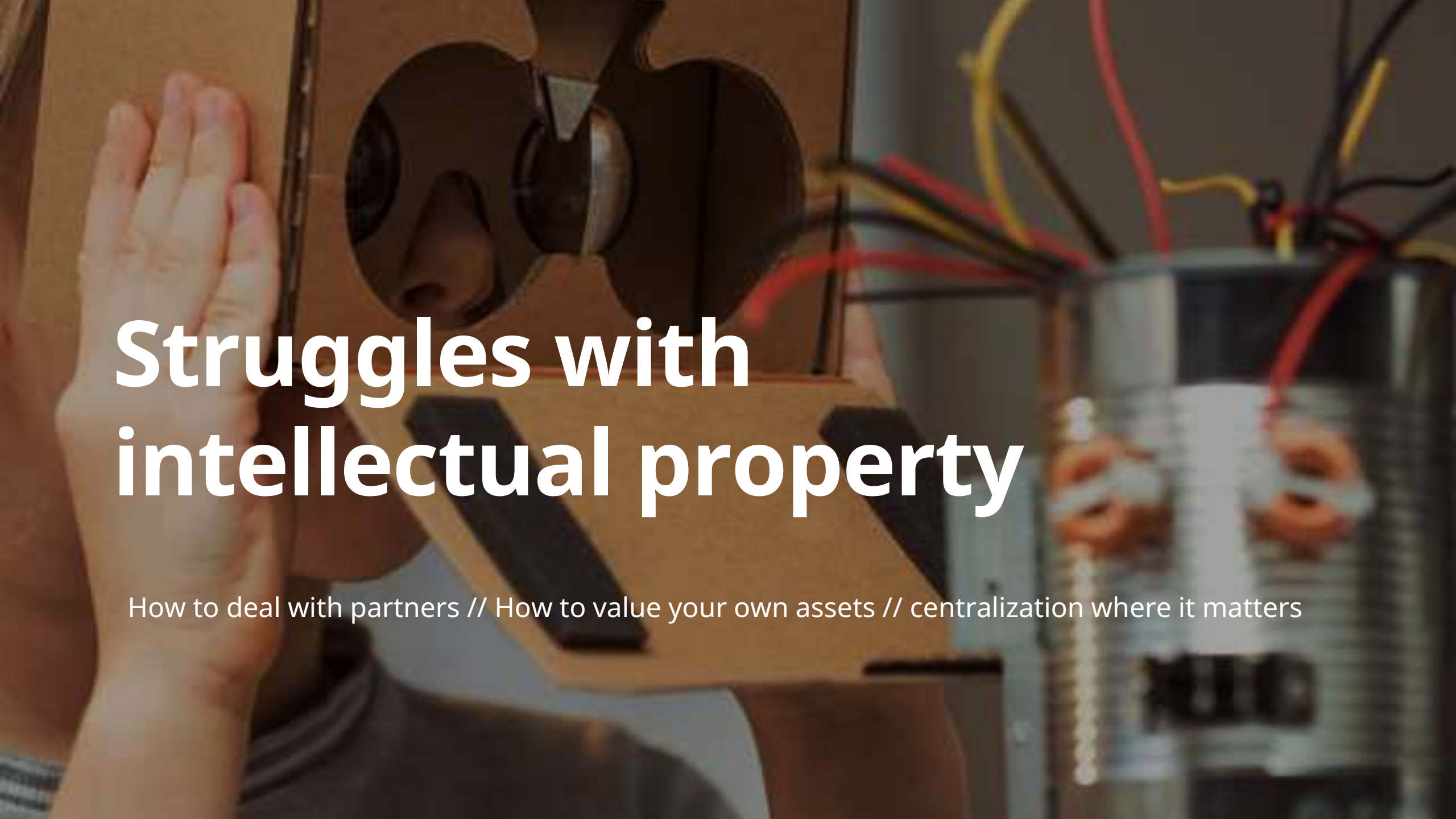
AI in business terms // the "1 data scientist" problem // AI methodology

