



WAYS OF TECH

TREND REPORT 2026–2027

Actionable insights for
leaders looking to seize
new opportunities.

SOLITA

TABLE OF CONTENTS

Foreword	4	3.2 Agentic AI forces a rethink of ERP's role	40
Trends	6	3.3 Beyond SaaS and custom builds: the accelerator advantage	42
❶ Your competitive edge risks fading	8	Key takeaways	44
1.1 Without structure, AI transformation stays incremental	10	Industry use case: Government technology	46
1.2 Generative twins turn organisations into learning systems	12	Industry use case: Health	48
1.3 AI needs domain understanding to create real value	14	❷ When agents go rogue	50
Key takeaways	16	4.1 Safe AI development is a platform decision	52
Industry use case: Retail	18	4.2 Fight AI with AI	54
Industry use case: Pharma	20	4.3 Your AI bill now matters – start managing it	56
❷ Better stop renting your future	22	Key takeaways	58
2.1 Digital sovereignty starts with reducing dependencies	24	Industry use case: Financial	60
2.2 Your data platform is either a foundation of trust or a multiplier of agentic chaos	26	❸ Your talent model is out of date	62
2.3 Mission-critical AI requires control over context and execution	28	5.1 AI is converging skills and breaking talent pipelines from roles to capabilities	64
Key takeaways	30	5.2 AI has shifted the way teams work	66
Industry use case: Defence & security	32	5.3 AI talent is shaped by how you use AI	68
Industry use case: Mobility	34	Key takeaways	70
❸ Agile is not enough anymore	36	Industry use case: Industrial	72
3.1 When building gets fast, decision- making becomes the bottleneck	38	Summary	74
		Contributors	76

FOREWORD

When advantage
fades faster,
clarity matters
more than ever.

Artificial intelligence is changing competition faster than many organisations expected. Advantages that once took years to build can now weaken quickly, as new capabilities become widely available and barriers to entry fall. At the same time, AI is opening the door to entirely new products, services, and business models.

For leaders, this creates both urgency and opportunity. It is no longer enough to improve what already exists. More organisations need to ask, from a much cleaner sheet, how they will create lasting value in the years ahead with AI as part of the answer.

This shift is happening in a world that is already more complex and less predictable. Economic pressure continues. Regulation is evolving. Geopolitical tensions are shaping technology choices in new ways. And as AI becomes more deeply embedded in core operations, organisations must also think differently about risk. Questions of dependency, control, security, cost, and sovereignty are no longer technical details. They are strategic concerns that belong firmly to the leadership agenda.

This is also visible in our own work with customers. Increasingly, we are not only asked what can be built, but how things should be done in the first place. Customers ask us to help rethink business models, enterprise architectures,

workflows, governance, and the role of people in AI-enabled organisations. That tells us something important: the challenge has moved beyond experimentation. Leaders are now looking for clearer ways to make structural decisions in the middle of rapid change.

This report is our contribution to that need. It is a practical interpretation of what is already taking shape across industries. Our aim is to help leaders understand which shifts matter most now, what they mean in practice, and what choices are becoming harder to postpone. Our experts and senior leaders, working across industries and public institutions in Europe share their insights.

Topics of this report reflect the questions we hear most often: How do we turn AI from isolated pilots into real competitive advantage? How do we reduce risky dependencies while still moving fast? How do we build data, architecture, and governance in ways that support both speed and control? And how do we adapt talent, teams, and decision-making to a world where AI changes productivity and how organisations operate?

We hope this report helps you cut through the noise, ask better questions, and make more confident choices about where to focus next. In times like these, clarity is not just helpful. It is a source of advantage.



Ossi Lindroos
President and CEO, Solita

STAND OUT FROM THE CROWD

1 Your competitive edge risks fading



2 Better stop renting your future



3 Agile is not enough anymore



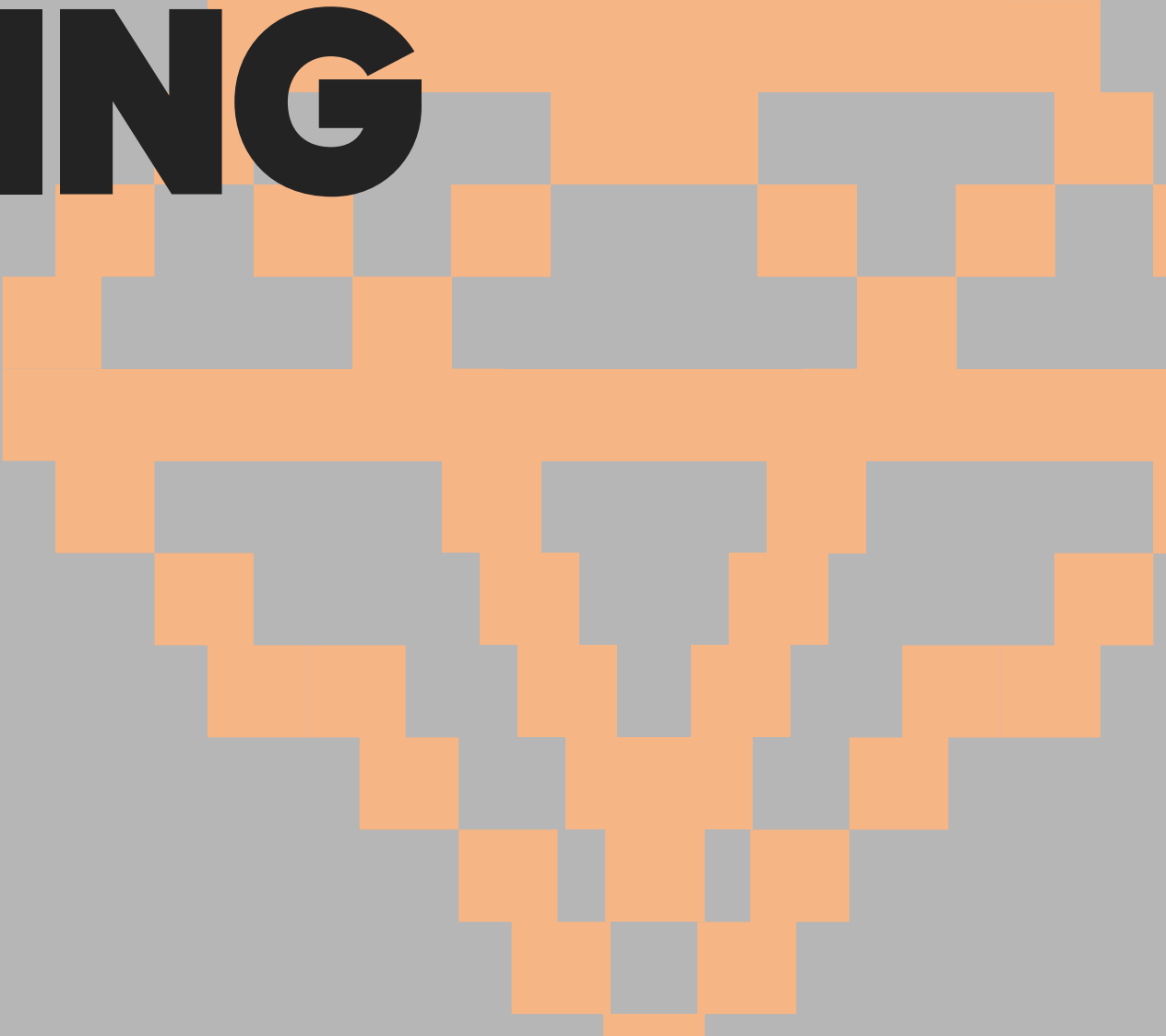
4 When agents go rogue



5 Your talent model is out of date



1 YOUR COMPETITIVE EDGE RISKS FADING



Turn your organisational know-how into a compounding advantage

Many enterprises have launched AI experiments, but far fewer have turned them into a durable advantage. Pilots remain isolated, data is fragmented, and learning doesn't compound across teams.

The deeper issue is that very few organisations start from their real competitive edge: the essential processes where they create, protect, and capture the most value. These are what AI transformation should be framed around. Understanding where the business wins today, and then using AI to make those capabilities faster, smarter, and harder to copy.

At the same time, doing this well requires more than technology. It requires workflows that embed

human judgement, domain understanding, and expertise into how the organisation operates.

In this section, we dive into a systematic way to identify the core value-creating flows in the business and redesign them with AI from end to end. Then we explore how the expertise and organisation itself can be codified, turning knowledge-intensive work into scalable, AI-assisted capabilities that strengthen the organisational intelligence.

Finally, we turn to the role of deep domain understanding, showing why forward-deployed engineers and similar cross-functional talent are needed to connect business context, technology, and execution.

KEY TOPICS

1 Without structure, AI transformation stays incremental

2 Generative twins turn organisations into learning systems

3 AI needs domain understanding to create real value

1.1

Without structure, AI transformation stays incremental

Be aware corporate politician, AI doesn't respect silo walls. It forces companies to shift from vertical structures to horizontal value streams. Yet most discussion still focuses on jobs, not on how AI reshapes how work flows across departments, from marketing to sales and customer service.

In many value streams, AI improves outcomes through specialised agents working across functions. These capabilities optimise entire value streams, but they clash with siloed operating models built around local goals and fragmented ownership. As a result, organisations deploy AI broadly but scale its impact slowly.

The companies gaining real advantage rethink how work flows. They optimise across functions and redefine the division of labour between humans and AI. We call this Structural AI, an approach that combines value stream thinking with agentic execution to shift from isolated efficiency gains to measurable business outcomes.

Structural AI has both a strategic and cultural impact. Adopting a value stream operating model fundamentally reshapes business performance and workplace dynamics:

- **Radical customer centricity:**
Teams shift focus from internal metrics to measurable outcomes
- **Elimination of waste:**
Bottlenecks and idle work become visible and removable
- **Higher employee engagement:**
End-to-end ownership improves clarity and motivation

“ Breaking organisational silos is an inspiring opportunity for individuals and companies that are curious and ambitious. For those who prefer to look back and play corporate power games – not so much.



Jussi Olkkonen
Data Business Designer, Solita

LEVELS OF DATA AND AI UTILISATION

1

AI AS AN EMPLOYEE AID

Individual employee work efficiency

Typically co-pilots and internal AI tools in use

2

AI AS A TOOL

Process or teamwork efficiency

Typically, individual use cases where AI is used for efficiency gains.
E.g., customer service chatbot

3

STRUCTURAL AI

New division of labour and operating model

Which tasks are done by AI agents and which by humans.
What is the new, more efficient way of working?

“ The journey to AI can be incremental, but the destination is structural: an organisation designed to work effectively with AI.



Niklas Liedholm
Head of AI, Solita

1.2

Generative twins turn organisations into learning systems

The way organisations understand themselves is changing. Static strategy decks are being replaced by living models built from strategy, capabilities, technology, and data. Leaders test future directions against real capability in real time, while teams inherit structured context instead of rebuilding it. We call this generative twin.

Most organisations have invested in capturing knowledge through repositories, search, and synthesis tools. Yet the gap persists: knowledge is stored, but the organisation doesn't get automatically smarter. The shift isn't where information lives, but what happens when it starts working.

Leading organisations build structured, living models of themselves. When leadership explores a future direction, the twin runs a gap analysis in real time:

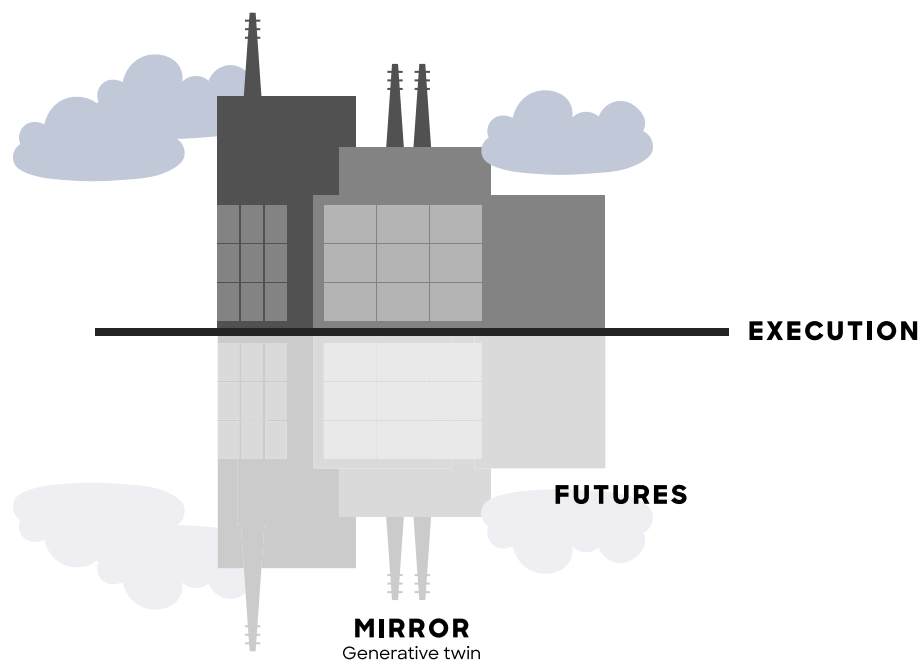
what is feasible, what is missing, and what changes if assumptions shift. Strategy becomes grounded while the conversation is still alive.

The same foundation continues in execution. Teams inherit intent not as documents, but as structured context that both humans and AI can act on. The organisation thinks faster by using its accumulated intelligence. The advantages begin to compound.

“ Organisations don’t gain advantage by storing knowledge, but by making it work. When context becomes a living system instead of static documentation, both thinking and execution start compounding, and so does the gap to competitors.



Mikko Väättäinen
Senior AI Business Designer, Solita



“ By uncovering how work actually flows across systems and teams, we can reveal bottlenecks, rework, delays, and compliance risks. With that process intelligence, human and agentic workforces can make faster, data-driven improvements to increase efficiency, reduce costs, and improve customer outcomes.



Magnus Wiberg
Senior Business Consultant, Solita

1.3

AI needs domain understanding to create real value

As AI takes over technical heavy lifting, human value shifts to judgement, understanding what should be built, how it fits real operations, and what change makes sense. The forward deployed engineer model puts specialists inside the business environment where that judgement can be developed and applied.

