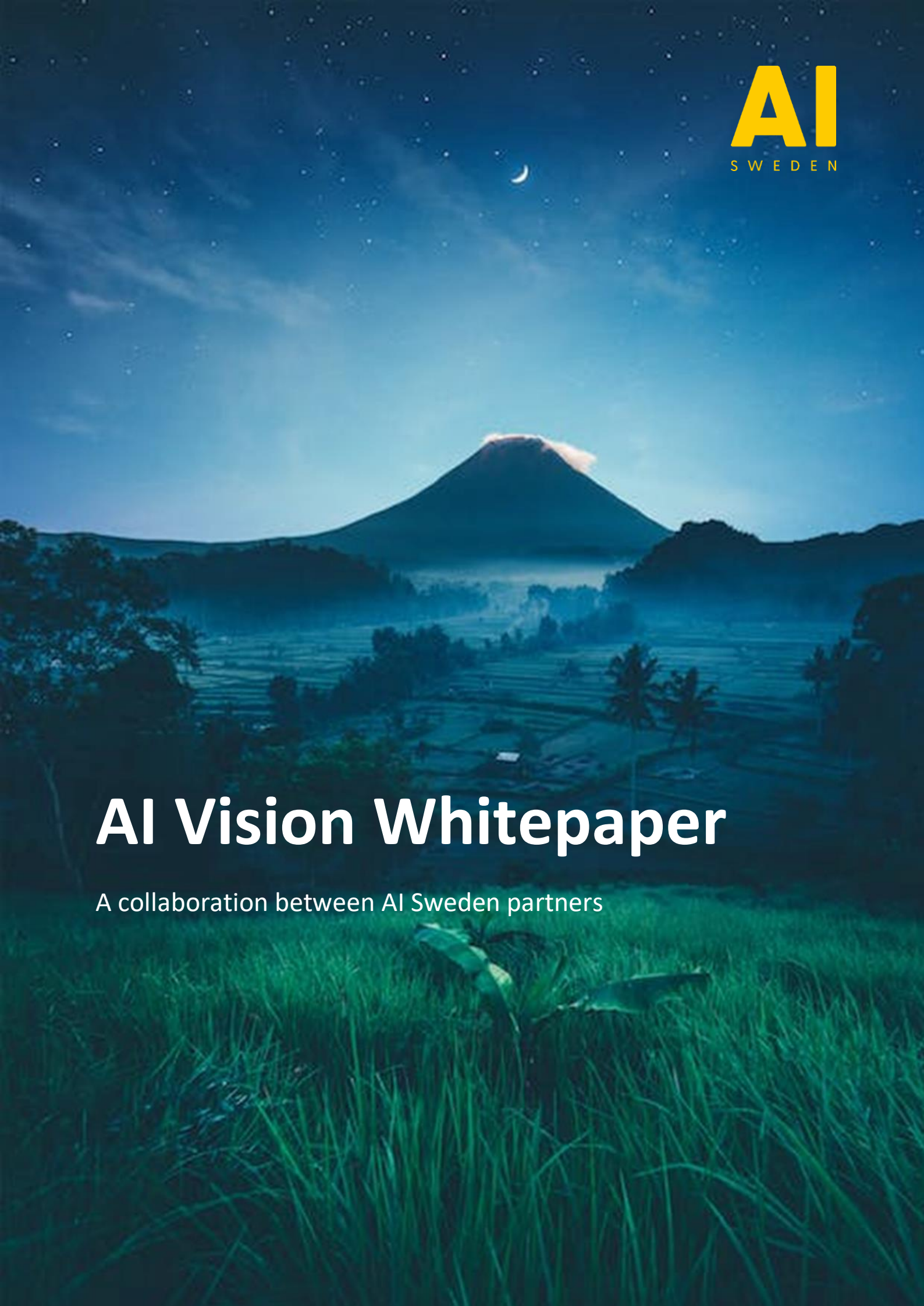

AI SWEDEN

AI Vision Whitepaper

A collaboration between AI Sweden partners

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Acknowledgement

The following AI Vision White paper is the result of a six-month collaboration within the AI *Vision Working Group* with the aim of understanding how an AI vision can create value at the beginning of the AI journey and how development could be simplified and accelerated. The group consists of representatives from seven of AI Sweden's partners, from both the business community and the public sector, with a particular interest in change management in practice. The representatives have gathered to explore and share thoughts and lessons learned about the practical work of developing an AI vision and explaining its potential benefits. This white paper should thus be seen as a living document and a first step in knowledge sharing around insights and experiences from practical AI vision work.

