Scaling AI in Enterprises

March 2022
Number of people who drowned by falling into a pool correlates with Films Nicolas Cage appeared in

http://www.tylervigen.com/spurious-correlations
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**
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