Hellenic Telecommunications Organization (OTE) Data & AI Governance

EBDVF25, Copenhagen

12-14 Nov 2025

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Agenda

- “in the beginning there must be purpose…”
- How AI Governance works in OTE
- Focus: AI Value Management
- Summary

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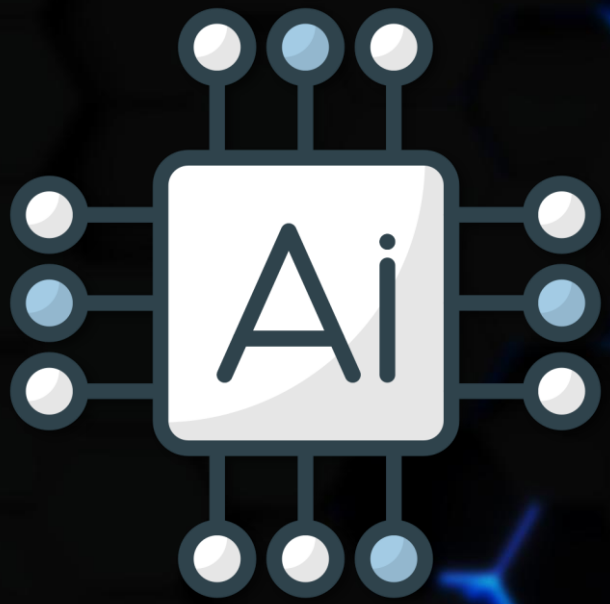
What is the purpose of AI?

Produces **Value** for People & Businesses



How do we maximize the value from AI while minimizing or eliminating the associated risks?