AI Vision Working Group's work has primarily been driven by the guiding principle '*as early adopters: explore*, *test*, *fail & learn fast*', so that those who follow do not have to reinvent the wheel. When Nils Van Der Poel, the world's fastest skater in the 10,000 meters, became world champion he shared a 73-page manifesto to make it easier for his followers to be able to break his record in less time. A leading goal of the group has been to provide practically applicable insights, which create value and acceleration in practice. Other needs owners who begin a structured AI journey can more easily develop one of the cornerstones, namely an AI vision.

This white paper describes what the group believes an AI vision is, what it can contain, how it can be developed and how it can be used. It comprises the document itself and a simple template that supports the development process.

"If I had had this manual when I started, it would have only taken me 3 years instead of 6 years to become the best in the world in the 10,000 meters."

- Nils van der Poel

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Executive summary

An AI vision is a guiding document that provides a plan of how an organization should benefit from and work with AI. The organizations that have begun to experiment with AI and want to use it even more benefit from an AI vision as it creates a common picture of how AI should be used. The vision becomes a steering document that ensures that AI applications which contribute to the organization's best interests are prioritized. Without a vision, an organization risks putting too little focus on the most valuable projects or, in the worst case, spending resources on the wrong projects.

An AI vision consists of a core message, normally one-two sentences long, as well as an in-depth text that describes the purpose, value, and certain principles of how AI should be used in the organization.

To develop an AI vision, an organization should start by mapping their overall goals and make an external analysis. After that, a group is appointed with responsibility for developing the vision and a communication plan is drawn up. The working group should then formulate the vision document with purpose, value, target group, impact goals and principles for AI. When the working group has produced a first version of the vision document, a one-liner is formulated that summarizes the essence of the vision. Once the vision has been tested on a reference group and updated, it is ready to be anchored in the organization.

A successful AI vision requires clear leadership and well-planned implementation. The right people need to be involved early on and management should foster an open culture where dialogue and continuous improvement are natural.

1 Introduction

The potential to strengthen organizations with Artificial Intelligence (AI) is growing, but the practical work of introducing and implementing AI in the right way remains a challenge. Understanding AI's technical capabilities is one thing, but it's quite another to take on the journey of change required to integrate AI into the organization. A good start is to explore the organization's vision with AI - as part of the systemic approach to AI.

1.1 AI Vision White Paper

This *AI Vision White Paper* is designed to initiate dialogue, knowledge transfer and contribute with practical examples that can be useful to organizations that want to start their structured AI journey. The idea is that it will facilitate development by explaining what an AI vision is, what it does for good and how it can be developed and implemented.

1.2 AI

Artificial Intelligence (AI), in this context, can be defined in many ways. In this document, we delineate AI in the same way as it is done by the European Commission's High-Level Expert Group on Artificial Intelligences: *Systems that demonstrate intelligent behavior by analyzing their environment and taking action - with some degree of autonomy - to achieve specific goals.* [1]

[1] European Commission High Level Expert Group on AI Issues (2018) Definition of AI: Main capabilities and scientific disciplines

https://ec.europa.eu/futurium/en/system/files/ged/ai_hleg_definition_of_ai_18_december_1.pdf ; The new AI law, The artificial intelligence act (2021). ttps://eur-lex.europa.eu/legal-content/SV/ALL/?uri=CELEX:52021PC0206

1.3 AI Vision Working Group

The AI Vision Working Group has noted that, in practice, it often becomes easier to start from AI's abilities when describing what AI is and what AI does, instead of identifying a perfect definition of AI. Based on practical uses, AI has been divided into eight abilities.

These include the ability to perceive and *sense the* world through visual, audial, and linguistic data and thereby understand the world by, for example, discovering, forecasting and optimizing things in our world. AI also can control hardware, as we see in robotics, as well as create and generate images (for example art), music, etc.

1.4 Focus areas of the document

Building on the AI Vision Working Group's practical experiences, insights and lessons learned, the following issues will be addressed in the document:

- *What is an AI vision?*
- *When does an organization need an AI vision?*
- *What can an AI vision contain?*
- *How should an AI vision be designed to create value?*
- *How is an AI vision developed?*
- *How is an AI vision anchored and used?*

2.AI-vision

This chapter describes what the group considers a vision to be and how it differs from the organization's overall goals and strategy as well as what purpose it has and a little about what it can contain (more on content in chapter 3).

