

Sofigate

# There is no more work without AI

In two years, digital workers will outnumber humans.  
Are you ready?



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Introduction

# Ready to meet a new kind of leadership challenge?

AI agents are no longer isolated pilots; they are becoming a significant part of the workforce.

We see this development clearly in our work with more than 350 large Nordic and European companies and public sector organisations in six countries. Discussions with our partners, as well as insights from technology events, confirm that we are moving quickly towards a world where autonomous digital workers outnumber humans in many organisations.

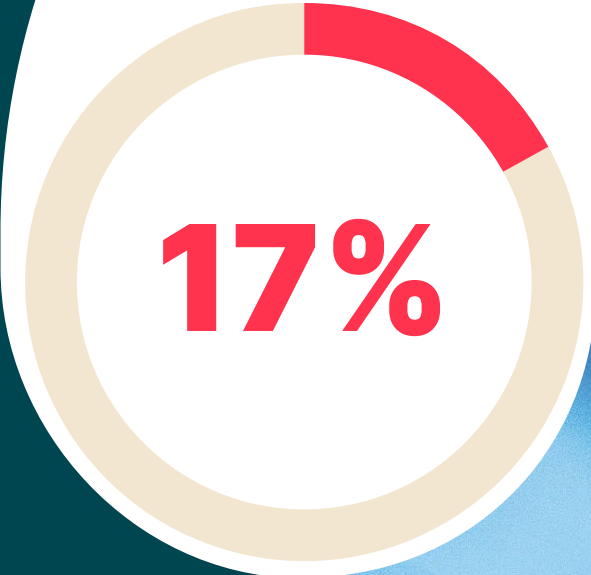
At best, the change will bring greater prosperity to organisations and the people working in them. If poorly managed, it can increase resource overlap and costs without clear benefits, and even lead to misconduct and reputational damage. The outcome depends on how the digital workforce is built and managed.

The scale of this transformation is significant. Successful organisations do

not lead this development only from a technology perspective, but are guided by business opportunities and organisational value streams. They don't transfer existing ways of working directly to digital workers. Instead, they redesign work to take full advantage of what digital workers can do. Rather than focusing only on cost optimisation, they aim to maximise the value digital workers can create.

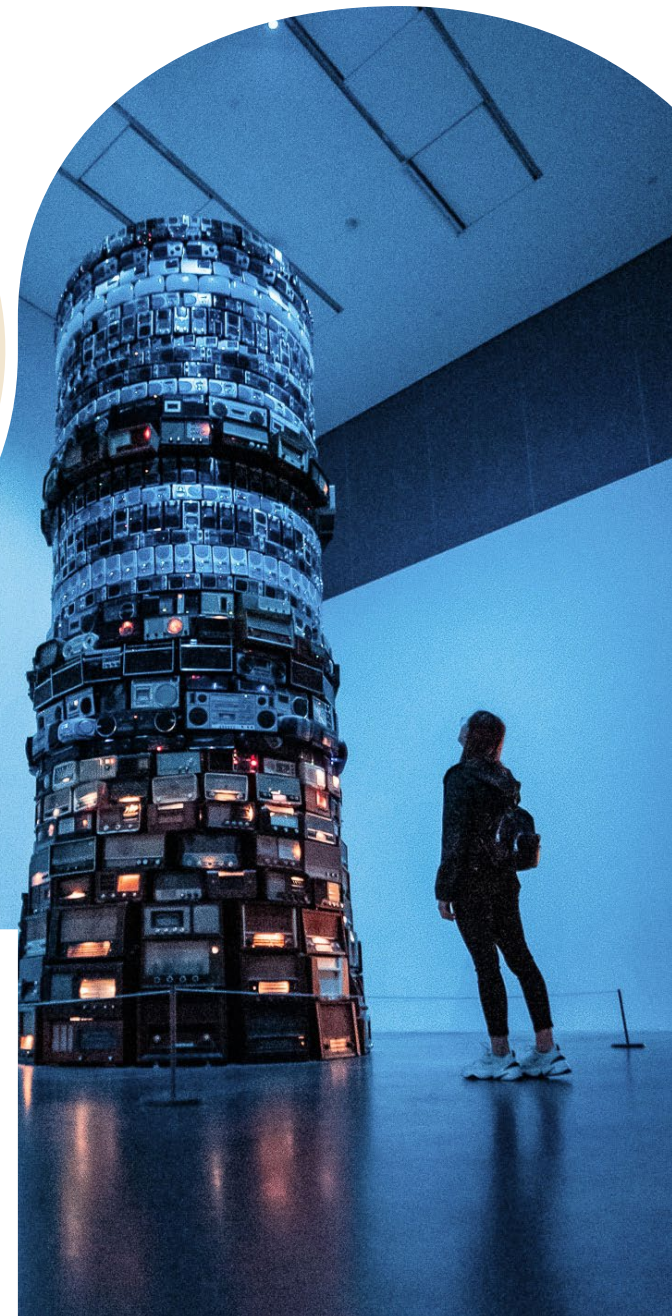
In this playbook, we explore the background and implications of this transformation and propose four key themes for the management agenda to ensure that you as a reader are one of the winners in this new phase of managing and utilising digital workers.

The winning formula is to combine business transformation and a cutting-edge workflow platform with value streams where digital workers and people operate side by side.



