



Succinct highlights of AI strategy & transformation trends and topical themes

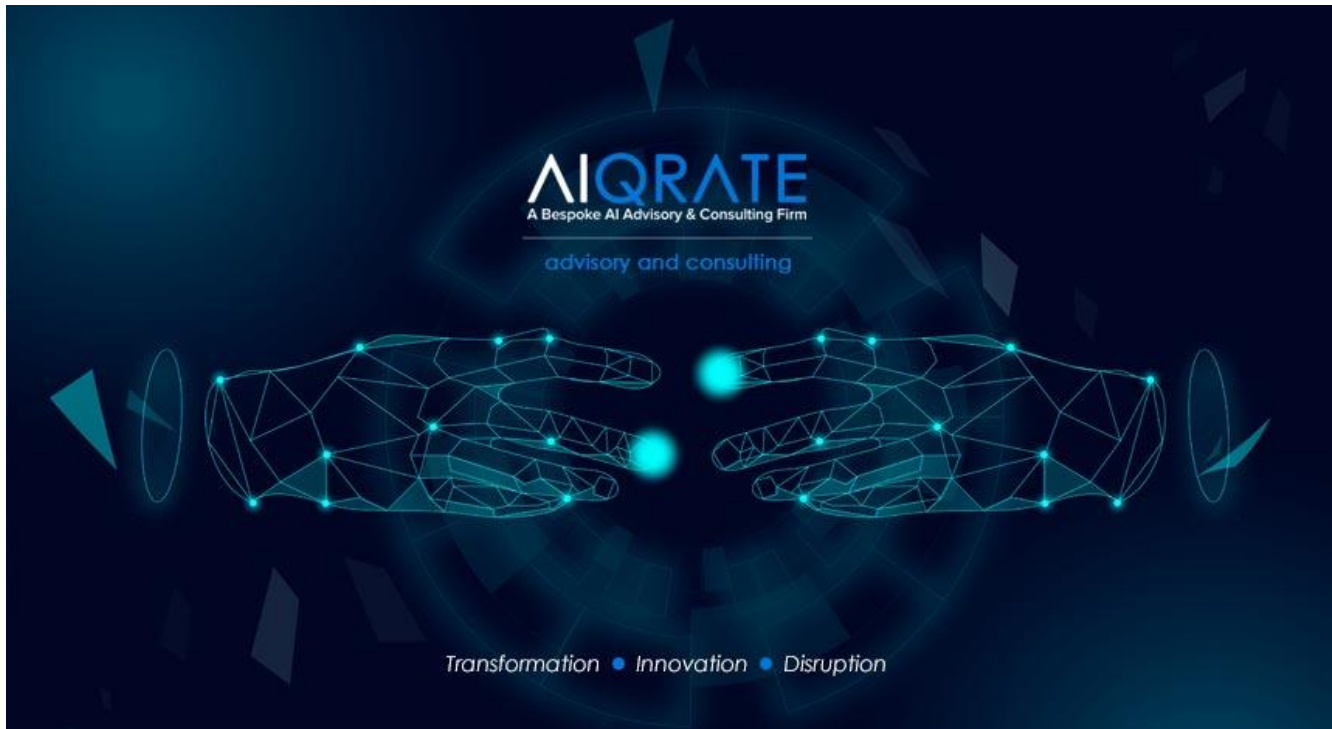
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**AIQRATE**  
A Bespoke AI Advisory & Consulting Firm

# AIQRATE: A Bespoke Global AI Advisory & Consulting Firm – Year One Journey



A pullback of our first-year journey at AIQRATE, retrospectively, it's been an exhilarating ride of conceptualizing a global advisory & consulting firm in the AI Strategy & Transformation space, A first in the genre of consulting firm. Under the aegis of transformation, innovation & disruption, we continue to help our clients on unraveling the art of possible with AI to unlock value, unleash competitive differentiation and drive scale, growth & profitability vectors. In the process, we have broken few cliched barriers and created new niche and differentiated positioning in the advisory & consulting space, here are salient highlights of our year one performance:

- Consulted with Boards, CXOs & Business leaders on crafting & executing bespoke AI strategy for their enterprises, business functions & GCCs with customized AI masterclasses, roundtables, 1:1 engagement sessions & resident advisory services
- Enabled GCCs on curating bespoke AI CoE construct & AI roadmap journey for incremental evolution as well as the demonstratable value creation for the business

- Galvanized Indian & global enterprises with consultation on state-of-the-art frameworks on AI @ scale, AI powered enterprises & building blocks of AI strategy
- Partnered with Cloud players, Technology behemoths, IT services firms; consulting them on creating differentiated AI capabilities, novel GTM approaches and market development scenarios
- Entrenchment with PE/VC firms on embedding AI strategy in their startup portfolios for accelerated scale & hyper growth momentum
- Deployed bespoke AI strategy primers, toolkits, playbooks & frameworks for accentuating business impact and value throughout for the clients
- Tie-ups with Ed Tech and academic institutions as trusted AI partner & consultant
- Curated India's sought after thought leadership series: AIQRATE CXO Specials covering 50 exclusive sessions with marquee leaders
- Extensive participation with industry consortia – NASSCOM, CII for positioning India as a premier destination for AI

