AI Barometer 2025/26

Annual Assessment of AI Perception, Adoption, and Usage in the Mid-Norway Region

AURA

norwegian open ai lab

SpareBank 1 SMN

Bank
Eiendom
Regnskap

NTNU

Norges teknisk-naturvitenskapelige universitet

ISSN 3084-2549 (print version)
ISSN 3084-2557 (online)

AURA - Advanced Understanding and Development of AI for Regional Advancement
AI Barometer

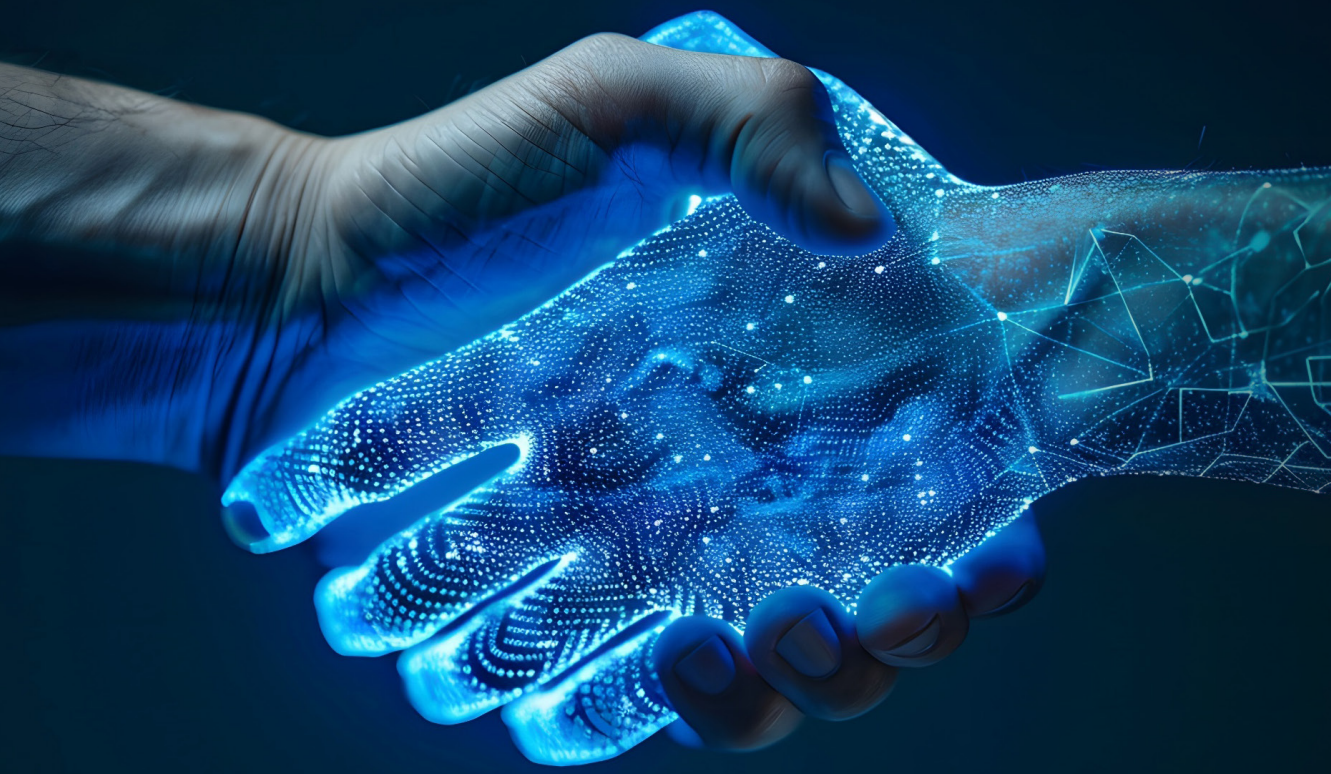
Authors:
Miriam Klöpper
Patrick Mikalef
Zacharoula Papamitsiou

Publisher:
Norwegian Open AI Lab

Contributors:
Julia Agnieszka Staszczak
Astrid Undheim
Knut Eilif Halgunset
Heri Ramampiaro
Isak Tønnesen
Inga Strümke
Oskar Jørgensen

Design and layout: Tora Mæhle, NTNU Graphic Centre
Print: NTNU Graphic Centre
All of the images in this report were sourced from Adobe Stock and generated by AI.

