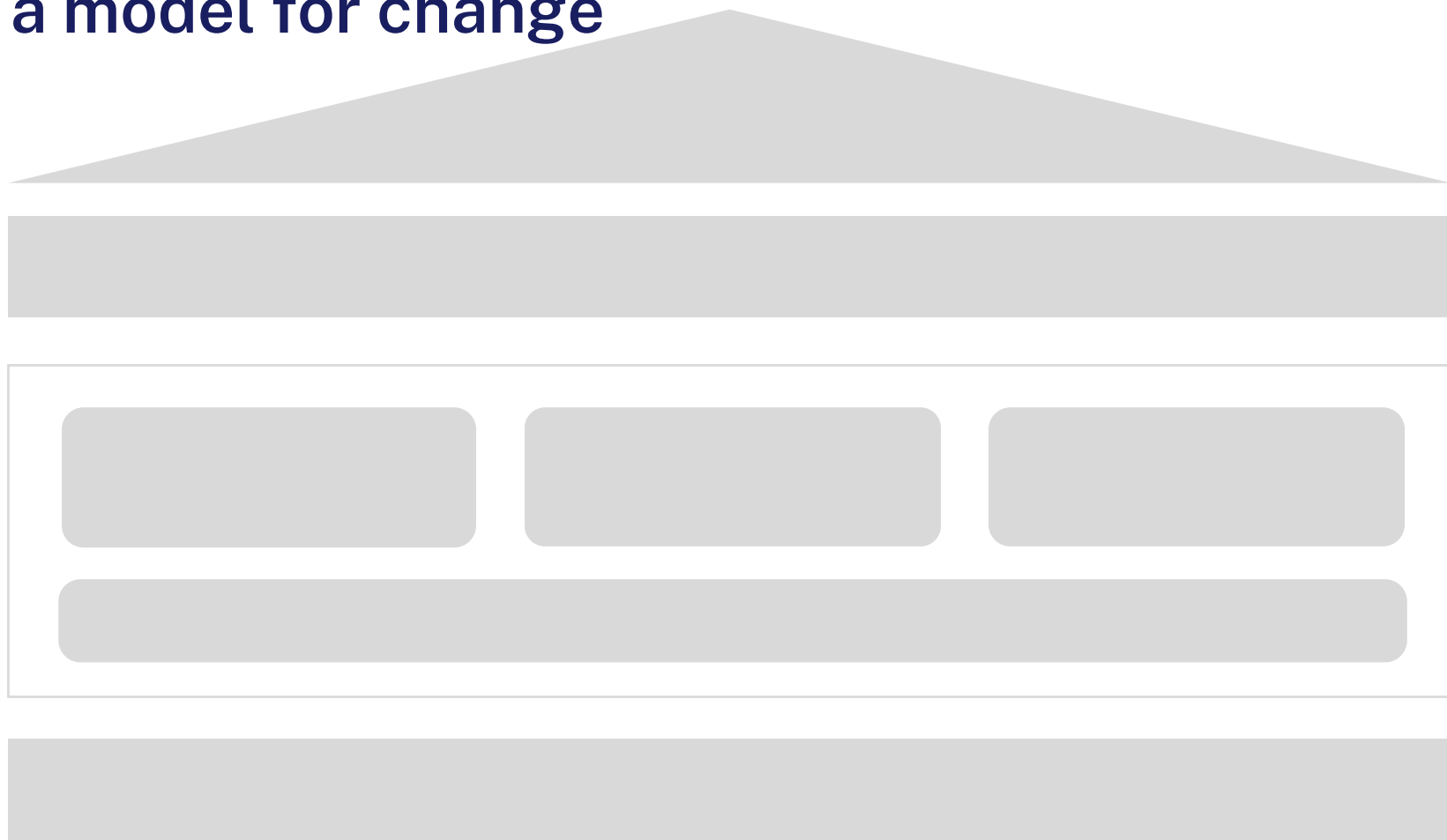


From data to action: How to build a data-driven culture

Lessons learned from the SNAO

Jacob Sjöberg, Swedish National Audit Office

Building a model for change

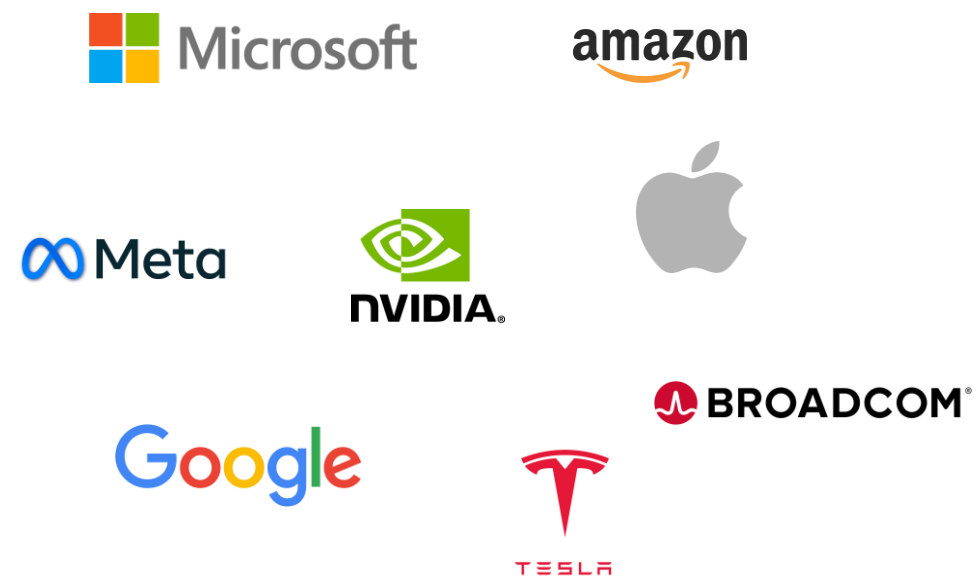


Part 1: Setting the scene

Data and technology are reshaping the world

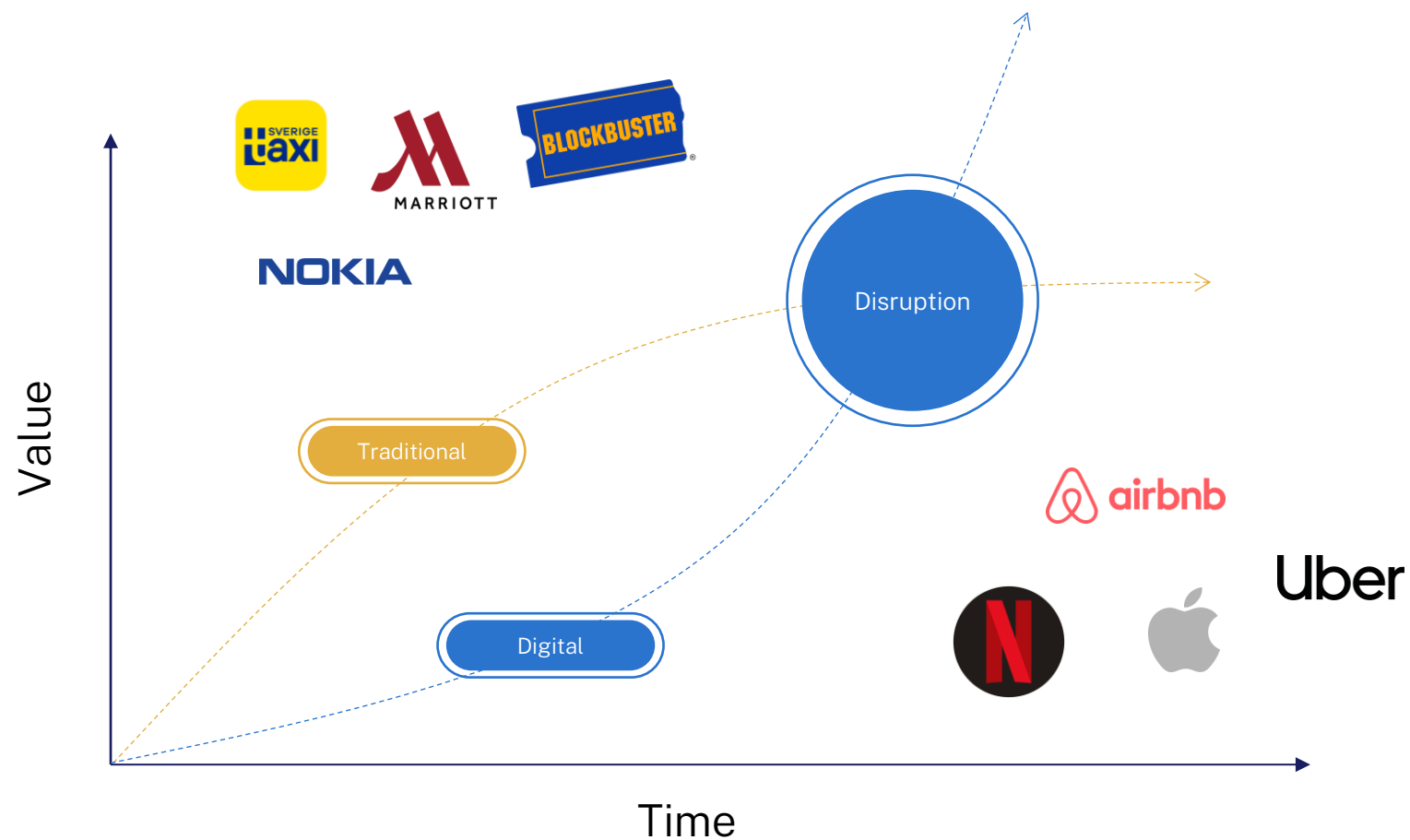


2007



2025

Industry after industry is being transformed



This shift affects SAls too

DEBATTEN OM OFFENTLIGT SLÖSERI

Så avslöjar han rekordslöseriet – ”Kan spara minst 90 miljarder”

Jens Nylander har skapat en databas som granskar kommunernas fakturor.



10 min [Min sida](#) [Dela](#)

Publicerat lördag 9 mars kl 09.21

- Jens Nylander har byggt en databas som samlar alla offentliga inköp, alltså fakturorna från kommuner, regioner och myndigheter, och kör dem genom ett AI-system som upptäcker avvikelser.

affärs
världen

Intervju AI | 24 februari

JENS NYLANDER: ”INOM ÅR HAR FINANSMARKNADEN FÖRÄNDRATS HELT”

Den största granskningen genom tiderna av Sveriges offentliga...
en ensam programmerare i Hudiksvall. Serieentreprenören Jens Nylanders AI-skapelse
har tuggat i sig 50 miljoner fakturor hittills, och flaggat upp slarv, felinköp och rena
brott värda tiotals miljarder. Hans plattform är och förblir gratis – men en
pengamaskin för Nylander lurar i koden.

Jens Nylander Bild: Mostphotos, Michael O'Donnell, Anders W

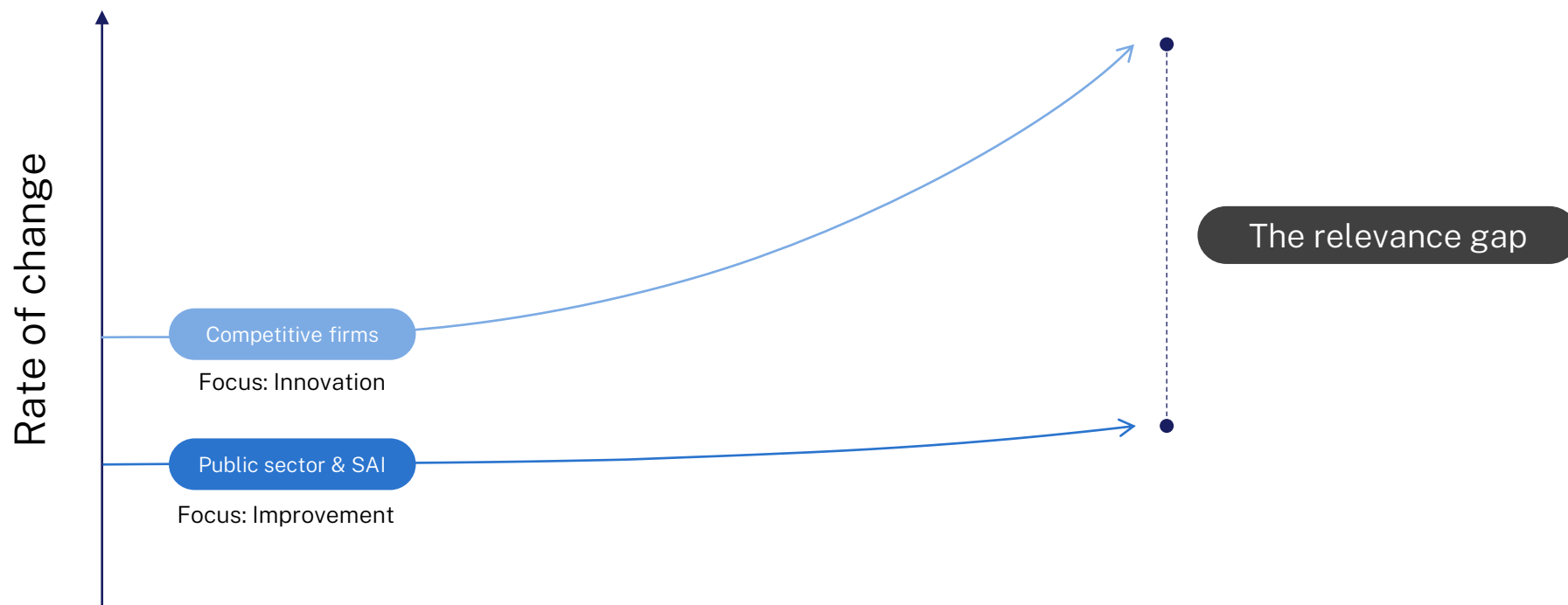
Entreprenören Jens Nylanders nya AI-dat...
kommuner och regioner blottlägger felakt...
företagare agerat på samma sätt hade det...
”Jag blev skrämnd när jag började inspekte...
säger han till TN.

