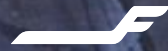




CDO // CIO view

Antti Kleemola



Antti Kleemola

- **20 years in the “IT” industry**
- **10 years as CDO/CIO for large companies**
- **Currently CDO and member of the Executive Board of Finnair**
- **Family of wife, two kids, dog and two cats**
- **Masters in Economics and Business Administration, major in Information Systems Science**
- **Hobbies: start-up mentoring, investing, mökki, contributing to IT community and trying to understand more about the world around us**





My 20 years of professional journey so far

accenture
Analyst to Manager

2005

2011



CIO
2015

2017



CIO
2021

2022



From IT Manager to Director



CIO → CDO



Key themes in Digital / IT for any company / board



Cyber



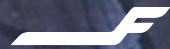
Value creation



**Business
transformation**



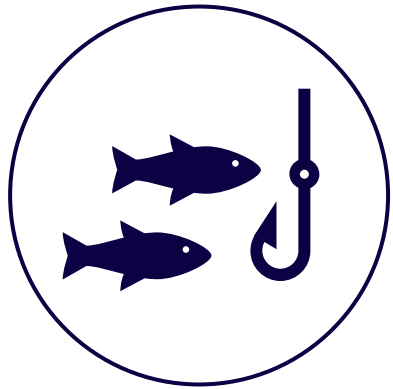
Regulation



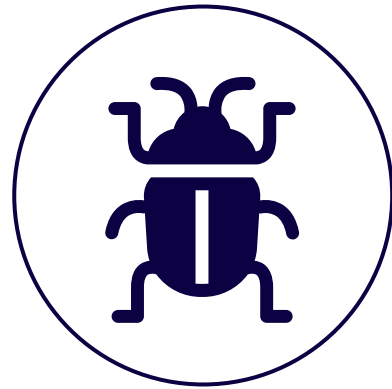
Cyber



Cyber risk landscape



Phishing



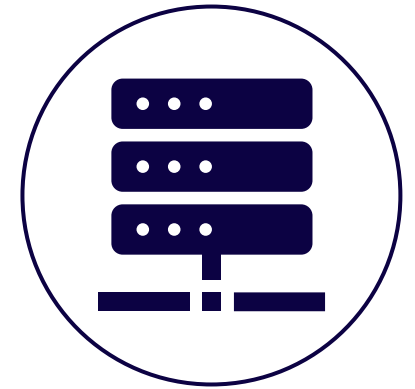
Malware



DDoS



**ID or Account
thefts**



Data breach



Hybrid war creates new forms of risk on business continuity

Kaapeli katkesi todennäköisesti kokonaan – Vaurio yleisen laivareitin

Cinia ja Elisa arvioivat: Tietoliikennekaapelit ovat poikki – vauriokohdat Estlink 2:n länsipuolella

Kaapelivauriot | Traficom mukaan ei ole vielä tarkkaa tietoa siitä, kuinka pahasti yhtiöiden tietoliikennekaapelit ovat vaurioituneet. Cinia ja Elisa kuitenkin arvioivat, että kaapelit ovat poikki.



puolella

enne | Merikaapelin kautta kulkevat tie-
vuoksi poikki. Kaapelin omistava yhtiö
in tiedotustilaisuudessa maanantaina.



