



Canon



FROM CURIOSITY TO CAPABILITY

EMBEDDING AI IN A GLOBAL MANUFACTURING
ORGANIZATION

DION SLIJP

20-11-2025



DION SLIJP

- NOT an AI expert
- Background in computing science
- Software researcher @ Océ
- Entrepreneur – founded GuruScan
- Portfolio Manager for PRISMA suite @ CPP BU
- Department Head @ Canon Production Printing R&D
- Passionate about DEI

CANON PRODUCTION PRINTING WORLDWIDE



Canon Production Printing Netherlands
Venlo, The Netherlands



Canon Production Printing Germany
Poing, Germany



Canon Production Printing Romania
Timisoara, Romania



Canon Production Printing Singapore
Singapore, Singapore



Leader in Commercial
Printing



3,200 employees worldwide
in 2024



Top-10 investor in R&D in the
Netherlands



2024 revenues €1,7 billion



2028: We should have started with AI in 2024.

IMPACT OF AI

- Impact of AI on the world, our work, our personal lives is uncertain but huge
- Cynefin framework → Impact of AI is a complex 'problem'
- Cause and effect can be seen in hindsight
- EXPLORE, EXPLORE, EXPLORE!
- Turn it into a complicated problem, by discovering patterns and emerging practices

Image generated with Midjourney



CENTER OF EXPERTISE FOR AI

- **Objectives**

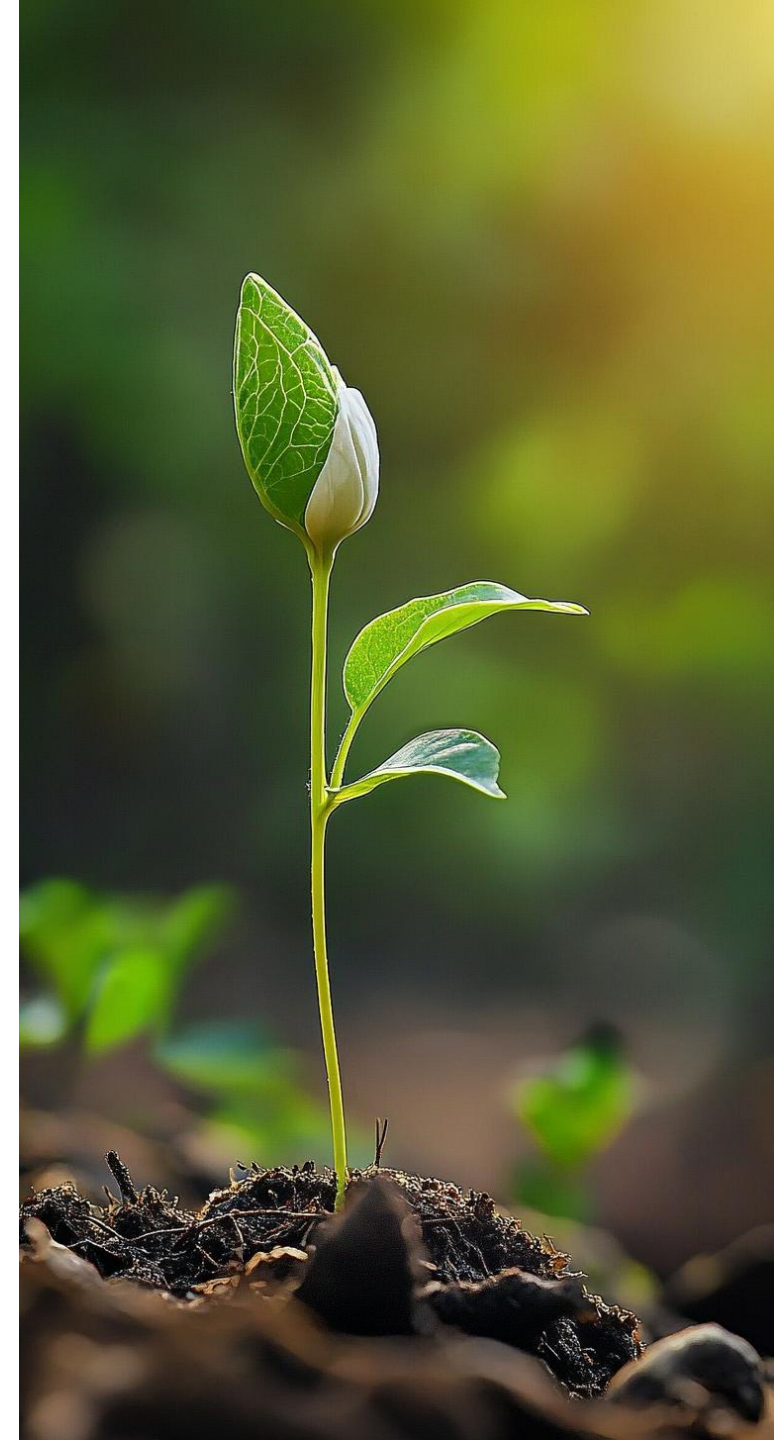
1. Accelerate AI adoption and implementation in CPP
2. Initiate cross-sector projects that add value with AI

