

Keys to Intelligent Industry

with Caroline Segerstéen Runervik
and Fredrik Gunnarsson

EP06

Continuous development in a transforming industry, with Ödgärd Andersson, Zenseact



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[Guest] **Ödgård Andersson**

But if we want it to happen at the speed that probably the planet needs, we need to not go backwards.

[music]

00:00:16 [Host] **Caroline Segerstéen Runervik**

So welcome to a new episode of our podcast Keys to Intelligent, and I can assure you today we're going to have an exciting discussion about road safety, AI and something very, very exciting, the transformation of software. And today with me, I actually have another Fredrik. So, Fredrik Nyberg, you are responsible for our engineering business in the Nordics, welcome. How are you today?

[Host] **Fredrik Nyberg**

Thank you. I'm super good. And this is actually my first ever podcast. So very excited about that.

[Host] **Caroline Segerstéen Runervik**

This podcast is about intelligent industry. So, tell us, what is intelligent industry for you?

[Host] **Fredrik Nyberg**

Intelligent industry is the convergence that we see of IT and OT meaning the convergence of digital and physical world coming together. So, in the future everything will become connected and contain a piece of software becoming intelligent by that and we see a lot of trends in different areas, certainly on the topic of intelligent cars, which is one of the topics today.

[Host] **Caroline Segerstéen Runervik**

Today we have another person who loves technology with us and we have Ödgård Anderson with us today from Zenseact. I'm a bit curious to hear a bit from you, Ödgård. You have a technology background throughout your career. What made you be so passionate about technology?

[Guest] **Ödgård Andersson**

Well, I think I have my mother to blame, actually. And she was a chemist as a profession and really always encouraged us to be curious about how things work, and she was also very curious when I was growing up. So, if something wasn't working, she would dismantle and start troubleshooting and involve us, the kids in in the process. And I think she also heavily encouraged that we would kind of pursue maths and STEM topics in school.

[Host] **Caroline Segerstéen Runervik**

So it shows the importance of role models from your small right, yes, and why it's so important to be curious. So, coming back to you, you're the CEO of Zenseact, I know there's a lot of people who want to know a bit more about Zenseact. Tell us a bit more about your ultimate mission.

[Guest] **Ödgård Andersson**

Yes, so we're about 800 people in Zenseact and we're a part of the Volvo Cars Group, wholly owned daughter company to Volvo Cars. Our mission is to design and develop and launch all the software that makes cars either drive themselves or support the driver while they're driving, and we normally talk about that as AD (autonomous drive) or ADUST, which are then advanced driver assistance systems.

[Host] **Caroline Segerstéen Runervik**

And then looking at that, one of the key accelerators for you is of course AI and basically you also sometimes mentioned as one of the largest AI companies in Sweden, how can that be being still, you know quite a small company.

[Guest] **Ödgård Andersson**

I mean it, it's of course a bit difficult to define what's an AI company and who's the largest and so on. But I mean, if we look at the compute clusters that we have to train our machine learning algorithms, we conclude from that that we are probably the largest or one of the largest companies that is fully focused on the type of machine learning AI software that we develop. And how can that be? Well, I mean the very basic answer to the question is we're not making AI because we think it's cool - we do.

[Host] **Caroline Segerstéen Runervik**

It is cool, I agree.

[Guest] **Ödgård Andersson**

But the reason behind it and the reason that Volvo Cars invests in us and we're, I mean 800 people is quite huge investment even for a large company like Volvo Cars. And the reason is that their core value is to be the leader in safety and basically saving lives and putting an end to car accidents. And in order to be leading, they want to control the things you do that actually make the most difference. And a lot of the cars behaviors and how you



actually develop cars is moving into software and ultimately into machine learning and AI. And therefore, if you want to be a leader, you cannot just rely on buying stuff from somebody else. You have to actually do it yourself, and that is the reason why we were created. And aiming at fully autonomous driving has been a key part of our strategy. Not because we believe the whole world will be autonomous tomorrow, but because that actually pushes the boundary of the technology in a way that we make use of also for all the driving we support. So, every mile gets safer because we aim high to the ultimate case of autonomous driving, develop our machine learning algorithms and our software. To work for that, but long before we're fully finished with that, we deploy all the tech development we do into the cars already today and support every single Mayo drive.

