

Where's the Value in AI?

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- \mathbb{E}-\mathbb{C}'\neg\mathfrak{j}\alpha-32\cdot&\alpha\ddot{y}^-\cdot^*\ddot{y}\mathbb{K}'\alpha

05 The Surprising Sources of Value from AI

- \mathbb{E}-^3\mathbb{S}\alpha'_\mathfrak{e}(\mathbb{R}_{\pm}\alpha
- '\alpha\mathbb{C}^3(\mathbb{R}_{\pm})!\ddot{y}^{33}\alpha_{\pm}^2

13 The Playbook for Winning with AI

- \# \mu\alpha\pm\mathbb{C}(\mathbb{R})\neg\ddot{\sim}|\ddot{\sim}(\mathbb{R})^{\sim}|\mathbb{S}'_\mathfrak{e}\mathbb{S}\ddot{y}\mathbb{K}\mathbb{K}\alpha-|\alpha^2
- (\mathbb{S}\alpha'_\mathfrak{e}\ddot{y}^-\ddot{y}\mathfrak{j}\ddot{\sim}\mathbb{K}^3\alpha^2\cdot&\alpha^{\circ}\neg\ddot{\sim}\alpha\mathbb{E}'\mathbb{Y}(\mathbb{R}_{\pm})'\neg\mathbb{C}\mathbb{C}\alpha^{22}
- \mathfrak{f}'\neg\ddot{\sim}'^3\ddot{y}\pm^3\ddot{\sim}|\ddot{\sim}^-\mathbb{R}'\pm\mathfrak{f}(\mathbb{R})^{\sim}\pm-\alpha_s\cdot^3(\mathbb{R})^{\circ}\mathbb{E}^*\ddot{y}\mathbb{K}'\alpha
- f|\mathbb{R}\mathfrak{f}(\mathfrak{f}|\mathbb{R})^{\circ}(\mathfrak{f}|\mathbb{R})^{\circ}\neg\ddot{y}^-\alpha^2\cdot^{\circ}\neg\mathbb{K}'\alpha\mathbb{E}'^3\mathbb{S}\alpha
- \$\mathbb{K}\ddot{y}_s\mathfrak{j}(\mathbb{R})^{\mathbb{R}}\mathbb{Y}(\mathbb{R}_{\pm})'\neg\mathbb{C}\mathbb{C}\alpha^{22}

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Who's Getting Results from AI and Why?

As the world's leading provider of AI solutions, we are seeing a significant increase in the number of organizations that are adopting AI. This is due to a number of factors, including the fact that AI is now more accessible than ever before, and the fact that it is now being used in a wide range of applications. As a result, we are seeing a number of organizations that are achieving significant results from their AI investments. These results are being achieved in a number of ways, including by improving operational efficiency, reducing costs, and increasing revenue. We are also seeing a number of organizations that are using AI to improve their customer service and to create new products and services. This is all leading to a significant increase in the number of organizations that are achieving results from their AI investments.

One of the main reasons why organizations are achieving results from their AI investments is because AI is now more accessible than ever before. This is due to a number of factors, including the fact that AI is now being used in a wide range of applications, and the fact that it is now being used in a way that is more efficient and more effective. This is leading to a significant increase in the number of organizations that are achieving results from their AI investments. Another reason why organizations are achieving results from their AI investments is because AI is now being used in a way that is more efficient and more effective. This is leading to a significant increase in the number of organizations that are achieving results from their AI investments.

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 (·F²±²³±α²Y_±Y_CS_αμ_Y·|·|·|·«E⁻·|·E⁺·|·3Y_±CY⁻Y_±·|·«³±²3⁸Y_±
 «μ_α«Y³·|·S_±C_S³S_α·CY⁻····«α_±α⁻³·E⁻·|·±_±·|·Y_±·2³Y³2CY^α·
 ····fi²·Y_±α²³±α²Y_±C_S····3⁸·EY_F·R³·R⁻·Y_CR³····Y³·R⁻·R_Y
 R[±]±²³·E^α·2³····3⁸E⁺·|·3Y_±·Y⁻²Y_±·Y³·R⁻·Y_±·E⁻·E⁻·Y³·±³·
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 ····α⁻³·|·|·|·3^S·E⁻·R⁻·«····S_Yμ_αE_αμ_αR⁸·α_F·3S_α·α_Cα²²Y_±·
 CY⁻Y_±·|·«³±²3⁸·|·R_μα_±·α_±·R⁻·|·±_±R_Y·R_YC_R·C_α³Y_±E⁻·|·α_±·
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 Y³3S_α·Y_±α_±·R³·R_Y·E⁻·|·R_μY³·R⁻·2²³α_±Y³·CY[±]·|·|·«E⁻·|·
 C³³·|·α_F·|·α⁻·E_{CY}·Y_±·|·«³±²Y_±E²CY⁻·|·3S_α·Y_C±⁸²2³S_α·
 R_±Y_±·|·Y³·R⁻·

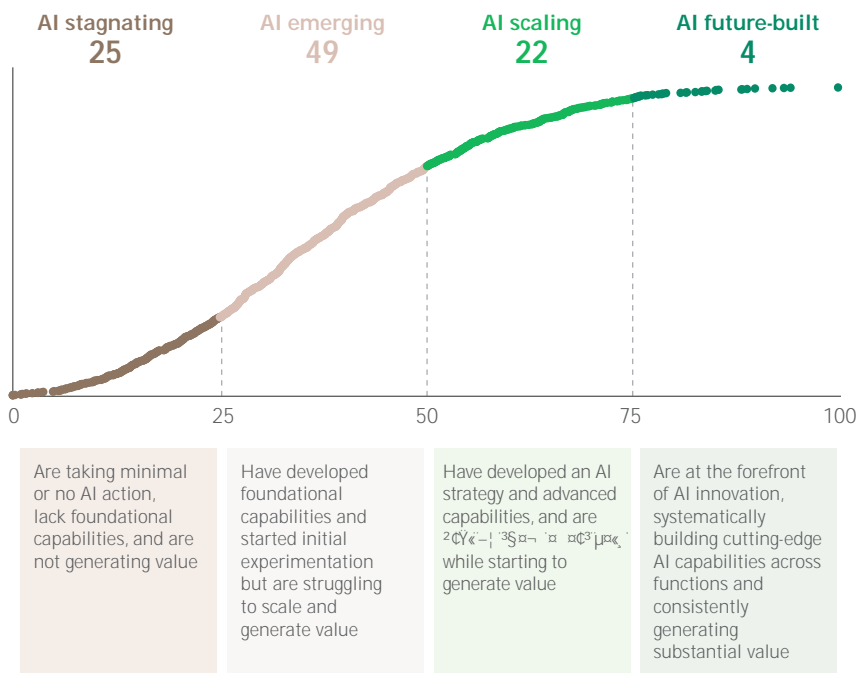
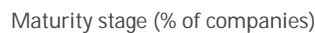
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A Steep Curve

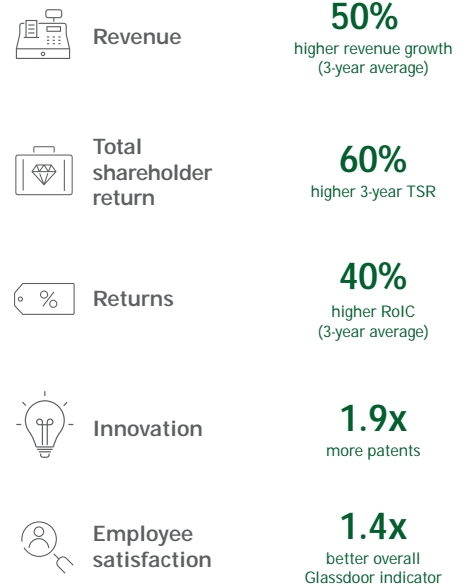
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(S^{m2}α¹CY³α¹ R[±]CY¹«F²³—C³R²2¹Y[±]α¹—” R[±]Y¹—3¹αCY¹2¹αY¹F¹
α²2¹Y[±]R[±]3¹—αY¹R[±]3¹S¹α¹R[±]3¹S¹α¹#μ[±]α¹3¹S¹α¹Y²³3¹S¹α¹αY¹2¹
«Y¹F¹α²2¹αY¹α¹Y¹±R[±]1¹3¹S¹Y²2¹αα¹—Y¹±Y³α¹3¹S¹Y¹—3¹S¹α¹
R[±]μ[±]Y¹«Y¹μ[±]Y¹α¹(S¹α¹±3¹R[±]Y¹2¹S¹Y¹±S¹R[±]F¹α¹±α¹3¹±2¹Y¹α¹
S¹Y¹S¹α¹±Y¹—F¹3¹S¹α¹Y¹—S¹Y¹S¹α¹±α¹3¹±2¹R[±]—μ[±]α¹2¹αF¹CY¹—Y¹Y¹«
(S^{m2}α¹C¹R[±]—Y¹—α²2¹Y¹2¹R[±]α¹C¹α¹R[±]—R[±]—Y¹—CY¹Y¹Y¹C¹R[±]2¹2¹C¹S¹Y²—
Y³α¹—32¹αF¹Y¹—F¹α¹—R[±]α¹α¹2¹Y³2¹Y¹C¹R[±]—Y¹—F¹3¹S¹α¹Y¹α¹—”R[±]α¹
—R[±]2¹3¹R[±]3¹R[±]α¹—α¹3¹Y²—Y¹—Y¹Y¹3¹R[±]—2¹Y¹—F¹3¹R[±]2¹—Y³—α¹

Exhibit 1 - Leaders Have Built the Capabilities Needed to Implement AI at Scale



Value achieved



Source: BCG Build for the Future 2024 Global Study (merged with DAI).

