

Spiss og skreddersydd AI



F
ends
AI Event

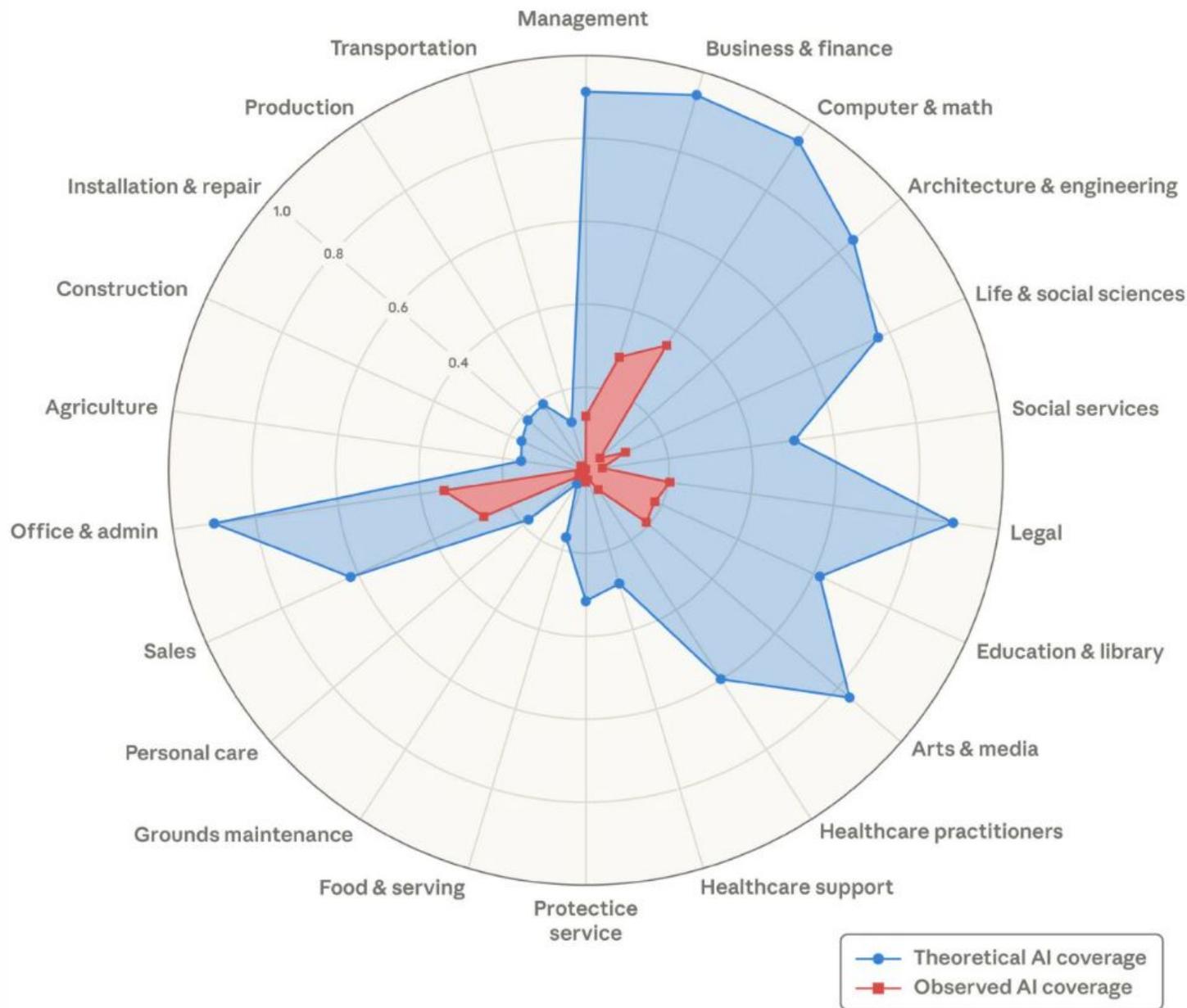


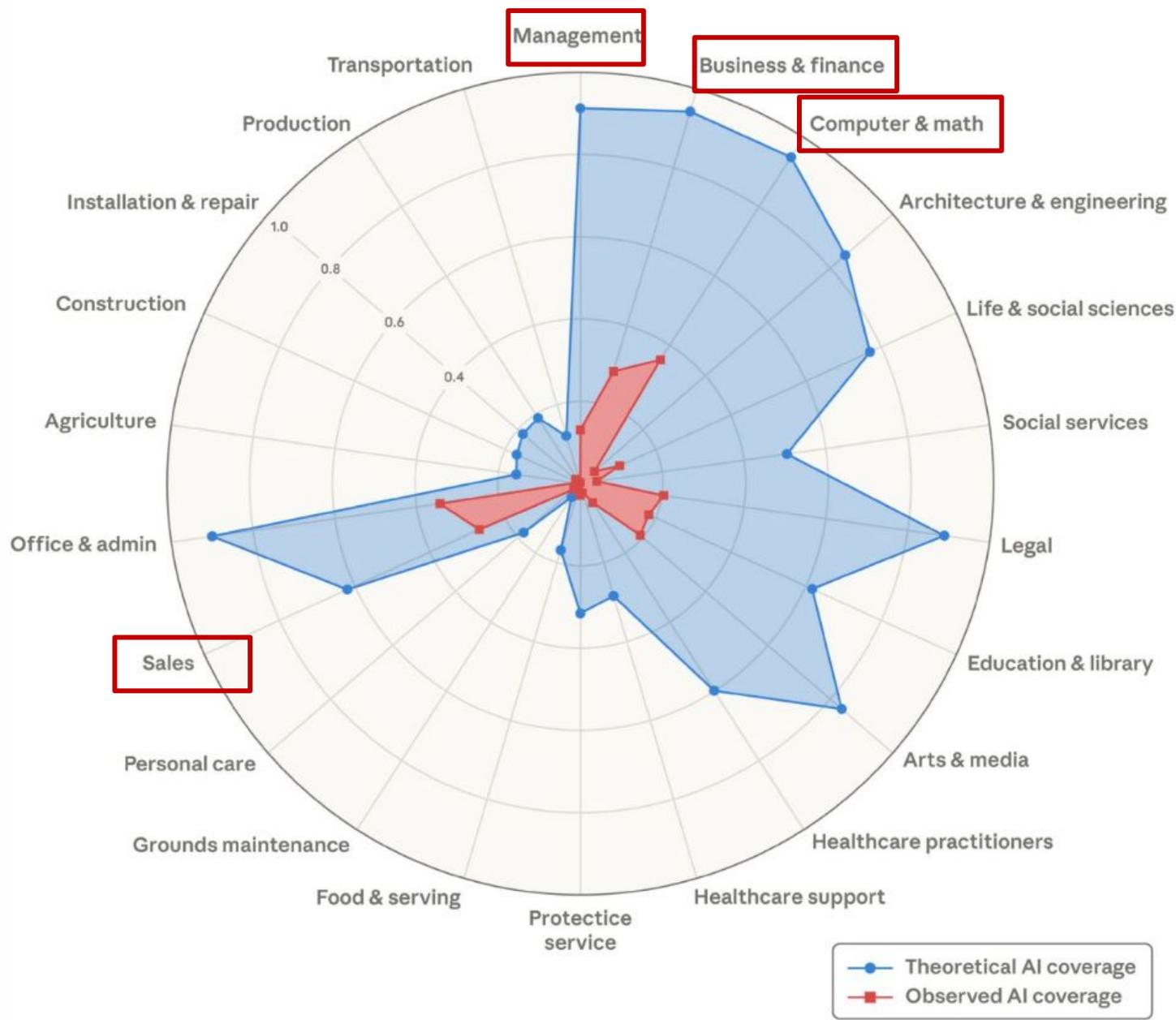