[Host] **Caroline Segerstéen Runervik**

So, continue on that safety road that actually Volvo Cars once started, right? And see what the new technology can bring to us. I still want to go back then and look at, I mean, you're spending a lot of money into research and development and that's also what makes you a bit special as a company. And we spoke about it before, the fact that you actually have the luxury, but it's also need to spend so much time on R&D. Can you explore or elaborate a bit on that?

[Guest] **Ödgård Andersson**

Yeah. So, I mean, first of all, what we do has never actually really been done before. So, it's not like you could go out and buy it somewhere it doesn't exist off the shelf. And since we do it with a clear focus on safety, it's also not the angle that everybody else takes. We don't do it because it's cool. We would do something else if it doesn't bring safety and therefore we have to develop ourselves and the reason we also spent quite a lot of effort and energy on research is actually twofold. One is that the field of machine learning to automate driving is rather immature there. There's a great need for research and in AI and machine learning a lot of the actual research is now happening in the industry rather than in academia as it used to be and the reason behind that is that you actually need to invest a lot of money into the compute clusters that are needed in order to train your algorithms. So, the interjection between academia and industry, they're coming much closer together. We do this in our case with industrial doctorates that are hired by us and work with a professor in, in academia and actually are at the forefront of developing the next generation of machine learning to go into our next generation, of course. But it's also a place where we recruit people, so some of these brilliant minds that start out as doctorates are also the ones who stay and are at the core of building the teams that are doing our next generation deep.

[Host] **Caroline Segerstéen Runervik**

So it's an amazing way to, as you said to attract the best, the best people in the market. So maybe then Fredrik coming to the subject of software transformation, I mean for Zenseact of course it's about software development. It's about continuously see what the software can bring to us in this case to make us, you know, being much more safe on the roads but what do you want to add when it comes to the software development? As you see it today?

[Host] **Fredrik Nyberg**

In all industries, there's a huge shift in digital software and again also on the convergence between the digital and the physical world. And I think and I'm extremely not only excited, but also positive on the future because it creates more sustainable products where you can sustain them and improve them on the market. So, I think it's also it's just a sustainability topic in that aspect in the softwarization trend. In automotive industry, I mean, OK, that's the most evident. I mean getting to the point and the wording of software defined vehicle where I am I think we'll see a tremendous avalanche of new apps in the core to support you in planning meetings or going in the right direction. And yeah, it's an exciting journey.

[Host] **Caroline Segerstéen Runervik**

And then maybe a bit your reflection on where the automotive industry is taking off now and also maybe a bit of a global perspective on that.

[Guest] **Ödgård Andersson**

The industry is in a super interesting place and I think if you look at it, it fly out and look a little bit helicopter view on this. The transition from being hardware defined to being a much more combination of hardware and software, and where the software improves all the time, is not unique to the car industry. It's happened in other industries before. I mean, I used to work in telecoms for a long time and of course that change came a bit earlier there and many of the fantastic possibilities we saw there are also evident in the cars also many of the challenges are there and if we fly out from the car industry, I mean there's some mega trends going on. I mean first of all came the electrification trend and that also creates a kind of totally different threshold for new players to start making cars and that as a consequence has meant you don't have to buy a super complicated or build a super complicated factory that can make combustion engines. You don't need to kind of have all that expertise and it's lowered the threshold to start new players and as a consequence a number of new players has exploded, and they come very much more from a digital first standpoint and you can be a little bit depressed about that if you're an incumbent in the car industry. On the other hand, they don't know how to physically make the product in the way that that the incumbents do. So, for the new players, there's a lot of kinds of understanding of how to master actually building a car, whereas they may start from the digital blank sheet of paper, which is much easier. It's a starting point. For an



incumbent automaker. It's been a lot about optimizing for cost reduction on the hardware and making processes that minimize risk for the hardware, and that's how the whole industry has kind of evolved over many years because the product as such has taken incremental steps of development. And when you throw in something like software defined into that, it means that all these processes that we for very good reasons established. They don't work really well for software that continuously changes and is launched all the time and needs to upgrade and update and that's a bit of a tough journey to be on. And I've been, I mean, I used to work in Volvo Cars before I came to Zenseact and we started that journey of kind of picking partners to work with on certain things, introducing Google and the cars for the maps and the assistant because we realize that we will never with the data we have in Volvo, train Voice Assistant that's better than Googles or a map that's better than Googles and then kind of carefully selecting to take control of the software where it matters the most in order to have the speed in updating an iteration. But it's a difficult journey for large incumbent companies because you have to change a lot all the way from the way you actually plan your product development to the actual business model going out to the end user all of a sudden you have a development that never stops, which means you have a fantastic way of delivering value without an end, but you also have a cost that never stops exactly, so you have to have a business model that kind of supports that and that's an it's a big shift for the industry. All the pieces that were well in place in the, in the existing model are moving around. But it's also exciting.