Note: "Leaders" include AI future-built and AI scaling companies; "less mature" or "other" companies" include AI stagnating and AI emerging companies. RoIC = return on invested capital; TSR = total shareholder return.

$$\tilde{Z}^{\alpha}\tilde{Y}^{\beta}\tilde{F}^{\alpha\pm 2}\tilde{S}^{\gamma}\tilde{\mu}^{\alpha'2''}\cdot\tilde{F}''\cdot\alpha_{\pm}\alpha_{-3}\tilde{Y}^3_{-1}\cdot\tilde{C}\tilde{S}^{\gamma}\tilde{Y}^{\pm}\tilde{C}^3\alpha_{\pm}{}^{23}\cdot\tilde{C}^2$$

They focus on the core business processes as well as support functions.

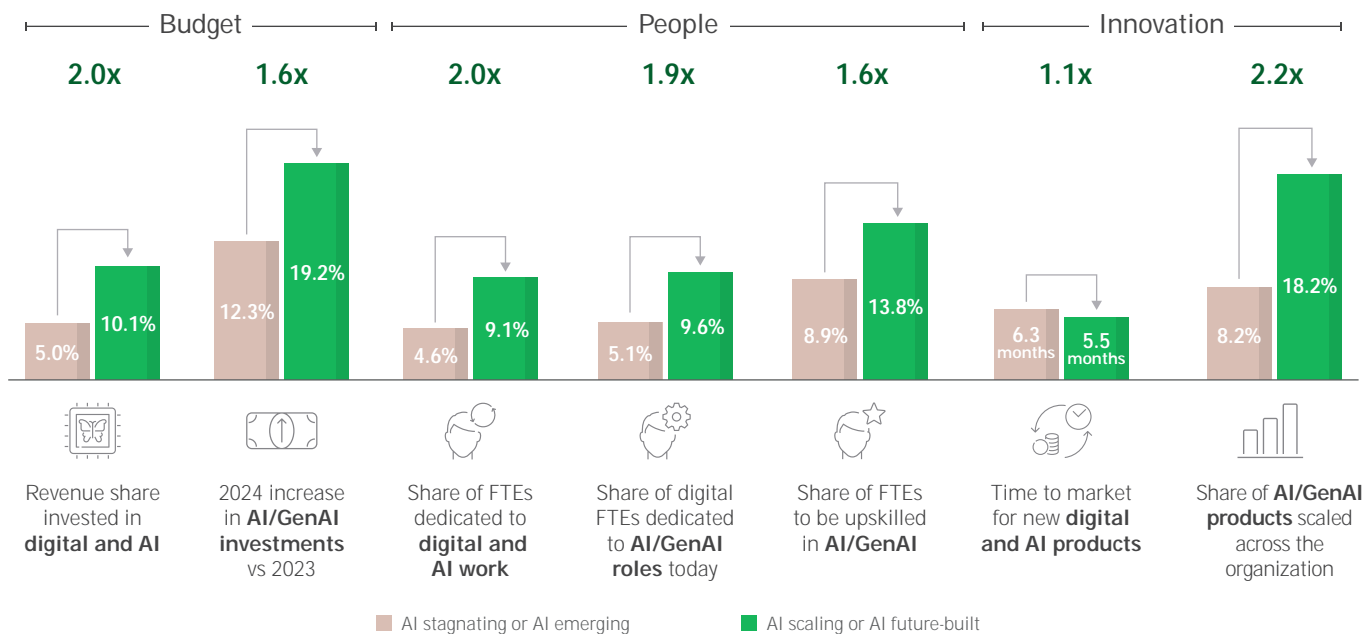
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They are more ambitious.

They invest strategically in a few high-priority opportunities to scale and maximize AI's value.

[illegible]

Budget and Resources to Digital and AI Capabilities in 2024



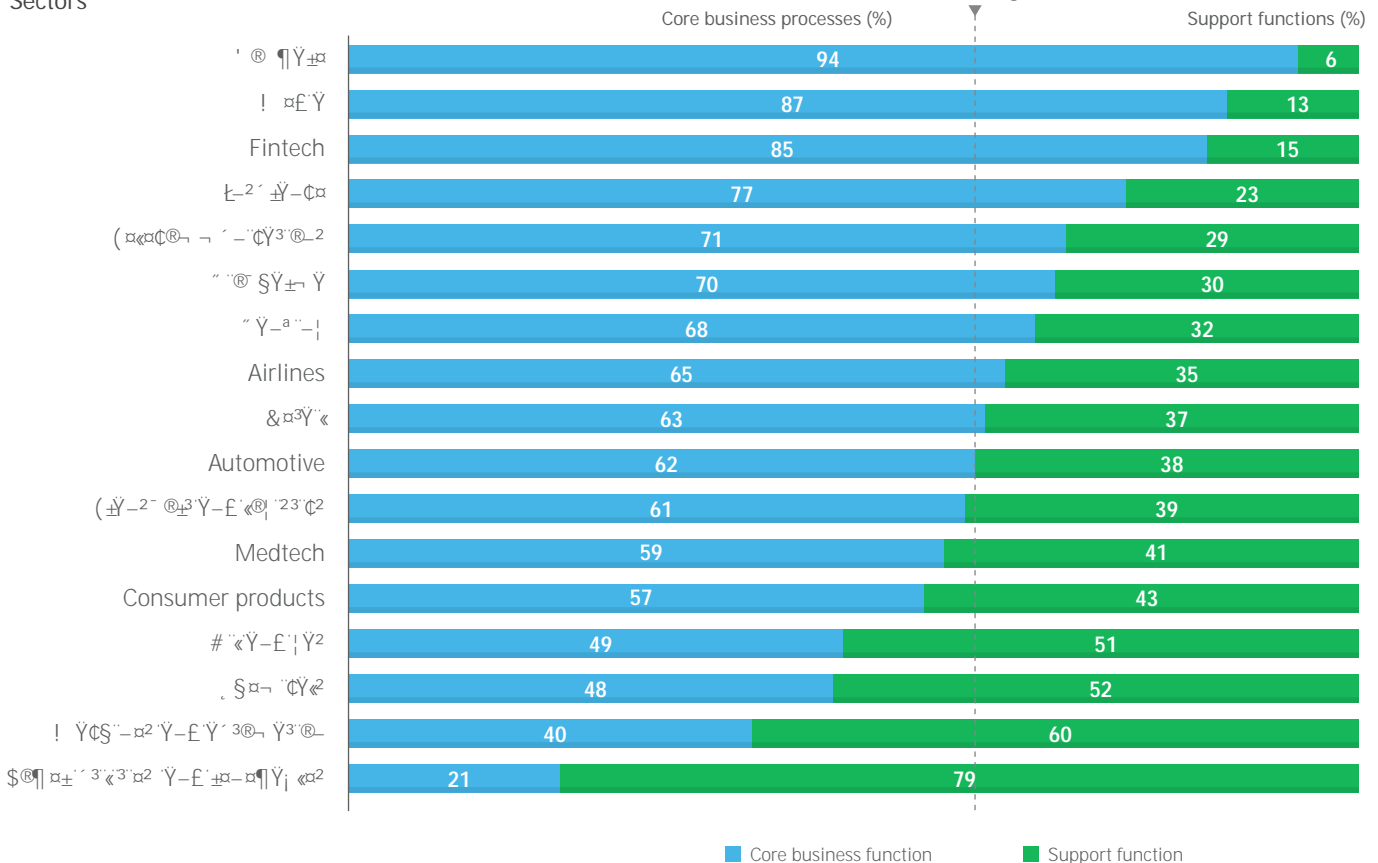
Source: BCG Build for the Future 2024 Global Study (merged with DAI).