Generates Riks

Risks that can compromise much more than the value produced

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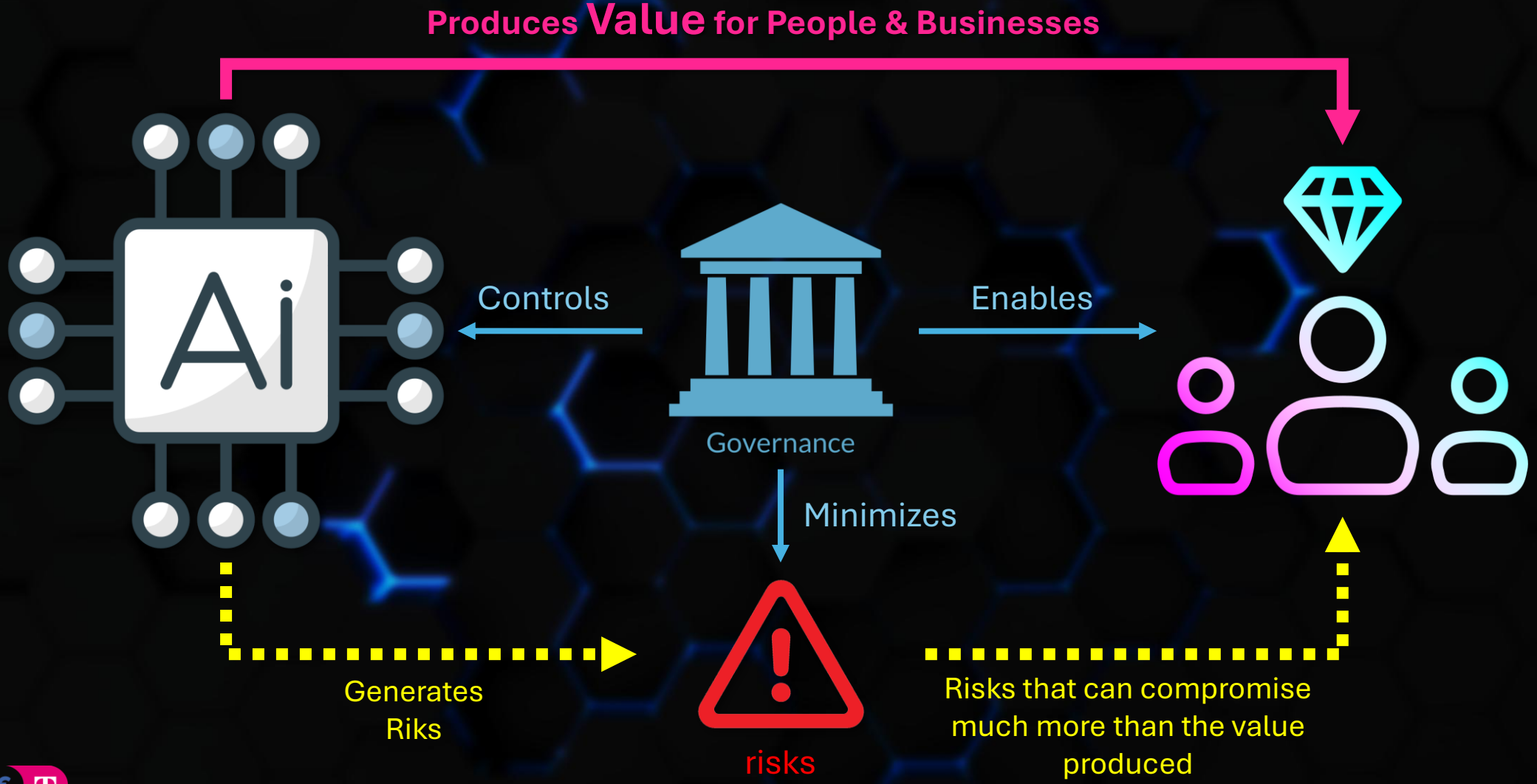
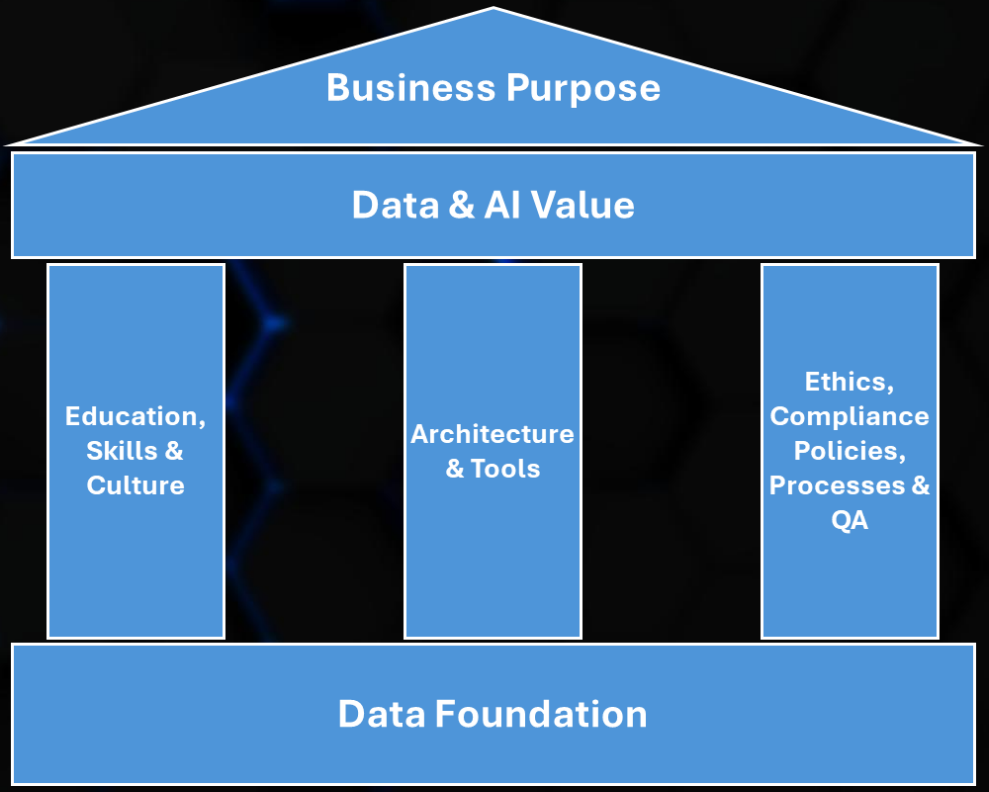
AI Governance: the missing link...



How do we prepare in OTE for the AI future?

Data & AI Governance

1. **The Why:** “Let it be purpose…”
2. **Value:** “Show me the money AI!”
3. **Culture & Skills:** “Learn, grow, lead change”
4. **Architecture:** “AI city planning…”
5. **Compliance:** “AI law & order…”
6. **Foundation:** “Build my Data factory…”



