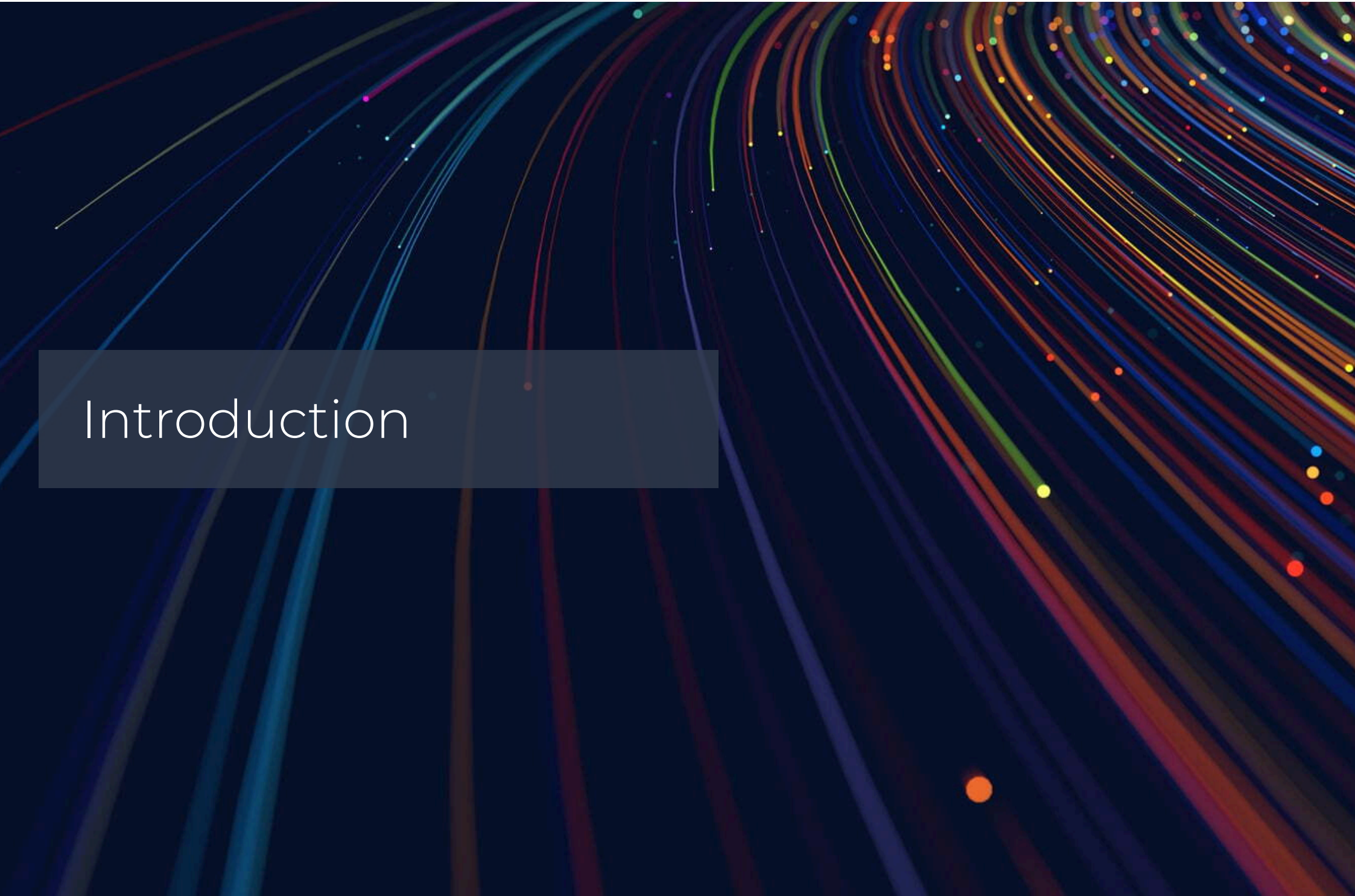

HFS
Is AI just a load of fake news, or the real deal?
Test your knowledge of myth vs. reality
with industry luminary, Sandeep Dadlani, Chief Digital Officer of Mars, and analyst legend Phil Fersht, CEO and Chief Analyst of HFS Research



Introduction

Is AI just a load of fake news, or the real deal?

There have been decades of hype in AI – a promise of transcendent capability against a backdrop of organizational inertia. But where there has been myth, there has also been reality.

Mars, the approximately $40 billion global consumer products and services company, will soon be celebrating its 200+ successfully scaled AI projects and capabilities with its first-ever Mars AI Festival.

The size of this number clearly indicates that this is no pandemic-induced AI adoption or digital transformation, but merely an acceleration of strong digital foundations. In fact, there is no such thing as a digital strategy at Mars, per se.

Sandeep Dadlani, services industry luminary and Mars Chief Digital Officer confirms:

"We have a growth strategy and a vision that is rooted in a purpose as to where the company needs to be five years from now. Digital is only a way to accelerate towards that. **We talk about 100x: How can I grow 100 times faster? It is all about speed, pace, and purpose...**

Our purpose is to build a better tomorrow based on how we do business today. For example, our Petcare segment wants to build a better world for pets and Mars Wrigley believes better moments make more smiles."

Speed, pace, and purpose indeed >>

The Mars AI Festival is a week-long, all-virtual, immersive experience and learning series with the likes of Satya Nadella, CEO of Microsoft, as its opening keynote; Stuart Russell, Missy Cummings, and Matt Lundren as some of the attending AI experts; and approximately 100,000 Martians expected to attend. This is no neighborhood barbeque.
The festival has the opportunity to be not only Mars' largest company conference ever but its most transformational.

The purpose of this piece is two-fold.

1 To test your abilities to filter the reality about artificial intelligence (AI) from the myths, or in other words–the truth from the AI hype. Consider it AI–101 in preparation for Mars' inaugural AI Festival ahead

2 To offer a roadmap for your AI journey. We will present the 5 key techniques and some associated use cases from the horses' mouths: Mars' Chief Digital Officer, Sandeep Dadlani, and HFS' CEO and Chief Analyst, Phil Fersht

Good luck and godspeed!

The State of AI

The State of AI

Sandeep Dadlani, Chief Digital Officer, Mars, in conversation with Phil Fersht, CEO and Chief Analyst, HFS Research

Phil Fersht, CEO and Chief Analyst, HFS Research: Let's start talking about the state of AI, where we really are today, and some of the progress we've made. And then we can get into the reality and the myths.