Note: FTEs = full-time equivalent employees.

[illegible][illegible]

[illegible][illegible][illegible][illegible]
$$\mathbb{S}_{\pm}(\mathbb{C}^{\alpha^2} \mathbb{R}^2) \cap \mathbb{S}^1 \cap \mathbb{C}^3(\mathbb{R}_{\pm}) = \mathbb{C}^* \dot{Y}_{\pm} \dot{Y}_i \cap \mathbb{S}^3$$

Global average: 62%



WHERE'S THE VALUE IN AI?



artasia.org

Leaders are not only deploying productivity plays but reshaping core business processes and inventing new revenue streams.

+ 3S' - aYCS' - ±RC22' R±Y - C3' R - '3 2 C±3' CY' 3R' E a - a'2 - a
C' C' 2 a CY'2 a2 Y - E Y22 C Y3 a E j' 2' - a22 μY' a E' - a R23'
2 a C3 R±2' - R±R' 3SY - SY' ±R±Y a -' E2' μY' a - R3 a -3 Y' C' a2' -
A j' R' R±3 SY± a Y - C3' R - Y' E R' Y' -2 E' -2' ±Y - C a' - R±3S a'
μY' a' a2' - - - - R' C± Y' E - -23 ±Y3' R - - E a j' ±3' - j' Y - E'
C±Y' 2' a Y - Y j' a - a-3 E j' - R SY± Y - R±3S a' μY' a'2'
R' - E' - & ~ Y' E - -2Y' a2' Y - E - j' ± a3' a3' - j'

A $\begin{matrix} 3S \\ 3S \end{matrix} \textcircled{R} \mid S \textcircled{C} R \mid - \dot{Y} - m^2 \cdots - m \dot{Y} \textcircled{S}^2 m \textcircled{C} 3R \mid \dot{Y} \mid \alpha \mid \alpha - \alpha \dot{Y}^3 - \mid$
 $\begin{matrix} 3S \\ 3S \end{matrix} \alpha \mid \pm \dot{Y}^3 m^2 \mid \dot{Y} \textcircled{C} \alpha \mid \pm R \mid -^2 m \dot{Y}^2 m^2 \cdots \mid \textcircled{R} - \alpha \mid R \pm 3 \mid R \textcircled{F} R$
 $\mid \dot{Y} -^2 \mid \mid \textcircled{R}^2 \dot{Y} \pm^2 \textcircled{3} \ll \alpha \mid \alpha \pm \mid \alpha -^3 \mid \mid \dot{Y} - \textcircled{F} \mid \textcircled{R} \dot{Y}^3 \cdots \mid \mid \alpha \dot{Y}$
 $2 \mid \dot{Y} \mid \alpha \pm^2 \mid \textcircled{3}^2 \cdots \mid \textcircled{3} R \dot{S} \dot{Y} \alpha \dot{Y} \textcircled{F} R \mid \alpha - \textcircled{F} R \mid \dot{Y} -^2 \mid \mid \textcircled{3} S \alpha \textcircled{C} R \mid \alpha$
 $\mid \mid^2 \mid m^2 \mid \cdots \mid \textcircled{C} \textcircled{F} \textcircled{F} \mid \mid \textcircled{C}^2 \textcircled{3} R \mid \alpha \pm \mid \alpha \dot{Y}^3 \textcircled{R} \mid \dot{Y} - \textcircled{F} \alpha \mid \alpha \pm \alpha - \textcircled{C} \alpha$
 $\textcircled{C} R \mid \alpha -^3 \mid \mid \pm R \textcircled{F} \textcircled{C}^3 \textcircled{R} \mid \dot{Y} - \textcircled{F} \mid \dot{Y} - \dot{Y} \mid \alpha \mid \alpha -^3 \mid \dot{Y} - \textcircled{F} \mid \mid \pm R \textcircled{F} \textcircled{C}^3 \mid \dot{Y} -$
 $\dot{Y} \mid \alpha \mid \alpha -^3 \mid \textcircled{F} \mid \mid R \pm \textcircled{3} S \dot{Y} - \dot{Y} \mid \mid \textcircled{F} \mid \mid^2 m \textcircled{C} 3R \mid \mid \textcircled{C} \textcircled{F} \textcircled{F} \mid \mid \textcircled{R} \textcircled{C} \dot{Y} - \textcircled{F}$
 $\mid \dot{Y}^2 \mid \mid^3 \textcircled{3}^2 m^2 \mid \dot{Y} - \textcircled{F} \mid \dot{Y} \textcircled{C} S \mid \alpha \pm \mid \dot{Y} - \textcircled{F} \mid \dot{Y}^3 \textcircled{R} \mid \mid^2 \mid \mid \textcircled{R} \pm^3$
 $\mid \textcircled{F} \textcircled{C}^3 \textcircled{R} \mid \dot{Y} \pm \dot{Y}^2 \mid \mid \cdots \mid \dot{Y}^3 -^3 \textcircled{2} R \mid \pm \textcircled{C}^2 R \mid \pm \textcircled{C}^2 \mid \textcircled{R} \dot{Y} \dot{Y} \textcircled{C} \alpha \mid \textcircled{3} R R$

[illegible]

AI in Insurance and Biopharma

° 3'3Sαj ' 2''-α22''-±@Cα22 '¥-C3'@- 'Y-£'' 2α CÝ2α«αμ«μY«' α' C±Y3'@- ¥@- '' £'2'Y«αY£, 3Yª-''£' α±α-3'£''±C3'@-2''-£' α±α-3'2αC3@± S'j S«j S3'-j 3Sα''- ' @±Y-£α'3@αYCS' C@- 'Y-, 'R¥'-£α' α-£α-3« '£α-3'¥''-j 'j Sα±α''32j α23'@- ' @±3' -'' 3'α2'«α' £@-2'£α±3Sα'αj £α-£α'3SÝ3'@' ±2' ±μ« 'j Y3Sα±α£''- ' 3'j @μ«± '£' α±α-3'2αC3@± ''-2' ±Y-£α'Y-£j ''@ SÝ±- Y

(Sα'Yμ«Yj α' £- Y3' ±3, 'R¥j @3S'2αC3@±'¥«''- 3Sα''- '££α' R¥3Sα''- Y3' ±3, 'C' ±μ«-@3'¥±@ 3Sα'Y«'2αC3@±Yμ«Yj α' ' @- 'Y-'α2''-j @3S'2αC3@±j α-α±Y3α'Y- 'Yμ«Yj α' R¥ ' @±- ' @±α' R¥' £μY«' α'¥@- 'C@±j ' 2''-α22''-±@Cα22α2'Y-£' ' @±- «α22'¥@- '2' -'' @±3'¥-C3'@-2 '' ' 3'3Sα'2''- '«Y±3'α2'α-£'3Sα±α

Insurance

£-2' ±α±'Y±α'¥@C' 2''-j ' @- ' @' α±Y3'@-2' - 'R«C' 'Y£- ' -'23±Y3'@- ' -£α±j ±3'-j 'Y-£'CÝ'' 2'- Y-Yj α- α-3 'C' 23@- α±2α±j Cα' Y-£- Y±ª α3'-j 'Y-£'2Y«α2 ' ' αα'3Sα' £¥C32Sαα3'¥@-''2' ± Y-£α ' ' @¥±3Sα'j '£α23'Y£@' 3'@- 'R¥' ±α£'C3'μ«' £Y3'3Sα' ''-£'μ'£'Y«' @' -' @±3' -'3, 'αμ«SÝ2'@C@' ±α£''- 3Sα'Y±αY2' @¥ 2C@±-j ' ¥Y' £Y22α22- α-3 'Y-£'3±Yj α'Y-£'' R«C' 'Y' 3@- Y 3'@- '' £@' 3'@- 'R¥fj α-° £'2'23±@-j α23''- 3Sα'' 2α' R¥CSÝ3j @32' 3@' ±α2'Rμ«' ' α23'@-2'Y-£'2' -' Y±1 α'C' 23@- α±''-3αY C3'@-2 '.

