

Nemko Digital Webinar Report - AI Literacy - From Awareness to Action

Webinar Transcript

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00:00:04.880 --> 00:00:06.350

Bas Overtoom: Hello, everybody!

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00:00:06.600 --> 00:00:09.210

Bas Overtoom: Welcome to this webinar on

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00:00:09.370 --> 00:00:26.479

Bas Overtoom: building your AI Literacy program. My name is Boss Overtone. I'm the Global business Development director. And today I will go with you through our approach for developing AI literacy programs for larger organizations based on a proven methodology.

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00:00:27.260 --> 00:00:35.880

Bas Overtoom: So let me just get my shares on the screen.

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00:00:39.020 --> 00:00:41.040

Bas Overtoom: But before we go into that.

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00:00:43.960 --> 00:01:08.940

Bas Overtoom: maybe a few things on Nemko. So we've been a 90 year old company come from product compliance. And recently, we are also focused on digital elements of products and services like cyber security. And now also AI, and that's topics that we deliver from this group Nemko Digital that is headquartered in Amsterdam.

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00:01:11.880 --> 00:01:25.150

Bas Overtoom: So just basically before we dive into the content of what we're talking about, maybe just one slide on what is AI? And here you see the quote of what AI is as it is outlined in the EU AI act.

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00:01:25.940 --> 00:01:29.170

Bas Overtoom: And when you read the quote it. Basically.

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00:01:29.350 --> 00:01:38.229

Bas Overtoom: you see that there's a very broad definition, and also that is visualized below. So we see that AI is everything

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00:01:38.380 --> 00:01:44.319

Bas Overtoom: where a machine-based system is designed to operate with varying levels of autonomy.

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00:01:44.580 --> 00:01:46.539

Bas Overtoom: So it is basically when

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00:01:47.480 --> 00:02:01.920

Bas Overtoom: a machine product or service can make decisions or take actions without the direct guidance of human beings. And it can be based on generative AI, on predictions, on all kind of

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00:02:02.090 --> 00:02:05.599

Bas Overtoom: algorithms. We can speak about AI

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00:02:06.700 --> 00:02:17.600

Bas Overtoom: and what AI literally means mainly really means. It is about the human competence and knowledge to deal with that. AI, and it's more than only the technical knowledge.

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00:02:18.250 --> 00:02:21.800

Bas Overtoom: It also includes the awareness of risk ethics, governance.

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00:02:21.990 --> 00:02:28.409

Bas Overtoom: and really being able to deal and apply AI in a business context with efficiency.

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00:02:29.530 --> 00:02:31.379

Bas Overtoom: So I just wanted to have you

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00:02:31.510 --> 00:02:35.079

Bas Overtoom: understand this broad contents of how we're looking at AI

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00:02:36.070 --> 00:02:45.300

Bas Overtoom: and AI can bring a lot of good, as we know, and, as you probably see, in many different sectors like healthcare, education, etc. Etc.

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00:02:45.570 --> 00:02:55.530

Bas Overtoom: Of course we also know that AI can be dangerous or has potential downsides.

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00:02:55.710 --> 00:02:57.580

Bas Overtoom: So things like

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00:02:57.810 --> 00:03:06.389

Bas Overtoom: teenagers and killing themselves, as you might have seen. We all know about autonomous cars making accidents.

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00:03:06.630 --> 00:03:12.020

Bas Overtoom: deep fakes, and the impact that has on trustworthiness.

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00:03:12.860 --> 00:03:23.379

Bas Overtoom: And sometimes personal damage. And then also AI, that is applied in a business context, like, for example, with Mcdonald's, or we had the example.

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00:03:23.840 --> 00:03:45.460

Bas Overtoom: an airline in which and Chatbot in the end decided to give people a free ticket based on their story. So there is quite some things where we see that the applications of AI is not only bringing good things, but it's also bringing dangers, and that is asking for really

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00:03:46.440 --> 00:03:48.949

Bas Overtoom: a well thought through AI trust

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00:03:49.340 --> 00:03:53.259

Bas Overtoom: part of your journey when you want to implement and develop AI,

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00:03:53.750 --> 00:03:56.890

Bas Overtoom: and that is basically what Namco digital stands for.

