STRATEGIC AI TRANSFORMATION

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AI DEV DAY INDIA — EXPLORE TOMORROW · TODAY

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Who am I?

Sanjay Saini

More than 25 years, worked across different domains – healthcare, manufacturing, energy efficiency, banking etc.

Wanted to be a fighter pilot, dolphins in my pool and horses in my farm

Will be a co-learner along with you all during the session

Would like to develop teams and organizations where I can send my kids to work

FreshMart Grocers Need Help!

FreshMart Grocers Need Help!

What makes the AI strategy hard?

Too much Tech	Just one-off project
Unclear Problem Statement	Fear of imperfect Data
Skill & Capability Gap	Lack of Cross-Functional Governance

AI Strategy for FreshMart Grocers

Strategic Alignment

Implementation Roadmap

Risk & Governance

Opportunity Discovery

Capability Development

AI Strategy

Opportunity Discovery

Purpose	1. Prioritize the u 2. Define the AI

Strategic Alignment

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Implementation Roadmap

Capability Development

Purpose	1. Capability assessment 2. Define AI roles & team structure
Questions it should answer	1. Do we have the skills and team structure needed for 2. If not, how do we develop or acquire them? 3. How do we evolve from experimenting to becoming A
Expected Outc	1. Upskilling roadmap for internal talent 2. Plan for hiring, partnership, or training programs 3. Defined AI team structure
Practices	1. Identify skills gaps e.g. Data & Tech, Strategic roles, Enablement 2. Build AI skilling roadmap including talent acquisition
Tools & Templa	1. AI Capability maturity model 2. AI Role Cards 3. Skill gap analysis template 4. AI team structure
People Involved	CTO/CAIO, HR & L&D, BU Heads, Recruiters, TA partn partners
	1. Have we assessed our current AI skills across roles a 2. Do we have clearly defined roles and responsibilities 3. Have we selected a team structure (pod, CoE, hybri

Risk & Governance

Purpose	1. Anticipating risks across the AI lifecycle 2. Building governance mechanisms (roles, policies, reviews) 3. Ensuring regulatory compliance (GDPR, AI Act, etc.) 4. Promoting responsible and ethical AI use
Questions it should answer	1. What could go wrong with our AI initiatives? 2. Who is responsible for making sure AI is used fairly, safely, and legally?
Expected Outc	oversight 2. Ownership of legal, operational, and reputational risks 3. Commitment to responsible, explainable, and compliant AI
Practices	1. Run AI Risk workshop and establish ownership 2. Create an AI governance steering committee 3. Establish AI code of ethics
Tools & Templa	1. AI risk register 2. Ethical AI checklist 3. Bias and Explainability toolkits 4. Global regulatory compliance tracker
People Involved	AI Governance Committee, Legal/Compliance Team, CTO/CAIO, AI Team
	1. Have we identified potential technical, ethical, and operational risks? 2. Do we have governance policies that define how AI should be used? 3. Is there a formal structure (e.g., committee or review board) in place?

Strategic Alignment

Have we clearly defined how AI initiatives directly support business objectives?

Is the AI strategy aligned and communicated across all business units?

Does our leadership actively endorse AI as a strategic priority?

Do we know the external resources or partners needed to fill capability gaps?

Have we clearly assessed our internal AI skills and identified capability gaps?

Have we evaluated our current data maturity and infrastructure readiness?

Have we clearly identified key risks associated with our AI initiatives?

Have we identified clear business outcomes expected from AI initiatives?

Have we identified and documented practical AI use cases across our business units?

Are AI initiatives included explicitly in our strategic mechanisms to address ethical and regulatory considerations of AI?

Do we have regularly our readiness upcoming AI projects?

Is there a formal governance framework for managing AI ethics and compliance?

Is there a dedicated budget for AI skills training and infrastructure improvement?

Is our leadership team actively involved in AI use-case selection?

Are our risk management practices conducted formally reviewed and opportunity prioritization exercise?

Have we regularly reviewed and adjusted?

Have we clearly assigned accountability for AI initiatives at leadership level?

Have we defined a phased roadmap for AI implementation?

Is the AI roadmap regularly reviewed and updated by stakeholders?

Is there a structured process for piloting AI solutions before scaling?

Do we have a defined framework or criteria to prioritize AI projects (ROI, feasibility)?

