

Driving AI Adoption Above Targets in Highly Regulated Environment



A SUSTAINABLE
FUTURE THROUGH
DIGITALISATION



About Me

- Software Development & Business for over 25 years
- Leading the adoption of AI in SDLC at Elisa

- **History**

- Chief of Software Engineering, Elisa
- VP, Digital Services, Elisa
- VP, Technology, Futurice
- ... multiple SW and business roles

University of Cambridge CTO Program Graduate



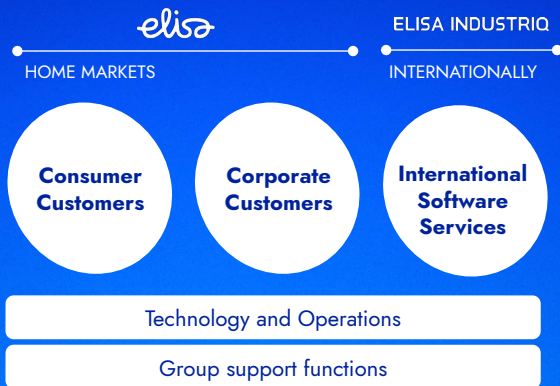
Elisa in Brief

2.8 mj.
customers

€**2.3** bn
revenue 2025



6,200 Elisians in 35 countries



Market position

#1
in Finland

#2
in Estonia

With over 140 years of experience

For home markets Finland & Estonia

- Telecom
- Entertainment
- IT and cyber services

For international markets

- Telecom software
- Industrial software
- Energy management
- Telecom and cyber security services

Our Journey with AI in SW Development



Main Hurdles we've Encountered

Regulation

Legal & Regulation limits?

Customer Contracts?



- Active collab with legal department
- Established vendors only
- "Limit the limitations" from customers

Guidance

Is this safe to use?

How do I use this?



- Management messaging
- Dev guides, trainings, portal
-> Developer Community
- One place for management
-> SRE team

Tooling

What tools can I use?

How do I get them?



- Govern the amount of tools, skills and MCPs used widely
- Monitor usage, react to deviations and set limits
- Actively try out new tools

Experiments

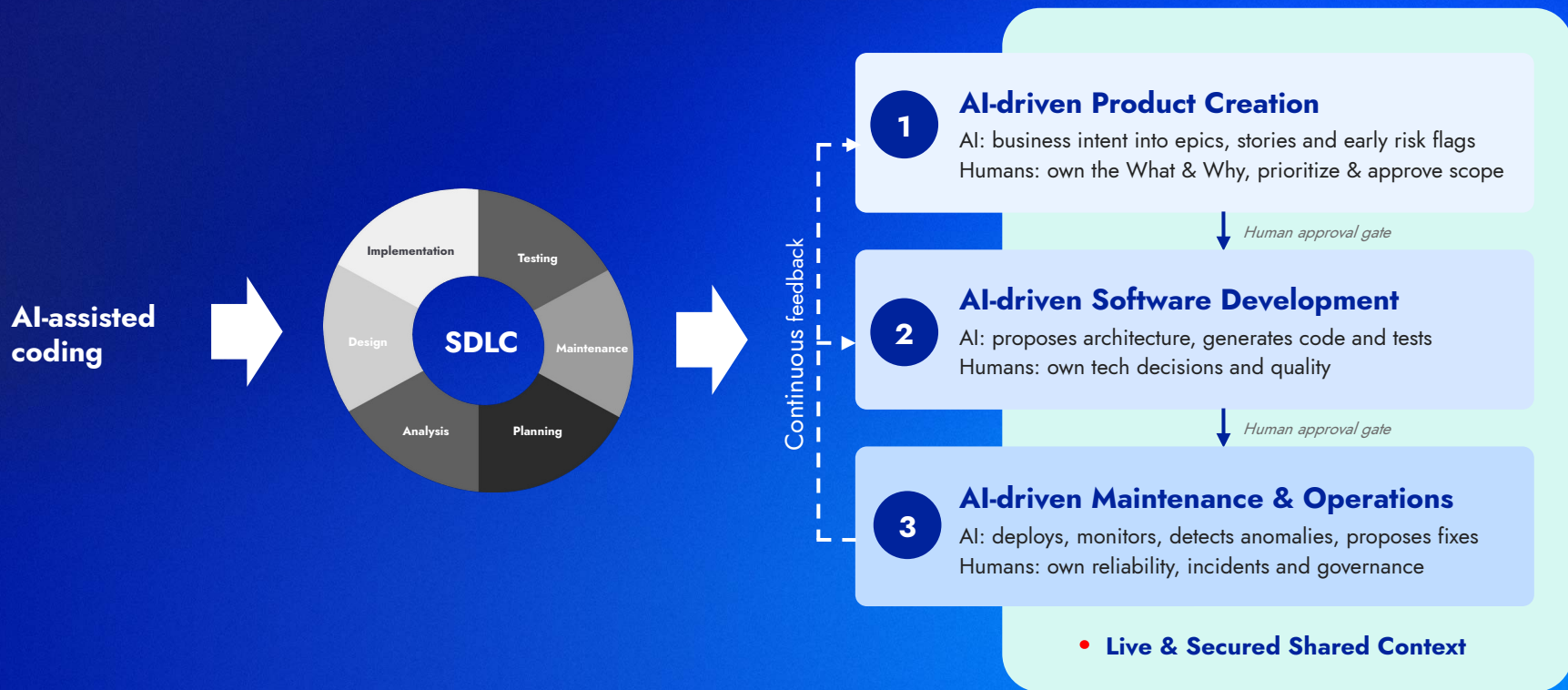
Agent environments?

How do we keep up?



- Create sandboxes for green field experiments
- Try parallel dev streams
- Migrate learnings from sandboxes to production

SDLC is Evolving and Transforming



Learnings along the way

Security

Regulation is a challenge but not a roadblock

Build the security in from day one

Limit the limitation

People

It's still mostly about the people so build a community

Curate tools, manage portfolio and experiment

Aim for clarity, not quantity when it comes to guidelines

... and make them A2A

Direction

Management needs to create direction

Don't underestimate the amount of repetitions needed

Stay the course, but adjust the sails

Any Questions?



My LinkedIn

