



Guide

# AI Strategy Playbook: win in the age of AI

BOI



# Leading in the AI-powered, Autonomous Age

The evolution in technology has always been a reflection of humanity's pursuit for efficiency, growth, and the desire to push the boundaries of what's possible.

And we're currently witnessing innovation undergo a tectonic shift. As AI advances, we find ourselves heading towards a new era; by living and working with intelligent technologies, humans will operate at a level far beyond our previous potential.

We call this the autonomous age.

This will create a paradigm shift for humanity, positively impacting everything from drug discovery to disease management. From the crops we grow, the products we use, to the way we live our lives.

With such exponential opportunity, leaders must fundamentally rethink how their businesses and people lead, grow and change in this new context.

This guide is your  
blueprint for capturing  
the opportunity of  
Autonomous Innovation.



The essence of Autonomous Innovation

At its core, Autonomous Innovation is the evolution toward autonomous products, workflows and businesses – enabled by AI agents

Analog



Digital



Autonomous

The next big wave of transformation

# Table of contents



- 01 Envisioning the autonomous future
- 02 Building new AI-engines for growth
- 03 Transforming to an AI-first operating model
- 04 Tools & frameworks

# Capture the opportunity of autonomous innovation, with 3 focus areas

1

Envisioning the autonomous future

## Strategy

Envisioning and setting the strategy for how to win in an increasingly autonomous world

2

Building new AI-engines for growth

## The engine

Building autonomous products and engines for always-on innovation and growth

3

Transforming to an AI-first operating model

## The enablers

Holistically transforming toward a new human + AI operating model

# Framework: Reinvention Blueprint

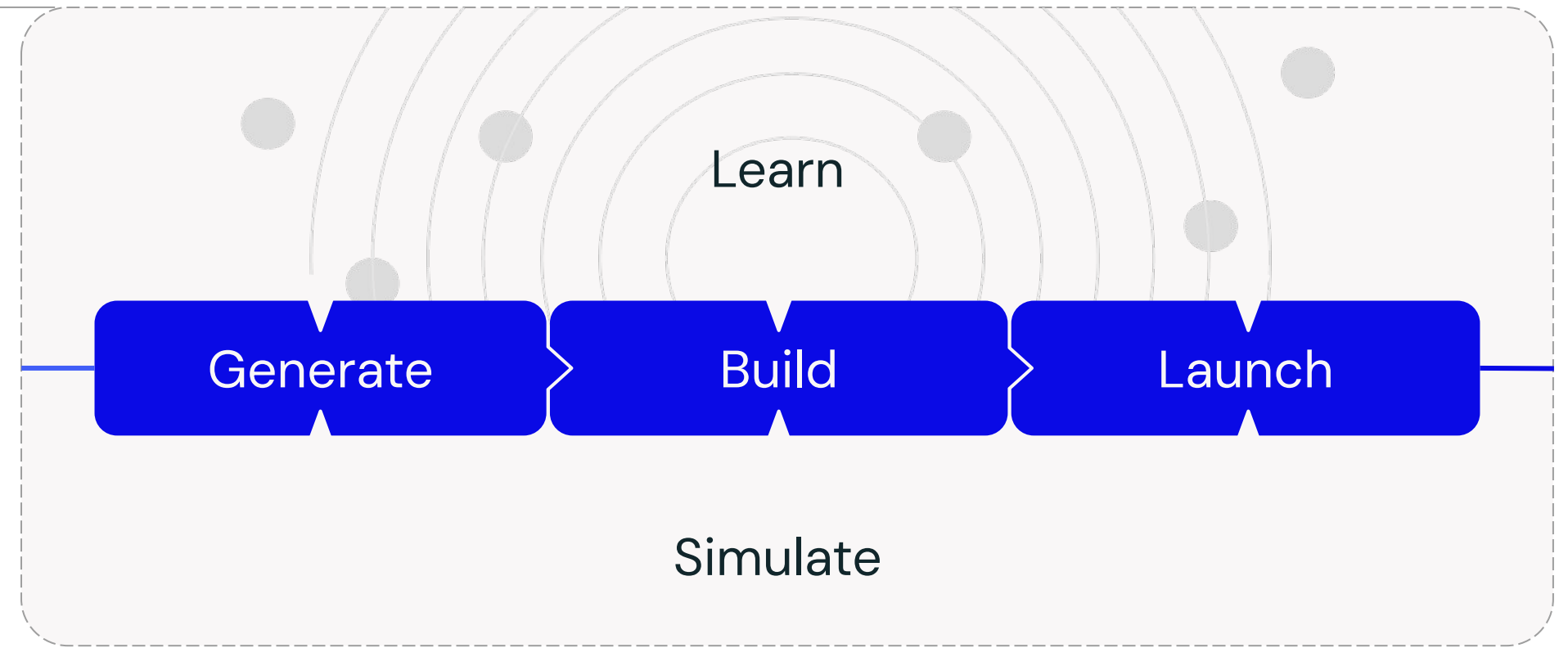
## How to read the framework

This Reinvention Blueprint framework will guide you through how to capture the opportunity of autonomous innovation, through the three key focus areas. We will dive into each in the following sections.