Table of Contents



Foreword

Karianne Oldernes Tung

Minister of Digitalisation and Public Governance (Norwegian Labour Party)

Artificial intelligence represents a transformative force for society, the economy, and the public sector. The Norwegian Government is committed to harness this force — to strengthen competitiveness, enhance productivity, and safeguard national security in a responsible and trustworthy manner. And doing so firmly rooted in democratic principles and fundamental human rights.

This report, *AI Barometer – Annual Assessment of AI Perception, Adoption, and Usage in the Mid Norway Region*, provides important insight into how organisations and businesses perceive, adopt, and use AI in practice. The knowledge of regional developments is essential for understanding both opportunities and challenges, and for ensuring that national AI policy is based on real-world experience across the country.

Norwegian AI policy places strong emphasis on competence development, organizational readiness, and close collaboration between research institutions, industry, social partners, and public authorities. The successful adoption of AI is less a technological challenge and more a matter of governance, skills, culture, and trust. Systematically mapping how leaders and employees experience AI—where it creates value and where legitimate concerns emerge—is therefore crucial.

I welcome initiatives that contribute to evidence-based policy development and responsible innovation. By documenting trends in AI adoption, and highlighting both benefits and boundaries, this AI Barometer provides valuable input for decision-makers at regional and national levels alike.

As AI continues to evolve, Norway must remain committed to realising its potential, while clearly addressing the ethical, social, and organisational considerations that guide its use. Reports like this strengthen our shared understanding and support informed decisions that ensure AI to benefit the common good.

Preface

Prof. Patrick Mikalef

Professor of Information Systems at NTNU and leader of Project AURA

Across the world, artificial intelligence has become a central pillar of national competitiveness and economic growth. Governments, private enterprises, and universities are investing heavily in AI infrastructure, research capacity, and talent development as engines of long-term prosperity. In the United States, large-scale federal initiatives and mission-driven programs aim to accelerate AI-powered scientific discovery and industrial innovation. Across Europe, coordinated strategies combine AI investment with industrial policy and regulatory frameworks to strengthen productivity, digital sovereignty, and sustainable growth. Countries such as the United Kingdom, Canada, and Japan similarly position AI as a foundation for future competitiveness and workforce transformation.

Alongside these national strategies, structured collaborations between industry and academia are designed to translate AI research into measurable economic impact. In this global landscape, regional ecosystems that strategically align capital investment, advanced technological infrastructure, and systematic talent and education development will be best positioned to transform AI capabilities into sustained economic growth, innovation capacity, and long-term societal prosperity.

For regions such as Mid-Norway, the question is therefore not whether AI will shape the future economy, but how quickly and effectively we can build the capabilities required to participate in that transformation. Understanding current levels of adoption, competence gaps, investment patterns, and organisational readiness is a necessary first step. The AI Adoption Barometer provides this evidence base, enabling more targeted investments in skills, infrastructure, and collaborative initiatives that strengthen the region's position in an increasingly AI-driven global economy.

Our key activities:

AI Adoption Barometer

An annual survey tracking how regional companies use AI, their readiness, barriers, and future ambitions.

Workshops and Co-creation

Interactive sessions where researchers, students, and industry partners share insights and co-develop practical, locally relevant solutions.

AI Adoption Toolbox

Practical tools to help companies assess readiness, capture value, and implement AI in ways that fit their strategy and culture.

Student Engagement

Active involvement of students in research and workshops, strengthening regional AI competence and preparing the next generation of AI-savvy professionals.

Project AURA

In fall 2024 SpareBank 1 SMN announced that they are investing 40MNOK into AI research at NTNU. Over the next five years the funds will support research on responsible AI, combating financial crime, and developing expertise for businesses in Central Norway.

Our project addresses three complementary areas: AI for Safety, which develops AI tools to detect suspicious activity and generate synthetic data for safer, more innovative research ; Responsible AI, which makes AI systems transparent, explainable, and fair to support trustworthy use in high-stakes decisions. Finally, the Innovation Hub focuses on how AI is adopted in regional businesses and organisations, mapping opportunities, challenges, and risks to ensure AI adds value while aligning with local values and protecting employees.

While AI offers significant opportunities, successful implementation depends on trust, understanding, and organisational readiness. The Innovation Hub works directly with leaders, employees, and stakeholders to explore how AI creates value in real work contexts — and what barriers may stand in the way.

Our annual AI Adoption Barometer is a core activity within the Innovation Hub. Through surveys and workshops we map AI usage, identify challenges, and support responsible, human-centered adoption tailored to regional needs. We thereby seek to understand where regional businesses draw the line—identifying AI practices that may conflict with Norwegian values, particularly with strong employee protection, so that we not only examine where AI creates value, but also clarify what we choose not to pursue.

