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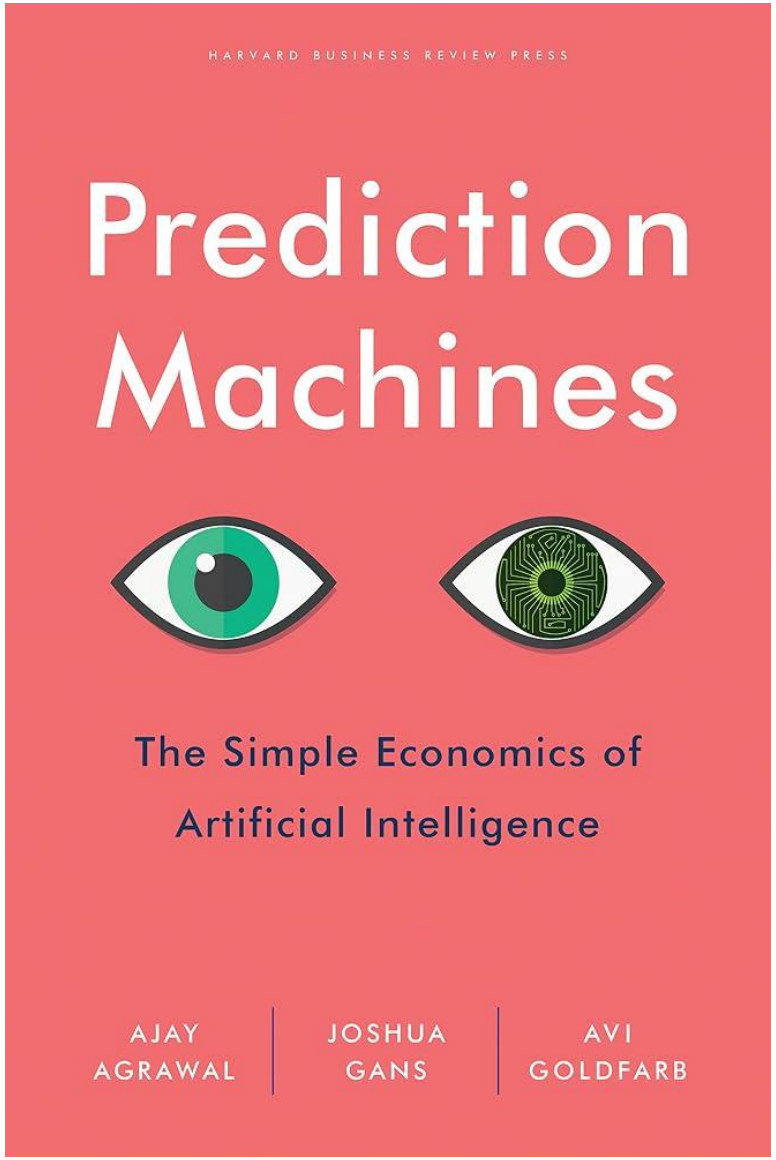
PAAVO RITALA

PROFESSORI,
STRATEGIA & INNOVAATIOT

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MISTÄ LÖYTÄÄ EROTTAUTUMISTEKIJÄT, KUN TEKOÄLY TEKI KAIKISTA KYVYKKÄITÄ?



2010-LUKU:

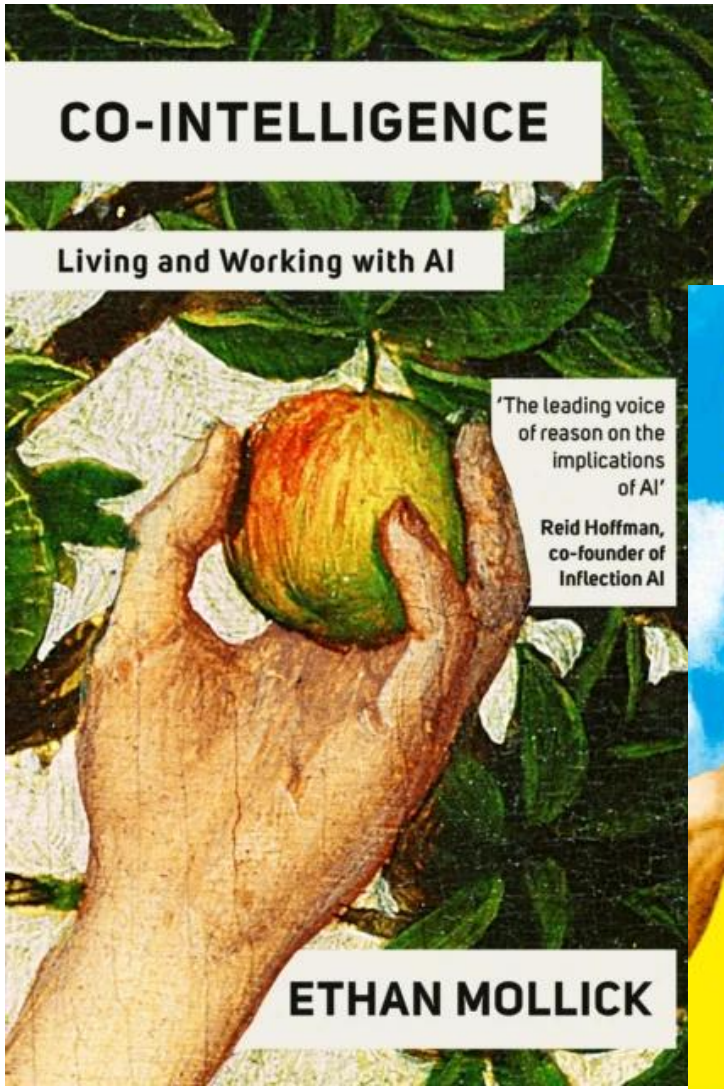
PREDIKTION HINTA LÄHENEE NOLLAA…

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2020-LUKU:

”ÄLYKKYYDEN” HINTA LÄHENEE NOLLAA JA SITÄ ON SAATAVILLA KAIKILLE







2020-LUVUN LOPPUPUOLI:

AGENTTINEN TEKOÄLY KYKENEE TOIMIMAAN AUTONOMISESTI, OPPIMAAN UUTTA, JA SUORIUTUMAAN TEHTÄVISTÄÄN MONIMUTKAISISSA YMPÄRISTÖISSÄ

MISTÄ LÖYTÄÄ EROTTAUTUMISTEKIJÄT, KUN TEKOÄLY TEKI KAIKISTA KYVYKKÄITÄ?



WORLD AWASH WITH IDEAS

We live in a world awash with ideas. Thanks to open innovation, design thinking, crowdsourcing, and to digital technologies, organizations nowadays have easy access to an unprecedented amount of novel opportunities. The consequence?

Ideas are becoming a commodity. They are cheap. To succeed in an overcrowded world we do not need one more idea.

We need a meaningful vision.