£-«-α'j 3S'3Sα'±@μ«Y«'2C@±α2 ''-2' ±α±' j 'j α23'CSÝ«α-j α2' ''-μRμ«'' α@' «α'Y-£'' ±@Cα22α2 ''- ±@μ'-j '23Y '' £«3α±Y C' ' ±@±3'1''-j ' @- ' @±3' -'3'α2' @μ«±@3Sα±C@-Cα±2 'Y-£'α23Yj «2S''-j ' &@£¥@±''£α-3'' α£'@' -' @±3' -'3'α2' (Sα, 'Y«@R'j ±α23α' j 3S'3Sα'3Y2ª2'@¥-3αj ±Y3'-j '' £j 3S'α' 23'-j £' 2' 23α- 2' Y-£'R¥''-C±αY2''-j 3Sα'YCC' ±Y C' 'Y-£'±α«Yj '«3, 'R¥' £- 'R£α«

° -'' 2'Y-«'¥'Y-£'SαY«3S''-2' ±Y-£α' C@- 'Y-, 'j 3S'Y'23±@-j ' 3±Y Cª' ±αC@±£''- '£'j 3Y«3±Y-2¥@±- Y3'@-2@' j S3'3@'£α- ' @- 23±Y3α'3Sα'j α-α 32'3SÝ3'fj α-° £C@' «£'SÝμ«'@- ''32'@' α±Y3'@-2' j, ''£α-3'¥''-j 'Y-£'α' αC' 3'-j 'Y' C@' -'«α'¥S'j S''- 'Y C3' S'j S '2α' CÝ2α2' (Sα''-2' ±α±'' ±@±3'1' α£'3Sα'' @22'j '«3'α2'@- 3Sα' j Y2'2' R¥Y' S'j S «αμ«Y-Y«' 2'2' R¥- @3α-3'Y«''- 'Y C3' j 3'2α'αC3' α£'3'j @'@' -' @±3' -'3'α2' @-α''-C' 23@- α±2α±j Cα' CÝ«' Cα-3α±' @' α±Y3'@-2' Y-£'3Sα' @3Sα±''- 2Y«α2' Y-£- Y±ª α3'-j (Sα' ¥@±- α±YCS'αμ«£'Y' ' ±α£' C3'@- ''- CÝ«' Cα-3α±2αY±CS' 3'- α2' Y-£'3Sα'Y33α±Y' '3@' ' ±α£' C3'@- ''- Y±ª α3'-j ' Y-£'2Y«α2' - Y3α±Y«' C±αY3'@- 3'- α

AI Factsheet for Insurance

Where does insurance stand on the AI maturity curve?

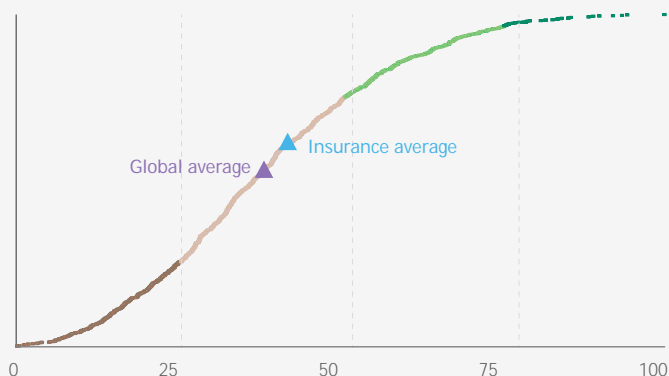
Maturity stage (% of companies)

AI stagnating
9

AI emerging
64

AI scaling
25

AI future-built



Insurance companies have emerging AI capabilities slightly ahead of the global average

Where are the value pools in my sector?

Distribution of AI value potential along functional domains (%)

Core business functions 77	Claims management 15	Product management 9	Support functions 23	HR 5
	Customer service and policy administration 24	Underwriting 16		Marketing, sales, distribution 13
				Legal 4
				Procurement 4
				Finance 4

Main challenges

Top challenges across people and processes, technology, and algorithms

Focus areas

BCG's 10-20-70 model

Key challenges

Respondents citing the challenge (%)

Algorithms

10%

Lack of accurate/reliable models

Lack of access to high-quality data

Technology

20%

[illegible]
$$\ddot{u} = \frac{1}{\rho} \left(\frac{\partial^2}{\partial x^2} + \frac{\partial^2}{\partial y^2} + \frac{\partial^2}{\partial z^2} \right) u + \frac{1}{\rho} \left(\frac{\partial^2}{\partial x^2} + \frac{\partial^2}{\partial y^2} + \frac{\partial^2}{\partial z^2} \right) u + \frac{1}{\rho} \left(\frac{\partial^2}{\partial x^2} + \frac{\partial^2}{\partial y^2} + \frac{\partial^2}{\partial z^2} \right) u$$

IT budgets limiting investments in AI

at-scale testing

$$t_{-2}^* = C_{-3}^* + t_{-3}^* + YC_{-3}^*$$
[illegible]

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3. $\nabla u^a \in W^{2,2}(\Omega)$ and $\nabla u^a \in L^2(\Omega)$ for $a \in \mathbb{R}$.

Lack of available talent and skills

$\frac{1}{2} \left(\frac{1}{2} \right)^2 = \frac{1}{8}$

... a roadmap

Weak governance structures to steer responsible AI

ϕ^3 , $E_{\alpha-3}\gamma$, $-|^{-2}\S@_+^3 \cdot Y-E$

15 25 35 45 55 65 75

Source: BCG Build for the Future 2024 Global Study (merged with DAI).

Biopharma

“ $\textcircled{R} \text{SY} \pm \text{Y}^3 \alpha \text{Y}^{\text{F}}$ $\alpha \pm \text{3}^2 \text{3R} \pm \text{!}$ $\textcircled{R} \pm \text{3SY} - \text{SY} \text{R} \text{3S} \alpha$
 μY^{C} $\alpha \text{---} \text{3S}^2 \text{2} \alpha \text{C} \text{3R} \pm \text{C} \text{R} \text{---} \alpha \text{2}^{\text{Y}} \text{R} \text{---} \text{C} \text{R} \text{---} \alpha \pm \text{C} \text{Y}^{\text{C}}$ $2 \text{Y} \alpha \text{2}^{\text{Y}} \text{F}$
 $\text{---} \text{Y}^{\text{F}} \alpha \text{3}^{\text{---}} \text{!}$ $\text{Y}^{\text{F}} \&$ $\textcircled{R} \text{SY} \pm \text{Y}^{\text{C}} \text{R} \text{---} \text{Y}^{\text{---}} \alpha \text{2}^{\text{---}}$
 $\text{Y} \alpha \text{---} \text{2}^{\text{---}} \text{!}$ $\text{fi} \alpha \text{---} \text{F}^{\text{Y}} \alpha \text{2}^{\text{---}} \text{23} \alpha \text{---} \text{Y}^3 \text{C}^{\text{---}} \pm \text{R} \alpha \text{---} \text{F} \pm \text{!}$ $\text{Y}^{\text{F}} \text{!}$ $\text{R} \text{R} \text{C}^{\text{Y}} \text{C} \text{Y}^{\text{C}}$
 $\pm \text{R} \text{C} \alpha \text{22} \alpha \text{2}^{\text{---}} \text{!}$ $\alpha \text{---} \alpha \text{Y}^3 \text{R} \text{---} \pm \text{Y}^{\text{C}} \text{3}^{\text{---}} \alpha \text{S} \text{---} \alpha \pm \alpha \text{2}^{\text{R}} \text{Y}^{\text{C}} \text{!}$ $\alpha \text{F} \alpha \text{---} \text{Y} \text{!}$ α
 $\text{---} \alpha \text{3}^{\text{---}} \text{!}$ $\text{3S}^{\text{S}} \text{S} \alpha \text{Y}^{\text{C}} \text{S}^{\text{C}} \text{Y} \alpha \text{---} \pm \text{Y}^{\text{C}} \text{3}^3 \text{R} \alpha \text{2}^{\text{---}} \text{Y}^{\text{F}} \text{---} \alpha \text{2}^{\text{R}} \text{Y}^{\text{C}} \text{!}$ αF
 $\textcircled{R} \text{3} \pm \text{Y} \text{CS}^3 \text{R} \text{---} \text{Y}^3 \alpha \text{---} \text{32} \text{Y}^{\text{F}} \text{---} \pm \text{Y} \text{F} \alpha \text{2}^{\text{---}} \text{!}$ $\text{S} \alpha \text{---} \text{Y} \alpha \text{---} \text{2}^{\text{---}} \text{!}$ $\text{F}^{\text{Y}} \text{F} \text{---}$
 $\text{fi} \alpha \text{---} \text{F}^3 \text{R} \text{!}$ $\alpha \text{3S} \alpha \pm \text{Y} \text{R} \text{Y}^{\text{C}} \text{---} \text{1}^{\text{---}} \text{!}$ $\text{Y}^{\text{F}} \text{F} \text{F} \text{R} \text{C}^{\text{---}} \alpha \text{3}^{\text{---}} \text{!}$ $\text{C}^{\text{---}} \text{23} \text{R} \alpha \pm$
 $\text{---} \text{3} \alpha \text{Y}^{\text{C}} \text{3}^{\text{R}} \text{2}^{\text{---}} \text{Y}^{\text{F}} \text{F} \alpha \text{3}^{\text{Y}} \text{F} \alpha \text{3}^{\text{---}} \text{!}$ $\text{Y}^3 \alpha \text{3}^{\text{---}} \text{F} \alpha \text{3}^{\text{---}} \text{C} \text{Y}^3 \text{R} \text{---} \mu \text{Y}^{\text{C}}$
 ! $\text{R} \text{R} \text{C}^{\text{Y}} \text{C} \text{Y}^{\text{C}} \text{F} \text{Y}^3 \text{Y}^{\text{C}}$ $\alpha \alpha \text{3S} \alpha \text{---} \text{F}^{\text{Y}} \text{C} \text{32S} \alpha \alpha \text{3}^{\text{Y}} \text{R} \text{---} \text{!}$ $\textcircled{R} \text{SY} \pm \text{Y}$

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AI Factsheet for Biopharma

Where does biopharma stand on the AI maturity curve?