Less than 20% of organisations are actively discussing a future where digital workers will outnumber humans.

(Sofigate survey: A future of work with digital workers. Read more about the method, questions and answers in Part 3 of this playbook.)



# Part one

# Goodbye AI agents, hello digital organisation

As the use of AI evolves from isolated pilots and experiments to becoming a significant part of the workforce, we should stop thinking about 'AI agents' and start thinking in terms of an organisation where humans and a new kind of digital colleague work together in new ways.

Crafting agents manually is no longer sufficient. Instead, a scalable and consistent operating model is required to produce digital workers. The key question is no longer whether digital workers will become part of every organisation, but how they are managed and who is accountable for the whole.

Organisations that want to keep pace with this development don't focus on modernising individual processes, but on transforming the business. Digital workers are embedded in end-to-end processes,

where they improve quality, throughput time, and cost efficiency. They also operate as part of the operational governance model, and their value is measured systematically.

Continuing to build agents in a decentralised way is as harmful as randomly recruiting people into different parts of the organisation without clear, business-driven objectives. As a result, the costs of disconnected, overlapping, or unnecessary AI agents across the organisation can quickly spiral out of control.

Challenges related to leadership, work design, resourcing, and capabilities are becoming more critical than those related to technology. As business and technology development converge, leadership must step up and take ownership of the transformation.

## What you call your digital colleagues is a strategic choice

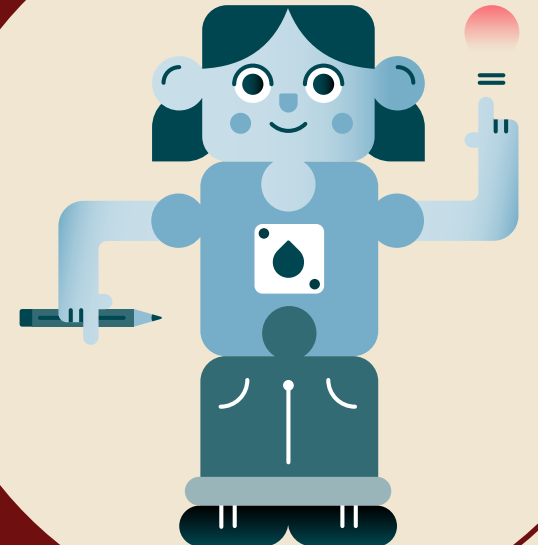
The term AI agent is commonly used to describe a software-based capability that can perform tasks autonomously using artificial intelligence. There are two main types of AI agents: a task-based agent performs a specific task independently, while a role-based agent operates with broader responsibility and may coordinate multiple task-based agents.

Next-generation digital team members, integrated into workflows, operate more broadly and adjust their actions based on context. Technically, they are built from multiple AI agents working together to perform a broader set of tasks. Unlike AI agents that only assist, perform simple tasks or provide recommendations, they can take action and autonomously execute entire workflows.

How organisations present this new workforce has a significant impact on how people perceive it. The vocabulary and visualisations used shape how people trust and engage with the technology, and also play a critical role in accountability and overall understanding.

To distinguish these autonomous digital team members from what we usually think of as AI agents, we've chosen to call them digital workers. The terminology your organisation chooses is one of the tools for leading the transformation.

"Hello, I'm your new digital colleague"



# Think big, scale fast

When moving from standalone agents to the systematic use of digital workers, a standardised, consistent, and industrial-scale process is required to produce them. At Sofigate, we call this operating model an AI factory.

No organisation can leap directly into industrial-scale deployment of digital workers. The capability is built step by step. However, it is essential to create a clear picture of future opportunities and where the value is created, and set ambitious goals for business transformation right from the start. This way, every step moves in the right direction, and you can quickly build momentum as you gain experience and knowledge.

**AMBITIOUS GOALS  
for business  
transformation**

**PLATFORM  
for workflow  
management  
and value  
measurement**

**QUICK START  
with a few selected  
use cases linked to  
overall goals**

**SCALING FAST  
as experience and  
knowledge  
accumulate**

A key advantage of digital workers is their ability to accelerate business transformation by making effective use of an organisation's existing legacy systems. Instead of relying on slow and expensive back-end system development, organisations can focus on faster operational renewal.

The value generated by digital workers needs to be measured consistently from the outset. Without validating value, it is impossible to know what works, what should be scaled further, when digital workers need to be retrained, or when they reach the end of their lifecycle. It also becomes difficult to justify continued investment and development.

Long-term commitment is key when scaling a digital workforce. As with organisational workflow reinvention in general, this transformation does not produce immediate quick wins, but the benefits accumulate as scale increases. Platforms for managing and measuring workflows with embedded digital workers should be introduced as early as possible.

# Business and technology professionals working together

Decisions regarding the adoption of digital workers belong to business leadership. This includes their roles within workflows, their collaboration with human colleagues, their management, and overall coordination.

This inverts traditional IT management, which builds bottom-up from infrastructure and applications. In the new era of digital workers and hybrid teams of humans and AI, technology is organised around work and value creation, while platforms and infrastructure adapt underneath. IT remains essential, but its role shifts from owning solutions to enabling speed, scale, security, and reliability.

The role of early adopters who have independently built and used AI agents evolves into that of contributors, testers, need spotters, and peer supporters who help others adopt and work effectively with digital colleagues.