So, do you have an AI Strategy? At AIQRATE, we can guide you on your journey of understanding what AI can do for you, embedding it within your business strategy, functional areas and augmenting the decision-making process. We are at an inflection point and being AI-ready will become a true differentiator. AIQRATE can be your strategic partner to help you prepare for what's next in order to stay relevant...Immense Thanks to all our clients, stakeholders, consultants and ecosystem players for sustained support in turning AIQRATE, a next-in class AI strategy & consulting firm. The Play's just begun...

# India's sought after thought leadership series: AIQRATE CXO Specials



AIQRATE, A bespoke global AI advisory & consulting firm curated an experiential webinar series AIQRATE WEBINAR SPECIALS: CXO SERIES specially targeted for CXOs, Senior leaders, GCC leaders, Academic deans, Edtech leaders, PE /VC firms, Startup founders, analyst firms to showcase them themes around strategic interventions triggered by new normal in future of work, leadership, HR, AI & exponential technologies. Crisis and Change will trigger swift survival and revival strategies and the ensuing impact on future of work, leadership, learning,

talent & exponential technologies will be transformative as well as disruptive and will usher several strategic innovation programs and interventions for Enterprises, GCCs and Startups.

Thru the discussions with the invited leaders, the global participants were showcased with topical scenarios, best practices and trends. The webinar speaker conversed over pre-defined themes and questions on strategic viewpoints and the narrative that were supplemented with anecdotes and use scenarios.

AIQRATE CXO series is now a sought after thought leadership accentuation platform with emphasis on strategic and elevated conversations and so far, it has had 4500+ global senior leaders as participants from 50+ geographies with an aggregated 4.4Mn views across social channels.

Here are excerpts from the series. Visit <https://www.aiqrates.ai/about-us/aiqrates-webinar-specials-cxo-series/> for the complete set of playback videos of all webinars.

**Ajay Nanavati, Ex MD at 3M, Ex – Chairman at Syndicate Bank,** provided an extremely riveting narrative and crucial viewpoints on the swift strategic interventions leaders can initiate to reposition their enterprises for revival and jump start the growth momentum. Ajay also laid out strategic navigational aids for leaders to better plan for contingency planning & scenario building and supplemented his absorbing talk with several anecdotes drawn from his leadership experience of working with boards & CXOs of MNCs, Indian organizations, startups & industry consortia.

**Lalit Ahuja, CEO at ANSR Consulting Inc.,** relayed a strategic vision & roadmap of future of Global Capability Centres (GCCs) in the continuum of pandemic, business & economic gyrations and proliferation of exponential technologies. Lalit's immaculate rendition of deconstruction of existing GCC model construct: talent, infrastructure, operating model coupled with strong push from enterprises to showcase transformation & value accretive via GCCs were exemplary. Leveraging his immense experience of setting up 50 GCCs; Lalit also exhibited an incremental value & version progression of GCCs with a future forward view of morphing into transformation centres & becoming an enterprise itself.

**Dr. Rohini Srivathsa, CTO at Microsoft India,** narrated a holistic and expansive set of viewpoints and recommended approaches on AI solving large, complex & unresolved problems for India. Her perspectives covered a spectrum of segments that can immensely benefit with AI proliferation: public services, SMB's, startups, governance and society. She elucidated her talk with apt use cases and scenarios along with allied regulatory challenges and way forward approach.

**Dr. Akhil Prasad, Country Counsel at Boeing India,** narrated an absorbing and anecdotal narrative on the multiple facets and dimensions that existing & potential leaders need to demonstrate to stay relevant. Akhil emphasized upon learning industry domain, acquiring business understanding and stressed upon being deep generalist rather than siloed specialist in the disruptive times. Akhil also provided an insightful view of his professional journey of working with marquee multinational firms.

**Romi Malhotra, Ex MD at DXC Technology & Pankaj Rai, Senior Vice President – Strategy at Wells Fargo,** played a perfect symphony of sharing a new code of

#leadership in crisis and change. Romi shared a profound set of strategic viewpoints on survival strategies for leaders with immensely contextualized nuggets of anecdotes from his leadership assignments at GE, StanC, Dell and stressed upon bringing transformative and innovative practices in the disruptive times. Pankaj narrated wonderfully on agile and adaptive set of leadership attributes in the VUCA world to tackle change and downloaded novel 5C's approach to manage teams and businesses.