2.1. What is an AI vision

The core of a vision can often be described as one or two sentences, so-called 'one-liners', which describe a desired location for where the organization should be in the future (for example, five-ten years). The AI vision provides a high-level and broad goal for the organization's development going forward and its ability to achieve this with AI. In addition to the core of the vision, there is a need for in-depth text such as purpose description, goals and principles, etc., which ensure that the vision becomes sustainable and useful. (Learn more about process and content in Chapter 3.)

The AI vision referred to in this document consists of one (or two) pithy one-liner(s) along with clarifying goals, principles, and text explaining the vision.

Some organizations choose to call their vision document AI policy or AI direction, based on the organization's other nomenclature. In this document, we stick to AI vision or AI vision documents. The AI vision can be a basis for the creation of an AI strategy. Here the organization describes 'how' the concrete sub-goals, processes, functions, actions, resources and more will be reached.

As part of the work on this white paper, a simple and useful AI vision template was also developed. It can be used as a tool in the development of an AI vision and is included as an appendix. [2]

Below are some examples of some core sentences from Swedish organizations. Note that all organizations have in-depth descriptions and steering documents that complement the vision, but which are not reported here.

> **Zenseact.** *"Using AI-based technology to create the ultimate driver support, we're fighting to end car accidents and make roads safe for everyone. "*
>
> **Sahlgrenska University Hospital.** *"Sahlgrenska University Hospital takes full advantage of artificial intelligence in clinical work, research, education, development and innovation – for the benefit of patients.*

However, an AI vision document can be developed in different ways and some organizations choose to design their AI vision with guiding principles. **The Swedish Tax Agency** is a clear example of this, where three leading principles are highlighted:

> **Skatteverket's leading principles for AI**
>
> - AI is our first choice
> - We ensure sustainable AI
> - We develop AI together with others

[2] Attached appendix and link: www.ai.se/en/ai-transformation/ai-vision

Below is an example from Jönköping Municipality, which includes the purpose and target group of the vision.

> **Jönköping municipality**
> *"AI - for the benefit of the inhabitants"*
>
> *The purpose of Jönköping Municipality's AI focus is to pave the way for using artificial intelligence as part of the development of Jönköping, for the benefit of residents and the business.*
>
> *An important part of the work is to involve the residents and employees in the societal change that artificial intelligence entails and the ways Jönköping municipality takes on artificial intelligence.*[3]

2.2 Why is an AI vision needed?

A useful AI vision can help the organization reflect, clarify, and communicate what they want to achieve with AI and thereby increase the chances of the vision being realized. The AI vision can therefore be an important basis, starting point or direction indicator and ensure a common picture for what the systematic work with AI should contribute to.

Although an AI vision does not require much text, the development process is not always obvious or simple. The AI vision should be short, and concise, be able to be put into practice into actual action (e.g., strategy) and be clearly linked to the organization and stakeholders' needs. It should also last over time and serve as a guide for different stakeholders in different phases of the change process.

Once set, an AI vision should also be complemented by an AI strategy that ensures its use by proposing the different activities and resources required to achieve it.

This brings the question - *Do we even need to have an AI vision?* Based on the experiences in the AI Vision Working Group, the AI vision is an important tool in the journey towards systematic change work with AI and those who have developed an AI vision have been able to see its benefit. Therefore, everyone is advised to explore the possibility of developing an AI-vision, even if the scope for such work allows only a simpler procedure.

When is an AI vision needed?

The usefulness of working towards an AI vision can be perceived differently across situations, phases, and organizations. As a result, it can be helpful to consider: *when is it best for us to develop an AI vision?*

Typically, organizations that develop an AI vision have already begun to experiment with AI (i.e., reached the exploration stage, see maturity ladder below). and therefore, tend to benefit from having a coordinative AI vision. In such situations, the vision serves as an important steering document, to ensures that the right opportunities and challenges are addressed in the projects and initiatives that are implemented.

[3] Jönsköpting municipality's work with artificial intelligence (AI)
https://www.jonkoping.se/kommunpolitik/artificiellintelligensai.4.7866b83d17c4fa5797a3a6d.html

Developing an AI vision can arguably also be done while organizations learn more about AI, and in such situations serve as a working document that develops in line with the organization's learning processes. Developing the AI vision this way can increase the connection to business operations, through early experimenting, which in turn increases the likelihood that the vision will be appropriately connected to the opportunities in the organization.

Overall, the AI Vision Working Group has noted that organizations which have started to explore AI, develop their maturity faster given that they develop the AI vision early and start working with it in a structured way on the implementation.

