



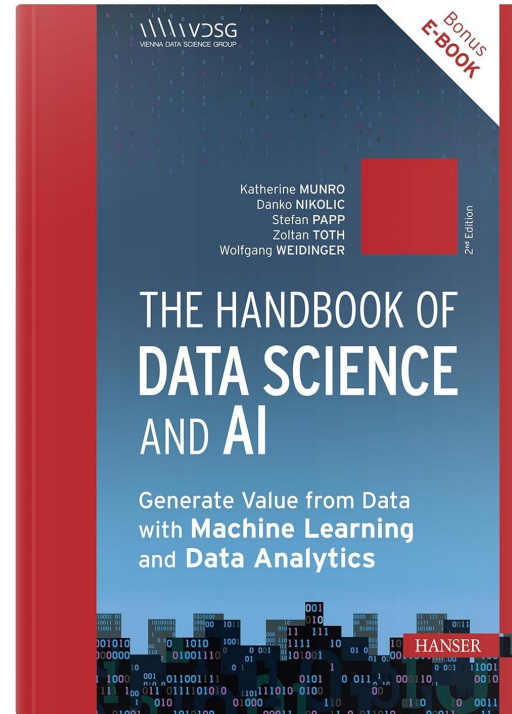
Transforming a Telecom Giant: Scaling AI across Swisscom

Katherine Munro, World AI Summit, 09.12.2025

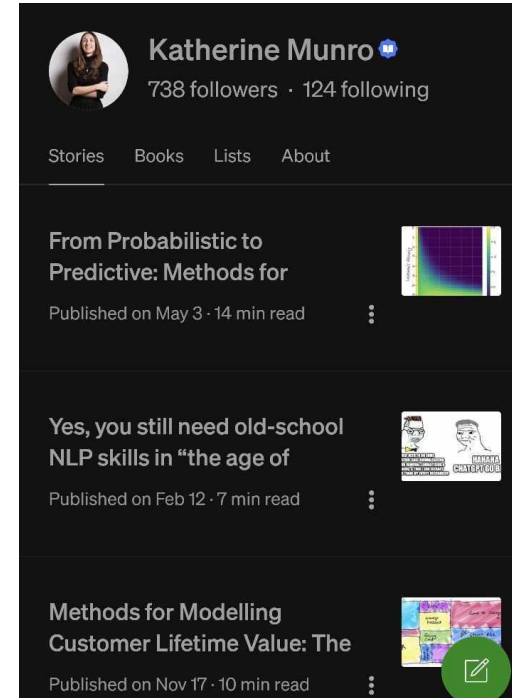
Who am I?



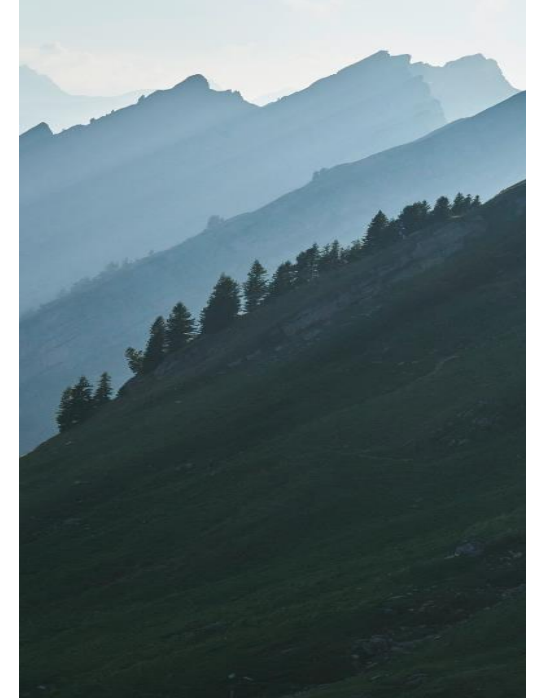
Data Scientist,
Computational Linguist,
AI Transformation Manager



Catch me talking about all things data, AI, NLP, and innovation, here...



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Or else, just find me in the mountains ...



Context: The Why

From bottlenecks to opportunities



Swisscom is not alone in its AI challenges

Many companies struggle with these hurdles:

Widespread Use, Minimal Impact

- Horizontal deployments (e.g., copilots) offer broad, general benefits, but vertical use cases are stuck in pilot mode due to complexity and lack of integration.

Lack of Strategic Focus

- Organizations pursue disconnected (micro)-initiatives with no unified prioritization or value framework.

Technology and Infrastructure Limitations

- Poor accessibility to data, and legacy systems that are not ready for (agentic) AI.