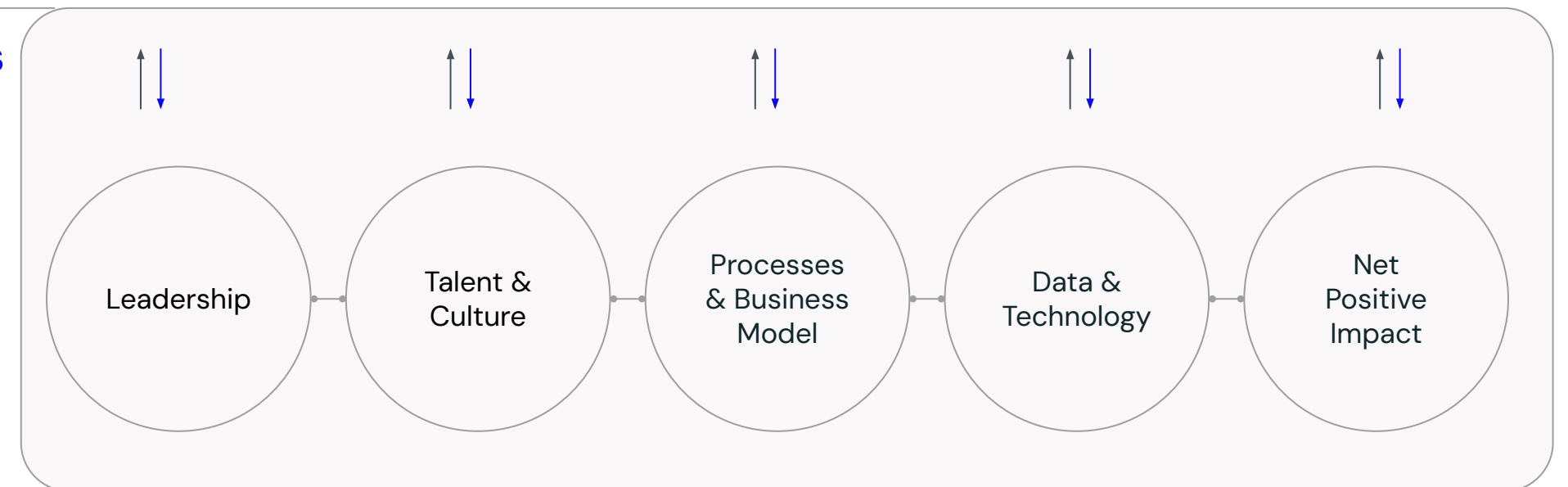
### 1. Strategy

How the business can reinvent itself to become a leader in the Autonomous Age – and why this will lead to improved growth, efficiency, competitive advantage and net positive impact.

### 2. The engine



### 3. The enablers



# We are witnessing the next monumental shift – now

The journey of information technology, from the invention of writing to the birth of the internet, has given us the ability to record information and distribute it around the world.

In 2023, we saw a shift in information technology beyond recording and distributing, and actually generating new information. Whether that's in the form of text like ChatGPT, audio or video like Sora, or images with Adobe Firefly.

And while it seems like we've already made big leaps, today, we've only scratched the surface of how this shift is going to change the way we live, the way we work, the way our economies work, and the way we interact with each other.

We're at the cusp of the next step in the evolution of information technologies—where AI not only generates new information but acts autonomously.

While the whole world is still trying to figure out how generative AI will be changing everything we do, we're already at the verge of the next wave in this, essentially adding two new leaps in the evolution of information technology in just one year; generation of new information and technology that autonomously take action based on assignments.

This will likely be the most fundamental transformation of our world as we know it, redefining our interaction with technology and each other.

# An example: meet Devin, the world's first AI software engineer



Imagine a world where AI isn't just here to optimize productivity and assist us in human tasks, but where it actively engages in creative and analytical processes.

Take Devin, for example, the world's first AI software engineer. Devin can plan and execute complex engineering tasks requiring thousands of decisions and represents a leap beyond traditional AI agents—it signifies a co-creating, collaborative AI colleague capable of learning, adapting, creating and interacting across platforms. AI's role is moving beyond being a co-pilot, and becoming an integral part of our creative and decision-making processes.

