



The Impact of Leadership on Generating Business Value with AI

Afke Schouten

Director of Studies AI Management

HWZ University of Applied Sciences in Business Administration

Who am I?



Director of Studies AI
Management at
HWZ University of Applied
Sciences for Business
Administration



President of the Swiss Korfball
Federation




Mathematician and
Econometrician



Data Scientist and Analytics
Translator



Born and raised in the
Netherlands



**I'm on a mission
to make data scientists
happy (again)
and to help companies
generate true business
value with AI**

My Journey

UNHAPPY DATA SCIENTIST

No business value
Missing skills
Missing tools



<2018

2018-2019



PM FOR DATA SCIENCE

End to end – bring your data
science project into
production



Anecdotes from data scientists

“IT does not yet fully understand the needs of data scientists...
Endless bureaucracy to try out new packages...”

“Job ads with multiple buzzwords...
5 years plus experience in TensorFlow...”

“Using GPU at home...
I cannot wait for IT...”

“There is no end-to-end commitment, and my company suffers the
shiny object syndrome...”

“Management saying, "we need to apply AI!" while what they do is ask for run of the mill ad hoc reports.
Anything beyond that is perceived as overwhelming and not appreciated...”

“Externals coming in for quick POCs...
But nothing happens afterwards...”

“We have no infrastructure or tools to do ML, no budget,
management doesn't understand Data Science and ML...
Data Quality is an issue. Only buzz words, no action...”

“We are stuck in POC or worse in PowerPoint/buzzwords bingo”

Anecdotes from the rest

“I cannot find the right talent”

“I have a team of 60 people, yet we have 0 projects brought into production”

“They use AI and machine learning to the data and apply their algorithms to get analytics out of it”

“I understand AI”

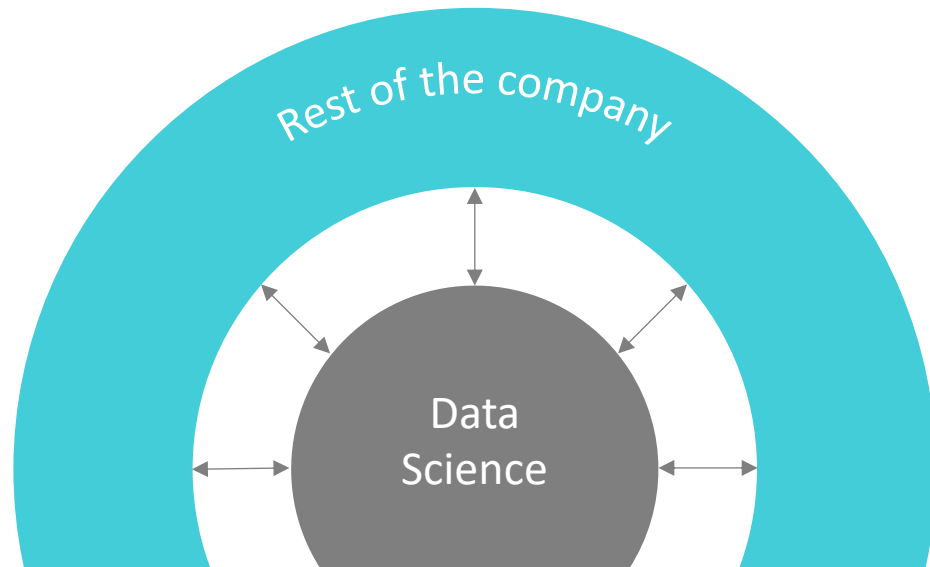
“Data Scientists only want to work on cool models...”

“The biggest gap currently is that business is not data literate and, vice versa, data scientist are not very business literate... hence room for frustration...”

“Yes we are doing AI, I hired a Data Scientist”

“Data Scientists don’t need to understand the business, that is our job, they can do their data science...”

Mismatch?