- **Structure**

- Sector leads and AI experts
- Connect the dots, share knowledge

- **Why this model?**

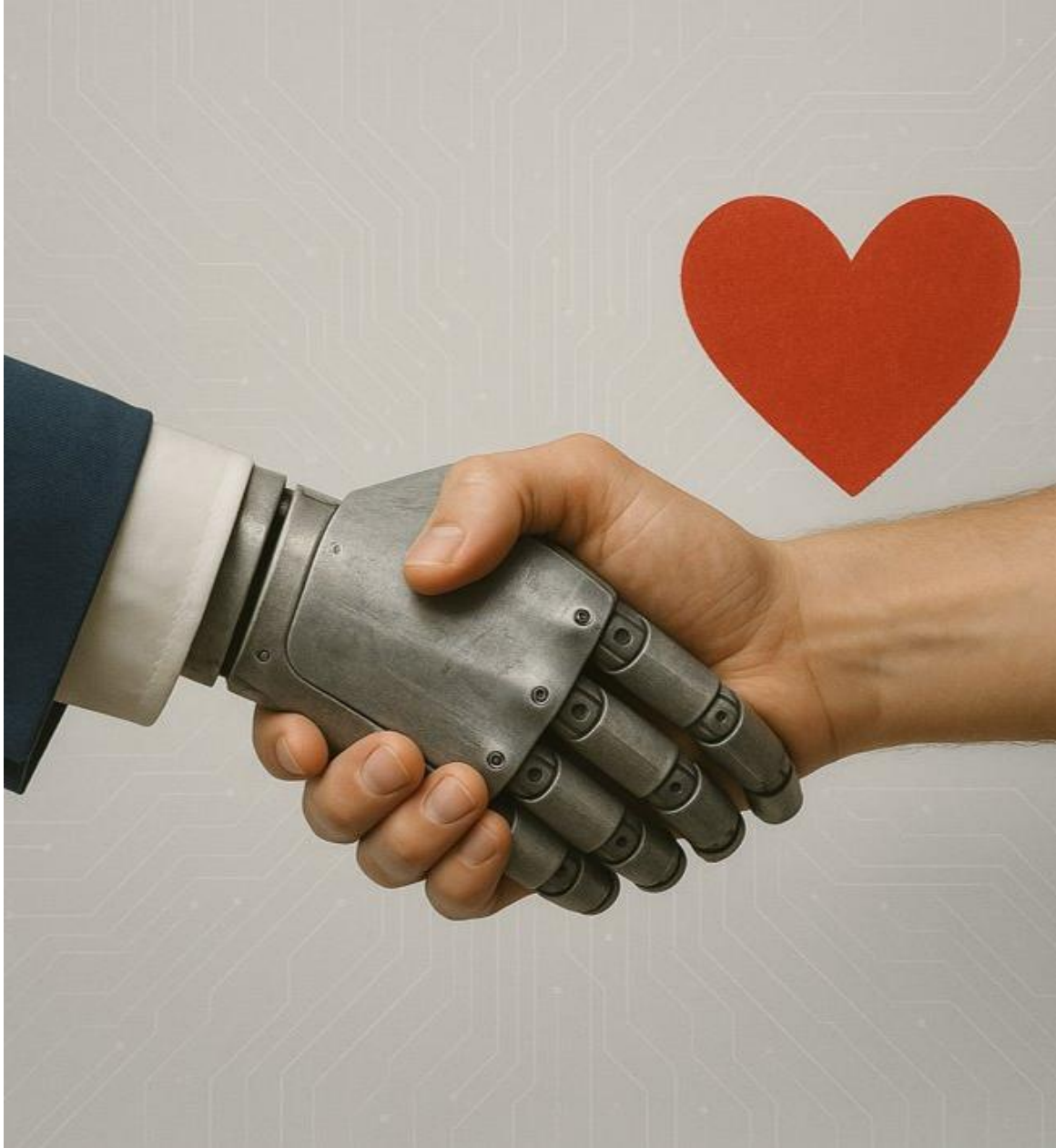
Middle ground between centralized and unstructured approaches; stimulates exploration and professionalization without killing initiative.