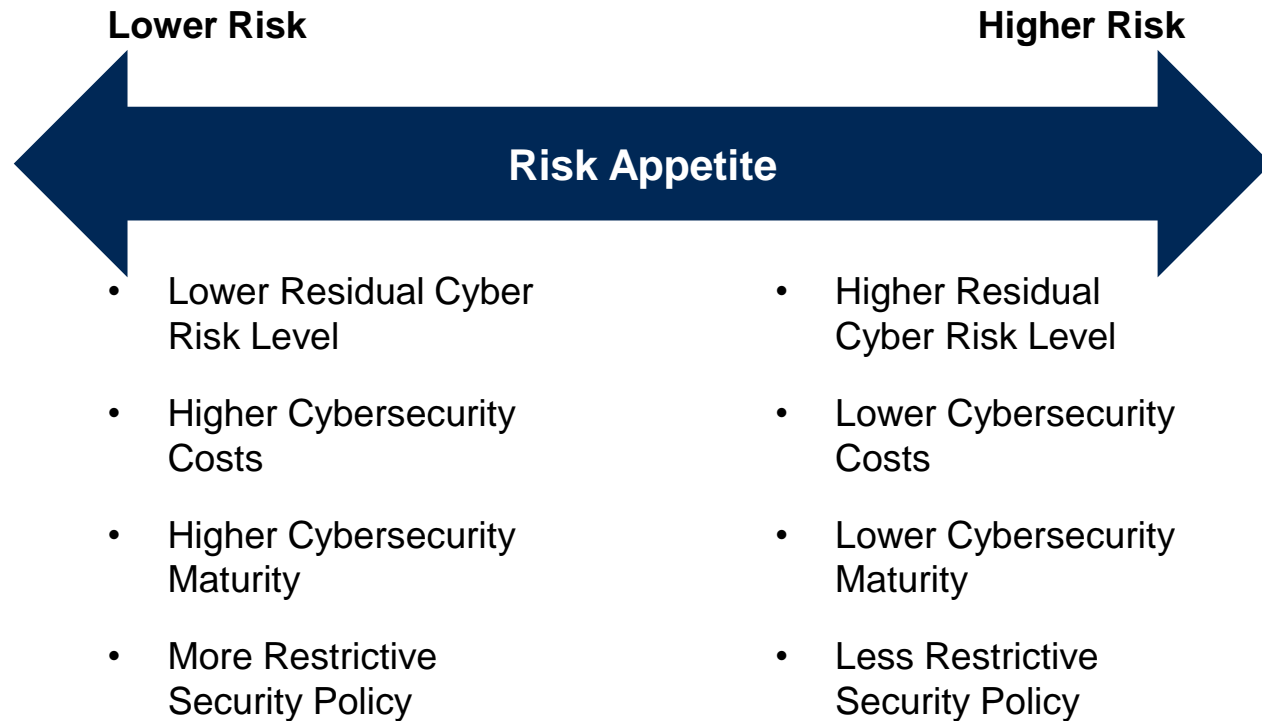
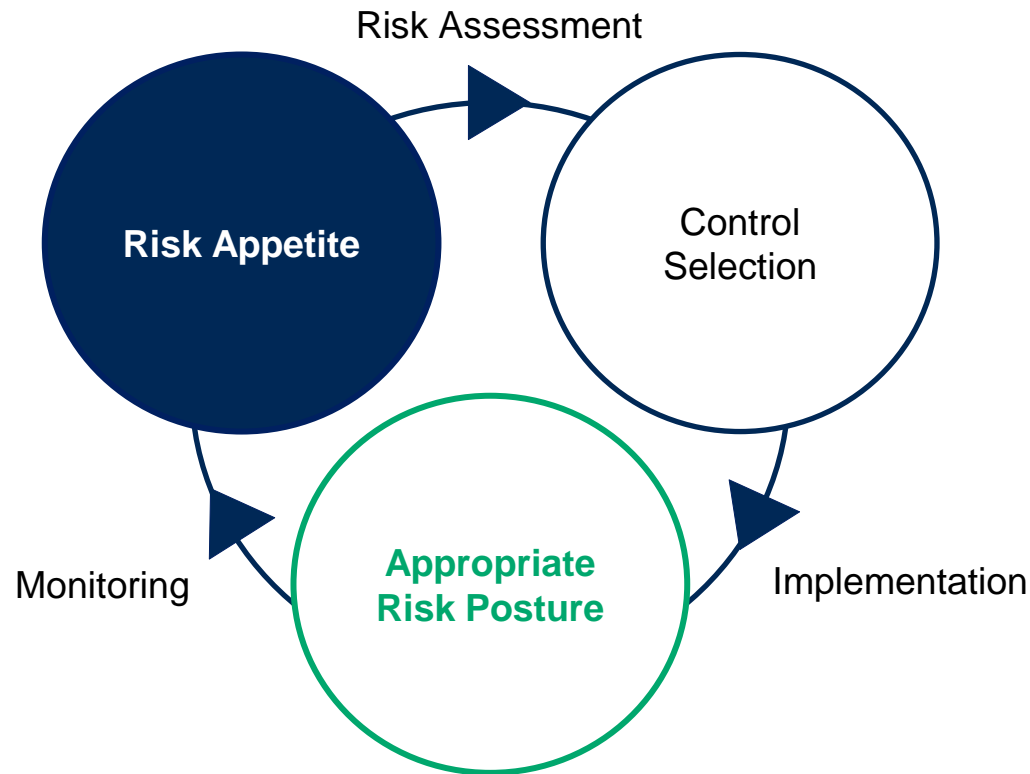
Uutissuomalainen: Venäjän gps-häirintä pakottanut lentoasemat turvautumaan vaihtoehtoisin järjestelmiin

Ilmailu | Liikenne- ja viestintävirasto Traficom eritysasiantuntija kertoo Uutissuomalaiselle, että Venäjän tekemä gps-häirintä on kasvanut rajusti viime vuoden tammikuusta lähtien.





