

## Digitalization Community Discussion Group

March 15, 2024

**In attendance:** P66, INVISTA, DuPont, Axalta, PPG, Stepan, Caterpillar, DuPont, Michelin, DuPont, Hess, Church & Dwight, Michelman, Kimberly Clark, Boeing, Eastman, A.O. Smith, Owens Corning, Cargill, BASF

### Discussion summary:

1. Q&A: What are your current challenges? What can your peers help you with?
  - a. Various different silos in large companies and people within those silos come up with ideas on how to use AI. The global IT and Engineering groups may not necessarily want to get involved. This means that AI stays in silos.
    - i. Started a digital incubator in IT for these ideas. Called DuPont Spark Digital. Lee to share the case study. Focused on business problems.
      1. Cross-functional group. A large number come from R&D and engineering, but with strong skills in the IT space, so they understand the product development cycle.
      2. Once a product is ready, it goes to mainstream IT.
    - ii. IT isn't necessarily the place to drive innovation. Tend to be technology-first focused. Need to be aligned with business needs.
    - iii. Needs to be cross-functional.
    - iv. Users network to facilitate collaboration.
    - v. Different people trying to grab different shiny objects and then interest fades. Landgrab – who's going to be the one to bring in the amazing tool that solves all the problems?
      1. Get those people on board and put them into a centralized group working on those big challenges.
  - b. AI Tools that are safe for dealing with sensitive data – proprietary, company policy, etc.
    - i. Azure-based ChatGPT spin-off for knowledge management off of Microsoft. Advanced IP is connected in.
    - ii. Internal development and internal portal using Microsoft. Now shut down the free external versions.
  - c. Having dedicated IT people in R&D
    - i. Issue for the IT people for career advancement.
    - ii. Helps to separate infrastructure IT and application development.
    - iii. Need to have a leadership team sponsor to ensure the R&D IT people don't get funneled away to the enterprise.
    - iv. Have a dedicated team in IT that is focused on R&D. Leadership needs to recognize that there are specific needs for R&D IT that are different and the timelines for R&D are longer term.

- v. IT wants to standardize and keep costs down. R&D wants to innovate and try new things. IT needs to understand how to work with R&D in the same direction to add value to the business.
- d.
- 2. As you are recruiting early career hires and interns, what are you seeing concerning their use of AI and expectations for other tools?
  - a. Disappointment that work needs to be converted to an Excel spreadsheet to be actually used. Comes from being siloed and decentralized.
  - b. Can now say that most of the workforce is digitally native or comfortable. Expectations that these technologies will be available to them.
- 3. Knowledge transfer
  - a. Will technical reports go away?
    - i. Performance value model that associates writing technical reports with value. Is using Copilot to help write it cheating? Need to get away from that model/mindset.
      - 1. Would rather have the speed of the help of LLMs.
    - ii. Get 80% of the value if you just have the person record a podcast or have them present and record it.
    - iii. People don't necessarily read them, but they do refer to them.
    - iv. Have a senior technical leader position and in order to get to that level, you have to write great reports. It's part of the role structure. Need to move away from that to 'how do we best capture the knowledge?'.
  - b. Working to make better search tools.
    - i. Gen AI will be able to search in video, audio, text, etc.
    - ii. Making sure you have tools that can help you easily find what you're looking for.
  - c. Need to think about different ways to get the information out of people's heads.
    - i. Retirement tour where they present to all the different facilities.
    - ii. Having departing experts run classes for early career individuals and recording them.
    - iii. Need to think about capturing in different ways and making available in different ways based on people's preferences.
      - 1. DuPont Spark Digital Academy case study
    - iv. Don't want PowerPoint to be the product. Need context. At least a recording, especially if you include transcription summaries that help with archival retrieval.
      - 1. MS Stream will do that.
    - v. End of project interview with a template.
    - vi. Can also include gate reviews to have the evolution of the project.
  - d. Need to remind people that it's the company's info, not the individual's.