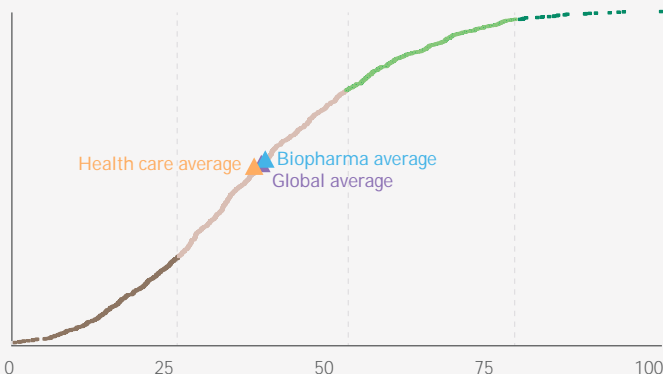
Maturity stage (% of companies)

AI stagnating
27

AI emerging
46

AI scaling
19

AI future-built
8



Biopharma companies have emerging AI capabilities on a par with the global average

Where are the value pools in my sector?

Distribution of AI value potential along functional domains (%)

Core business functions 70		Support functions 30		Finance 6	
Research and development 27					
Commercial/sales and marketing 30	Manufacturing 13	Customer service 7	Procurement 7	IT 4	
				HR 3	
				Legal 3	

Main challenges

(@ 'CSY@-| m2 YC±022 " m@ "a Y-E" ±@C±22m2 '3mCS-@X@|, Y-EY@| @±3S- 2

Focus areas
BCG's 10-20-7
model

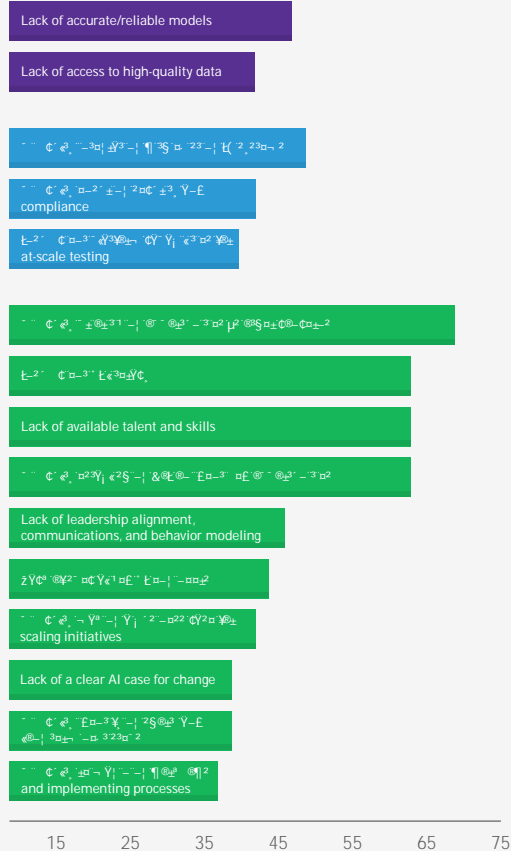
Algorithms
10%

Technology
20%

People and
processes
70%

Key challenges

Respondents citing the challenge (%)



Source: BCG Build for the Future 2024 Global Study (merged with DAI).

$\alpha \dot{Y} E^{-1} \cdot \dot{C} R_{-} \cdot \dot{Y}^{-} \alpha^2 \dot{Y} \# \eta \alpha \ll \mathbb{R} \cdot 3 S \alpha^{\pm} \eta \dot{Y} \cdot 3 \mathbb{R} \dot{C} \# \dot{Y}^3 \cdot |$
 $2 \cdot | \cdot \dot{C} Y^{-3} \mu \dot{Y} \cdot \alpha \dot{Y} \cdot E \dot{Y} E \mu \dot{Y} \cdot 3 \dot{Y} | \alpha \dot{Y} \mathbb{R} \cdot \cdot \dot{E} / \mathbb{R} \pm \alpha \dot{Y} \cdot \cdot \ll \alpha \cdot$
 $\dot{Y} \dot{C} R_{-2} \cdot \rightarrow \alpha \pm \cdot \pm E \cdot \dot{C}^{32} \dot{C} R_{-} \cdot \dot{Y} \cdot \dot{Y} \cdot \ll \alpha E f i \alpha \cdot \dot{E}^{3 \mathbb{R}} \#$
 $E \cdot \dot{C} \alpha \dot{C} R_{-2}^{32} | \cdot \cdot \cdot \ll \mathbb{R} \cdot 3 S \pm \mathbb{R} | S \cdot \pm R E \cdot \dot{C}^3 \mu^3 \cdot | \dot{Y} \cdot 2 \dot{Y} \cdot E \cdot$
 $\dot{Y} | \alpha \cdot \dot{C} \cdot \dot{C} R_{-2}^{32} \dot{Y} \mu \cdot | 2 \cdot \cdot | \mathbb{R} \dot{Y} \cdot \dot{C} R_{-2} \cdot \rightarrow \alpha \pm | \mathbb{R} E \dot{C} \dot{C} R_{-} \cdot \dot{Y} \cdot$
 $\alpha \cdot \alpha \dot{C}^{32} 3 \mathbb{R} | \alpha \cdot \alpha \dot{Y}^3 \alpha \cdot \cdot \cdot \ll \mathbb{R} \cdot \cdot \cdot \dot{Y} E E^3 \cdot \mathbb{R} \cdot \dot{Y} \cdot 2 \dot{Y} \alpha^2 \cdot \mathbb{R} \cdot \dot{Y} \cdot$
 $f i \alpha \cdot \dot{E} \cdot \mathbb{R} \eta \alpha \# E \mu \pm^3 \cdot \dot{Y} \cdot \dot{C} R_{-} \mu \alpha^2 \dot{Y}^3 \cdot \mathbb{R} \cdot \dot{Y} \cdot \dot{Y}^{22 \cdot 23} \dot{Y}^{-3} 3 S \alpha \cdot \pm^{23} \cdot \cdot$
 $\cdot 32 \cdot 2 \alpha \dot{C} R_{+} \cdot \cdot \mathbb{R} \pm S \cdot \rightarrow \alpha \pm \dot{C} Y \cdot 3 \alpha \dot{C} R \dot{Y} \dot{C} S \cdot \alpha \mu \alpha E \dot{Y} \cdot \cdot \pm \alpha E \cdot \dot{C}$
 $3 \cdot \mathbb{R} \cdot \cdot \dot{C} Y \cdot \ll S \dot{Y} \cdot E \cdot | \cdot 3 \cdot \alpha \dot{Y} \cdot E \cdot \dot{C} \cdot 3^3 S \alpha \cdot \dot{C} R_{-2}^{3} \cdot \mathbb{R} \cdot \dot{C} \cdot 23 \mathbb{R} \cdot \alpha \pm$
 $\cdot \# \alpha \cdot 3 \cdot \mathbb{R} \cdot | \cdot \rightarrow \mathbb{R} \pm \alpha^3 S \dot{Y} \cdot \cdot \cdot \alpha \dot{Y} E \cdot | \cdot 3 \mathbb{R} \cdot \cdot \cdot \ll \mathbb{R} \cdot \cdot \cdot$
 $\dot{Y} \cdot \cdot \dot{Y} \cdot \dot{C}^1 \alpha E^2 \dot{Y} \mu \cdot | 2$

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[illegible]

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Focus areas
BCG's 10-20-70 model

Algorithms
10%

Technology
20%

People and processes
70%

Key challenges
Respondents citing the challenge (%)

Focus Area	Challenge	Percentage (%)
Algorithms (10%)	Lack of accurate/reliable models	48%
	Lack of access to high-quality data	43%
Technology (20%)	Lack of integration with existing systems	56%
	Lack of skilled talent	48%
	Lack of clear use cases	46%
	Lack of robust security and privacy measures	37%
People and processes (70%)	Lack of executive sponsorship and support	66%
	Lack of cross-functional collaboration	59%
	Lack of clear roles and responsibilities	56%
	Lack of change management	54%
	Lack of data governance	48%
	Lack of clear ownership	42%
	Lack of clear metrics and KPIs	38%
	Lack of leadership alignment and communications	37%
	Lack of clear data strategy	37%
	Lack of clear data ownership	37%



WHERE'S THE VALUE IN AI?

