Agenda

01
We all want AI – what is holding you back?

02
The **Data-Prioritization-Adoption** framework

03
Introduction to the **Complexity-Impact framework**

04
Real-life use cases

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We all want AI - what is holding you back?

The use of AI can be very impactful...

- Enhance **efficiency**
- Optimize **decision making**
- Unlock new revenue **opportunities**

...but many things stand in its way

- Solving a single problem, effort duplication
- Thinking and working in silos
- Overlooking synergies across the organization
- Missed opportunities and reduced productivity
- Lacking a defined roadmap for development
- Resource waste across developments

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Three-step framework to create an AI roadmap and facilitate readiness for adoption

1

Well-structured foundation

Data

+

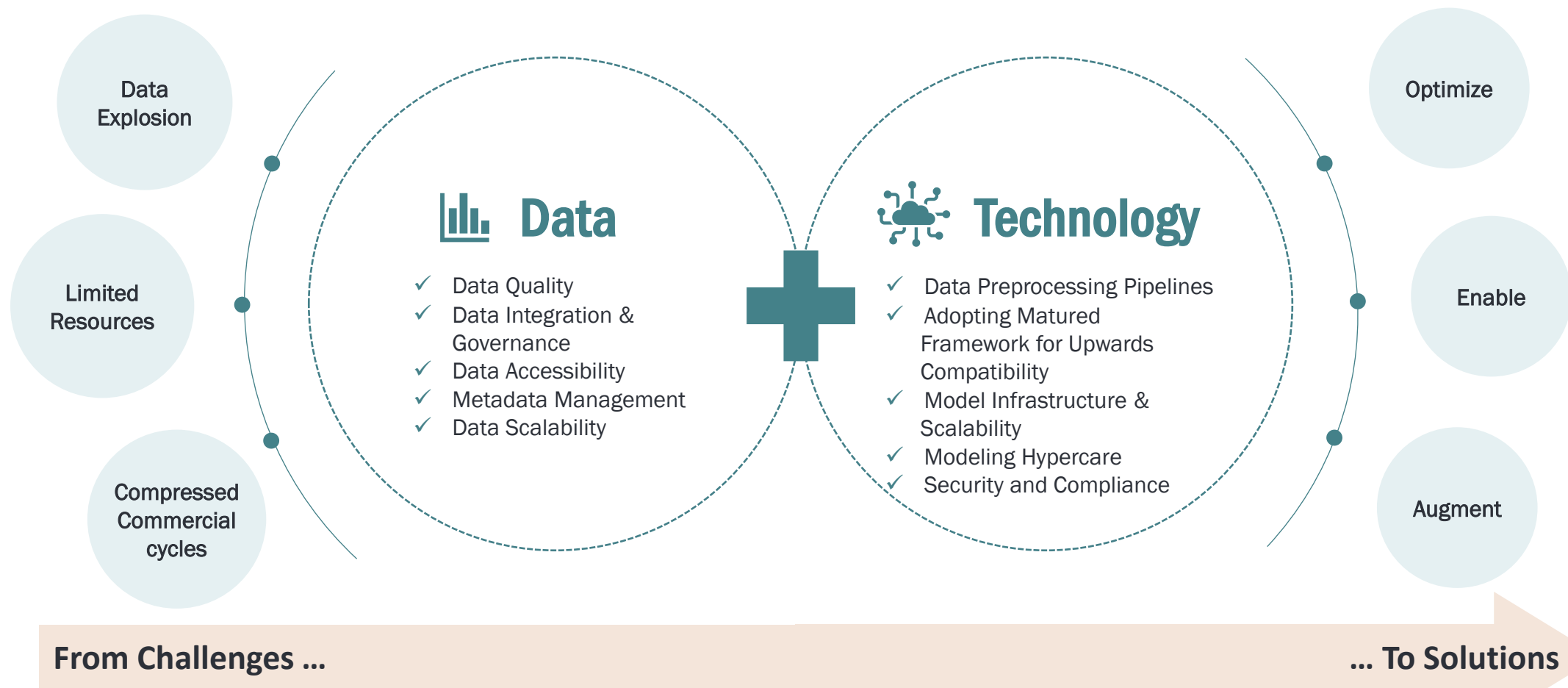Technology

2

Prioritizing use cases

Complexity

+
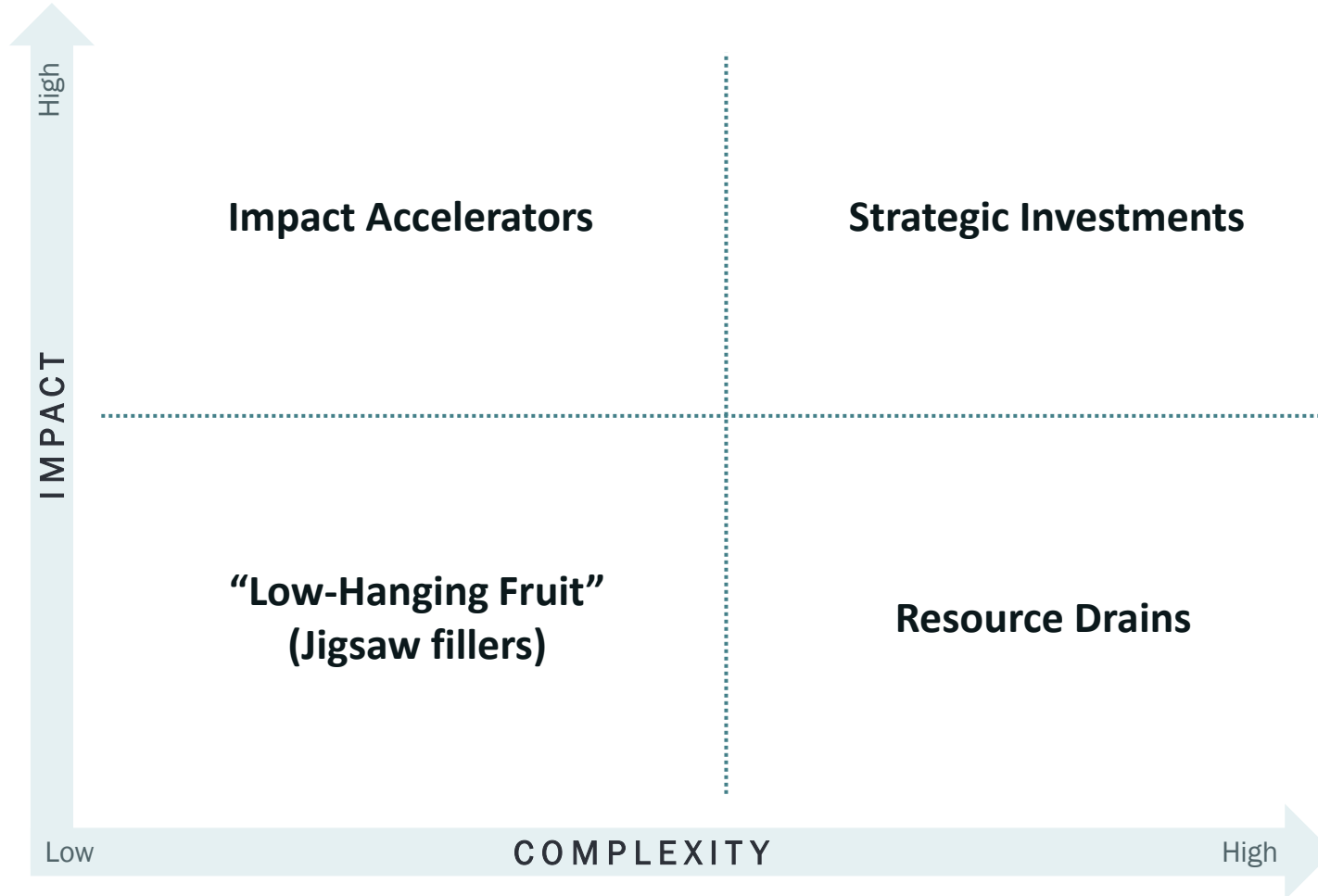
Impact

3

Enterprise adoption

Managing inflated expectations

+

Structured change management

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A well-structured foundation requires the fuel as well as an engine

Data Explosion

Limited Resources

Compressed Commercial cycles

Data

- ✓ Data Quality
- ✓ Data Integration & Governance
- ✓ Data Accessibility
- ✓ Metadata Management
- ✓ Data Scalability

Technology

- ✓ Data Preprocessing Pipelines
- ✓ Adopting Matured Framework for Upwards Compatibility
- ✓ Model Infrastructure & Scalability
- ✓ Modeling Hypercare
- ✓ Security and Compliance