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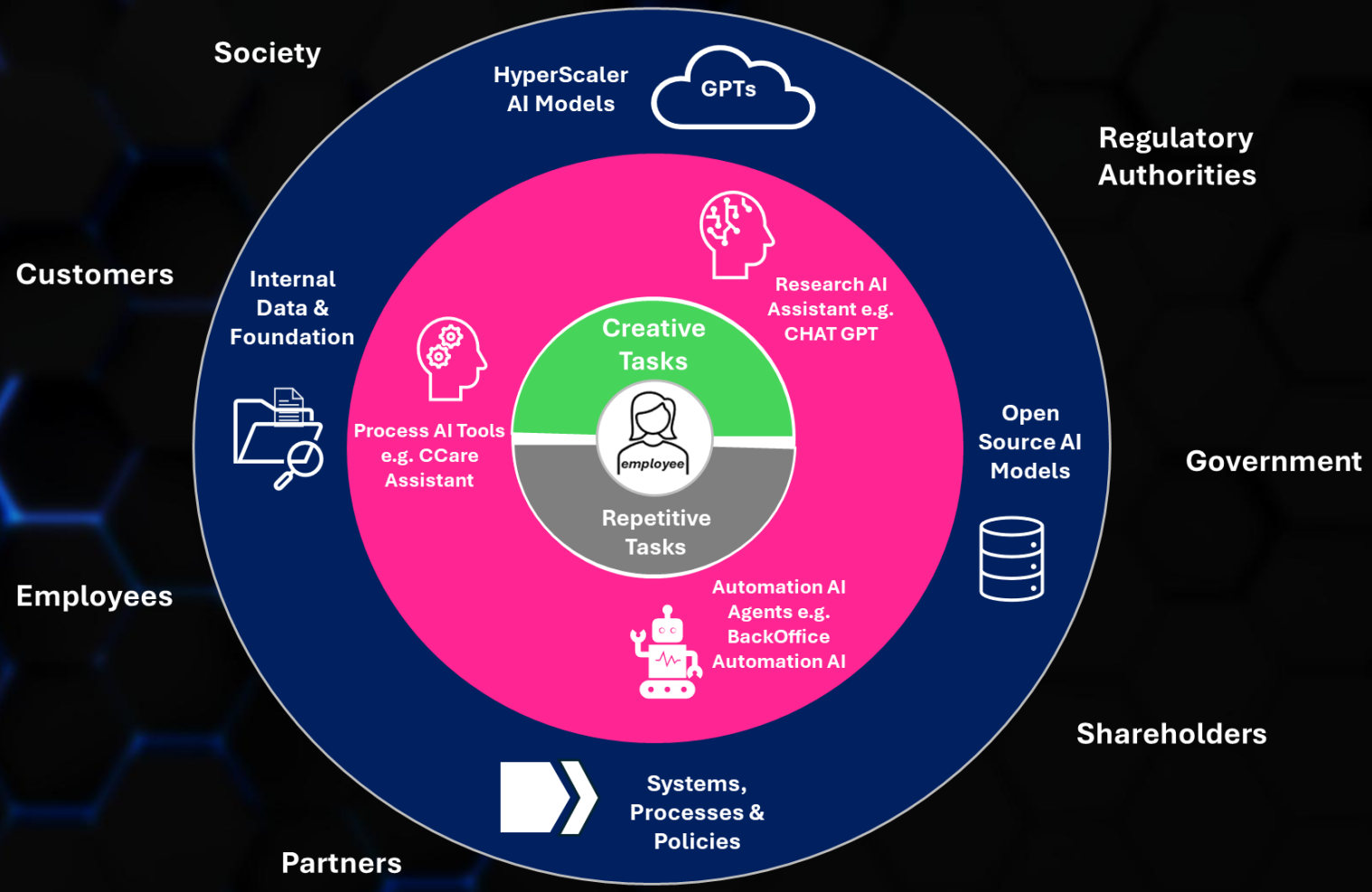
Generating Value: A human centered AI scenario

The prize:

higher human productivity for value creation

Considerations

1. AI will replace most repetitive tasks, freeing up human time
2. Humans must augment with AI to be productive & relevant
3. Internal Data is a critical differentiator of the AI future
4. Learning and Skills on AI will be the new pension
5. AI Ethics and Security will be a key brand differentiators



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“Let it be purpose”: transform our telco business & accelerate growth