Leadership is split. 43% of organisations are already building the foundations to scale AI agents, while the rest are still lagging behind.

## What should the role of grassroots innovators be?

In many organisations, the adoption of AI has been driven by individual users piloting AI agents for their own needs. These agents often perform well in the narrowly defined tasks they were designed for. But what role should they play when the development of digital workers is led from a holistic, business-driven perspective? How can organisations combine the benefits of enterprise-wide governance with the enthusiasm and expertise of these innovators?

One approach is to continue allowing and encouraging this initiative. This includes establishing clear, standardised criteria and processes for designing agents, and deciding which of them are approved for use in the organisation's workflows.

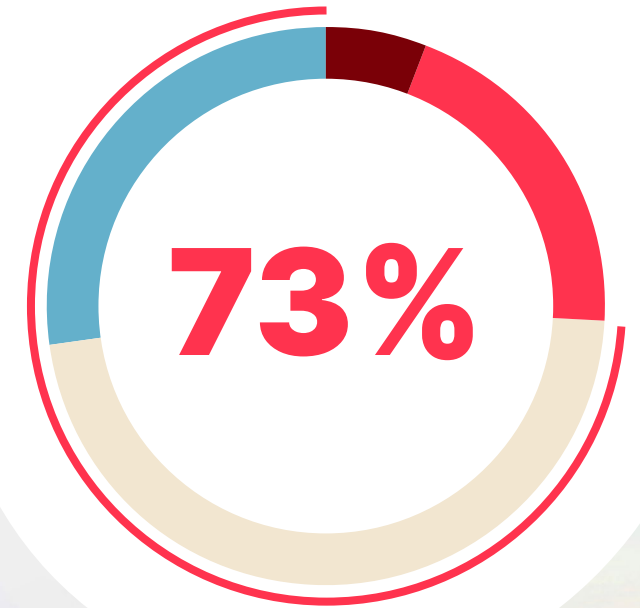
# Winning bigger than ever

The critical shift is moving from individual AI agents to digital workers that deliver broad business value by embedding them seamlessly into value stream workflows.

A new kind of hybrid organisation, where people work side by side with digital colleagues, forces organisations to rethink ways of working across the board. Digital transformation is not new, but both the speed and the scale of change are now greater than ever. Entire end-to-end business processes are being automated and they become self-improving.

The winners don't use digital workers merely to optimise existing operations. Instead, they discover new ways to maximise organisational potential and value creation. They refuse to let legacy resource constraints limit their thinking and instead ask: what could be done more and better if the organisation suddenly had a thousand or ten thousand additional employees?

Those who succeed gain unprecedented resources to do the right things in the right way. The scale of the resulting benefits is significant – productivity gains, quality, differentiation, speed, risk management, customer experience, and pricing power.



AI agents are not yet driving true transformation in most organisations. 73% are still automating existing tasks with limited evidence of work and process redesign.



## DIGITAL WORKER UTILISATION

	Doing things wrong	Doing things right
Doing right things	<b>Missed opportunities</b> (trying to execute strategy without utilising AI)	<b>WINNING BIG</b> (successful combination of business and technology transformation)
Doing wrong things		<b>Useless efforts</b> (e.g. automation of unprofitable value streams)

### BUSINESS STRATEGY

## Digital workers as strategic lever

Organisations with a strong, competitive strategy can use digital workers to gain significant speed and leverage in execution. By successfully redesigning workflows, they reach what business strategy literature describes as 'doing the right things right', creating the opportunity to win big. Digital workers can also support their human colleagues in the continuous development of strategy in an increasingly fast-changing environment. One example is AI's ability to interpret complex contexts and utilise unstructured data.

Execution has always been critical to turning strategy into results, but it is now decisive. Even if an organisation chooses the right things to do, failing to execute them effectively – without harnessing the potential of a digital workforce – means missing out on major opportunities.

On the other hand, even the most successful use of digital workers in workflows is not enough if the value streams themselves, and the benefits they generate, are not competitive from the customer's perspective. Business transformation must go hand in hand with technological transformation.

# Waiting is becoming a risk

The risks increase if an organisation falls behind in leveraging the digital workforce. The direction is clear, and the necessary technology and platforms are already available. It is time to move beyond isolated pilots and focus on issues that truly matter from a business perspective.

In most cases, the constraints and bottlenecks in developing and utilising the digital workforce stem from organisations' own ways of thinking and structural limitations. Customer adaptation to change is typically much easier. Digital technologies and service channels are already widely adopted, and this transformation further improves the customer experience. Internal friction is greater than external friction.

The rapid pace of change also challenges legal and data protection teams to reassess and adjust current practices. Despite the need for speed, governance and compliance must still be handled with great care.