Talent and Workforce Readiness

- Organizations lack the mindset, skills and roles needed to scale AI.
- Reskilling efforts are still insufficient



Our Solution: A new Target Operating Model

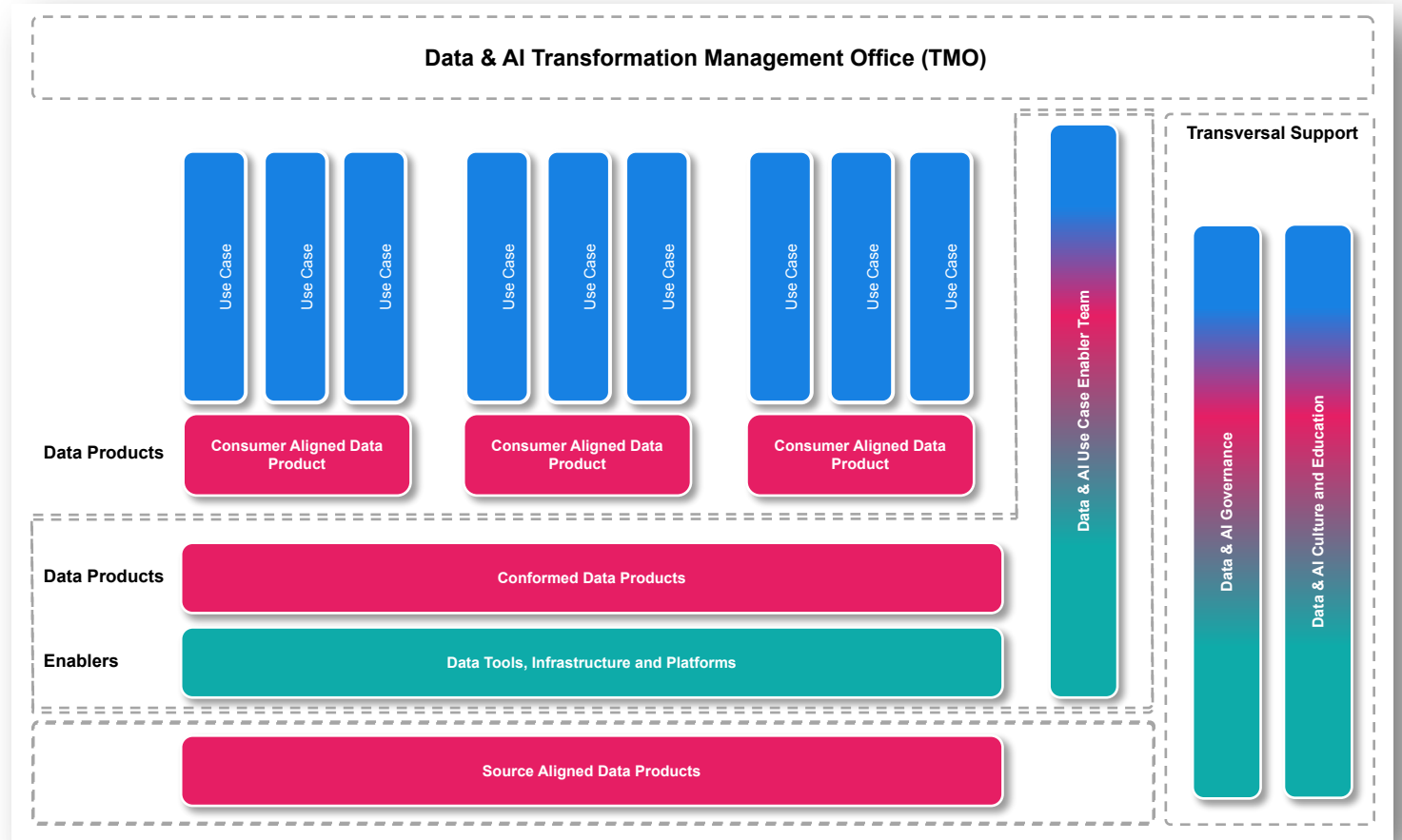
Transitioning to a “Hub and Spokes” approach