Ledarredaktionen

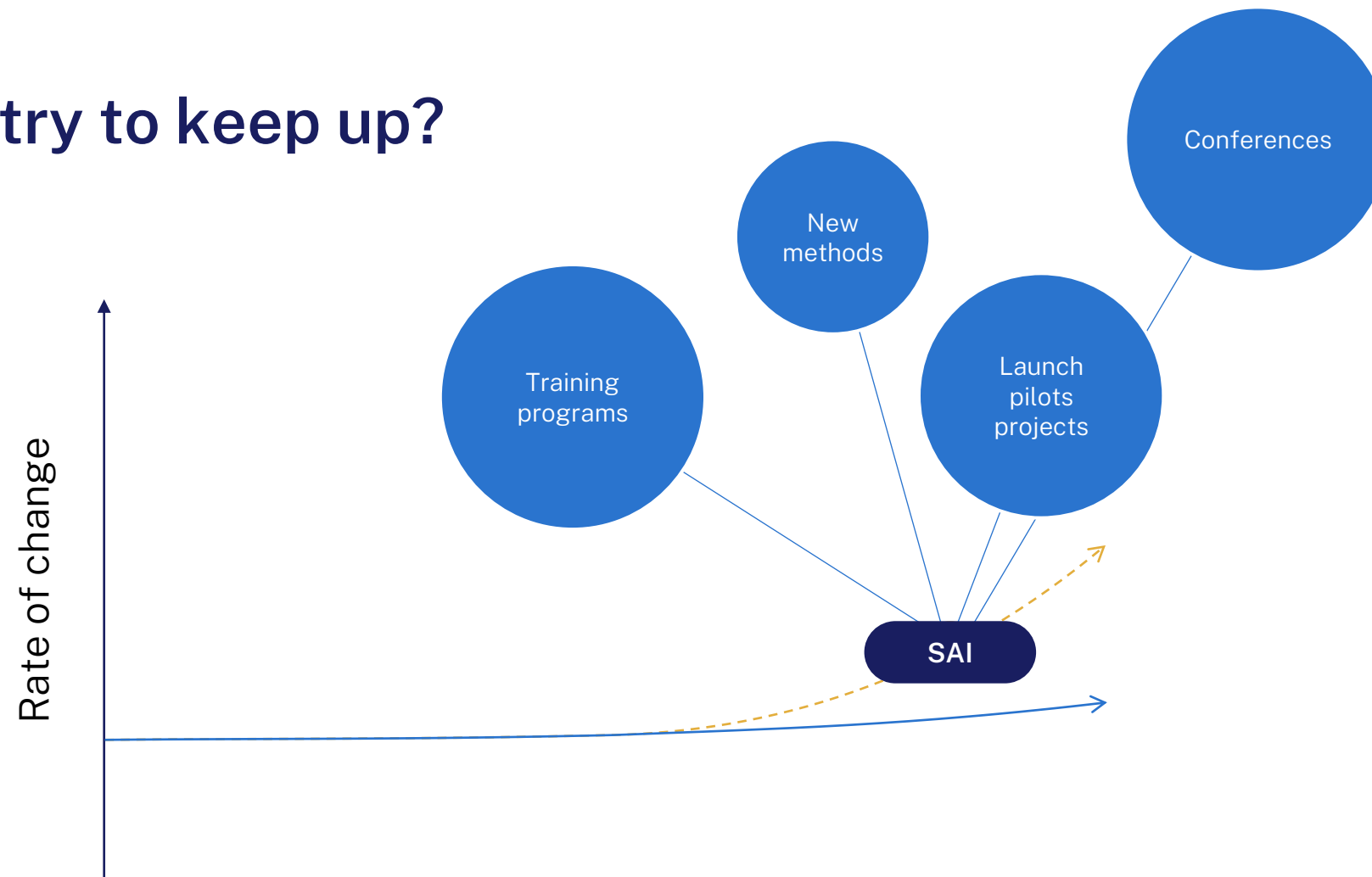
Så kan AI avslöja kommunalt slöseri



The risk of a relevance gap



How do we try to keep up?



But there's a problem...

The universal struggle of transformation

Forbes

Why Transformations Fail And What You Can Do About It

By [Matthias Schramm](#), Former Forbes Councils Member.
for [Forbes Human Resources Council](#), [COUNCIL POST](#) | Membership (fee-based)

Published Mar 02, 2021, 07:00am EST

88% of AI pilots fail to reach production but that's not all on IT

News Analysis
Mar 25, 2025 • 4 mins

[Business IT Alignment](#) [IT Strategy](#) [Innovation](#)

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Press release

88% of business transformations fail to achieve their original ambitions; those that succeed

 **Forbes**

EDITORS' PICK | LEADERSHIP > CMO NETWORK

MIT Finds 95% Of GenAI Pilots Fail Because Companies Avoid Friction

By [Jason Snyder](#), Contributor. © Jason Alan Snyder is a technologist...



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Published Aug 26, 2025, 01:22pm EDT, Updated Aug 26, 2025, 05:10pm EDT

The universal struggle of transformation

The real challenge:

**Behavioral
change**

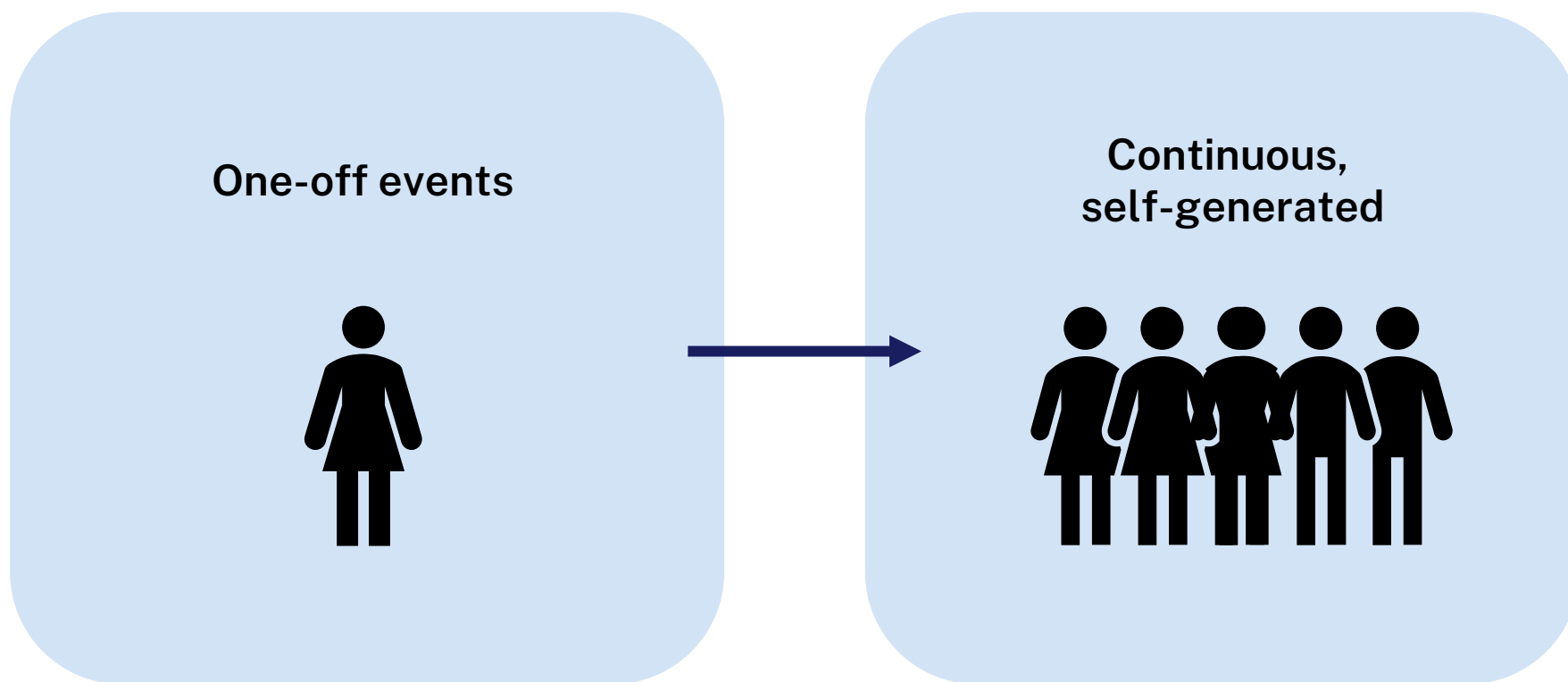
Forbes
Why Transformations Fail And What To Do About It
by [author]
[date]

Business transformations
lose their original
purpose those that succeed

88% of AI pilots fail to reach scale
but that's not all on IT

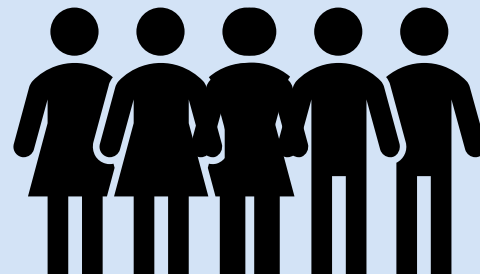
Why GenAI Pilots Fail Because
of Friction

The behavior we seek



Culture

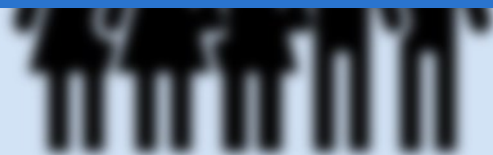
Continuous,
self-generated



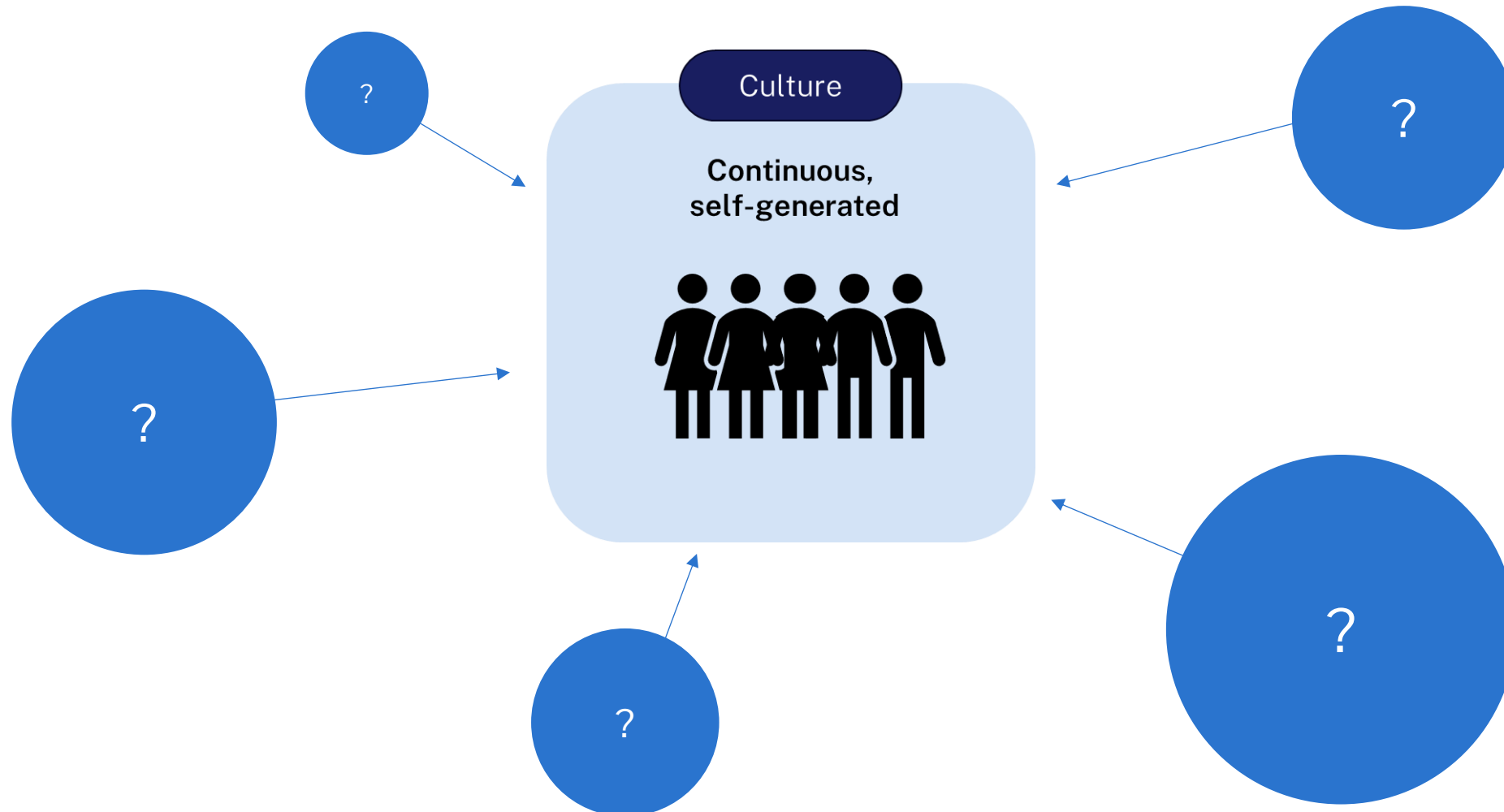
Culture

Continuous,
self-generated

Can you change culture?



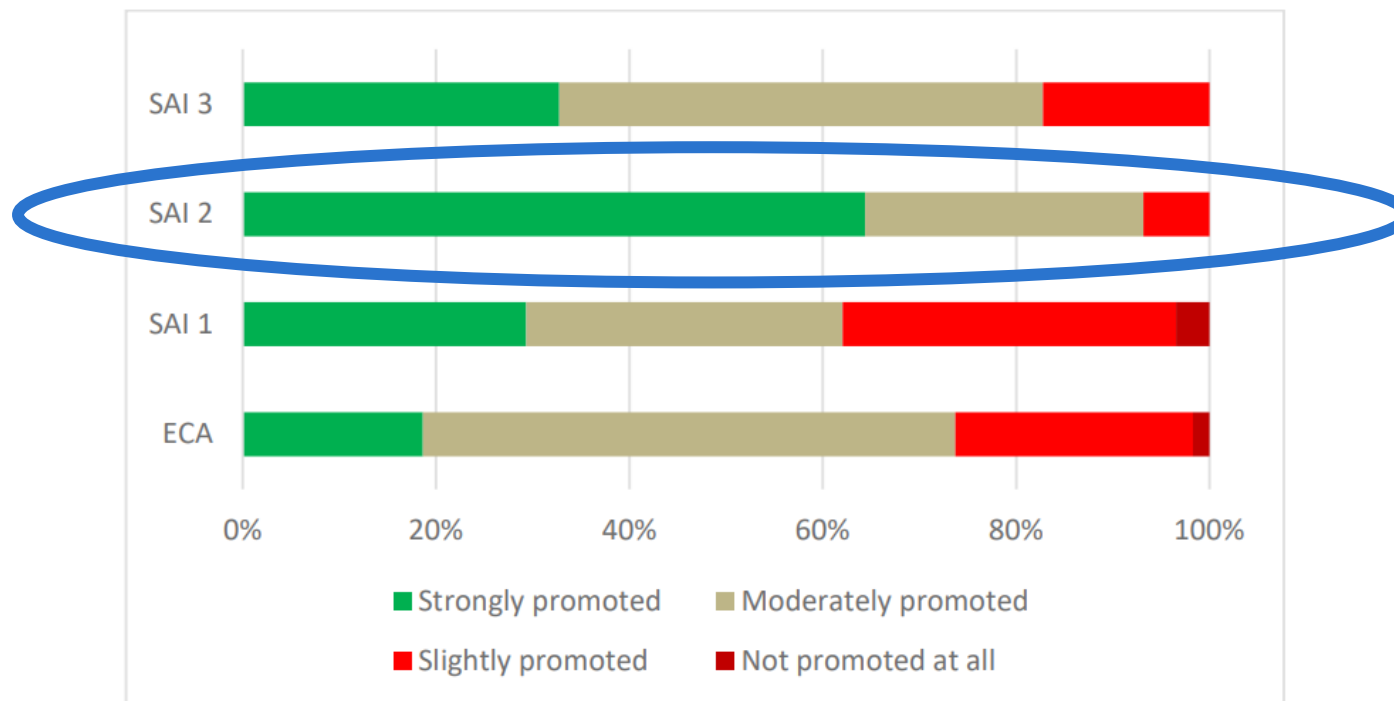
What factors enable behavior to emerge?