Risk-based cyber security





Value creation

Case Finnair



Finnair strategy

November 2019



We have unique strengths and are winning market share



Successful strategy leveraging unique geographical location



Unrivalled local network and attractive market for incoming tourism



Strong operational performance and safety valued by our customers



High customer satisfaction and people experience



Solid financial situation with healthy balance sheet



**Two months
later...**



We have unique strengths and are winning market share



Successful strategy leveraging unique geographical location



Unrivalled local network and attractive market for incoming tourism



Strong operational performance and safety valued by our customers



High customer satisfaction and people experience

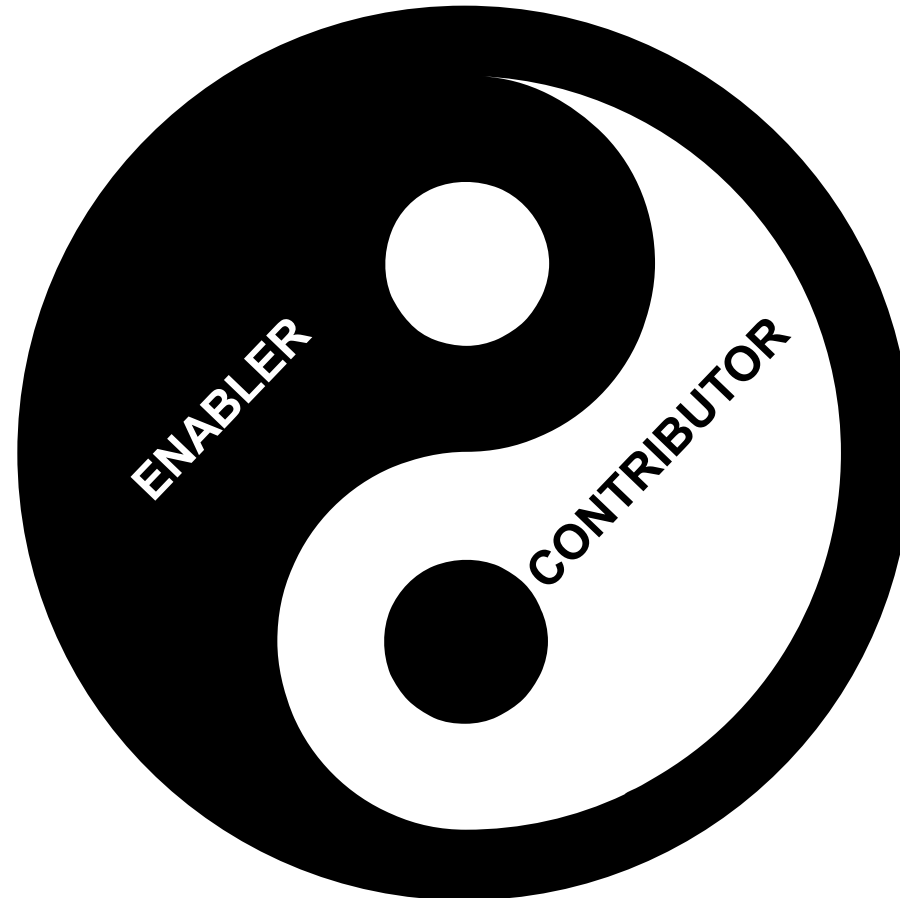


Sound financial situation with healthy balance sheet



The dual role in the company strategy

Enable & Contribute





Value delivery from Digital in 2023

Strategy enabled by digital

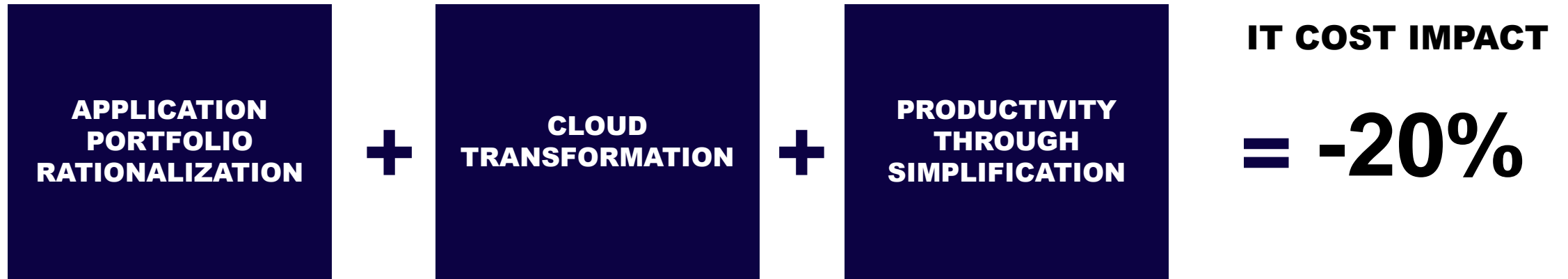


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Value delivery from Digital in 2023