Citizen Data Scientist

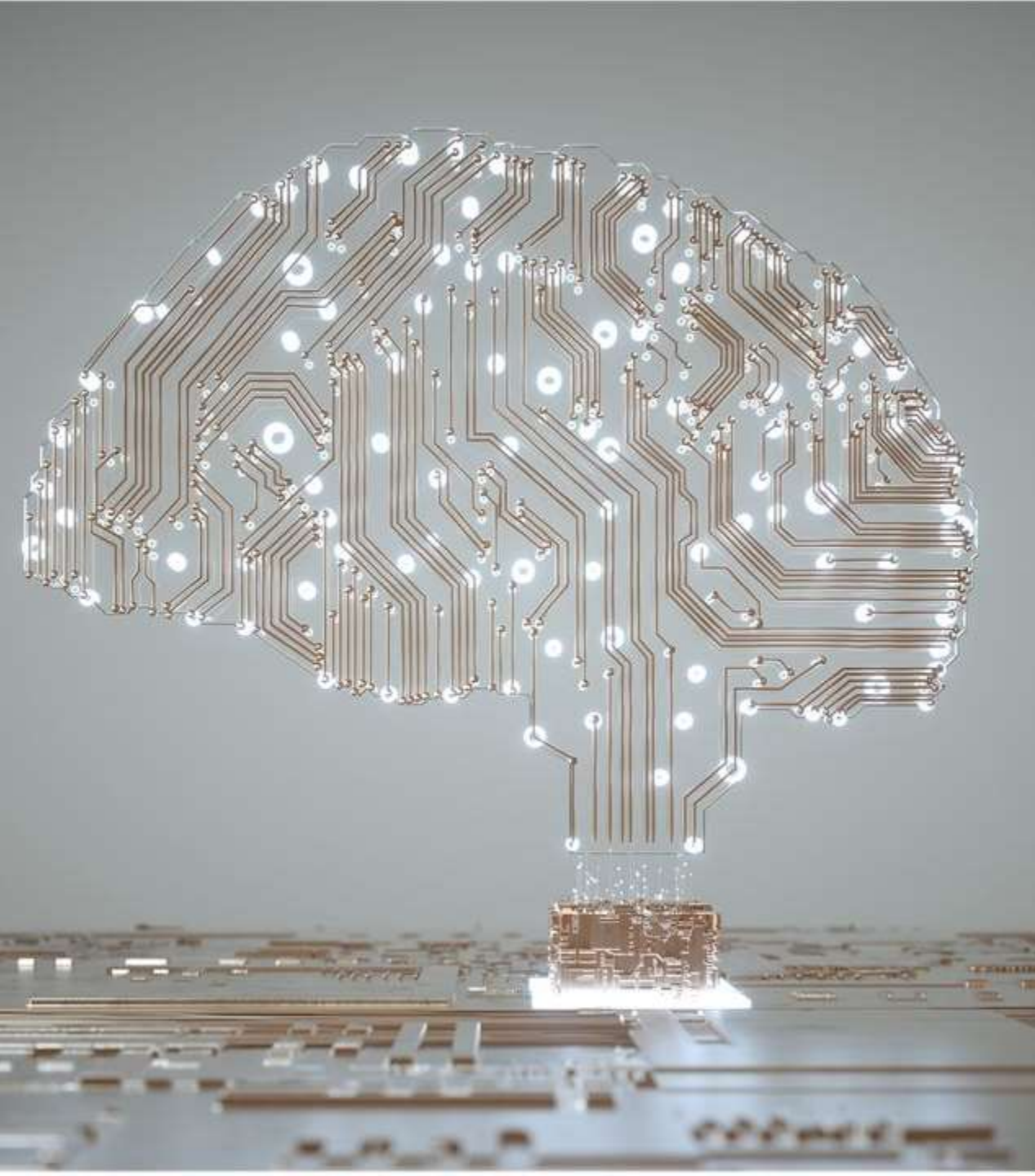# Struggles with intellectual property

How to deal with partners // How to value your own assets // centralization where it matters