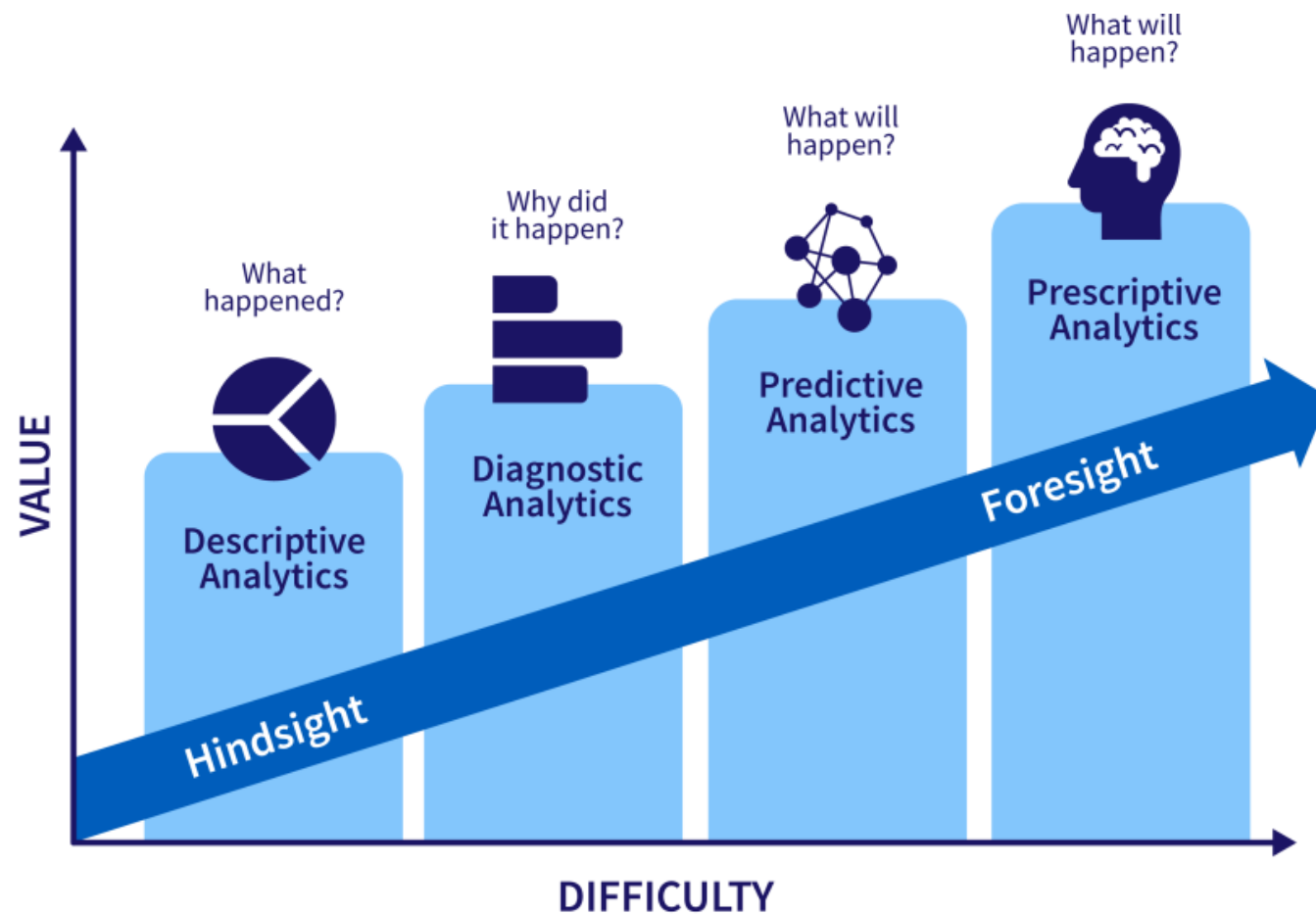
Part 2: Lessons learned from the Swedish NAO transformation

SNAO today: A data-driven culture

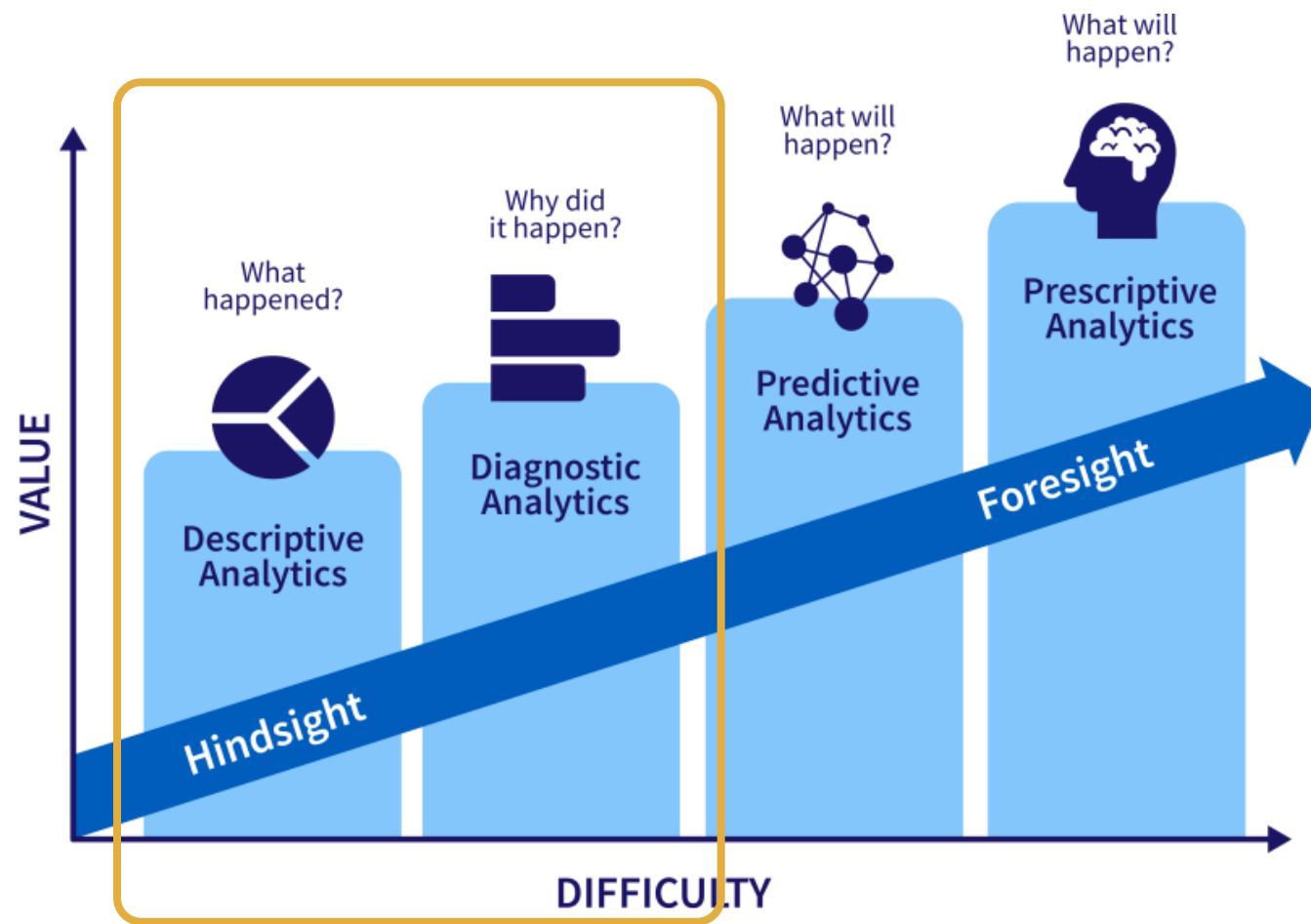
Figure 4: To what extent do you feel that the use of audit data analytics is encouraged in your organisation?