**Widespread Use,
Minimal Impact**

**Lack of
Strategic Focus**

**Infrastructure
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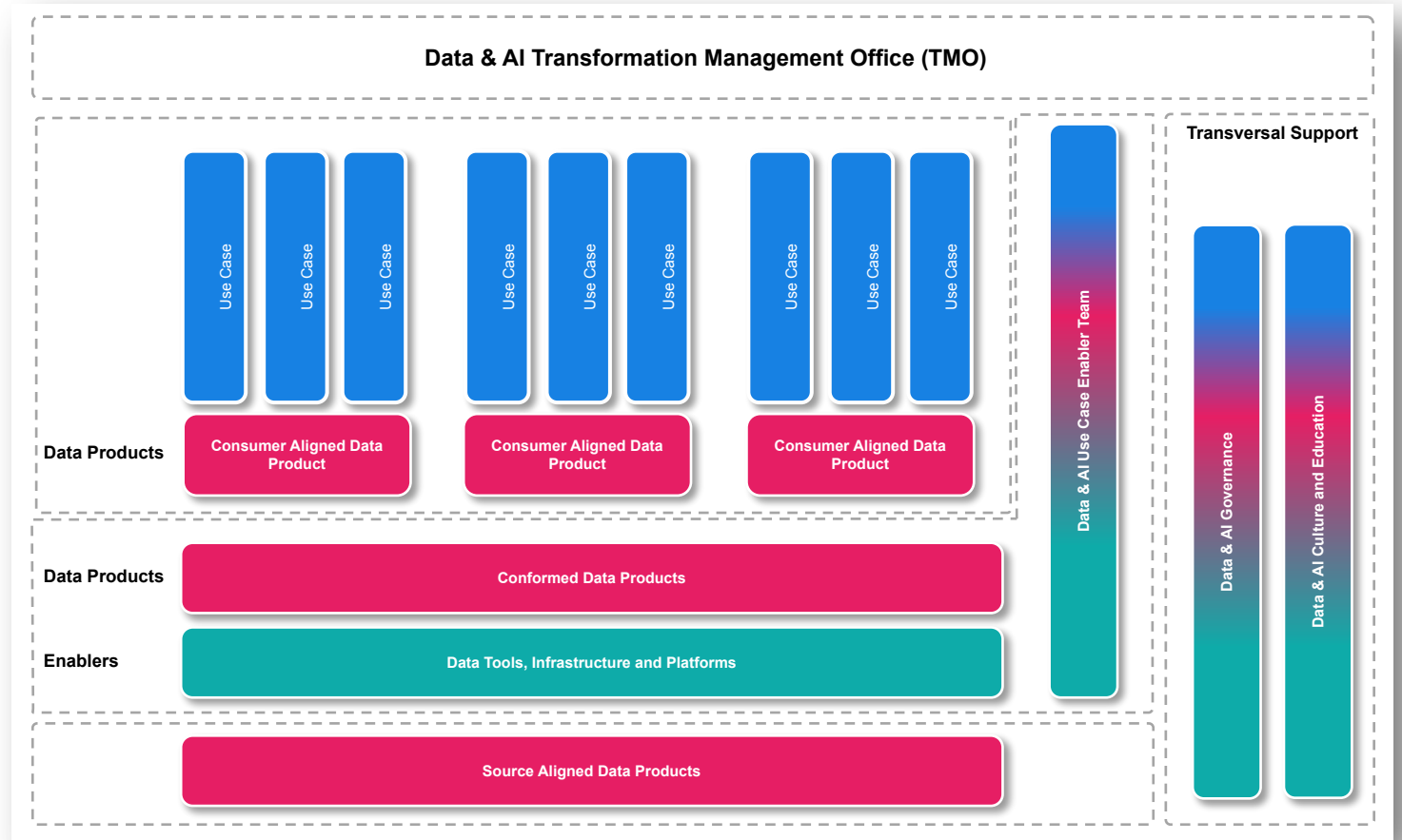
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