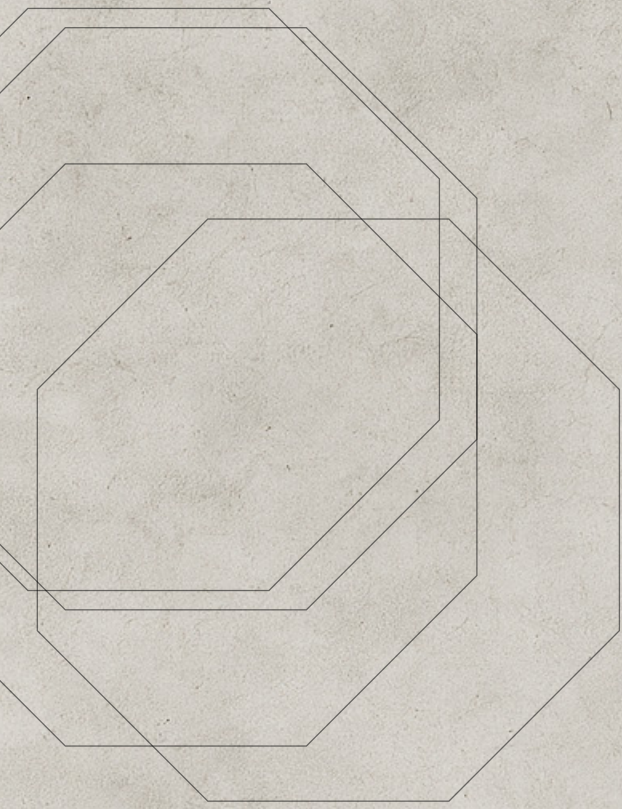


# Takeaways







# matas

Mette Zibrandtsen

Head of Ecommerce Sales

## ● SHORT-TERM

- Prepare a structured data foundation
- Stabilise data and reporting
- Automate the most manual steps
- Establish a baseline so improvements are visible

## ● LONG-TERM

- Invest in reusable components
- Embed forecasting in operating rhythms
- Focus on change management so teams feel empowered by AI, not burdened





# ***Stena Line***

## Muhammad A. Samad

Group Head of Digital and Artificial Intelligence

### ● SHORT-TERM

- Stretch your thinking around technology/AI capabilities to automate processes (the tech is quite powerful; often the limitation is our own constraints)
- Place significant emphasis on the change management rather than just proof of the tech working
- Define clear short-term success signs and KPIs

### ● LONG-TERM

- The long-term value of the process context and data context can't be overstated
- Need to start thinking about managing the estate of AI solutions/Agents and what the long-term way of working around it should be





# IMPLEMENT

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## ● SHORT-TERM

- **Own AI in your area – don't push it to IT**

IT will help with infrastructure, but the real value comes from fixing pain points in your processes. Start with one area you control – forecasting, scheduling, or quality checks – and use it to lead the change.

- **Progress beats perfection**

Don't wait for perfect data or a full governance framework. Pick a high-impact process, clean the critical data, and automate the most manual steps. Iterate quickly – every cycle teaches you something.

## ● LONG-TERM

- **Design for continuous upgrades – keep it modular**

Avoid one-off fixes. Build processes and data flows so new AI tools can slot in without tearing everything down. Think modular dashboards, reusable data pipelines, and clear handoffs between people and machines.

- **Rethink workflows, not just tasks**

AI isn't about bolting tech onto old processes. Look at the whole flow where decisions happen, where delays occur, and redesign for speed and consistency. For example, instead of automating one inspection step, redesign the entire quality loop so AI flags issues and automatically triggers corrective actions.