Cost savings as contributor



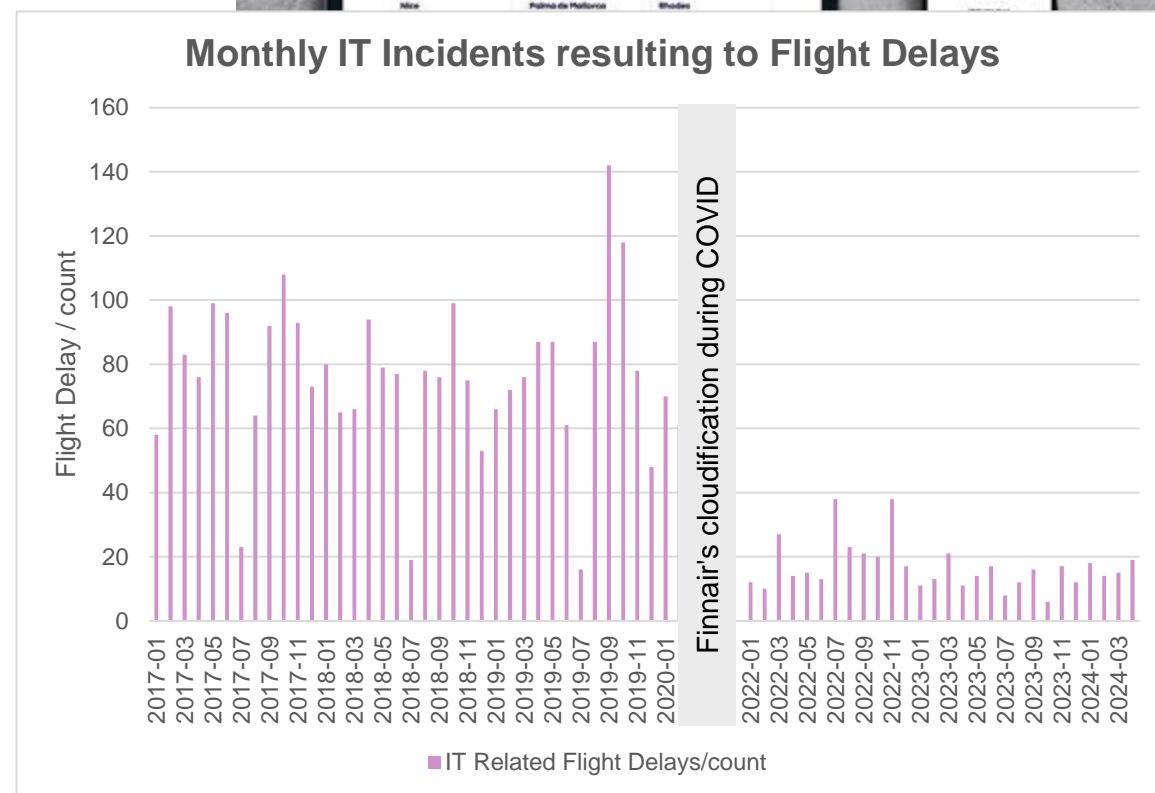
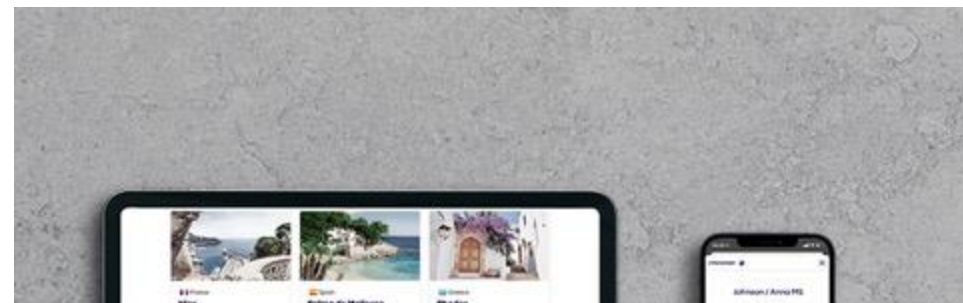
- After the transformation initiatives: Finnair's IT spend