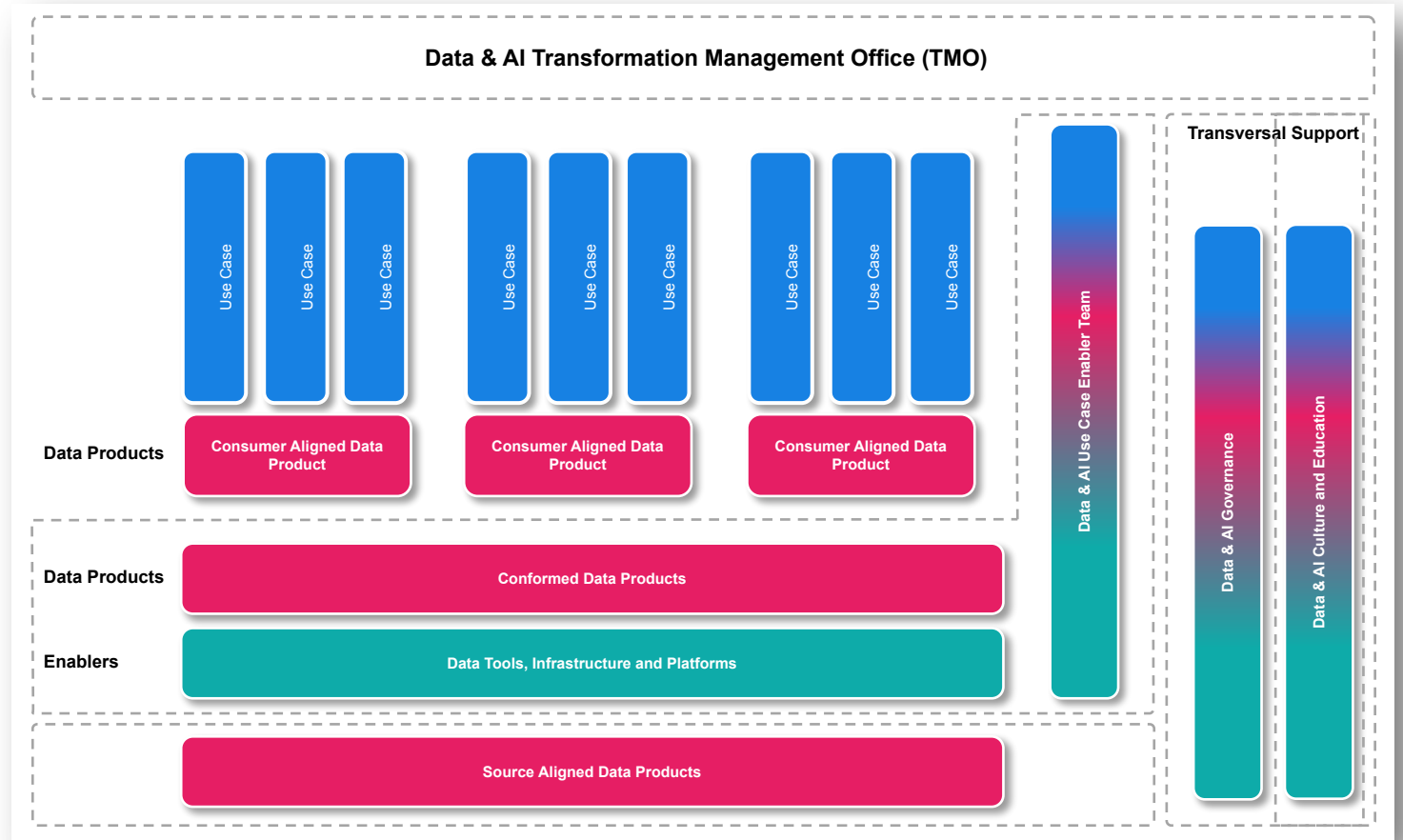
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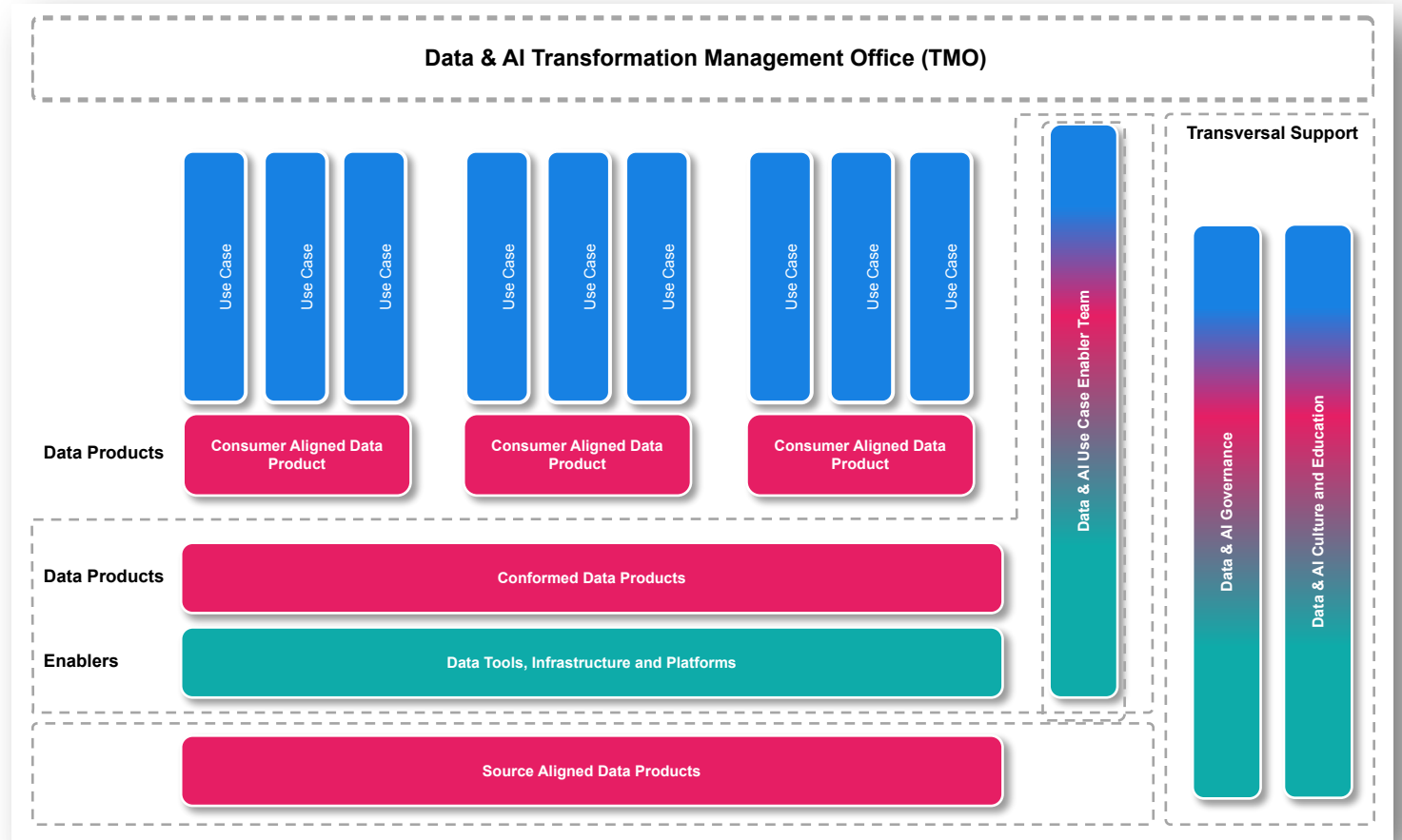
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Context: The Who