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00:03:58.090 --> 00:04:00.410

Bas Overtoom: And when it becomes about AI Trust.

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00:04:01.090 --> 00:04:04.100

Bas Overtoom: there's a few key business drivers that we see.

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00:04:05.220 --> 00:04:15.110

Bas Overtoom: So one, of course, is regulation that is coming up around the world with the Euai Act, but also other countries around the world are defining

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00:04:15.650 --> 00:04:22.500

Bas Overtoom: regulations around AI, but also to avoid these incidents and harm

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00:04:23.730 --> 00:04:34.139

Bas Overtoom: that you just saw a few examples about the reputation as company comes often in the discussion when we're talking to the clients, and we see also that users.

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00:04:34.290 --> 00:04:45.979

Bas Overtoom: consumers, or other stakeholders in your value chain are demanding transparency on the quality and the robustness of AI that is being applied in products or services that you might develop.

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00:04:46.960 --> 00:04:51.899

Bas Overtoom: And I think the most important thing for us is that we see that AI Trust

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00:04:52.270 --> 00:04:58.060

Bas Overtoom: can help you to innovate more efficiently, faster and better.

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00:04:58.230 --> 00:05:01.859

Bas Overtoom: So in the end it is about being competitive.

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00:05:02.610 --> 00:05:09.079

Bas Overtoom: winning in the market by not only trying to innovate as fast as possible, but innovate in an

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00:05:10.290 --> 00:05:13.069

Bas Overtoom: robust and a qualitative way.

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00:05:14.810 --> 00:05:16.759

Bas Overtoom: That is basically what we do

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00:05:17.100 --> 00:05:44.520

Bas Overtoom: as Nemko Digital and we do it on 2 sides. So coming from product compliance, we are focused, of course, on a that is embedded in products and services and software where we can help with global market access. We have a global trust mark that is now starting to be used around the world that makes it very transparent to understand where you are and the quality of the AI that is in your product. We have also webinars and of information about it.

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00:05:45.300 --> 00:05:47.570

Bas Overtoom: and then also on the organization

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00:05:48.110 --> 00:05:52.200

Bas Overtoom: where it's about implementing AI management systems

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Bas Overtoom: being able to have AI in your organization in a sustainable and in a controlled manner, we use Isa. 42,001 for that. And we have also developed our own maturity model that we use to support companies with advisory services to improve their AI development and deployment in their organization or the procurement of AI.

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Bas Overtoom: Additionally, we help with the implementation of tools, AI governance, tooling.

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Bas Overtoom: model monitoring, tooling. And last, but not least, we help with the development of the compositions

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00:06:27.110 --> 00:06:34.579

Bas Overtoom: and the capabilities of your workforce. And that's what we're going to talk about today when it's about AI literacy.

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00:06:36.150 --> 00:06:39.550

Bas Overtoom: So we, before we dive into the AI literacy topic.

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00:06:39.930 --> 00:06:47.410

Bas Overtoom: maybe a small poll for this audience to see where you are when it comes to AI literacy.

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00:06:48.510 --> 00:06:53.680

Bas Overtoom: and later in the end we can look where we end and what you have answered.

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00:06:56.120 --> 00:06:59.180

Bas Overtoom: So the poll will come up, innovate it

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00:07:07.730 --> 00:07:12.000

Bas Overtoom: while I'm slowly continuing the story.

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00:07:13.840 --> 00:07:21.129

Bas Overtoom: So when it comes to AI literacy, there's a few drivers that are important.

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Bas Overtoom: So one is, of course, the regulatory driver that I already mentioned, this is basically

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Bas Overtoom: helping coming from the Euai Act.