**Rohit Gandhi, Editor-in chief at Democracy Live News**, relayed an absorbing and riveting narrative on media, entertainment and journalism segments transcending to adopt AI across the value chain with full gusto. Rohit provided an engrossing account of himself covering the news from far off war zones to getting first source of truth in his early professional life to AI influencing content & creative to make it viral. His incisive viewpoints on next new on Netflix model, social media ascendancy and future forward state of AI led entertainment interventions were profound and thought provoking.

**Supria Dhanda, Country Manager at Western Digital GCC**, narrated a fantastic rendition on the new code of leadership for Global Capability Centres (GCCs). Supria relayed a succinct yet incisive set of viewpoints on strategic model shifts in GCC's with proliferation of exponential technologies, new remit on accentuating innovation & transformation and managing/scaling niche and talented workforce. Her topical aspects on GCC leaders building strong attributes on strategic visioning, empathy, resilience, collaboration, ecosystem building were well punctuated by anecdotes and resonated extremely well with global participants.

**Vijay Sivaram, CEO-IT Search & Recruitment at Quess Corp**, provided an elaborate landscape of future of talent and workforce in midst of demand gyrations and proliferation of exponential technologies. Vijay eloquently mentioned about pattern shifts with gig workers, new skills, automation, AI seeping into the workforce & talent mix and provided an array of anecdotes on the novel hiring practices being adopted by enterprises to incorporate millennials and Gen Z to stay relevant.

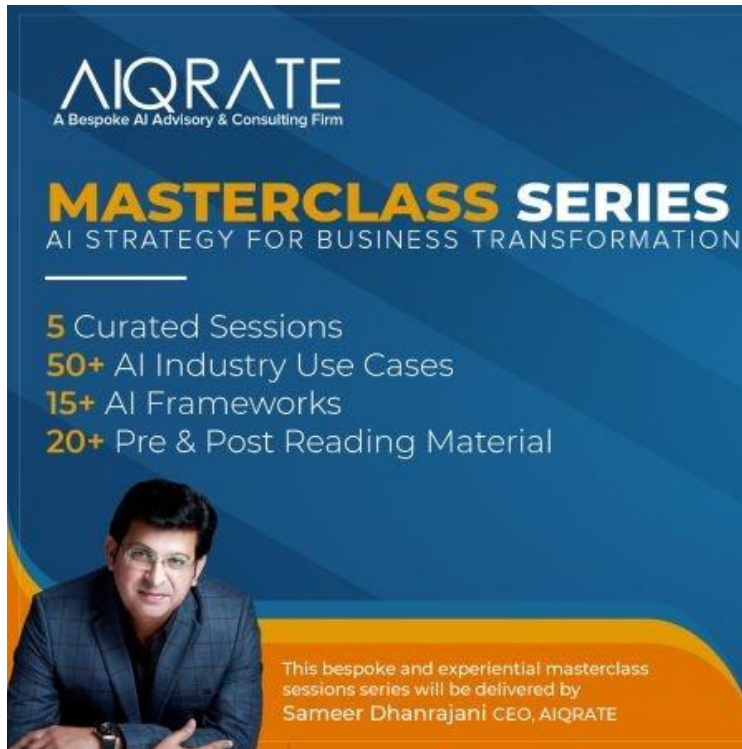
**Rajashree Rao, Head - Partnerships at Rolls Royce**, rendered a fantastic narrative on the innovation at scale framework for competitive advantage & differentiation. Shree relayed an emphatic set of use cases being applied in enterprises to fuel innovation

coupled with the need for an innovation strategy to trigger transformation and disruption within the business value chains. Shree also provided inputs on relevance of leveraging niche global startups to widen the innovation ecosystem.

**Vinay Bagri, CEO & Co-founder at Niyo Solutions Inc.**, fantastically explained the burgeoning wave of global fintech revolution that's disrupting the #bankingindustry and creating innovative opportunities with new age fintech products & solutions. Vinay also elaborated on the massive transformational programs that India has embarked upon to augment fintech revolution and elucidated upon the growth strategy of Niyo Solutions Inc. to amplify their presence and reach in the targeted segments.

**Nirupam Srivastava, Vice President - Strategy & AI at Hero Corporate**, shared a detailed perspective on the emphasis of making digital transformation as a strategic imperative for Indian enterprises for deriving optimal business value creation. Nirupam elaborated on the significance of clinical and concerted approach to the digital transformation journey and emphasized Indian enterprise CXOs to up the ante on reimagining the business value chain, processes and accelerating the adoption of digital transformation to stay relevant and retain competitive differentiation.