Teams in silos, scattered data and assets

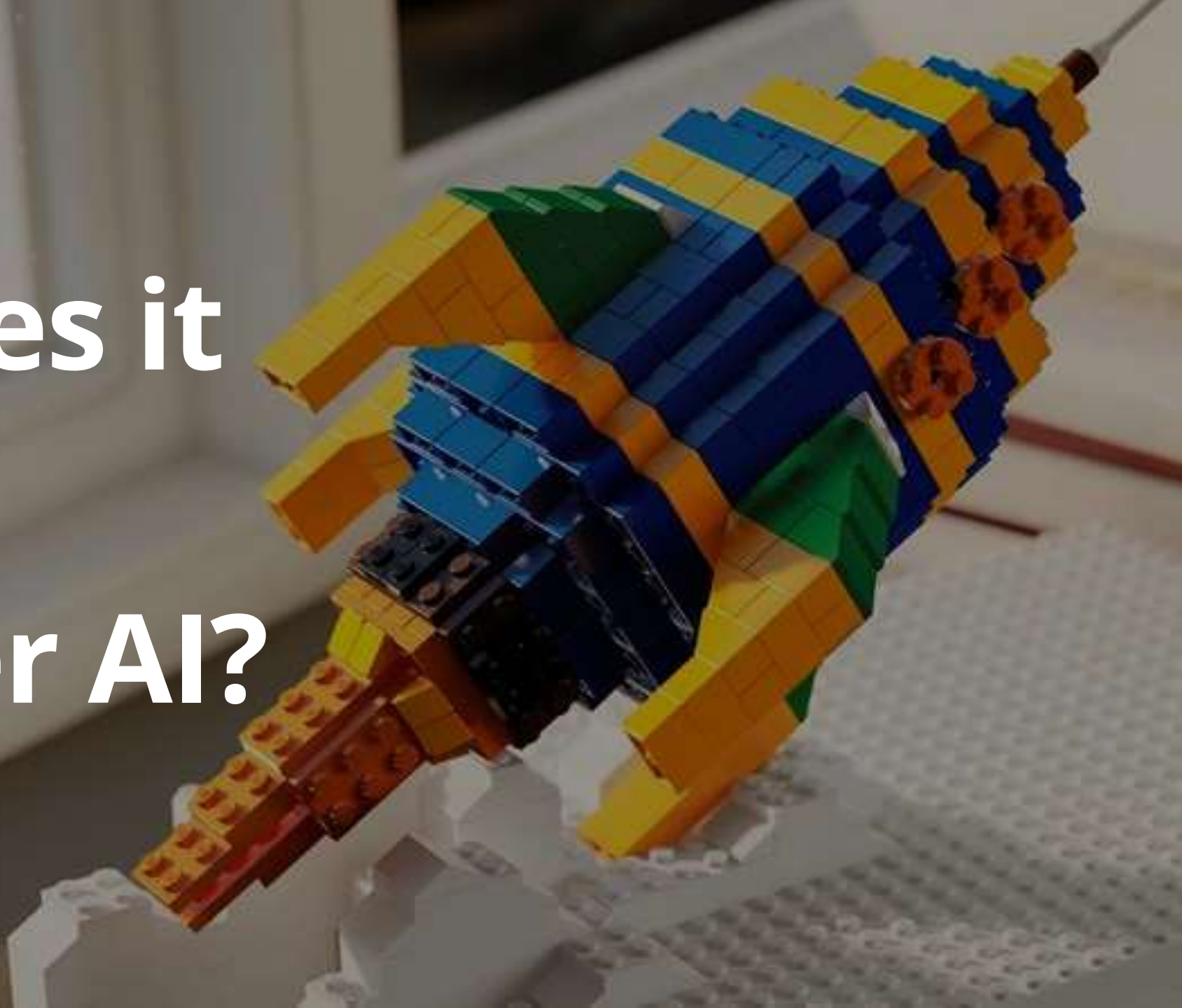Scattered data, models, sources and assets // Sharing requires ownership