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00:07:30.830 --> 00:07:39.120

Bas Overtoom: That is about the responsibility for developers and deployers of high risk. AI 2

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00:07:39.680 --> 00:07:51.740

Bas Overtoom: do something with AI literacy. So if you have high risk AI models in your organization, you really have to do something with AI literacy and develop a program. And the thing we are going to talk about today

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00:07:52.000 --> 00:07:54.129

Bas Overtoom: can help you to do just that.

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Bas Overtoom: But then, again, there's also a lot of business drivers, because AI literacy will help you to use AI

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Bas Overtoom: in a good way and to help your staff members

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Bas Overtoom: to understand really what they're doing and what the potential impact is of the things that they are doing.

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00:08:14.410 --> 00:08:29.210

Bas Overtoom: In the end it is about you can organize controls in your organization. But through AI literacy you can also facilitate a good culture of AI awareness, knowledge building and sharing to develop AI.

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00:08:32.100 --> 00:08:37.780

Bas Overtoom: And from Nemko, when we are looking at an mature AI organization.

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00:08:38.200 --> 00:08:53.440

Bas Overtoom: we are helping organizations on these different aspects, and one of them is the people in culture. So these are the 8 critical blocks in our maturity model. You can look into the website, what we have on that. And we have also some webinars on that.

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00:08:54.390 --> 00:09:01.899

Bas Overtoom: But people and culture is one of those 8 elements that is critical, a critical element to work on when you want to be

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00:09:02.140 --> 00:09:05.619

Bas Overtoom: successful in your organization with AI.

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00:09:11.860 --> 00:09:20.340

Bas Overtoom: And now we're going into the AI program that we have developed of Namco and our solutions.

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00:09:22.030 --> 00:09:25.259

Bas Overtoom: So when we are looking into

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Bas Overtoom: AI literacy, we basically see 4 different elements. So the 1st element is about helping

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Bas Overtoom: a good awareness and get a good understanding at the leadership. The senior management level.

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00:09:41.550 --> 00:09:46.829

Bas Overtoom: The second step is to really define what it is all about and what you need to do.

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00:09:49.850 --> 00:09:57.120

Bas Overtoom: Then you have to go actually into the trainings. And as a last step, you bring this into a standing organization.

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Bas Overtoom: because initially, the program is something you do as a program.

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Bas Overtoom: But in the end it needs to become part of your standing organization.

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00:10:06.320 --> 00:10:17.089

Bas Overtoom: So these are basically the 4 key blocks when it comes to AI literacy that you have to organize and that we are bringing to our clients when we are driving an AI Literacy program.

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Bas Overtoom: So going into the 1st step, it is about

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Bas Overtoom: it could look something like this. So it is about a bit for preparation. And then, having a few awareness session with the stop

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Bas Overtoom: leadership and key stakeholders when it comes to AI.

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Bas Overtoom: Often we also do a maturity scan at the same time based on those 8 pillars that I just show you to get an understanding of your strong and weak points.

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Bas Overtoom: And basically as a content of those workshops, we also define a capability framework which is defining principles, ethical standards, and basically gives a direction to your organization of what you want to do and what is important to you when it comes to AI.

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00:11:05.790 --> 00:11:31.320

Bas Overtoom: Then we deliver a final report. And basically we go off to the next phase. Now, why is it so important to start on the awareness with the top leadership. Because if you want to do an AI literacy program, it is about cultural change. It's about bringing a new way of working that needs to be going out through the organization and is also closely related to the values of the organization

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Bas Overtoom: and in the leadership position. They're influencing that tremendously. And when we're looking also in our maturity model, you see also, these are some of the key capabilities that is under the responsibility of leadership

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00:11:44.850 --> 00:11:47.810

Bas Overtoom: when it comes to building AI.

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Bas Overtoom: So that's why we start there. Because if the leadership is not committed and supporting it.

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00:11:53.800 --> 00:11:55.800

Bas Overtoom: it will never become a success

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00:11:59.620 --> 00:12:02.810

Bas Overtoom: when we're looking into the program.