# Masterclass Series on AI Strategy & Business Transformation



Business Transformation requires that AI strategy be regarded as core to the business model that differentiates a company and defines how it creates value, as well as to its operating model—the systems, processes, and capabilities that deliver value. The Algorithms needs to demonstrate agility in the decision making prowess of the enterprise thru insights, intelligence & recommendations. Artificial Intelligence: Strategies for Business Transformation Masterclass Series will help harness the power of AI to create customer value and competitive advantage. This

masterclass series is DIFFERENT. The focus of this densely curated, conceptually & contextually led five set of sessions is on covering end to end spectrum in:

1. Global AI Market landscape, trends, adoption & application areas
2. Playbook for problem solving @ scale with AI
3. AI Center of Excellence (CoE) construct & framework
4. Building blocks of AI powered enterprise strategy
5. Trifecta of AI capability for business transformation: Customer Experience / Risk & Fraud /Operations

AIQRATE designed this masterclass series for leaders and senior executives who are evaluating the feasibility of introducing AI in their organizations and businesses, planning to work on AI driven business models, business leaders who are planning to build their AI capabilities in evolving the strategy for their businesses and organizations.



The masterclass series will stretch your thinking and broaden your perspectives with a practical, behind-the-scenes look at how Indian, global enterprises, Platform & Cloud providers, GCCs, startups are crafting AI strategy across the enterprise value chain to work to create value and differentiation. Through bespoke yet exhaustive program content, AIQRATE's frameworks, and hands-on exercises, you will gain actionable insights on how you can implement an AI strategy that creates value for your company, GCC, Startups and positions you for advancement in your learning & career. This masterclass series is also designed for leaders and senior executives who are evaluating the feasibility of introducing AI in their organizations, GCC's and businesses, planning to work on AI driven business models. Business leaders who are planning to build their AI capabilities in evolving the strategy for their businesses and organizations. Given the cross functional relevance of this masterclass, individuals and teams are encouraged to apply.

The excitement around artificial intelligence is palpable. It seems that not a day goes by without one of the giants in the industry coming out with a breakthrough application of AI, or a new nuance is added to the overall body of knowledge. Horizontal and industry-specific use cases of AI abound and there is always something exciting around the corner every single day. However, with the keen interest from global leaders of multinational corporations, GCCs, Technology Behemoths, Cloud providers, PE/VC firms, Startups; the conversation is shifting towards having a strategic agenda for AI in the enterprise. Business leaders & Senior executives are less interested in topical experiments and minuscule productivity gains made in the short term. They are more keen to understand the impact of AI in their areas of growth & scalability, competitive advantage, differentiation from a long-term standpoint. Perhaps the most important question that they want to see answered is – what will my new AI-enabled enterprise, GCC, Startup look like? The question is as strategic as it is pertinent. For business leaders, the most important issues are – improving topline, margins, shareholder returns and ensuring a productive workforce – as part of running a sustainable, future-ready business. Artificial intelligence may be the breakout transformation of our time, but business leaders and senior executives are more occupied with trying to understand just how AI can usher in a new era of their business, how it is expected to upend existing business value chains, unlock new revenue streams, and deliver improved efficiencies in cost outlays.

## Key Outcomes from the Masterclass series

- Topical global AI market trends, developments & adoption areas understanding

- How to leverage AI to drive strategic models, operational efficiency and business performance
- Reimagining new age enterprise with AI strategy and CXO role changes leveraged by AI
- How to drive strategic business transformation underpinned by AI strategy
- AI application across industry verticals and business functions
- How AI strategy is solving complex, unresolved and large problems in enterprises (contextualized to industry specific use cases and illustrations)
- How to build AI Center of Excellence Construct & framework
- AI led strategic interventions in Customer Experience, Marketing, Risk & Fraud, HR, Finance & Accounting, Supply Chain functions across the functional value chain
- Business decision making process amplified by AI, Engineering & Design with framework driven approach
- Analytics to AI maturity assessment & benchmarking journey mapping

## Learning Outcomes

The Masterclass session series will compel participants to cogitate towards developing AI strategies in conjunction with looking at developing frameworks and action plans for leveraging AI capabilities within their organizations and business functions for inculcating Transformation, Innovation and Disruption dynamics within their organizations. The participants will also be showcased with topical scenarios, best practices and global trends in AI arena.

1. Decision makers & potential professionals going through the journey of conceptualizing & developing AI strategy to implementation for a business function or industry segment
2. Learnings about building blocks of AI strategy, AI @ scale capability building & problem solving leveraged by AI
3. AI as strategic enabler for innovation & transformation: building new business models and value chains

## Masterclass Sessions

### **SESSION-1: Global AI Market Landscape Trends, Adoption & Application areas**

Get insights on global AI market size, consumption patterns by industries, adoption levels by business functions and novel application areas in computer vision, NLP, image classification, speech recognition across industry segments exclusively curated by AIQRATE's inhouse research and analysis cell.

### **SESSION-2: Playbook for Problem Solving @scale with AI**

Explore to unleash the true power of AI being leveraged to solve problem @scale across the entire business functions and value chain as it calls for "transforming the business"; learn to curate AI strategy in transforming the business & operating models through three pronged framework approach.

### **SESSION-3: AI Center of Excellence (CoE) Construct & Framework**

Learn to understand how to build AI CoE are setup for generating business impact through AI driven process innovation and revealing new sources of revenue. AIQRATE's Beacon framework guides GCCs through the journey of setting up an AI CoE & AIQRATE's Paragon Framework for enterprises consists of proprietary framework to accelerate the setup of an AI CoE as a transformation agent.