AI in 2026 and beyond: The AI Frontier Firm

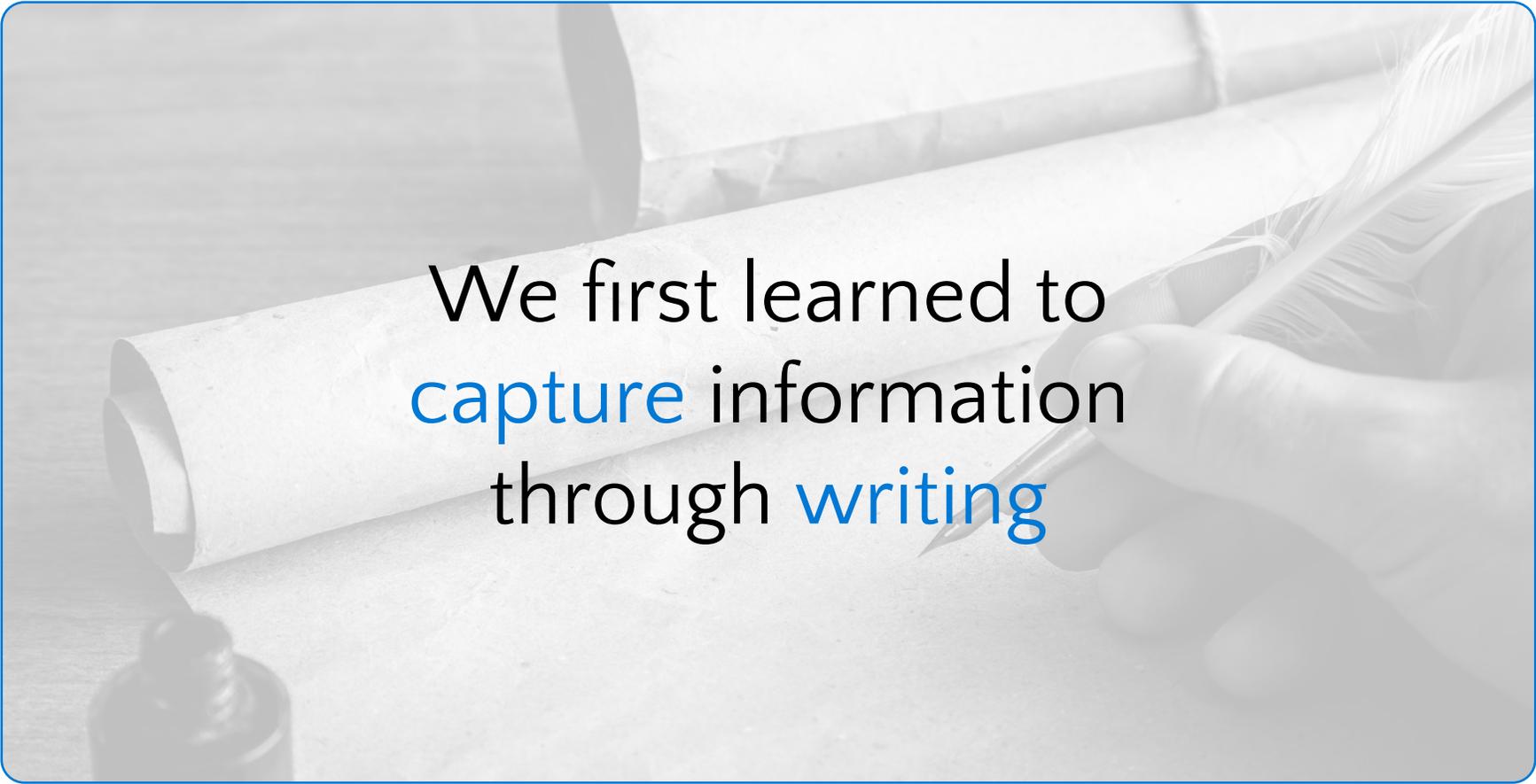
Helena Koch Haugane
Cloud and AI Account Lead
Strategic Software Companies
Microsoft EMEA (Europe, Middle-East and Africa)







To understand the future,
we need to look back.
Let's start with information.