Who took part in the AI Barometer-survey

The survey captured insights from 172 businesses across Mid-Norway, providing a rich picture of AI adoption and perceptions in the region. Nearly half of the participants are based in Trondheim, reflecting strong engagement from the city's businesses and organisations.

Our respondents come from a diverse range of sectors across Mid-Norway, reflecting a broad spectrum of regional economic activity. The sectors below are listed in order of the number of responses received, from highest to lowest, along with the typical company sizes represented in each.

1.
Construction and Civil Engineering
Mostly small to medium companies, with many between 50–249 employees.

2.
Industry
Predominantly medium-sized companies, with a strong presence of 50–249 employees, and some larger firms.

3.
Information and Communication
Includes many small companies (less than 20 employees), alongside a significant number of medium-sized firms.

4.
Other Services
Mainly smaller companies, with sizes ranging mostly under 249 employees.

5.
Professional, Scientific and Technical Services
Diverse in size, with a notable number of small and medium firms, as well as some larger organizations.

Leadership roles make up the vast majority of respondents, accounting for **83.7%**, while other roles represent 16.3% of the survey participants. Because these respondents are in leadership positions, they are well-informed about how AI is being introduced and used in their organisations, providing a reliable perspective on adoption trends, challenges, and opportunities across the region.

Nearly **8 in 10 respondents** use AI at least several times per week outside work, with **almost half using it daily**, showing that familiarity with AI extends well beyond the workplace.

Which AI Tools Do People Use — and For What?

AI is being applied across a wide range of business functions in organisations. From planning and reporting to customer service, HR, production, and legal tasks, AI supports both operational and strategic activities. This page highlights the most common uses and shows how AI is shaping day-to-day work across sectors.

Almost

9 in 10

organisations are using AI

AI is being used in many different ways across organisations. The most common technologies include Large Language Models, Machine Learning, and Natural Language Processing, while other approaches like Computer Vision and Reinforcement Learning are also in use.

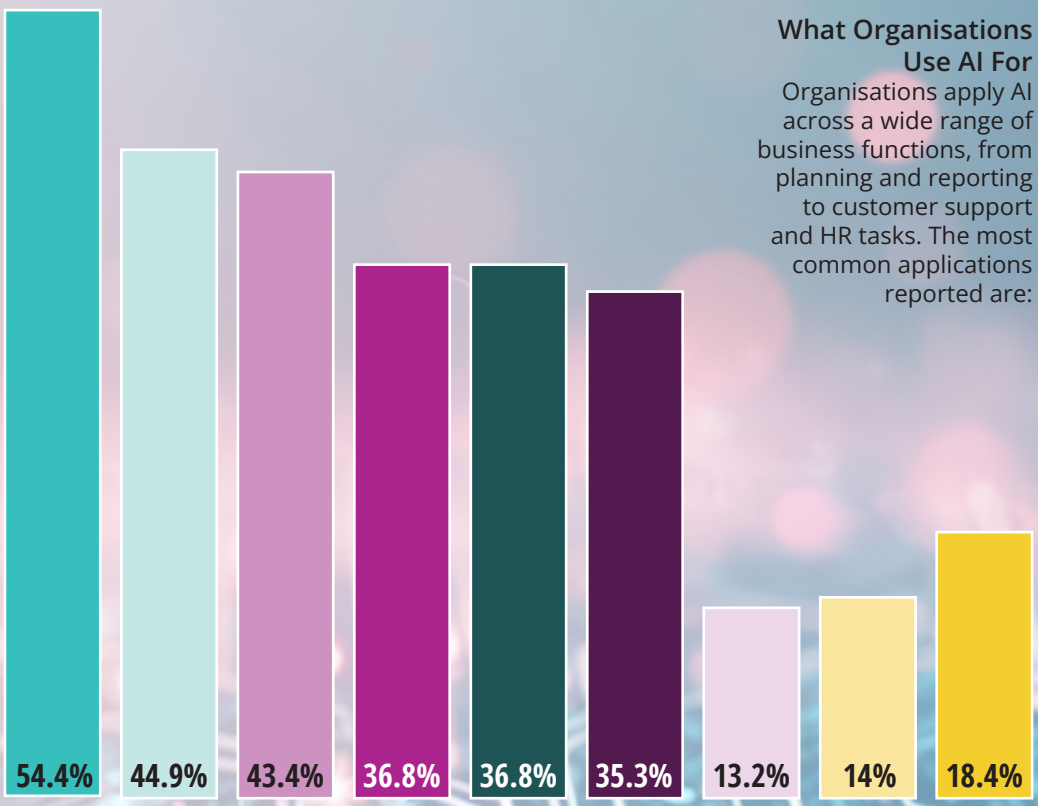
Yet: About one-quarter of respondents are not familiar with the types of AI their organisation uses, highlighting a gap in awareness even among AI adopters.