### **SESSION-4: Building Blocks of AI Powered Enterprise strategy**

Understand how AI is invoking massive shifts in the business value chains of existing and new age enterprises and is redefining what it takes to achieve a competitive advantage. Learn to build a full-scale AI strategy that is contextualized and enterprise wide as focus on strategic building blocks for AI can help enterprises develop penetrating insights, intelligence and recommendations.

### **SESSION-5: Trifecta of AI Capability for Business Transformation**

Get to know the end-to-end AI capabilities infusion as a strategic asset across customer experience, marketing, risk & fraud, supply chain, HR, Finance & Accounting and the ensuing transformative impact on the functional value chain resulting in new role paradigms for CXOs.

Write to us at [consult@aiqratae.ai](mailto:consult@aiqratae.ai) to schedule the masterclass series.

# CXO Insights: AI led strategy for business transformation: A guided approach for CXOs

Business transformation programs have long focused on productivity enhancements — taking a “better, faster, cheaper” approach to how the enterprise works. And for good reason: disciplined efforts can boost productivity as well as accountability, transparency, execution, and the pace of decision making. When it comes to delivering fast results to the bottom line, it’s a proven recipe that works.



The problem is, it’s no longer enough. Artificial Intelligence enabled disruption are upending industry after industry, pressuring incumbent companies not only to scratch out stronger financial returns but also to remake who and what they are as enterprises.

Doing the first is hard enough. Tackling the second—changing what your company is and does—requires understanding where the value is shifting in your industry (and in others), spotting opportunities in the inflection points, and taking purposeful actions to seize them. The prospect of doing both jobs at once is sobering.

How realistic is it to think your company can pull it off? The good news is that AIQRATE can demonstrate that it’s entirely possible for organizations to ramp up their bottom-line performance even as they secure game-changing portfolio wins that redefine what a company is and does. What’s more, AI led transformations that focus on the organization’s performance and portfolio appear to load the dice in favor of transformation results. By developing these two complementary sets of muscles, companies can aspire to flex them in a coordinated way, using performance improvements to carry them to the next set of portfolio moves, which in turn creates momentum propelling the company to the next level.

## Strategic Steps towards AI led Transformation:

This aspect covers AI led “portfolio-related” moves. The first is active resource reallocation towards building AI led transformation units, which I define as the company shifting more than 20 percent of its capital spending across its businesses or markets over ten years. Such firms create 50 percent more value than counterparts that shift resources at a slower clip.

Meanwhile, a big move in programmatic M&A driven by AI led spot trending—the type of deal making that produces more reliable performance boosts than any other—requires the company to execute at least one deal per year, cumulatively amounting to more than 30 percent of a company’s market capitalization over ten years, and with no single deal being more than 30 percent of its market capitalization.

Making big moves tends to reduce the risk profile and adds more upside than downside. The way I explain this to senior executives is that when you’re parked on the side of a volcano, staying put is your riskiest move.

AI led Transformations that go ‘all in’ by addressing both a company’s performance and its portfolio yield the highest odds.

The implication of these transformation stories is clear: approaches that go all in by addressing both a company’s performance and its portfolio yield the highest odds of lasting improvement. Over the course of a decade, companies that followed this path nearly tripled their likelihood of reaching the top quin tile of the AI transformation power curve relative to the average company in the middle.

## Play to win with AI

Life would be simpler if story ended here. However, you’re not operating in a competitive vacuum. As I described earlier, other forces influence your odds of success in significant ways—in particular, how your industry is performing. Research studies have indicated that companies facing competitive headwinds would face longer odds of success than those with tailwinds.

Companies that combined big performance moves with big portfolio moves (including capital expenditures, when not the only portfolio move employed) saw a big lift in their odds. Life is still challenging for these companies—their net odds are dead even—yet this is superior to the negative odds of the other situations.

## Winning thru competitive advantage with AI

In an improving industry, the returns to performance improvement are amplified massively. This runs contrary to the very human tendency of equating performance transformations with turnaround cases

The takeaway from all this is that two big rules stand out as commonly and powerfully true whatever your context: first, get moving with AI , don't be static; second, go all in if you can with AI led transformation programs —it's always the best outcome (and also the rarest).

## Running the AI led transformation program

In my experience, the companies that are most successful at transforming themselves with AI ,sequence their moves so that the rapid lift of performance improvement provides oxygen and confidence for big moves in M&A, capital investment, and resource reallocation. And when the right portfolio moves aren't immediately available or aren't clear, the improved performance helps buy a company time until the strategy can catch up.