Sandeep Dadlani, Chief Digital Officer, Mars: Hey, Phil. Thanks for having me. You know, earlier this year, the Guardian published this op-ed, and it began by saying, "A robot wrote this entire article. Are you scared yet, human?"

You had DeepMind developing AlphaGo, that defeated the best Go player in the world. You had IBM's Deep Blue defeating Garry Kasparov in chess earlier; and this was OpenAI'GPT-3–one more milestone that instilled hype and fear about AI.

Multiple sources point out that what was *not* published by the Guardian was that OpenAI's GPT-3 had actually spit out eight essays, and the editors at the Guardian had to slice through different versions of the eight essays to come out with the one op-ed.

Question 1: Single-purpose AI can be scaled with automation. *Truth or hype?*

- **Truth**
- **Hype**

CLICK HERE for the answer

"So yeah, I think there's a lot of hype surrounding AI. But when we look at the true possibilities, they are absolutely phenomenal.

This will get more and more exciting in the years to come." ~ Phil Fersht

Effectively, it was edited and curated by human beings, and I think that's the real state of AI.

When somebody tries to attempt to ask it contextual, philosophical questions, the responses lacked context. So, I still feel that we are a long way away from the hype around large scale, omnipotent, intelligent platforms.

We are beginning to train them with a lot more data than we ever could imagine, and that's exciting, but they are still single-purpose, narrow AI tools. They still do what you train them to do. The idea of general-purpose AI is very, very, very far away yet.

What do you think? Does that resonate with you?

Question 2: General AI is becoming available in large-scale platforms. *Truth or hype?*

- **Truth**
- **Hype**

CLICK HERE for the answer

Phil: Yeah. I do think that. It's about having much bigger clarity of purpose for what you're trying to achieve in an enterprise and being able to create algorithms which allow some self-remediation, some self-determination, for your systems to work fairly independently of having constant human oversight. I mean, that's the basic premise.

I think a lot of today's AI is predefined. It's accessing logic in contained mechanisms and systems. It's being able to unleash that into the uncontained and leverage data outside of the organization–in a way that is obviously secure–that will really extend intelligence, and thought, and the ability to predict.

We talk about the OneOffice Organization a lot, and the whole point behind OneOffice is how to become an anticipatory organization. How do you really have that ability to make decisions more quickly than everybody else? Building out that ability is often done by simplifying than by adding complexity, especially in today's environment.

So yeah, I think there's a lot of hype surrounding AI. But when we look at the true possibilities, they are absolutely phenomenal. This is only really unravelling in these times and is going to get more and more exciting in the years to come.

The true concept of AI is only just emerging.

RESEARCH HIGHLIGHT

Top-line growth is a big motivator for AI

AI's potential to impact revenue growth is immense. It can improve customer experiences and customer lifecycle management programs, augment sales and marketing efforts, and provide the opportunity to use data strategically to create entirely new revenue streams or business models. Customer and revenue linked-AI programs feature in both strategic and operational goals for many enterprises today.

In my opinion, the existing concept of AI today is, like, “Buy this product, buy this platform, buy this suite, and you get AI.” You absolutely don’t. You have to design your business, and sometimes your personal life, the way that you want the outcomes to be achieved, and then you build from there. Right?

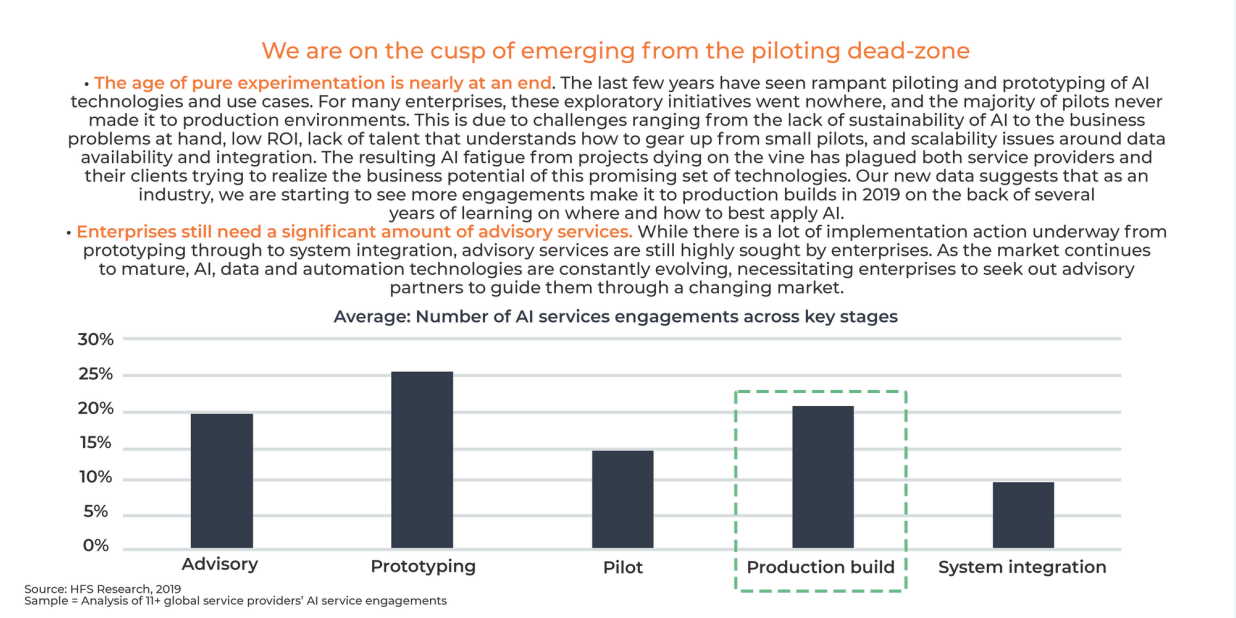
You have to have very, very solid automation within the way you design your processes and operations, and then you can start to really build out the logic using technology and smart algorithms to make yourself and your business smarter than you are.

Sandeep: I agree. If a vendor walks in and tells me that they have a broad enterprise AI platform, I actually won’t take the meeting, because I know there’s none that exist. *In fact, every AI project is a custom project in some ways, by definition.* There are tooling platforms, but they are just starting points to actually do projects to solve problems with AI.

I love the idea of being clear about your purpose, being process led, and having good data. And because of automation, being able to then really scale single-purpose AI, which is a very realistic model of how you lay out the AI platforms.