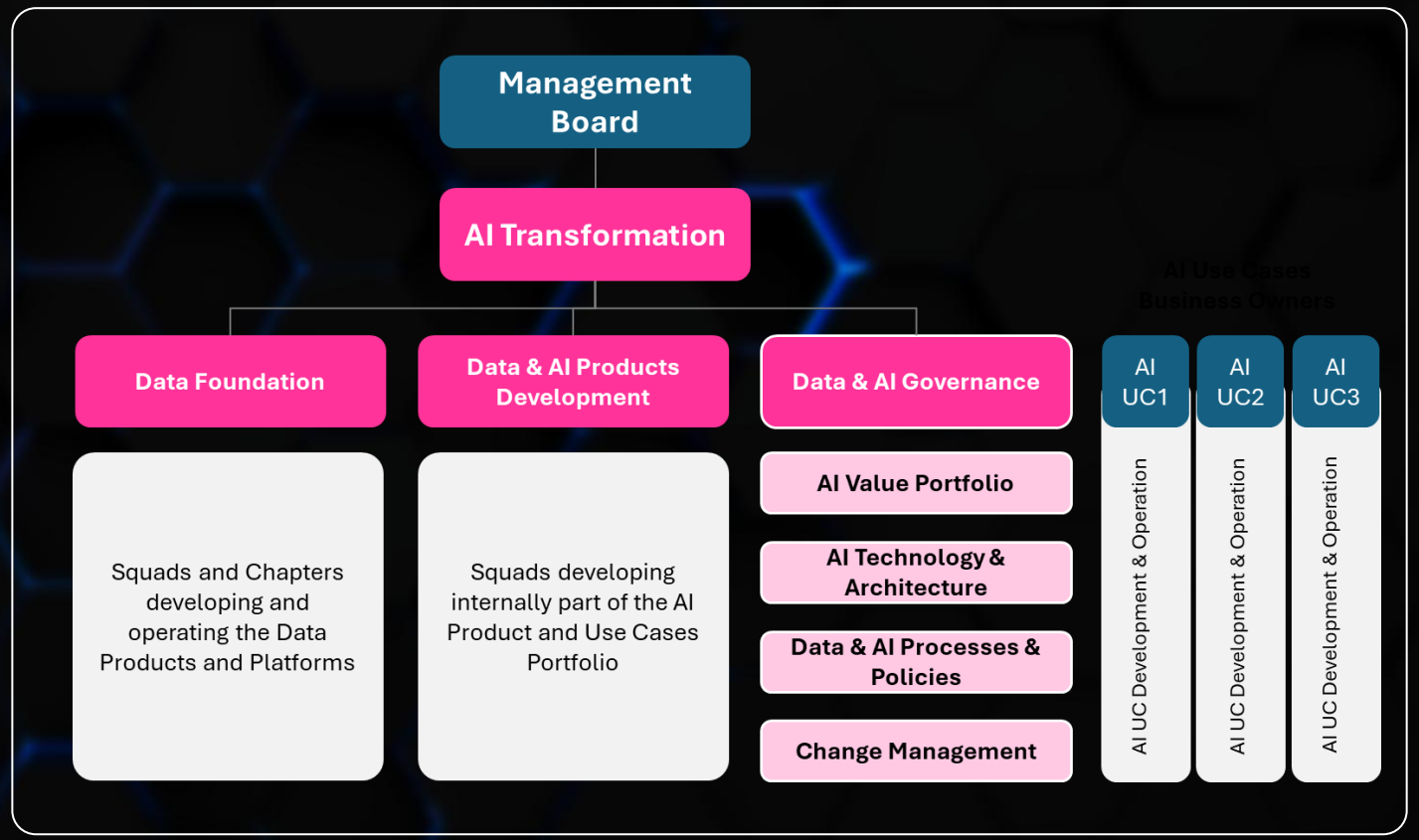
Data & AI Governance: Purpose and Objectives

Develop and deploy **ethical AI at scale, empowering our people and leveraging the potential of data,** to transform every product, service and operational process for:

- **Sustainable revenue growth**
- **Optimal operational efficiencies**
- **CX and brand leadership**