Developing the AI vision as a separate document

Since change processes with AI often require the involvement of several different roles, functions, processes, areas, and activities, it can be helpful to develop the AI vision separately from other visions. The AI vision should, of course, be developed in close connection to other important governing documents in the organization, but by developing it separately, it can be viewed in its entirety and evaluated in a more accessible way.

An alternative is to treat the AI vision as a section in a larger vision for digitalization. This can provide a good overall view and give context to the AI vision work. However, it is up to each organization to decide how these governing documents should be organized for the benefit of the organization.

3 Developing an AI vision

In Chapter 2 the purpose of the AI vision, positioning, and a bit about its content will be introduced. This chapter presents a more comprehensive description of the process of developing an AI vision and more thoroughly describes what such a vision can entail.

3.1 A systematic framework for AI implementation

When an organization starts working with AI, several cornerstones need to be in place. This has been described theoretically by the German organization appliedAI[4], among others. Since 2018, appliedAI, and its partners, have worked to make sense of how an organization can systematically implement AI. As a result, they have provided a model called *the Strategy House*. Based on in-field experiences, it illustrates components to consider when taking on AI as part of organizational development. To better support Swedish organizations, AI Sweden has adapted and clarified *the Strategy House*, as presented below.

The strategy house has a *'roof'* consisting of the organization's overall goals and mission. It is important that AI is used with a clear intention and value-driven goal in mind.

Then there are the three cornerstones of the house - *ambition*, use *cases* and the *enablers* - all of which need to be in place for the organization to succeed in scaling up the use of and maximizing the value of AI. In this white paper, the focus is on *ambition,* where the AI vision belongs.

Finally, the strategy house has two fundamental pillars: *implementation* and *understanding,* which also includes communication; Communication is important for the AI vision, as will be discussed further in Chapter 4.

[4] https://www.appliedai.de/

For an in-depth reading of the strategy house, appliedAI has published a comprehensive white paper, *Elements of a comprehensive AI strategy*[1], which is available free of charge on their website. Note that appliedAI's strategy house is slightly different from AI Sweden's version presented above.

To succeed with the implementation of AI, a larger journey of change is usually required. Many organizations are grappling with the challenge of achieving maximum value from today's AI technologies and as quickly as possible, which usually proves a more difficult than often expected. By implementing AI in a structured way, as proposed through the strategy house, organizations will have the best chance to create scalable value with AI, and faster.

An AI vision is an important component of such work, as it serves as a guiding star as well as creates direction and understanding of how and when AI should be used. The vision, as led by management, makes up the organization's ambition. Without the management's ambition, the risk is that the AI vision and efforts to systematically implement AI will not be consistently applied throughout the organization. This is necessary if the AI vision, and ambition, is to become scalable. The AI vision serves as a great signal to indicate value, which can help to attract talent, strengthen the ecosystem, and position the organization.

The attached AI vision template is a practical tool when developing an AI vision. This whitepaper serves as an in-depth instruction to the template.

3.2 Content

An AI vision should provide a shared idea of the future and describe what is desirable and possible. As such, it can help to give a clearer picture of what the world and the organization is expected to look like and provide a goal for how the organization positions itself.

Purpose and scope of use

When developing an AI vision, it is important to understand what the purpose of AI is, what lays behind the interest of having or intention of using AI for the organization.

To identify purpose and area of use, the following questions can be used as a guide:

- What can AI really do and in what way can AI be used to help us with what we want or need to achieve in the future?
- What level of ambition does our organization have, i.e., should we development AI on our own or should ready-made AI services and products be purchased and implemented?
- Do we want to use AI to improve internal processes and products, or use it for external value to customers/users/recipients, or both?
- Why is AI a solution that suits our organization?
- What areas should we focus on (related to overall organizational goals)?

Some organizations choose to formulate impact goals in their AI vision, which can help clarify the overarching aim. There are typically 3-5 areas that are closely linked to the overall organizational strategy where you want a specific effect with AI.

It is debatable whether the AI vision should encompass goals for longer or shorter spans (for example, five to ten years or three to five). This white paper advocates that the time span of the vision is set far enough in the future to create a true challenge for the organization and to push boundaries normally used. But the time should not be set so far ahead in the future so that it feels unattainable and unrealistic. A good rule of thumb can be around five years, but it is important that each individual organization evaluates (based on their conditions and needs) which time span is best suited for them and their vision.

What value should AI create and for whom?

Once the purpose and time span have been formulated, it is often time to explore the potential value that AI can create for the organization as well as for whom and what the value is intended.