The AI Transformation Management Office: Who we are, and what drives us

Our Goals

- 1** | Create transparency about AI initiatives at Swisscom: by everyone, for everyone.
- 2** | Help teams discover, refine and implement impactful AI use cases that can make a real difference to their daily work.
- 3** | Help steer the AI strategy at Swisscom.

Our Roles



Strategy and Reporting



Consulting and Use Case Management



Governance and Education



Our guiding principles ... for a successful AI transformation

As a team, we figured out the following 'playbook' early on:

- Don't reinvent the wheel
- Don't add bureaucracy
- Respect past efforts and initiatives
- Work with what's already working
- Search for both pains and possibilities
- Combine bottom-up and top-down ideation approaches





Content: The What & How

Essential steps in an AI transformation...



Creating an Ideation Funnel

The foundation for helping teams work through their AI Use Case ideas

AI Use Case Funnel

Our new framework, aligned with our network partners

Ideation

Identify and prioritise pains and possibilities. Create and refine a “high-level” business case. Conduct initial risk assessment.

- Decide whether to proceed to a Proof of Concept and Proof of Value.

Validation

(With help of an enabling team), prototype the solution and test its value with end users.

Use the learnings to refine the business case and finalise the risk assessment.

- Decide whether to proceed to full implementation

Implementation

Build and deploy the solution, including handover from enabler team to long-term owners.

Flag scaling opportunities and engage potential new stakeholders.

- Start the process anew with the new stakeholders.

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Exploring the Possibilities

● Bottom-up Use Case discovery workshops

Top-down Process Improvement workshops

The Bottom-Up Approach

Find out where it really hurts, and go from there



Ideation & Specification

Individuals brainstorm daily pains, including the cost, causes, and anticipated value from fixing it.

Filtering & Prioritisation

Members present only their best ideas, for group prioritisation based on impact and urgency.

Capturing the Business Case

The top 2-3 ideas are captured in the funnel. The workshop document empowers teams to review discarded ideas again later.

The Top-Down Approach

Get executive buy-in with a bird's-eye, strategic view

Process Domain		Enterprise		E2E Process Owner		Thomas Bross		AI Spoke		Thomas Bross			
E2E Process – Level 1		Manage Sustainability		E2E Process Coordinator		Michael Althaus, Marcus Schlegel							
Level 2 Process		Process Owner		Frequency and volume of runs		Steps requiring human input		Goal clarity and measurability		Involved systems		Notable pain points	
Process map can be found here				higher executions indicate greater impact		more manual steps suggest automation potential		more clarity enables autonomous AI execution		more interfaces imply higher coordination effort		free text input	
Define Sustainability Measures		Thomas Bross		●		●●●●		●●		●●●●		Happens in discussion and coordination between different BUs. Pain: Prio und Messbarkeit der Massnahmen	
Manage Sustainability Measures in own Duty		Michael Althaus		● - ●●●		●●●		●●●●		●●		Only some specific sub-sub-processes may apply	
Manage Sustainability Strategy and Governance		Thomas Bross		●		●●●●		●		●		Collaboration Group level with FW+VOD. But addressed in sep. project	

Target Official Processes

Tap into enterprise documentation to identify and prioritise improvement areas.

Document the 'as-is' state

For each step in the target process, ask: Why does it hurt? What would happen if we fixed it? And what would it take to do so?

Define the future 'to-be'

Decide on the best approach: Stepwise optimisation? Or radical redesign? Plot the best possible future process, and what it'd take to get there.



Finding Focus

Use Case Prioritization Framework

AI Use Case Prioritization Framework

A pragmatic, transparent, and scalable means to prioritize Use Cases

Framework objective

- Provide consistent evaluation across diverse Use Cases
- Align with Data & AI strategy
- Support clever use of limited resources

Challenges addressed

- Increasing AI Use Cases with different impact, relevance and maturity
- Need to compare small and large Use Cases
- Limited resources for implementation

Design principles

- Simple and pragmatic weighted scoring system
- Addresses key AI value drivers
- Works with new Use Case Funnel and is aligned with budgeting processes

Framework outcome

- Enhanced alignment with strategic goals
- Improved decision basis for budget allocation
- Targeted implementation support

The Framework Scoring Rubrik

Eight AI Value Drivers build the foundation for the AI Use Case Prioritization Framework