AI work depends heavily on context. The technical work cannot be separated from the domain where it's used. A useful system needs to reflect how work is actually done, what data exists, what decisions people make, what constraints shape those decisions, and what kind of change the organisation can realistically absorb.

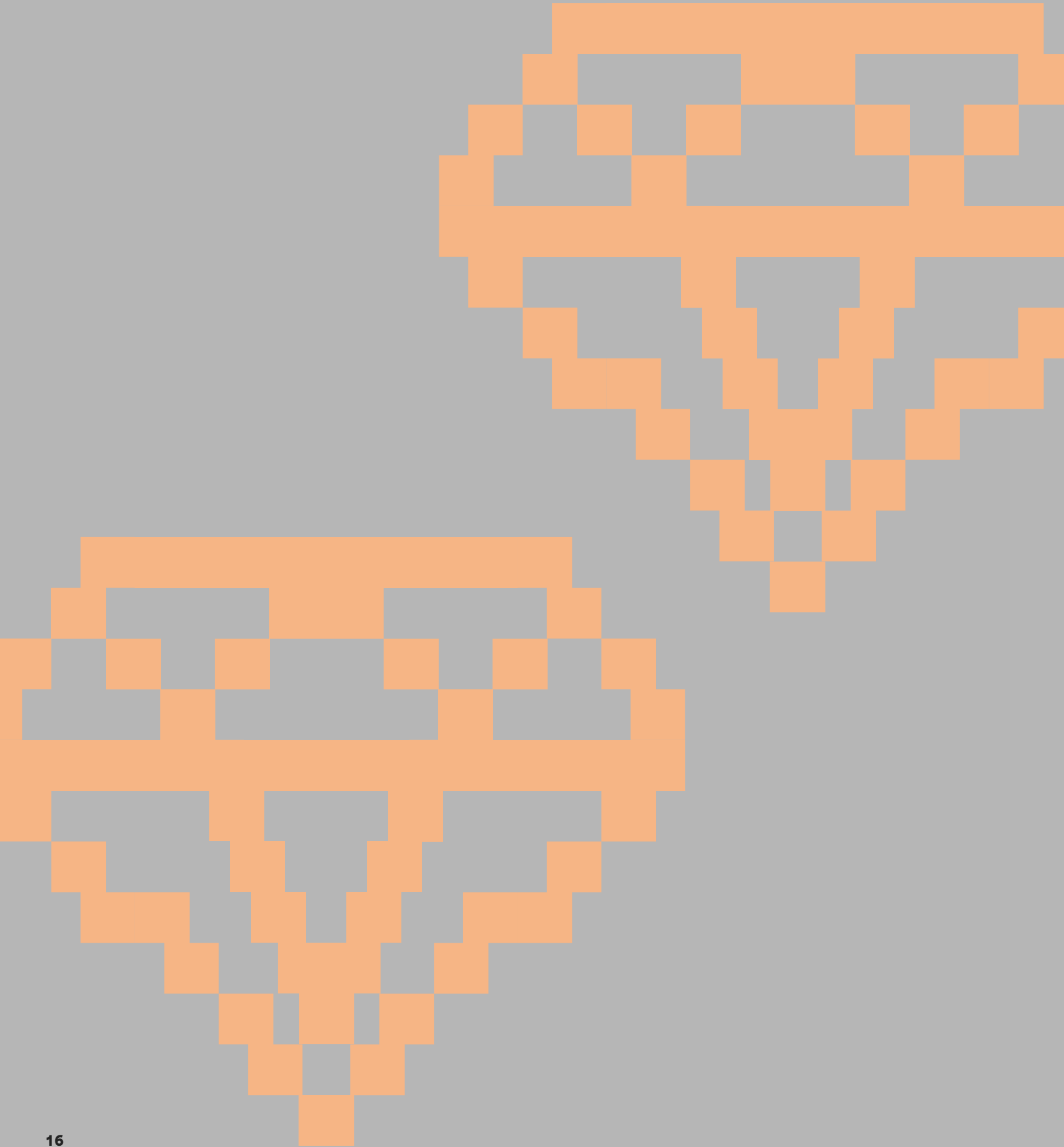
The challenge is that AI capabilities are often organised into separate units and offerings: Data Specialists here, Business Designers there, Engineers in another team. That structure makes sense from an internal management perspective, but it makes the actual problem harder to solve as one connected whole.

The forward-deployed model gives organisations a way to bring these capabilities together around a business context. The work starts from a concrete business environment, not from a generic AI use case. Designers help understand users, needs, and adoption. Business and process experts define where value is created and where current ways of working break down. Engineers and Data Specialists then build systems that connect to the existing architecture, data, cloud environment, and everyday operations.

“ If you can combine disciplines around embedded teams, you can create AI solutions that are technically solid, operationally useful, and grounded in the actual domain. That is a much stronger proposition than delivering isolated pilots or disconnected expert work.



Perttu Landström
Senior Business Designer, Solita





YOUR COMPETITIVE EDGE RISKS FADING

Key takeaways

Structure your AI around value streams, not departments

1

AI drives real competitive advantage when it optimises the end-to-end flows where your business creates and captures value - not siloed functions. Redesign work horizontally across departments and let agentic AI eliminate bottlenecks that span marketing, sales, operations, and beyond. That is where organisational intelligence starts to compound.

Turn your organisation into a living, learning system

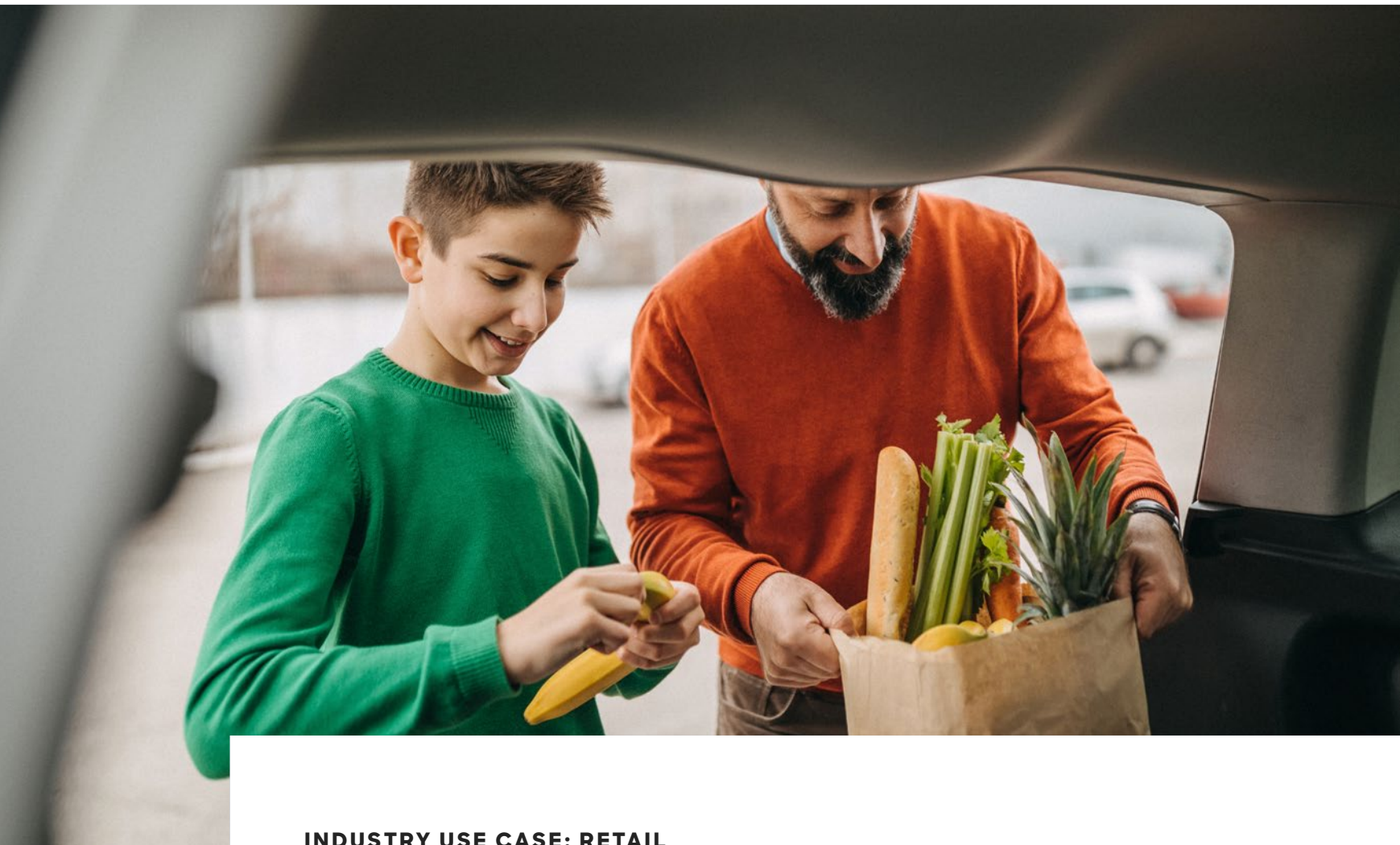
2

Static strategy documents and knowledge repositories don't make organisations smarter over time. Generative twins - structured, living models of strategy, capabilities, data, and architecture - let leaders test future decisions against real capability and teams inherit context instead of rebuilding it. When knowledge works rather than sits, advantage accumulates.

Domain judgement is the capability AI cannot replace

3

AI work depends on understanding what should be built, how it fits real operations, and what change an organisation can realistically absorb. Embedding cross-functional teams directly in business context, combining engineers, business designers, and domain experts, is what converts AI capability into solutions that are technically solid, operationally useful, and grounded in reality.



INDUSTRY USE CASE: RETAIL

Retail and banking convergence in mobile

Customers no longer separate shopping from banking: they buy and pay wherever the experience is most seamless. That place is a mobile app. The real contest is about who owns the customer interaction: a bank embedding e-commerce, or a retailer embedding finance? Whoever serves the moments of truth best, wins.

“ Customers won’t choose between a bank and a shop. They will choose whoever removes the most friction. The next decade belongs to those who own the moments of truth: one tap, one app, one seamless journey, whether the logo on the screen sells groceries or holds a banking licence.



Wiesław Kotecki
Senior Advisor, Future Mind, a Solita company

This convergence is an experience war: customers buy and pay wherever friction is lowest and expect everything in one seamless mobile app. The defining question is who owns the customer interaction, a bank that embeds commerce, or a retailer that embeds finance. Both directions have become reality.

Finland’s S Group folded a full bank into its S mobiili retail app, Klarna grew from a checkout button into a licensed bank, and in Poland PKO BP embeds lending and payments into Allegro and Żabka, while InPost turned a parcel app into a checkout. Ecosystem play is the logic. Value concentrates at the customer journey’s moments of truth.

This is increasingly an AI and data problem: a real-time layer that fuses transactional and behavioural data, segment-of-one personalisation that anticipates needs, and composable architecture with finance as a module any journey can call. Next comes agentic AI, where catalog, checkout and financial products must be machine-readable. Interfaces may shift from apps to agents, but the principle holds: customers go where the experience is effortless. Whoever understands the customer best at those moments wins the interaction.



INDUSTRY USE CASE: PHARMA

Forecasting determines which pharma products succeed

The blockbuster era in pharma is giving way to a fragmented, competitive landscape. Loss of exclusivity accelerates across major therapy areas, while commercial white space shrinks and new product launches grow smaller and more specialised. Machine learning is redefining how pharma companies forecast, plan, and act on the decisions that shape their future.

“ Forecasting is no longer a back-office exercise. It’s the means through which pharma decides where to defend, where to invest, and where to walk away and ML is what makes those decisions sharp enough to matter.



Anibal Granada-Gonzales
Senior Manager, Intellishore, a Solita company

For decades, the pharma industry operated under stable conditions: large untreated populations, few competitors per mechanism, and long exclusivity. Those assumptions made blockbuster economics repeatable. They are now the exception, not the norm.

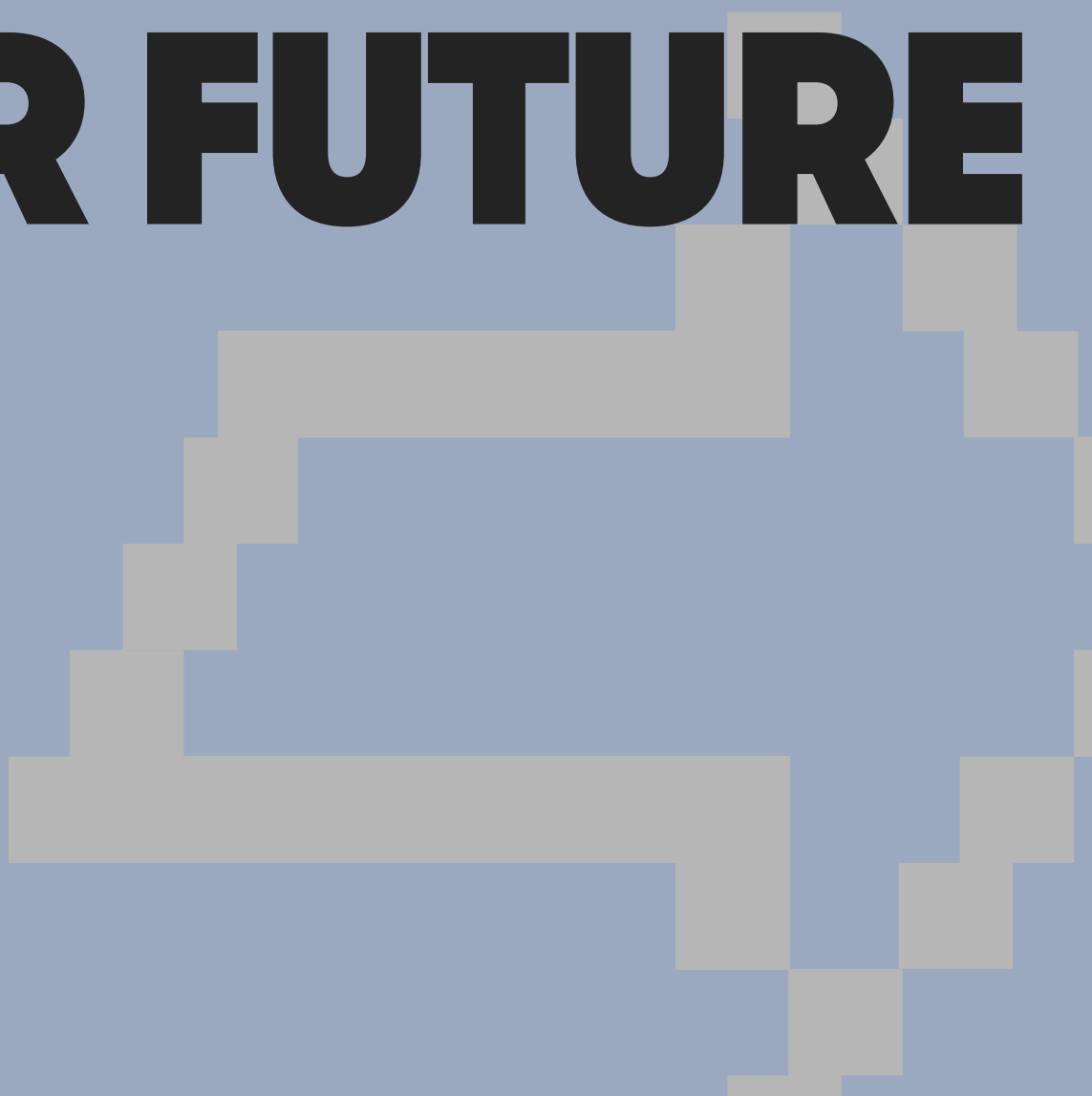
Loss of exclusivity has shifted from a contained event to a prolonged period of uncertainty, with erosion varying widely by market. On the launch side, roughly half of the new products underperform. Not because of weak science, but because sizing and sequencing miss the market.