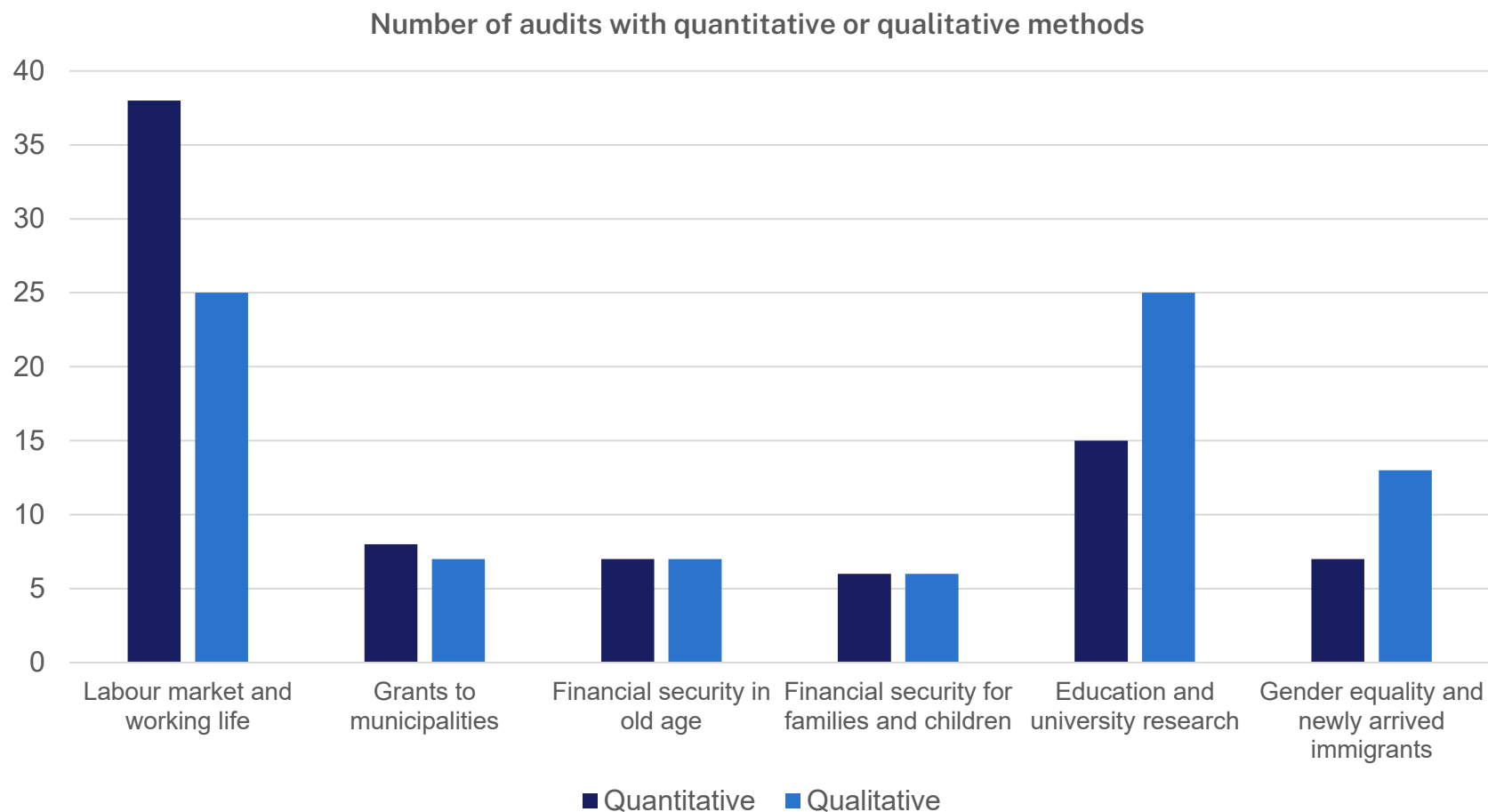
What “data-driven” means for us



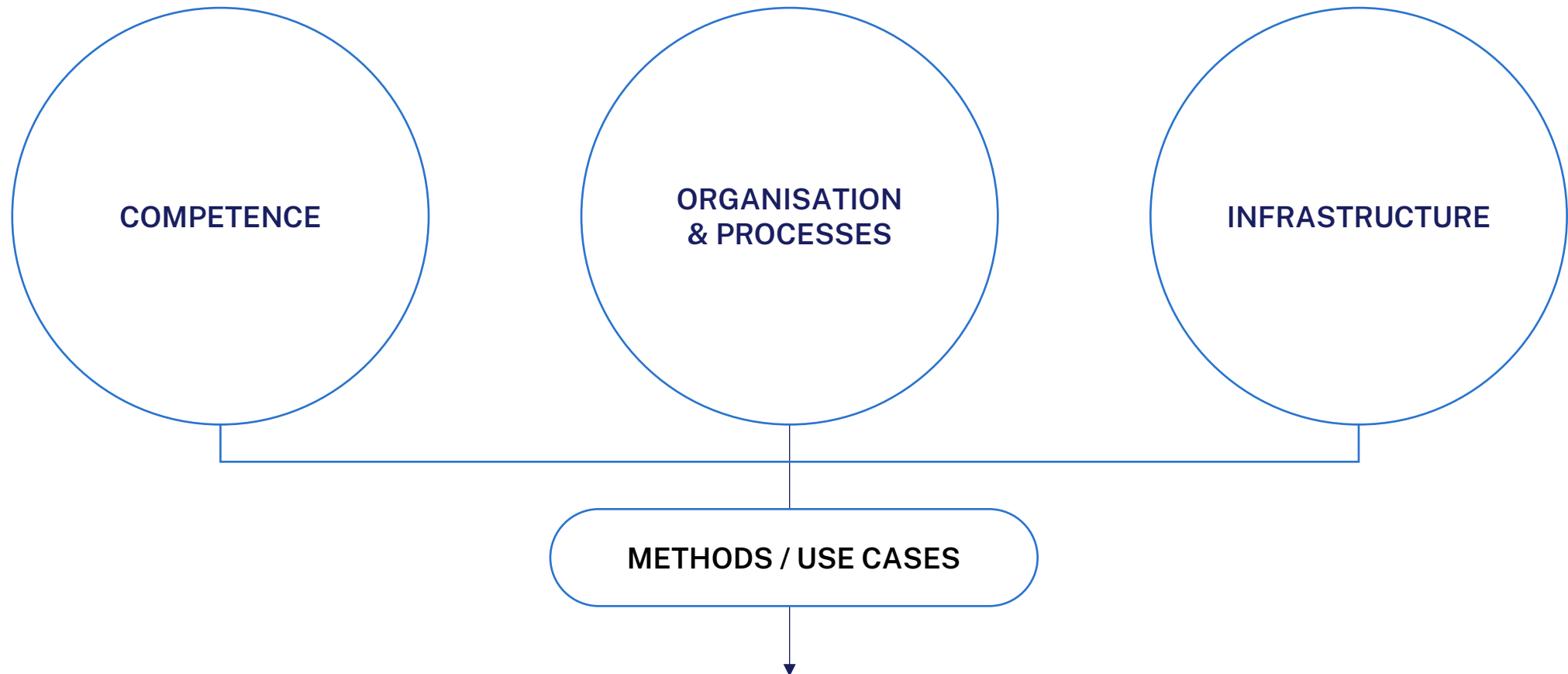
What “data-driven” means for us



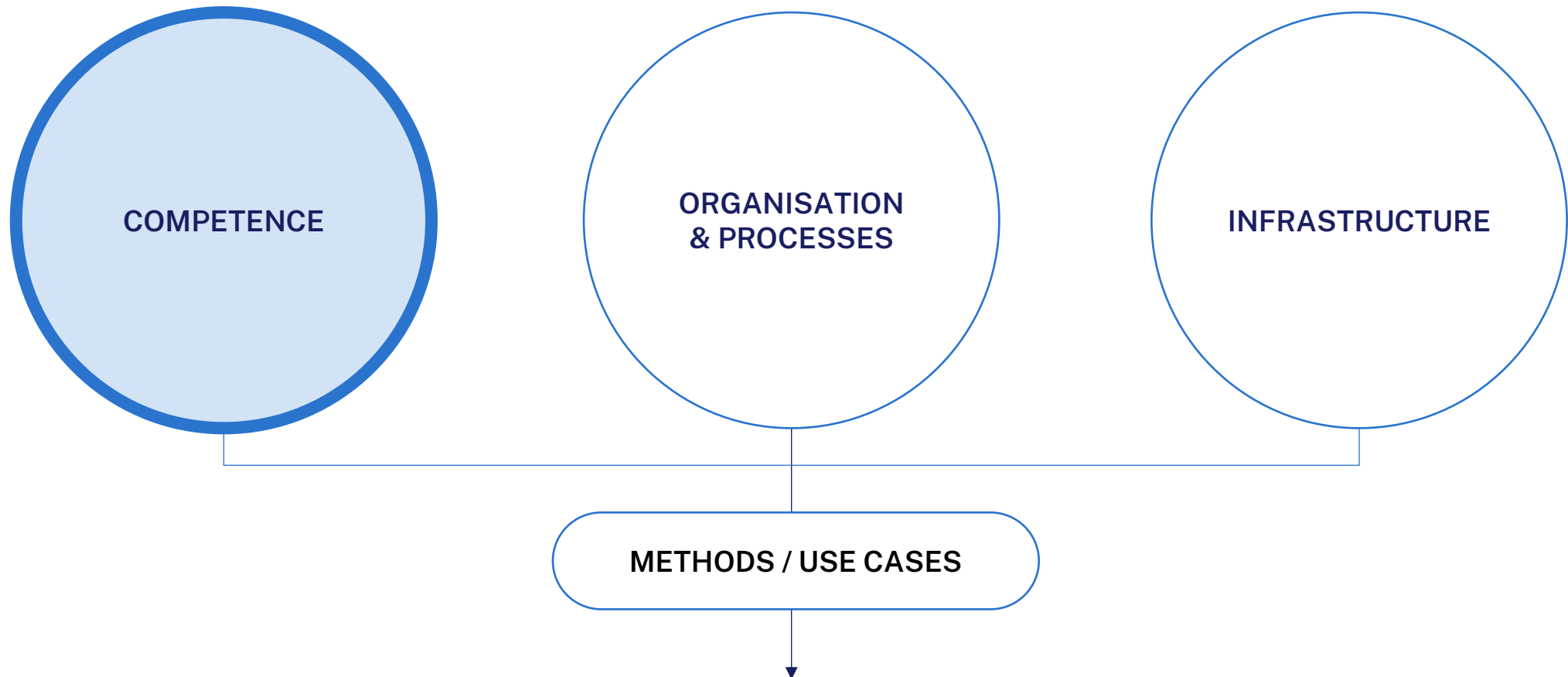
Quantitative methods – where they fit



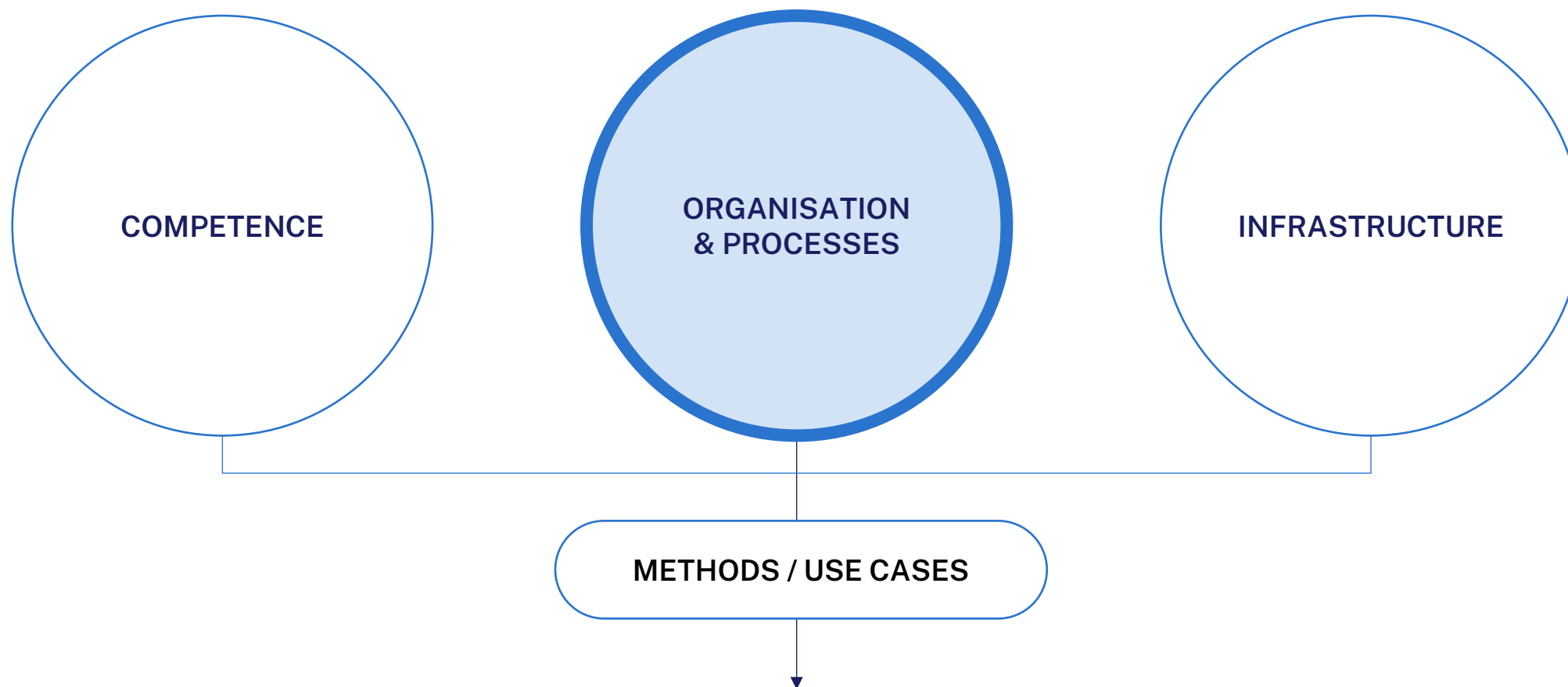
What factors enable us to be data-driven today?



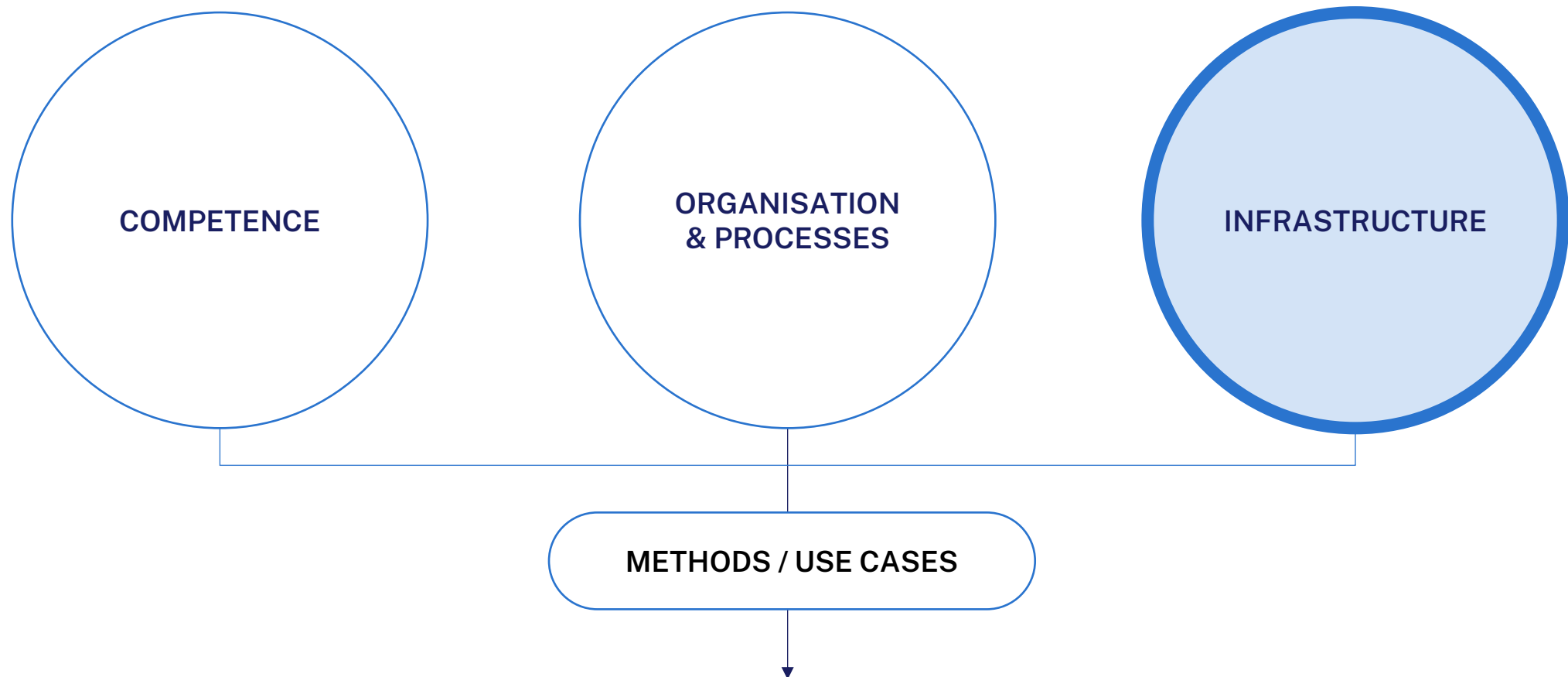
What factors enable us to be data-driven today?



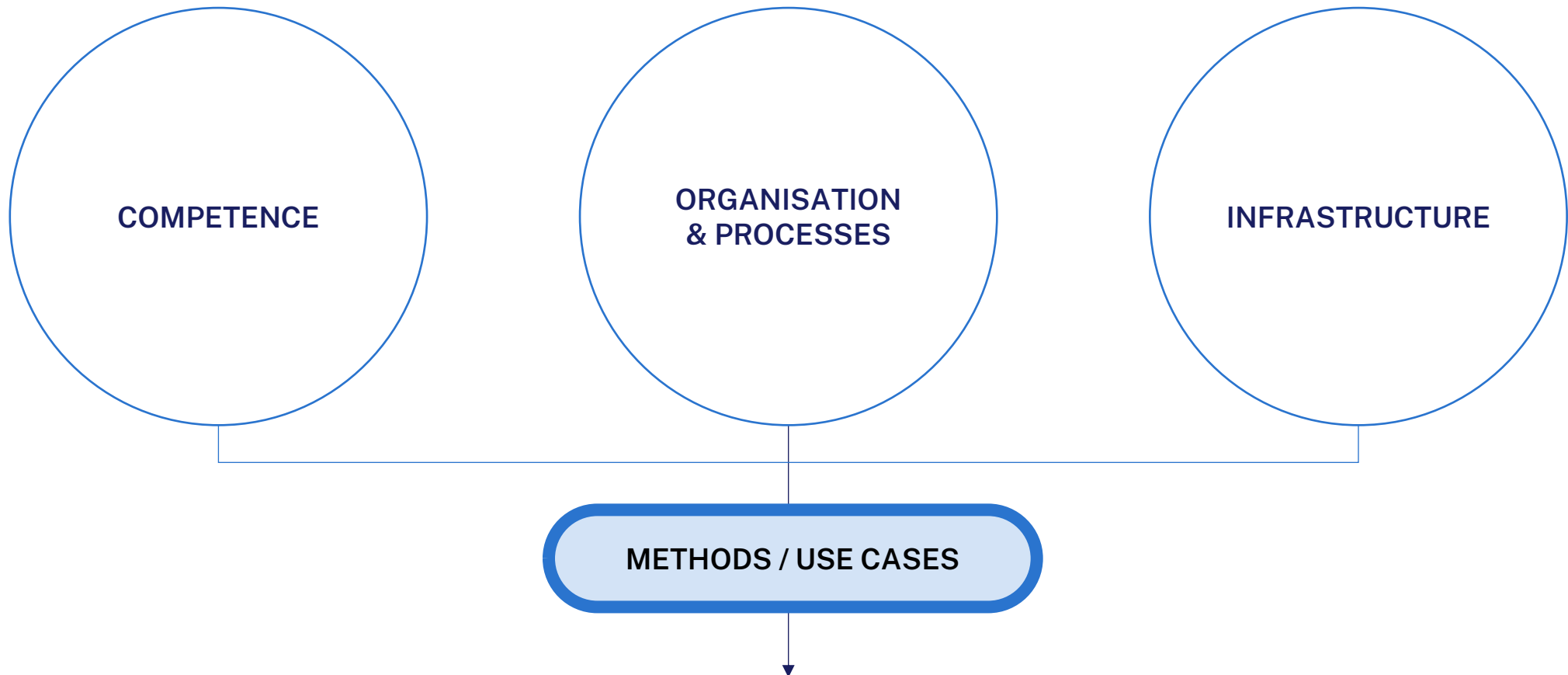
What factors enable us to be data-driven today?