Building AI knowledge and skills is vital for maintaining competitiveness and innovation in today's industrial landscape. Academia can play a crucial role in helping organizations understand how AI can be integrated into core processes, harness data-driven insights for better decision-making, and ensure that AI use aligns with strategic, ethical, and regulatory goals.

Heri Ramampiaro, Head of Department and Professor, Department of Computer Science

What Organisations Use AI For

Organisations apply AI across a wide range of business functions, from planning and reporting to customer support and HR tasks. The most common applications reported are:



- Planning and Reporting
- Customer Service and Advisory
- HR, Personnel Administration, or Employee Support
- Production Processes or Maintenance Tasks
- Legal Tasks
- Quality Control or Product Design
- Trade and Investments
- Risk Management
- Other Applications

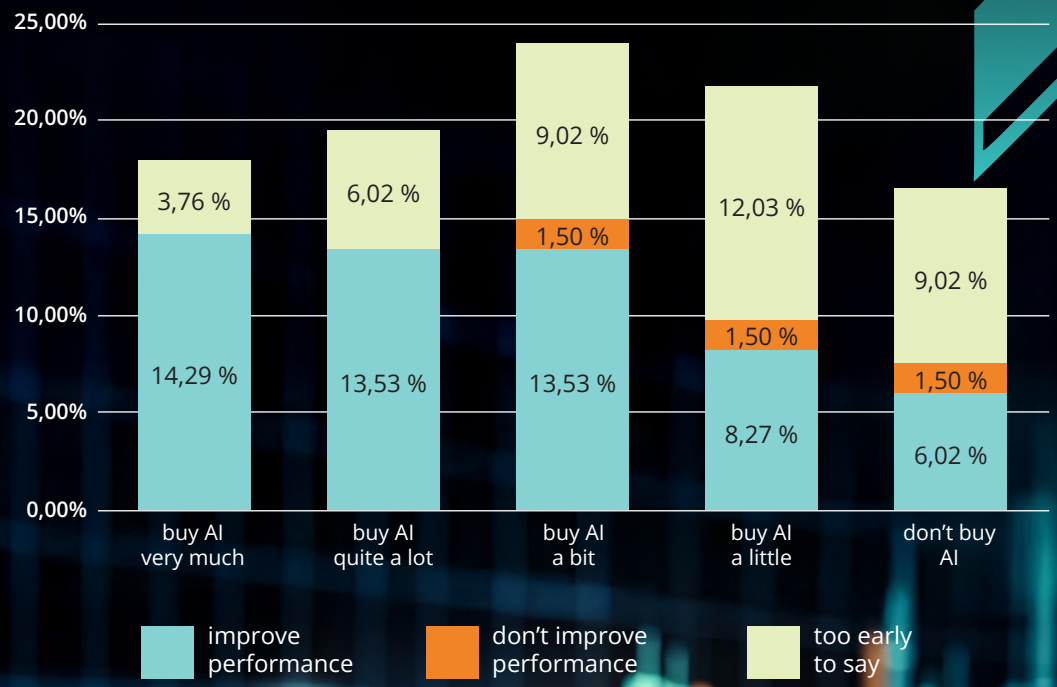
How Organisations Are Investing in AI

AI Investment by Organisation Size
AI investment in the region reflects both engagement and caution. While many organisations report allocating funds to AI, the levels of investment vary significantly across company sizes. Medium-sized organisations most commonly invest up to 100,000 NOK, suggesting exploratory adoption. At the same time, investment is not universal. Even among the largest organisations, some report no planned AI spending. The figure below illustrates a diverse investment landscape rather than a single, uniform trend.

	no investment	up to 100K NOK	100-500K NOK	500K-1M NOK	more than 1MNOK	not answered
Less than 20	4,79 %	8,22 %	4,11 %	0,00 %	2,74 %	6,85 %
20-49	6,16 %	6,16 %	1,37 %	0,68 %	1,37 %	5,48 %
50-249	4,79 %	10,96 %	6,85 %	2,05 %	3,42 %	7,53 %
250-499	0,00 %	0,68 %	2,05 %	0,68 %	0,00 %	1,37 %
More than 500	1,37 %	0,00 %	0,68 %	2,05 %	4,79 %	2,74 %

A striking contrast:

While nearly nine in ten organisations reported using AI, some of the largest organisations report no specific AI investment, suggesting that AI adoption does not always translate into formalised or budgeted initiatives.