Value (or utility) can mean many different things to different organizations. It is therefore important to explore what is really meant when talking about value (or utility). How is it defined in the context of one's own organization? It can be about financial or process-related efficiency, as well as AI's value for the employee by, for example, relieving the burden on work or being a decision support.

In this context, we also see the close relationship between value and the different target groups that are of interest or affected. It is important to also ask yourself - *who do we expect AI to contribute value to?* Here, we can consider the obvious target groups (e.g. users, customers, citizens or directly affected employees) as well as the indirect target groups (e.g. business experts, HR, and others).

Once this is done, the AI vision should have a clear description of how the organization expects AI to create value for the business and which target group(s) are expected to benefit from this value.

The AI vision's relationship to organizational goals and overall strategy

In the AI vision, it is useful to consider the vision's relationship to the organization’s goals and overall strategy. How will working with AI contribute to the organization reaching its goals? To ensure that the right value will be created with AI, there should be a clear connection that is understandable to everyone in the organization. This does not have to take up much space in the vision document and sometimes it can be integrated into other documents (goals and principles). The main thing is to remember to make clear how the AI vision contributes to the overall vision.

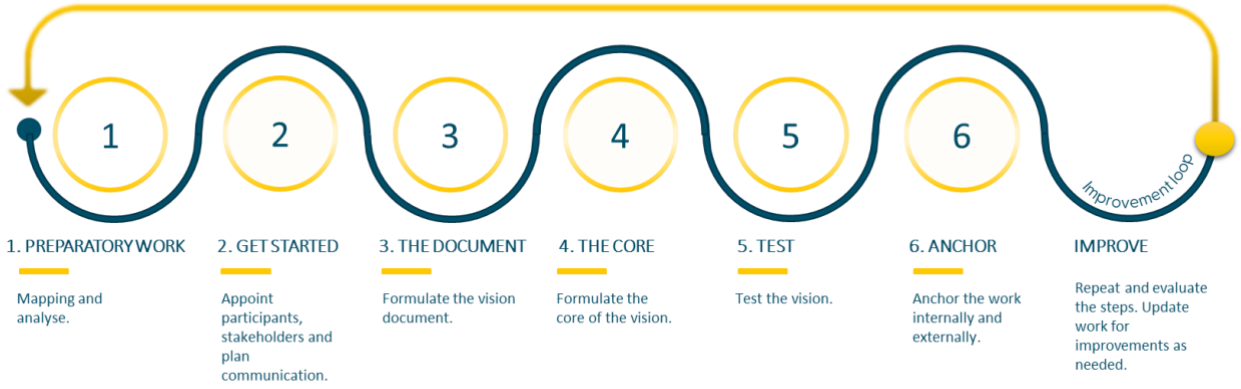
Principles for how AI should be used

When implementing AI, a position on ethics, legality and sustainability should be made. Developing principles for how AI should be used and how the organization relates to the ethical aspects of AI is a very important part of a steering document for AI. Several organizations that are leaders in AI have already developed principles for their work in this regard, which can be used to inspire and facilitate one’s own work in the area.

A common denominator for the journey towards an AI vision is that the design of the journey consists of a crooked and nonlinear process. The working group may make some progress, change direction, take new findings, and retake previous decisions. Steps are frequently reevaluated and tested.

In reality, the process described in this chapter is not simple and linear. However, with knowledge of which steps, phases and activities are important during the journey, the path can be structured and hopefully missteps avoided.

Six steps to develop an AI vision



1. Preparatory work – mapping and external monitoring

What is the current vision and what does the overall strategy look like? Conduct interviews with the management team, steering group, CEO, and other key roles to confirm their respective positions linked to the organization's overall goals and strategy. It is important that the AI vision is developed in line with these.

It can also be valuable to do a situation analysis and some form of external market analysis as part of a preparatory work for the vision.

2. Get started – appoint participants, stakeholders, and plan communication

The management should appoint a working group to lead the work and act as a steering group for the development of the vision. In addition to a group leader with experience from digitalization and strategy work, it is an advantage to have a diversified group that represents both technical competence and organizational / business competence.

The task force should then begin to design a communication plan and identify key needs owners and stakeholders from different parts of the organization. When an organization wants to use AI to a greater extent and move on from pilots and proof of concepts, [5]AI can affect many, if not all, of the organization. In Chapter 4.2 on Communication, a list of internal and external groups to consider involving in this step.