Optimize

Enable

Augment

From Challenges …   **… To Solutions**

5

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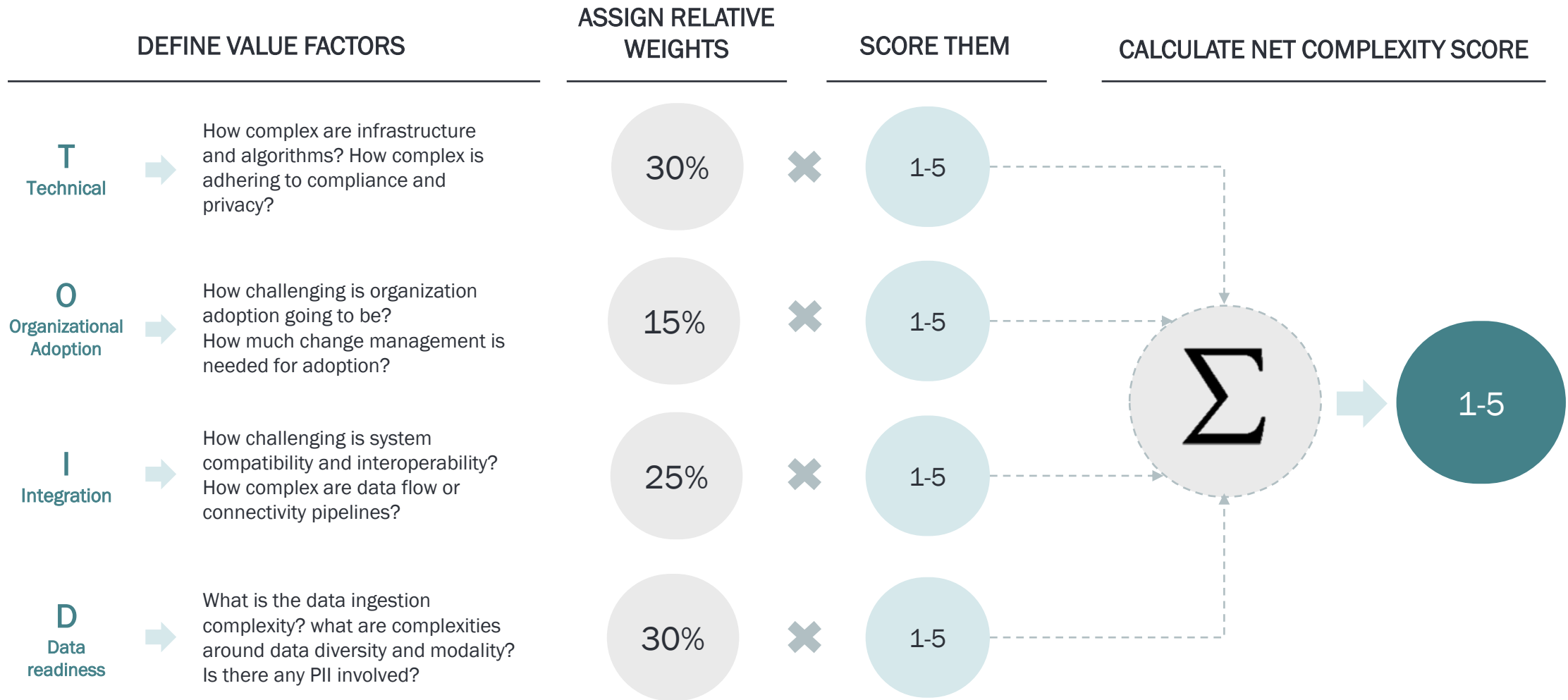# How to plan for change – Complexity-Impact Framework

For "**Complexity,**" consider factors like:
- Data / integrability
- Feasibility ($, resources)
- Familiarity (tech needs, workflow)