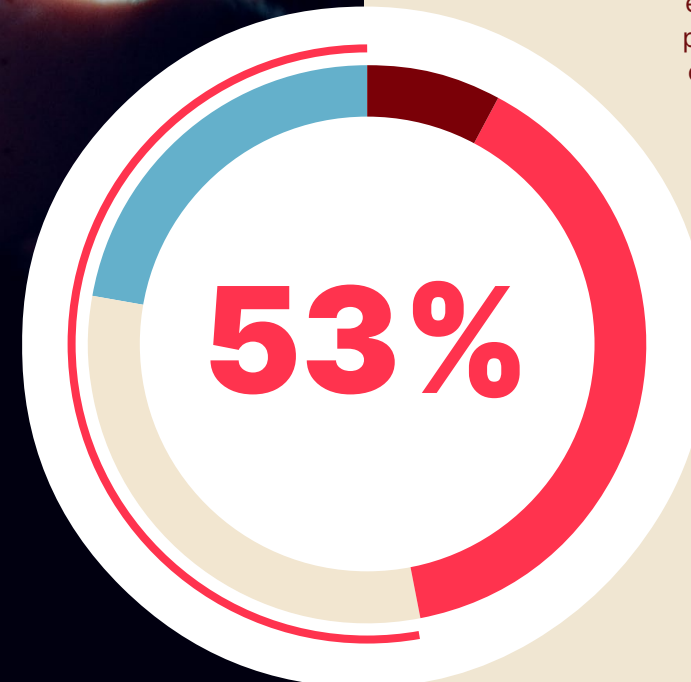
# Signs of urgency

Signs that an organisation is at risk of falling behind in the adoption and management of digital workers include:

- Competitors are successfully introducing new processes that rely heavily on digital workers.
- Customers are being lost because competitors' solutions are perceived as superior.
- Competitors' productivity and profitability are developing faster than those of your organisation.
- The digital worker architecture is fragmented. New tools are purchased for individual needs on top of existing ones, with no clear coordination or consolidation of the overall landscape.
- Even well-considered and necessary digital workers face long internal bottlenecks in deployment and approval processes, for example related to data protection or legal matters.
- Employee satisfaction drops when people feel their workplace tools are worse than those they use at home or see elsewhere.

The earlier organisations develop and adopt digital workforce management systems and processes, the better the outcome. The longer teams and departments build agents and systems in isolation, the more complex and tangled the overall setup becomes, and the slower and more expensive it is to bring things under control.

Over half of the organisations (53%) still lack a clear and comprehensive understanding of what AI agents are currently in use.



## Will HR become HDR?

The governance of employees has traditionally been the responsibility of HR professionals, but who will take ownership of the growing population of digital workers? Will the Human Resources function evolve into Human and Digital Resources?

Digital workers – their roles, tasks, lifecycle, and costs – must be tracked and managed in the same way as human employees. They need to be placed in the organisational chart alongside people, so that it is clear who is responsible for their supervision and for any errors they may make.

The digitalisation of the organisation also brings digital workers into HR itself. For example, they can handle onboarding preparations for new employees, such as ordering work equipment, keys, ID cards, workwear, and access rights to different systems. They can also manage calendar bookings with key colleagues the new employee should meet during their first days, and provide support for the practical questions that arise at the beginning.

# But what about us humans?

Many knowledge workers are concerned that digital workers will displace them. This risk is particularly present in organisations that focus primarily on cutting costs through AI.

In organisations that aim to use AI to build real competitive advantage, organisational potential, and value creation, digital workers don't replace people – they reshape not only workflows and value streams, but also the nature of human work.

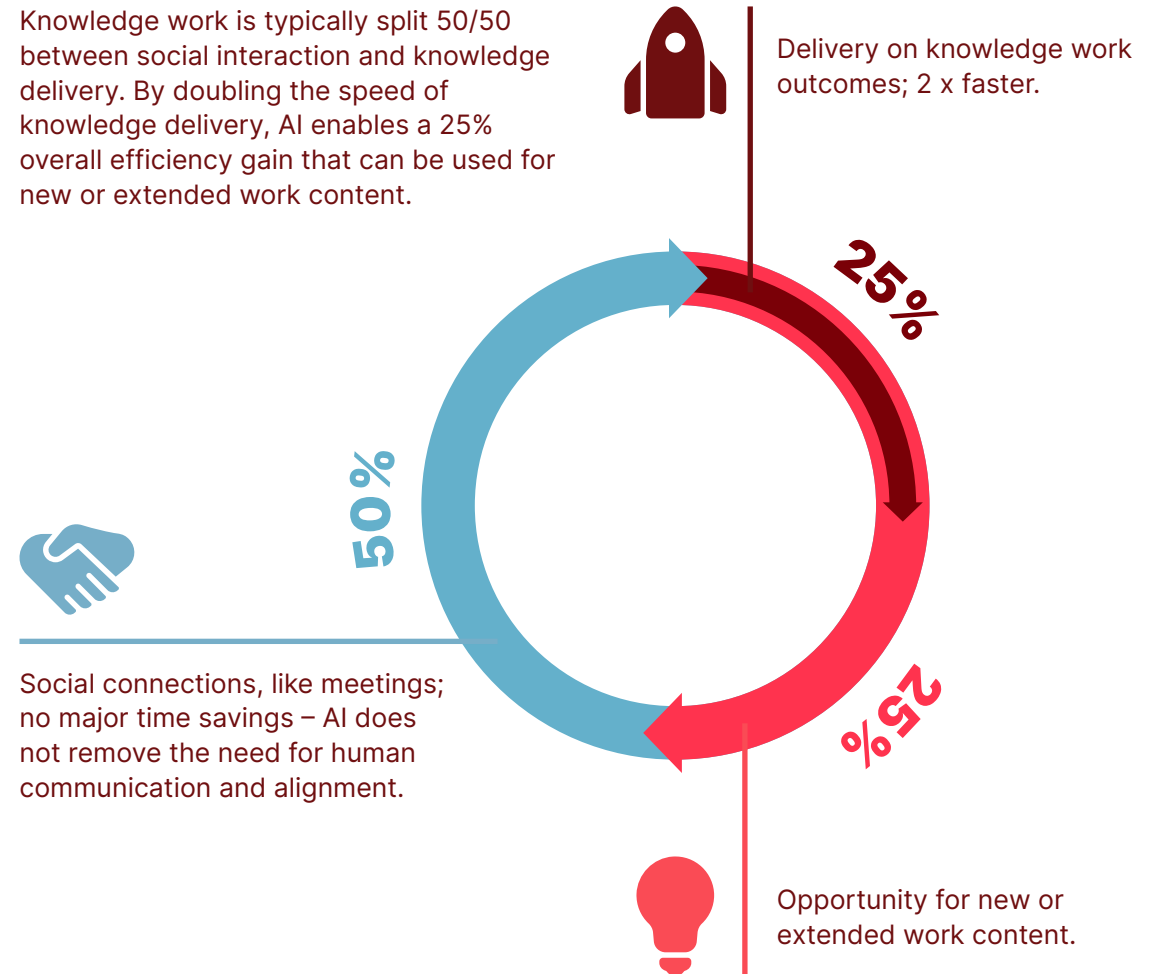
Companies that succeed in this transformation usually grow and often create more jobs along the way. Historically, this has been the case with industrial automation, computers, and the internet. Many of the new roles that emerge are also more interesting than the routine tasks taken over by digital workers.