To illustrate this point, consider the anecdote about Apple that Professor Richard Rumelt describes in his book, Good Strategy/Bad Strategy. It was the late 1990s; Steve Jobs had returned to Apple and cleaned house through productivity-improving cutbacks and a radically simplified product line. Apple was much stronger, yet it remained a niche player in its industry. When Rumelt asked Jobs how he planned to address this fact, Jobs just smiled and said, 'I am going to wait for the next big thing.'

While no one can guarantee that your "next big thing" will be an iPod-size breakthrough, there's nothing stopping you from laying the groundwork for a successful AI led transformation. To see how prepared, you are for such an undertaking, ask yourself—and your team—the following five questions. I sincerely hope they provoke productive and transformative discussion among your team.

### **1. Where is the new business value chain that's driven by AI**

Achieving success with big, portfolio-related moves requires understanding where the business value flows in your business and why. The structural attractiveness of markets, and your position in them, can and does change over time. Ignore this and you might be shifting deck chairs on the Titanic. Meanwhile, to put this thinking into action, you must also view the company as an ever-changing portfolio. This represents a sea change for managers who are used to plodding, once-a-year strategy sessions that are more

focused on “getting to yes” and on protecting turf than on debating real alternatives. Get high-powered decision-making algorithms to navigate you thru this transformation.

## **2. Put your money in building an AI led strategy**

Only 10% of the US fortune 200 companies have AI led strategy; this is an impending strategic aspect that cannot be ignored. The dimensions of reimagining customer experience, building innovative products and services and transforming the businesses need to have an AI led strategy move by the CXOs

## **3.Are you ready for disruption?**

Increasingly, incumbent organizations are getting to the pointy end of disruption, where they must accelerate the transition from legacy business models to new ones and even allow potentially cannibalizing businesses to flourish. Sometimes this requires a very deliberate two-speed approach where legacy assets are managed for cash while new businesses are nurtured for growth.

## **4.Will our company take this seriously?**

Embracing AI led transformative change requires commitment, and gaining commitment requires a compelling change story that everyone in the company can embrace. Philips recognized this in 2011 when it launched its “Accelerate” program. Along with productivity improvements and portfolio changes (including a big pivot from electronics to health tech), the company shaped its change story around improving three billion lives annually by 2030, as part of a broader goal of making the world healthier and more sustainable through innovation. Massive thrust and investment was laid by Phillips leadership team on AI led transformation programs.

## **5.Is the leadership ready for the transformation?**

Leading a successful AI led transformation requires a lot more than just picking the right moves and seeing them through. Among your other priorities: build momentum, engage your workforce, and make the change personal for yourself and your company. All of this means developing new leadership skills and ways of working, while embracing a level of commitment as a leader that may be unprecedented for you.

In the end, AI led strategy for transformation is a process and start of a journey .... embrace it or feel the heat of leaving behind. The new age competition is agile and nimble and AI led transformation strategy is a right move to thwart the competition.

# CXO Insights: Building AI-enabled organizations

The adoption and benefit realisation from cognitive technologies is gaining increasing momentum. According to a PwC report, 72% of business executives surveyed believe that artificial intelligence (AI) will be a strong business advantage and 67% believe that a combination of human and machine intelligence is a more powerful entity than each one on its own.



Another survey conducted by Deloitte reports that on an average, 83% of respondents who have actively deployed AI in the enterprise see moderate to substantial benefits through AI – a number that goes further up with the number of AI deployments.

These studies make it abundantly clear that AI is occupying a high and increasing mindshare among business executives – who have a strong appreciation of the bottom line impact delivered by cognitive systems, through improved efficiencies.

## AI-first Mindset

Having said that, with AI becoming more and more mainstream in an organisational setup, piecemeal implementations will deliver a lower marginal impact to organisations' competitive advantage. While once early adopters were able to realise transformational benefits through siloed AI deployments, now that it is fast maturing as a must-have in the enterprise and we will need a different approach.

To realise true competitive advantage, organisations need to have an AI-first mindset. It is the new normal in accelerating business decisions. It was once said that every company is a technology company – meaning that all companies were expected to have mature technology backbones to deliver business impact and customer satisfaction. That dictum is now being amended to say – every company is a cognitive company.

To deliver on this promise, companies need to weave AI into the very fabric of their strategy. To realise competitive advantage tomorrow, we need to embed AI across the organisation today, with a strong, stable and scalable foundation. Here are three building blocks that are needed to create that robust foundation.



## **1. Enrich Data & Algorithm Repositories**

If data is indeed the new oil (which it is), organisations that hold the deepest reserves and the most advanced refinery will be the ones that win in this new landscape. Companies having the most meaningful repository of data, along with fit-for-purpose proprietary algorithms will most likely enjoy a sizeable competitive advantage.

So, companies need to improve and re-invent their data generation and collection mechanisms. Data generation will help reduce their reliance on external data providers and help them own the data for conducting meaningful, real-time analysis by continuously enriching the data set.

Alongside, corporations also need to build an 'algorithm factory' – to speed up the development of accurate, fit-for-purpose and meaningful algorithms. The algorithm factory would need to push out data models in an iterative process in a way that improves the speed and accuracy.