ORASIO-ORG


+ αY-Y< 1 αF 3S α2 αY+ - @+3αF CY-Yi 3' α2 0X' E αYF α2' ④- -Y+αF ① 3S 3S @2 α 0X R3S α+ ④- -Y- α2 (S' 2 Y22 α2- α-3' αμY αF α- - ± CY αμF α- ④Yi R' 3' 3S α- R23' - - R±Y-3' CY-Yi 3' α2 YR± - - α- α-3' - | - EY3' 2 CY α ! R23' ± αY3 α3R' - α ⑥ α2 Y-F - ± ⑥ α22 α2 ④SY- | α- Y-Yi α- α-3' - ± RF' ④' E αμ α ⑥ - α-3' 2 α2 Y-F ① ⑥ ± ⑥ ① CY-Yi 3' α2 2' ④SY2' - α ① 3 α ④S- R ⑥ ① α2 ± R α ④Y ± 3' - ± ⑥ α22' ± α- Yi -Y3' R - E' 3Y α-3' Y-F ± 2' R-2' α' E' | ⑥ μ ± Y- ④ α' α α | . S j 3' (S α- R23' - - R ± Y-3' α ④S- R ⑥ ① CY-Yi 3' α2 Y ± α Y3 α3R' EY3Y Y-F - Y3YR ± 2 Y-F 3S α- R23' - - R ± Y-3' Y α ⑥ ± 3S - CY-Yi 3' α2' E- R F α α' Y ③, Y-F - α YR ± - Y- ④ α' 2 Y2 α- R ± α α ③' μ α RY Y αYF - | E- Y α ± 2Y F + α 23 R- | α j α α μ α 3SY3' 3S α α α CY-Yi 3' α2 YR ± 2' ④ α22' α μ R μ α Y ± R' - E' 3Y α-3' Y-F - ± ⑥ α22' α ④ α α α - ④ α - R' - α α F 3R SY μ α 2' α ④ ④ 2 α 2' ④SY2' EY3Y 2 ④ α - ④ α | α - α Y α-3S' 2 Y2 - YR ± - - ⑥ Y3' R - Y-F 3S α Yi 3' 3R' ± α- Yi - α Y-F - - α- α-3' - α ① Y- ± RF ④S α2 (S α' E' 3 α ④S- R ⑥ ① 2 Y- Yi - | j 3 ① α 3 ± - R3 3R' | α3 EY11 αF | . 3

[illegible]

BCG's 10-20-70 model

Relative importance of capabilities

Category	Percentage	Capabilities	Growth Rates
Algorithms	10%	Data science capabilities to develop and implement algorithms	Model quality and performance: 3.5%, 4.9%
Technology	20%	Scalable and modernized stack that supports business needs	Data management: 0.4%, 1.0%, 1.9%, 2.2%, 4.4%, 4.8%, 7.2%
People and processes	70%	Change management, Product development pipeline and cycles, Adoption of emerging technologies, Roles and responsibilities, Process reimagination, AI talent, Responsible AI governance, Risk-informed culture, AI model guardrails, AI implementation guardrails, Innovative culture, Data governance, Product/platform orientation, AI strategy, Further capabilities	2.0%, 2.4%, 2.6%, 3.0%, 3.0%, 3.1%, 3.6%, 5.1%, 5.1%, 5.1%, 5.5%, 6.9%, 7.1%, 8.4%



1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

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How Two Companies Applied the Playbook for Success

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

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Appendix

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~ α - '3' @ - 2

~ 3 S 2 ' α R 3 ' 1 S α - 1 ' α α α α 3 R AI 'generative AI (GenAI) 'Y - F ' predictive AI ' 1 ' α Y α ' 2 ' - 1 ' 3 S α F α - '3' @ - 2 ' F α 3 ' α F j α R 1

AI α α α 2 '3 R Y α 'Y 3 ' ' C ' Y α ' - 3 α α ' α - C α 3 α C S - R R 1 ' α 2 Y - F ' Y - ' α C Y 3 ' @ - 2

Predictive AI α α α 2 '3 R 3 S α ' 2 α R Y Y 3 ' ' C ' Y α ' - 3 α α ' α - C α ' - α F ' C 3 2 ' Y - F ' 2 ' 2 3 α - 2 '3 R Y - Y α 1 ' α S ' 2 3 R α C Y α 'Y - F ' C ' α α - 3 ' F Y 3 Y 3 R - Y α α ' α F ' C 3 ' @ - 2 ' Y j R ' 3 ' Y 3 ' α α α α - 3 2 ' @ - 3 α - F 2 ' (S α 2 α 2 ' 2 3 α - 2 ' 2 α F Y 3 Y Y - Y α 3 ' C 2 ' - 1 ' Y C S ' - α ' α Y ± - 1 ' ' Y - F ' μ Y ± R ' 2 ' 2 3 Y 3 2 3 ' C Y α ' Y α ' R α 3 S - 2 '3 R ' F α - 3 ' Y ' - Y 3 3 α ± 2 ' Y - F ' α α Y 3 ' R - 2 S ' - 2 ' - ' F Y 3 Y ' 1 S ' C S ' C Y - '3 S α - j ' α ' 2 α F '3 R Y R α C Y 2 3 ' R 3 C R - α 2 ' 1 '3 S ' Y ' C α ± 3 Y - ' α α α R Y - α R j ' Y j ' α 3 ,

GenAI α α α 2 '3 R 3 S α ' 2 α R Y - α R F ' C 3 2 ' Y - F ' - α R j ' Y - 2 '3 S Y 3 ' C Y - 1 ' α - α ± 3 α - α 1 ' α Y α ' 2 3 ' C ' C @ - 3 α - 3 ' 2 ' C S ' Y 2 '3 α 3 ' Y - F ' - 1 ' Y j ' α 2 ' 1 ' Y - ' α 2 ' - C α ' F α ' S Y 3 F i \$ (' Y R α 3 α 3 ' α - α ± 3 ' R - Y - F ' - α 2 ' - ' α 2 ' - ' Y R α - 1 ' Y j ' α - α ± 3 ' R - 1 ' 2 2 α - 3 ' Y α 3 R F i α - α ' F Y α α Y R - F Y 3 ' R - Y α ' - R F α α '3 S Y 3 ' - C α ' F α ' Y ± α ' Y - 1 ' Y j ' α - R F α α ' α 2 ' - 2 ' Y ' 2 ' j ' 2 α 3 ' R Y F α α ' α Y ± - 1 ' Y α ' R α 3 S - 2 '3 S Y 3 ' α α α Y j ' α j ' α Y α 3 S ± R ' 1 S ' Y α ' R α 3 S - ' F α α α R - α - 3 ' - 2 α α 2 ' - α α j 2 α F ' Y - F ' 3 ± Y - 2 Y α ± α Y ± - 1