per revenue under industry average and under Gartner's Logistics benchmark



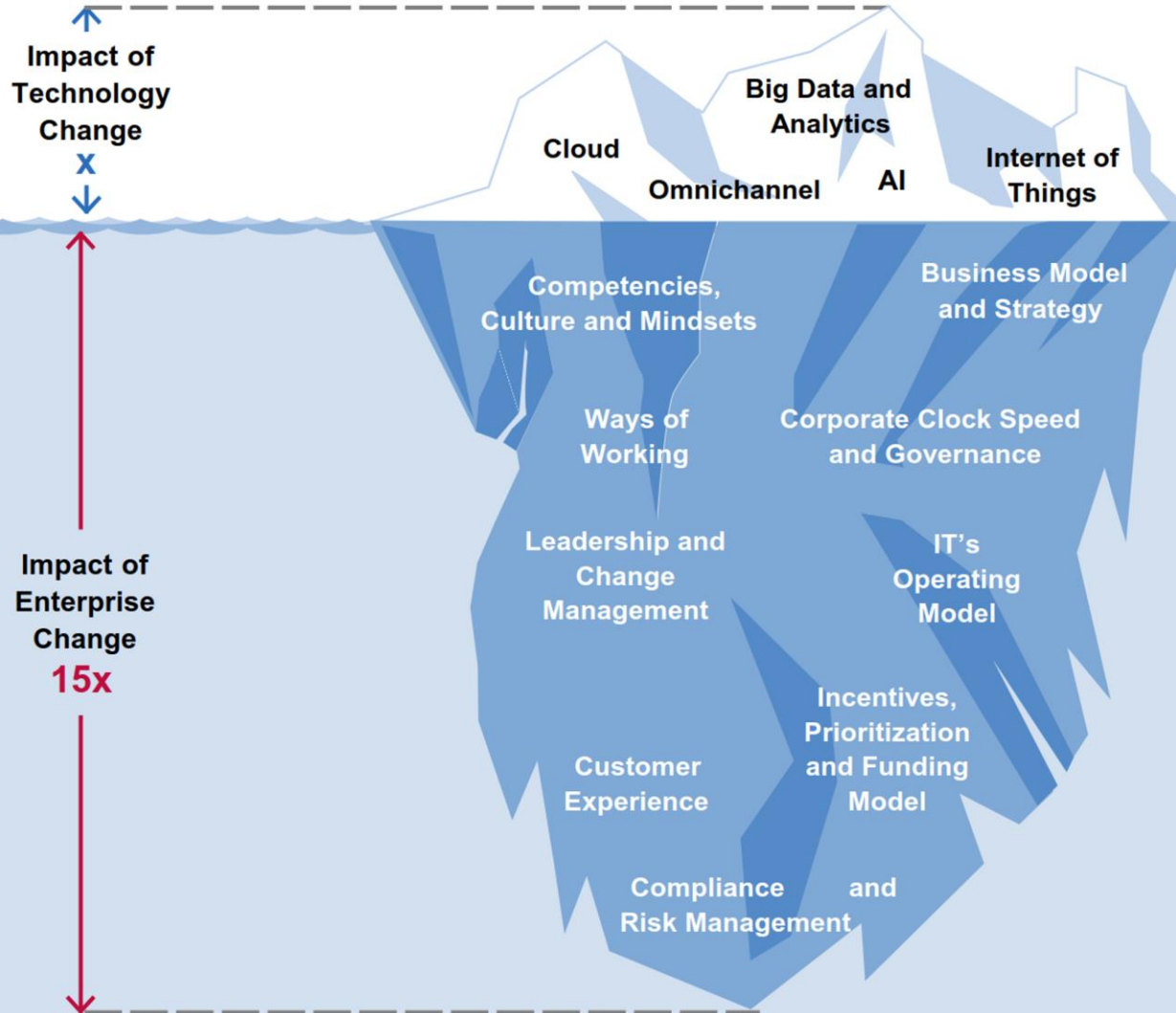
The real business benefit achieved from 100% cloud