For "**Impact,**" consider factors like:
- Long-term value
- Business urgency
- Broader business goals
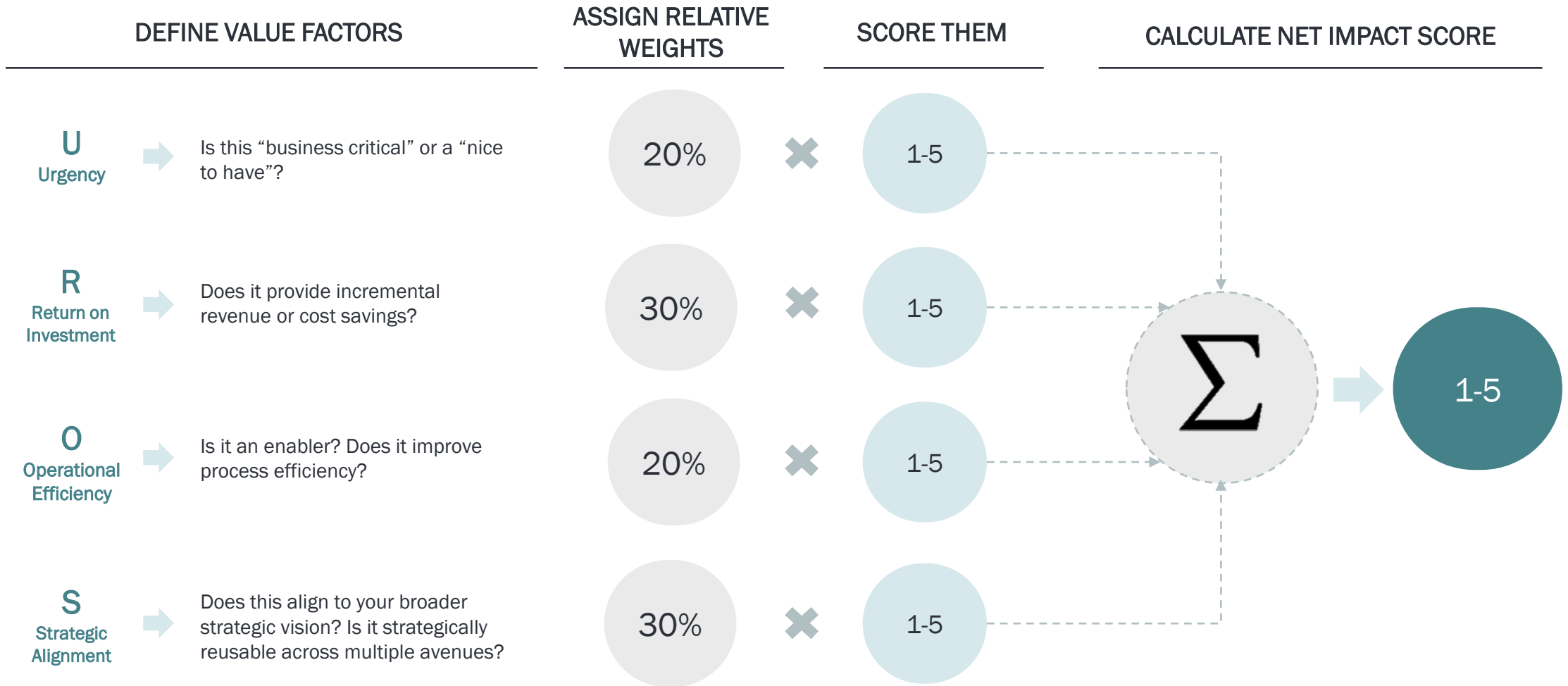- Efficiency gains
- Enabling new capabilities

IMPACT

High

Low

COMPLEXITY

High

Impact Accelerators

Strategic Investments

"Low-Hanging Fruit"
(Jigsaw fillers)

Resource Drains

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Estimating COMPLEXITY of an AI solution

DEFINE VALUE FACTORS		ASSIGN RELATIVE WEIGHTS	SCORE THEM	CALCULATE NET COMPLEXITY SCORE
T Technical	How complex are infrastructure and algorithms? How complex is adhering to compliance and privacy?	30%	1-5	
O Organizational Adoption	How challenging is organization adoption going to be? How much change management is needed for adoption?	15%	1-5	
I Integration	How challenging is system compatibility and interoperability? How complex are data flow or connectivity pipelines?	25%	1-5	Σ → 1-5
D Data readiness	What is the data ingestion complexity? what are complexities around data diversity and modality? Is there any PII involved?	30%	1-5	

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Illustrating COMPLEXITY

USE CASE SCORING

DEFINE VALUE FACTORS		ASSIGN RELATIVE WEIGHTS		TAGGING	SUMMARIZATION	CONVERSATIONAL AI (AGENTIC)
T	Technical Complexity	30%	✖	1	2	4
O	Organizational Adoption Complexity	15%	✖	1	2	3
I	Integration Complexity	25%	✖	2	3	4
D	Data Readiness Complexity	30%	✖	1	2	3
		NET COMPLEXITY SCORE		1.25	2.25	3.55

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Estimating IMPACT of an AI solution

DEFINE VALUE FACTORS	ASSIGN RELATIVE WEIGHTS	SCORE THEM	CALCULATE NET IMPACT SCORE
U Urgency — Is this "business critical" or a "nice to have"?	20%	✖ 1-5	
R Return on Investment — Does it provide incremental revenue or cost savings?	30%	✖ 1-5	Σ → 1-5
O Operational Efficiency — Is it an enabler? Does it improve process efficiency?	20%	✖ 1-5	
S Strategic Alignment — Does this align to your broader strategic vision? Is it strategically reusable across multiple avenues?	30%	✖ 1-5	