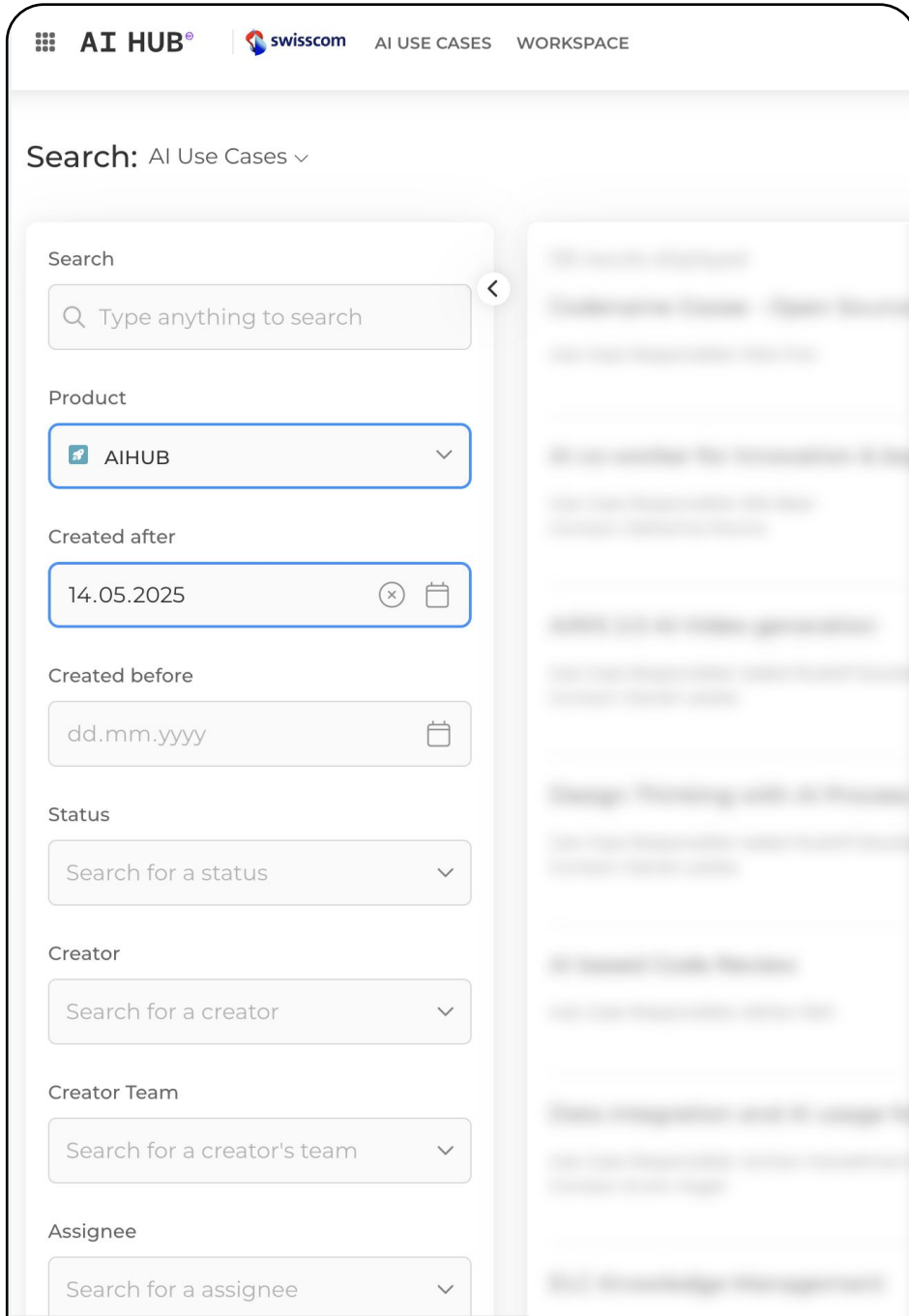
AI Value Drivers	Question	Rating Level	Description	Rating Scale	Strategic Weighting	Innovation Framework
Strategic Alignment	To what extent does the use case demonstrate strategic fit with Swisscom's Data & AI strategy?	Very High Strategic Fit	Strong alignment with multiple strategic Data and AI OKRs	13	20%	Desirability (30%)
		High Strategic Fit	Clear contribution to at least one strategic Data and AI OKR	8		
		Moderate Strategic Fit	Indirect support or alignment with strategic Data and AI OKRs	5		
		Low or No Strategic Fit	No clear link to strategic Data and AI OKRs	1		
Ethical & Regulatory Risk	Are there ethical, legal, or compliance risks associated with the use case?	Low Risk	<i>Minimal-risk AI system</i> according to AI Governance Framework	13	10%	
		Moderate	<i>Low-risk AI system</i> with special transparency requirements acc. to AI Gov. Framework	8		
		High Risk	<i>High-risk AI system</i> according to AI Governance Framework	5		
		Very High Risk	Significant concerns, not aligned with AI Governance Framework	1		
Business Impact	What is the potential impact of the use case on revenue growth, cost reduction, or efficiency improvement?	Very High Business Impact	>10 mCHF p.a. Free Cash Flow impact expected	13	25%	
		High Business Impact	3-10 mCHF p.a. Free Cash Flow impact expected	8		
		Moderate Business Impact	<3 mCHF p.a. Free Cash Flow impact expected	5		
		Low or unclear Business Impact	Efficiency gains or indirect value creation	1		
Time-to-impact	How quickly can the use case deliver measurable value?	Immediate Time-to-Impact	Value expected within 1–6 months	13	10%	Viability (40%)
		Short-term Time-to-Impact	Value expected within 6–12 months	8		
		Mid-term Time-to-Impact	Value expected within 12–24 months	5		
		Long-term Time-to-Impact	Value expected in >24 months	1		
Reuse Potential	Can the solution be reused or scaled across other domains or units?	Very High Reusability	Broad applicability across Swisscom Group	13	5%	
		High Reusability	Applicable in multiple domains	8		
		Moderate Reusability	Limited reuse potential	5		
		Low Reusability	No reuse potential, highly specific	1		
Implementation Effort	How much effort is required to implement the use case?	Low Effort	<100 kCHF implementation costs (ressources plus cash-out)	13	10%	
		Moderate Effort	100k - 500 kCHF implementation costs (ressources plus cash-out)	8		
		High Effort	<500k - 3 mCHF implementation costs (ressources plus cash-out)	5		
		Very High Effort	>3 mCHF implementation costs (ressources plus cash-out)	1		
Data Readiness	How accessible, complete, and usable is the required data?	Fully Ready	High-quality data products available	13	10%	Feasibility (30%)
		Mostly Ready	Data available with minor gaps or transformation needs	8		
		Partially Ready	Data exists but requires significant preparation	5		
		Not Ready	Data missing or inaccessible	1		
Technical Feasibility	How complex is the technical implementation of the use case?	Low complexity	Low complexity, existing tools and methods	13	10%	
		Moderate complexity	Medium complexity, standard tools and methods	8		
		High complexity	Requires integration or custom development	5		
		High complexity and high risk	High risk, novel methods, or unclear feasibility	1		