- Modern environment, yet continuously develop the cost efficiency, security and operations
- Higher availability than earlier on-prem infrastructure, less critical incidents and easier to manage development with wider technical portfolio. Every month is a “freeze month” for incidents.
- Good support in business ramp-up after Covid-19 and rapid changes in the operating environment e.g. Ukraine war

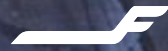
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Technology alone won't cut it...



Source: CEB analysis.

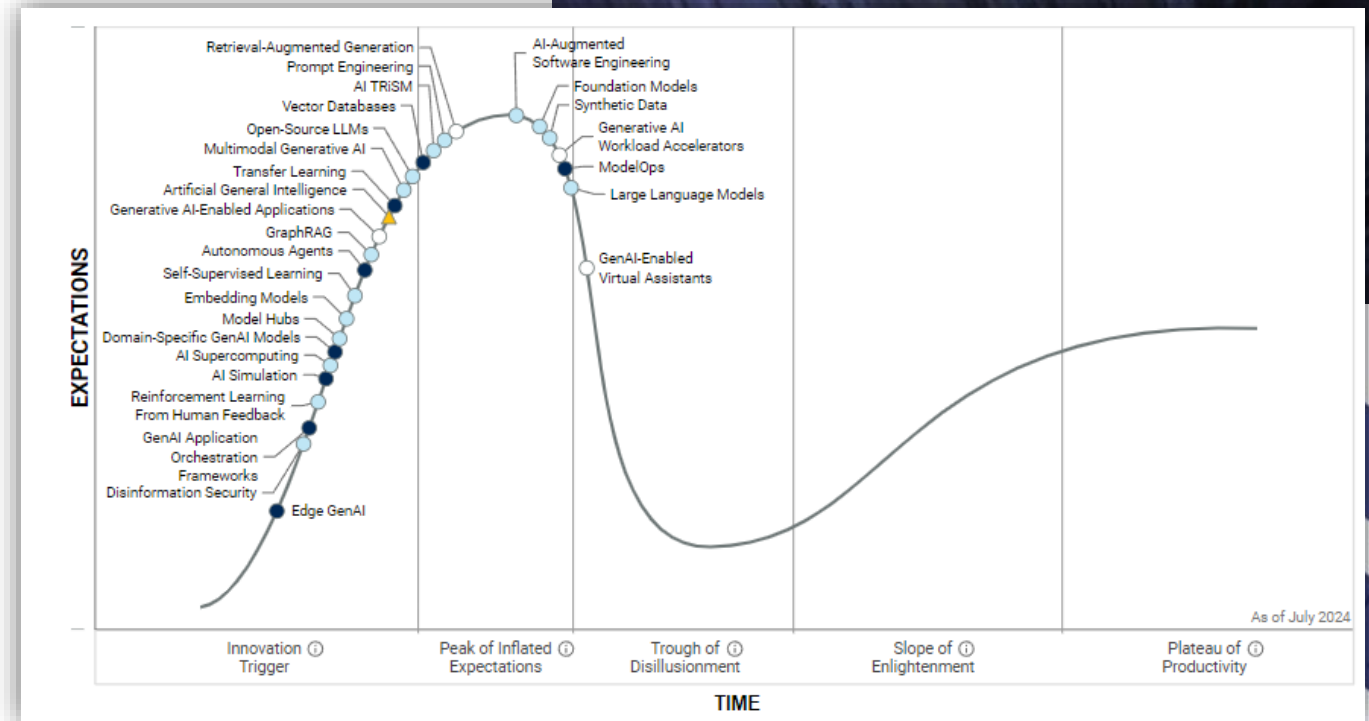


Business transformation Driven by AI



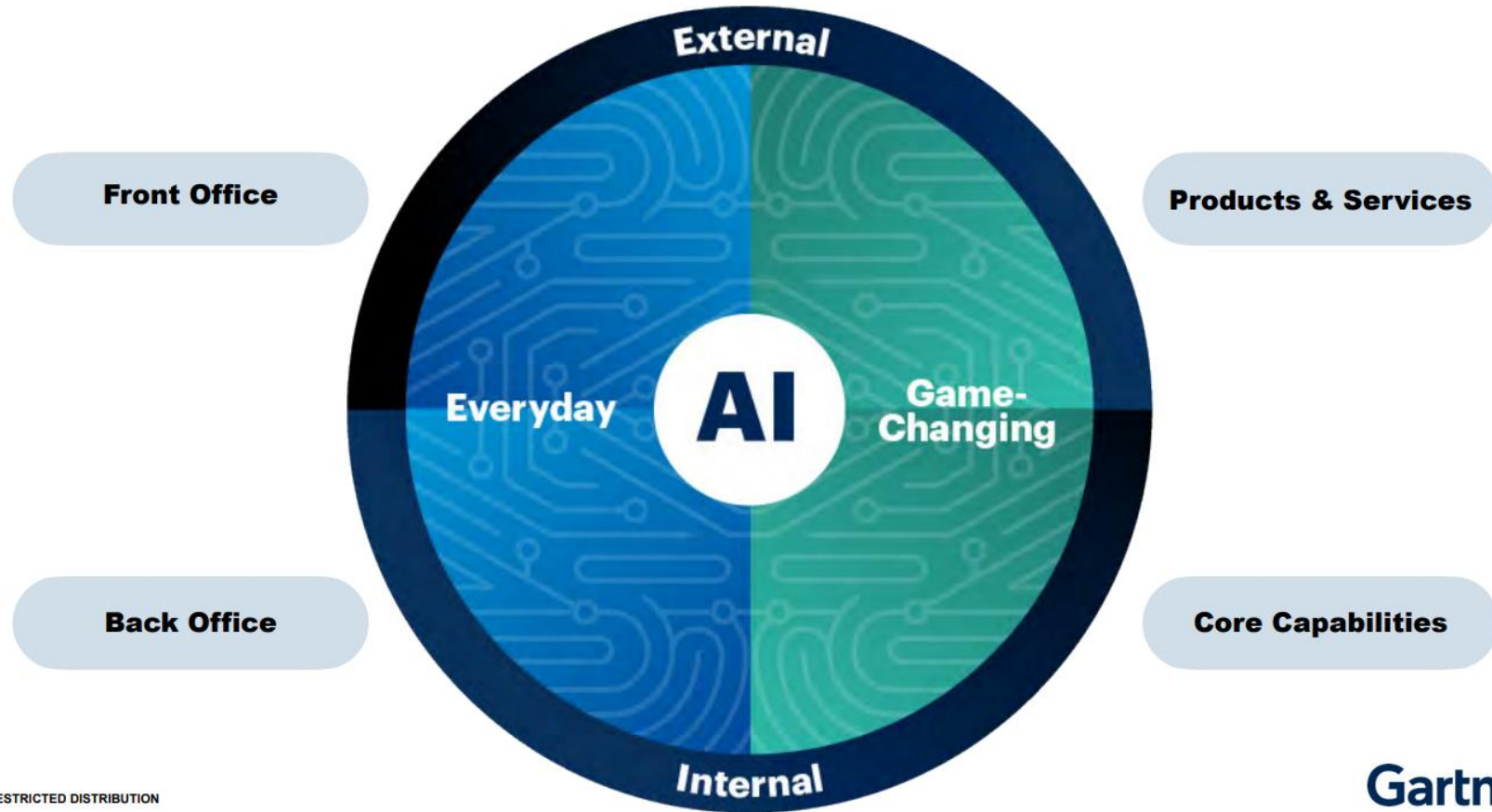
GenAI and AI in general will impact everything

- Hype is still building-up more momentum and new AI tools are entering to market on weekly basis
- Key question is, how do you explore, gradually build on it and most importantly learn
- So far the only real beneficiaries have been the hardware providers (like during the Gold Rush)