9

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Illustrating IMPACT

USE CASE SCORING

DEFINE VALUE FACTORS		ASSIGN RELATIVE WEIGHTS		TAGGING	SUMMARIZATION	CONVERSATIONAL AI (AGENTIC)
U	Urgency	20%	✖	2	3	3
R	Return On Investment	30%	✖	1	2	3
O	Operational Efficiency	20%	✖	2	4	4
S	Strategic Alignment	30%	✖	1	3	3
		NET IMPACT SCORE		1.40	2.90	3.20

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Elaborate COMPLEXITY & IMPACT Calculations

Complexity

Category	Item	Weight	Total
T Technical	Model & Infrastructure complexity	18%	30%
	Security and Compliance	12%	
O Organizational Adoption	Organization wide Adoption	5%	15%
	Change Management efforts	10%	
I Integration	System compatibility and interoperability	12.5%	25%
	Data flow and connectivity	12.5%	
D Data readiness	Data Readiness	20%	30%
	Data Diversity & Modality	10%	

Impact

Category	Item	Weight	Total
U Urgency	Does it provide short term value?	10%	20%
	Is this mission critical to business?	10%	
R Return on Investment	Incremental revenue expected	15%	30%
	Cost Savings Expected	15%	
O Operational Efficiency	Improvement In process efficiency	10%	20%
	Is it an enabler (doing what was never done)?	10%	
S Strategic Alignment	Does this align to your broader strategic vision?	20%	30%
	Is it strategically re-usable use case?	10%	