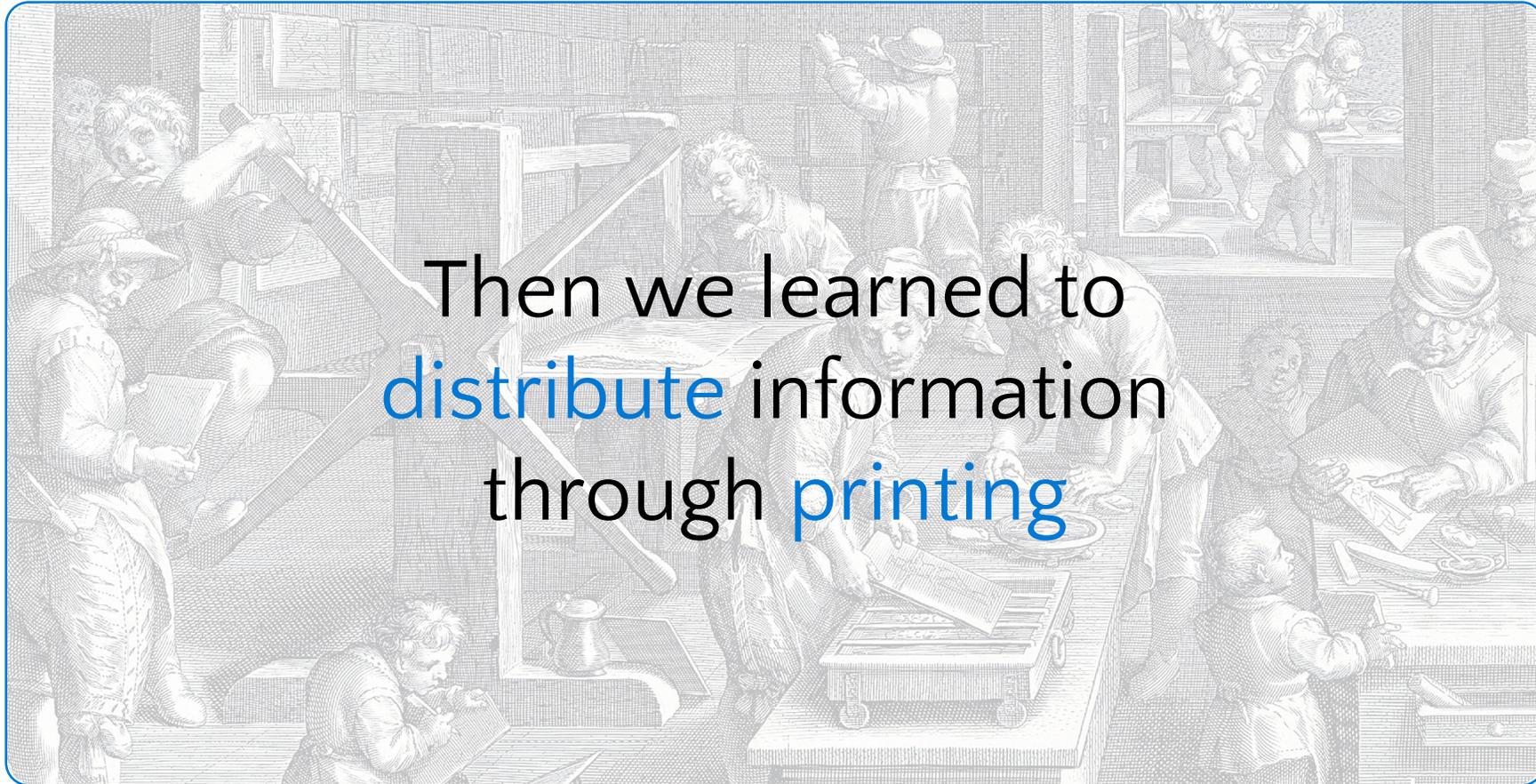
A grayscale photograph of a hand holding a quill pen over a scroll of paper. The scroll is unrolled, and the quill is positioned as if about to write. The background is a textured surface, possibly a desk or table. The entire image is framed by a thin blue border.

We first learned to
capture information
through **writing**

Writing wasn't popular with everyone

“...those who think that writing can yield results that are clear or certain, must be quite naive and truly ignorant...”