[Host] **Caroline Segerstéen Runervik**

So, what are the key Success Factors for the incumbents then to be able to actually finally compete with US and China?

[Guest] **Ödgård Andersson**

But first of all, there are many incumbents in the US as well that are struggling as much as the ones in Europe. But what I would say is that I think being a part of the Volvo Cars group, it helps a lot to not be too large. And I always say that I think we have the perfect size. We have like some of the kind of out broken companies like Zenseact, where we can fully focus on software and AI, optimize all our processes and kind of run in the forefront of that. But the entire Volvo Cars is a large company, but it's small enough that we can actually put everybody in a room and take decisions when we need to do it and start changing things when we need to change them. And Volvo has just released the EX90 now and also we just in our case also made the software for the Polestar 3 and super excited about having those out on the streets. But that platform is really the first one that is from start built for being continuously upgraded. And it's been quite a journey to put that in place and be able to launch, but now we have like a really good starting point.

[Host] **Caroline Segerstéen Runervik**

I understand and of course what you tell us is sometimes it has actually a beauty with not being that large and having a bit more of a flexible, flexible size. Any reflections from you, Fredrik, on this?

[Host] **Fredrik Nyberg**

I think Volvo and Zenseact has done it quite cleverly, kind of a distributed team of teams, right where you focus on specific tasks and already able to elaborate and collaborate on in, in kind of a team spirit.

[music]

00:13:49 [Host] **Caroline Segerstéen Runervik**

When we spoke about this, we spoke about, of course, it's about the safety in the cars, but it's also about giving a much better end user experience, right? And you had an interesting comment that right now we're actually going backwards. When we look at the electrification as we speak. It's like it's been halting a bit, right? And we see different companies actually revising their targets in regards of electrification. We see investment in combustion engines etcetera. And you had some clear views on this on where we're heading and the fact that you know we should just, not go backwards. We should just accelerate instead in terms of the electrification.

[Guest] **Ödgård Andersson**

I think the key point for me and I've been driving electric cars for quite a few years now. I think it's such a superior user experience. I don't miss being at the gas station with that messy process of trying to fuel up my car. It's expensive, much more expensive than it is to charge it with electricity. I live in the city. There are no gas stations anymore. You have to drive quite far to even find a gas station and overall the ride is quiet. And the whole charging is much, much better for like 99% of the cases. I think we still have some big challenges when it comes to the public infrastructure around charging and I think here I would love to see our politicians acting with helping out to really ensure we have a good foundation for building the infrastructure for charging. But, I think the experience you have driving electric is going to win and it's also what's right for the climate and for our planet. I think it's unfortunate right now that we see such swift changes in in subsidies and things like that because it makes it super hard to navigate. All the companies that are trying to do the right thing get kind of hit with surprises because all of a sudden somebody pulled the rug with some new rules in different countries and I actually think it would be great to not have subsidies. That's fine. We can we as a car industry can build cars that carry their own cost. But I think it's important that there's some stability there otherwise consumers will be confused, they won't



know what kind of second hand value or first hand price they should be paying. They will hesitate to do what's probably the best choice for everybody, so I would love to see stability on rules and active push to actually do what's right. And I believe the consumer pool will be there because the user experience is superior.

[Host] **Caroline Segerstéen Runervik:**

But we do need, as you said, some more political investments to happen to really push it through, right.

[Guest] **Ödgård Andersson**

I mean it's already happening, but if we want it to happen at the speed that probably the planet needs, we need to not go backwards.

[Host] **Caroline Segerstéen Runervik**

No, and everyone needs to act.