Every organisation needs to understand the importance of creative knowledge work in value creation. This means identifying which tasks can be automated, and how that automation should be carried out. At the same time, it is essential to recognise the value of people. Organisations must define which responsibilities should remain with humans and ensure that their workforce has the skills needed for these roles. Ultimately, every organisation should ask why it employs people – and how best to use the time freed up by digital workers.

A simple example of this transformation is how faster access to knowledge frees up time for people to focus on developing new ideas and innovations.

## Work productivity dynamics

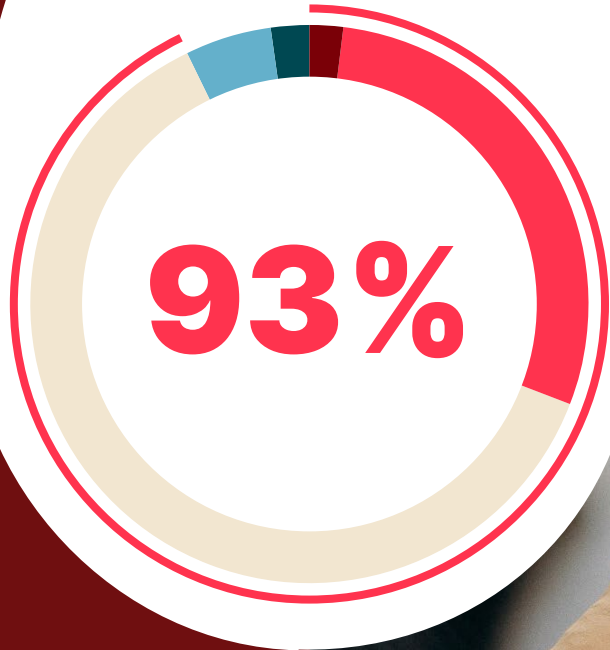
Knowledge work is typically split 50/50 between social interaction and knowledge delivery. By doubling the speed of knowledge delivery, AI enables a 25% overall efficiency gain that can be used for new or extended work content.



## Providing better customer service together with digital workers

A good example of collaboration between humans and digital workers is customer service, where many people still value the opportunity to interact with another person. The customer interacts with a human employee, who is supported by digital colleagues that help find answers and solutions faster and more effectively. This improves the experience for both the customer and the employee.

Digital workers can also extend customer service beyond human working hours, enabling round-the-clock support. They can remove routine tasks from customer service agents' workloads and free up time to focus on more complex cases.



Sentiment towards AI agents and digital workers is generally receptive. Over 90% of organisations show a neutral to positive attitude, with little evidence of strong resistance.



# Part two

# Urgent themes for the management agenda

The rapid growth of the digital workforce brings new challenges in how it is managed. A more holistic approach to leadership is needed for hybrid organisations and value streams where people and digital workers operate side by side. Ownership is shifting from IT management and early AI adopters to business leadership. This requires a new kind of collaboration between business and technology professionals.

This is a complex topic. Executive teams can address it through four concrete leadership themes that help identify the organisation's current state, opportunities, and the areas that require decisions, actions, resources, and clear accountability.

**1** Digital worker management

**2** Digital workers' business value

**3** Value stream redesign

**4** Digital worker development and deployment



Theme 1

# Digital worker management

Do you lead digital workers in the same way as human employees? Are leadership responsibilities, roles, and processes defined just as clearly as they are for people?