$\begin{aligned}
& \bar{E} \cdot 3S^2 \cdot 2 \cdot \mathbb{C}R \cdot 3\alpha \cdot 3 \cdot \mathbb{R}^+ \pm \mathbb{C}R \cdot - \cdot \pm S \alpha \cdot 2 \cdot \mu \alpha^+ \cdot \bar{E} \cdot \bar{Y} 3^+ \cdot \pm 3 \cdot 2 \mathbb{C}R \alpha \cdot 2 \cdot \\
& \bar{I} \cdot 2 \cdot 3 \cdot \mathbb{R} \cdot - \cdot \alpha \cdot 3 \alpha \pm \cdot \pm 2 \alpha \cdot \mathbb{Y} \mathbb{R} \cdot - \cdot E Y 3^+ \cdot \mathbb{R} \cdot \bar{Y} \cdot \mathbb{C} Y \cdot \bar{Y} \bar{I} \cdot 2 \cdot 3 \cdot \alpha 2 \cdot \alpha Y \mathbb{C} S \cdot - \cdot \alpha Y \\
& 2 \cdot \pm F E \cdot \bar{Y} \cdot \mathbb{R} \cdot | \cdot \mathbb{Y} \mathbb{R} \cdot \pm \mathbb{C} \alpha Y \pm \cdot F \alpha \cdot - \alpha F \cdot - \bar{Y} 3^+ \cdot \pm 3 \cdot 23 Y \cdot \alpha 2 \cdot ' \cdot \alpha \alpha 3 S \alpha^+ \\
& \alpha \cdot S \bar{I} \cdot 3 \cdot + \cdot \alpha 3 S \alpha \cdot \bar{Y} \cdot - \cdot \alpha F \cdot \pm \mathbb{R} \cdot 23 \cdot 23 Y 3 \cdot 23 \cdot \mathbb{C} Y \cdot - \cdot \alpha 3 S \mathbb{R} F 2 \cdot 3 \mathbb{R} \\
& \mathbb{C} Y \mathbb{C} \cdot \bar{Y} 3 \alpha \cdot - \cdot E \cdot \mu F \cdot \bar{Y} \cdot \mathbb{C} \mathbb{I} \alpha \cdot | \cdot S 32 \cdot \mathbb{Y} \mathbb{R} \pm \alpha Y \mathbb{C} S \cdot \mathbb{C} Y \cdot \bar{Y} \bar{I} \cdot 2 \cdot 3 \cdot \mathbb{R} \cdot 3 S \alpha^+ \\
& \bar{I} \cdot Y 2 \cdot 2 \cdot \mathbb{C} Y 3 S \alpha^+ \pm \mathbb{R} \mu \alpha Y \cdot \mathbb{C} \mathbb{C} \mathbb{R} \cdot 3 \cdot \bar{I} \cdot 3 \cdot \mathbb{R} \cdot 3 \mathbb{R} 3 S \alpha^+ \cdot E \mu Y \mathbb{C} \cdot \alpha \cdot | \cdot \alpha \cdot \alpha Y \\
& 3 \mathbb{R} \cdot 3 S Y 3 \cdot \pm \alpha 2 \cdot \mathbb{R} \cdot F \alpha \cdot 32 \cdot \pm \mathbb{R} \cdot 3 \alpha F \cdot - \cdot \alpha \cdot 3 \cdot \mathbb{I} \alpha 2 \mathbb{R} \pm \alpha F \cdot 3 S \alpha \mathbb{I} \alpha \cdot | \cdot S 3 \\
& \alpha F \cdot 2 \mathbb{C} R \alpha 2 \cdot - \cdot 3 \mathbb{R} \cdot \mathbb{Y} \mathbb{R} \cdot \pm \mathbb{C} Y 3 \alpha \cdot | \cdot \mathbb{R} \pm \alpha 2
\end{aligned}$

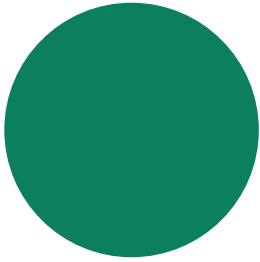
- AI stagnating: $2^{\mathbb{C}(\mathbb{R}_{\pm}^{\mathbb{R}})}(\mathbb{R})$
- AI emerging: $2^{\mathbb{C}(\mathbb{R}_{\pm}^{\mathbb{R}})}(\mathbb{R})$
- AI scaling: $2^{\mathbb{C}(\mathbb{R}_{\pm}^{\mathbb{R}})}(\mathbb{R})$
- AI future-built: $2^{\mathbb{C}(\mathbb{R}_{\pm}^{\mathbb{R}})}(\mathbb{R})$

$\begin{aligned}
& \bar{t}_- \cdot \bar{\mathbb{R}}^+ \pm^2 \cdot \sharp \mu_{\bar{\mathbb{R}}} \cdot \bar{\mathbb{I}} \mid \alpha \bar{\mathbb{Y}}^{2a} \alpha \bar{\mathbb{F}} \quad \quad \quad \cdot \# 2 \bar{\mathbb{Y}} \cdot \bar{\mathbb{F}} \cdot 2 \alpha \cdot \bar{\mathbb{R}}_{\pm} \alpha \alpha \bar{\mathbb{C}} \cdot 3 \mu \alpha^2 \\
& \bar{\mathbb{Y}} \bar{\mathbb{C}}_{\pm \bar{\mathbb{R}}^{22}} \cdot \bar{\mathbb{R}}_{\pm} 3 \bar{\mathbb{S}} \bar{\mathbb{Y}} \cdot \quad \quad \quad 2 \alpha \bar{\mathbb{C}} 3 \bar{\mathbb{R}}_{\pm} 3 \bar{\mathbb{R}} \alpha 23 \cdot \bar{\mathbb{Y}} 3 \alpha 3 \bar{\mathbb{S}} \alpha \pm \bar{\mathbb{C}} \bar{\mathbb{R}} \cdot \bar{\mathbb{Y}} \cdot \alpha^2 \\
& \bar{t}_- \bar{\mathbb{Y}} 3 \cdot \pm 3 \cdot \bar{\mathbb{Y}} \bar{\mathbb{C}} \bar{\mathbb{R}} \cdot \mid 3 \bar{\mathbb{S}} \alpha \quad \quad \quad \bar{\mathbb{Y}} \bar{\mathbb{R}} \cdot \bar{\mathbb{F}} \bar{\mathbb{Y}} 3 \cdot \bar{\mathbb{R}} \cdot \bar{\mathbb{Y}} \bar{\mathbb{C}} \bar{\mathbb{Y}} \cdot \bar{\mathbb{Y}} \cdot \bar{\mathbb{C}} \cdot 3 \cdot \alpha^2 \bar{t}_- \bar{\mathbb{Y}} \bar{\mathbb{F}} \bar{\mathbb{F}} \\
& 3 \cdot \bar{\mathbb{R}} \cdot 3 \bar{\mathbb{S}} \alpha \cdot \bar{\mathbb{Y}}^{22} \alpha^{22} \alpha \bar{\mathbb{F}} \cdot \bar{\mathbb{R}} \cdot 3 \bar{\mathbb{C}} \bar{\mathbb{R}} \alpha \alpha^2 \quad \quad \quad \cdot 3 \alpha \cdot \bar{\mathbb{F}} \cdot \alpha \cdot 2 \cdot \bar{\mathbb{R}} \cdot 2 \cdot \quad \quad \quad \cdot \sharp \alpha \\
& 2 \cdot \bar{\mathbb{R}} \cdot 2 \alpha 3 \bar{\mathbb{R}} 2 \alpha \bar{\mathbb{C}} 3 \bar{\mathbb{R}}_{\pm} 2 \cdot \alpha \bar{\mathbb{C}} \quad \quad \quad \bar{\mathbb{C}} \cdot \quad \quad \quad \alpha 23 \cdot \bar{\mathbb{R}} \cdot 2 \cdot \& \alpha^2 \bar{\mathbb{R}} \cdot \bar{\mathbb{F}} \alpha \cdot 32 \cdot \bar{\mathbb{C}} \bar{\mathbb{Y}} \cdot \alpha \cdot \\
& \bar{\mathbb{Y}} \bar{\mathbb{R}} \cdot \quad \quad \quad \bar{\mathbb{C}} \bar{\mathbb{R}} \cdot 3 \pm \alpha^2 \quad \quad \quad \cdot 2 \bar{\mathbb{Y}} \cdot \mid \cdot \pm \bar{\mathbb{R}} \cdot \alpha \cdot \bar{\mathbb{Y}} \cdot \bar{\mathbb{F}} \cdot \quad \quad \quad \bar{\mathbb{R}} \pm 3 \bar{\mathbb{S}} \cdot \quad \quad \quad \alpha \pm \bar{\mathbb{C}} \bar{\mathbb{Y}} \bar{\mathbb{Y}} \cdot \bar{\mathbb{F}} \cdot \\
& \bar{\mathbb{Y}} \bar{\mathbb{R}} \cdot 3 \alpha \cdot \quad \quad \quad \bar{\mathbb{F}} \cdot 23 \pm \alpha^2 \cdot \bar{\mathbb{C}} \bar{\mathbb{R}} \cdot 2 \cdot \quad \quad \quad \alpha \pm \mid \cdot \bar{\mathbb{R}} \bar{\mathbb{R}} \bar{\mathbb{F}} 2 \cdot \alpha \cdot \alpha \pm \cdot \quad \quad \quad \cdot \bar{\mathbb{Y}} \cdot \bar{\mathbb{C}} \bar{\mathbb{Y}} \bar{\mathbb{C}} \\
& 2 \alpha \sharp \mid \bar{\mathbb{C}} \alpha^2 \cdot \bar{\mathbb{S}} \alpha \bar{\mathbb{Y}} \bar{\mathbb{C}} \bar{\mathbb{S}} \bar{\mathbb{C}} \bar{\mathbb{Y}} \sharp \quad \quad \quad \cdot \bar{\mathbb{F}} \cdot 23 \pm \bar{\mathbb{Y}} \bar{\mathbb{C}} \cdot \mid \cdot \bar{\mathbb{R}} \bar{\mathbb{R}} \bar{\mathbb{F}} 2 \cdot \quad \quad \quad 2 \cdot \bar{\mathbb{Y}} \cdot \bar{\mathbb{C}} \alpha \cdot \quad \quad \quad \cdot \mid \cdot \bar{\mathbb{C}} \\
& 2 \alpha \bar{\mathbb{C}} 3 \bar{\mathbb{R}}_{\pm} 3 \alpha \bar{\mathbb{C}} \bar{\mathbb{S}} \cdot \bar{\mathbb{R}} \bar{\mathbb{R}} \quad \quad \quad \cdot \alpha \bar{\mathbb{F}} \cdot \bar{\mathbb{Y}} \cdot \bar{\mathbb{Y}} \cdot \bar{\mathbb{F}} \cdot 3 \alpha \alpha \bar{\mathbb{C}} \bar{\mathbb{R}} \cdot \quad \quad \quad \cdot \quad \quad \quad \bar{\mathbb{C}} \bar{\mathbb{Y}} 3 \cdot \bar{\mathbb{R}} \cdot 2
\end{aligned}$