[transition sound]

00:16:57 [Host] **Caroline Segerstéen Runervik**

I'll come to you, Fredrik. So, there is really a big shift right now. Thanks to this technology, how do you see in the software transformation development that this is really accelerating the change for us?

[Host] **Fredrik Nyberg**

From an outward perspective, I do think Volvo Cars and Zenseact sectors a quite clever, would you say a vertical integration and let's say a more modern way on how you sell cars, how you manufacture your battery, how you develop your software, maybe you want to give your take on that?

[Guest] **Ödgård Andersson**

From a software perspective, we quite early kind of established that the car needs to be better every day and in that case in safety is so close to our heart also safer every day and from that we kind of looked at what are the strategies that that we want to or maybe the tactics that we want to implement in order to get there and then we looked at speed because development speed is super key in this. If you really are in a fast moving field, if you want to stay at the forefront of safety and the core of that is machine learning, it's changing at an enormous speed. You cannot have a five year development cycle of a car and then come out every fifth year and decide three years before you launch exactly what kind of machine learning algorithm should go in there and then hope that should stay relevant for another 7 to 10 years. That just doesn't work. And then when you look at it from that angle, how are we going to be able to add value add safety all the time that means we have to kind of take control of the chain of software. It doesn't mean we have to do everything. We can't be experts at everything, but the stuff that actually makes safety, which is our core, we need to control and the speed is everything. Iteration speed is everything. And then you have to kind of vertically take control of that and that of course is it's difficult when you haven't done that before, I mean it's been a big shift of how we do things, the processes we need and actually making the software work in a new way instead of having 150 different computers with one task each and one software each. That you could actually buy from 150 different players, then the whole competence on a system integration level is to make all of them interact. That's fine if you have a predefined scope and you only want to do it once, you kind of make them all work once and it's fine you leave it and you only fix whatever has to be fixed. But if you continuously want to add value and you really don't know what is the value I'm adding in two or three or five years, then you have to control the architecture in such a way that you have. A larger computer than you think you need from start, otherwise you cannot add things, so that's kind of the whole driving force for consolidating the architecture. Bringing much more of a big computer or even a server in the middle of the car that we can actually flexibly use between different parts of the system, but that is of course also a big engineering task to make that change.

[Host] **Caroline Segerstéen Runervik**

And then coming back to the software development, which is sort of core in this, what we of course see is that the software development process is accelerating. Thanks to AI, we not only see that you know the development cycle becomes shorter, but we also see the quality is actually really improving. You've actually been working with AI throughout your automotive career. If we say so. So the last 7-8 years, what is your perspective on the development? And I suppose what we see now, it is an exponential development, so maybe a little bit your your future perspectives as well.

[Guest] **Ödgård Andersson**

Both in the car and in how we develop AI is a massive accelerator to automation, and if you want to launch things all the time like we do. Automating, the quality assurance is super key, of course. Also automating the creation as such, but there's so much potential in this both when we make the code and when we actually make the continuous integration chains, the whole release processes. The more we can automate there, the higher quality we will have. We need to have a code base that's continuously releasable. It has to have high quality all the time. In the old days you could kind of have a mountain of unresolved issues for a long time and then you had a clean up phase at the end of the project and then when it was clean enough you could launch. But if you want to launch all



the time then it always has to be high quality. Automation, automation, automation. Also huge potential to the documentation, especially if you're making safety critical systems. You need to have very good control of documentation and that's a lot of manual work today. And here we've started experimenting, but this very, very early days, I think AI has a huge potential to efficiency there. And then if we look in the product. I mean machine learning and AI is automating our product. We could have never described every single scenario that we want the car to be able to handle, even a single crossing and and try to think of every combination of events that could happen there and write the rule for. It's impossible and then if you think that there are millions and millions of these situations, it just wasn't possible to rule based code that much which meant that that we actually couldn't address all the things that we now can with AI because it recognizes patterns and it can actually learn from data in a way where we don't have the write rules for everything.

[Host] **Fredrik Nyberg**

Super cool, but maybe to just to start off the conversation in in AI and Gen AI, could you help us understand a little bit on how to think about it?