**Topics for executive team discussion:**

- Recruitment and onboarding of digital workers: how is it decided what is needed, and what capabilities are acceptable? Who is authorised to introduce new digital workers into workflows?
- How is the value of digital workers measured? How to identify digital workers worth scaling, the ones in need of retraining and which have reached the end of their lifecycle?
- Who manages digital workers? How are they positioned in the organisational chart alongside people?
- Who is responsible for the development, continuous training, and lifecycle management of digital workers?
- Legal, data protection, and risk management considerations: how are digital workers approved for use, and how are they reflected, for example, in contracts with customers?
- Rules and practices for internal communication, interaction, and collaboration between human and digital workers.

## Tip from our CTO

**Juha Kujala:**

“Most organisations are still using GPS when they need air traffic control. GPS finds the best route, but it can’t prevent a collision. Air traffic control guides every plane simultaneously, anticipates conflicts before they happen, and keeps the whole system moving safely at scale. The same distinction applies to AI: running pilots is easy, scaling AI across the enterprise is not. Sofigate recommends ServiceNow AI Control Tower — giving you unified visibility and actionable insights across all your AI assets, performance, business value, risk, and compliance, including the EU AI Act.”



**DO'S**

- Know your digital workers (for example, through a centrally managed “HR system” for AI resources).
- Establish clear and well-governed lifecycle management for digital workers.
- Continuously measure the performance, quality, costs, security and compliance of digital workers.
- Ensure all work done by digital workers is linked to strategy and objectives, and that the value created is visible.



**DON'TS**

- Even if AI agents built by individual users work well for their own needs, they should not be shared more broadly unless they go through the same evaluation and selection process as all other digital workers.
- Do not treat governance as a one-off approval. Supervision must continue throughout the lifecycle.

**Theme 2**

# Digital workers' business value

Are digital workers creating real value for the organisation's value streams? Are they embedded in controlled and measurable workflows and driven by business needs?

**Topics for executive team discussion:**

- How do we ensure that every digital worker meets the three prerequisites for value creation:
  1. They are embedded in end-to-end processes.
  2. They have a measurable impact on throughput time, quality, or costs.
  3. They operate as part of the operational governance model.
- Are ownership and accountability for digital workers assigned to business process owners?
- What practices ensure effective collaboration between business leadership and technology experts?

## Tip from our CTO

**Lassi Kurkijärvi:**

"If you cannot connect a digital worker to a business owner, an end-to-end process, and a measurable outcome, you do not yet have business value – you have an AI pilot. Real transformation starts when digital workers are governed as part of daily operations and measured through the performance of the workflow, not just the tool."



**DO'S**

- Integrate digital workers into existing workflows, platforms, and monitoring systems.
- Measure the performance and development of business processes, not just individual digital workers.
- Use digital workers to redesign existing workflows and the division of work.



**DON'TS**

- Do not optimise isolated tasks that don't change an end-to-end business outcome. Optimising only individual tasks and not redesigning the work as a whole simply moves the problem further down the line.

**Theme 3**

# Value stream redesign

Are you redesigning work or merely automating the old? How do people and digital workers collaborate? How are clarity of responsibilities, trust, and process transparency ensured? How can digital workers be embedded into workflows in a way that increases productivity without creating unnecessary oversight for humans?

**Topics for executive team discussion:**

- What opportunities do digital workers create for renewing the business and value streams?
- How is collaboration between people and digital workers designed?
- How does this change people's current roles and use of time?
- How is the performance of hybrid teams measured?
- How can more value be unlocked from human expertise?
- How can additional value be created with digital workers?
- How can people be empowered and motivated with the introduction of digital colleagues?
- What is the role of humans in decision-making? Where are judgement, empathy, and human accountability required? When should humans intervene?

## Tip from our CTO

**Lassi Kurkijärvi:**

“Involve people from your team in the design of digital workers and workflows. By using tools such as our transformation design approach, you can ensure the design process is not limited to experts or top management. It is crucial to involve employees across the value stream and gather their input. You can facilitate this discussion using the ‘AI Value Canvas for rethinking business transformation in the age of AI’ presented in this playbook.”



**DO'S**

- Define human-in-the-loop, human-on-the-loop, and autonomous-by-default principles within workflows, and clarify when human involvement is required in the decision-making, and when it is not.
- Redesign roles, decision points, and handovers together instead of inserting digital workers into the old model.
- Simply transferring old ways of working into new technology delivers only little or no real value.



**DON'TS**

- Don't expect humans to step in mid-process. As shown in Bainbridge's classic study from the 1980s ("The Ironies of Automation"), people cannot effectively take over a process they have not been part of.
- Do not treat change management as a communications exercise after the design is already fixed.

**Theme 4**

# Digital worker development and deployment

How are digital workers developed and scaled as the organisation moves from individual pilots to hundreds or thousands of digital workers, and towards an industrial-scale AI Factory approach?

**Topics for executive team discussion:**

- How and by whom are shared architectural principles defined?
- What development and testing models do we use?
- Which reusable components create economies of scale?
- What refinements are needed in data protection and compliance practices?
- What metrics and tools are used to measure performance?

## Tip from our CTO

**Juho Nevalainen:**

“Establish an AI factory as a dedicated capability to scale the AI deployment and involve end users as key contributors. In the AI Factory, common delivery models and structured approach ensure consistent quality of deliverables. The AI Factory must address not only the technology but also the full scope of human-centric transformation. In practice, this means providing enough support for employees so that they truly change their behaviour in everyday work – otherwise the technology won’t deliver the promised benefits.”