Avoid duplication and foster reuse and sharing

My current mission:
AI CoE / AI Lab

Enable disruptive innovation, pivot collaboration, and lead the way for AI in IKEA
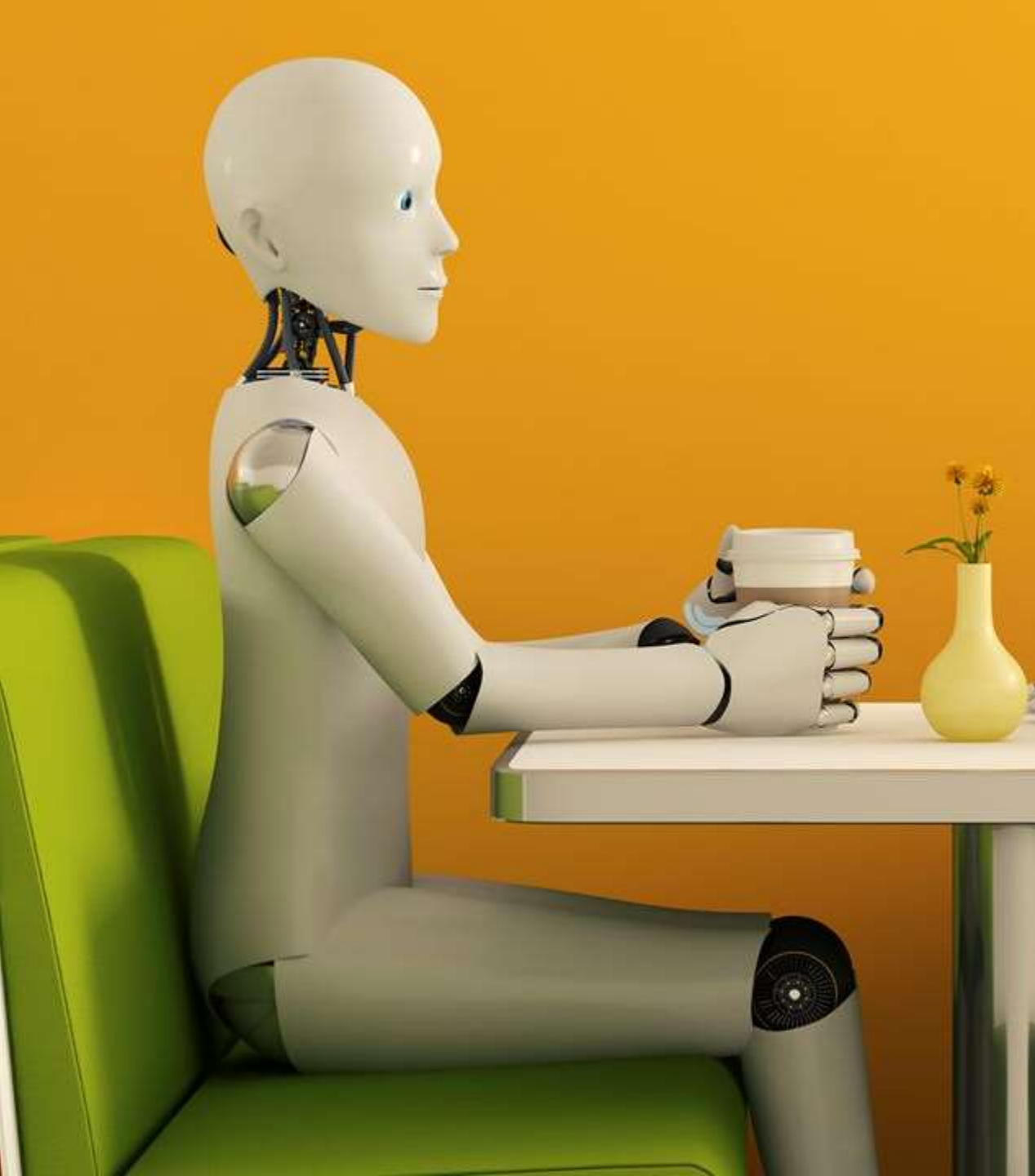
What does it mean to master AI?

What does it mean to master AI?

- Freedom of exploration

- Link to the business

- Community and ecosystem

- Roadmap

- Responsibility & power to act upon it

- Data strategy

- Ideation, exploration culture, budget

- Partner strategy

Scaling beyond prototypes

- DevOps fails in the Ops part

- Hub and Spoke models

- Cloud First

- Ownership – on AI and business side

- Operational model

It's not about data scientists

Who is driving a successful AI project?