3. Formulate the vision document with purpose, value, and challenges

It is time for the working group to start formulating the vision document. The following points should be touched upon:

- **The purpose of AI.** What is the purpose of the organization's AI vision?
- **The value of AI.** Are there any characteristics that summarize what value AI could create for the organization? That is, describe what unique value AI creates for the organization.
- **The humans and AI.** Who is the target group or recipient of the intended AI solutions? Or maybe there are several groups involved?

[5] An experiment that shows the feasibility of an idea.

- **The impact of AI.** Clarify what effect AI is expected to create by formulating some overall impact goals or desired results.
- **Principles of AI.** How should the organization relate to AI? Formulate ethical and sustainability-related positions.
- **The organization and AI.** How does the AI vision relate to overall organizational strategy? Is there any part of the organization that should be prioritized?

It can also be valuable to express how you want to relate to the outside world, i.e., if you want to lead or follow the development of AI and how important it is for you to collaborate in ecosystems.

Several of these points likely require the involvement of experts and staff. The communication plan should specify which individuals should be involved in which areas.

If your organization is ready to develop the vision document, the AI vision template can be a good tool to use. The template is available on AI Sweden's website[6], in connection with this whitepaper.

4. Articulate the essence of the AI vision

Once the questions in point 3 are answered, it becomes possible to condense the information into one to two sentences that become the core message of the vision, or "one-liner(s)". It's a good idea to come up with a couple of suggestions for AI visions and test them on some people in the organization.

5. Test the AI vision on a reference group

Have a reference group read the AI vision and give feedback on it. It is helpful if the reference group consists of people both inside and outside the organization. Then make any corrections to the document

6. Anchor internally and externally

Follow the previously set communication plan and anchor the vision inside and outside the organization.

Loop

Repeat the steps and update if necessary.

3.4 Tips that facilitate development and increase usability

The group that has produced this document has, identified two overarching aspects that have proven important to consider during the development of an AI vision – feasibility and credibility.

Feasibility relates to the AI vision's ability to translate into actionable organizational goals and strategies. Here, it is important to note that the vision aims to support an organization that is taking steps beyond its current perceived boundaries with the intention of challenging prevailing ideas about what is feasible. It is therefore important to try to find a balance between the visionary function of the vision and its ability to connect with feasible, albeit new, structures, working methods, resources, etc. When designing an AI vision, it can be useful to ask the following questions: "Is this feasible?" or "Could it be feasible if we explore new creative paths?"

Credibility has been identified as closely connected to the AI vision itself as well as how the organization works with the AI vision. A feasible AI vision has proven to strengthen the perception of the vision as

[6] www.ai.se/ai-vision

credible. But feasibility is not everything. Credibility also seems to be closely rooted in how management and change leaders work with the AI vision. *Does management take responsibility for ensuring that the AI vision is prioritized throughout the organization? Does the management check that the necessary resources, and conditions are provided, and changes are made, for the AI vision's implementation to be achieved? Is the AI vision actively used or mentioned in different contexts, as a sign of its value and role?* More questions can be posited, but the main purpose is to ensure sufficient activity and engagement around the AI vision, on the part of the organization.

Some common pitfalls

Building on the work initiated within the group, some recurring pitfalls have been identified that may be of use to look out for, when designing an AI vision.

Compare themselves to tech giants.

It is a good thing to have high ambitions and goals. A lot of valuable knowledge and inspiration can be found in market leaders, but they usually have completely different conditions and goals. Setting goals based on your own circumstances and taking small, consistent steps leads forward and gives more likelihood of success than aiming too high from the beginning.

Isolated way of working without diversity

Many organizations mainly involve experts in IT, AI, and management in the AI vision work. These are certainly roles that should be involved, but it is important to involve multiple perspectives to get a relevant AI vision. The pitfall can be avoided by asking “who will have a significant role in how the AI vision is implemented in the organization”, in the organization's development and management of the employees affected. It is important to involve these individuals throughout the AI implementation to ensure the organization's needs and desires are met and that the technology is well received.

Do the same as we have always done

It is easy to continue in old ruts, especially if they have led to success in the past. Unfortunately, past success is not a guarantee of future success. Being able to distinguish between which working methods work in the future and which cease to be successful is extremely important in vision work and a necessity for new thoughts. Previous successful approaches should not be ignored in favor of something new, but aim to ask with curiosity:

- What has been done before?
- How has it contributed?
- What is needed now and in the future?
- How do we take on the new in a good way?
- What in the old is still favorable?

Explore here where previous approaches can come in handy, what new tools, methods and processes are needed and how these can be handled in a good way.