Organisations also have highly different approaches regarding how much AI products they buy in general, yet organisations who buy fewer or no AI products report slightly more often that they did not improve their performance.

Investing in Local Research

SpareBank 1 SMN are investing signification funds from our community dividends into knowledge and innovation because we believe this will contribute to making Mid-Norway a better place to live and a better place to start, run and grow a business.

We believe AI will be a transformative technology both for our own industry, for many of the companies in Mid-Norway, and also for the people living here. Strengthening the research and education in this field has therefore been an important priority for us through project AURA.

The innovation hub and the AI Adoption barometer help connect research and business and make a bridge that is more important then ever. Knowledge about the current status of AI usage in companies in Mid-Norway as well as the challenges the companies face in adopting the technology will help in prioritizing action, and can guide research and education at NTNU. We believe that this kind of insight will have both short term and long term effects.

AI is changing industries at a fast pace, so we can not wait for perfect plans. Insight from the AI Barometer will help companies to set their direction and accelerate the pace, and strengthening the collaboration between industry and academia should contribute to build trust and competence.

Astrid Undheim
Director of Technology and Development,
SpareBank 1 SMN

Beyond Tools:
New Strategies and New Roles

AI adoption is outpacing organisational preparedness.
Survey results reveal a striking paradox: while organisations are actively using AI, most lack dedicated personnel to manage it and operate without a clear strategy. At the same time, the overwhelming majority cite lack of skills as the biggest barrier to adoption.

Organisations are implementing AI in practice before they are ready in principle. They are exploring tools, using AI in daily operations, and planning future strategies — yet many have **no adapted strategy, few dedicated staff, and limited understanding of AI applications.** This highlights a critical gap between **AI adoption and organisational readiness**, and points to an urgent need for competency development and strategic alignment.

82%
cite lack of skills as a barrier

Over 60%
have little or no dedicated AI personell

Nearly
1 in 5
have no formal AI strategy

Pragmatic adoption and limited resources

Preference for existing tools: 27% of organisations buy AI tools rather than build them internally, while only 9% develop their own.

Partial strategies dominate: 38% focus on very specific use cases, and 19% have no formal AI strategy at all.

Limited dedicated personnel: Over 60% of organisations have little or no staff assigned to AI.

Takeaway: Organisations are experimenting with AI pragmatically, but adoption often occurs **without dedicated teams or fully developed strategies**, highlighting a need for structured guidance and upskilling.

Not only organisations are looking for new strategies, but criminal networks are also finding new ways to incorporate AI

White-collar crime costs the Norwegian economy billions of NOK annually, and the proceeds often help fund criminal networks. Detecting and mitigating fraud and money laundering is therefore a critical challenge. Manual detection is time-consuming and costly. Our work in the project aims to address this by developing machine learning models for automatic detection, and generating synthetic financial datasets to promote further research.

Oskar Jørgensen, Researcher Project AURA, AI for Safety, on other main research activities in the project

NAIL Talk Force

To support local organisations in approaching AI-related questions, we have established our Talk Force. We are a student-driven outreach initiative under the Norwegian Open AI Lab at NTNU, delivering a free, research-based lecture on AI to schools, businesses, and public organisations across the region. Staffed by carefully selected and trained students at NTNU, our Talk Force bridges the gap between academic technical knowledge and the understanding that local organisations need to navigate an increasingly AI-driven world.

By bringing neutral, accessible, and up-to-date insights directly to your organisation, Talk Force helps teams build a foundational understanding of AI, without the commercial bias of private providers.

This collaboration is mutually beneficial: organisations gain trustworthy knowledge, while students develop real-world communication skills and deepen their own expertise through teaching. This makes Talk Force a unique meeting point between academia and society, supporting both local business readiness and the next generation of AI communicators. In doing so, it directly embodies NTNU's mission of knowledge for a better world.

If you are interested, reach out via our booking website https://talkforce-booking.vercel.app/

Isak Tønnesen, NTNU Datateknologi/AI Master student and NAIL Talk Force coordinator

Perceived risks and barriers

The biggest challenge organisations face in adopting AI is a lack of competency. Survey respondents overwhelmingly identify skills and expertise gaps as the primary barrier, far above other factors such as cost, regulation, or scepticism. While AI tools and applications are increasingly in use, organisations often struggle to ensure their teams have the knowledge and capabilities to implement AI effectively and responsibly.