Talking about skills and roles...

- Understanding of AI beyond my favorite framework

- Acceptance of limits of knowhow

- Power of commercial options

- Understanding of maintenance concepts

- Dev... Ops

- Cloud services, cloud patterns
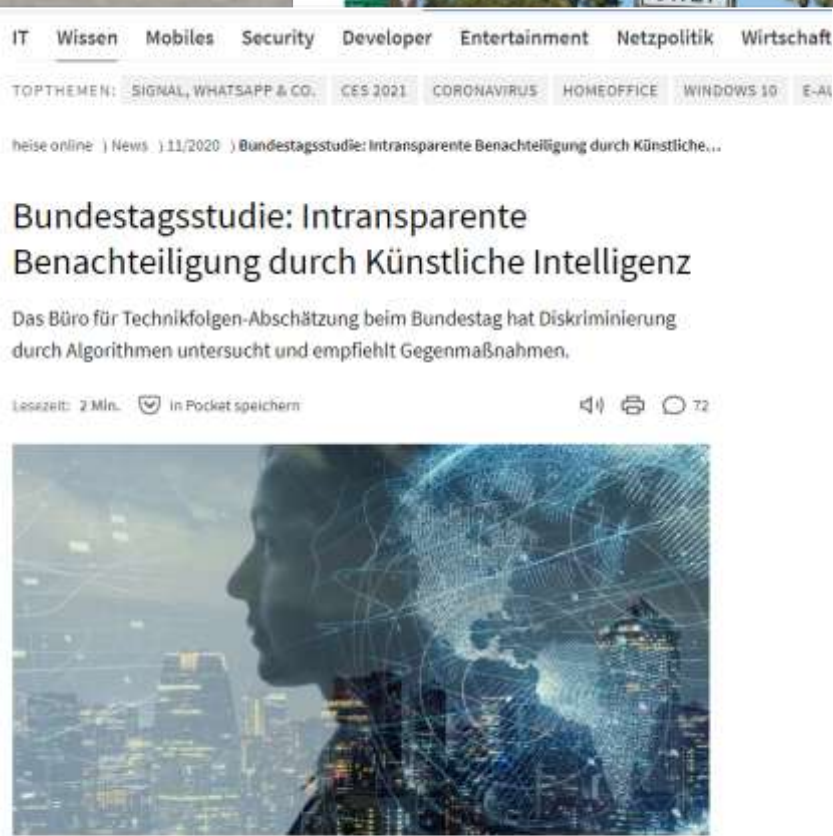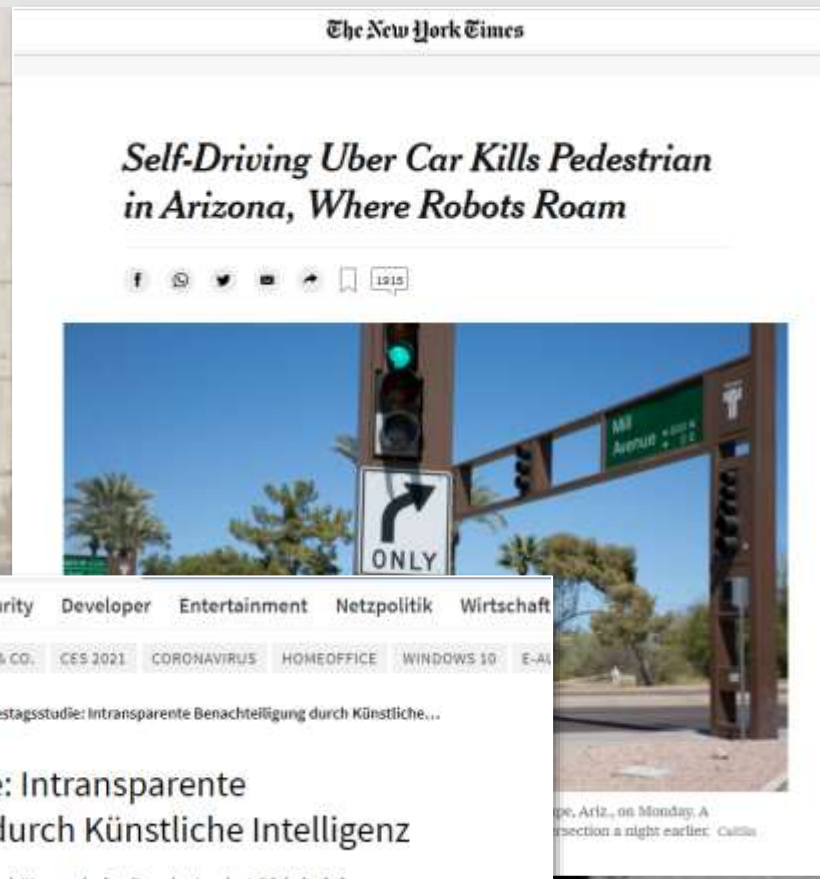
- Architecture