FACILITATE EXPLORATION

What do we do to facilitate exploration

- CPP AI days
 - End of November 2024 – external focus
 - End of June 2025 – internal focus
- Training program with Udacity
 - Various learning tracks, ranging from increasing awareness to full-blown nano-degrees
- M365 Copilot licenses for all
 - Evaluated after 6 months → most colleagues indicated 5-10% performance gain
- AI guild
 - Put all AI agent enthusiasts together



RESPONSIBLE AI

- Theme of our third AI day
- **Responsible AI: ethical, safe, transparent and good for the brain**

Emphasize as organization:

1. AI is tool, not replacement
2. AI can replace the head, but never the heart

Openly discuss concerns and fears → fear will limit exploration and adoption

IMPACT ON WORK

- History shows, no technological revolution led to less work
- Each advancement led to more productivity
- Content of work might change but not the volume
- I believe this is true for AI as well

- Credit: Prof. Bas Haring
- Picture: Newman Tractor

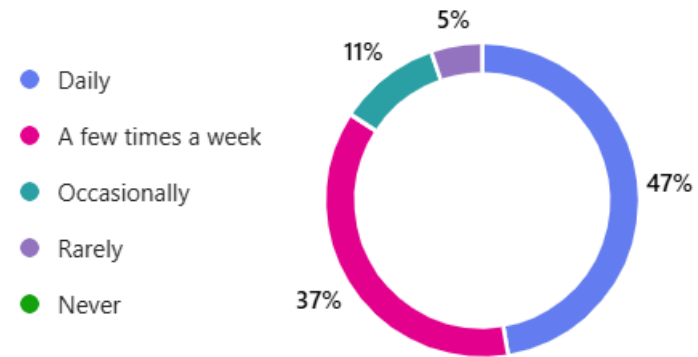


AI IN SOFTWARE DEVELOPMENT

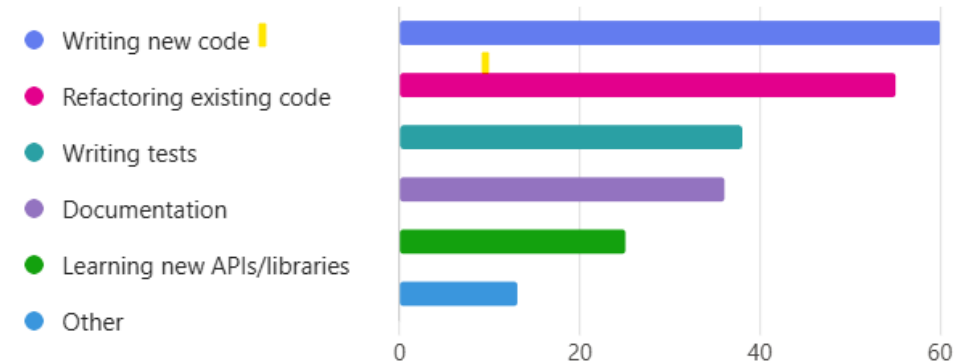
- All our software engineers can request Github Copilot license
 - After initial pilot, restricted use by junior engineers
 - Current adoption ~60% of engineers have a license
- When does Copilot does NOT help?
 - Creates still a lot of wrong code
 - Code suggestion in complex projects / high level of abstraction
 - Refactoring in bigger and complex projects
 - Architectural decisions