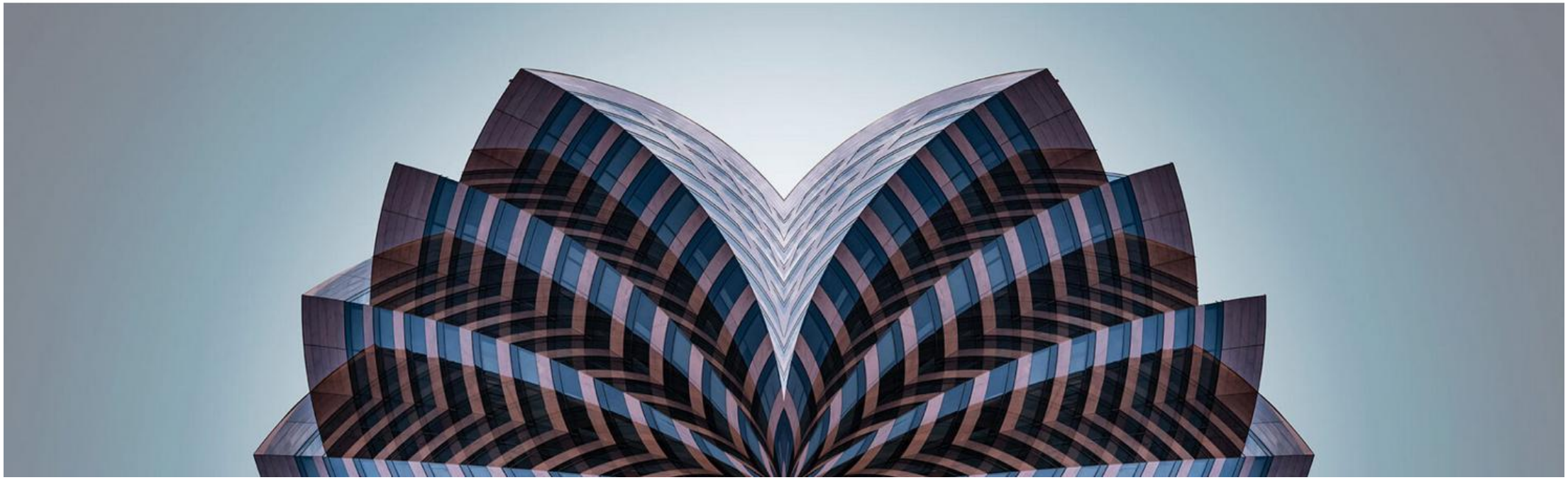
Roberto Verganti, 2017

AI And Machine Learning

AI Won't Give You a New Sustainable Advantage

But using it may amplify the ones you already have. by Jay B. Barney and Martin Reeves

From the Magazine (September–October 2024)



Harvard Business Review, 2024

KOMMODITISAATIO-PARADOKSI

TEKOÄLYN KYVYKKYYDET OVAT ENENEVÄSSÄ MÄÄRIN KAIKILLE SAATAVILLA.

HINNAT LASKEVAT, LAATU PARANEE, SAATAVUUS LISÄÄNTYY.

ASIAKAS VOITTAA.







KIIHTYVYYS-PARADOKSI

TEKOÄLYMALLIT PARANEVAT JATKUVASTI JA NIIHIN PANOSTETAAN VALTAVASTI RAHAA.

LIIKETOIMINTA JOKA POHJAA TEKOÄLYN PÄÄLLE VOI OLLA KOHTA OSA JONKUN TOISEN PERUSTYÖKALUJA.