Frequently overlooked: What are social and ethical implications of using AI?

The use of AI in the workplace raises significant social and ethical questions, for instance in personnel management. AI-driven recruitment and performance evaluation systems are often presented as objective and efficient, yet they can reproduce existing human biases embedded in historical data, potentially disadvantaging marginalised groups. Although algorithmic discrimination in hiring is recognised, other social risks of workplace AI remain underexplored.

One concern is the increasing use of AI for monitoring and performance tracking. Systems that analyse productivity or communication patterns may create a sense of constant surveillance, leading to stress, anxiety and reduced trust between employees and management. At the same time, AI tools often function as 'always available' assistants. While convenient, they may reduce peer-to-peer interaction and weaken collaborative cultures. Informal exchanges, through which knowledge and professional judgement are shared, may decline. New employees might rely on AI to complete tasks rather than developing core skills, while more experienced staff are still better equipped to identify potential errors. As senior employees retire, organisations risk losing the human expertise required to critically supervise AI systems.

Crucially, AI is not a one-size-fits-all solution. Organisations must carefully consider what they aim to achieve and how AI aligns with their values and regulatory context. In Norway, this may require approaches that differ markedly from many US-developed tools, prioritising employee protection, strong labour rights and good working conditions.

Miriam Klöpper, Postdoctoral Researcher in the Information Systems Group at NTNU

What Organisations Identify as the Biggest AI Risks

Our findings show how organisations rank AI-related concerns:

1. Security & Privacy Risks – Highest Concern

52% rate this as the most serious risk

Includes data breaches, fraud, and misuse of personal data

Security stands out as the dominant concern across organisations.

2. Social Risks – Strong Concern

Includes misinformation and deepfakes

Organisations recognise the broader societal implications of AI.

3. Unauthorised AI Use – Moderate Concern

Use of AI outside company policies remains a significant — but not top — priority.

4. Loss of Performance – Moderate Concern

Concerns about incorrect AI outputs and declining employee skills are present, but less pressing.

5. Reputational Damage – Lower Concern

63% rate this toward the lower end of the risk scale

Reputation appears secondary to security and operational risks.

What Organisations Gain from AI

Many organisations report adopting AI primarily to "stay competitive," even though our earlier findings show that most lack a formal strategy, have few dedicated personnel, and perceive major competency gaps. While improving employee performance and customer satisfaction are tangible benefits, the fact that the biggest motivator and perceived benefit is competitiveness, reveals a potentially risky approach: AI adoption is happening without clear objectives, structured planning, or guidance on how to create real value.

Benefits of using AI for the Industry

AI is already delivering real upside for the industry, but the numbers also reveal a high-risk pattern of adoption-by-pressure: AI is pursued because others are pursuing it, not because the organisation has defined where it should create measurable advantage. The benefit picture reinforces this early-stage reality. Cost savings and revenue gains remain modest, with more than 55% saying it's "too early to tell". These "too early" shares are not just noise. They signal that many initiatives have not run long enough to show durable financial impact, organisational learning, or unintended consequences. In short, AI's promise is tangible, especially in performance uplift, but the data hints that more organisations could convert momentum into durable value by anchoring adoption to specific goals, investing in capability, and treating competitiveness as an outcome of execution, not a substitute for strategy. More long-term insights are needed to verify whether competitiveness claims reflect real advantage or temporary optimism.

Zacharoula Papamitsiou,
Researcher Sintef & NTNU

Cost Savings

18% report reduced personnel costs. 27% have not seen cost reductions; 55% say it is too early to tell.

Takeaway: Cost reductions are still limited, as organisations mostly explore AI and experiment rather than fully embedding it.

Revenue

15% of organisations report that AI has increased revenue. 16% say it has not increased, 59% say it is too early to tell.

Takeaway: While AI adoption is underway, measurable financial gains are still emerging, reflecting early-stage implementation.

Productivity

56% report improved employee performance due to AI. 5% say performance has not improved; 40% say it is too early to tell.

Takeaway: Productivity is the area with the clearest early impact of AI, even at this stage of adoption.

Organisations could likely generate more concrete benefits if adoption was driven by specific goals, supported by strategy, and accompanied by skill development, rather than by a general pressure to "keep up" in the market.