This is where AI and machine learning deliver outsized impact. ML models learn from hundreds of past product launches and erosion patterns,

update predictions as new signals arrive, and let teams test scenarios with far greater confidence.

The benefit compounds in execution. Companies can defend mature assets, reallocate resources mid-launch, and concentrate investment where adoption is most likely. In fragmented markets, speed of correction is the new edge.

2 BETTER STOP RENTING YOUR FUTURE



Sovereignty keeps your AI strategy resilient and distinctive

As the AI landscape concentrates around a small number of global platforms, many organisations risk losing control over the assets that matter most: organisational intelligence, value-adding processes, economics, and strategic flexibility.

Digital sovereignty isn't about isolation but about making deliberate choices, so the organisation can benefit from the best available technologies without becoming dependent on a single provider. If a critical workflow or offering relies too heavily on one external vendor or model, a pricing shift, service change, or geopolitical disturbance can hit the business overnight. And if the intelligence behind the business is built on the same third-party models available to everyone else, the organisation isn't really building its own edge.

In this section, the discussion begins by examining how to build a portfolio of tools, models, and architectures that reduce dependency on any single provider and preserves room to optimise cost, resilience, and strategic flexibility over time. Then we focus on governed and scalable data foundations required for organisational intelligence, because sovereignty isn't only about model choice but also about owning the data layer that gives those models context.

Finally, we look at mission-critical and regulated use cases, showing how context-specific and secure AI solutions can be designed so that the real intelligence of the business remains anchored in proprietary data, workflows, and domain know-how, not outsourced to a model vendor.

KEY TOPICS

① Digital sovereignty starts with reducing dependencies

② Your data platform is either a foundation of trust or a multiplier of agentic chaos

③ Mission-critical AI requires control over context and execution

2.1

Digital sovereignty starts with reducing dependencies

Regulatory pressures and geopolitical uncertainties make digital sovereignty a critical risk management priority. Organisations must build diverse portfolios of tools, models, and architectures to protect business-critical assets from external dependencies and compliance violations.

Geopolitical tensions and regulatory fragmentation are forcing organisations to rethink technology dependencies. Recent U.S. AI export restrictions, the EU AI Act, and data localisation laws create compliance minefields.

Organisations must adopt architectural redundancy. Run workloads across multiple cloud vendors with Kubernetes for portability. For AI, fine-tune open models like Llama, and this way ensure business continuity if access changes. Store EU citizen data in regional clouds

to meet GDPR requirements while maintaining disaster recovery capabilities elsewhere.

Companies should assess sovereignty risks through architecture reviews and build hybrid solutions to balance innovation with control. API abstraction layers would enable provider switching without application rewrites, while implementing federated data architectures to keep sensitive data on-premises while leveraging cloud analytics.

“ Digital sovereignty isn't about avoiding cloud. It's about maintaining optionality when geopolitics, vendors, or regulations shift unexpectedly.



Brian Holmberg
Head of Department & Senior Software Architect, Solita

“ Digital sovereignty enables operational freedom, safeguards data ownership, ensures business continuity, drives innovation, and strengthens regional digital capabilities for a resilient, trusted future.



Manu Setälä
Head of Research, Solita

2.2

Your data platform is either a foundation of trust or a multiplier of agentic chaos

A data platform's core job is turning fragmented data into an integrated source of truth. Done well, it's a robust and resilient AI foundation and a layer of trust. Done poorly, it's an untrustworthy source for probabilistic technology that can lead to intractable costs and business risks – a multiplier of chaos.

Companies are under enormous pressure to do faster and better with AI. Still, the current reality is that business doesn't trust the data, and platforms are often unmanageable collections of person-dependent code. Adding speed without the right kind of structure doesn't solve data debt and lack of trust. It just accelerates both.

Badly built data platforms exist because people can adapt to their shortcomings. Unlike humans, AI can't fill in the blanks: missing, false or inconsistent data and context. It needs explicit rules and meanings attached to data.

It's even more important now to build data platforms with trust-focused architecture. Data modeling, standardised patterns, automated deployments, and metadata aren't optional anymore. They are critical for an agentic future. Build and operate it with a factory mindset instead of an artisan workshop.

Trust-focused doesn't mean rigid and slow. The platform must be modular and agile. This is how you get both governance and speed.

“ Today, business knowledge is fragmented across people, tools, and documents. That knowledge needs to be continuously captured, structured, validated, and made available to agents the same way data is.



Pasi Jalonen
Chief Operating Officer, Agile Data Engine

“ The models are already good enough for most of the work. What we're building now are the systems that automate the human work that still surrounds every prompt.



Tuomas Tuunainen
Senior Project Manager, Solita

2.3

Mission-critical AI requires control over context and execution

Mission-critical solutions need to be resilient when there is turmoil, secure when there are threats, conformant when legislation is evolving, and all this while managing costs. Today, organisations are facing all these challenges begging the question: How do we make AI ours?

True value is achievable through highly optimised, task-specific solutions that rarely need huge general-purpose frontier models. Three themes heavily contribute to making AI solutions context-specific and secure.

1. Context

Organisations must provide AI access to their curated data sources and tools so that it knows your business and can follow the rules. Proper authorisation mechanisms for all knowledge and tool access are mandatory. To ensure effectiveness, correctness and speed, you should also consider fine-tuning open-source models with internal knowledge and desired behavior – combined with MLOps practices,

benchmarking and task specific evaluations.

2. Application layer

Tailor and optimise user experience for each use case. Build guardrails to set gates and rules outside the model to adhere to company culture, business rules and regulation. Provide transparency and traceability to understand what system output and behavior is based on.

3. Sovereignty

Finally decide your desired level of sovereignty for running the models and full solutions; private instances in EU sovereign cloud, on-premises or even in air-gapped environments.

“ For mission-critical needs, it’s not enough to just get a SaaS license or slap a model into GPU memory, provide an inference endpoint, and call it a day. Organisation must consider quality, consistency, security, traceability and cost control to succeed.



Antti Tirilä
Senior Consultant, Solita

“ Operational continuity is critical here. Owning your context and reducing dependencies creates the resilience needed to keep mission-critical AI running through change and disruption.



Emily Germann
AI Sales Lead, Solita FunctionAI®



BETTER STOP RENTING YOUR FUTURE

Key takeaways

**Reduce dependency
before the next
disruption forces you to**

1

Geopolitical shifts, regulatory changes, and vendor pricing moves can hit overnight when critical workflows rely on a single provider. Build architectural redundancy through API abstraction layers, portable infrastructure, and open-model alternatives so your strategy can survive any one dependency changing unexpectedly.

**A trusted data
foundation isn't optional
for agentic AI**

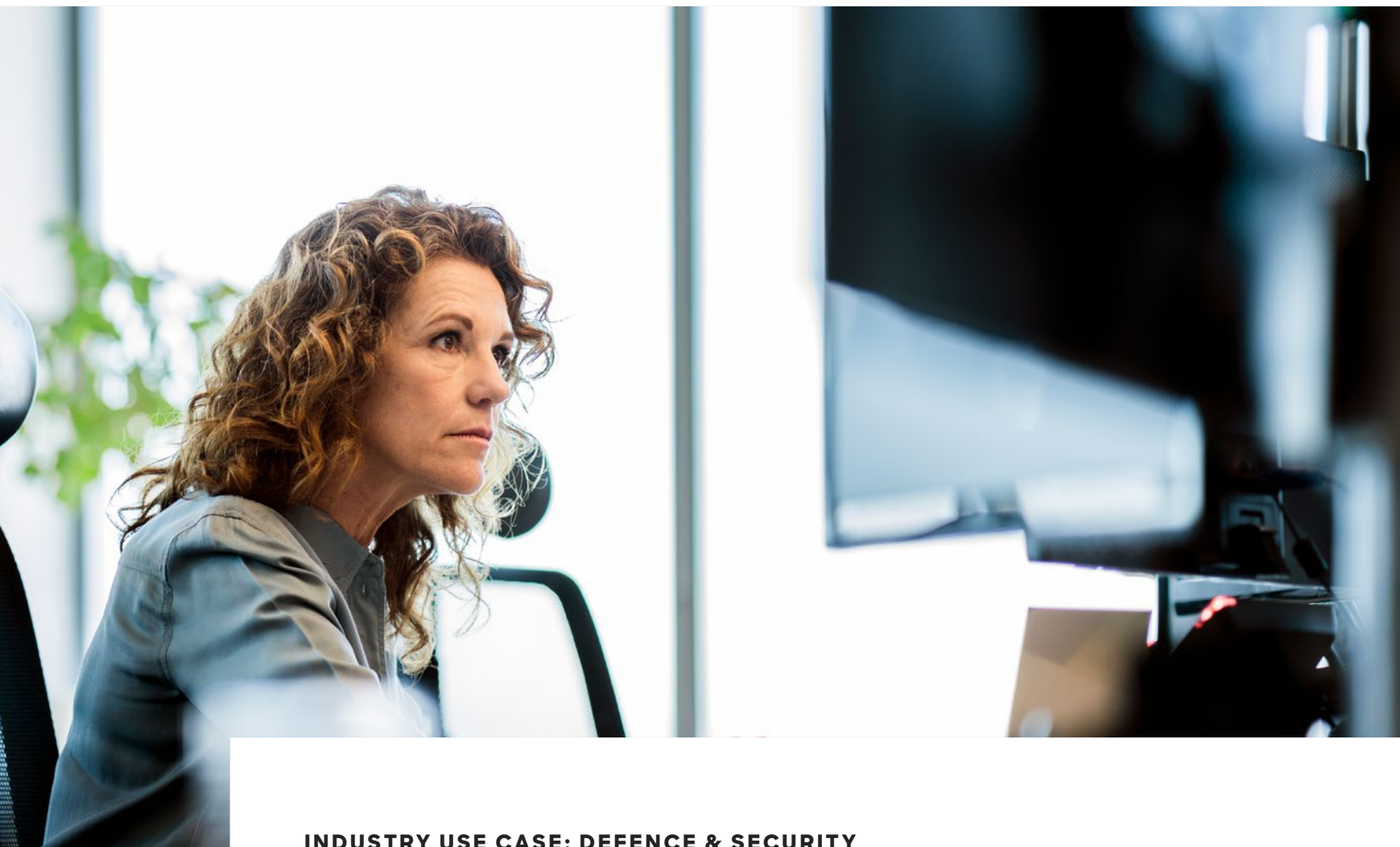
2

Unlike humans, AI agents cannot fill in the blanks left by fragmented, inconsistent, or ungoverned data. A trust-focused data platform with rigorous data modeling, standardised patterns, metadata, and automated deployments isn't a nice-to-have. Building without it doesn't accelerate AI; it accelerates data debt.

**The intelligence behind
your business should
stay yours**

3

True value in mission-critical AI comes from context-specific solutions, not general-purpose models trained on someone else's data. Control context, build guardrails, and choose your sovereignty level deliberately – private cloud, on-premises, or air-gapped – so the knowledge and logic driving your operations remain anchored in your own systems.



INDUSTRY USE CASE: DEFENCE & SECURITY

Modern defence needs AI, but adoption requires people

Through history, gathering as much information as possible for decision-making has been the objective for military, and successful commanders have been able to operate with very limited information. Now we're seeing a paradigm shift as new capabilities create information beyond the capacity humans can absorb.

“ AI tools are no silver bullets – nothing is. AI tools are a mandatory addition to any defence force, and they must become a core capability, with solid cultural and organisational frameworks to support their adoption and continuous development. Involve and empower actual users to find the best use cases for lasting impact.