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Relative Positioning – case examples
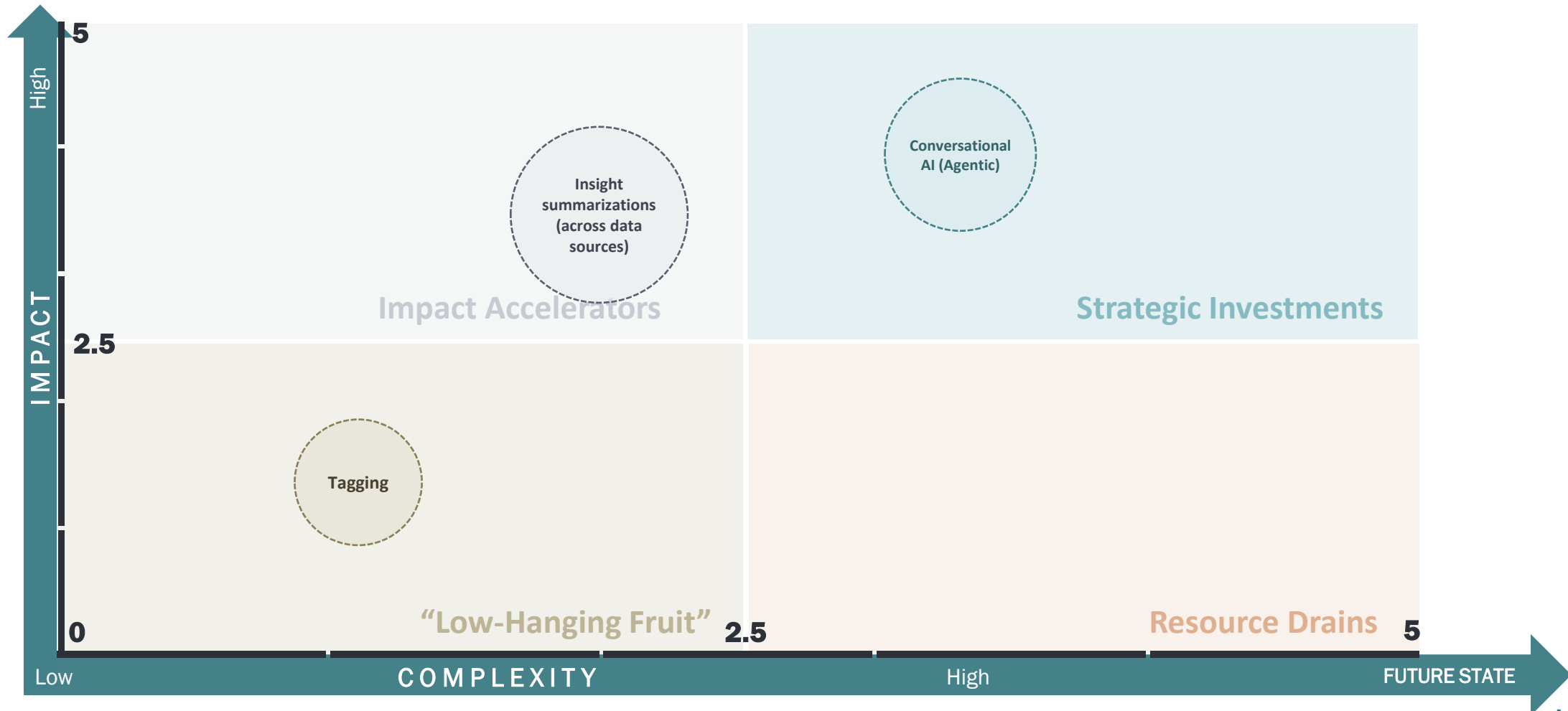
Development doesn't happen in a vacuum, and is not a straight line
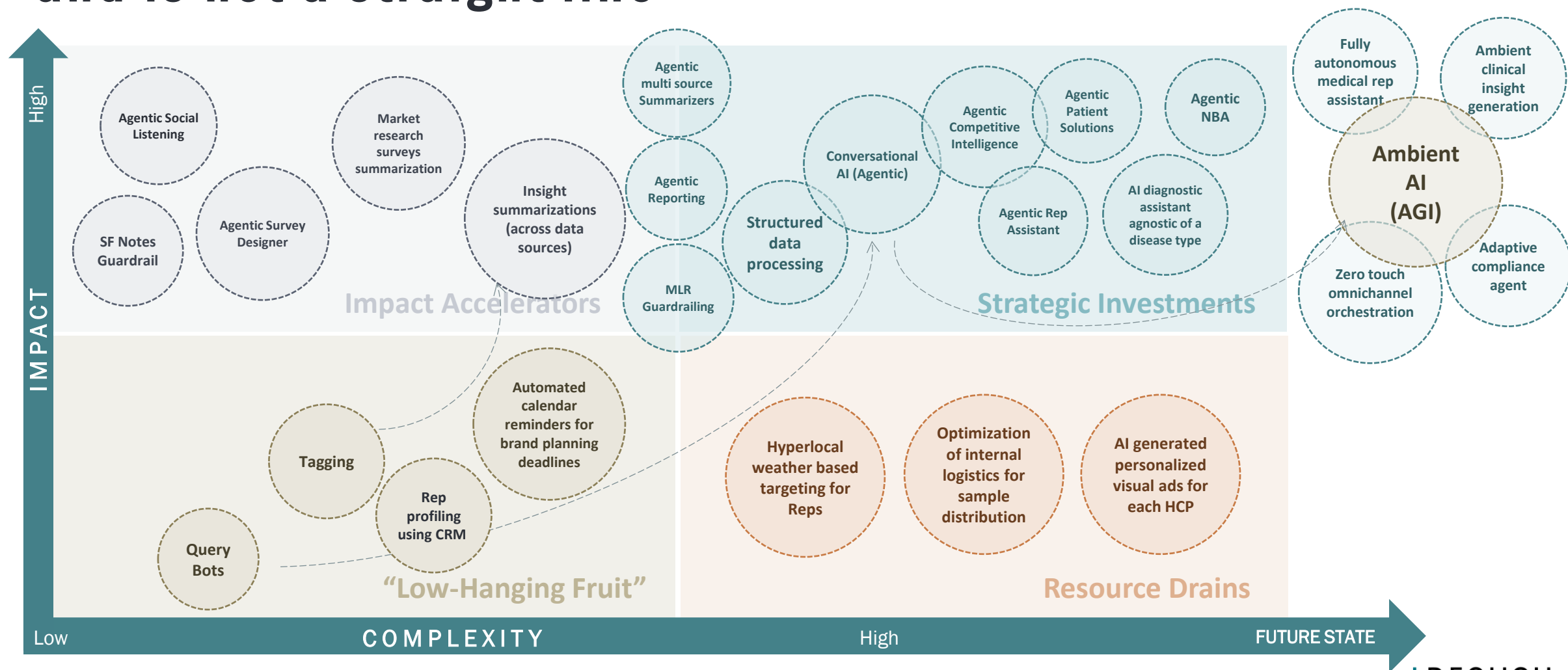
Three types of organizational impact stories

Business Impact ③
"We were able to get better targets, which led to incremental sales."