RESEARCH HIGHLIGHT

HFS data suggest that as an industry, we are starting to see more engagements make it to production builds after several years of learning on where and how to best apply AI.



Sure, there are tools; there are accelerators. In fact, some of the latest tools which my team and I enjoy are tools that allow you to optimize among various machine learning models or choices, but by far, they are defined by the purpose, or the problem you are clear about solving.

Let me throw some real enterprise examples, to bring color to what you're saying...

"I love the idea of being clear about your purpose, being process led, and having good data."

~ Sandeep Dadlani

Forecasting Use Case

CLARITY OF THE PROBLEM AND LIMITING FACTORS

Forecasting Use Case

CLARITY OF THE PROBLEM AND LIMITING FACTORS

Sandeep: In one of the business units in Mars, we were trying to improve supply chain forecasting. This is a very common AI use case. But when we went in and looked at the broken processes, we realised that the demand planner, the inventory planner, the production planner, etc., they're just not looking at the same inventory data together.

Question 3: Application of AI starts with clarity of broken processes. Truth or hype?

- **Truth**
- **Hype**

CLICK HERE for the answer

Question 4: One of the limiting factors for applying AI in an enterprise is the lack of talent [or talent shortage]. Truth or hype?

- **Truth**
- **Hype**

CLICK HERE for the answer

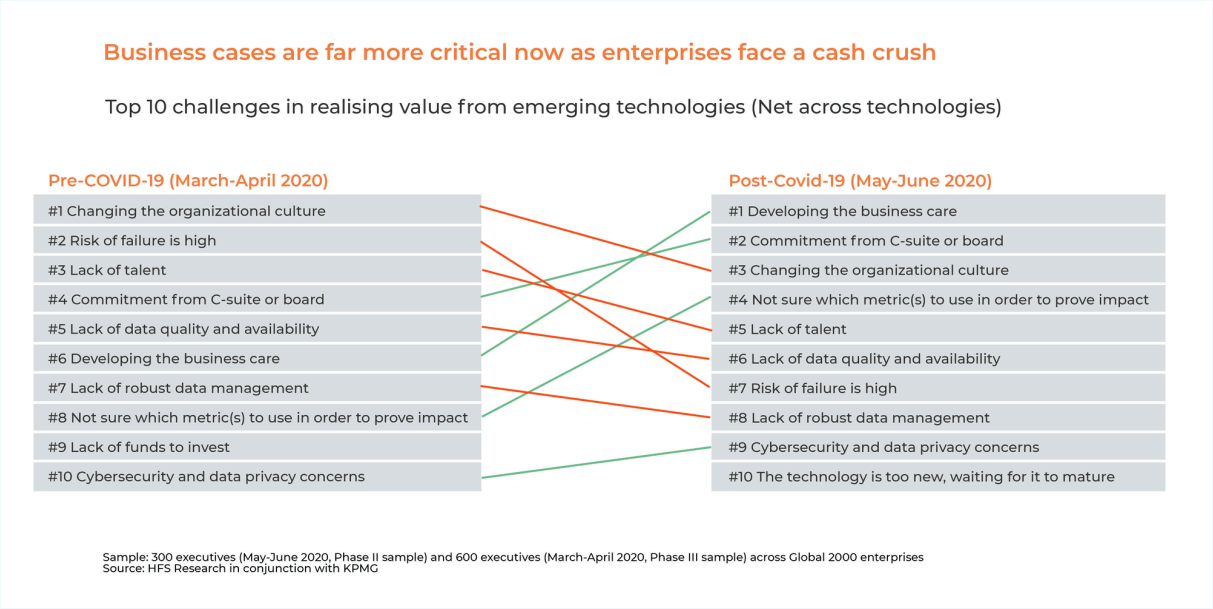
Question 5: One of the limiting factors for applying AI in an enterprise is the lack clean label data for training. Truth or hype?

- **Truth**
- **Hype**

CLICK HERE for the answer

RESEARCH HIGHLIGHT

No matter where a company is on the maturity spectrum, top challenges to emerging technology adoption are not about technology. Tangible business cases are far more critical now than ever before.



This is not an AI problem. This is a data problem and an automation problem, first.

Being super clear about the problem first allowed us to provide inventory visibility and the same data to all of these roles. That itself improved the forecasting accuracy by more than two thirds of the problem that we had. Then we did put AI, we put a very specific optimization AI tool, but that was literally 10 or 20 percent of the solution of improving forecast accuracy.

In Mars, we take it one step further; we are also clear about the Associate, or the employee, that we are amplifying. Who are we taking 100x? Who are we driving faster?

We usually put a 1080-pixel, high-definition picture of that person, and we say, “She is the one that we are really trying to amplify” and then we are clear about the problem statement. We either

use design thinking or other techniques and then figure out what combination of tools is needed to scale it, to automate it, and to solve it.

Now, in that experience, a few things have come to light. The biggest limiting factor now is not the lack of AI models or the lack of expertise; there is enough expertise going around, outside and inside the company, or any enterprise. The biggest limiting factor is the ability to define a problem clearly. The biggest limiting factor is also the availability of clean label data for training.

This is usually ignored; almost every AI scientist will tell you that 90 percent of their work gets throttled by that availability of clean label training data. We have spent the last three years with tremendous investments in trying to help, to whatever extent possible, having a lot of training data available for the problems we are trying to solve. We now have 200-plus bots in the company, as well, helping solve specific problems in customer engagement, in e-commerce,

"The biggest limiting factor is the ability to define a problem clearly. The biggest limiting factor is also the availability of clean label data for training."

RESEARCH HIGHLIGHT

Data management is a critical part of enterprise AI products. Historically, many enterprises did not have any data strategy across their organizations. Enterprises collected some data and stored it in silos but utilized it poorly. The first step to getting a benefit from an AI product is fundamental data hygiene—making sure that data collection and preparation include sparse and noisy data handling, data integration, and data approximation. For some emerging use cases, there is no past data available. Having minimal data means slow progress toward accurate AI models while more data is collected.

Diagnostics Use Case

GOING BEYOND PROCESS, OPERATIONS, AND STRATEGY

Diagnostics Use Case

GOING BEYOND PROCESS, OPERATIONS, AND STRATEGY

Sandeep: We have a diagnostics division that actually processes x-rays for vets–about 30 million x-rays a year. There are not enough vet radiologists in the world, and the radiologists that do the x-ray processing are strapped for time.