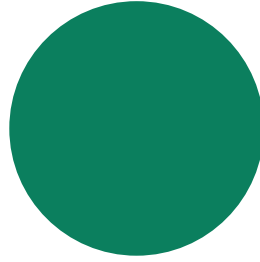
| AI and GenAI enterprise foundational capabilities | | | | Outcomes |
|---|--|--|---|---|
| Governance
AI and GenAI strategy Data governance Responsible AI Tech innovation | | | | Customer experience
GenAI pricing
Customer journey
Customer service
Digital marketing
Next-generation sales |
| Operating model
Secure ML/LLM operations
Product/platform orientation
Roles and responsibilities
Partnership ecosystem | Talent and skills
C-suite expertise
Talent sourcing and skills plan
AI talent | Culture and change
Innovative culture
Risk-informed culture
Change management
Process reimagination | | |
| Data and AI/GenAI platform
Data analytics
Data management
AI and GenAI platforms
Model quality performance | Cybersecurity
Third-party risk management
Data security and protection
Cybersecurity, including AI and GenAI | Risk and responsible AI practices and tools
AI and GenAI tools
GenAI compliance (RAI)
GenAI model guardrails | Operations
Digital supply chain
Digital support function
Industry 4.0
Procurement
Service process reimagination | |
| AI and GenAI ecosystem
AI and GenAI portfolio Partner/vendor selection AI deployment guardrails
Rapid ideation and testing Next product build | | | | |

Note: ŽŽ! ' «Ÿ± ¢«Ÿ- ' Ÿ! ¢- «Ÿ«! Ž- « ŸŸŸ- ¢«Ÿ±-! 'RAI = responsible AI.

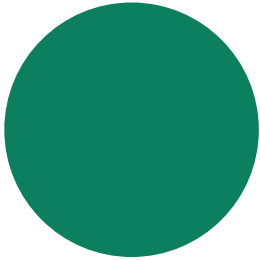
About the Authors



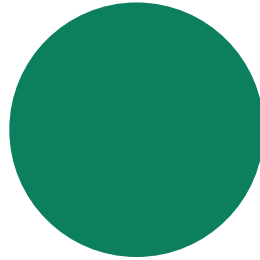
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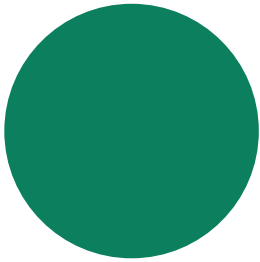
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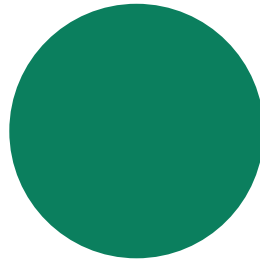
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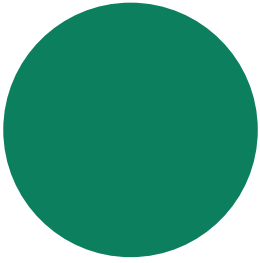
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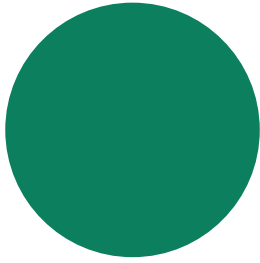
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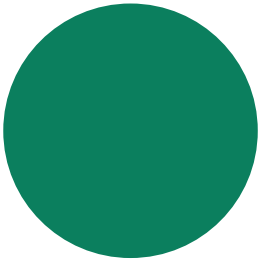
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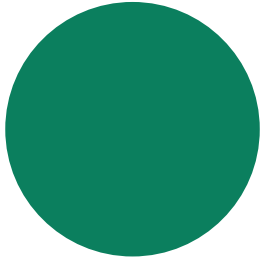
Amanda Luther '22 Y- Y-Y| -| E'±@3@±Y-F' Y±-±±- ' ' fi 2'' '23'-® ¢- -®' - Y, 'C@-3Y@3'S±j , '±- Y'«Y3' «'3S±Y- Y-FY j ¢| ¢@-



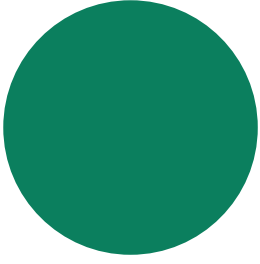
Romain de Laubier '22 Y- Y-Y| -| E'±@3@±Y-F'2±-®±- Y±-±±- '3S± ± 2'' -| Y-®±® ¢- -®' - Y, 'C@-3Y@3'S- j , '±- Y'«Y3' E±Y' j '±±®- Y- j ¢| ¢@-



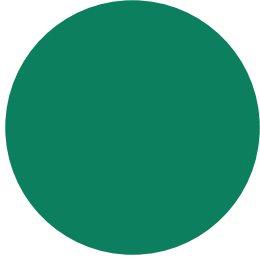
Vladimir Lukic '22 Y- Y-Y| -| E'±@3@±Y-F'2±-®±- Y±-±±- ' -' fi 2'' ®23®-® ¢- -®' - Y, 'C@-3Y@3'S- j , '±- Y'«Y3' «'a'¢µYF'- ± j ¢| ¢@-



Mary Martin '22 Y- Y-Y| -| E'±@3@±Y-F'2±-®±- Y±-±±- '3S± ± 2'' ±-µ±® ¢- -®' - Y, 'C@-3Y@3'S±j , '±- Y'«Y3' - Y±- - Y± j ¢| ¢@-



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Joe Sassine '22 Y- ±@®@3'«YF±±- '3S± ± 2'' ±¶-®±® ¢- -®' - Y, 'C@-3Y@3'S- j , '±- Y'«Y3'2Y22'-±®± j ¢| ¢@-

For Further Contact

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Acknowledgments

(S±Y'3S®±¶®'«E'«a±3®'3S±-a'' j S'-Yj Y~ Y- 'E-YC® fi®-1Y«a!''-Y|SY'Z' - Y±! 'CSY±«Z±S' «±-±-3'-±&±, ' Y-E'«Y'(±23Y-¥®±3S±±µY«Yj «'C@-3±j '3'®-2'3®'3S'2' ±±®®±

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/®_±_-±_®_±_ Y3_®_-®_±_- ±_±_ 22_®_3@_±_±_±_3_ - «_Y2_±_Ç_®_-3Y_Ç3_ - fi_Y3_- ±_±_ 22_®-2_ j_ Ç|_Ç_®_- (®_-F_3S_±_«_Y3_±23_ - fi_ Ç_®_-3_±-3_Y-F_±_|_ 23_±±3_®_±_±_Ç_±_µ±_±_Y_«_±±2_®_-3S_2_3_®_±_Ç_®_±_ ®3S_±±_ - «_Y2_±_µ_2_3_ j_ Ç|_Ç_®_- /®_«_®_|_ - ®23@_ 2_ 3_-|_ fi±@_ - ®_-/Y_Ç_±_ ®®_ Y-F_ - ±_®_±_ ±_±_ ^±_®_¶_-Y2_(¶_33_±±

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