ELI… “PAREMPI TEKOÄLY” EI YLEENSÄ TAKAA SEKÄÄN KILPAILUETUA





VAIHTOEHTO 1

IHMISEN JA KONEEN LIITTO: TEHDÄÄN ASIAT PAREMMIN TEKOÄLYN AVULLA

Figure 2: **Average Solution Quality**

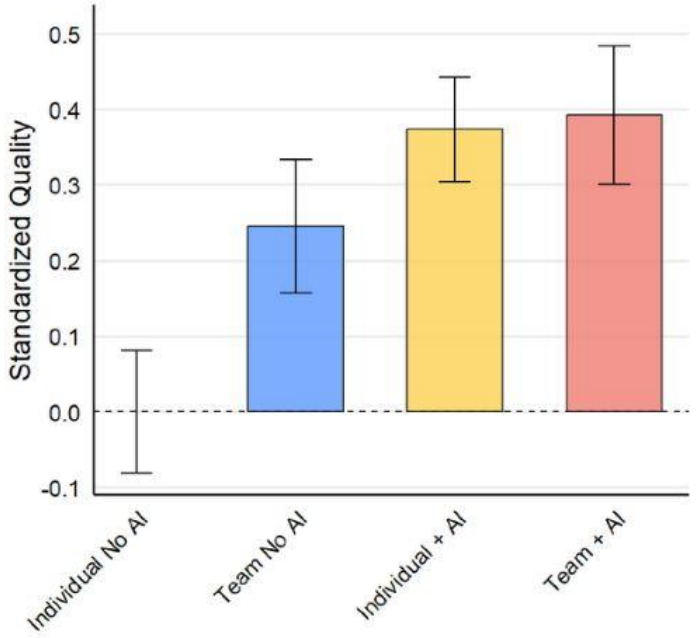


Figure 9: **Top 10% Solutions**

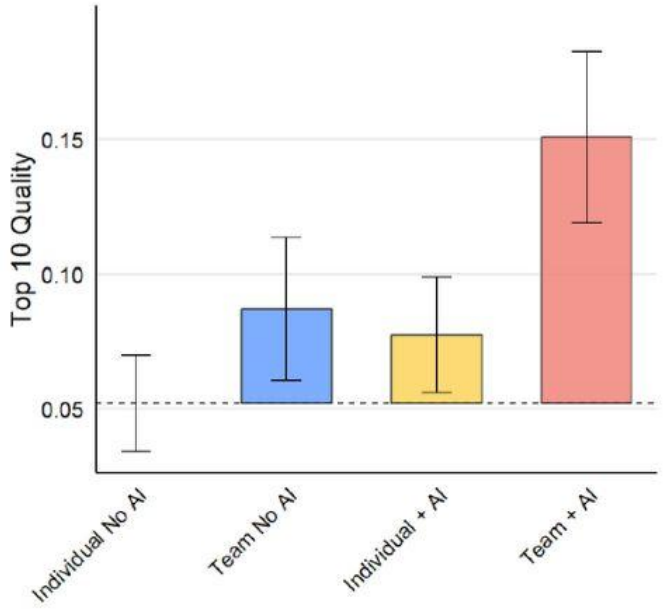


Figure 7: **Evolution of Positive Emotions during the Task**

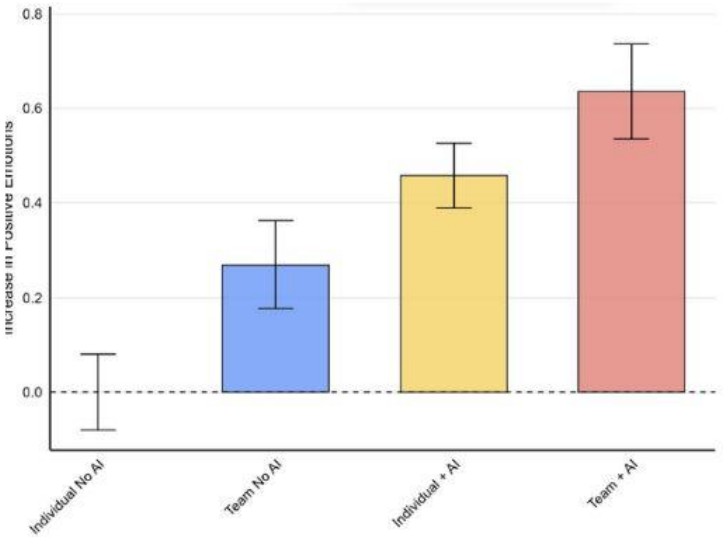
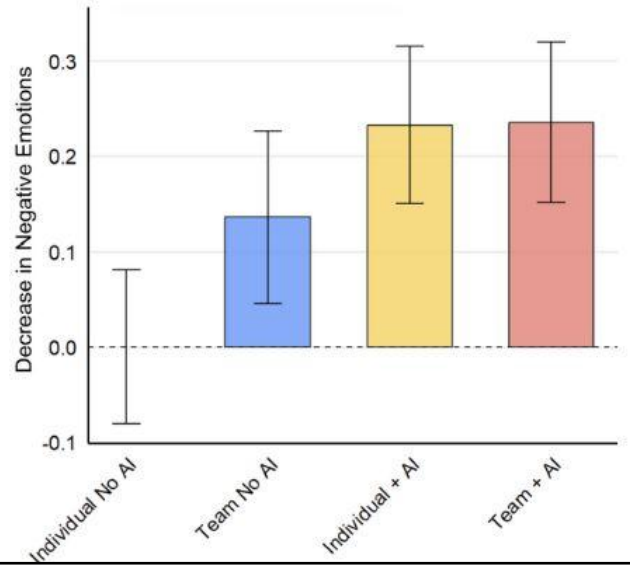


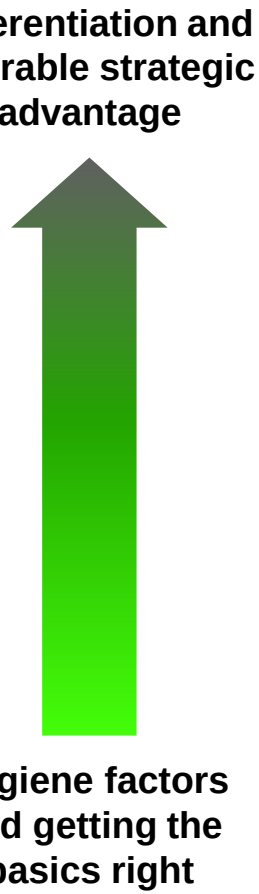
Figure 8: **Evolution of Negative Emotions during the Task**



Dell Aqua et al. (2025) The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise. Working Paper.