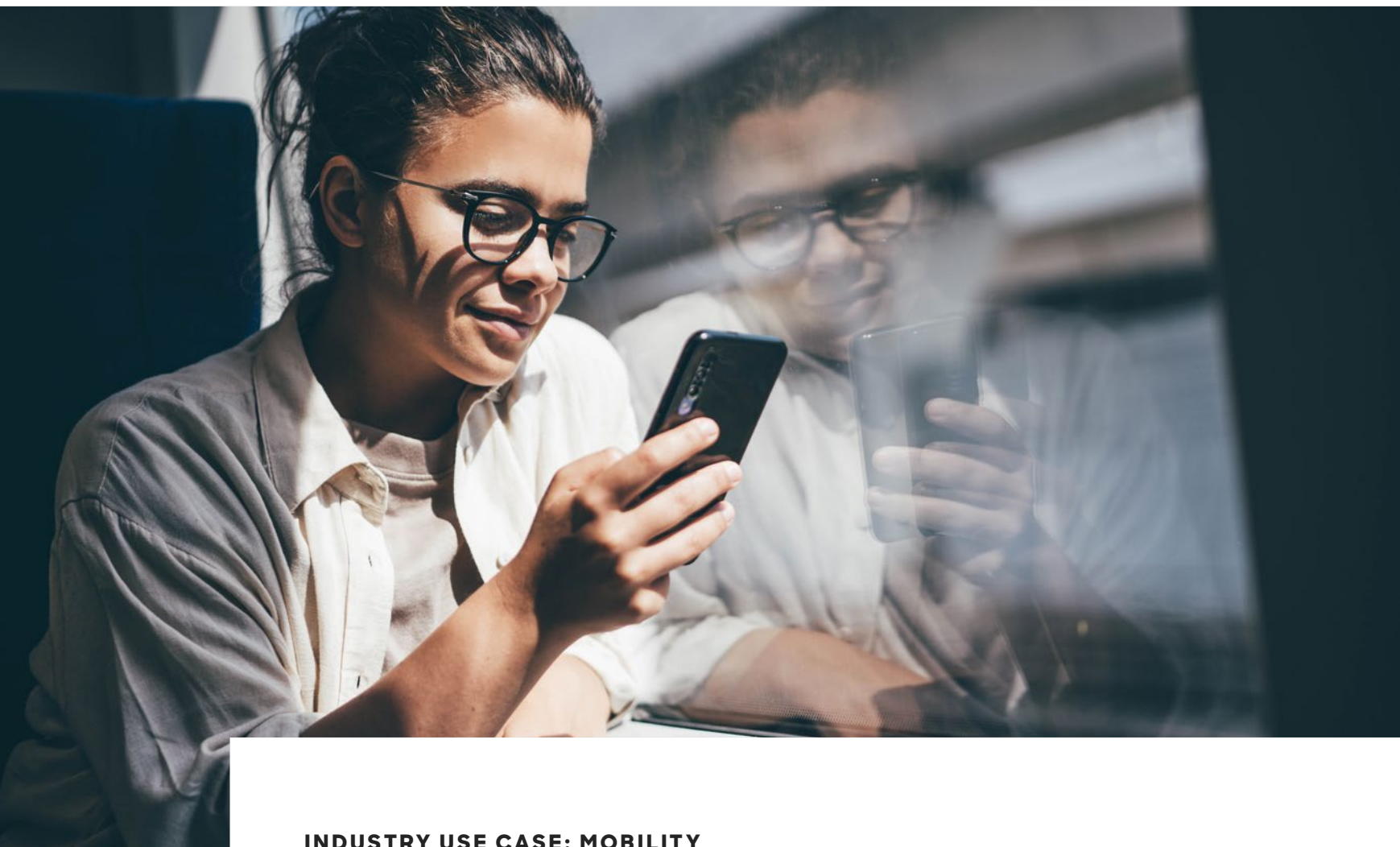


Janne Niinivaara
Defence and Security Advisor, Solita

Modern LLMs give accessible AI tools vast masses of data to help in decision-making. An LLM can be used to create intelligence reports, do environmental analysis, generate estimates of enemy activities, to mention a few use cases where Solita has worked in the Defence and Security domain.

The use cases revolve around the information, whether it's sense-making out of large amounts of data or using LLM to formulate information to knowledge, previously done through manual process. The potential is great but to bet for the right horse, a solid AI adoption process is vital.

Key for successful adoption of any AI are the people. Only actual defence personnel can find the most suitable use cases for AI in their operational work, and technology is merely a tool. Engaging users must start early and low, adopting AI technology won't succeed as a top-down process.



INDUSTRY USE CASE: MOBILITY

Safety improves when monitoring shifts from sampling to full coverage

Solita and PUBLIC, its UK subsidiary, are delivering an AI-enhanced solution to radically improve security monitoring coverage for verbal communication in transportation from single percentages to over ninety percent.

“ Preventing an accident might be a matter of seconds, so avoiding misunderstandings is a matter of life or death. Increasing coverage from a small sample to near total fundamentally changes how early those risks can be identified.



Philipp von dem Knesebeck
Lead Data & AI Strategist, Solita

In the 1820s, George Stephenson invented the railway. By 1920, many nations had built nationwide railway networks. This century of investment has been followed by a century of running the existing infrastructure with minimum investment in maintenance or improvement. While governments now understand the need to invest, we're still dealing with infrastructure that's at least half a century old.

Transportation safety is one area where improvements are needed now. The most important safety measure in rail, air, and maritime transport is verbal communication between traffic controllers and pilots or drivers. This communication is highly codified, and sticking to standard phrasing is paramount: avoiding misunderstandings is a matter of life or death.

Currently, quality is monitored by randomly listening to a small subset of recordings. Using speech-to-text and an LLM, all recordings can be scanned for deviations, directing inspectors to the most relevant cases. Coverage increases from a small percentage to over ninety percent, allowing issues to be identified earlier while keeping human judgement central.

3 AGILE ISN'T ENOUGH ANYMORE

Engineer AI speed into end-to-end value

As AI makes code generation dramatically faster, the real challenge in digital engineering is no longer how quickly teams can produce code, but how reliably they can turn technology into end-to-end business value. Faster execution at the coding layer often exposes bottlenecks elsewhere: unclear decisions, fragmented ownership, delayed prioritisation, and weak links between business intent and implementation.

At the same time, AI isn't just changing productivity; it's changing the shape of digital solutions themselves. As agent-based logic moves into the stack, organisations need models, architectures, and reusable building blocks that are designed not only for speed, but for coordination, adaptability, and mass customisation across the full solution landscape.

In this section, we first explore why delivery must be rethought around separate but connected context, intent, and delivery loops. This way, decision-making and prioritisation don't become the new constraint when execution accelerates. Then we focus on architecture, showing how agentic business logic is reshaping the full stack and why composable, headless, and orchestration-friendly architectures are becoming essential.

Finally, we examine the role of dynamic libraries of reusable assets - components, prompts, agents, integrations, and patterns - that allow organisations to accelerate value creation by assembling tailored solutions from continuously improving foundations rather than rebuilding from scratch each time.

KEY TOPICS

① When building gets fast, decision-making becomes the bottleneck

② Agentic AI forces a rethink of ERP's role

③ Beyond SaaS and custom builds: the accelerator advantage

3.1

When building gets fast, decision-making becomes the bottleneck

Agile frameworks were built for a world where building was the bottleneck. Sprints, ceremonies, and estimation evolved to make the most of scarce capacity. But when agents build working software in hours, the bottleneck shifts. A two-week sprint stops making sense when the work inside fits in a day.

In teams building with agentic AI, capacity is no longer scarce. Clarity of intent becomes the bottleneck: what to build, for whom, why, and what not to build. And when building is fast, decisions shouldn't get in the way.

The Context-Intent-Delivery loop is built to solve this. It replaces heavy rituals with ambient knowledge built for humans and agents alike. Shared context describes the business and its key questions. Intent is how teams answer those questions. Delivery breaks intent into agent-sized tasks. An agent harness feeds agents the right context and directs them through implementation. Agents write tests against intent, other agents code until tests pass, review agents enforce quality, humans verify.

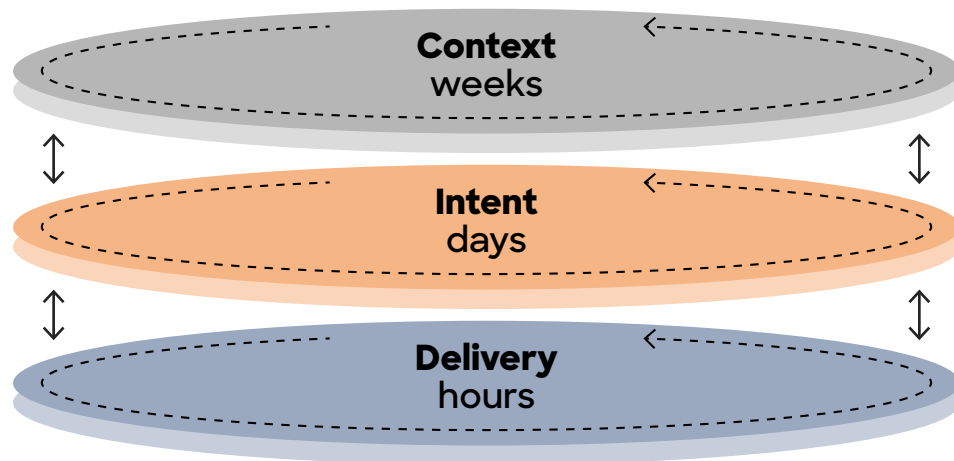
Each cycle feeds learnings back, so shared context accumulates and the loop self-improves. The work becomes a continuous flow where design, development, and testing fuse together, and decisions and prioritisation happen continuously through shared context.

But that speed doesn't take care of itself. It demands new kinds of governance. When decisions are made continuously through shared context, it must be clear who is accountable for incorrect decisions, regression risks, architecture, and compliance, especially in enterprise environments where AI agents become part of the delivery chain.

“ When agents build in hours, you need grounded decisions fast enough to keep them pointed in the right direction. But agents cannot use what is locked in someone's head. Context-Intent-Delivery turns tacit knowledge into shared context that drives decisions continuously, for humans and agents alike.



Lauri Kieksi
AI Business Architect, Solita



“ From a software development perspective, the model is a strong complement to modern development. It works best where the domain is clear and quality can be operationalised. Its real strength is determined not only by how fast agents can build, but by how clearly accountability, quality gates, and governance are defined.



Rebecca Hammel
SVP, Cloud and Development, Solita

3.2

Agentic AI forces a rethink of ERP's role

ERP systems have shaped how businesses operate. Agentic AI is changing that, not by replacing ERP, but by raising the business logic and operations closer to the business. Agentic AI isn't just another technology layer on top of existing architecture. It's structural pressure that forces a fundamental question: where does business logic actually belong?

ERP-centric architecture was built on the assumption that humans operate systems through interfaces, and that vendors know best how to model processes. That assumption no longer holds. An agent only needs a clean interface, a predictable transaction model, and logic that can be invoked programmatically. When logic is locked inside ERP configuration, an agent either works around it or collides with it.

At the same time, AI-accelerated development is rewriting the build-vs-buy calculations. Building a logic layer is significantly faster than it was five years ago, and when logic lives in its own layer as code, AI can explain it, test it, and suggest changes to it. The threshold for owning your own logic has dropped far

enough that it's strategically smarter in most cases than it used to be.

ERP's role narrows to a motor for compliance-critical transactions. Everything else, rules, approvals, exception handling, user interface, is better owned in a separate layer where AI agents can operate with flexibility. This doesn't mean abandoning ERP. It means deliberately shrinking its role in phases: first making existing systems accessible to agents, then removing the need for users to interact with ERP directly, then taking ownership of the rules that govern how the business operates, and finally evaluating which transactions still need to live in ERP at all.

“ Agentic environments move fast, and speed disappears precisely where it matters most when every process change must go through ERP change management.



Markus Uusimäki
Business Development Manager, Solita

“ The future belongs to organisations that can flexibly develop processes without overhauling their core systems all the time. That requires modular architecture that is ready for both AI and continuous change.



Tiina Hynninen-Lahdenperä
SVP, Development, Solita

3.3

Beyond SaaS and custom builds: the accelerator advantage

Until now, organisations have had to choose between two unsatisfactory options: off-the-shelf SaaS that lacks flexibility, and custom development that is slow, costly, and hard to scale. This is where accelerators come into play: they are building blocks and tools that help combine speed, quality and flexibility.

Accelerators – blueprints, AI agents, methodologies, and pre-built modules – enable faster time-to-value without sacrificing fit. Instead of building from scratch, teams start with tested solutions and adapt only where it matters. This means launching solutions faster, modernising operations with confidence, and scaling innovations without the usual complexity.

The business impact is clear: reduced project risk, faster ROI, and lower total cost. Not everything can be accelerated: creating differentiators based on deep contextual understanding and human judgement remains irreplaceable. But

accelerators handle what doesn't require reinvention: technical foundations, proven patterns, and reusable modules. This frees skilled, passionate people to focus on what truly needs human insight: solving unique challenges.

Organisations leveraging proven assets are moving faster. Our teams are reporting achievements like this: “In under three hours of active work, we deployed a full stack project to the cloud and can now start building value on top.” Starting with what works and customising strategically reduces time-to-market, minimises risk, and focuses on investments on differentiation.

“ Start with what works, customise what matters, and scale what delivers value. That’s mass customisation in action.