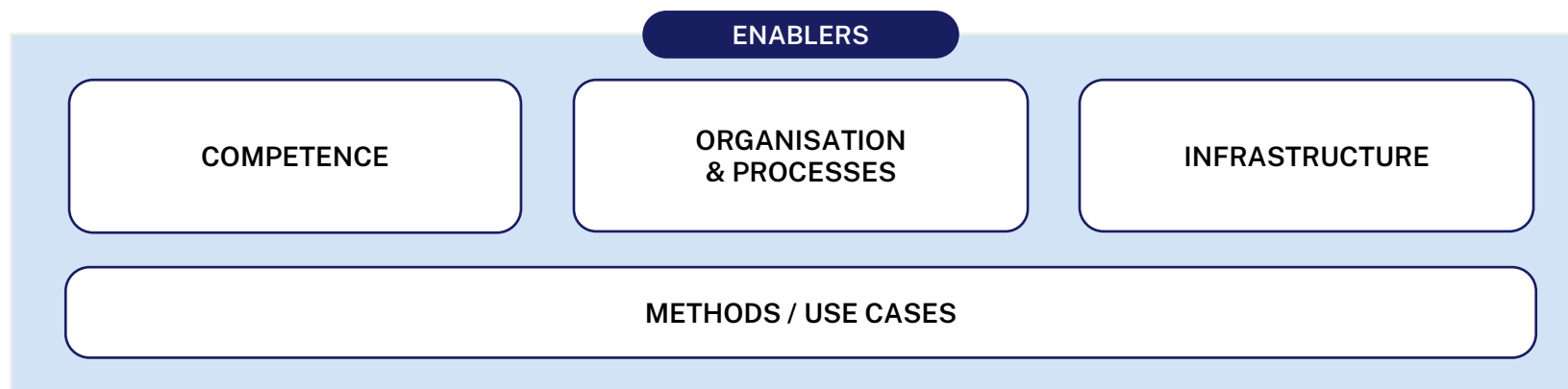
What factors enable us to be data-driven today?



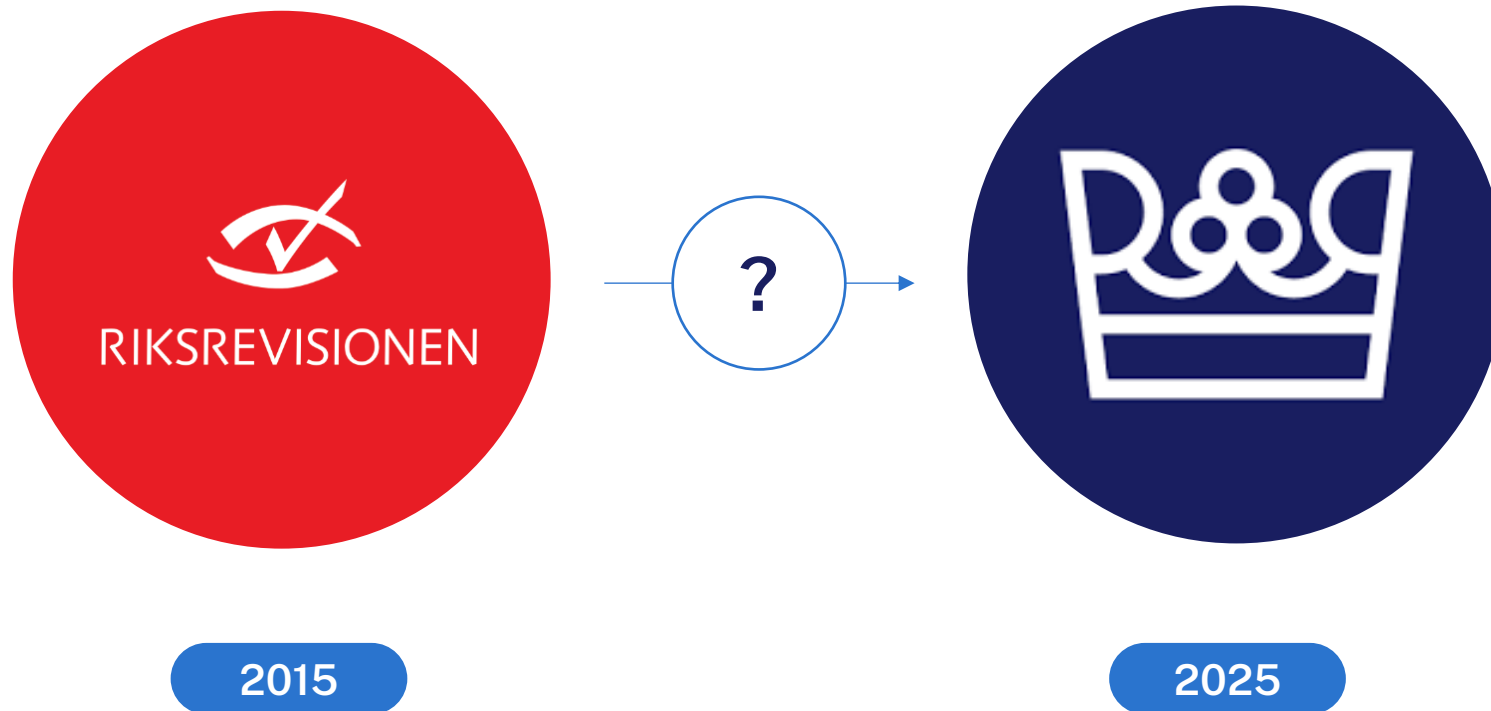
What factors enable us to be data-driven today?



Building the model: The enablers



The important question



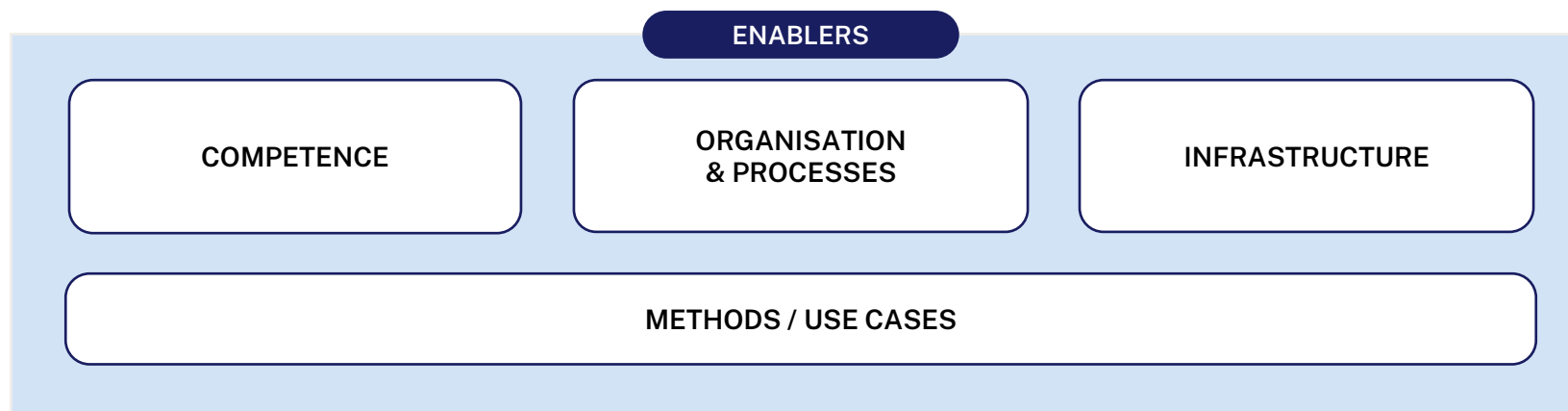
SNAO 2015: The starting point

The cold review

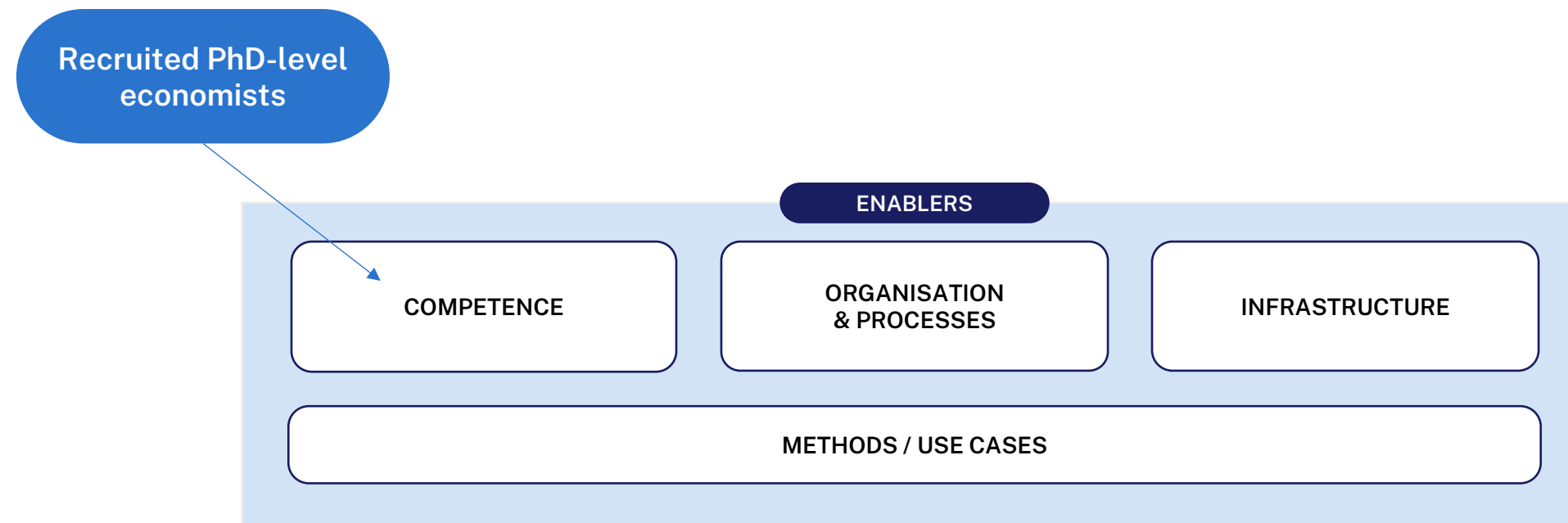
- ➔ Parliament questioned the analytical rigor of our performance audits.
- ➔ Conclusions often *made sense*, they were sometimes more *intuitive* than *well-substantiated*.
- ➔ Other research institutes were producing high-quality analyses, often using advanced quantitative methods.