My Journey

UNHAPPY DATA SCIENTIST

No business value
Missing skills
Missing tools



<2018

2018-2019



PM FOR DATA SCIENCE

End to end – bring your data
science project into
production

AI MANAGEMENT

Getting companies ready for
generating business value
with AI



2019-2020



Hypothesis #1



Data Scientists that are **unhappy** in their job work in firms that have more **trouble generating business value** from AI

Hypothesis #2



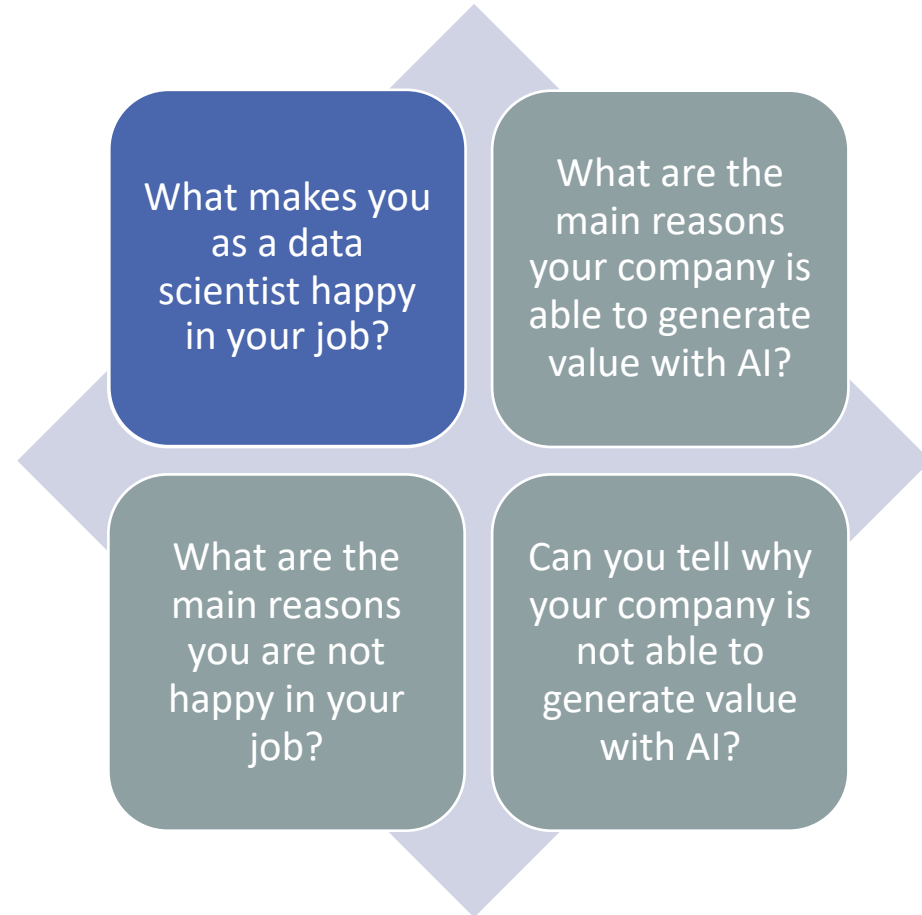
The main reason for companies **not generating business value** with AI is **lack of AI Literacy** on management level

Hypothesis #3



To generate true business value from **AI**, **transformation** is required on multiple levels in a company