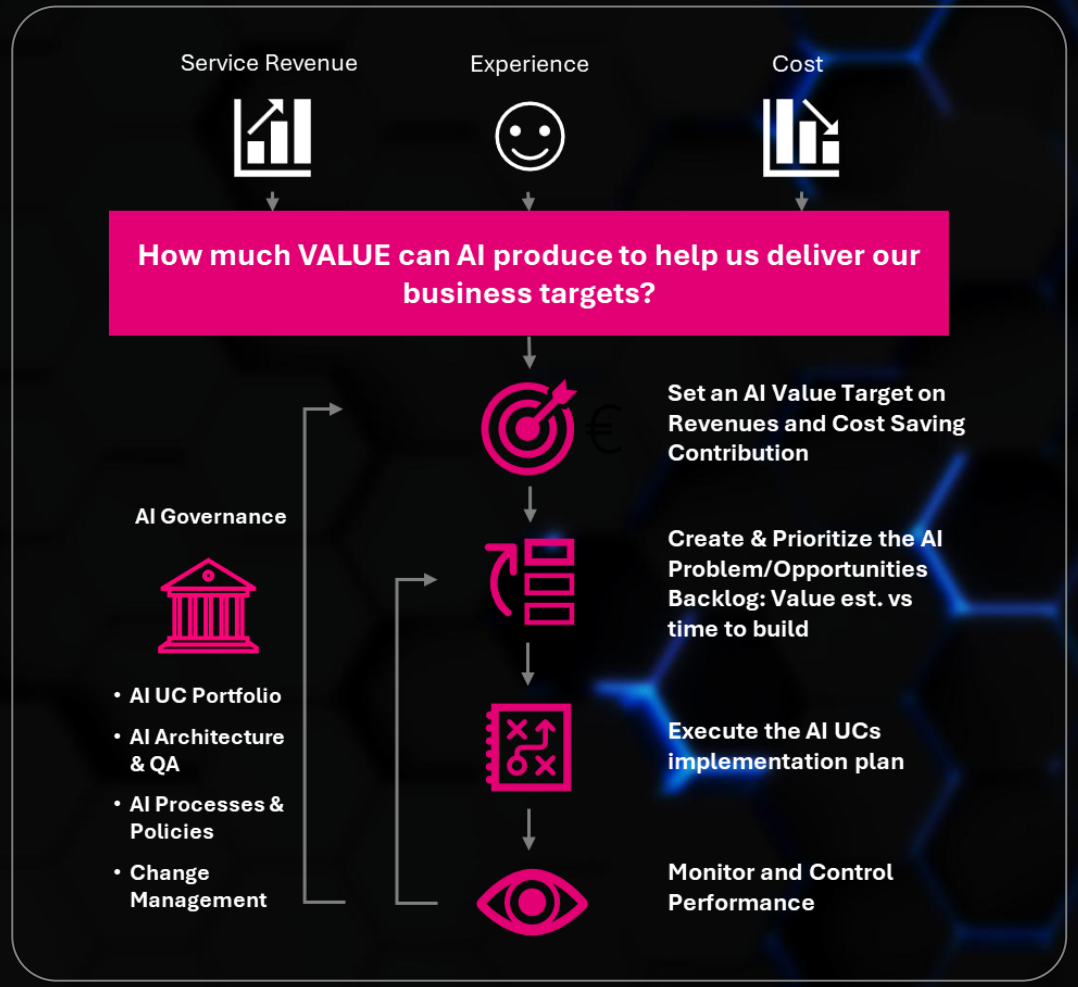
- AI € Value target
- % AI Enabled processes
- % AI Trained Employees
- % AI Tools Usage by employees
- % of AI written code
- % Employee positive sentiment about AI

Organizing for AI Transformation & Value delivery



AI Value Framework: treat AI as if it is a business…

AI Value Delivery for Business Targets



AI Value Target

e.g. 20-30%
of annual EBIDTA YoY growth

What AI Use cases and AI Products portfolio must we deploy to meet this target?

Lessons So Far

- **ExCo Sponsorship** & communication of purpose to stakeholders
- **Motivation & mobilization:** people want to be part of this and contribute
- **Education of UC owners** on the new process and the value target
- **AI Evaluation:** Business Cases fuzzy in the beginning but much clearer now and speeding up
- **Speed and experimentation vs control:** hybrid model works better than centralization