**DO'S**

- Start by rethinking work and value creation and organise technology around them.
- Involve your people in the development process to ensure their support for the transformation.



**DON'TS**

- Don't use “legacy systems” as an excuse not to introduce digital workers. If a human can use a system, digital workers can too.
- Do not scale pilots before testing reuse, operability, and ownership at the enterprise level.

AI Value Canvas

# Rethinking business transformation in the age of AI

The AI Value Canvas on the next page helps you structure one of the most critical conversations today: how to rethink value creation, when AI fundamentally changes what is possible.

This canvas brings together strategy, transformation, and human impact into one clear view. It is equally useful for leadership discussions, team-level workshops, and unit-specific planning.

Use the canvas when you need to:

- Align why change is needed now
- Explore what becomes possible when capacity constraints are removed
- Bring clarity to decision-making and priorities in a hybrid (human + AI) environment

Approach each section in the numbered order to guide the flow of thinking. Use the questions to support discussion and the test prompts to validate whether the outcomes are clear and actionable.

The value of this tool lies in the discussion it enables: challenging assumptions, sharpening direction, and making explicit choices about how your organisation creates value when capacity is no longer the primary constraint.



**Download the canvas**

Download a printable version of the AI Value Canvas to use for planning or working with your team. On the website you will also find additional material and information to guide your journey.



# AI Value Canvas

Rethinking business transformation in the age of AI

## 1 Purpose

**What value do we exist to create?**

What do our strategy, mission, or vision already define?

What value and position have we committed to?

**Test: Are we describing activities or impact?**

## 2 Ambition in the age of AI

**What should be our meaningful next step?**

What becomes possible if capacity, speed, and cost were no longer constraints?

What would competitors do if they fully leveraged AI before us?

**Test: How does this build on or challenge our current strategy?**



## 5 Steering

**How is the newly available capacity directed?**

Where does capacity create value?

- delivery
- innovation
- capability building
- wellbeing

Where are decisions made?

- Close to the work
- Guided by shared priorities
- Centrally coordinated

How do we ensure:

- Decision quality
- Alignment with goals
- Continuous learning

**Test: Can we scale decision-making without losing quality or alignment?**

## 3 Constraints

**What limits value creation? Where does work slow down or get stuck?**

What can't we do today due to constraints?

What compromises do we regularly make?

**Test: If removed, which one would change the game?**

## Opportunities

**What do we have that others don't?**

- Data
- Relationships
- Expertise
- Position in the value chain

**Test: What would be difficult for others to replicate?**



## 4 Human value

**Where do humans create the most value? Are we enabling it?**

What requires human judgment, creativity, or trust?

Where are people overused vs. underutilised?

What kind of work should people spend more time on?

**Test: If routine work disappeared, what would great work look like here?**

## 6 Transformation

**What needs to change to reach our ambition? How big of a shift are we facing?**

Where will we face resistance?

Who owns and drives the change?

**Test: Are we ready to follow through?**

# Part three

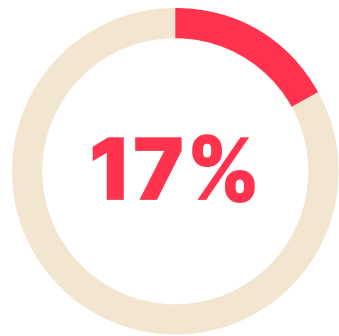


Sofigate survey

# A future of work with digital workers

AI adoption is gaining momentum across organisations, but progress remains uneven and at an early stage. These insights are based on two complementary approaches: expert observations from Sofigate consultants working in customer environments and structured input collected from organisations across the Nordics and the Benelux, forming a combined sample of n=63 (collected in late spring 2026). Notably, the results show significant variation depending on the source. For example, organisations represented in AI events are typically further ahead in their AI journey. This should be taken into account when interpreting the results. Together, these perspectives provide a grounded, experience-based view into how organisations are actually progressing.

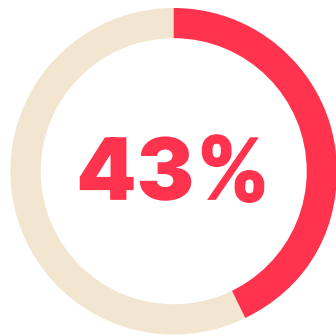
Organisation's leadership is actively discussing a future where digital workers will outnumber human employees.



■ Yes  
■ No

Some organisations are already discussing a future where digital workers outnumber human employees, but most are not yet addressing this scenario.

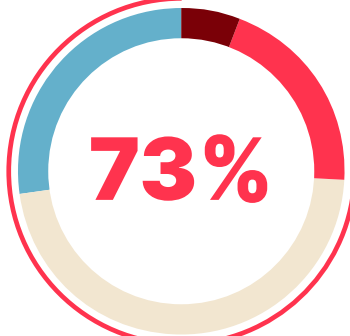
Organisation's leadership is actively building a well-governed capability to design, deploy, and manage AI agents at scale.



■ Yes  
■ No

Leadership is split. 43% of organisations are already building the foundations to scale AI agents, while the rest are still lagging behind.