[Guest] **Ödgård Andersson**

As a rather small company, or even as a country in Sweden, we're not going to compete with the US on making ChatGPT, where you train on the entire Internet, but we have a tradition of making embedded software that's really good and and quite advanced. And we have some really large companies, not just in the automotive industry, but like ABB and the and the Ericsson and other companies that that are have a long tradition of embedded software. I think embedded AI systems like a car has a different challenge and and we're not doing Gen AI like ChatGPT in the car, we do it as, as you said, deep learning and it's actually neural Nets. The deeper they are, the more potential to train them on massive, enormous amounts of data. But that also means that they consume a lot of compute and you don't have the ability to put that kind of compute in every device, every car. So in the car we have a limitation. That limitation means you have to be really smart at how you design the algorithms that go in there. And there's a limitation also to the amount of data that is useful to train them on. You kind of reach a saturation point at some point. So for us this kind of equation of making a super powerful algorithm. That actually can train on all the data that we collect both from test cars and from the consumer fleet, but doing it in such a way that it's actually deployable on a rather small computer that we have in the car, that's the big task. And that's what makes it fun.

[Host] **Fredrik Nyberg**

Super cool. I mean in in my mind, I almost get dizzy when you speak on all these futuristic items, but I get the feeling that you're not only building a super computer on wheels, it's kind of a data center edge compute on wheels. Also, right? Coming back to your investment in the data center and also this involvement on the software in the car.

[Guest] **Ödgård Andersson**

Yeah. And that there's another part of that. I mean the data we collect, we have such advanced sensors that we can collect unlimited amounts of data. So, I mean the whole data pipeline is the new place to really excel. The algorithms are actually quite open. So, the base algorithms that we use are typically developed in academia. But what really determines how good they are is to have a really well curated set of data that's very diverse. But we don't need millions and millions of miles of eventless driving on a highway, so it's kind of finding how to pick the gems out of a lot of gravel and making sure that we put that into our simulation mechanisms, basically making every software that we release, checking it against all the trouble we found in the real world.

And all the synthetic trouble we could invent to kind of test it, and that also is better and better all the time. So, the whole quality assurance system also improves over time, making sure that software is safer and safer.

[Host] **Fredrik Nyberg**

For those people that look at AI and hear about ChatGPT and are a bit skeptical, maybe even afraid. But what's your advice to them on how to address and think about AI?

[Guest] **Ödgård Andersson**

I think it's natural to be a little bit afraid when new things come that you don't know about. I remember when I was a kid, everybody was super afraid of robots. They would take over all the jobs in society and in the end we managed to invent other things to do. So, when we're not doing what we're doing today, we're gonna do something else and then I think there's so much potential in AI. I mean the whole what I talked about, the systems we make 1.2 million people die in traffic every year. Almost 50 million are injured. That is an enormous amount of grief for those people, for all the people around them, and even those who are not even killed but severely injured may have a whole lifetime of being in pain and being kind of impaired by the accidents there in. And all the consequences that has and on top of that, it's super expensive. We have to pay a lot of money to , to take care of the people and to in loss of kind of abilities and ability to work and things like that. It's not necessary we can do much better and we cannot do it without AI and without machine learning, we cannot build competent enough systems to take care of everything we take care of and that potential. We want to use and then at the same time



there is a legitimate reason to be concerned. I mean, sometimes AI systems derail and you have to put the guard rails in on those systems. And I think here we also need to mature quite a lot.

[Host] **Caroline Segerstéen Runervik**

So how have you? How do you do that? And how much do you invest in exactly that?

[Guest] **Ödgård Andersson**

Well, in, in our case we tread carefully because the reason we do what we do is safety. So unless we're sure that it's gonna bring safety, we're not gonna take a chance and just try to throw it out and hope it work kind of. So then we put some guardrails, we let it propose and then we put kind of checkpoints where we can intervene, intervene if it's not doing what it's supposed to and that's how we treat it. And then we take steps and sometimes that means we're a little bit slower than we would like to, but we want to make sure that.

[Host] **Caroline Segerstéen Runervik**

Which is for good reason, right?

[Guest] **Ödgård Andersson**

Yes.

[music]

00:27:59 [Host] **Fredrik Nyberg**

From a European perspective, looking at the EU Act on on AI right, which essentially made ChatGPT for all, wasn't wasn't able to even release in Europe. We also wrote some rules now on self driving for others in Europe, all in good sense, right to to try to have a careful approach to these new technologies. But do do you think also that might even hinder the development and in the race towards US and China?