Static and immutable vision

As noted above, regarding the AI vision's design process tendency to be non-linear, it is good to remember that the AI vision does not have to be static once it is set. Try to see the benefit of

considering the AI vision as dynamic and changeable over time in line with new insights, lessons learned, knowledge, conditions etc. Let the AI vision grow and develop in line with the work towards the organizational goals, strategies, and implementation. Of course, a dynamic vision also requires follow-up and that there is a regular review of which projects move the organization towards the vision.

Data

When an organization has highly sensitive data or creates AI that will handle sensitive data, it is important to be clear in its AI vision about how to relate to this. This can avoid unnecessary discussions, or ensure that important discussions take place, both internally and externally. Structured work with information security is also important to ensure quality and legality.

Cultural stagnation

Developing an AI vision and implementing AI means starting a transformation. The conditions for success are significantly better in a permissive culture where it is ok to make mistakes and the desire to experiment can thrive. Thus, it is a common pitfall not to work with and develop your organizational culture continuously. Fostering a supportive and innovative culture where innovation is welcomed is an enabling factor for the success of AI implementation.

4 Anchoring and using an AI vision

For a developed and decided AI vision to have the desired effect in the organization, it needs to be anchored and used in different ways by many different people and functions. A delimitation can be made based on those who will work directly with AI and those who are affected at different stages. Communications must always be in place. Among other things, the organization needs to know that the work with AI has begun, what its aims are and how the work will take place. Management has a particularly great responsibility for this, which you can read more about in Chapter 3 (the process).

4.1 Implementing

The implementation of the AI vision will probably also require skills-enhancing activities. It is wise to take stock of internal training needs early and on an ongoing basis. With this as a basis, a roadmap can be developed, with suggestions on which target groups need different types of skills development in the short and long term.

It is important to remember that AI affects and concerns the entire organization, even those parts that will not use or develop AI at this time. HR and management need to continuously think about how to utilize and develop the skills of those whose tasks are taken over by AI. In parallel, it is important to continually learn and communicate what is made possible with the help of AI, which is not possible to do today or for which you lack resources.

4.2 Communication as an implementation tool

A successful implementation of an AI vision is closely associated with a target group-adapted, well-thought-out, early, and updated communication. Communication should, to the best of its ability, be conducted in parallel, in step with the ongoing AI journey.

Internal and external stakeholders can be kept well informed and involved through multiple channels. Regular, targeted internal updating enables everyone within the organization to follow the work right from the start.

By directing parts of the communication efforts, it can also help to increase knowledge and interest in AI. Dialogue meetings and clarity about how the organization intends to use the technology can provide the basis for high participation and trust. In addition, conditions are provided for many perspectives to be highlighted.

The list presented below contains suggestions for different groups inside and outside the organization that can be involved in the AI vision work and / or in the work of implementing the vision.

- The steering group for the AI work and the management team for the organization are responsible for the document and that it has the intended effect. (The board and political leadership need to be kept up to date, and in some cases, it may be important to get a formal decision from there.)
- Legal representatives and expert knowledge in, for example, GDPR, in cases where the data used contains personal data or if the tool is intended for sensitive data.
- The part(s) of the organization that is expected to use the AI solutions should be involved and kept updated all the way. They could be part of a network with a focus on AI that continuously

works with implementation, communication, support and input. Information owners should be defined through the process, as this may change.

- The employees who provide technical expertise should be involved and consulted throughout the process. These can also be included in the proposed AI network.
- Activities that are secondarily affected by AI should be informed and kept up to date.
- The rest of the organization, including union representatives, should be progressively kept informed.
- The organization is part of an ecosystem, and it is important that external partner organizations and other actors know what is happening and can actively participate in the process.

Suggestions for communication activities

It is important to communicate broadly what is happening in the organization in the beginning of the AI journey, because it often affects all or large parts of the organization's structure and direction, business models, budget, and skills. Below are suggestions for concrete communication activities to carry out in the work of implementing and getting maximum value from the AI vision.

- PoCs (proof of concept) and pilots - storytelling of what have they taught us and created for value
- Management's overall decision on systematic AI implementation and what it means for the organization
- Tips on podcasts and YouTube features to take part in for inspiration and learning
- My.AI.se can be used as a collaboration platform and source for knowledge acquisition
- Stories from the work of developing an AI vision and expected effect
- Report on use cases and how the AI journey affects the organization
- AI-themed seminars and workshops

4.3 Translating the AI vision into strategy and practice

As made clear at the beginning of this white paper, it is challenging for an organization to introduce and implement AI in the right way. Therefore, we would like to emphasize that there may be reason to develop a special strategy for the implementation of the AI vision. Partly so that over time it will be possible to phase it in so that it flows correctly and when it is no longer needed, phase it out.