Do we regularly involve business stakeholders in AI opportunity discovery workshops?

Do we have contingency plans in place for AI project delays or challenges?

Have we clearly identified short-term (quick-win) AI initiatives?
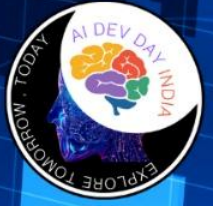
Business Case First Approach

Instead of asking:

"How can we use AI?"

Start by asking:

"What business problem is worth solving — and can AI help solve it better?

AI BUSINESS CASE

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AI Business Case

1. **Problem Statement**	**2.** **Customers** **(Internal/External)**	**4.** **Proposed Solution**
	3. **Success Metrics (Business & Technical)**	
6. **Dependencies**	**7.** **Data Requirements**	
8. **Risks & Challenges**	**9.** **Release Roadmap**	**5.** **Costing & ROI**
10. **Ethics, Compliance & Governance Requirements**	**11.** **Change Management Plan**	

AI Business Case Canvas

Problem Statement(s)

1

a. Clearly describe the current situation or pain point.
b. Explain why addressing this problem matters (financial, customer satisfaction, efficiency).
c. Example: Reduce customer churn rate from 8% to 5% in 6 months, saving $2M annually.

Customers (Internal/External)

a. Internal users: e.g., sales teams, customer support agents.
b. External users: e.g., end customers, partner companies.
c. Briefly describe how each customer type will interact with or benefit from the AI solution.
d. Prioritize customers, if required.

2

Success Metrics (Business & Technical

a. Define both business and technical metrics
b. Business Metrics: ROI, Revenue, Cost savings, Customer Satisfaction.
c. Technical Metrics: Model accuracy, prediction reliability, model drift, latency.
d. Define the baseline metrics or the current state

3

Proposed Solution

4

a. Proposed AI approach or technology (e.g., Machine Learning, NLP, Computer Vision).
b. Why this solution? Why not other?
c. Briefly describe how the solution addresses the stated objectives or problems.
d. Include a high-level workflow diagram if possible, for clarity.

Alternative Approaches Considered:

a. Briefly mention other solutions evaluated and why they weren't selected.
b. Evaluation criteria.

Dependencies

6

a. Highlight technical, organizational, and project dependencies.
b. Infrastructure (cloud platforms, hardware).
c. Integration with existing systems.
d. Organizational readiness or change management.
e. Resource availability (people, skills, tools).
f. Impact on business case

Data Requirements

7

a. Data Sources: e.g., CRM systems, transactional data, external datasets.
b. Data Types: Structured, Unstructured, Real-time, Historical.
c. Data Quality: Completeness, consistency, accuracy.
d. Availability & Accessibility: Permissions, compliance, technical access.
e. Challenges with data requirements

Risks & Challenges

8

a. Technical risks: Data quality, model complexity.
b. Business risks: Stakeholder buy-in, ROI clarity.
c. Organizational risks: Change resistance, skills gaps.
d. Mitigation plan

Release Roadmap

9

a. Short-term (MVP, Pilot) (0-3 months)
b. Medium-term (Iterations, improvements) (3-9 months)
c. Long-term (Scale-up) releases (more than 9 months)

Costing & ROI

5

a. Development costs (team, infrastructure, tools).
b. Operational costs (cloud infrastructure, support, maintenance).
c. Financial returns, time-to-payback.

Ethics, Compliance & Governance Requirements

10

a. Ethical considerations (bias, transparency, explainability).
b. Regulatory compliance (GDPR, data privacy).
c. Governance structures and review processes (AI review boards, audit mechanisms)

Change Management Plan

11

a. How you'll manage organizational change
b. How users and stakeholders will be engaged, trained, and supported.