Organisations who do not (yet) use AI

Although a small share of organisations do not currently use AI, outright rejection is rare. Most non-adopters indicate that they expect to implement AI at some point, but have not yet taken concrete steps. Only a very small minority report that they do not plan to adopt AI at all. This suggests that non-use is primarily linked to timing, readiness, or uncertainty — rather than fundamental opposition to the technology.

Most non-users expect to adopt AI in the future.

The majority have **not yet taken concrete steps**.

75% cannot specify which types of AI their organisation would implement.

Their motivations mirror adopters: competitiveness, productivity, and revenue growth.

Their biggest barrier, like adopters, is a lack of competency to implement AI effectively.

Given the rapid development of AI technology, uncertainty regarding which tools and functionality will be useful in the future is a valid concern. Also, lack of competency is a valid reason for not implementing or using AI technology. However, acquiring AI competence is less resource consuming than ever, thanks to the increasing availability of resources and educational tools. A fundamental understanding of AI, the limitations and capabilities of AI technologies, and common uses in a given domain, is a necessary starting point for strategic decisions about AI investment.

Inga Strümke, Associate Professor,
Department of Computer Science

While non-adopters recognise the importance of human skills for future AI use, discussions about AI-related risks remain largely absent. This contrast highlights that developing competence is necessary but not sufficient — organisations also need **risk awareness and strategic guidance** to ensure responsible adoption.

50% of non-adopters plan to strengthen human skills (creativity, communication) for future AI use.

67% have not discussed AI-related risks at all.

Only **20%** have integrated risk prevention into strategy.

Among organisations that do not yet use AI, uncertainty about future implementation is striking. **Three out of four respondents state that they are not familiar with which types of AI their organisation would potentially adopt**. Only a small minority mention specific technologies such as large language models or machine learning. This suggests that non-adoption is closely linked to limited internal understanding, and that future use is often anticipated without a clear technological direction.

Even organisations that have not yet adopted AI report the same motivations as current users — **particularly the desire to remain competitive and improve performance**. The gap, therefore, is not one of ambition, but of execution. Non-adopters see the value of AI, yet many lack a clear technological direction or defined implementation pathway, reinforcing the broader pattern of strategic and competency-related challenges identified throughout the report.

Successful collaboration:
First AURA-workshop in December 2025

Our first project event at the premises of SpareBank 1 SMN brought together local businesses to explore the opportunities and risks of AI. Participants engaged in discussions, shared experiences, and reflected on how AI could be responsibly adopted in their organisations. The event demonstrated the value of direct dialogue between researchers and industry, helping to raise awareness, build trust, and highlight the importance of competence and strategy in AI adoption.

The December workshop at SpareBank 1 SMN confirmed one central insight: organisations are eager to move forward with AI, but they require structured guidance to do so responsibly and strategically. The discussions revealed strong engagement across sectors, yet also uncertainty regarding long-term value creation, competence development, and governance. What stood out most was the willingness to collaborate. When leaders openly shared both successes and challenges, it became clear that AI maturity is not built in isolation. The event reinforced that our region's competitive advantage lies in collaboration between academia and industry, turning experimentation into structured innovation and ensuring AI adoption strengthens trust, capability, and long-term value creation.

Patrick Mikalef, Professor of Information Systems at NTNU and leader of Project AURA

The event brought together representatives from local organisations and researchers from NTNU. Facilitating this kind of exchange is one of the main goals of our project. The discussions provided valuable insights into the challenges, needs, and experiences that organisations in the Mid-Norway region have regarding the use of AI.

Miriam Klöpper, Postdoctoral Researcher in the Information Systems Group at NTNU

SpareBank 1 SMN champions collaboration as a driver of progress. When industry and academia come together, innovation accelerates—delivering impact today while shaping the foundations of tomorrow's value creation. The AI Barometer captures where we stand at this moment in time; collaboration reveals the direction in which we are moving.

Knut Eilif Halgunset, Head of Transformation and Strategic Partnerships SpareBank 1 SMN

The Role of Artificial Intelligence in Local Organisational Practice - Roundtable Discussions

On 14 April 2026, a diverse group of researchers and local practitioners gathered at the Trondheim Chamber of Commerce for a hands-on event exploring the role of AI in organisational practice. The highly engaged roundtable discussions provided insights into how organisations across the region are approaching the opportunities and challenges associated with AI across four central themes: explainable AI, risks and barriers, safety and security, and opportunities and best practices. While conversations addressed technical issues such as safety, explainability, and governance, participants consistently highlighted that many of the most pressing challenges relate to organisational adaptation rather than technological capability alone. Across sectors, there was a shared recognition that long-term success with AI will depend on how effectively organisations integrate these systems into existing workflows, decision-making structures, and workforce practices.