Framework that you can use to classify generative AI Opportunities

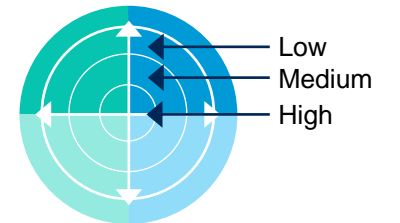
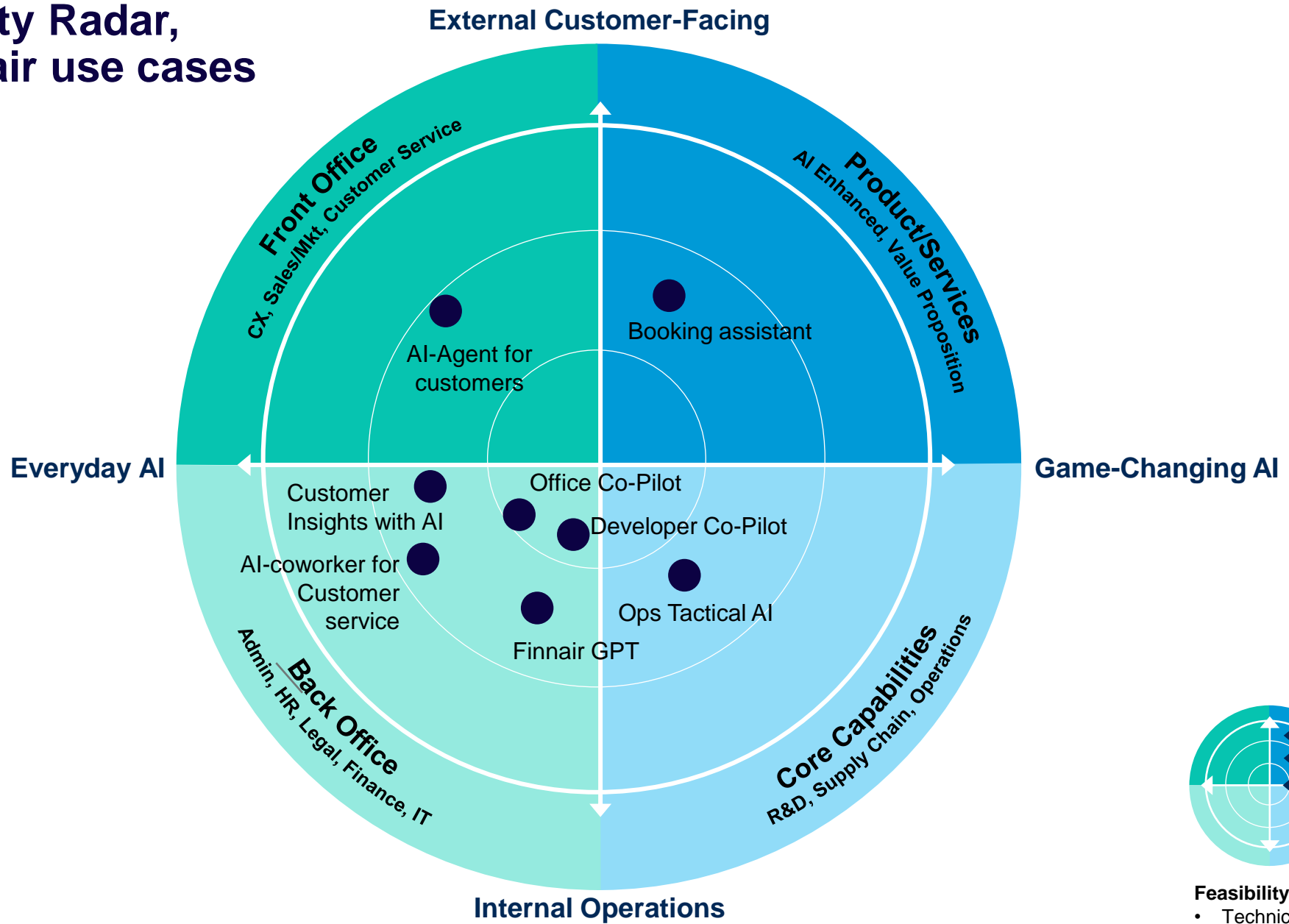


4 RESTRICTED DISTRIBUTION

Gartner®

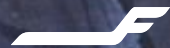
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AI Opportunity Radar, current Finnair use cases