Talking about skills and roles...

- Understanding of AI beyond my favorite framework

- Acceptance of limits of knowhow

- Power of commercial options

- Understanding of maintenance concepts

- Dev... Ops

- Cloud services, cloud patterns

- Architecture

- **Bias, Data, Explainability**

18

Talking about skills and roles...

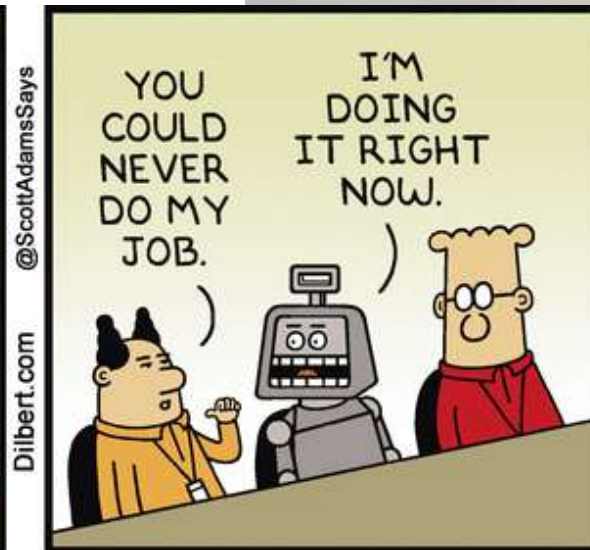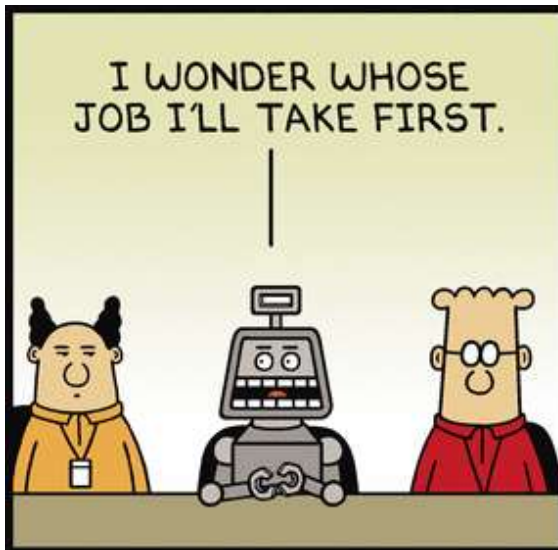- **User experience-led design**

Talking about skills and roles...

- **User experience-led design**
- **Business ownership**

Talking about skills and roles...

- **User experience-led design**
- **Business ownership**
- **Humans are affected by what we do**

Reflections

Think about the organizational structure

- Anchoring AI close but next to operational units - CoE, Hub & Spoke

- Responsibility and Governance

- Operational Model – think of Ops

- Rely on the right mix of skills and critical masses

- Empower people and mindset for disruptive ideas

- Anchor the roadmap high enough and choose the right problems

- Your data is not as good as you think

Rethink the classical data scientist role

- UX / Cloud / Architecture / BA

- Openness and completeness of vision