AI Organization Structure
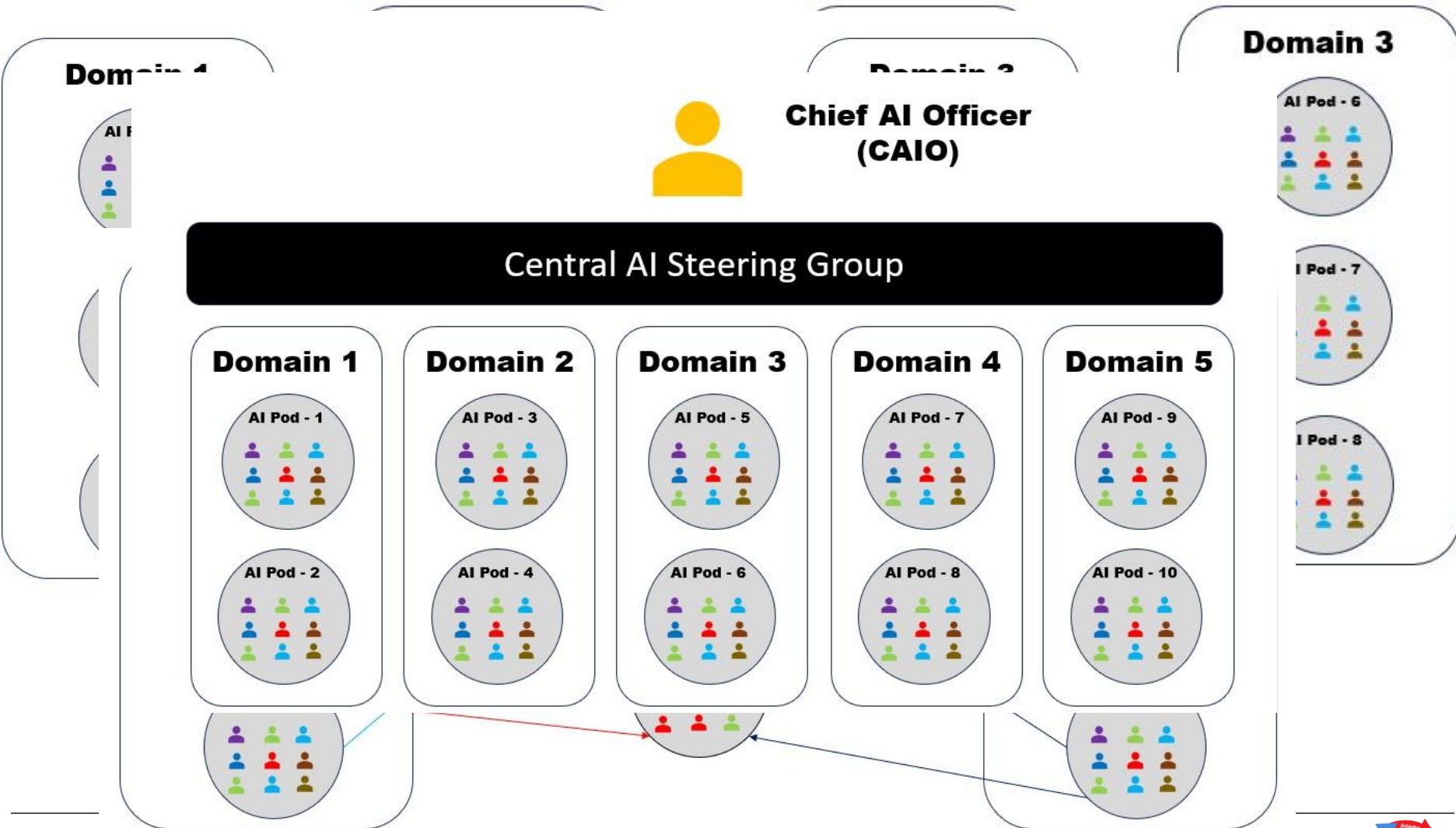
AI Scaling Model

1. Centralized CoE Model

2. Decentralized AI Teams

3. Hybrid Model

4. AI as a Platform

Reflection and Call to Action

1. Which part of your AI strategy needs the most attention today?

2. Is your organization asking the right questions – or chasing the right tools?

3. What is the first use case you would put through your strategy?

Want to run an AI Strategy Assessment or Workshop in your team or organisation?
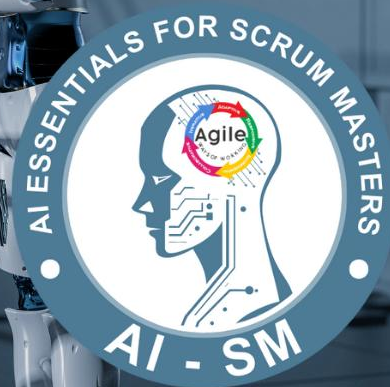
Let's talk after the session.

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