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00:12:04.860 --> 00:12:16.819

Bas Overtoom: a training program for their leadership could look something like this. Often it's a 1 day program where you are gonna really define, and deep, deep dive on some of these topics, together with the executives.

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00:12:16.820 --> 00:12:37.439

Bas Overtoom: Now, as you can see here, these topics are very similar to the topics that we have just defined. So that is basically the 1st step. Bring that awareness and based on the discussions also set the kind of the direction of where you want to go as an organization with AI. What your ethical principles and principles are. And then we are driving to the next step.

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00:12:38.840 --> 00:12:43.910

Bas Overtoom: The next step is really about defining the capabilities and requirements.

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Bas Overtoom: One of the 1st things we do in that

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Bas Overtoom: is that we define the roles that there are when it comes to AI.

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Bas Overtoom: So these are not roles that you have in your organizations, but they are additional roles. Next to your function about how you are affecting AI.

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00:13:01.580 --> 00:13:07.500

Bas Overtoom: These are the 4 minimum rules that we always want to have leadership

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00:13:07.630 --> 00:13:11.819

Bas Overtoom: product owner responsible for product and services where AI is used.

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00:13:12.020 --> 00:13:17.149

Bas Overtoom: Just start a new organization that is using AI and people that are creating AI.

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00:13:18.130 --> 00:13:19.080

Bas Overtoom: But

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Bas Overtoom: next to that, there could be all kind of other roles you want to define. There. Here you see, for

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00:13:25.900 --> 00:13:30.990

Bas Overtoom: examples of roles that you can define to make a complete picture.

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Bas Overtoom: The art is that you not have too many roles, but also not too little to make it a success in your organization, and depending on the size of your organization. This defines how many roles in the end you want to have. And the main thing is that the difference between these roles is that you have different expectations of the capabilities that are required for these roles to be able to deal with AI in an effective and in a trustworthy manner

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Bas Overtoom: so parallel to defining the roles. There is also something where they are defining the capabilities. And here you see some examples. So it's illustrative of the different roles and capabilities that you see for different roles. So with leadership, it's about understanding ethics and responsibility. But for an AI developer it is very important requirement to be able to build fair and robust models.

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Bas Overtoom: So basically, this is giving you an outline of what is important. And it can be that, for there are requirements and capabilities that are the same in

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00:14:34.210 --> 00:14:35.520

Bas Overtoom: different roles.

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Bas Overtoom: So it is not mutually exclusive.

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Bas Overtoom: So basically, this is the key thing that you do in step 2. So you come from awareness, and then a direction

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00:14:45.890 --> 00:15:03.109

Bas Overtoom: of what you want to go to. And then you're really defining, what are we going to do? Also based on the ambition and the needs of the organization, and then mapping out this. So this is a mapping exercise, and this is the most fundamental step when it comes to defining a good AI literacy program.

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Bas Overtoom: Then the next step becomes much more practical where it's about defining. Okay, how can we then train

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Bas Overtoom: and get make sure that these people have these awareness. Here you see some examples of channels and ways. You can do things.

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Bas Overtoom: and I think, especially I want to level out that

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Bas Overtoom: there is also a level of

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Bas Overtoom: mastery that you can introduce here. So maybe not. Everybody have to be on Level 5, a leader when you are an AI user or an AI developer. But it could be that you say, level 3

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Bas Overtoom: is enough for this role for people in our organization. But people that are very enthusiastic. They can start with level 5 leader. So you can define the capabilities and also make a certain kind of levels in the programs that you are defining to make sure that you're not overwhelming

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00:16:02.790 --> 00:16:06.839

Bas Overtoom: the people when you're starting with AI literacy and can do it step by step.

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00:16:08.200 --> 00:16:11.720

Bas Overtoom: And then, basically, to complete the mapping exercise.