KILPAILUETU LÖYTYY PILOTTEJA SYVEMMÄLTÄ!

Level 5: Manage Renewal	**Value, Relevance, Resilience**
Level 4: Manage Outcomes	**Revenue, Efficiency, Quality**
Level 3: Manage Offerings	**Products, Services, Interactions**
Level 2: Manage Operations	**Processes, Practices, Structures**
Level 1: Manage Adoption	**Upskilling, Empowerment, Experiments**



Ruokonen, M. & Ritala, P. (2025) Managing generative AI for strategic advantage. Research-Technology Management.

KILPAILUETU LÖYTYY PILOTTEJA SYVEMMÄLTÄ!

Level 5:
Manage Renewal

Level 4:
Manage Outcomes

Level 3:
Manage Offerings

Level 2:
Manage Operations

Level 1:
Manage Adoption



BEAUTY OF THE UNEXPECTED

Kotona is Finland's first international digital media celebrating Nordic lifestyle –handmade happiness and delightfully different homes!

Ruokonen, M. & Ritala, P. (2025) Managing generative AI for strategic advantage. Research-Technology Management.

VAIHTOEHTO 2

LÖYDETÄÄN IHMISELLE VIELÄKIN ARVOKKAAMPI ROOLI

Contents lists available at ScienceDirect

Industrial Marketing Management

journal homepage: www.elsevier.com/locate/indmarman

Technology-enabled democratization: Impact of generative AI on content marketing agencies

Risqo Wahid [a,b,*], Joel Mero [a], Paavo Ritala [c,d]

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ARTICLE INFO

Keywords:
B2B marketing
Digital content marketing
Digital marketing
Artificial intelligence
Services marketing
Relationship marketing

ABSTRACT

This study investigates how technology-enabled democratization affects market structures and incumbent firm strategies, with a focus on generative AI and content marketing agencies (CMAs). While past technologies augment marketing capabilities, generative AI redistributes core creation, technical, and economic capabilities—challenging traditional agency–client dynamics and prompting strategic reconfigurations among incumbent firms. Drawing on a qualitative study of 22 professionals from CMAs and their clients, we develop a framework showing how generative AI enables widespread content marketing capabilities, alters content marketing market structures, and forces CMAs to redefine their value propositions. Our findings reveal a shift from execution-based services to expertise-driven roles, including creative consulting, hyper-personalization, and AI-enabled service innovation. We contribute theoretically by extending the concept of technology-enabled democratization, offering a structured framework that links capability redistribution, market restructuring, and incumbent response strategies. Practically, we propose a playbook to help CMAs adapt to this transformation through (1) strategic repositioning, (2) operational integration, (3) ethics, regulation, and compliance, (4) and market and client engagement. Overall, the study offers conceptual and managerial insights into the evolving interplay between generative AI, market democratization, and marketing agency transformation.