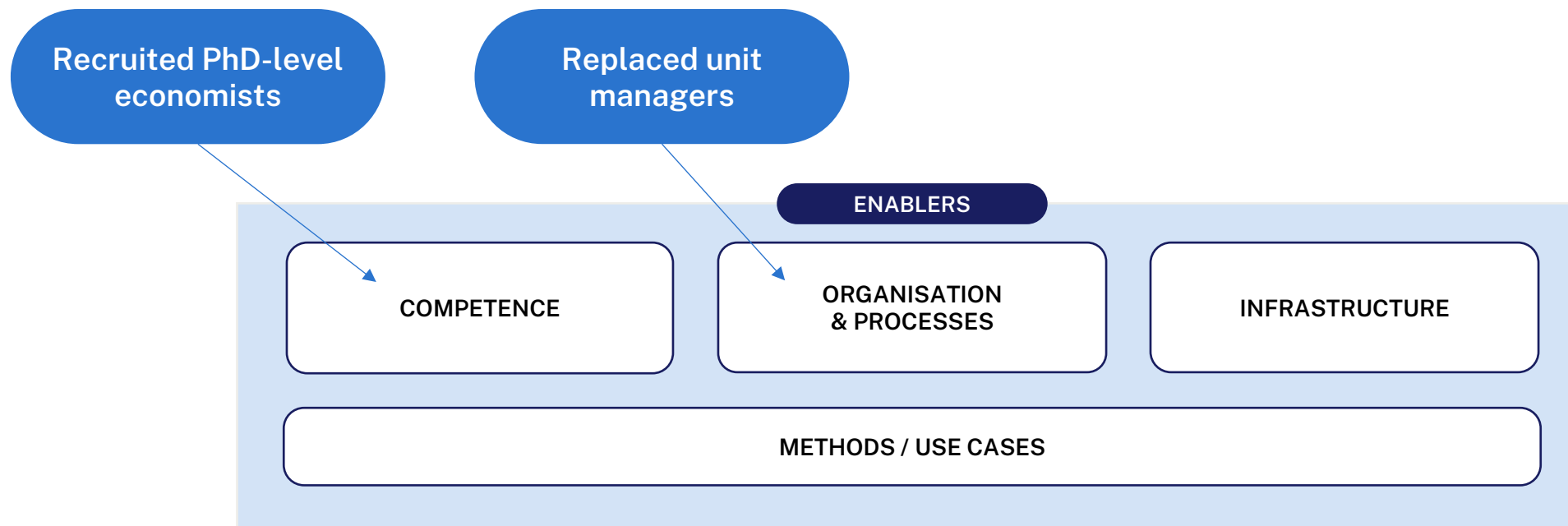
The transformation



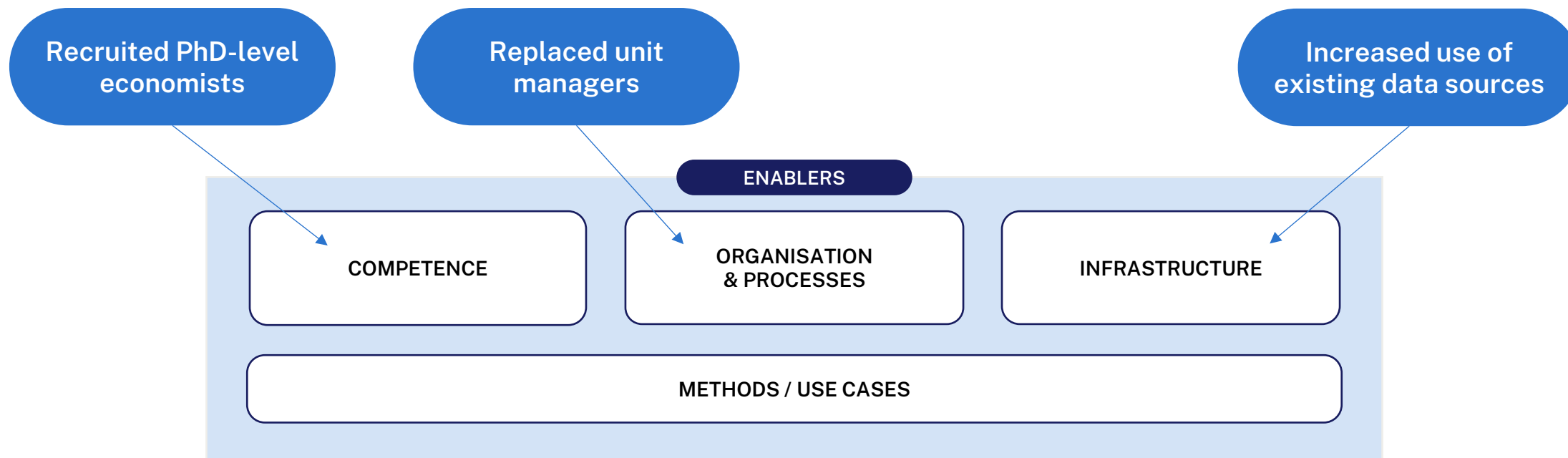
The transformation



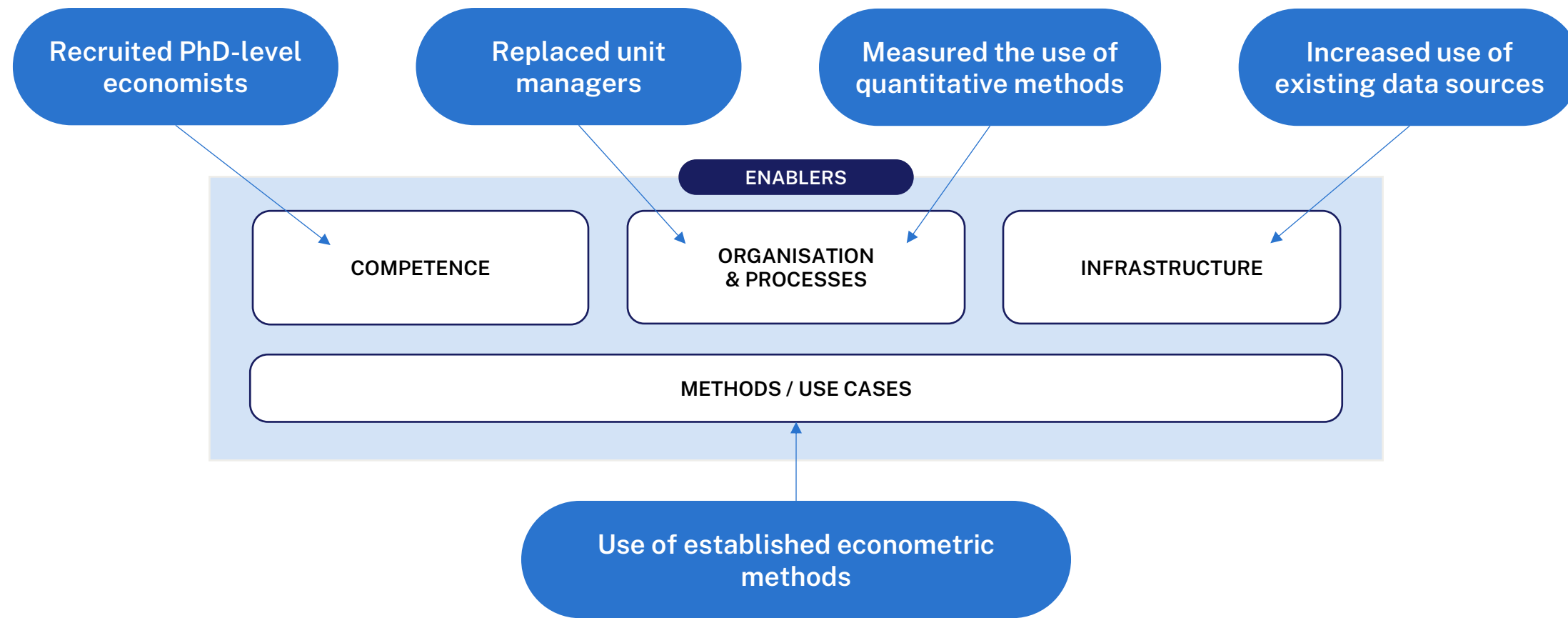
The transformation



The transformation



The transformation



Reflecting on the transformation



2015

Big bets &
Strong
leadership

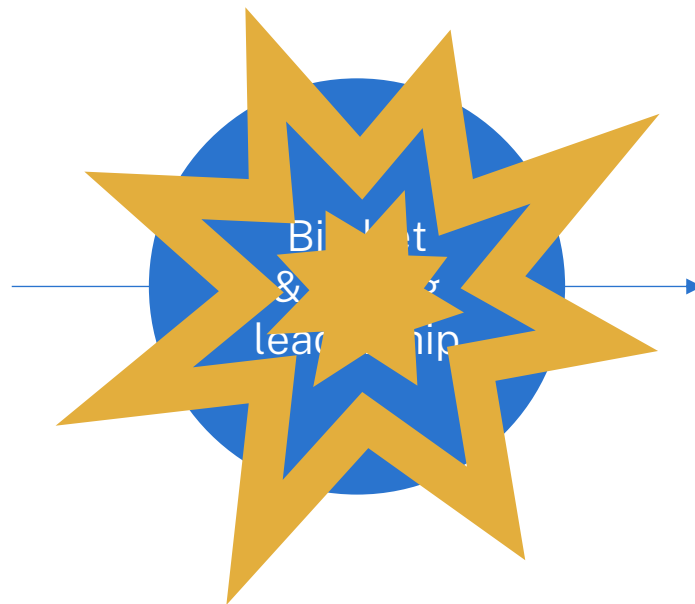


2025

The result?