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00:16:12.920 --> 00:16:25.399

Bas Overtoom: you need to define the roles, the capabilities, the program you have defined and set the things that you are expecting for people to follow. And in this picture you don't see those levels 1, 2, 3, 5. But it is something you can include.

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Bas Overtoom: If you want. You don't want to overcomplicate it, of course, but it can give a bit more direction into the program design as you are doing it.

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Bas Overtoom: Then I mentioned already a few forms. Of course there is workshop webinars. There's a lot of e-learning modules available. And here I want to stress that it's quite important to look outside into the organization. What is there? Because there's so many free courses that you can do? There's so many

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00:16:55.250 --> 00:17:00.080

Bas Overtoom: very good available courses that you can do from tech players.

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Bas Overtoom: from universities. There's things like coursera and other learning platforms that you can leverage to build this fantastic curriculum

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Bas Overtoom: for your organization. You don't have to build things yourself. And when we are working with AI literacy program with our clients, we spend most of the time in phase one and 2. And here thinking about how we can organize this together with you, based on the requirements. But there's a lot out there

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Bas Overtoom: also, for example, certifications for technologies that you can take.

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Bas Overtoom: Then, in the middle you see a few other examples of things that you can think of that are not directly

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Bas Overtoom: focused on learning, like in a class setting, but it can be providing information for your whole knowledge. Hub.

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Bas Overtoom: having office hours with experts, doing things, with coaching, having champions that are supporting and guiding other people, etc, etc, etc. So there's many things you can organize when you actually want to scale up the people in your organization.

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Bas Overtoom: of course, being Nemko, we also have quite some trainings off the shelf that we can help with, and this is just an example.

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Bas Overtoom: But I said, most of the time we spend normally on designing these AI literacy programs with our clients.

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Bas Overtoom: So that is basically the 3rd step in a simple way.

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Bas Overtoom: and then in the end, you have to land it in your organization

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Bas Overtoom: when it is not about learning, getting everybody up to speed, but more maintaining a certain level of quality, of knowledge for new people that are coming, but also because the AI is such a dynamic field, you need to constantly move on with some of the capability and acknowledgments required. Also think here about coaching and mentorship and tailoring the content. Of course it is important that it's clear who is going to be responsible for it often. That's an Hr. Department, as we see it, and there are some

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Bas Overtoom: very simple but effective kpis. And you see some examples here that you can use to monitor your effectiveness. So the participation, rate.

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00:19:09.080 --> 00:19:14.989

Bas Overtoom: completion, rate of trainings, certifications, etc. Etc.

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00:19:15.430 --> 00:19:20.849

Bas Overtoom: You can also do tests with your organization, with confidence in the indicators.

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00:19:21.464 --> 00:19:33.115

Bas Overtoom: To get an understanding of where are we? When it comes to the organization? And additionally, you can also concretely look into the application and to start the growing use

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00:19:33.660 --> 00:19:39.920

Bas Overtoom: of AI solutions into your organization as one of the success indicator that you're doing it in the right way.

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00:19:42.350 --> 00:19:44.540

Bas Overtoom: So this is basically the simple

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Bas Overtoom: 4 step program. So again, to summarize.

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00:19:48.160 --> 00:19:50.899

Bas Overtoom: we start with an awareness phase with leadership.

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Bas Overtoom: an assessment. Setting the direction, then this critical second phase, what I cannot stress enough, which is really the heart of your AI literacy foundation is the role definition and the capability requirements definition. And then comes, let's say, organizing learning and more of the Hr support function and and organizing that in an effective way. This is basically what it is

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00:20:19.580 --> 00:20:21.530

Bas Overtoom: before we are closing out.

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Bas Overtoom: I want to give you a few thoughts.

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Bas Overtoom: AI literacy is something for your own organization. But it's also something that you can think a bit further on. So often when we are talking with our clients, we are talking about, what do you need to do yourself. But what can you also do in your ecosystem?

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00:20:40.770 --> 00:20:50.369

Bas Overtoom: So maybe you also want to provide some content and knowledge to your clients, senders, suppliers, collaboration, partners.