And the recent NVIDIA conference made a bold claim:

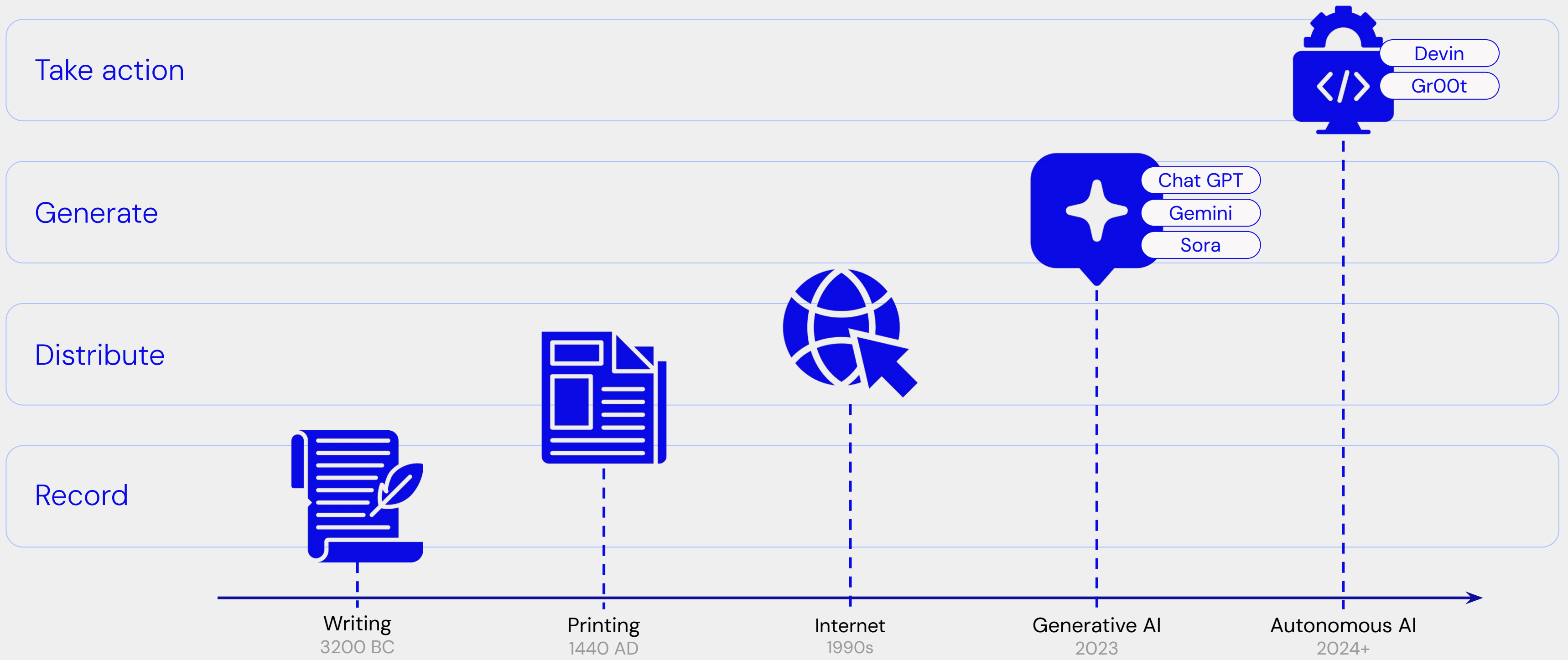
“Everything that moves in the future will be robotic.”

This statement aligns with the rapid advancements in robotics and AI. With advancements like the GR 003 model, robots are not only learning from human behavior but are doing so at an accelerated pace, both in simulated environments and the real world.

These two are examples of leaps in the level of autonomy, and they signify a future where the line between human and machine capabilities blurs and where AI and robotics are set to revolutionize industries, from manufacturing to service sectors. This will fundamentally change how we interact with the digital and physical world.



# The evolution of Information Technologies



1. Strategy

2. The engine

3. The enablers

## Section 1 – Strategy

# Envisioning the autonomous future

In order to capture the opportunity of autonomous innovation, leaders must start by envisioning what that future looks like.

Leaders must envision a future in an increasingly autonomous world, understanding how AI agents, autonomous products, and self-evolving interfaces will redefine consumer interactions and business models.