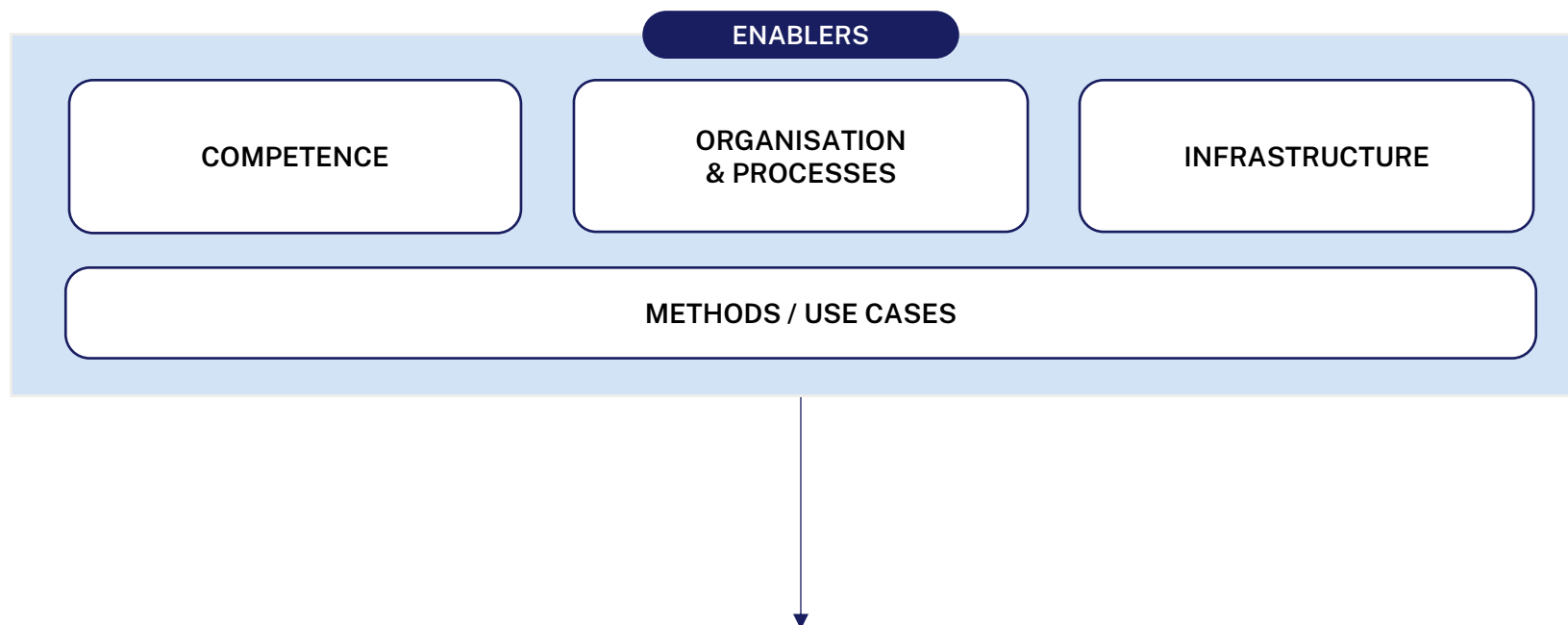


2015

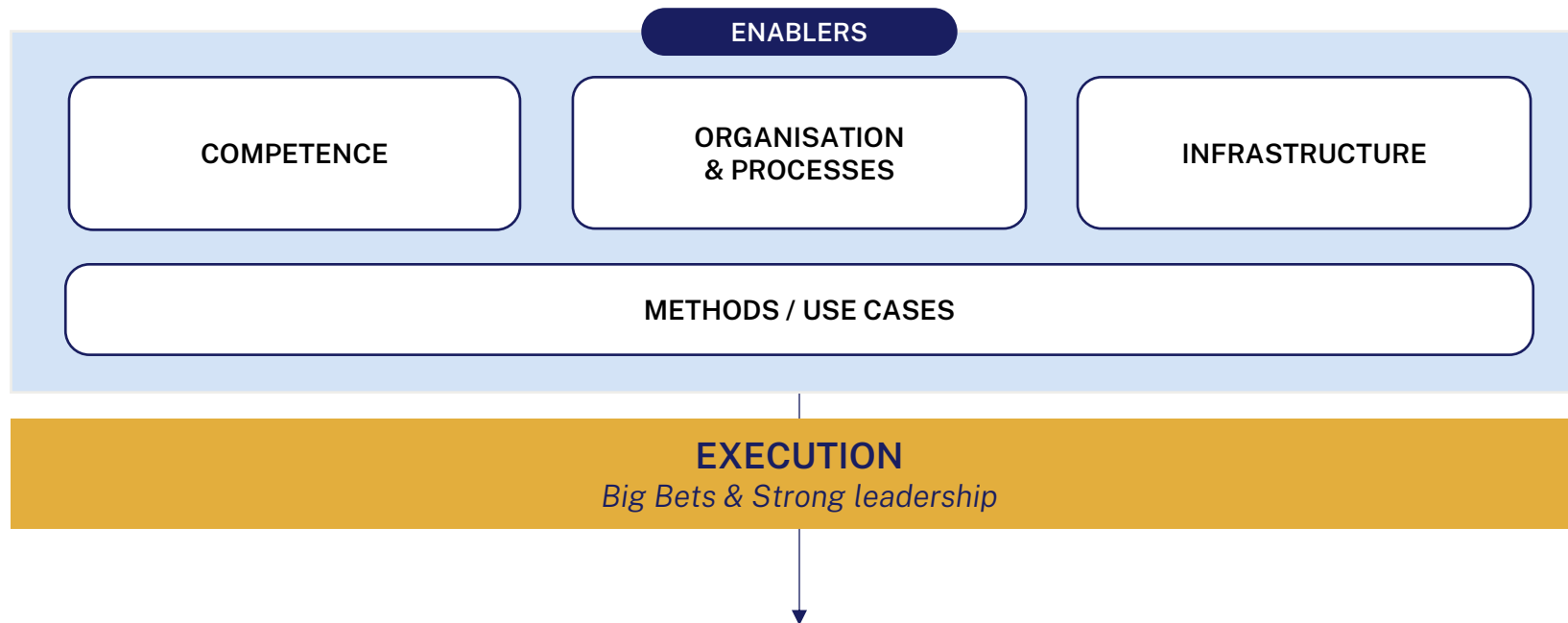


2025

Building the model: Execution layer



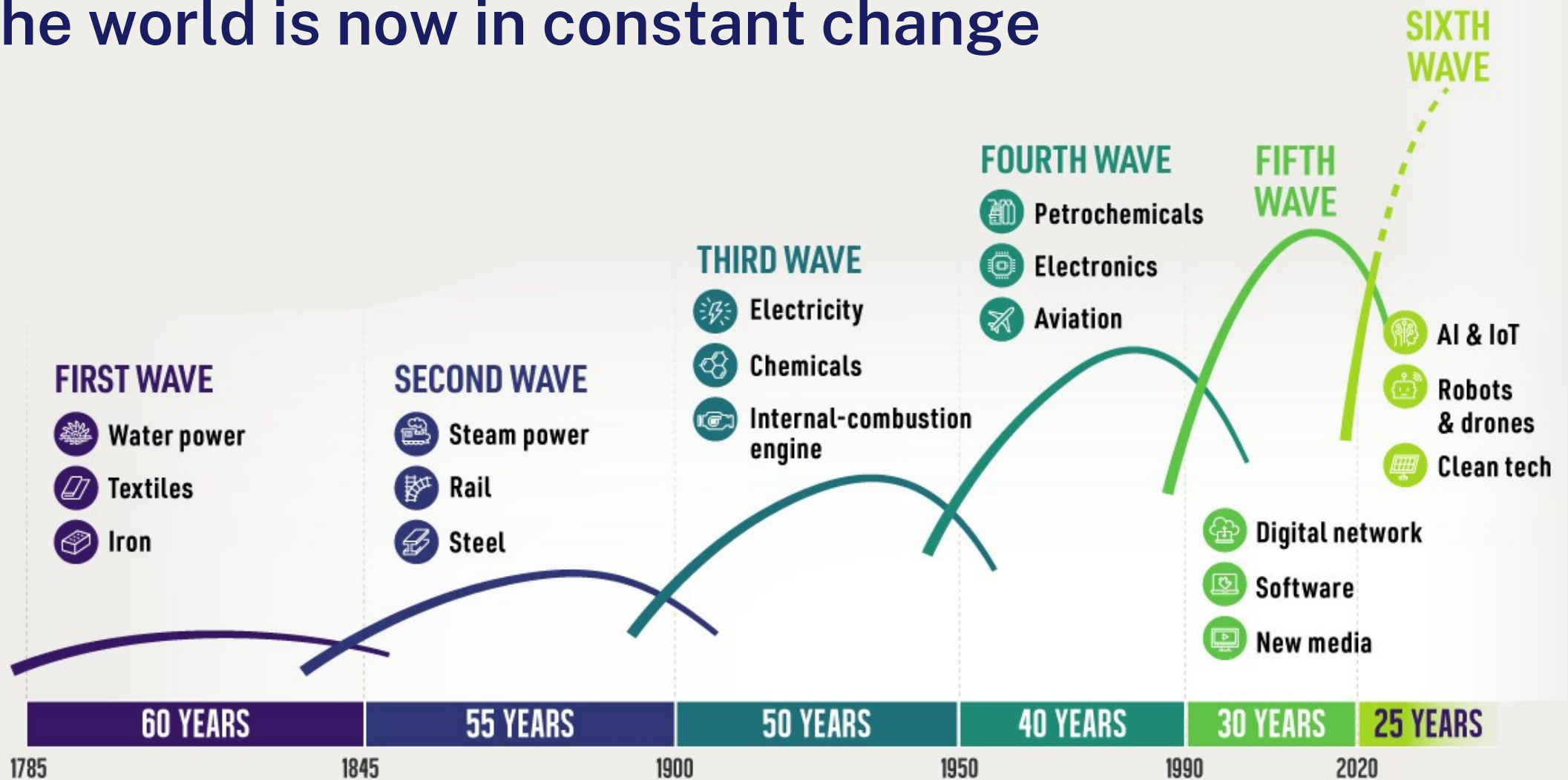
Building the model: Execution layer



SNAO 2025 → 2035

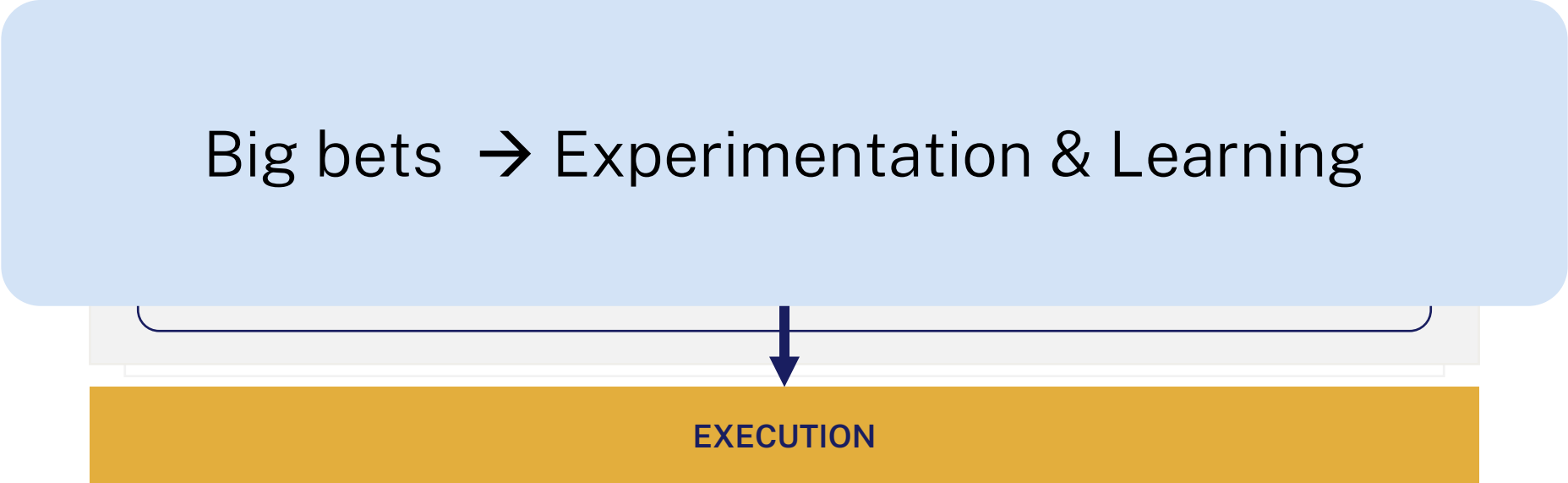
- *entering a new era*

The world is now in constant change



From big bets to experimentation and learning

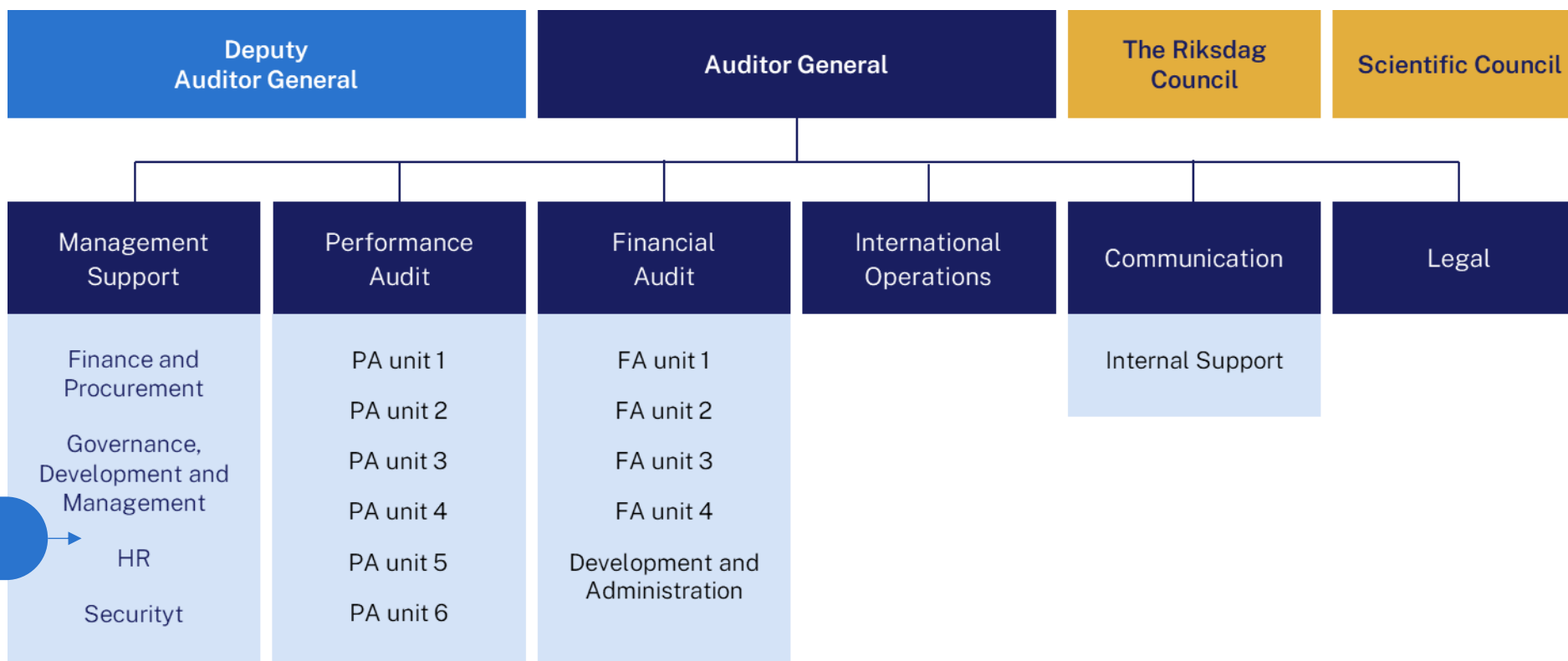
Big bets → Experimentation & Learning



EXECUTION

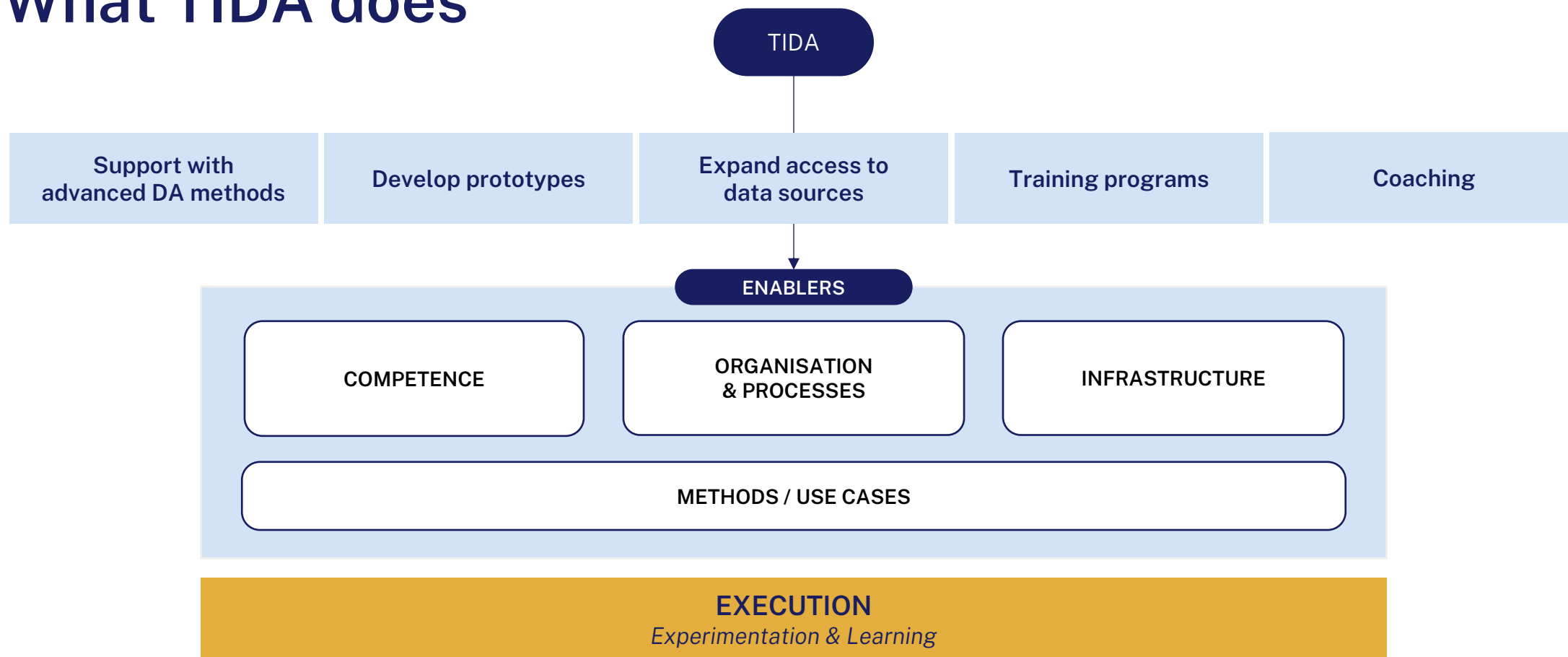
The diagram illustrates a process flow. A light blue rounded rectangle at the top contains the text 'Big bets → Experimentation & Learning'. A dark blue arrow points downwards from the center of this rectangle to a yellow rectangle at the bottom labeled 'EXECUTION'. A thin grey rectangle is positioned between the blue rectangle and the yellow one, with a thin blue line connecting the two.