The way we framed the problem was, "How do we help make the radiologists more effective?"

When we observed the radiologists, we realized that, in the first 30 seconds, every radiologist just oriented the x-ray in terms of top-down, or bottoms-up, and so on.

Now, if you think of the problem to solve, saving 30 seconds for one x-ray is not a big deal, but saving 30 seconds of 30 million x-rays–that's a lot of radiologists' time that can be used for far better purposes.

Question 6: Before you need an AI strategy you need a clear purpose. Truth or hype?

- **Truth**
- **Hype**

CLICK HERE for the answer

In the first sprint, literally using open-source techniques and not too much outside help, we solved that. Then the next sprint went on to say, “How do we help the radiologists zoom in on where the problem areas are on the x-ray?”

Long story short, in about ten sprints, we are getting to a point where the AI can get dangerously close to diagnosing and recommending the actual problem. In this case, it could be cancer; it could be other diseases. That part of the business really has a clear purpose: A Better World for Pets.

The purpose is clear; the radiologist is clear that she is the one we are amplifying; and the models are easy. We have figured out how to process 30 million x-rays' data in our data lakes, and I find that to be a successful experiment and a scaled success for both AI and Edge Computing.

Between each successful experiment, there are many failed experiments, don’t get me wrong, but they all follow the principles that you laid out earlier. *Does that make sense?*

Phil: It makes a lot of sense, and I think the one thing that’s really becoming clear, from our conversation, is before you even need a strategy, you need a purpose.

You need a crystal-clear purpose of what vision you're trying to achieve.

This has been why so much of AI has been hype over the last 30, 40 years–because until you’re truly prepared to redesign the way that you run your operations and processes to achieve your true purpose of the enterprise, you’re never going to get the true benefit from the software.

Critical Skills and Augmented Intelligence

Critical Skills and Augmented Intelligence

Phil: When we look back over the last decade, back to the onset of cloud, we're now trying to finish up getting into the cloud properly. Everything we've done in the last decade has technically been a big pile of bunk.

Well now, I don't think it *completely* is, because we've developed invaluable experience and knowledge during that time. What we didn't do is execute against it, we're only executing against it now.

When we get into skills, we get into what we're doing as people, and we're finally starting to see the beginnings of this interplay between IT and business within organizations.

We see now the need to become digitally fluent.

One of the silver linings of this pandemic is the forced need to go and absolutely redesign how we run processes and operations in our business, and we're getting away from this stigma of IT versus non-IT people.

When we get into skills, we get into what we're doing as people, and we're finally starting to see the beginnings of this interplay between IT and business within organizations. We see now the need to become digitally fluent.

That means, on the business side of the fence, that you have to be able to translate the understanding of digital tools to create new ways to serve customer needs and drive value; you need to examine your company's strategy and operations right in the context of technology, and on the IT side, you've got to understand the business context behind what you're doing to be successful.

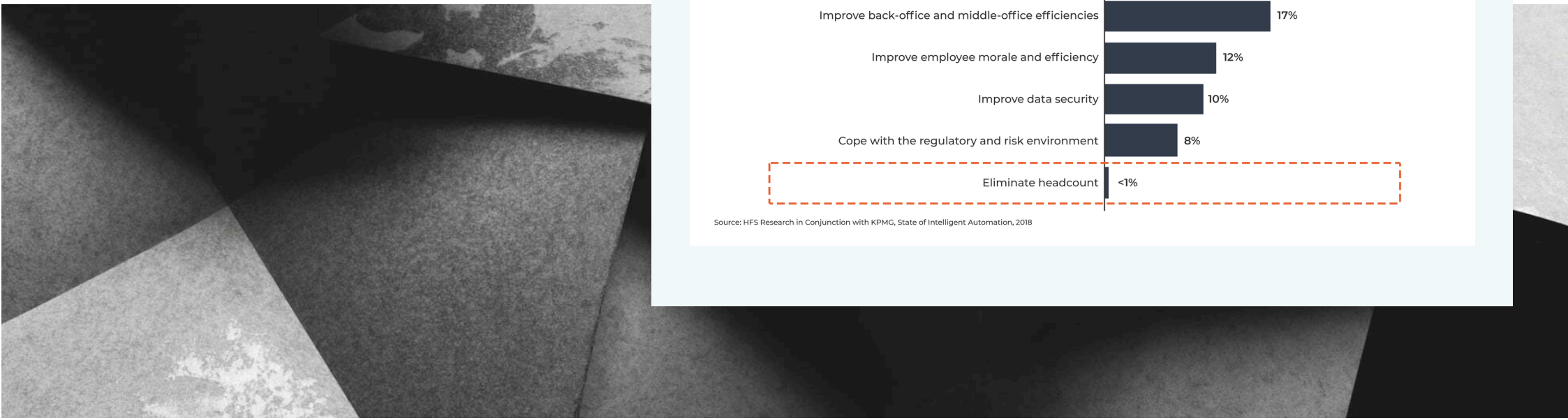
Question 7: Digital fluency is the ability to understand and communicate information derived from data. *Truth or hype?*

- **Truth**
- **Hype**

CLICK HERE for the answer

We're finally starting to see this coming together, where the smartest business managers in the world aren't computer programmers, they don't write lines of code, but they really understand the business they're in and the decisions they need to make. They need to have the ability to turn intelligence and knowledge of the business into this technological capability, where they can go out and get data, right across the world, to support their ability to make smart decisions quickly.

That's what this is all about. It's being intelligent and letting the technology augment human intelligence.



RESEARCH HIGHLIGHT

While both top-line and bottom-line focused initiatives are underway, less than 1% of enterprises are considering eliminating headcount as their primary objectives of using AI technology. The adoption of AI, for most organizations, is about doing more with less—augmenting and enhancing the productivity of their current workforce to help them make better decisions and reduce mundane, "robotic" tasks from their workstreams.

When we look at the skills that we have to develop for the world we're moving into, this is where AI becomes extremely relevant. HFS has defined six core skills categories for the future or work. (Exhibit 1). We have to look at the new skillsets, which include capabilities like your appetite for change, your adaptability, your agility, your resilience. I've mentioned digital fluency.

Your initiative is a skillset now, it's an ability to be a leader. How do you lead during times of change? How do you offer opinions? How do you offer direction? What about your ability for self-development, which I think is absolutely critical–having an accurate assessment of yourself and seeking out new knowledge and skills when you need it?