Lähde: https://www.sciencedirect.com/science/article/pii/S0019850125001348

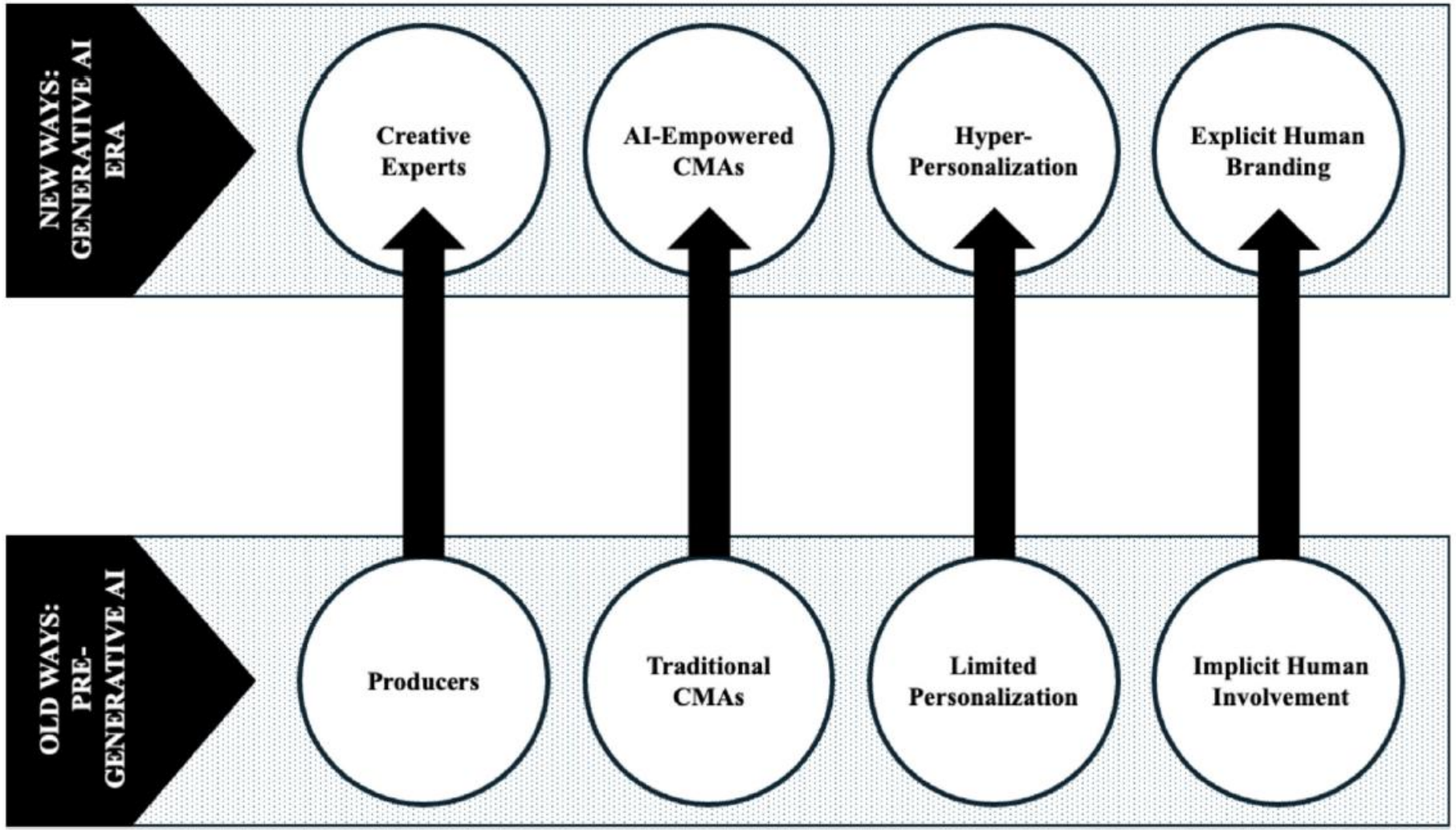


Fig. 2. Redefinition of CMAs' value propositions.

Lähde: https://www.sciencedirect.com/science/article/pii/S0019850125001348


SHERPA
CREATIVE INTELLIGENCE COMPANY

VAIHTOEHTO 3

MENNÄÄN “ALL IN” TEKOÄLYYN. MUTTA SILLOIN PITÄÄ JUOSTA MUITA NOPEAMMIN…

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2025

2026

AI-Animation

60 seconds

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TAKE-AWAY:
KOLME TÄRKEÄÄ JUTTUA

Kuten laskennan ja prediktion hinta, myös **sisällöntuottamisen hinta lähestyy nollaa.**

+

Tekoäly demokratisoi pääsyn globaaleille ideamarkkinoille.

Sekä median tuottaminen että kuluttaminen nopeutuvat & muuttuvat.

=

Tekoäly ei yleensä ole ”taikaliima” joka korjaa puutteita markkinoinnin tai sisällön tuottamisen strategiassasi.

Tekoäly voi kuitenkin auttaa vahvistamaan viestinnän ja strategian klassisia vahvuuksia.

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KIITOS!

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