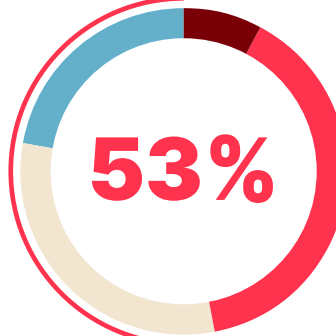
AI agents are leveraged to redesign work and processes in this organisation, rather than simply automate existing tasks.



■ Fully agree  
■ Somewhat agree  
■ Somewhat disagree  
■ Fully disagree

AI agents are not yet driving true transformation. Most organisations (73%) are still automating existing tasks.

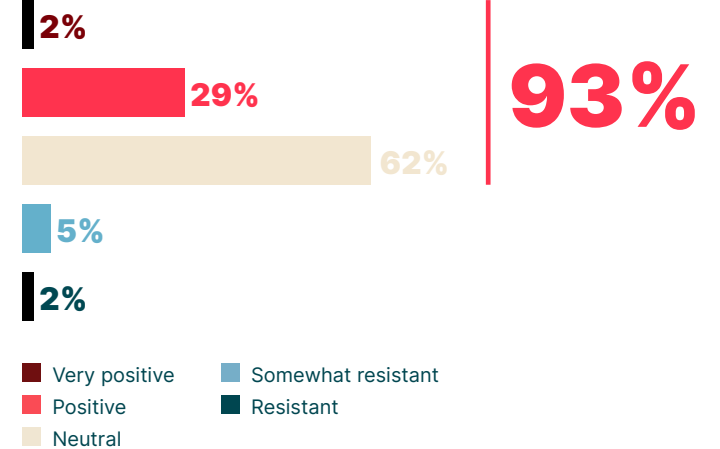
The organisation has clear visibility into the AI agents currently in use and the tasks they perform.



■ Fully agree  
■ Somewhat agree  
■ Somewhat disagree  
■ Fully disagree

Over half of the organisations (53%) still lack a clear and comprehensive understanding of what AI agents are currently in use.

How do people generally feel about AI agents and digital workers in this organisation?



■ Very positive  
■ Positive  
■ Neutral  
■ Somewhat resistant  
■ Resistant

Sentiment towards AI agents and digital workers is generally positive. Most report a neutral to positive attitude, with little evidence of strong resistance.

## We'll be happy to help you in sustainable business transformation with our services



### JUHO NEVALAINEN

works as an Executive CTO and Head of Enterprise AI Services. He is also the owner of Sofigate's AI Agents programme and the leader responsible for the company's AI offering.

Juho has extensive experience in IT management and business development consulting, concept development and commercialisation, as well as in leveraging artificial intelligence for business planning.

### ENTERPRISE AI SERVICES

Sofigate's Enterprise AI services help organisations move beyond isolated AI experiments and turn AI into a scalable, secure, and productive part of everyday work. Enterprise AI Services is a portfolio of Sofigate's services covering all components needed to scale from pilots into enterprise-level AI transformation:

- Sofigate AI agent library
- AI platforms like ServiceNow and Salesforce with the most advanced AI capabilities in the market
- AI factory model for industrialised agent development
- AI trainings for enterprise-wide competence uplift
- AI consulting and professional services



### JUHA KUJALA

is Executive CTO at Sofigate Platforms. He is passionate about helping organisations use emerging technologies to deliver better services.

Juha has extensive expertise in the ServiceNow platform and service development leadership. He is a firm believer in platform-powered transformation, where the world's leading technologies are adopted to drive real business transformation — or even reinvention.



### LASSI KURKIJÄRVI

has been building digital business for three decades. Today, he helps Nordic companies navigate digital transformation in his role as

Executive CTO at Sofigate's Transformation Excellence stream.

His passion is humanity in all its forms: change is ignited or extinguished by whether people are inspired and engaged by it. Ultimately, everything new should serve a better and more sustainable life.

### PLATFORM SERVICES

Sofigate's Platform Services help organisations unlock the full business value of modern AI platforms such as ServiceNow and Salesforce. Instead of treating platforms as isolated IT tools, Sofigate turns them into strategic engines for transformation – connecting processes, automating workflows, and enabling seamless, autonomous operations across the organisation. By combining deep platform expertise with strong transformation and design capabilities, Sofigate ensures that these platforms deliver real, measurable business impact.

### TRANSFORMATION SERVICES

Sofigate's transformation services help you lead complex transformations powered by technology. Our AI augmented professionals either help you build the internal competence, operating models, and leadership needed to succeed, or bring an experienced team to help you take your organisation through the transformation journey. Instead of outsourcing change, Sofigate empowers business leaders and teams with proven methods, human-centred design practices, and hands-on coaching to create sustainable, repeatable transformation capability.

- Transformation design
- Program and project management
- Business change management
- Business data management
- Capability optimisation

Sofigate is the leading business technology company in the Nordics. We are pioneers in enterprise-level AI services, combining our unique expertise in business transformation, AI agents and leading technology platforms such as ServiceNow and Salesforce. We are the founder of the Business Technology Forum and the developer of the globally used Business Technology Standard, BTS. Our team of over 800 experienced professionals supports customers across six countries and nine offices in Finland, Sweden, Norway, Denmark, Hungary and Poland. We also have presence in Continental Europe. Sofigate's net sales is approx. EUR 150 million, and the company is primarily owned by its management and employees.

More information: [sofigate.com](https://sofigate.com)

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