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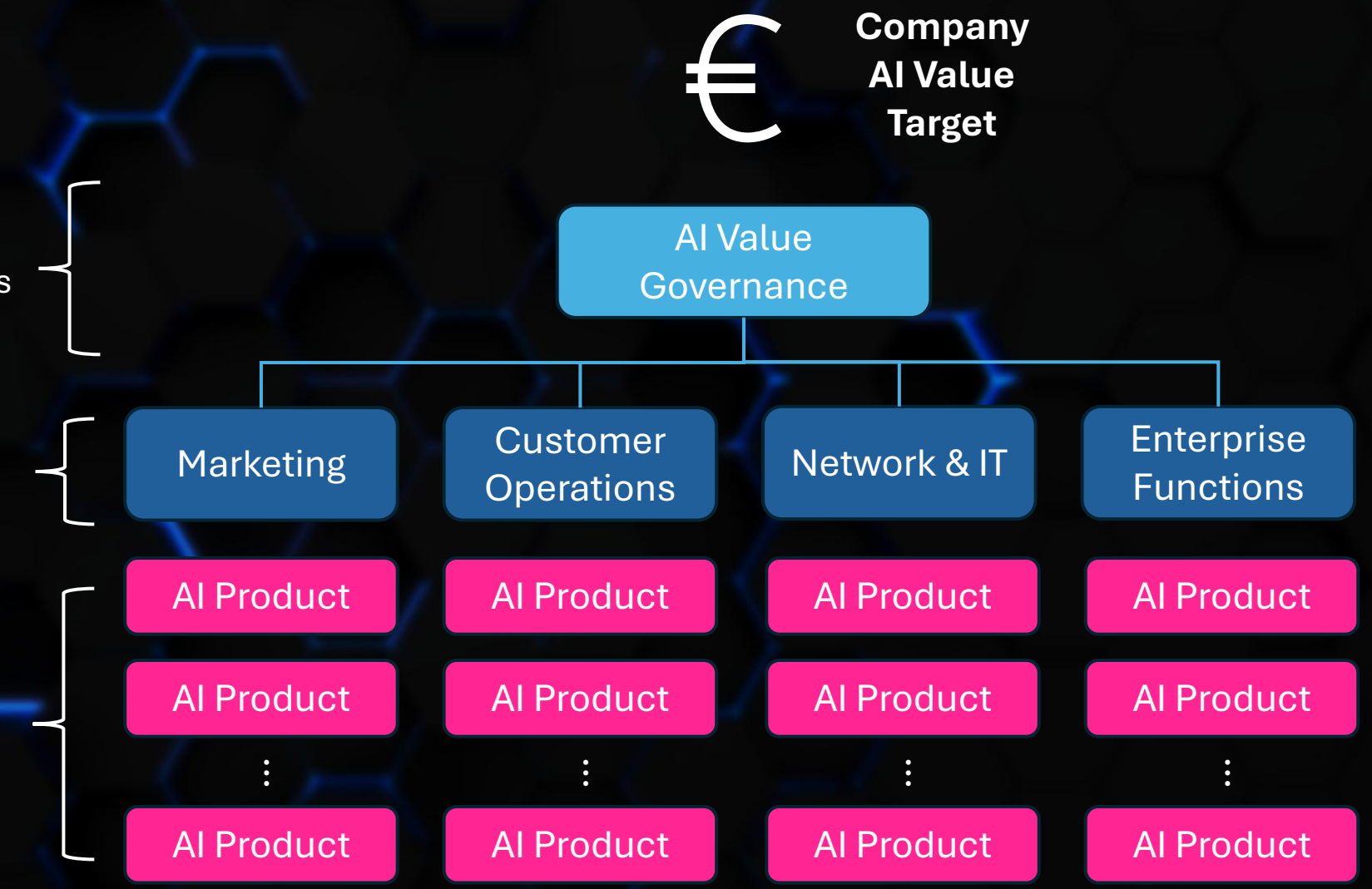
AI Value Framework: AI Products for EBIDTA growth target

AI Value Governance: sets the value target, ensures AI product development prioritization, controls value both planned and actual

Business Units: Own the value target and the responsibility to develop/deploy AI Products in their operations to meet the target

AI Product Portfolio: A live "funnel" of AI Products from ideation to production with defined business cases that produce in practice the required AI value for meeting the company target



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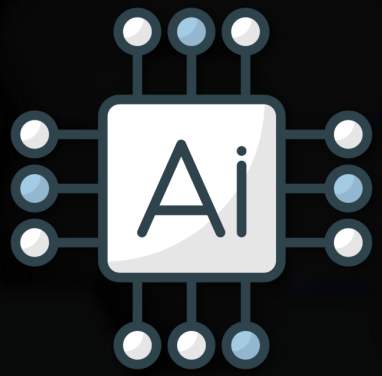
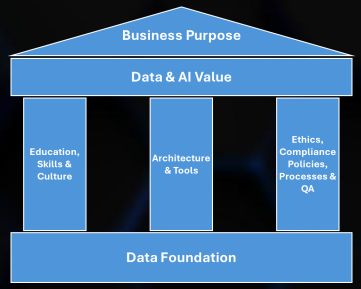
Summarizing



Creates value for people and businesses however it creates risks that need to be addressed



Governance

Creates the management and cultural framework necessary to both maximize value and manage risks from AI.

AI €

AI Value Governance

Views AI as a business contributing to the company's growth, requiring a portfolio of live AI products to deliver a common value target

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THANK YOU

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