Making it Transparent

Inspiring and surfacing synergies

Providing a 'portfolio' view



The AI Hub

A place where everyone—from the CEO to a Day 1 new-joiner—can discover and engage with AI initiatives at Swisscom.

AI Hub Goals

Discover | Create transparency, spark curiosity and inspire new ideas.

Contribute | Provide a platform to form, evaluate and develop ideas.

Monitor | Support resource management and holistic impact assessment.

Discover

Create transparency,
spark curiosity and
inspire new ideas.

Search

Product

AIHUB x

Created after

Created before

Status

Ideation x

Implementation x

Creator

Creator Team

Assignee

Team




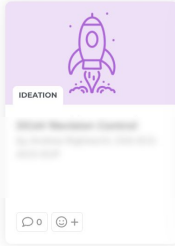
Topic

17 results displayed Creation date ↑

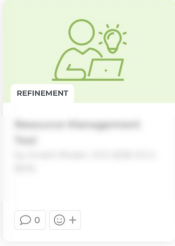
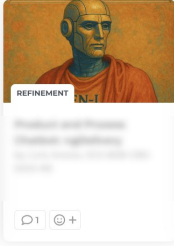
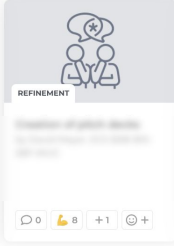
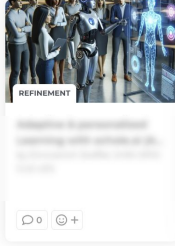
AI Use Cases

[SUBMIT AI USE CASE](#) [View all](#)

Ideation



Refinement [View all](#)



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AIHUB / #148

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Status

IDEATION VALIDATION IMPLEMENTATION IMPLEMENTED

[EDIT](#)

USE CASE RESPONSIBLE

CONTACT

AIHUB / Your AI Use Case
AI

New AI Use Case

Title *

Churn Prediction to Prevent Employee Turnover

Image

Upload Image

or

Generate with AI

Organizational Unit

Which organizational unit is responsible for this Use Case? v

Business Sponsor

Katherine Munro x v

Responsible Ambassador

AI Ambassador who supports the use case v

Problem Statement Ask AI

H1 H2 H3 T B I

What is the business problem this Use Case is trying to solve?

Hi there, I'm here to help you refine your Problem Statement

Suggestions:

[Help me build a problem statement from scratch.](#)

Hiring and onboarding employees takes much time and resources. Losing employees to attrition contributes to this cost. Plus, it causes disruptions to work, and lost ideas and expertise, and harms our image as an employer. The HR team want to use churn prediction to flag employees at risk of leaving, so we can proactively resolve their concerns and save the relationship.

Let's work together to enhance this Problem Statement for clarity and impact:

1. **Target Group and Specific Problem:** You've mentioned that it's the HR team that's dealing with the issue of employee attrition. Does this encompass the whole company as a target group or a specific sector?
2. **Effects or Consequences:** You outlined effects such as increased costs and disrupted workflows—these are critical consequences.
3. **Root Cause:** You suggested a lack of insight into employee satisfaction

Business Sponsor x

Field

AI Hub: Problem... v

Contribute

From idea to implementation

- All new initiatives run through the hub: including go/no-go approval and funding.

Monitor

Progress & impact:

- OKR contributions are evaluated in the Hub.
- Dashboard provides status, KPIs and reporting for Executives.