With emerging AI technology, you don't need to have a computer science degree; you don't have to have algorithmic capabilities at the PhD level to be a genius at this. You need to have the ability to navigate work and collaborate with limited supervision.

We look at other skills that are coming into play, like problem solving, that are more important than ever. That's when we start thinking more about design thinking and scenario planning.

Another area you and I spend a lot of time with, Sandeep, is social influence. How do we negotiate better and improvise agreement through exploration? How do we develop better social connections? How do we get better at persuading people and articulating?

Certainly, the whole idea round values is critical, such as ethics, humility, and respecting and recognising experience–something which I don't think has been very strong in enterprises. Inclusion is so important, as are responsibility, trust, and

Exhibit 1: **Skills Categories for the future-forward organization.**

These are all the attributes that are going to make AI real, versus the world we came from, where it's selling dreams in software platforms, where we charge a lot of money, and you go and figure out how to fulfil those dreams. Now it's moving to a very different reality, where we truly augment human intelligence to make much smarter decisions in our business lives and in our personal lives.

Sandeep: I love the breadth of topics you just covered. Let me illustrate some of them and bring color to them.

You talked about personal effectiveness. I just received an email from Microsoft, on my analytics platform, which told me that in a typical working week, I have a collaboration level of 70%. I use 13% email, 10% chats and calls, and 47% meetings. I can now discover more about my working style by clicking "further"; it says that 97% of my online meetings are joined on time, Phil, and 100% of my meetings were during working hours. Now, it does say that I have only 30% of a typical week available to focus, and I need to focus a lot more.

This is an AI algorithm. Whether it's accurate or not, it's directionally trying to learn from my habits and everybody else's habits in my peer group, and it's trying to give me a decent indicator. Whether I use it to change my priorities or my working style is up to me. But, you know, think about how well it's augmenting my personal effectiveness, which I feel is pretty interesting, and Microsoft has been great to work with us on these kinds of things.

The other thing you talked about was digital

Question 8: Talent can develop problem-solving skills by learning about analytics and AI. *Truth or hype?*

- **True**
- **Hype**

CLICK HERE for the answer

fluency. I'll give you a story from early in my Mars stint.

We had a Udacity machine learning course, which was originally intended for only 30 technical people, but the email accidentally went from my email inbox to all of Mars, which at that time was made up of 100,000 Associates. And we were like, "Well, it's gone to all of Mars, but, you know, who wants to learn machine learning?"

And to our shock and surprise, there were *thousands* who responded–people in different functions, in supply chain, in sales, in marketing, and in vet health. Everybody wanted to learn machine learning.

I think there is a general sense, for every Associate in every company now, that this is coming–that what they use today as Microsoft Excel, perhaps tomorrow will be Power BI, or Tableau, and the day after tomorrow it will be AI. So, you'd better get on with it as our jobs get redefined. And that was very inspirational to me, because I did not expect all these Associates to come and say, "I want to learn machine learning."

In fact, in our AI festival, both Microsoft and Udacity are helping us conduct a "Basics of AI" training course for all our Associates attending. Can you imagine? Thousands of Associates trained on AI.

Every company today wants to learn how to go faster as an organisation. Some of it has to do purely with leadership, as you said, because if you lead better, you run faster, but a lot of it also has to do with upskilling. You can't change all your talent. You have to upskill all your talent; you have to believe in all your talent to then drive forward and move meaningfully ahead.

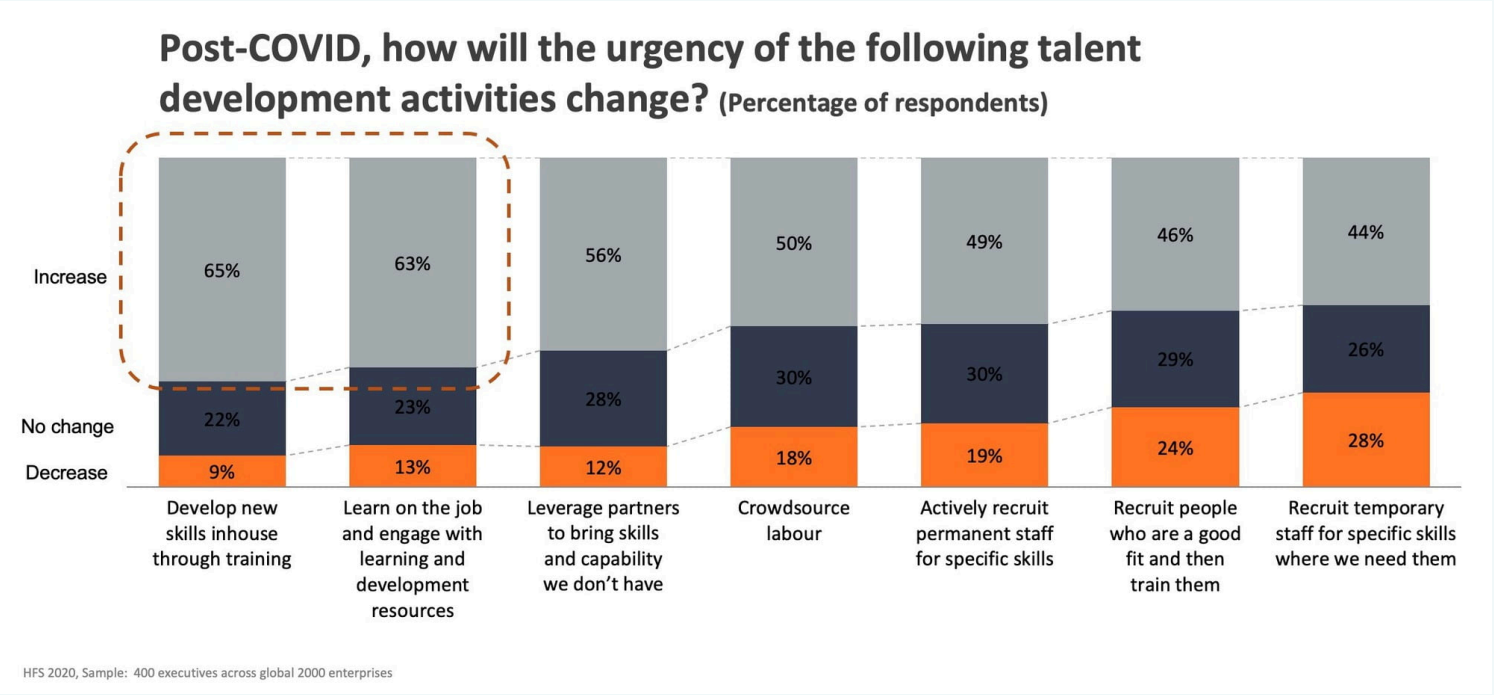
We first took all of our 130,000+ Associates through a journey of user-centricity and design thinking, so explaining how to *frame* a problem. Now we are taking them through a journey of analytics, AI, and so on, so that they know how to *solve* problems. So, this whole cycle reinforces our digital engine.