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Bas Overtoom: etc. Etc. Society. So here are some examples of what you can do and why it is important.

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Bas Overtoom: Often we see that organizations are starting alone in their scope of their organization. But I think it is very interesting when you are also early on in the phase, to early on. Think a bit about. Are there some other stakeholders? And you don't have to do all 6 of them, of course, that are really critical for our type of business that we need to do something with to make sure that they understand also what we are doing with AI, and then when they are using it, or when they are reviewing it that they can do it from the right perspective.

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00:21:27.530 --> 00:21:43.350

Bas Overtoom: So that's basically another angle you can bring in early on in the discussions and doing things. With that you can follow the same 4 steps process as we have outlined for our own organization. So this is just, I would say, food for thought to think about.

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00:21:44.020 --> 00:21:45.580

Bas Overtoom: This is basically

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Bas Overtoom: some of the content that I wanted to share. It is a very quick introduction, but we love to talk more with you about how to use these kind of building blocks to define your own AI literacy program

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00:22:00.950 --> 00:22:08.410

Bas Overtoom: ways to get started. It can be very simple. You can start with, and just a strategic workshop with

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00:22:08.660 --> 00:22:12.960

Bas Overtoom: the key stakeholders or senior management as the 1st step.

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00:22:13.170 --> 00:22:32.839

Bas Overtoom: or do an assessment we have the AI maturity model. You can look into that to get an understanding. Hey? Where are we? Or just kick off with, let's say, a full fledged AI literacy program the 1st phase. So this is basically how we see that clients are starting with us on this journey together.

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Bas Overtoom: Additionally, as I already mentioned, we have many, many

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Bas Overtoom: webinars and things coming up. So I mentioned already the maturity model of coping a couple of times. That's on the 9th of July.

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Bas Overtoom: Please join our LinkedIn community.

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Bas Overtoom: We might put the linked in link here in the chat, or else you can find it very easily. If you go to LinkedIn Namco digital to look into there and follow all the things that we're doing

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00:23:04.390 --> 00:23:06.440

Bas Overtoom: that's basically there

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00:23:09.900 --> 00:23:12.440

Bas Overtoom: and then to end with.

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00:23:12.960 --> 00:23:32.170

Bas Overtoom: I would like to invite you to have a 15 or 30 min consultation. If you find this AI literacy a key topic to talk more about and to have a brainstorm, how we can apply these 4 models into your organization. We're happy to have the call. So please use this link to join

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00:23:32.290 --> 00:23:35.310

Bas Overtoom: and be part of this discussion.

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00:23:36.680 --> 00:23:41.550

Bas Overtoom: That is basically the things I wanted to share with you.

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00:23:41.880 --> 00:23:47.560

Bas Overtoom: And I think we can look into some of the key questions that are coming.

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00:23:53.760 --> 00:23:56.609

Bas Overtoom: So I got a question here.

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00:23:57.130 --> 00:24:06.640

Bas Overtoom: So the question is, basically, what is the difference between AI literacy and AI upscaling?

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00:24:06.840 --> 00:24:07.920

Bas Overtoom: So

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00:24:09.160 --> 00:24:25.020

Bas Overtoom: there is sometimes a difference between those 2 words, AI literacy is a bit more. This broader perspective on the regulations, on the governance, on the holistic, where the upscaling is supposed to refer to a bit more of the

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00:24:25.410 --> 00:24:38.750

Bas Overtoom: specific technical tasks or specific users tasks. So that's how you can define these things. But from Demco side we are like to bring them all together.

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00:24:42.080 --> 00:24:47.659

Bas Overtoom: Then basically one more last question. This also comes up often.

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00:24:48.280 --> 00:24:51.429

Bas Overtoom: Sometimes we see in our organizations that there is

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00:24:53.390 --> 00:24:58.689

Bas Overtoom: different ideas about what the AI is and how to deal with it. What do we do?