- Plato

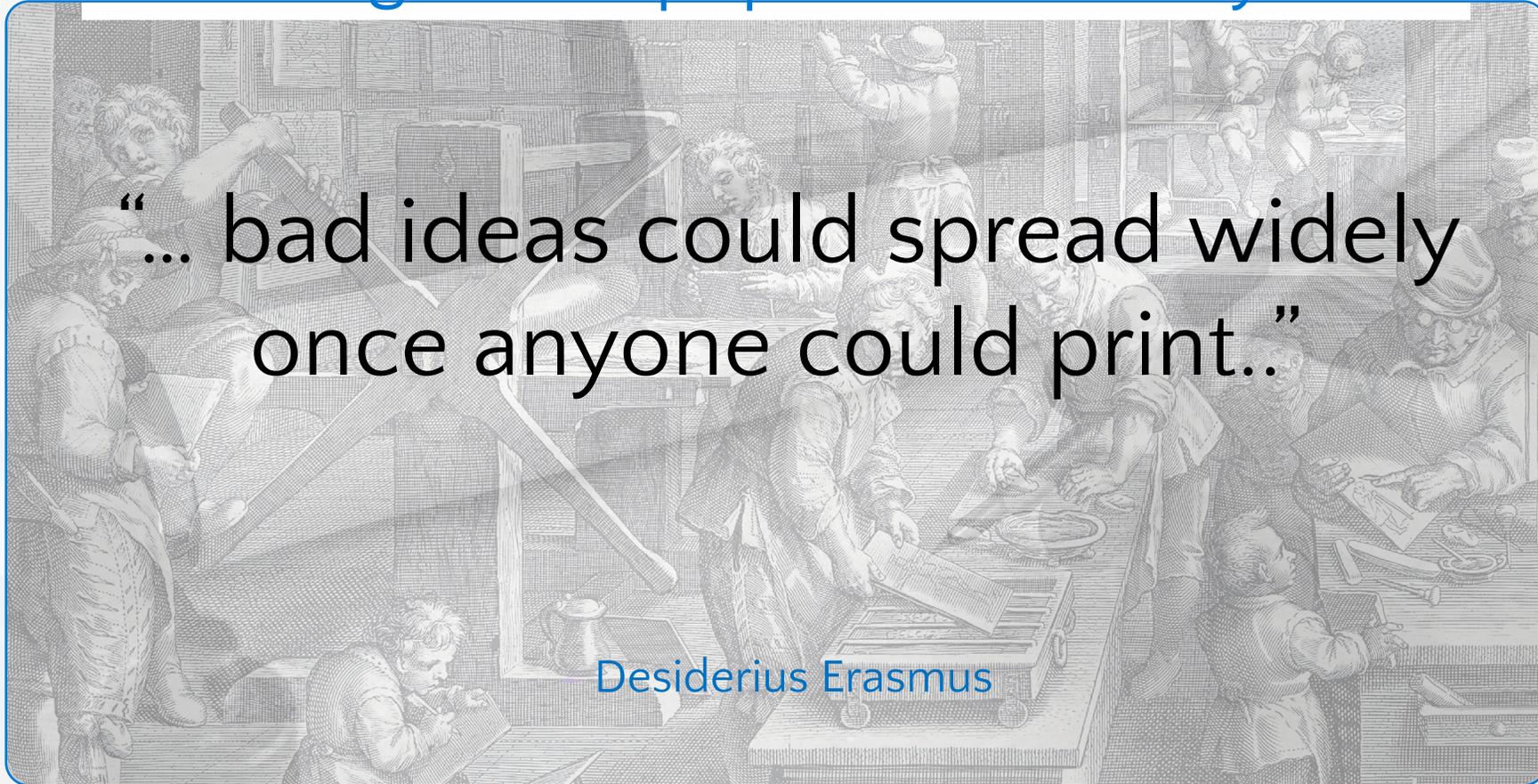


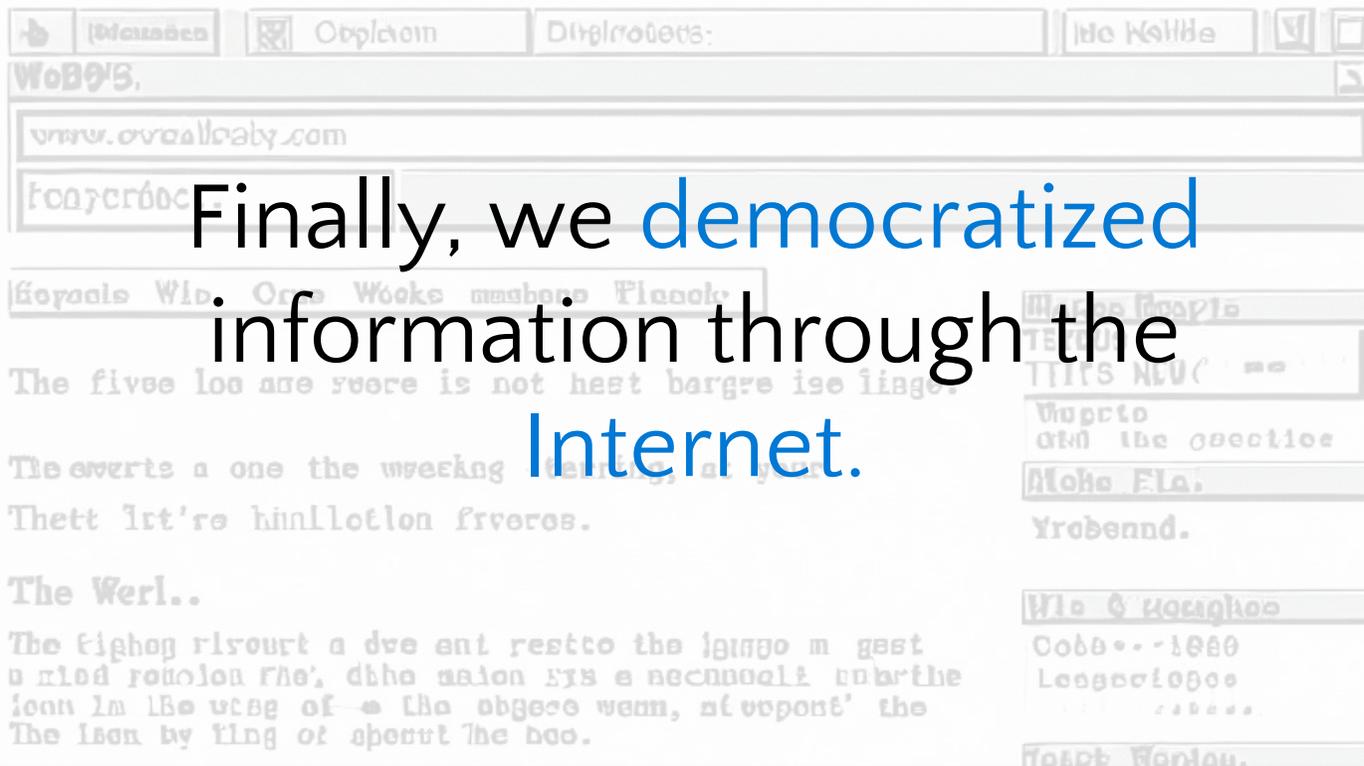
Then we learned to
distribute information
through printing

Printing wasn't popular with everyone

“... bad ideas could spread widely once anyone could print..”

Desiderius Erasmus





Finally, we democratized
information through the
Internet.

The five loc are were is not hest bargre ise liage

The everts a one the weeking (ending, at your

Thett lrt're hinllotlon frveres.

The Werl..

The fighog rivourt a dve ant restto the igingo m gast
u nled romolon rhe', dthe saion sys e neccosall mbrthe
ionn lm lbe usag of - the obgece wean, at vopont' the
The lsen by King of spent the doo.

Wobos
TELEPHONE

Vigorto
and the oectioe

Alcho Fla.

Yrobenn.

Wie @ uonghoo

Cobb - 1000

Leagooiooo

Wolpe Wopou.

The Internet wasn't popular with everyone

“...only 32% of those who go online say they would miss it “a lot” if no longer available...”

– 1995 Pew Research Report

What if
intelligence, not
just information,
were at the heart of
work...