[Guest] **Ödgård Andersson**

I mean, in general, I think in Europe we have had a little bit too much pride in being good at regulating and a little bit too little urge to innovate. But we need to understand that in order for Europe to be like we have been used to in the forefront of many industries, we cannot just relax and do whatever was old tech and be really good at that. We have to be a part of this. So just saying no, I don't think is the appropriate way. I think, however, that as you said, there are good reasons why the authorities are interested, but they need to actually build a huge amount of competence in order to put the right type of rules that allow for innovation and allow for iteration, but also have a kind of smart way of finding out if things are not behaving the way they should.

[Host] **Caroline Segerstéen Runervik**

How much are they actually interacting with players like you?

[Guest] **Ödgård Andersson**

Well, I actually think we have quite good interactions and in our case it's a lot through Volvo Cars and we're involved when it's in the safety area. I think there's a very big understanding among many policymakers that they need to move in a direction that creates relevant policies for this, but it's difficult.

[Host] **Caroline Segerstéen Runervik**

So to succeed, the ecosystem is also critical. How do you what? What sort of actions do you take in regards of ecosystem? And really being a little bit ahead of the game in in terms of technology.

[Guest] **Ödgård Andersson**

Firstly, we do our a lot through research with our industrial doctors and I think that's a way also to be out in the ecosystem. It also means that we have had a quite open approach to how we treat certain data sets and so on. So, we have actually published one of the largest, most advanced open data sets. It's called the Zenseact open data set or the Zod. It's not something that the average household name would know about, but if you're into, if you're into machine learning and interested in our area, it's actually probably much more well known than we are as a company because it allows researchers to actually publish the research and if the data sets are not public, you cannot. But through that we also get interaction with a lot of relevant players. So, for us, that's been a really good thing. It allows our researchers to publish their results. Our researchers keep us at the forefront and we also hire them when they want to come work for us. But it's also actually been an attraction for other talent that know about our data set and know about us through that. Other parts of the ecosystem. We've also worked quite a lot with startups and I think that's kind of nice thing about being the mid size that we are in a large group because we have processes that are much more optimized for software that are a bit quicker and we're a little bit lighter on. On other things than maybe a big companies is, so we it's allowed us to work in the ecosystem around for instance, tool chains and other things that has grown up and for a small player who's just establishing having the chance to interact with a company like ours that actually deploys product and that's connected to Volvo Cars in, in the Volvo Cars Group, we become the kind of middle...



[Host] **Fredrik Nyberg:**

Glue

[Guest] **Ödgård Andersson:**

The glue. Yeah, exactly. And it's been very successful for us. So we have quite a few of those collaborations.

[Host] **Caroline Segerstéen Runervik**

Where do you pick ideas from which is not coming specifically from the car industry?

[Guest] **Ödgård Andersson**

Well, in the car industry we and this was exactly the same when I was in telecom, we had a tendency and we have a tendency in the car industry to think that every problem we stumble on is totally unique. The actual problems we stumble on are different, but some of the patterns are very similar. So, I think it's highly possible to take a lot of inspiration from various industries. That's also quite good in in our company, we bring people in from all over the place because we're quite young.

[transition sound]

00:32:12 [Host] **Caroline Segerstéen Runervik**

I think that quite a few who still ask when is the autonomous driving really there? And if you look into the world as we speak, where are we the most advanced in terms of autonomous driving?

[Guest] **Ödgård Andersson**

I mean, first of all, when I quite often get asked this. When? Can you give me a date? And we have said that we don't think the world needs another car company that throws out a new date every year and then changes it. So, we're actually a little bit careful. We talk a lot about the capabilities that we put into the cars being fantastic sensor set and a fantastic computer and the software that we designed to go in there. We need to collect quite a lot of data to make sure that we know that what we want to launch is safer than what's there when we're just assisting somebody who's driving. And unless it is, we're going to work on it until it is so. So that's the starting point and data collection is super important in this in in order to not just say things, but actually prove them. But I think that the question on when it will happen is much more a question of when in combination with where and where aiming at. Starting on highways for full automation because that's a scenario where people spend a lot of time in queues, but it's also a place where you don't normally have lots of pedestrians or bicyclists and you don't have oncoming traffic in the same place that you are yourself. So that makes it a little bit easier to automate, and that is actually already happening and that will just spread. So, autonomous driving will grow from that domain and grow out into more complex traffic scenarios and increase in speed, the speed that is possible to drive and so on. So, where and when is connected so certain amount of open automation happening now for personal cars.