TIDA: The Innovation Lab



2022: TIDA

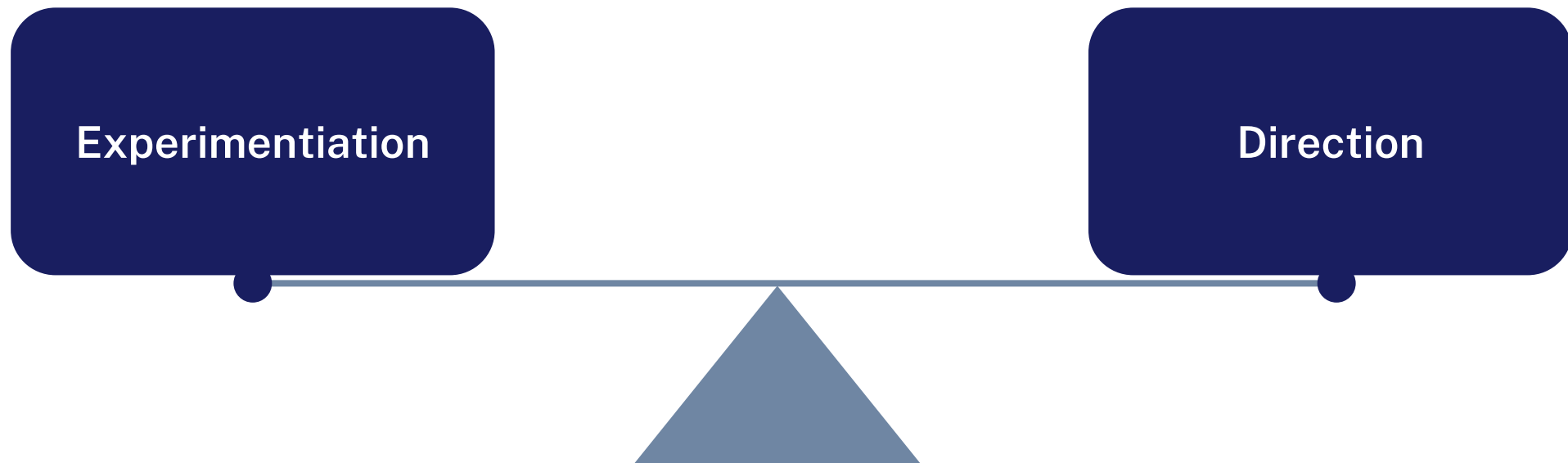
What TIDA does



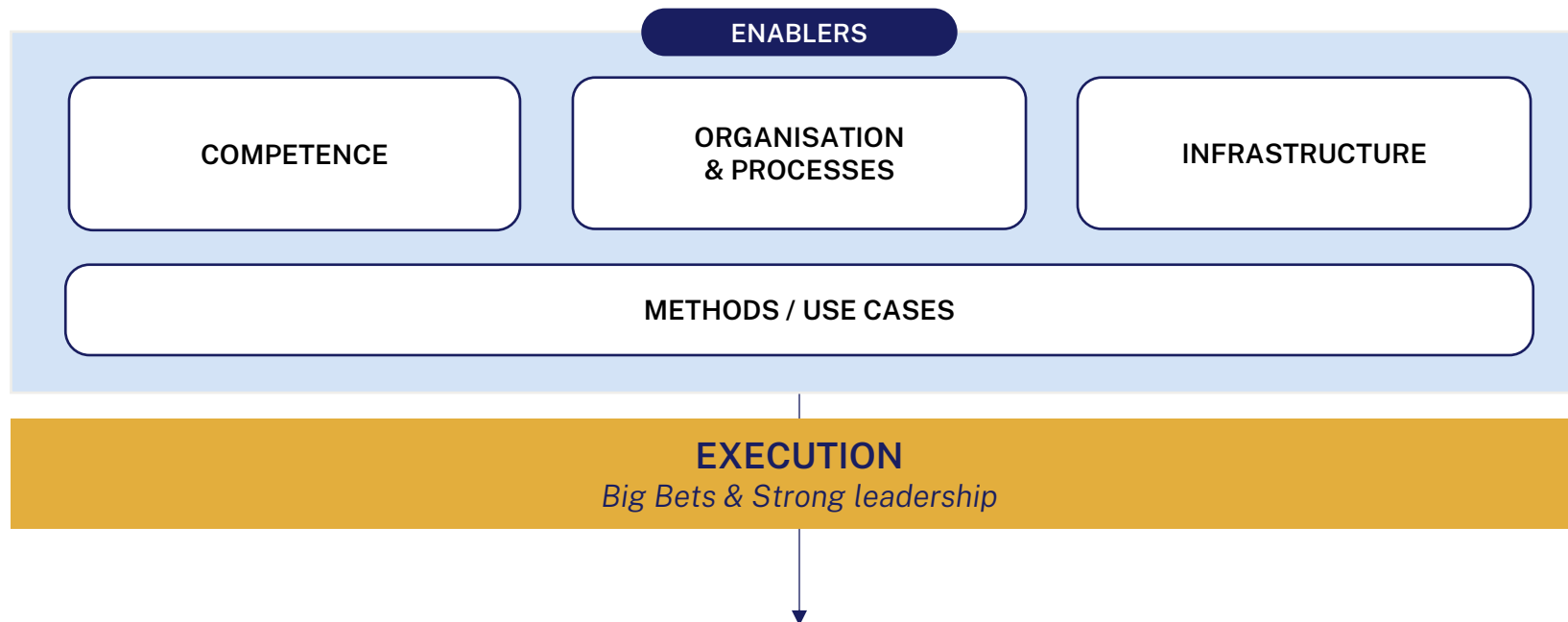
The challenge of experimentation



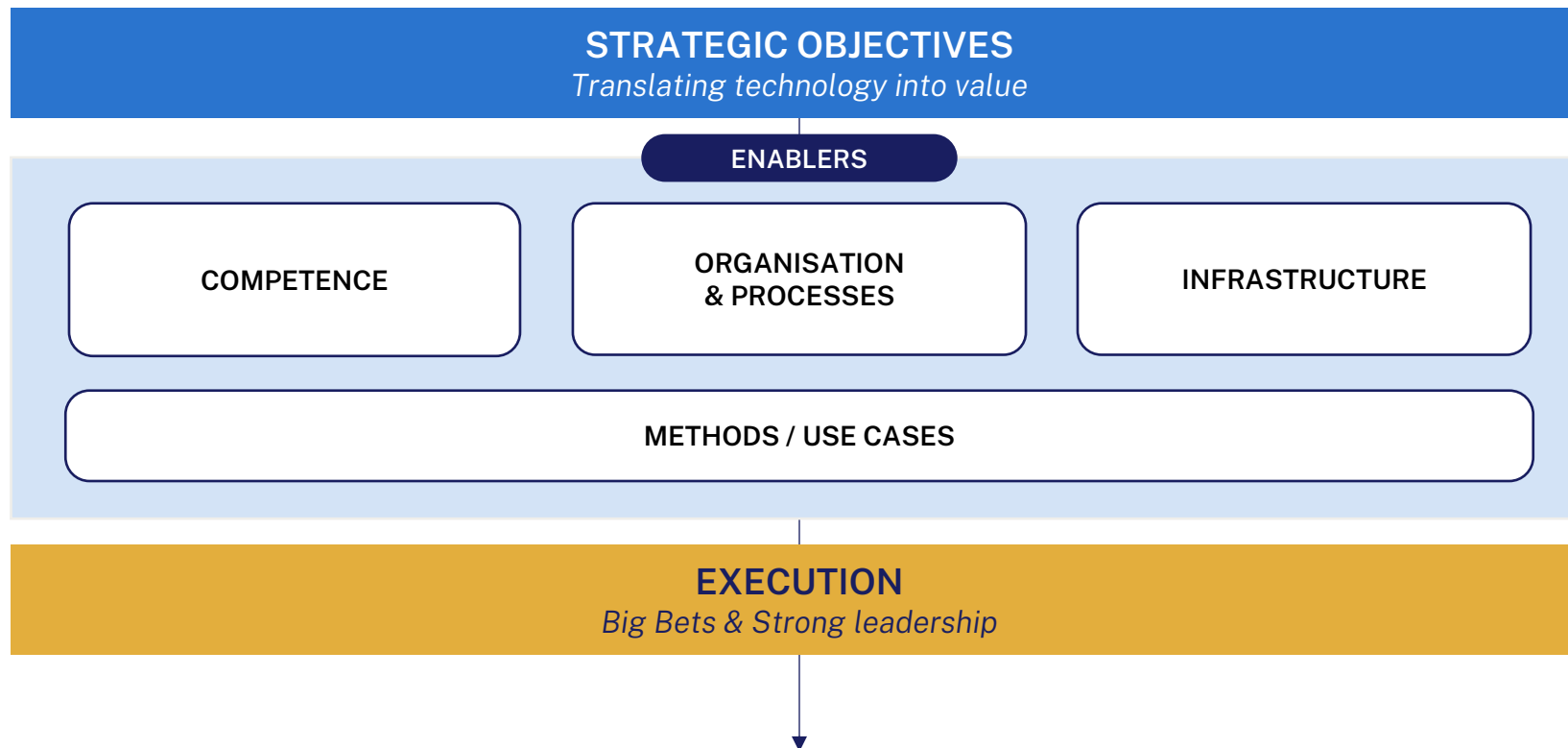
From experimentation to value creation



Building the model: Strategic objectives



Building the model: Strategic objectives



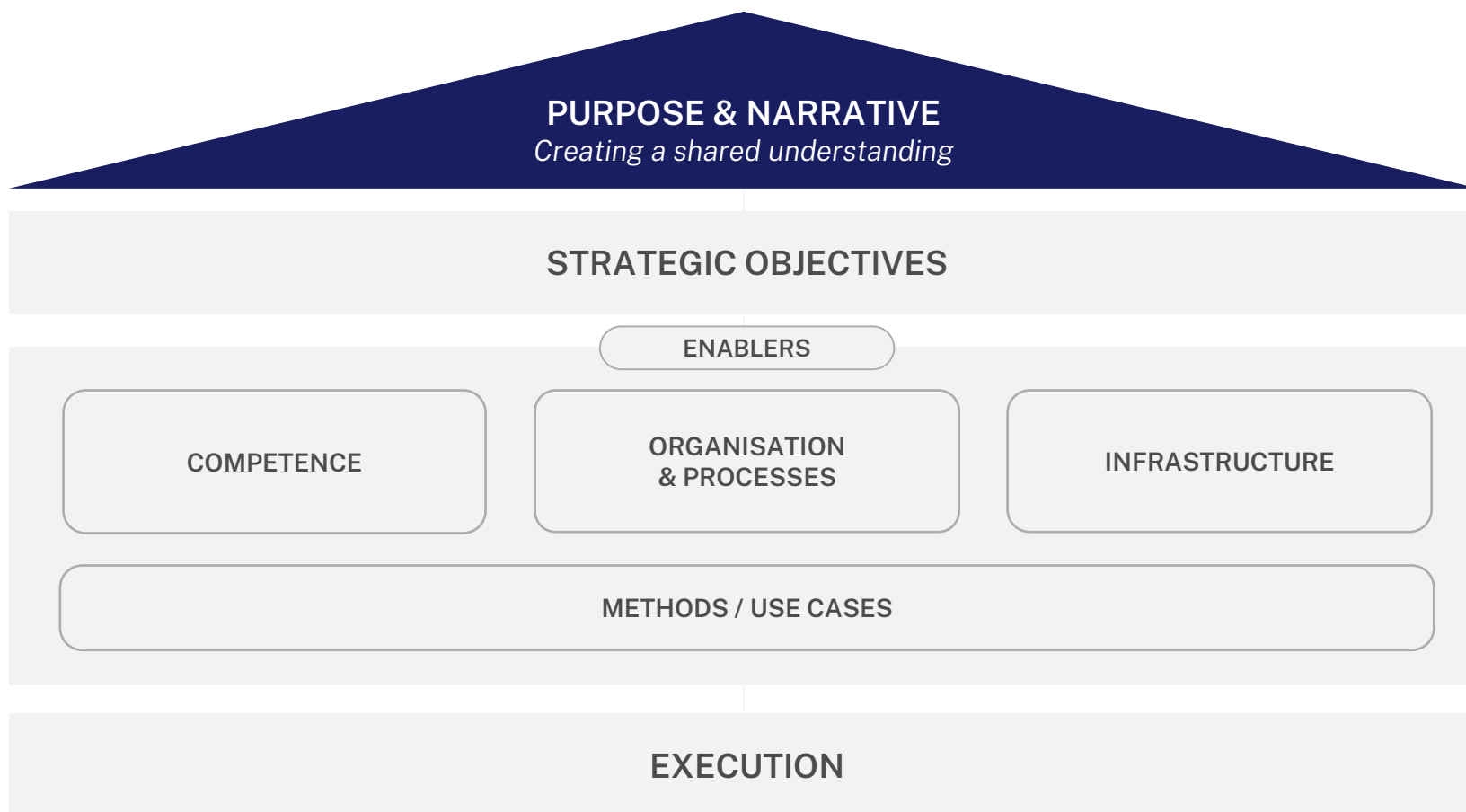
The missing piece

Why change?

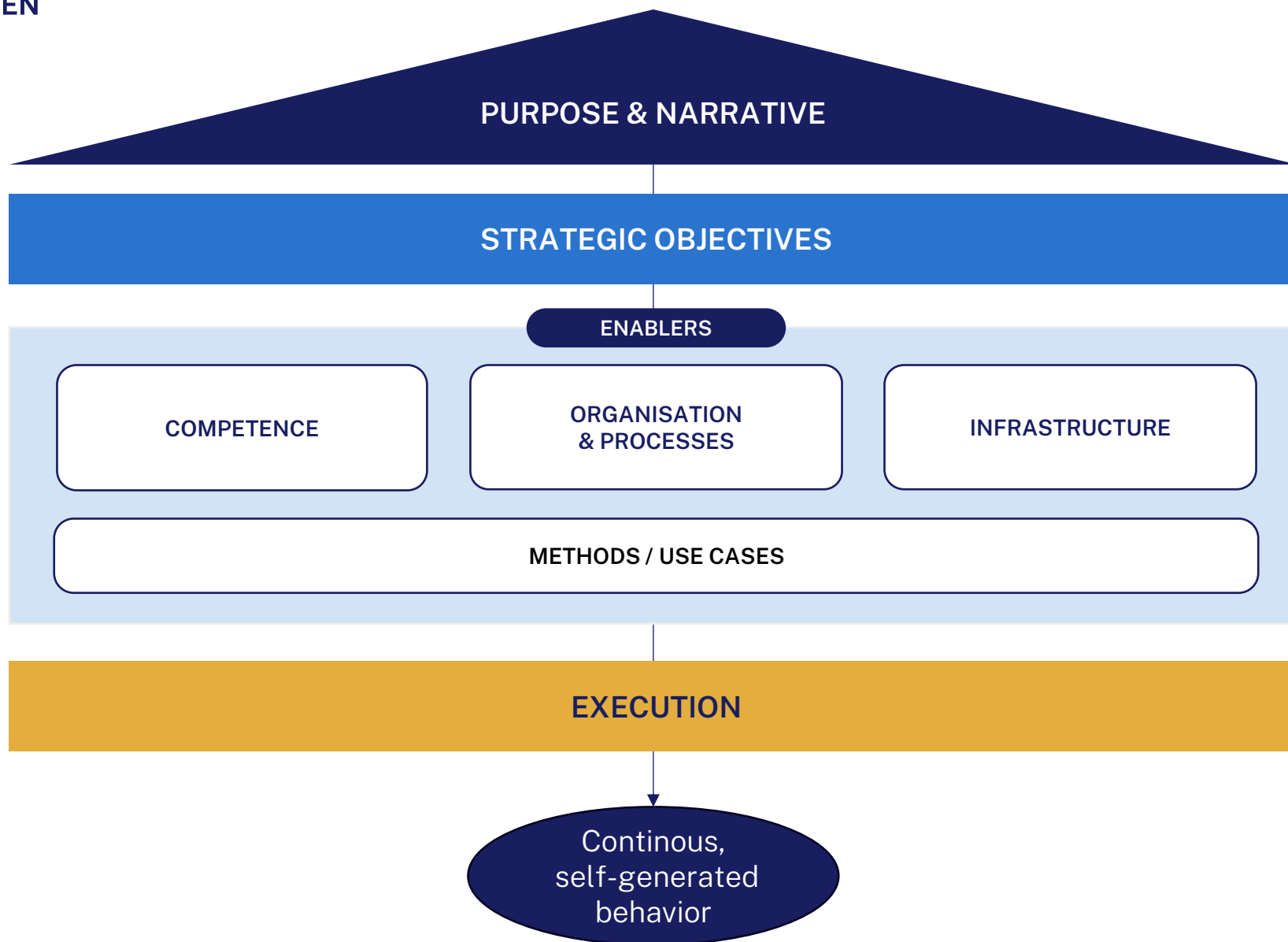
Having the real conversation



Building the model: Purpose & Narrative



The final model



Thank you!