Structured Anecdotal Evidence



The Happy Data Scientist



Freedom

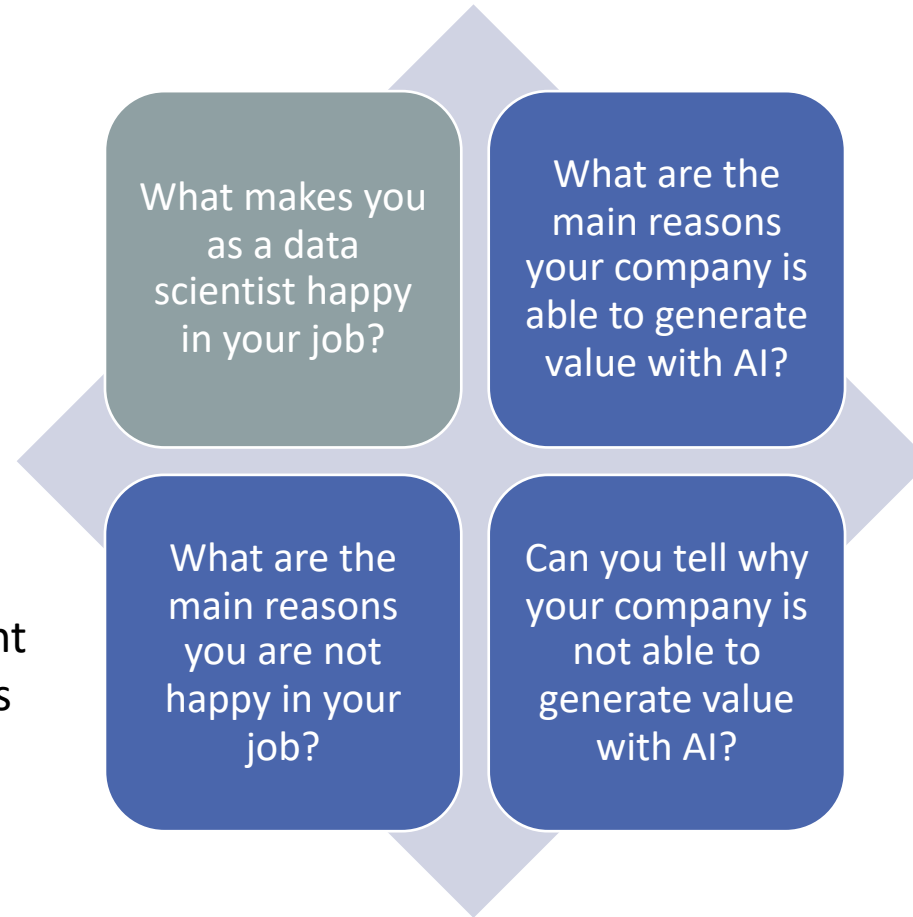


Solving problems



Interdisciplinary

Striking Result



- Literacy of the management
- Commitment of the management
- Availability of the right resources

- Clear business value
- Management support
- Resources available

- Missing skills and resources
- No (end to end) commitment
- Little literacy resulting in wrong expectations

Striking Result



I only have **one** mission



Making data scientists
happy (again) will help
companies generate value



Revisiting hypothesis



Hypothesis #1



Data Scientists that are **unhappy** in their job work in firms that have more **trouble generating business value** from AI

- Yes! There are no true unhappy data scientists in companies that generate value
- No! There are Data Scientists that are happy and work in companies that do not generate value
- But! Only **one** mission

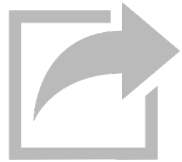
Hypothesis #2



The main reason for companies **not generating business value** with AI is **lack of AI Literacy** on management level

- Maybe! It seems like AI Literacy could be the root cause for most other issues
- No commitment end to end
- Missing skills and resources
- But is it enough?