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00:25:00.800 --> 00:25:10.430

Bas Overtoom: So the 1st step is basically to acknowledge these disconnects, and also to.

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00:25:10.550 --> 00:25:13.380

Bas Overtoom: let's say, start talking about it and

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00:25:14.050 --> 00:25:21.570

Bas Overtoom: have a basic understanding of each other's perspectives, and then try to clarify

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00:25:22.178 --> 00:25:32.469

Bas Overtoom: the company's point of view, but also leave room that from some different perspectives, there are just different importance levels. So basically.

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00:25:32.590 --> 00:25:35.600

Bas Overtoom: the key is to get into a dialogue.

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00:25:38.140 --> 00:25:40.959

Bas Overtoom: Then here another question.

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00:25:42.030 --> 00:25:48.509

Bas Overtoom: So from your experience, where does the key resistance lie in most organization?

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00:25:49.130 --> 00:25:54.020

Bas Overtoom: And what is the common understanding level of the leaders?

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00:25:55.010 --> 00:25:57.910

Bas Overtoom: Now, when it comes to resistance.

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00:25:59.270 --> 00:26:00.259

Bas Overtoom: I think

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00:26:00.690 --> 00:26:19.870

Bas Overtoom: AI is a hot topic. Mostly. People are quite interested to learn a little bit about it, although many people find it difficult in the end to commit to all the trainings and activities to complete it. And I think that is basically one of the things that it is taking a lot of time.

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00:26:20.180 --> 00:26:22.099

Bas Overtoom: So I think some of the

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00:26:24.250 --> 00:26:31.839

Bas Overtoom: key things you can do here is that you proactively free of time. So make sure that managers

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00:26:32.090 --> 00:26:47.150

Bas Overtoom: are also awarding people type, or that you organize it in such a way. For example, in a classroom training where people are brought together that this time is really reserved to also make this learning. And then it's our experience that most people at the moment

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00:26:47.300 --> 00:26:51.079

Bas Overtoom: are quite interested in this topic, and I want to do it. So the biggest

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00:26:51.240 --> 00:26:55.129

Bas Overtoom: hassle is that, yeah, I don't have time for it, or I'm not getting any time

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00:26:55.970 --> 00:26:59.289

Bas Overtoom: the common understanding of business leaders. It varies.

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00:27:00.090 --> 00:27:04.279

Bas Overtoom: That, I think, is the true answer, but we see also that

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00:27:04.440 --> 00:27:09.170

Bas Overtoom: in general I think it is.

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00:27:10.450 --> 00:27:23.889

Bas Overtoom: I think, on the application side it is quite high. So I think many people have ideas of what AI could mean for their business. When you look from a use case perspective, especially when you start to talk about it with business leaders

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00:27:24.100 --> 00:27:46.920

Bas Overtoom: they have a lot of ideas, but all the things that are connected to it controls, processes, security, etcetera. This I think there is often limited knowledge, and that is one of the knowledge things that, for example, we as digital bring in and also help to get there.

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00:27:47.100 --> 00:28:05.300

Bas Overtoom: The key thing, I think, is also in management that there is a little bit of awareness, and also some responsibility for one or 2 stakeholders in the management team to really drive this topic forward. So if you see that there is nobody in the end responsible for successful

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00:28:05.530 --> 00:28:09.730

Bas Overtoom: AI implementation or use.

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00:28:09.840 --> 00:28:21.750

Bas Overtoom: then it's often quite difficult to get the needle moving forward. So if we find that this responsibility is not yet defined in such workshops, then it's 1 of our 1st recommendations that we make

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00:28:21.940 --> 00:28:23.200

Bas Overtoom: to work on that

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00:28:25.400 --> 00:28:38.540

Bas Overtoom: I see we spent our 30 min. I could talk about this for for hours and hours more. I want to thank you very much for your attention and we love to speak further with you on the topic.

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00:28:40.070 --> 00:28:41.490

Bas Overtoom: Thank you very much.