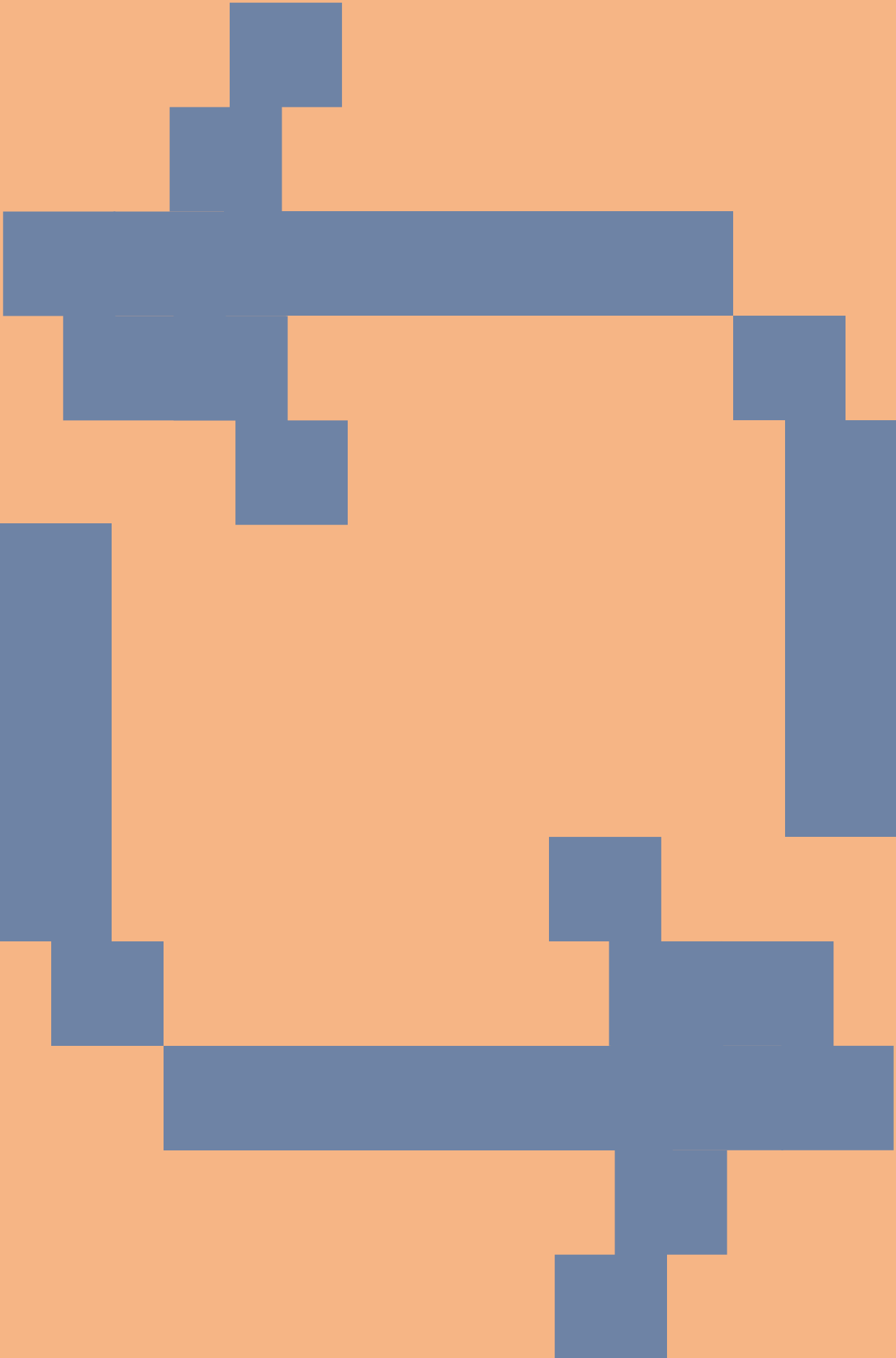


Anni Janger
Accelerator Library Lead, Solita

“ Accelerators combine SaaS speed and efficiency with the flexibility of custom development, leveraging battle-tested solutions and proven market practices so we can focus on building unique business value.



Patrycja Sitek
Head of Mobile, Future Mind



AGILE ISN'T ENOUGH ANYMORE

Key takeaways

When building accelerates, decision clarity becomes the constraint

1

Agile was designed to relieve delivery bottlenecks. When agents generate working software in hours, the bottleneck shifts to intent: what to build, for whom, and why. Structuring shared context for both humans and AI, keeping decisions flowing as fast as execution, is what turns speed from a risk into a real competitive advantage.

Move business logic out of ERP to where AI can reach it

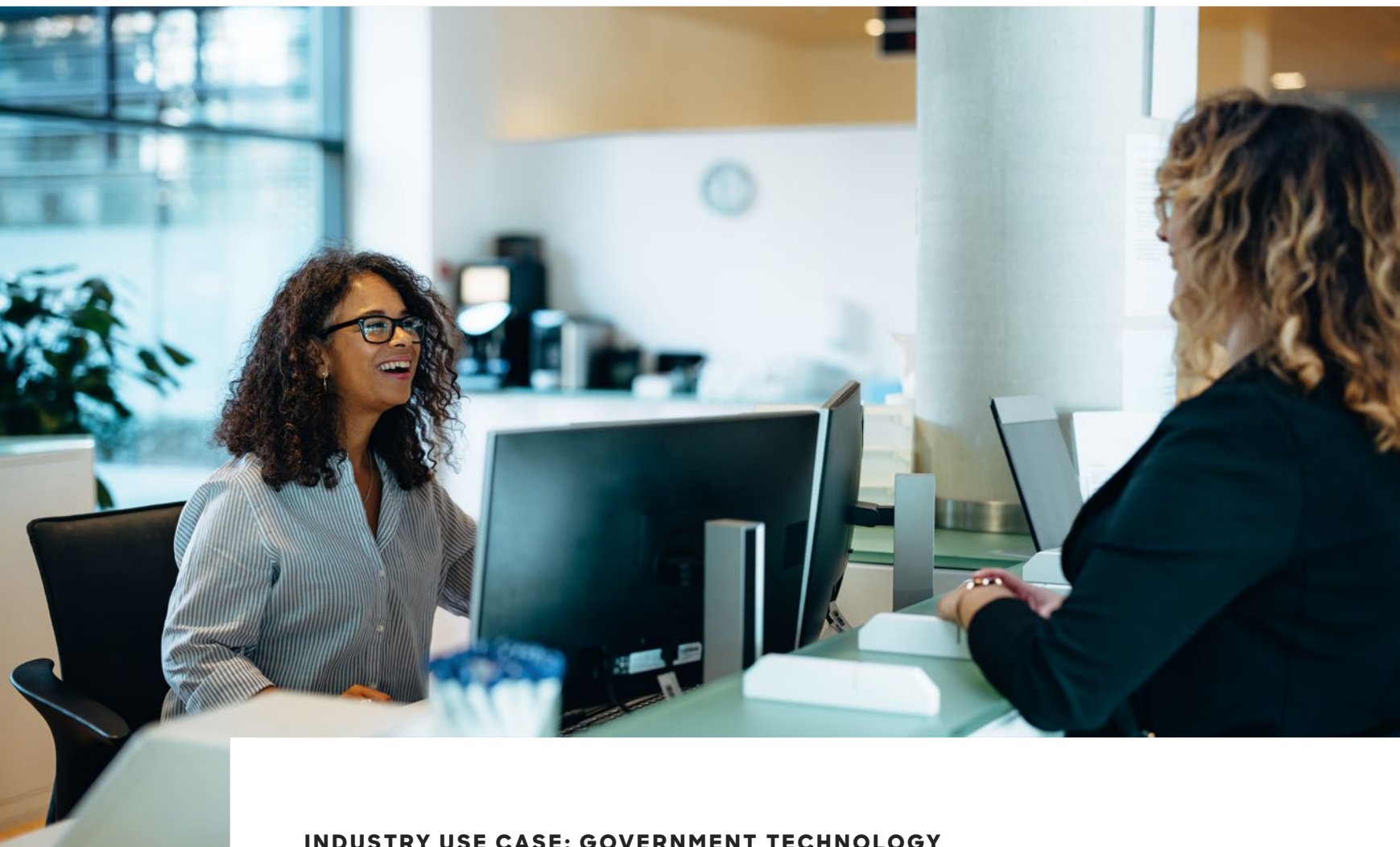
2

ERP-centric architectures were built for humans operating through interfaces. AI agents need clean interfaces, predictable transaction models, and logic they can invoke programmatically. Deliberately narrow ERP's role to compliance-critical transactions and move business logic to a separate, AI-accessible layer where it can be tested, explained, and evolved far faster.

Accelerate with proven building blocks, differentiate where it counts

3

Rebuilding foundations from scratch is the slowest path to value when proven assets already exist. Accelerators – blueprints, pre-built modules, reusable agent patterns, and integration templates – allow teams to launch faster, modernise with lower risk, and focus custom effort exclusively on the capabilities that create real differentiation.

**INDUSTRY USE CASE: GOVERNMENT TECHNOLOGY**

Legacy modernisation becomes feasible when AI does the heavy lifting

Government systems run on decades of legacy code that fewer people understand. This is due to low attrition in the sector and the heavy use of short-term consultant setups. Rewriting them used to mean years of risks and costs. AI changes the equation: it reads, explains, and converts legacy systems at a pace humans never could, turning modernisation from a postponed ambition into a realistic plan.

“ AI made legacy code cheap to rewrite. Tests and the strangler pattern made it safe to replace. With AI doing the heavy lifting and a rigorous test harness locking in behaviour, legacy modernisation becomes a series of safe, verifiable steps that the business dares to commit to.



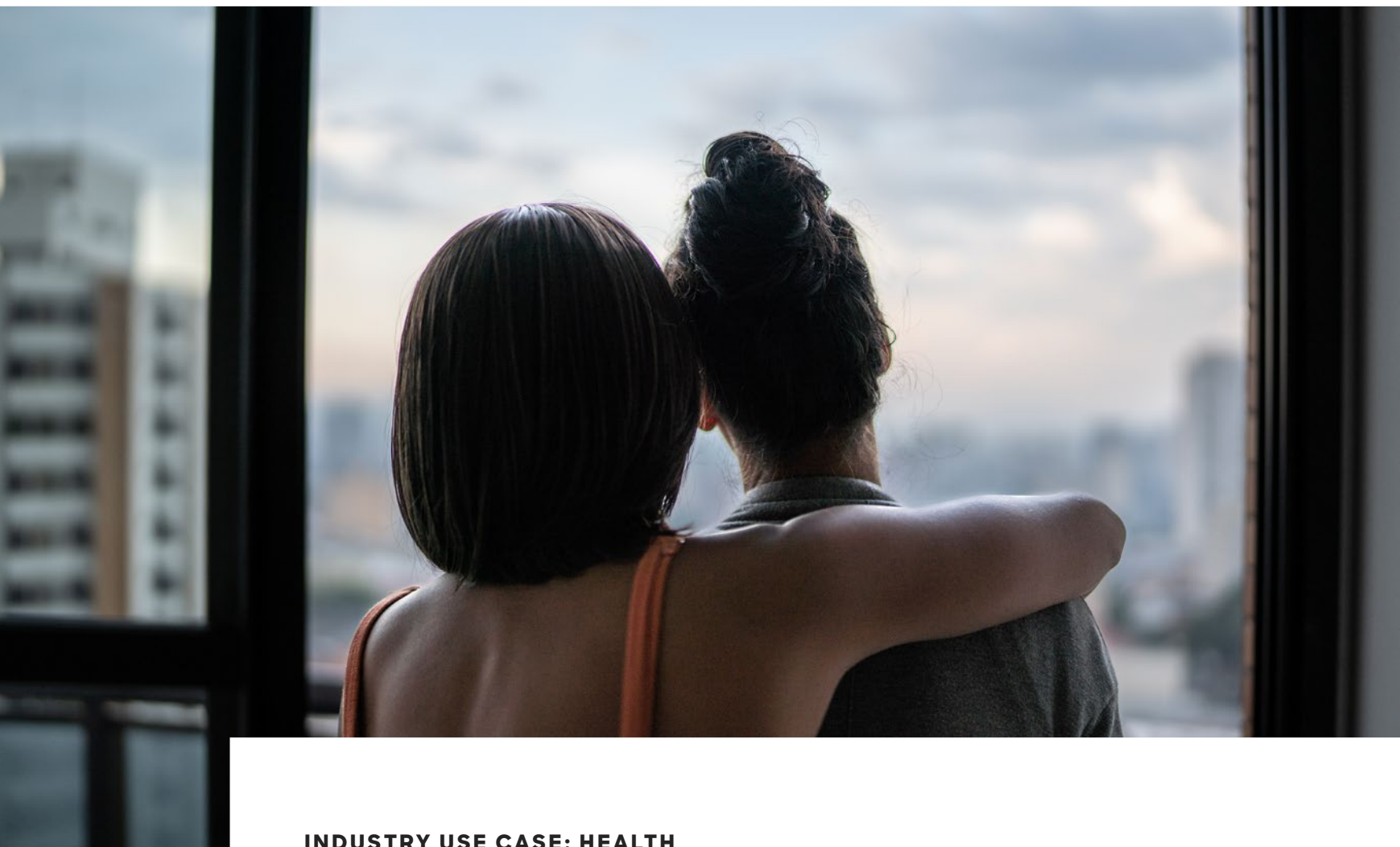
Silas Hansen
Cloud Architect, Solita

In government agencies, we're modernising legacy architecture with AI as the primary tool for analysis, understanding, development, and conversion. Ageing SOAP-based Java integrations are being replaced with a modern REST-based stack, and legacy frontends rewritten in current web technology, all guarded by a comprehensive suite of automated tests to ensure stability through the transition. Even the test suite is built with AI: domain experts demonstrate critical user journeys, captured as video or browser recordings, and these are converted into automated tests.

Crucially, AI works primarily in the processes around the systems: analysis, prioritisation, development, review, and testing. EU sovereignty

is built in from the start, with all code and data processed within EU borders and never used to train future models.

The next step is structuring knowledge about architecture, standards, and compliance so that future development, operations, and maintenance are increasingly AI-supported. Legacy modernisation stops being an afterthought and becomes manageable.



INDUSTRY USE CASE: HEALTH

Domain-aware agents as part of workflows

Healthcare organisations face mounting administrative burden while workforces shrink. We built a production-ready AI agent library that delivers secure, domain-aware agents directly into workflows covering development, procurement, and project management. The goal: remove mechanical work so professionals can focus on judgement and decisions that matter.

“ When AI is connected to an organisation's own knowledge, it supports conscious leadership: the ability to critically examine your own thinking and decision-making.



Risto Kaikkonen
Director, Solita Health

Most AI experiments stay isolated because they never connect to real organisational knowledge. We took a different route. At Solita Health, we built a production pipeline that delivers ready-made agents to broad user groups covering development, procurement and project management needs.