[transition sound]

00:34:07 [Host] **Caroline Segerstéen Runervik**

When it comes to change, how are you enabling in your organization that the change can happen quickly enough, and what is sort of your key ways of pushing those boundaries of your own organization?

[Guest] **Ödgård Andersson**

Yeah, I think it's a super good question. And I could just say it's never happening quickly enough. And if there's one thing I get frustrated, it's when we know we need to do something and we're too slow at doing it. I think one trick and it also kind of connects to your previous question, is to really talk about where we believe we're going on a higher level a purpose when we're making tactical choices or strategic choices. Will investing in this or that bring us closer to 0 accidents or not? So, really getting that fundamental reason why you're here in place and talking about that all the time, I think really helps. Because if you want to be quick, then everybody needs to decide every day. I cannot sit on the top and have everybody ask me what to do. First of all, that wouldn't make use of all the super smart people in the organization, but it would also be super slow, but also breaking that down and really saying, I mean, we talk a lot about in the old days when we ran one program and launched the product once. Then you could kind of you had a deadline and you had to make sure that there was some good enough content at that deadline and that sometimes made us kind of sub optimized a bit because we had one chance to push it in. We had to take whatever could be pushed in. When you have continuously evolving things that become better and better all the time, you have to kind of decide where am I going? We talk about the metaphor. Am I going to Stockholm or am I going to Copenhagen? And we have to agree on that. And if we believe we're going to Copenhagen, the exact route there may not be decided, but we have to at least travel in that direction and hopefully we make it all the way to Copenhagen on the first release. But if we don't, maybe we will end up in Malmö and then the next time we release a month later, we will be in Copenhagen and then from that point, we realize we need to go to Hamburg or somewhere else, but really deciding that where are we going and aligning people on that bring speed because then people can decide I don't need to decide whether they should take a coffee break in Falkenberg or not, they can decide that themselves, but I need to know that we have all the people aligned on the general direction and we will find our way.



[Host] **Caroline Segerstéen Runervik**

So what I hear is we all share the same purpose. We always ask ourselves, is this going to make the driving more safe? But ultimately everyone needs to know where we going.

[Guest] **Ödgård Andersson**

Yes. And I was going to connect to your previous question, how do we stay curious and know what's going on in the world. If we do that and if we align on where we're going, all the podcasts and all the things that all the hundreds of people in the organization have read, go into that process.

So if it turns out that I thought we were going to Copenhagen, I actually missed a lot of things. They're going to tell me in the process. And then we can of course correct.

[music]

00:37:13 [Host] **Caroline Segerstéen Runervik**

So the final thing would be where are we in five years from now?

[Guest] **Ödgård Andersson**

Then yeah, the \$1,000,000 question. I have been in many interesting places where things change and probably I said this all the time, but it's impossible to predict exactly where this is going and I think that's the point. We cannot know and spend. We could spend like 50 hours per week in meetings trying to project exactly where we will be in five years. We have to decide whether we think. With everything we know today, probably we need to go towards Hamburg then that's where we aim and then we need to be open to the fact that we may be wrong in our analysis and we actually may take a decision in a while that that was not the right place to aim for. It doesn't help to try to visualize exactly where will we be on this route we need to be adaptable to change. So given the information we have now, this is the best we know. We decide we move and then tomorrow we reassess. What if we were wrong yesterday and then we take new decisions and the system needs to allow for that and not lock things down five years in advance and try to kind of keep people accountable for targets that are no longer relevant. I mean plan for change rather than planning for the exact outcome.

[Host] **Caroline Segerstéen Runervik**

So thank you, Ödgård, for this interesting discussion and what I hear is about being curious on the unknown. And then of course, thank you because it's an extremely important work that the organization is doing to make us drive more safe, right. And thank you, Fredrik, for sharing your perspectives, the software. Transformation is happening as we speak and you know you are both in the middle of it. So thank you for today.

[Guest] **Ödgård Andersson**

Thank you. Thank you for having me.

[Host] **Fredrik Nyberg:**

Thank you.

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