N=76

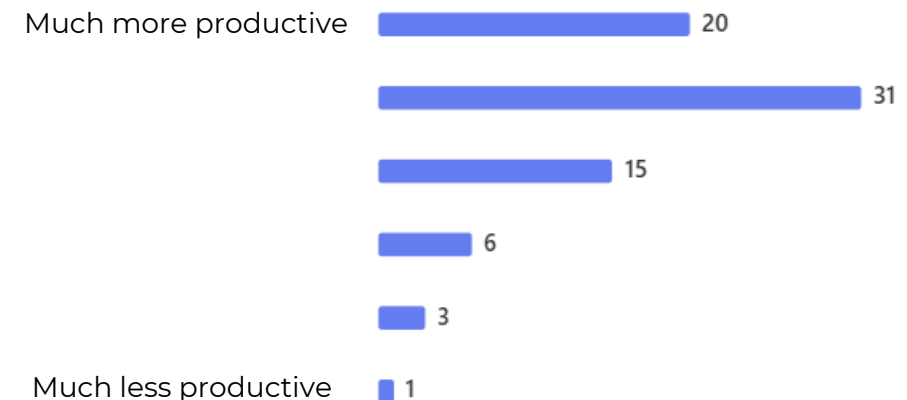
How often do you use Copilot?



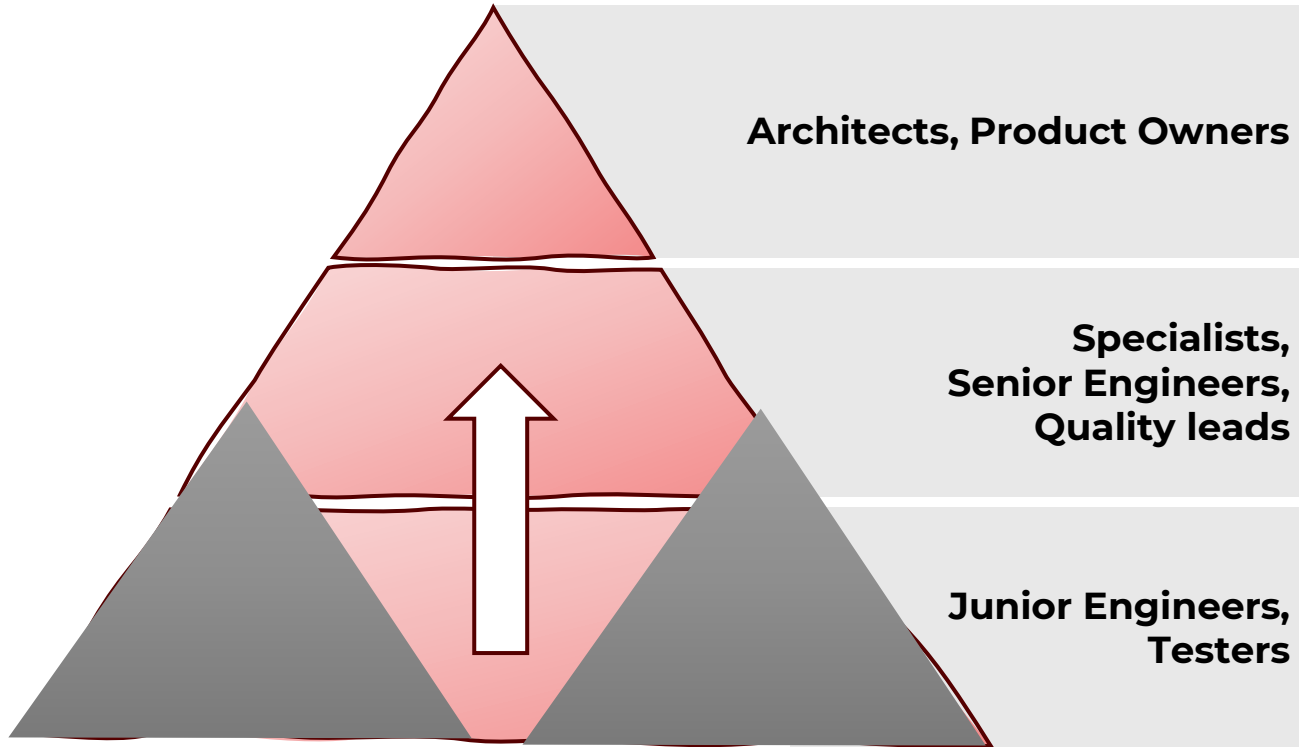
For which tasks do you primarily use Copilot?



How would you rate the impact of Copilot on your productivity?