Wichtige KI-Anwendungsfälle

Suche

Produkt: AIHUB

Erstellt nach: 27.04.2025

Erstellt vor: TT.mm.jjjj

Status: Suche nach einem Status

Ersteller*in: Suche nach einem Ersteller*in

Ersteller-Team: Suche nach dem Team eines Kreativen

Zugewiesen an: Suche Sie nach einem Zugewiesenen Personen

Team: Suche nach einem Team

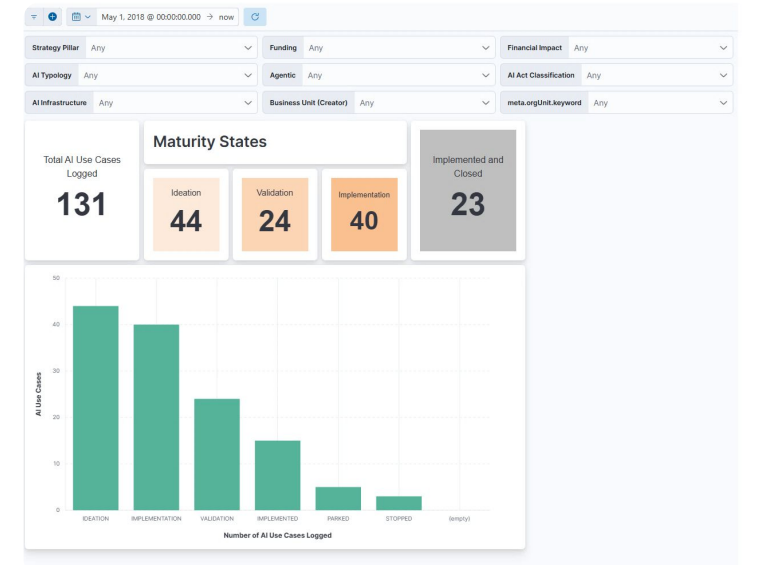
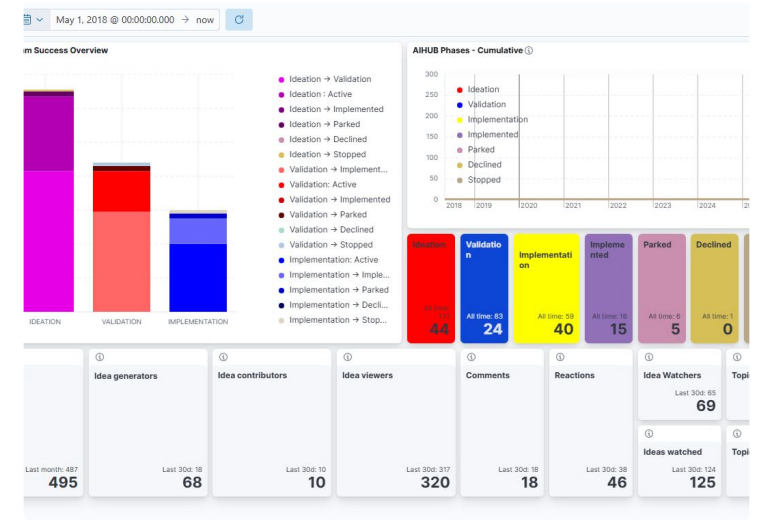
130/130 ausgewählt

Aktion auswählen

- Suche
- Kampagne festlegen
- Lösche Tickets
- Angebot kaufen
- Exportieren

ID	Swisscom-ai...	Status
✓	Swisscom-ai...	Validation
✓	Swisscom-ai...	Ideation
✓	Swisscom-ai...	Refineme
✓	Swisscom-ai...	Ideation
✓	Swisscom-ai...	Validation
✓	Swisscom-ai...	Refineme
✓	Swisscom-ai...	Ideation
✓	Swisscom-ai...	Ideation
✓	Swisscom-ai...	Ideation
✓	Swisscom-ai...	Validation
✓	Swisscom-ai...	Ideation

Dashboard





Changing Mindsets

Shaping the strategy

Creating the culture

Once again, it's all about ... top-down and bottom-up

How we're supporting the Swisscom strategy:

- Strategic advice on demand
- AI workshop for Executive Committee
- AI Risk Management Framework

And how we're creating a new culture:

- Scaling up education
- Supporting AI communities and empowering spokes





Conclusion & Questions



How to Transform a Company?

Our learnings so far:

- 💡 How to balance 'big enough for impact' with 'small enough to start'? Plan for incremental value, make 'no-regret moves', and expect some sunk costs
- 💡 Don't make governance a blocker—or an afterthought!
- 💡 Synergies come with a price: tight or premature coupling causes friction, complexity, and higher costs, even for PoC's
- 💡 Redundancies can foster healthy competition and fast learning. But recurrent tech challenges can (and perhaps should) be solved centrally
- 💡 Use executive pressure to push, inspire and motivate



Still got questions? Get in touch! [linkedin.com/in/katherine-munro/](https://www.linkedin.com/in/katherine-munro/)