AI-empowered organizations will work in completely new ways



AI as the personal assistant

AI helps you
do the things you do now,
but better and faster



AI as a new team-member

AI gives you skills you wouldn't
have otherwise—allowing you to
do completely new things



AI as the agent

AI operates on your behalf— allowing
you to **eliminate things from your
plate** altogether

Work Trend Index 2025

We surveyed **31,000 people** across **31 countries**, analyzed labor and hiring trends from LinkedIn, studied Microsoft 365 productivity patterns globally—and interviewed AI startups, economists, and academics shaping the future of work.



The background is a dark blue gradient with a faint, white architectural sketch of a large, multi-story building. The sketch shows a complex structure with many windows and a central tower. In the foreground, there are several silhouettes of people walking or standing, suggesting a public space or a busy area. The overall style is technical and artistic, typical of architectural drawings.

The Frontier Firm

Employees turn to AI for its unique strengths

Primary reason chosen

Employees turn to AI for its unique strengths

Primary reason chosen

42 24/7 availability

30 Machine speed and quality

28 Endless stream of ideas on demand

%

Human labor is reaching its limits



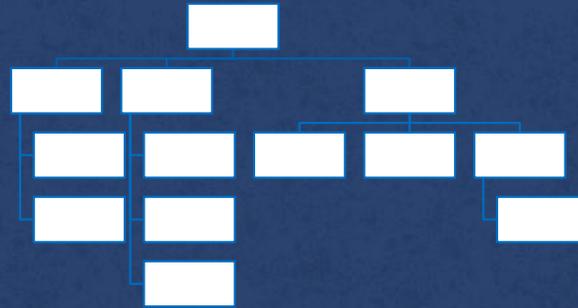
Until now, intelligence has been scarce.
Because it was limited to humans.

Most leaders see AI agents as the way to scale



How does on-tap intelligence change the org chart?

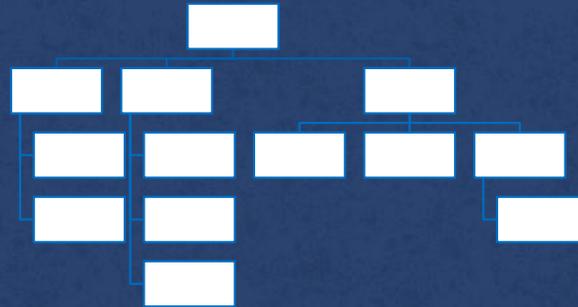
Classic org chart – organized by specialized human expertise separated in functions



Org chart

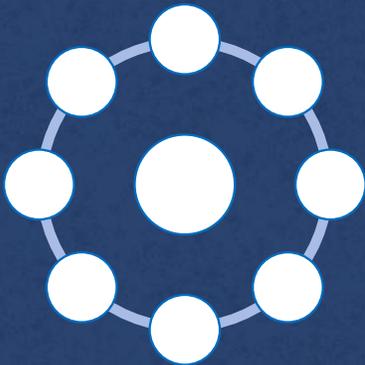
How does on-tap intelligence change the org chart?

Classic org chart – organized by specialized human expertise separated in functions

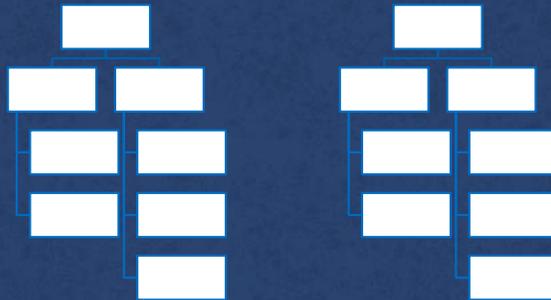


Work charts

Hollywood model – organized by jobs to be done



Human-first + Agent-first model – organized by division of labor across humans + agents