This would enable the data and analysis capabilities of companies to grow in a scalable manner. While this task would largely fall under the aegis of data science teams, business teams would be required to provide timely interventions and feedback – to validate impact delivered by these models, and suggest course-corrections where necessary.

Another key aspect of this process is to enable a transparent cross-organisation view into these repositories. This will allow employees to collaborate and innovate rapidly by learning what is already been done and will reduce needless time and effort spent in developing something that's already there.

## **2. AI Education for Workforce**

Operationalising AI requires a convergence of different skill sets. According to the above-cited Deloitte survey, 37% of respondents felt that their managers didn't understand cognitive technology – which was a hindrance to their AI deployments.

We need to mix different streams of people to build a scalable AI-centric organisation. For instance, business teams need to be continuously trained on the operational aspects of AI, its various types, use cases and benefits – to appreciate how AI can impact their area of business.

Technology teams need to be re-skilled around the development and deployment of AI applications. Data processing and analyst teams need to better understand how to build scalable computational models, which can run more autonomously and improve fast.

Unlike a typical technology transformation, AI transformation is a business reengineering exercise and requires cross-functional teams to collaborate and enrich their understanding of AI and how it impacts their functions, while building a scalable AI programme.

The implicit advantage of developing topical training programmes and involving a larger set of the workforce is to mitigate the FUD that is typically associated with automation initiatives. By giving employees the opportunity to learn and contribute in a meaningful way, we can eliminate bottlenecks, change-aversion and enable a successful AI transformation.

### **3. Ethical and Security Measures**

The 4th Industrial Revolution will require a re-assessment of ethical and security practices around data, algorithms and applications that use the former two.

By introducing renewed standards and ethical codes, enterprises can address two important concerns people typically raise – how much power can/should AI exercise and how can we stay protected in cases of overreach.

We are already witnessing teething trouble – with accidents involving self-driving cars resulting in pedestrian deaths, and the continuing Facebook-Cambridge Analytica saga.

Building a strong grounding for AI systems will go a long way in improving customer and social confidence – that personal data is in safe hands and is protected from abuse – enabling them to provide an informed consent to their data. To that end, we need to continue refining our understanding around the ethical standards of AI implementations

AI and other cyber-physical systems are key components of the next generation of business. According to a report by semiconductor manufacturer, ARM, 61% of respondents believe that AI can make the world a better place. To increase that sentiment even further, and to make AI business-as-usual, and power the cognitive enterprise, it is critical that we subject machine intelligence to the same level of governance, scrutiny and ethical standards that we would apply to any core business process.

# CXO Insights: Delivering Business Value Through AI to Impact Top Line, Bottom Line and Unlock ROI

As is the case with investments in any other area of technology, AI needs to deliver demonstrable impact to business top line and bottom line. In today's competitive landscape of business, enterprises are expected to measure the incremental ROI for every expense and every investment made – technology or otherwise. The case of Artificial Intelligence is no different. It is critical that technology and business leaders demand ROI impact for this technology in order to foster its growth and justify its proliferation in business.



To be sure, there are two key areas where Artificial Intelligence can contribute immense value; Increasing top line figures by unlocking new revenue streams and improving the bottom line through efficiencies in operations. Needless to say, top line gains eventually percolate their way into showcasing bottom line improvement – but for the purpose of this post, we'll refer to bottom line impact as areas where AI brings in cost efficiencies by helping organizations reduce their overall cost of operations.

Artificial Intelligence driven applications can have a discernible impact on business top lines and bottom lines and help organizations unlock ROI from their implementation.

## AI-Powered Topline Growth

Artificial Intelligence-led applications have huge potential to add to top line revenue growth for any organization. Typical AI interventions for this purpose range from improving the effectiveness of marketing and sales functions, improving customer loyalty through laser-guided customer experience initiatives and direct and indirect data monetization.

### **New Revenue Streams Enabled by Data Monetization:**

Business leaders need to realize AI's potential to unlock new sources of revenue in addition to improving customer targeting and loyalty. One of these ways is data monetization. What is data monetization? Simply put, data monetization refers to the act of generating measurable economic benefits from available data resources. According to Gartner, there are two distinct ways in which business leaders can monetize data. The most commonly seen method from the two is Direct Monetization. The way to realize value from this avenue involves directly adding AI as a feature to existing offerings. Companies like Nielsen, D&B, TransUnion, Equifax, Acxiom, Bloomberg and IMS run their business on licensing their data in a raw format or as part of their application infrastructure. With emerging Data-as-a-Service models and the application for direct insight delivery through intelligent application of AI, direct data monetization is simpler than ever. By wrapping insights alongside the data source, vendors can create a symbiotically powerful exchange of information for both the buyers and sellers of data. On the other hand, Indirect Monetization involves embedding AI into traditional business processes with a focus on driving increased revenue. A popular example of this is corporations who come out with branded, paid-for reports based on the data they own. For instance, professional services companies such as Aon, Deloitte, McKinsey, etc., regularly bring forward insightful industry and function-specific reports based on the data they collect as part of their consulting assignments.