It is important to remember that the AI vision itself will not lead to goal fulfillment. This is done through the activities that the organization decides to carry out, which can also be planned and implemented in a structured way with an AI and digitalization strategy. It is a good idea to regularly visualize how the strategy is implemented and its connection to the vision, for example in regular presentations or scoreboards.

4.4 Establish a feedback loop [7]

Once the AI vision has been implemented, it is important to establish a feedback loop to ensure the AI vision is continuously updated and relevant. This can be done by monitoring the progress of the AI projects, collecting feedback from stakeholders, and holding regular meetings to discuss any changes needed in the AI vision. Additionally, it is important to regularly review the AI vision document to ensure it is still applicable and relevant to the current landscape.

[7] Suggested by ChatGPT https://chat.openai.com/auth/login

5 Resources & Further Reading

For those who wish to explore more resources, further reading and thereby deepen their knowledge of AI and the systematic work of working with AI on an organizational level, the AI Vision Working Group has identified some initial proposals that we hope will be a good start to such a journey.

5.1 Resources from AI Sweden

My AI. For further material linked to AI Vision Working Group's work, visit My AI (www.my.ai.se). By visiting the project's page in this platform, you can take part in various materials that are used and produced during the work. Here the results of the AI vision work have been gathered: https://my.ai.se/projects/141.

AI Maturity Assessment. As a complement to the work with AI vision, many AI Sweden partners choose to carry out an AI maturity measurement, which is a tool that aims to increase the organization's self-insight into where they are in the maturity ladder. For more information see: https://www.ai.se/en/ai-maturity-assessment-tool

Training & Learning. AI Sweden also offers a set of competence development initiatives that may be of interest to those who wish to develop their competence in AI in general. For more information see: https://www.ai.se/en/partner-offering/training-and-resources

If you are new to AI, we can recommend the following course at AI Sweden - Get started with AI: https://www.ai.se/en/partner-offering/training-and-learning/training/get-started-with-ai-online

5.2 Further reading

Below are some recommendations for those who wish to deepen their knowledge in AI and systematic work with AI from a strategic perspective.

Applied AI (2019) White paper: The elements of a comprehensive AI strategy. https://www.appliedai.de/hub/elements-of-a-comprehensive-ai-strategy

Government (2018) National focus on artificial intelligence

Applied AI (2021) White paper: Artificial intelligence for boards – gearing up for the future of business. https://www.appliedai.de/hub/artificial-intelligence-for-boards

VINNOVA (2018) Artificial intelligence in Swedish business and society. Analysis of development and potential. VR 2018.08. https://www.vinnova.se/contentassets/3d3b9a1177454ed9958cecc6d3854790/vr_18_08.pdf

Get started with AI: Proven best practices for AI adoption (2019), Daniel Faggella & Raghaw Bharadwaj, Emerj Artificial Intelligence Research

Applied AI (2020) how to find and prioritize AI use cases. https://www.appliedai.de/hub/how-to-find-and-prioritize-ai-use-cases

TheAuthority of Digital Government (DIGG, 2022). Guidance in utility realization. https://www.digg.se/download/18.4353fb6518017fb93996102/1654673883841/V%C3%A4gledning%20i%20nyttorealisering%20version%203.0.pdf

For somewhat heavier but very valuable reading, it is also recommended:

The new AI bill, The Artificial Intelligence Act (2021). https://eur-lex.europa.eu/legal-content/SV/ALL/?uri=CELEX:52021PC0206

European Commission High Level Expert Group on AI Issues (2018) Ethical guidelines for trustworthy AI. European Union June 2018. https://op.europa.eu/en/publication-detail/-/publication/d3988569-0434-11ea-8c1f-01aa75ed71a1/language-sv/format-PDF

Statistics Sweden (2019) Artificial Intelligence in Sweden. https://www.scb.se/hitta-statistik/statistik-efter-amne/utbildning-och-forskning/forskning/forskning-och-utveckling-i-sverige/pong/publikationer/artificiell-intelligens-ai-i-sverige-2019/

European Commission (2020) WHITE PAPER - On Artificial Intelligence - An EU approach to excellence and trust. https://ec.europa.eu/info/sites/default/files/commission-white-paper-artificial-intelligence-feb2020_sv.pdf