Quantitative Feedback ②
"We decreased turnaround time from five days to one hour."
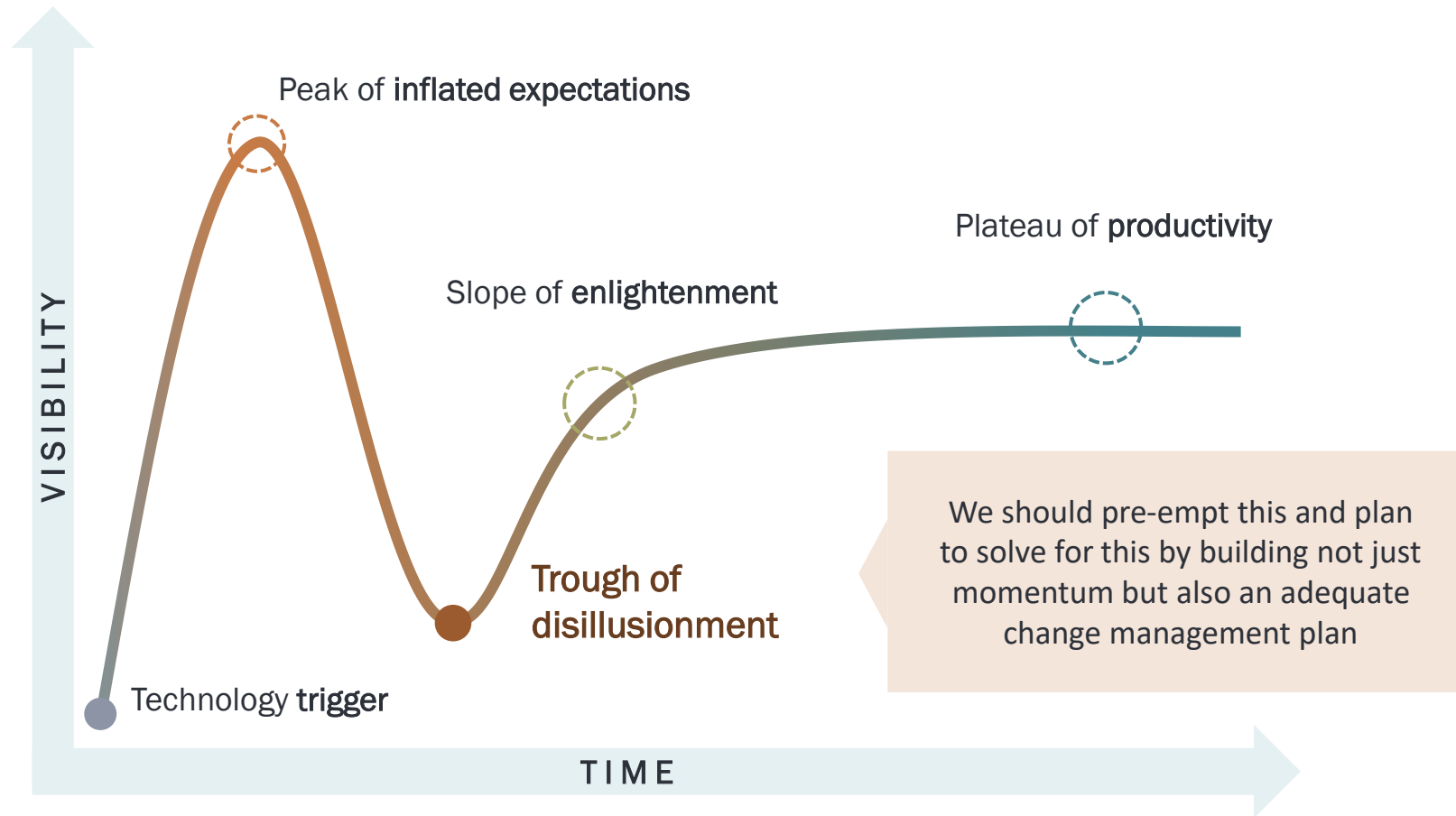
Qualitative Feedback ①
"I like the insights."

More tangible impact

- Use cases should meet all three types of impact.
- However, you don't have to produce the top tier immediately.
- Based on organizational maturity, in the short run you can focus on articulating the lower levels of impact and progress to the top.