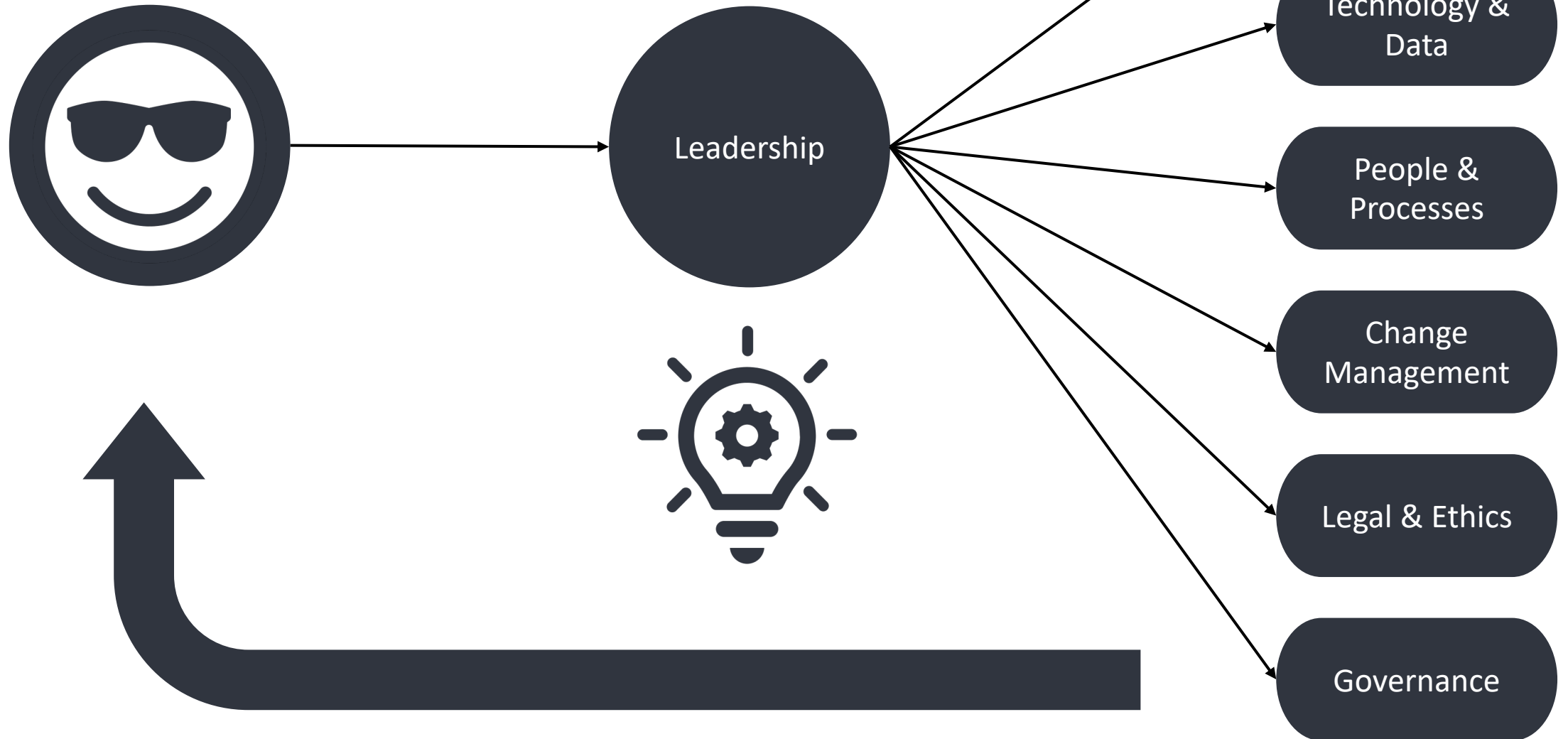
Hypothesis #3



To generate true business value from **AI transformation** is required on multiple levels in a company

- Yes! The issues at hand cannot be solved overnight
- It is not enough to hire a data scientist!
- Prepare multiple levels of your company for AI
 - Vision and Strategy
 - Technology and Data
 - People and Processes
 - Change management
 - Legal and Ethics
 - Governance

In Summary



In Summary

“Leaders in companies that want to use AI to the **benefit of their organization** should **educate** themselves in AI to become **AI literate**. This means not only to understand the possible applications, but also what it takes to bring AI to a success in their organization.”

“Once they do, they will be able to provide the **commitment beyond POC** it takes and provide the **resources and skills** it requires to generate **true business value** with AI.”

“And finally our **data scientists become happy again.**”

My Journey

UNHAPPY DATA SCIENTIST

No business value
Missing skills
Missing tools



<2018

2018-2019



PM FOR DATA SCIENCE

End to end – bring your data science project into production

AI MANAGEMENT

Getting companies ready for generating business value with AI



2019-2020

2020 -



WHAT IS NEXT?

What do we need to get business value from AI available for all companies?



Outlook

1. Further understand why companies fail and what it takes to generate success
2. Research request to the community
3. Educate leaders with what it takes to generate business value with AI



THANK YOU



<https://medium.com/@afkeschouten>

Medium



<https://www.linkedin.com/in/afkeschouten/>

LinkedIn



afke.schouten@fh-hwz.ch

Email