RESEARCH HIGHLIGHT

Upskilling for outcomes

According to recent research conducted by HFS, the urgency to develop new skills inhouse through training has increased significantly, versus external approaches like crowdsourcing, recruiting new hires, and recruiting temporary staff. Approximately 65% of leaders now expect their staff to develop skills through in-house training and to learn on-the-job and engage with learning and development resources (Exhibit 2).

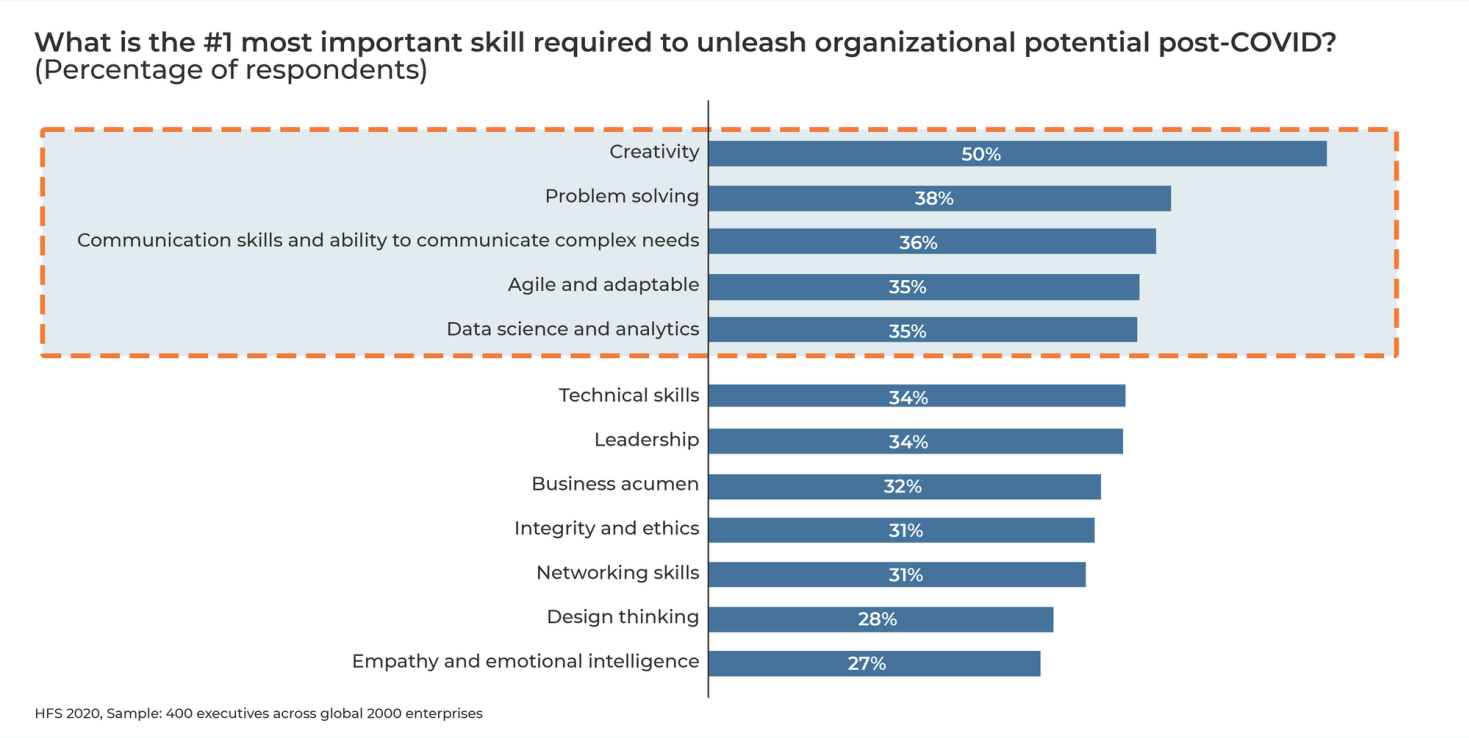
Exhibit 2: **The urgency to develop new skills in-house and learn on the job**



RESEARCH HIGHLIGHT (*continued*)

In the same study, executives were asked to rank the most sought-after people skills post-Covid. Creativity, problem solving, communication skills, agility/adaptability, and data science/analytics came in as the top 5 (Exhibit 3).

Exhibit 3: **Most important skillsets to unleash organizational potential post Covid-19**



The AI Vendor Landscape

The AI Vendor Landscape

Sandeep: Let's talk about the vendor landscape a little bit.

We are working with a number of medium-sized analytics vendors, like Mu Sigma and Fractal, on doing large-scale machine learning work, so I'd say that machine learning is now very common. The larger SIs will do it, provided you cherry-pick the right people in the SIs to come forward...

Question 9: The AI vendor landscape consists of enterprise platform players, mid-sized vendors doing large-scale machine learning work, and start-ups for specific solutions. *Truth or hype?*