Feasibility is combination of

- Technical Feasibility
- Internal Readiness
- External Readiness



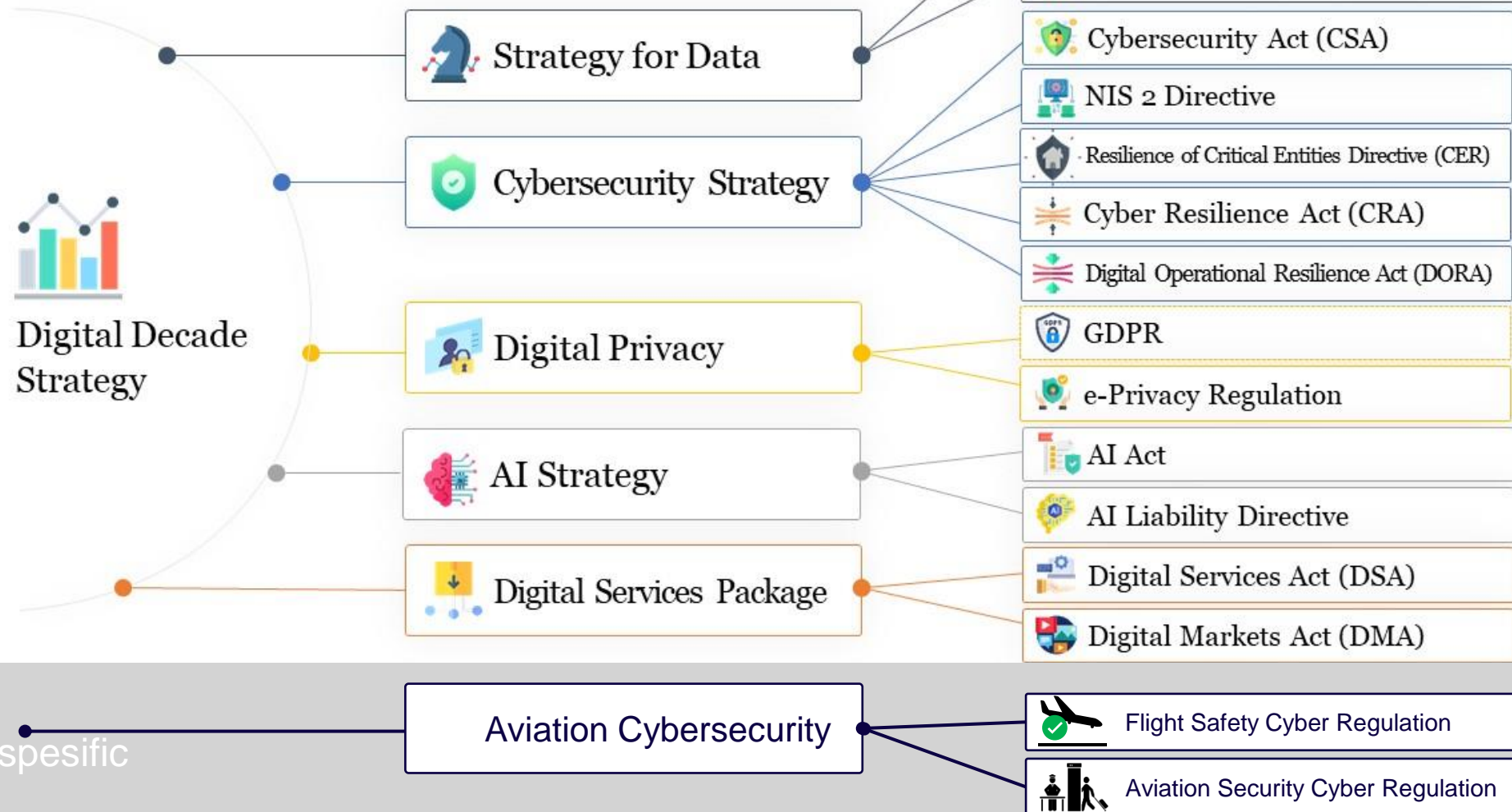
Changing Regulation

Regulation landscape for Digital & IT



<https://digitaldecade.hannessnelman.com/>

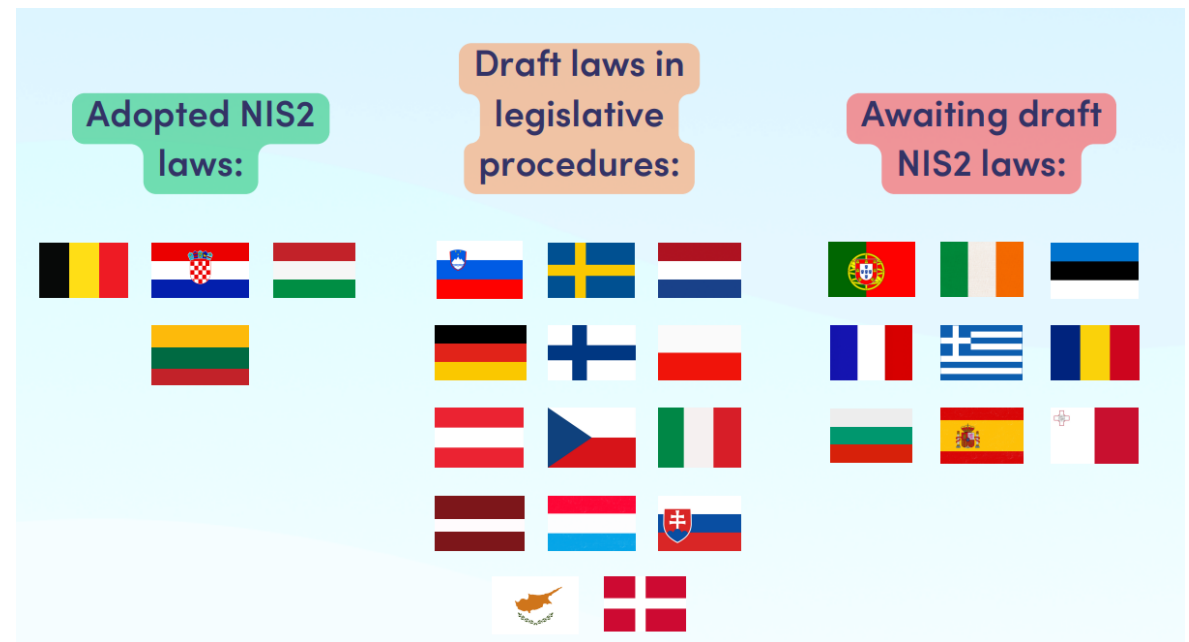
EU's Digital Decade Strategy





And the regulation keeps on developing all the time

- NIS2 directive deadline for member states to adopt and publish the national measures by 17 October 2024
- And that these measures must be enforced starting from 18 October 2024.
- Currently the situation is that this deadline has passed, and we do not have the national legislation in place in Finland





Closing



Key themes in Digital / IT for any company / board



Cyber



Value creation



**Business
transformation**



Regulation



...When you do things... people will notice

Kotimaa | Asiakaspalvelu

Finnair siirsi suomenkielisen chat-palvelunsa Bulgariaan ihmisille, jotka eivät puhu sanaakaan suomea

Suomenkielinen chat-palvelu on toteutettu niin, että asiakaspalvelijat käyttävät työssään tekoälyä hyödyntävää käännösohjelmaa.



TALOUSSANOMAT

Testasimme Finnairin uutta "bulgarialaista" bottia – heti tuli tenkkapoo

Finnairin asiakaspalvelu-chat toimii nykyisin Bulgariassa. Chatin asiakaspalvelijat eivät hallitse suomea, joten he turvautuvat tekoälyyn.

Air Canada must honor refund policy invented by airline's chatbot

Air Canada appears to have quietly killed its costly chatbot support.

ASHLEY BELANGER - 2/16/2024, 7:12 PM



Antti Kleemola, Tietohallinto 2025



..And it will be used for unplanned purposes..



FINNAIR