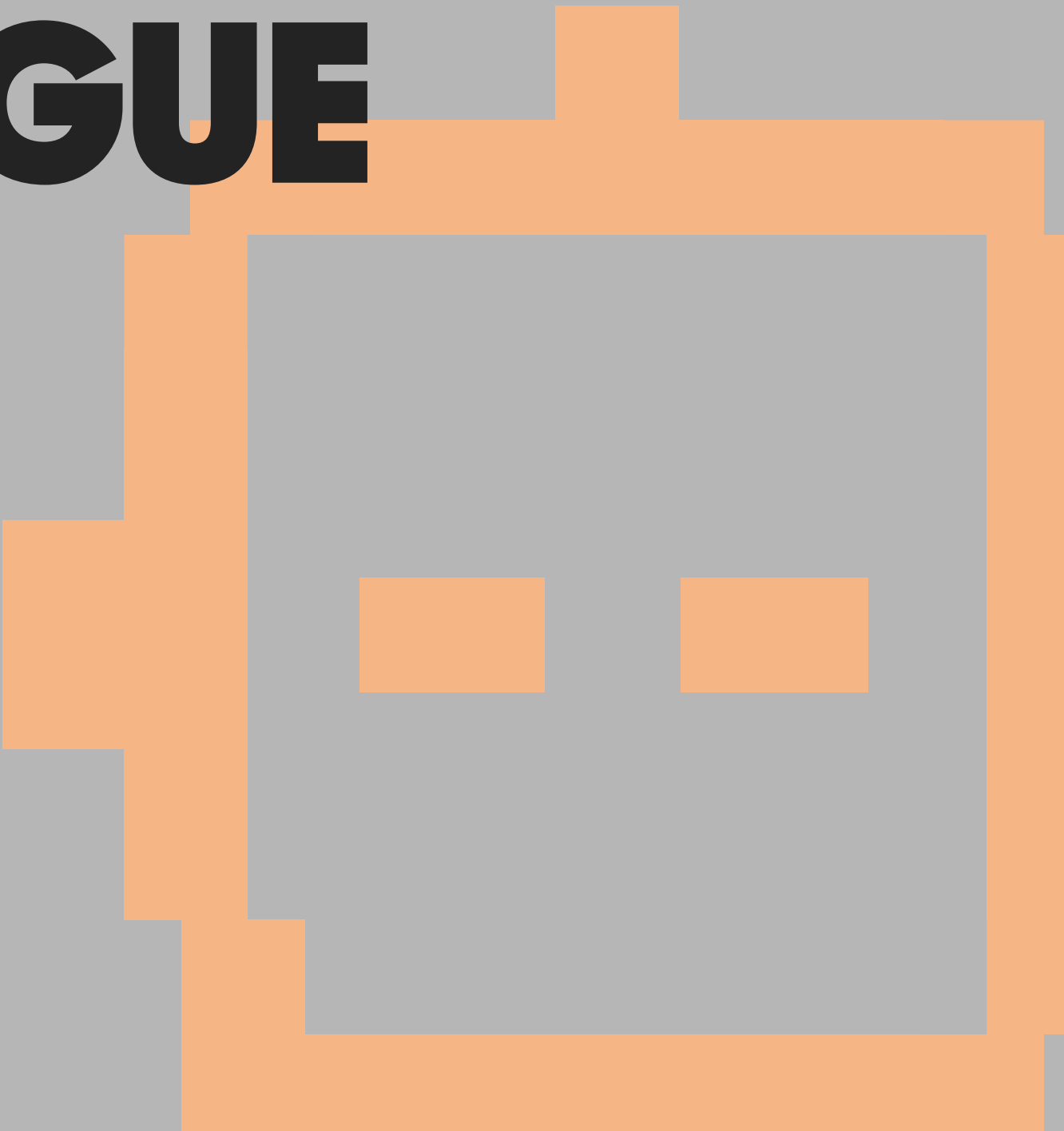
The agents don't replace expert work. They remove administrative friction. They help structure development needs, turn ideas into justified descriptions, produce cost-benefit analyses or assemble project plans. The human thinks and decides. The agent supports, structures and produces.

We also build organisation-specific agents that connect to the client's own data, concepts and

operating models. This prevents agents from remaining isolated experiments and makes them part of daily work. The library runs in an EU-based Google Cloud environment and customer data stays within organisational control at all times.

Scaling agents beyond pilots demands capabilities beyond technology: workflow-native AI design, orchestration that steers large-scale transitions as a connected whole, validation with real professionals in real clinical environments before wider rollout, structured methods for multidisciplinary planning, and leadership-level AI understanding to ensure adoption becomes systemic rather than scattered.

4 WHEN AGENTS GO ROGUE

Abstract orange geometric shapes, including a large L-shaped block and several smaller squares, are positioned in the lower right quadrant of the page, partially overlapping the main title.

Scale agentic AI with holistic cybersecurity and governance

AI agents can now read, decide, and act across systems faster than most organisations can fully observe or control. The risk isn't only a single failure, but a growing web of invisible automation paths that create security, compliance, operational, and economic exposure as adoption spreads.

The strategic response isn't to slow down innovation, but to build holistic cybersecurity and governance that allow organisations to scale agentic solutions with confidence. In this world, safety isn't just about blocking threats; it's also about making AI systems observable, governable, and economically sustainable as they move from experiments to enterprise-wide capabilities.

In this section we first explore the guardrails, policies, and runtime controls needed to promote innovation while keeping critical systems and processes safe. Then we examine how AI itself can strengthen the defence, from anomaly detection and threat monitoring to faster response and control of increasingly complex automation environments.

Finally, we bring in a new operational discipline: AI cost management. As agents and models become embedded in more workflows, organisations need better ways to understand, control, and optimise their AI bill so that scaling intelligent systems doesn't erode the value they are meant to create.

KEY TOPICS

1 Safe AI development is a platform decision

2 Fight AI with AI

3 Your AI bill now matters – start managing it

4.1

Safe AI development is a platform decision

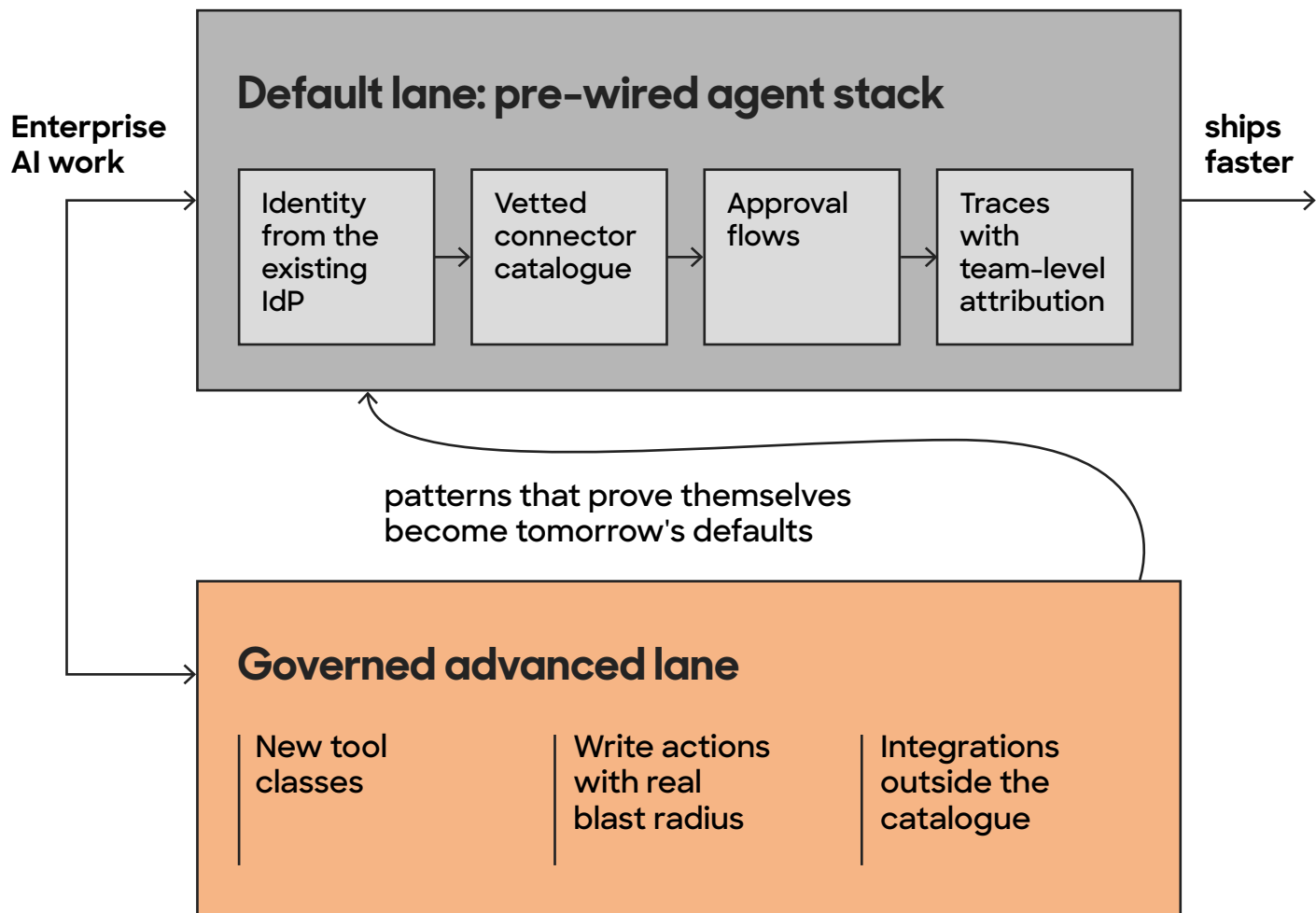
Most enterprise AI work isn't slowed by safety requirements. It's slowed by every team rebuilding the same plumbing under the agent, each in their own way, then queuing for a case-by-case governance review on top. Governance isn't the bottleneck. The absence of shared defaults is. The fix is a platform decision.

Build two lanes. The default lane is a pre-wired agent stack: identity from the existing IdP, a vetted connector catalogue, approval flows, traces with team-level attribution. Most enterprise AI work belongs here and ships faster because identity, connectors, approvals and observability are no longer per-project decisions. The governance surface becomes one shape, not many.

The governed advanced lane is where teams validate what the defaults don't yet cover: new tool classes, write actions

with real blast radius, integrations outside the catalogue. Treat it as a feedback loop, not an escape valve. Patterns that prove themselves become tomorrow's defaults.

Run everything through a single process instead and it fails in one of two ways. Rules strict enough to cover every case push teams to route around them. Rules loose enough to allow anything to turn the exception list into the real policy. The default lane is the governance posture in practice. The policy document only describes it.



**" Governance lives in the platform,
not in the policy.**



Tommi Somersuo
AI Tech Lead, Solita

4.2

Fight AI with AI

The attackers are already ahead. Or so we feel. We're bombarded with weekly news about ever-increasing AI model performance and growing AI-driven attacks. The rules of the game are being rewritten, and with them, the stable asymmetry defenders once relied on. Expertise is no longer expensive. Time is no longer a barrier.

The gap can be closed. The answer for us, against intuition, is to go back to basics. Then augment them with the same tools attackers use: AI. Defenders have the same capability; they just need to be creative.

The core of cybersecurity is risk management, and the AI age hits it the hardest. Cumbersome threat modelling processes produce rapidly decaying models. Now accelerated by agentic development. Embedding threat modelling into the development loop by Agentic Threat Modelling ensures models are based on evidence, rather than faint memory traces.

Security agents connect the threat model to the code. Embedded in the development pipeline, they catch vulnerabilities as code is written, before anything ships. Continuously, without friction.

The offensive security "think like the attacker" principle still applies. Agentic pentesting tools help you surface complex exploitable chains and provide reproducible exploit code, turning findings into actionable evidence.

**“ Embrace defence at machine speed
– or be left behind.**



Massimo Prencipe
Security Specialist, Solita

4.3

Your AI bill now matters – start managing it

AI tools are no longer free experiments. They're becoming significant line items. With usage-based pricing replacing flat fees, inference costs are compounding faster than most businesses can absorb. Whether you bill by the hour or scale a product, it's time to treat AI spend like any other production cost: measure it, manage it, and make sure it earns its keep.

The era of "AI is basically free" is ending. Usage-based pricing is becoming the norm, and inference costs are compounding month by month. For consulting companies, every unmanaged euro of AI spend erodes gross margin on time-and-materials work. For product companies and clients, AI inference becomes a scaling cost that grows with every user and every feature.

At 150–300 €/month per developer, the math is straightforward: roughly +2 €/hour on billable rates covers it. But what happens when the costs are 10x?

Suddenly we're talking about AI spending that rivals the developer's salary itself. No business model survives without fundamentally rethinking how value is created and captured.

This is the new discipline: token budgets beside sprint budgets, prompt efficiency beside code quality, and hard conversations about where AI creates value versus where it merely creates cost. The companies that build this muscle now will set the pace. The rest will discover their margins have quietly disappeared.

“ Today we review code for quality. Soon we'll review prompts for profitability. The companies that learn to measure value per token, not just volume, will be the ones still standing when costs 10x.