- **Truth**
- **Hype**

CLICK HERE for the answer

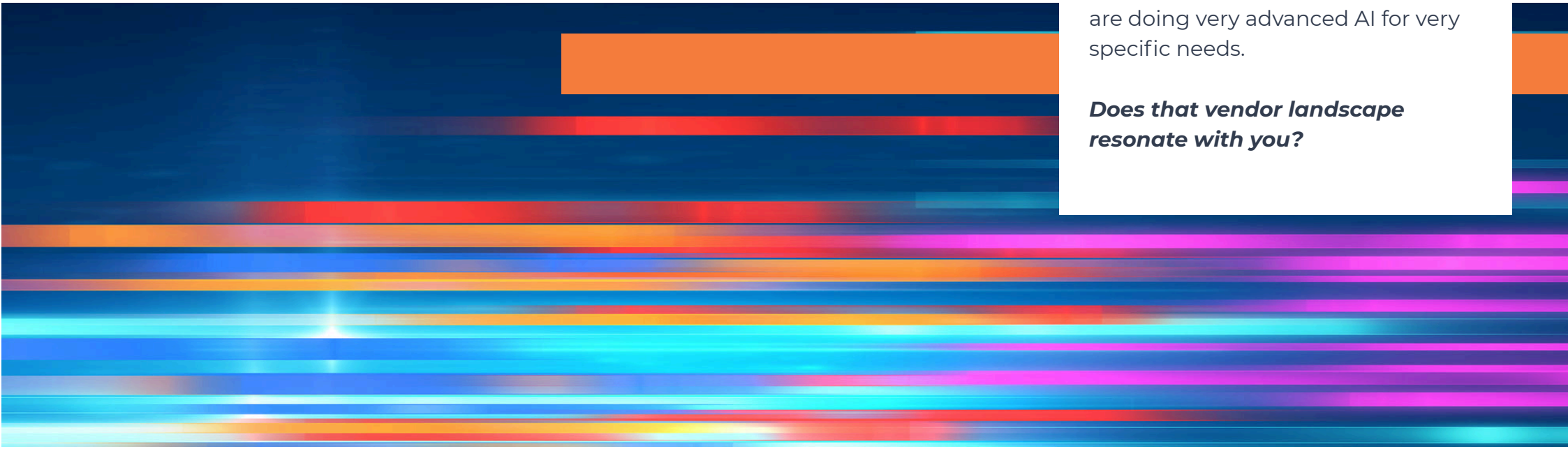
We work with a number of start-ups, and we enjoy that, because a lot of the start-ups come in and build models for very specific solutions. They're not under pressure to make it the be-all end-all solution for all AI projects. And that I enjoy, because, just based on our discussion, we were very clear that it is unique, narrow, purposeful AI that helps us solve problems when we know the problem clearly in a particular domain. And so we really enjoy that part.

We enjoy working with Microsoft, in particular, because Microsoft helps us democratise AI, given their integration with GitHub, their integration with LinkedIn, and their integration with all the opensource components. Given that 60-70% of our footprint is on Azure, we can now pull Azure ML tools–anyone in the company can–to then learn and start doing their own AI experiments comfortably. And we like that relationship.

In fact, as part of our AI festival we are launching the **AI for All Martians** platform based on Azure ML Studio.

Similar relationships are obviously on the horizon, with other enterprise platform players, but that's the vendor landscape as I see it. Whether it's Amazon, Microsoft, or Google, there are enterprise platforms; then there are these mid-sized vendors that really take machine learning everywhere; and then there are these startups that are doing very advanced AI for very specific needs.

Does that vendor landscape resonate with you?



Phil: It does a lot, actually, and a lot of it comes down to the DNA of the vendors. They all have the technical chops in spades; it's more about how you apply it. Ultimately, enterprises want to have trusting relationships, like you're doing. You're teaming up with lots of great, niche companies with genius pools of talent in there. Right? You're not going to hire those people yourself. They'll leave in five minutes.

You have to partner with these companies to make you great, and that's where I think a lot of this is moving from a vendor landscape scenario.

You need to have a great software partner who builds products in the way that you can leverage them, and then have specialist partners to bring in and fill those gaps. It could be big partners, little partners – who cares anymore? It's the whole ecosystem of building out those skillsets around you to get the best out of your existing talent.

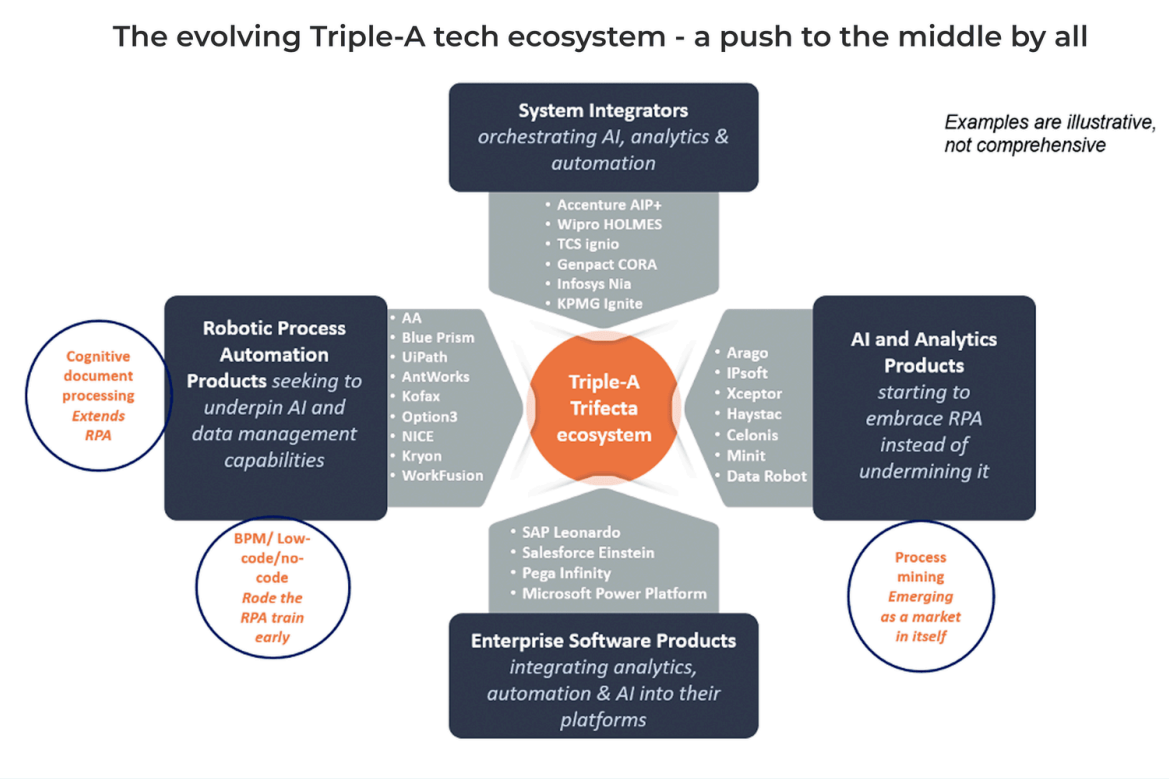
We talked a bit about skills and digital fluency, and digital fluency is absolutely critical. You can't achieve AI success by just bringing together the best PhDs and the most intelligent minds; you have to bring together the business minds, the drive, the purpose, and the partners.