### **Enabling Intelligent Marketing and Sales**

Many of the most prominently cited successes of AI-enabled business transformation comes from the marketing and sales arena. Sales and marketing are constantly on the forefront for exciting inventions in AI since they contribute directly to top line growth. Use cases discovered in this arena span social media sentiment mining, programmatic selection of advertising properties, measuring effectiveness of marketing programs, ensuring customer loyalty and intelligent sales recommendations. AI also has huge potential to drive businesses to explore and exploit eCommerce platforms as a credible channel for sales and to help drive the digital agenda forward. Available tools are helping drive better customer conversions on eCommerce properties – by analysing the digital footprints (clickstream, etc.) of prospective customers, persuading them into making a purchase. In such use cases, AI helps improve personalization at the point-of-purchase, improve conversions and reduce cart abandonment. Marketing and sales use cases today are pretty much at the epicentre of an AI disruption and business leaders need to uncover more use cases that can help drive effective top line growth.

## **AI Redefining Customer Experience**

Customers are the epicentre of every successful organization. Today, we live in times where customers have numerous competitor options to choose from while the switching costs for customers are increasingly lower. Given this scenario, for businesses to win with their customers they need to have a smarter approach to customer experience management.

We have progressed well beyond pre-programmed bots addressing frequently asked questions. AI-enabled systems today go further and provide customers with personalized guidance. The travel and hospitality industries, for instance, are ripe for such disruptive innovations. In many cases, we see chatbots that help customers identify and recommend interesting activities and events that tourists can avail. When applied with human creativity, AI can ensure this redefined understanding of customer experience, while maintaining a lower cost of delivering that experience.

## **AI for Improving Bottom Line Performance**

At an operational level as well, AI can help organizations run a more efficient business. For instance, corporations across industries need to find innovative and fail-safe ways to reduce the cost of manufacturing as well as capping their outlay on the supply chain network. AI-centric solutions can drive down the turnaround time for talent acquisition and transform other facets of the Human Capital function too.

## **AI Driving Operational Efficiencies**

Traditional manufacturing processes are now increasingly augmented by robotics and AI. These technologies are bringing increasing sophistication to the manufacturing process. The successes combine human and machine intelligence making AI-augmented manufacturing a pervasive phenomenon. Today, business leaders in the Industry 4.0 generation need to seriously consider planning a hybrid labour force powered by human and artificial intelligence – and ensure that the two coexist by implementing the right policies and plans in place.

## **Smarter Supply Chains Powered by AI**

Orchestrating a leaner, more predictable supply chain is ripe for an AI-led disruption. We are witnessing not just new products and categories but also new formats of retailers proliferating the industry. This varied portfolio of offerings and channels requires corporations to manage their outlay efficiently on the overall network responsible for the network that manages the entire process from procurement and assembly to stocking and last mile delivery. Multiple use cases exist that leverage multi-source data from internal and external repositories, combining them with information from IOT

sensors. AI algorithms are then applied over this combined data infrastructure with the objective of helping business users quickly identify possible weaknesses/flaws in the process such as delays and possible shortages. Business leaders are constantly on the lookout for solutions that can directly lift their bottom line by bringing in more intelligence and automation to their supply chain networks – thus unlocking savings for their businesses.

### **An Artificial Facelift for the Human Resources Function**

The human resources function has historically been considered a cost-center in organizations. In addition to bringing down the costs associated with talent acquisition and management – AI would also help HR teams become leaner, more organized and reduce the turnaround time for talent acquisition. AI interventions are being seen in the areas of employee engagement and attrition management, but some of the most exciting use cases come from the talent acquisition area within the HR function. Multiple organizations are already working on solutions that can eliminate the need for HR staff to scan through each job application individually. By using AI intelligently, talent acquisition teams can determine the framework conditions for a job on offer and leave the creation of assessment tasks to Artificial Intelligence-powered systems. The AI-empowered system can then communicate the evaluation results and recommend the most suitable candidates for further interview rounds.

One of the key reasons why AI is in vogue today is the demonstrable ROI impact that it promises to bring to business processes. With greater computational power and more data, AI has become more practicable than before, but what will sustain its growth is how much incremental value it can eventually unlock for businesses across the globe and power new revenue models for businesses to tap into. It is critical that business and technology leaders earnestly kick off discussions around how to justify the impact of AI and mark down the key metrics that will be used to measure it. Partners and service providers too need to stay on top of finding ways to showcase measurable improvements that their software or services can bring to technology buyers. This will enable the entire AI ecosystem to flourish.

# AIQRATE

A Bespoke AI Advisory & Consulting Firm

## AIQRATE Advisory & Consulting

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