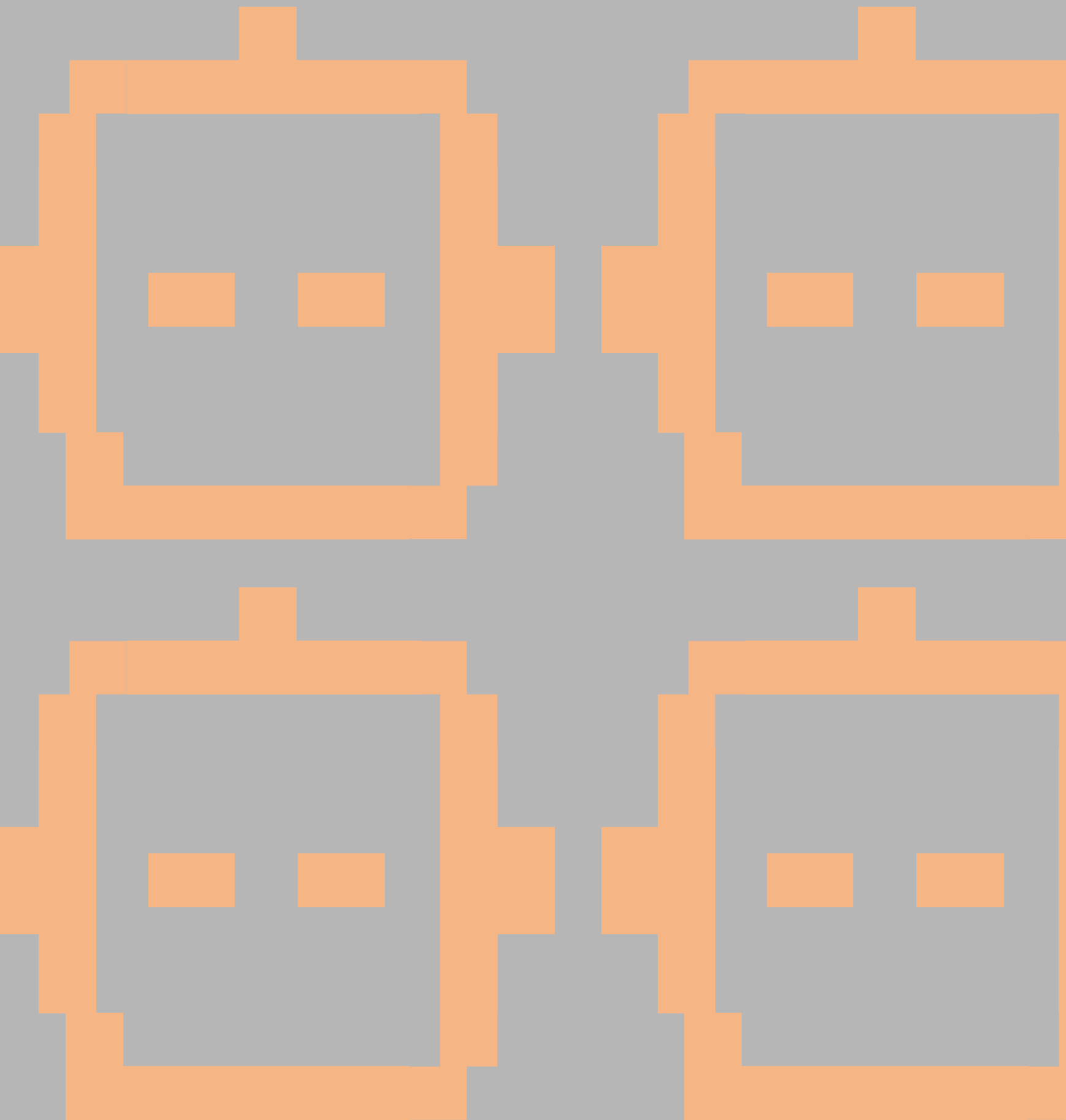


Max Mäkisalo
Principal Solution Architect, Solita

“ AI cost awareness must be designed in. You need to know the value per task and review it in real time. If you find out the cost from the invoice, it's too late.



Erik Kronberg
Data Engineer, Solita



WHEN AGENTS GO ROGUE

Key takeaways

Governance lives in the platform, not the policy document

1

Enterprise AI governance fails when every team rebuilds safety from scratch and queues for case-by-case review. Build a shared default lane with identity, vetted connectors, approval flows, and observability already wired in. Most AI work should ship safely through this lane, making the platform a governance posture, not the policy deck.

Use AI to defend at the speed attackers now operate

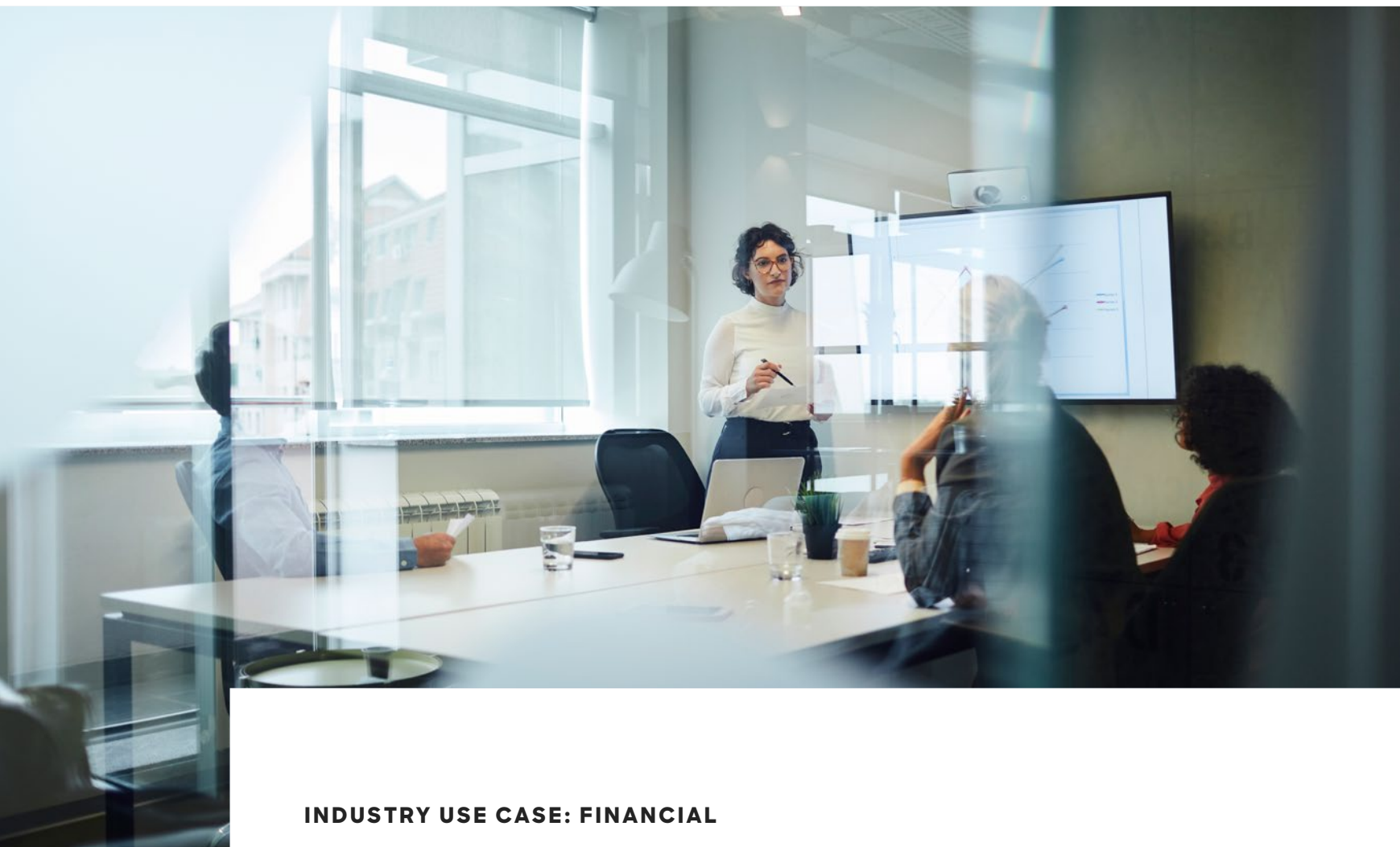
2

AI has lowered the cost of sophisticated attacks: expertise is no longer expensive, and time is no longer a barrier for adversaries. Defenders have access to the same tools. Embed agentic threat modeling in the development loop, use security agents to catch vulnerabilities as code is written, and adopt offensive AI tools to surface exploitable chains before they reach production.

Manage AI spend before it quietly erodes the value it creates

3

Usage-based AI pricing is becoming a significant operational cost that compounds as adoption grows. Token budgets, prompt efficiency, and clear measurement of value per inference are now financial disciplines – not engineering details. The organisations that build this muscle early will scale AI profitably; those that wait may find their margins have already disappeared.

**INDUSTRY USE CASE: FINANCIAL**

Fraud detection improves when you focus on signals instead of noise

Poor fraud detection is expensive for banks, for customers, and for society. Undetected financial crime funds serious harm, while false positives waste investigator capacity at scale. Leading institutions already use machine learning, graph analytics, and agentic workflows to close this gap. The rest face mounting pressure to catch up.

“ Ineffective detection carries a triple cost: manual work doesn't scale, losses hurt customers, and criminal money damages society. The institutions closing this gap today are building tomorrow's competitive edge.



Juuso Lehto
Head of Solita Financial, Solita

The maturity gap in financial crime prevention is widening. The most advanced institutions combine machine learning, graph analytics, and agentic workflows to automate triage, reduce false positives to a fraction of industry norms, and detect coordinated schemes in real time. Their investigators focus on genuine threats, not noise.

For the majority, legacy rule-based monitoring still generates high rates of false positives, each one consuming costly investigator time. Meanwhile, sophisticated fraud slips through. The consequences compound: direct financial losses, customers who blame their bank after falling victim, and laundered money flowing into organised crime and exploitation. It's a business problem and a societal one.

Closing this gap requires connecting fragmented data, building explainable models that regulators trust, and embedding continuous learning where every resolved case makes the system smarter. Institutions that treat financial crime prevention as a strategic capability, and not a compliance checkbox, will protect their margins, their customers, and the broader financial ecosystem. Those who wait will find the gap impossible to close.

5 YOUR TALENT MODEL IS OUT OF DATE

Future-proof your workforce

AI is changing the skills mix faster than traditional workforce planning can keep up with. The real challenge isn't only to help today's experts use AI better, but to redesign how the organisation builds capability over time. If companies focus only on turning current seniors into AI-enabled professionals while neglecting junior pathways, they risk weakening the very pipeline from which future experts, leaders, and specialists emerge.

Managing the shift in talent needs therefore means rethinking roles, careers, and learning models so the organisation can build AI-native capability from the ground up – not just retrofit it at the top. Just as importantly, organisations must preserve and elevate human expertise even as more tasks become automated, because long-term advantages will depend on how well people and intelligent systems evolve together.

In this section, we first explore how to identify the skills that matter in the future, from domain expertise and AI fluency to systems thinking and product mindset, and what that means for hiring, reskilling, and role design. Then we focus on how agentic AI is changing roles and ways of working, redefining who makes decisions, who orchestrates work, and where human judgement must remain in the loop.

Finally, we look at how organisations can foster AI talent with AI itself, supporting existing employees while also strengthening the junior talent pipeline through better onboarding, guided learning, mentoring, and earlier exposure to real value-creating work.

KEY TOPICS

① AI is converging skills and breaking talent pipelines from roles to capabilities

② How teams work with agentic AI has shifted

③ AI talent is shaped by how you use AI

5.1

AI is converging skills and breaking talent pipelines from roles to capabilities

Europe's AI talent market isn't just tightening, it's undergoing a structural shift. AI is collapsing traditional job boundaries: developers are expected to understand workflows and models, designers increasingly shape AI interactions with engineers, and ML work is moving from a broad expectation to a more specialised capability.

Many organisations now ask for “AI-native” talent, but the term hides more than it explains. It shouldn't mean one person combining data science, machine learning, software engineering and cloud. It should describe the competencies needed to build production AI: software engineering, secure data integration, workflow design, reliable user interactions, and governed operations.

Talent pipelines are breaking because skills are converging faster than roles. AI developers, AI engineer and machine

learning engineer are moving closer together. The same is happening between developers and UX/UI designers as AI reshapes interfaces, workflows and logic. As cloud and DevOps once pulled development and operations together, AI is now pulling software, design and platform work into the same value stream. Machine learning remains important, but increasingly as a specialist capability.

For organisations, this calls for redesigned competency models, broader hiring criteria and talent pipelines that match how work is evolving.

“ **Redefine AI roles around converging competencies, not legacy titles. Build talent pipelines through sharper competency models, targeted reskilling and multidisciplinary teams that can design, build and run AI-enabled services in production.**



Johanna Lintunen
Talent Acquisition Lead, Solita

5.2

AI has shifted the way teams work

When agents do the shoveling, what's left for humans? Our role isn't disappearing. It's shifting to judgement. When teams use AI together, they don't disengage but connect faster. Shared understanding forms at a new speed. But speed without judgement just builds the wrong thing faster. The real gains come when teams align on what's worth building.

We're seeing collaborative AI sessions where people with varying backgrounds work together with AI. In these sessions, people light up. They gather around screens, finish each other's sentences and build on each other's ideas. Software and data teams can now finish entire features in one session.

More importantly, AI shortens the distance between builders and users. In one session, a team was stuck planning an abstract product idea. The moment they started prototyping with

AI, participants stood up and started drawing on whiteboards. Users could react to something real in minutes, not weeks.

That's where judgement happens. Not everything that can be built should be built. When users are in the room and the prototype is tangible, the team can decide together what's meaningful. AI doesn't replace that conversation. It makes it possible earlier, with better material. The efficiency gain isn't individual speed. It's collective alignment.

“ Remember the conversation between engineers and users that used to take weeks of back-and-forth? With AI in the loop, it happens in one session. And that's where teams decide what's actually worth building. Not just what's possible.



Sini Mokka
Senior Agile Coach & Trainer, Solita

“ AI is also pushing cross-border work toward new levels of efficiency. The strongest teams create workflows where both people and AI agents work together seamlessly across locations.



Frida Carling
Director, Nearshore Commercial Operations, Solita

5.3

AI talent is shaped by how you use AI

The talent pipeline that powers organisations today was built before AI became the default tool of knowledge work. Default AI deployment is actively deskilling workers. The good news: AI itself can foster AI talent, but only when properly calibrated to the individual worker's growth goals and their specific skillset.

Deskilling is real and measurable. A 2025 study found that 19 experienced endoscopists got worse at spotting polyps after routine AI use. A [2025 Microsoft-CMU study](#) of knowledge workers found that, the more they trusted the tool, the less critical thinking they did, offloading judgement to the machine.

The consequence is harder to ignore. [Recent research](#) found nearly 40% of AI time savings go to rework that colleagues must verify. A workforce that hasn't built judgement to supervise AI cannot capture the productivity it offers.