RESEARCH HIGHLIGHT

Context matters. We cannot overemphasize the importance of domain expertise. One size will not fit all problems. Domain understanding is fundamental for the success of AI products. Most enterprise AI products are built for specific use cases and industries. So, understanding business processes (domain lexicons, ontologies) is important for the effective use of AI.

HFS sees an ecosystem of service providers, product vendors and startups, and enterprise software platforms emerging to cater to the growing need for automation, AI, and analytics (the Triple A Trifecta).

Major cloud providers such as Microsoft and Google are certainly an influential part of the technology advancement in AI, as Sandeep highlights, along with many innovative services and product startups that are creating combinations of domain and technology expertise to carve a niche for themselves in this competitive marketplace.re...



Bringing it all together

THE ROADMAP TO A SUCCESSFUL AI JOURNEY

Bringing it all together

THE ROADMAP FOR A SUCCESSFUL AI JOURNEY

Sandeep: If we use the techniques that we just discussed, the human-centricity, the purpose-led work, the clear definition of the problem, the clear availability of data to train the AI, and all these platforms and vendors, then the opportunity we have, in any organization's journey, is to completely redefine business models, even for traditional companies. And that's very exciting. That learning journey is what we at Mars are looking forward to. That part of AI is definitely not hype.

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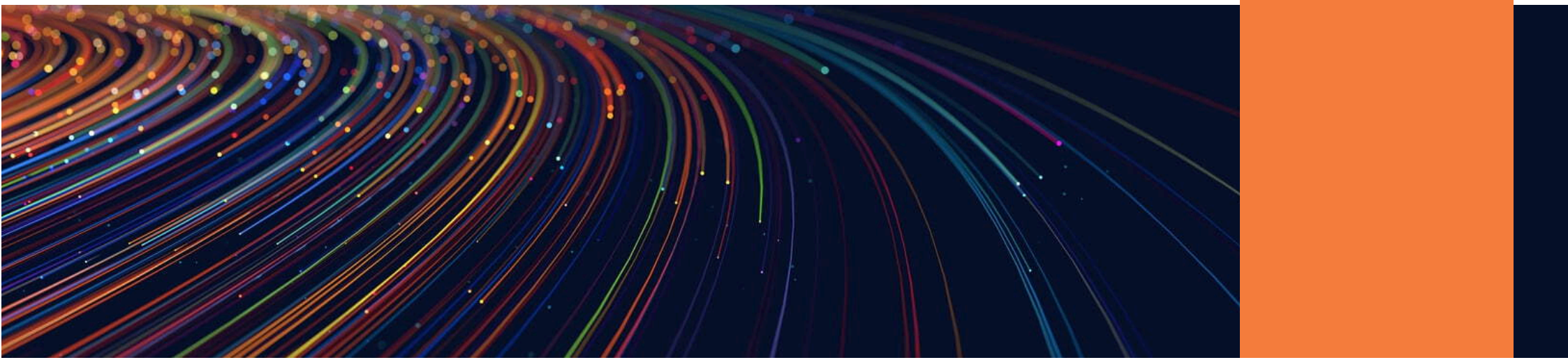
WHO	WHAT	WHY	HOW	WHERE
HUMAN-CENTRICITY	**DEFINITION OF THE PROBLEM**	**PURPOSE-LED WORK**	**AVAILABILITY OF DATA**	**PLATFORMS AND VENDORS**
Having clarity about who you are amplifying who are you solving for	Having clarity when framing the problem – what you are solving for	Having clarity around the vision you are trying to achieve – why you are ultimately creating a solution	"Quantity of data becomes decisive in determining the overall power and accuracy of an algorithm" – Kai Fu Lee, AI Superpowers. *Data is the how behind AI capability*	This is your technology and partner ecosystem



Addendum: Questions and Answers

Truth or Hype: Question 1

Single-purpose AI can be scaled with automation

Truth or hype?

Correct Answer: Truth

You can scale single-purpose AI with automation – this is a very realistic model of how to lay out the AI platforms

Back to question

Truth or Hype: Question 2

General AI is becoming available in large-scale platforms

Truth or hype?

Correct Answer: Hype

We are a long way away from the hype around large scale, omnipotent, intelligent platforms. We are beginning to train them with a lot more data than we ever could imagine, and that's exciting, but they are still single-purpose, narrow AI tools.

Back to question

Truth or Hype: Question 3

Application of AI starts with clarity of broken processes

Truth or hype?

Correct Answer: Hype

Application of AI starts with clarity of the problem you are trying to solve from the point of view of the end-user.

Back to question

Truth or Hype: Question 4

One of the limiting factors for applying AI in an enterprise is the lack of talent [or talent shortage]

Truth or hype?

Correct Answer: Hype

There is enough expertise going around, outside and inside the company, or any enterprise. The biggest limiting factor is the ability to define a problem clearly.

Back to question

Truth or Hype: Question 5

One of the limiting factors for applying AI in an enterprise is the lack clean label data for training

Truth or hype?

Correct Answer: Truth

Almost every AI scientist will tell you that 90 percent of their work gets throttled by that availability of clean label training data

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Truth or Hype: Question 6

Before you need an AI strategy you need a clear purpose

Truth or hype?

Correct Answer: Truth

You need a crystal-clear purpose of what vision you're trying to achieve. This has been why so much of AI has been hype over the last 30, 40 years–because until you're truly prepared to redesign the way that you run your operations and processes to achieve your true purpose of the enterprise, you're never going to get the true benefit from the software.

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Truth or Hype: Question 7

Digital fluency is the ability to understand and communicate information derived from data

Truth or hype?

Correct Answer: Hype

Digital fluency is the ability to examine your company's business model, strategy, and operations in the context of technology.

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Truth or Hype: Question 8

Talent can develop problem-solving skills by learning about analytics and AI

Truth or hype?

Correct Answer: Truth

User-centricity and design thinking can help talent learn how to frame a problem; analytics, AI, (and so on) can support talent in learning how to solve for problems.

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Truth or Hype: Question 9

The AI vendor landscape consists of enterprise platform players, mid-sized vendors doing large-scale machine learning work, and start-ups for specific solutions

Truth or hype?

Correct Answer: Truth

There are enterprise players with enterprise platforms; mid-sized vendors that provide large-scale machine learning solutions, and start-ups building advanced AI models for very specific needs.

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Thank you for reading

Is AI just a load of fake news, or the real deal?