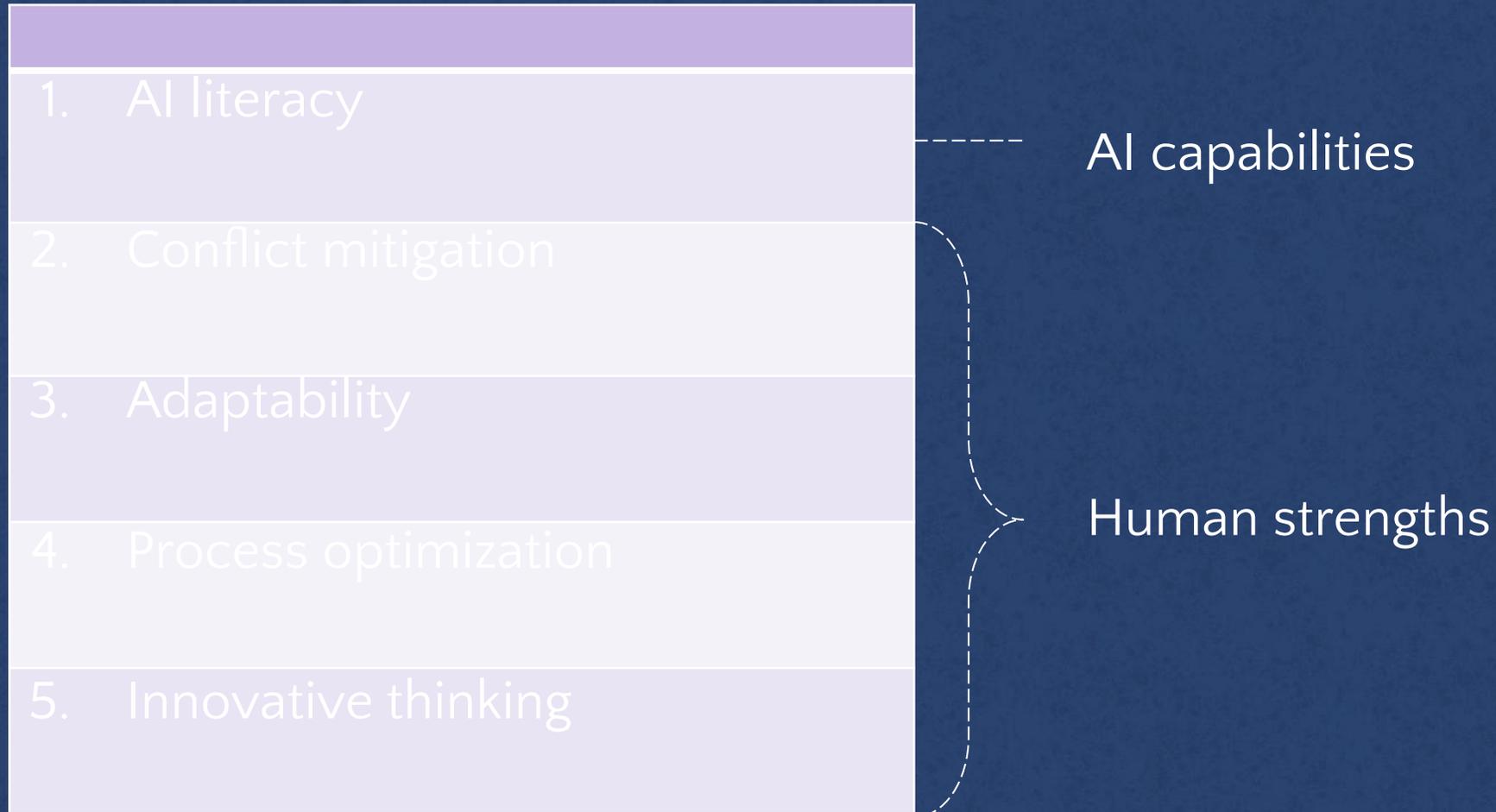
Agentic marketplace model – organized by domain expertise with agent trading enabled



In-demand skills for the new era of work

In-demand skills for the new era of work

Top skills for 2025 according to LinkedIn Work Change Report 2025



The background is a dark blue gradient. Overlaid on this is a faint, white architectural sketch. The sketch depicts a large, multi-story building with a complex, grid-like structure of lines. The building has several levels and a central vertical element. At the base of the building, there are silhouettes of people standing in a line, suggesting a public space or a large gathering. The overall style is that of a technical drawing or a conceptual architectural sketch.

The Frontier Firm

Intelligence on tap is going to
redesign the way we work today.



La oss ta en prat!

Henrik Ruud
Strategisk leder og rådgiver

920 88 450
henrik@frend.no

frend