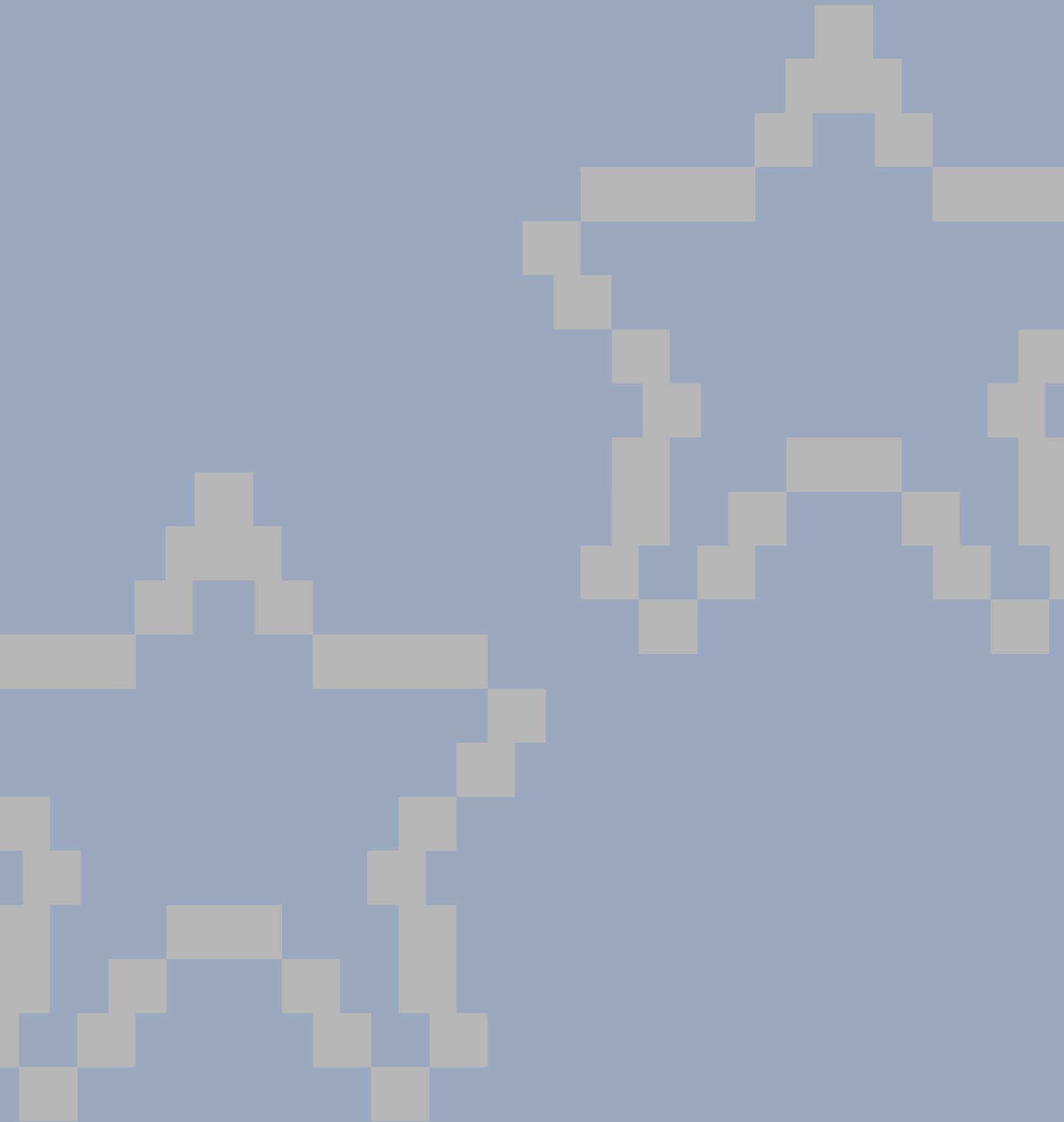
The faster path to solve this is embedding talent-development logic inside the AI tool workers use daily. A calibration layer that knows the worker's expertise, growth goals, and at-risk skills can adjust behaviour per task: automate the mechanical, accelerate expert work, and coach developing skills. Same interface, different behaviour.

This is what [TAOS](#) is designed to achieve. Early testing has shown the benefits are real, hinting at the future of AI-enabled upskilling.

“ AI-driven deskilling is empirically evident. The organisations that will own the benefits of AI and the leadership pipeline in the coming years are the ones whose AI tools augment, rather than replace, workers. When it comes to AI, treat enterprise tooling as workforce policy, not only as a productivity decision.



Angelo Leone
Associate, PUBLIC, a Solita company



YOUR TALENT MODEL IS OUT OF DATE

Key takeaways

Redesign roles around converging capabilities, not legacy titles

1

AI is pulling software engineering, design, and platform work into the same value stream – just as DevOps once merged development and operations. Competency models anchored to traditional titles will fail to attract or develop the talent AI-enabled work requires. Redesign hiring, reskilling, and career paths around the capabilities that actually matter for production AI.

AI enables faster collaboration, judgement keeps it meaningful

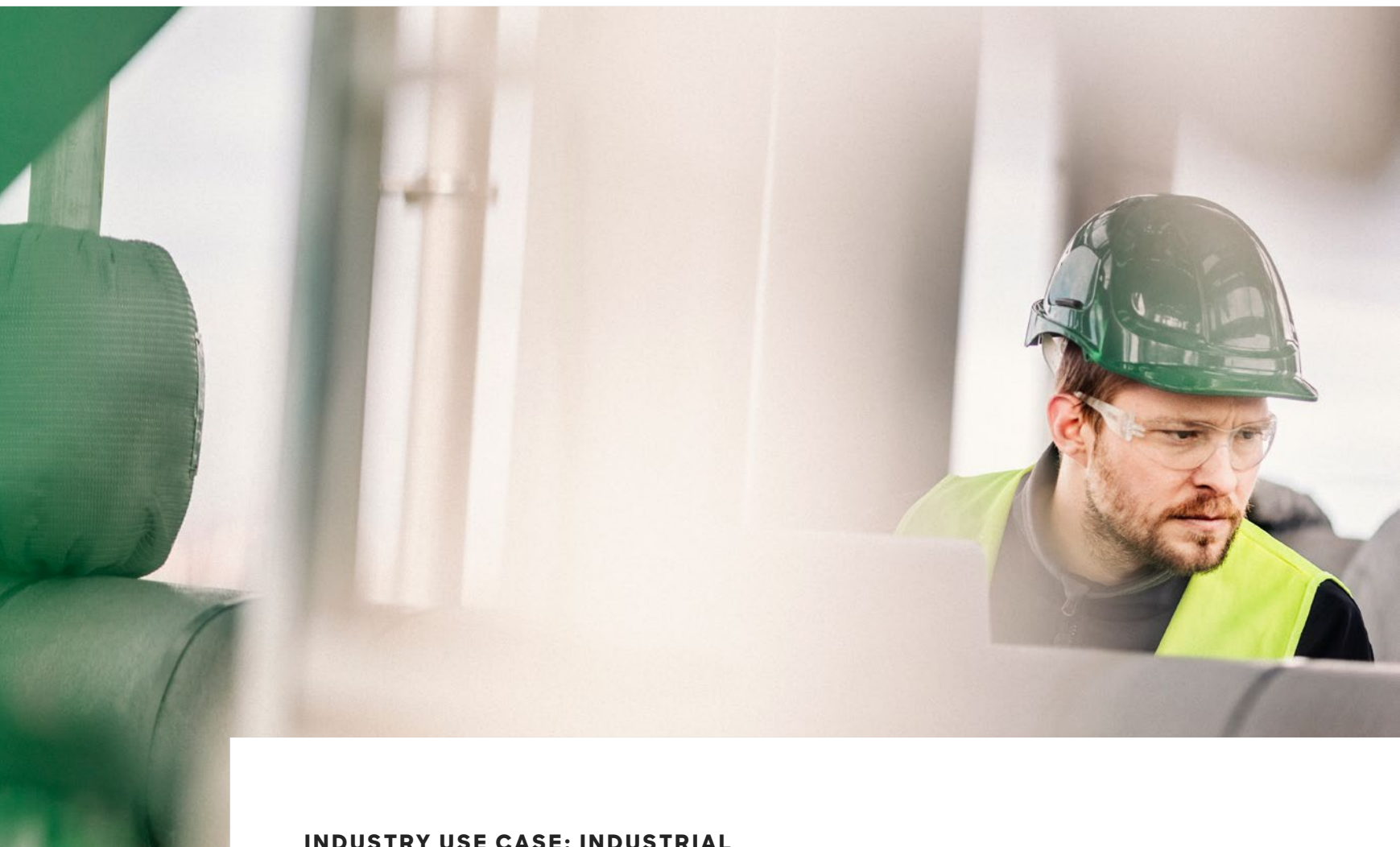
2

When teams work with AI together, shared understanding forms at a new speed and the distance between builders and users shrinks dramatically. But speed without judgement builds the wrong thing faster. The real gain is collective alignment: AI makes it possible to react to real prototypes in minutes, turning the conversation about what is worth building into something that happens far earlier.

Treat enterprise AI tooling as workforce policy, not productivity software

3

AI that automates too broadly can measurably reduce the critical thinking and judgement of the people it is meant to support. The organisations that protect their talent pipeline will be the ones whose tools augment developing skills rather than bypass them. Build junior pathways as deliberately as you optimise senior productivity and calibrate AI behavior to individual growth, not just task completion.



INDUSTRY USE CASE: INDUSTRIAL

Intelligence moves from software into the physical world

Enterprise AI began with digital text, but industrial AI brings this intelligence to physical assets. At the deepest operational layer, physical AI shifts machines from rule-based automation to adaptive autonomy. Running physics-aware neural networks allows robotics and vehicles to master gravity, friction, motion and spatial geometry.

“ In the digital realm, an AI error is a hallucination; in the material world, it’s a physical collision with consequence. Physics-aware AI is the next frontier, shifting intelligence from intangible information to physical execution. Robotics and autonomy mark the first steps of a shift that will redefine many cyber-physical processes.



Antti Haanpää
Head of Industrial, Solita

In practice, physical AI (or embodied AI) drives a structural paradigm shift across physical industries where software-controlled hardware interacts with the real world. The core novelty lies in embedding intelligence into established themes like digital twins, computational simulation and virtual commissioning. This relies on physics-informed vision-language-action (VLA) models that translate real-time perception directly into physical actuation and motion control.

Because real-world spatial data is scarce, world-foundation models (WFM) close the loop between reality and simulation. Through bidirectional "real-to-sim" and "sim-to-real" pipelines, systems run millions of parallel simulations to eliminate

costly real-world errors, shifting assets toward continuous, autonomous adaptation within real-world processes.

Crucially, this architecture scales universally, driving concurrent breakthroughs in advanced robotics, autonomous vehicles, and self-adapting production lines.

SUMMARY

Making sense of the signals: what's next for leaders

The world doesn't need another AI trend list. It needs actionable interpretation.

At Solita, we believe real impact happens when strategy, domain expertise, and technology move together. This report has shown that agentic AI is no longer a productivity add-on. It's reshaping value streams, forcing a rethink of ERP and architecture, redrawing security and governance boundaries, and rewriting what talent and teams look like.

Yet none of this is solved by tooling alone. It's about finding your real competitive edge, owning the context and control that sovereignty requires, and building the organisational structures that let people and agents work well together.

If you are:

- Struggling to move AI transformation beyond isolated pilots
- Rethinking data platforms, ERP, or architecture for an agentic world
- Exposed to new AI-driven security, compliance, or cost risks
- Redesigning roles and talent pipelines around AI-augmented work
- Looking for a partner who understands both your business and your systems

...we're here to help.

Solita brings together strategy, human-centric design, top-tier engineering, data mastery, and AI leadership – all under one roof. Let's explore how we can turn today's signals into tomorrow's results and together build AI-driven capabilities with lasting impact.
Let's talk.

CON
TRI
BU
TORS

Jussi Olkkonen, Data Business Designer ————— Niklas Liedholm,
 Head of AI ————— Mikko Väätäinen, Senior AI Business Designer
 ————— Perttu Landström, Senior Business Designer —————
 Brian Holmberg, Head of Department & Senior Software Architect
 ————— Pasi Jalonen, Chief Operating Officer, Agile Data Engine
 ————— Tuomas Tuunainen, Senior Project Manager ————— Antti
 Tirilä, Senior Consultant ————— Lauri Kieksi, AI Business Architect
 ————— Markus Uusimäki, Business Development Manager —————
 Anni Janger, Accelerator Library Lead ————— Massimo Prencipe,
 Security Specialist ————— Max Mäkisalo, Principal Solution Architect
 ————— Johanna Lintunen, Talent Acquisition Lead —————
 Sini Mokka, Senior Agile Coach & Trainer ————— Angelo Leone,
 Associate, PUBLIC ————— Philipp von dem Knesebeck, Lead Data
 & AI Strategist ————— Antti Piispanen, Machine Learning Architect
 ————— Antti Haanpää, Head of Industrial ————— Wiesław Kotecki,
 Senior Advisor, Future Mind ————— Selma Masinovic, Manager,
 Strategy & Transformation, Intellishore ————— Anibal Granada-
 Gonzales, Senior Manager, Intellishore ————— Silas Hansen, Cloud
 Architect ————— Janne Niinivaara, Defence and Security Advisor
 ————— Risto Kaikkonen, Director, Solita Health ————— Henrik
 Toivakka, AI Lead Developer, Solita Health ————— Sanna Virkkunen,
 Business Director: wellbeing counties, Solita Health ————— Tiina-
 Hynninen-Lahdenperä, SVP, Development ————— Magnus Wiberg,
 Senior Business Consultant ————— Manu Setälä, Head of Research
 ————— Erik Kronberg, Data Engineer ————— Emily Germann,
 AI Sales Lead, Solita FunctionAI® ————— Patrycja Sitek, Head of
 Mobile, Future Mind ————— Jouni Wallander, Chief Strategy Officer
 ————— Ossi Lindroos, CEO

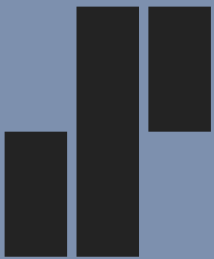




Solita is an AI and data transformation company that empowers businesses and societies to reinvent themselves.

The company combines advanced technology, data innovation, and human insight to deliver strategic consulting, service design, software development, AI and analytics, and managed cloud services. Founded in 1996, Solita has grown into a vibrant community of more than 2,200 forward-thinkers, operating in Finland, Sweden, Denmark, Belgium, Poland, Switzerland, Germany, and the UK.

Explore our services, customer cases and events at [**www.solita.fi**](http://www.solita.fi)



**WE CREATE
IMPACT
THAT LASTS.**

SOLITA