No one is specifically fixated on highest level of impact (Business Impact) from the get-go. However, some PharmaCos can now claim this achievement after progressing from the foundational levels.
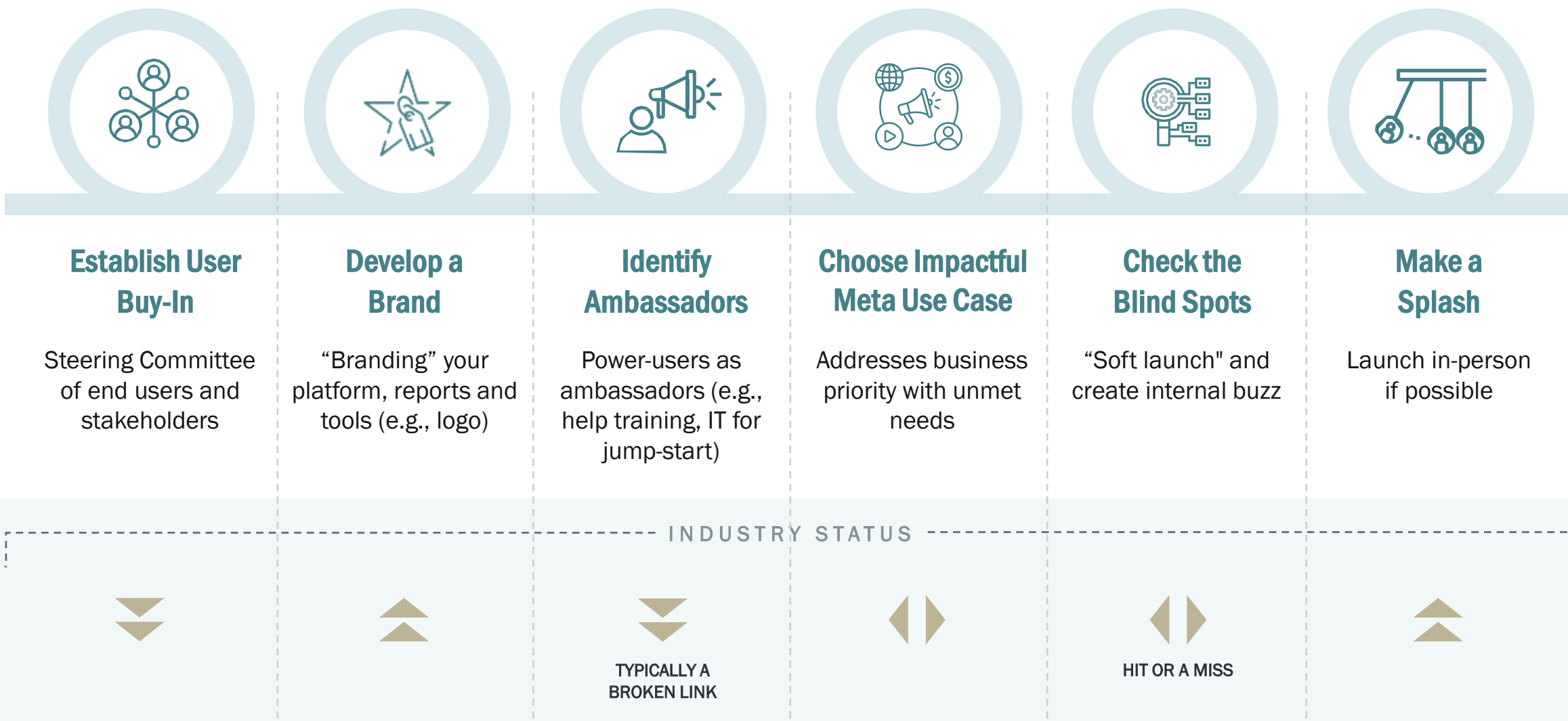
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You cannot assume "if you build it, they will come"

VISIBILITY

Peak of **inflated expectations**

Plateau of **productivity**

Slope of **enlightenment**

Trough of **disillusionment**

We should pre-empt this and plan to solve for this by building not just momentum but also an adequate change management plan

Technology **trigger**

TIME

A trough does exist

- Teams complain of tool overload

- There is often distrust in "black boxes"

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Key adoption and change management accelerators

Establish User Buy-In	Develop a Brand	Identify Ambassadors	Choose Impactful Meta Use Case	Check the Blind Spots	Make a Splash
Steering Committee of end users and stakeholders	"Branding" your platform, reports and tools (e.g., logo)	Power-users as ambassadors (e.g., help training, IT for jump-start)	Addresses business priority with unmet needs	"Soft launch" and create internal buzz	Launch in-person if possible

INDUSTRY STATUS

TYPICALLY A BROKEN LINK

HIT OR A MISS

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In Summary...

✓ Create a strong foundation of data and technology

✓ Develop an internal framework to assess and prioritize AI solutions

✓ Don't work alone - break down silos!

✓ Drive strong enterprise adoption through managing expectations and change management

✓ MAKE A SPLASH!

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Thank You!

For additional questions, please reach out to

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