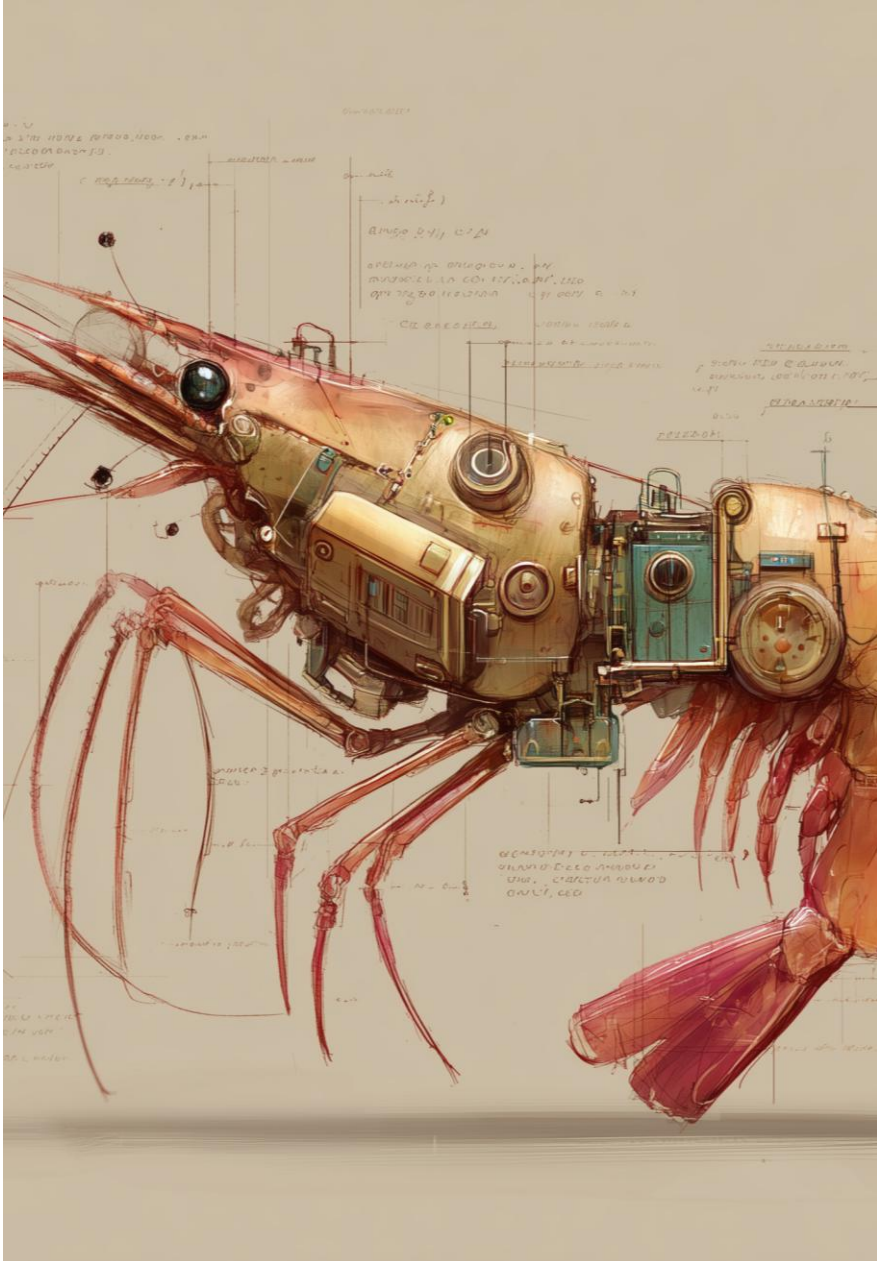


DIAMOND SHAPED ORGANIZATION



- The traditional software organization can be presented as a pyramid most work is done by vast number of engineers and testers
- The first impact of AI will be in coding assistance, test automation and test creation → smaller part of total cost of software development
- Important to accelerate growth and development of junior engineers

Source: Ben Lack - From Triangle to Diamond: The Future of Organizational Structure in the Age of AI



SCAMPI

Scarcity
Clear **C**ontext
Challenging **A**ssignment
Mindset
Priority
Interest

“MIT Finds 95% Of GenAI Pilots Fail Because Companies Avoid Friction” – Jason Alan Snyder

SCAMPI copyright Dion Slijp
Picture created with Midjourney

TAKE AWAYS

- Due to AI the human aspect in software development becomes more important
- Change your hiring strategy and focus more on analytical skills and critical thinking
- For smaller and well-structured projects AI coding and testing assistance works very well
- Most successful software teams in applying AI → SCAMPI

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