Explainable AI

Discussions on explainable AI revealed ongoing uncertainty around what meaningful "explainability" should look like in practice. Participants noted that, within organisations, the priority is often less about understanding the technical mechanics of AI systems and more about ensuring that outputs can be interpreted, trusted, and applied appropriately by employees and decision-makers.

A notable regional insight was the emphasis placed on practical AI literacy rather than highly specialised expertise. Participants suggested that organisations are increasingly valuing experimentation, hands-on engagement, and continuous learning as more realistic approaches to capability building. This reflected a broader recognition that AI adoption is becoming embedded across a wide range of roles and functions, requiring organisations to develop shared understanding and clearer internal guidance around appropriate use.

Risks and Barriers

Conversations on risks and barriers highlighted that uncertainty around implementation remains a significant challenge for organisations in the region. While issues such as privacy, ethics, and accountability were discussed, participants frequently pointed to difficulties in adapting existing organisational structures, workforce practices, and governance models to AI-enabled environments.

Participants also reflected on the changing nature of work and organisational expectations. AI-driven productivity gains were seen as potentially introducing new forms of pressure rather than simply reducing workloads, particularly where organisations lack clear strategies for implementation. Concerns were also raised regarding overreliance on AI systems, widening skills gaps, and unequal organisational capacity to respond to rapid technological change, especially among smaller organisations with limited resources or expertise.

Safety and Security

Discussions on safety and security highlighted growing concern that the pace of AI adoption is exceeding the development of appropriate safeguards. Participants noted that organisations often face strong pressure from clients, users, and competitive markets to implement AI quickly, particularly in sectors such as healthcare and professional services, where the implications of failure may be significant.

A key insight emerging from the discussions was the perceived absence of standardised approaches to AI safety training and governance. Participants observed that employees are frequently expected to navigate complex AI-related risks without clear guidance or formal preparation. At the same time, emerging threats such as prompt injection and jailbreaking were viewed as exposing vulnerabilities that existing cybersecurity practices are not fully equipped to address. Discussions also highlighted increasing dependence on major technology providers and ongoing uncertainty around how organisations should evaluate trust, responsibility, and acceptable levels of risk in AI-supported decision-making.

Opportunities and Best Practices

Participants identified substantial opportunities for AI to improve efficiency, enhance service delivery, and support more informed decision-making across sectors in the region. However, discussions consistently emphasised that successful implementation depends as much on organisational readiness and workforce capability as on access to technology itself.

A notable theme was the importance of balancing strategic direction with practical experimentation. Participants suggested that organisations are increasingly recognising the value of combining top-down governance with bottom-up engagement to identify meaningful use cases and encourage organisational learning. While competitive pressure and fear of missing out were acknowledged as drivers of adoption, there was broad agreement that long-term value will depend on developing sustainable implementation practices, investing in skills and talent, and establishing governance frameworks that support trust and accountability.

About the Authors

Patrick Mikalef is Professor of Information Systems at the Norwegian University of Science and Technology (NTNU) and Project Manager of AURA . His research focuses on artificial intelligence, digital transformation, and responsible technology governance. He works closely with industry partners to translate emerging AI technologies into sustainable organisational value. Through AURA's Innovation Hub, he aims to strengthen Mid-Norway as a national leader in human-centered and responsible AI adoption.

Email: patrick.mikalef@ntnu.no

Miriam Klöpper is a Postdoctoral Researcher in the Information Systems group at NTNU. Her research explores the impact of algorithm-driven systems in organisations, particularly in workforce management, with a focus on how these technologies reshape managerial practices and working conditions. Aligned with Norway's strong tradition of worker protection, she identifies social and ethical risks and translates them into insights that help ensure a usage of algorithm-driven systems that benefits both organisations and the people who work in them.

Email: miriam.kloepper@ntnu.no

Zacharoula Papamitsiou (she/her) is a Research Scientist at SINTEF Digital and NTNU in Trondheim, Norway, specializing in responsible digitalization, ethics of AI, adaptive systems, and user modeling. She holds a Ph.D. in Information Systems with a focus on Learning Analytics from the University of Macedonia, Greece. Her academic journey includes a postdoctoral fellowship at the NTNU, where she contributed to multimodal interaction research.

Email: zacharoula.papamitsiou@ntnu.no