# Reinvention blueprint

## Strategy

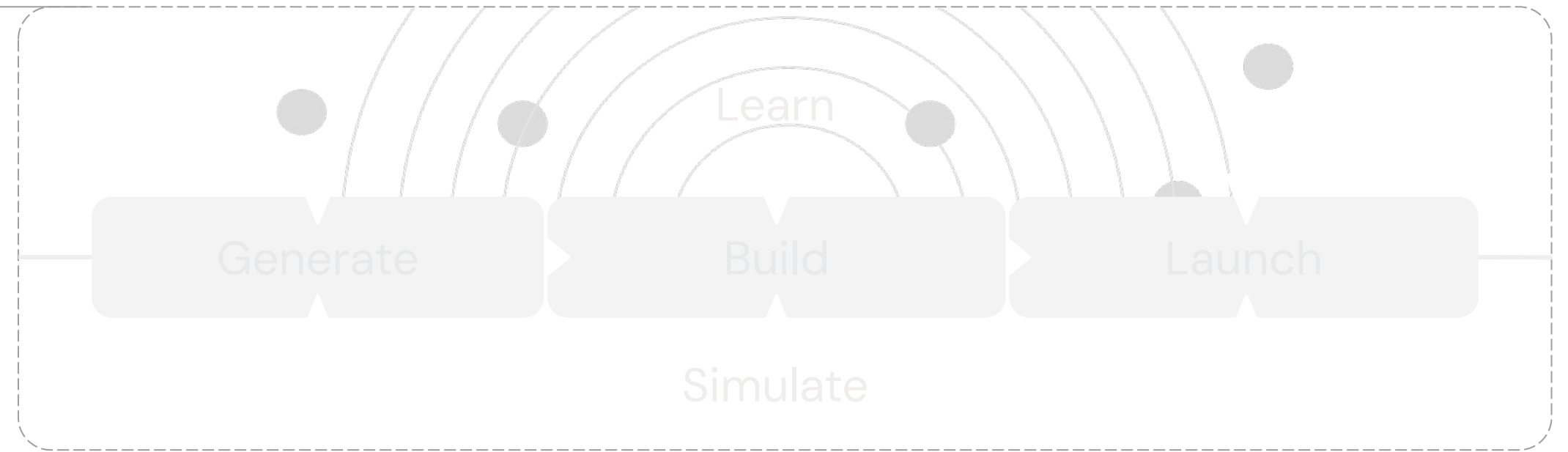
How the business can reinvent itself to become a leader in the Autonomous world – and why this will lead to improved growth, efficiency, competitive advantage and net positive impact – fueled by innovations that were previously impossible.

### Strategy

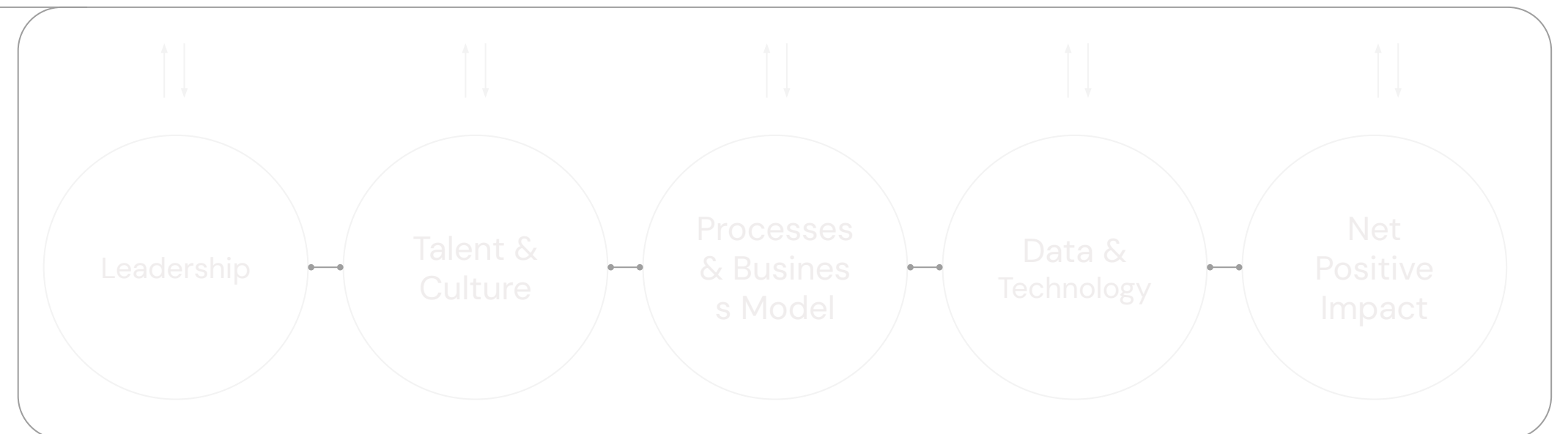
How the business can reinvent itself to become a leader in the Autonomous world – and why this will lead to improved growth, efficiency, competitive advantage and net positive impact – fueled by innovations that were previously impossible

- What innovations should the company pursue to be in the Autonomous world?
- How will the company benefit? How will it create a competitive advantage?
- What innovations are possible now that were never possible previously?

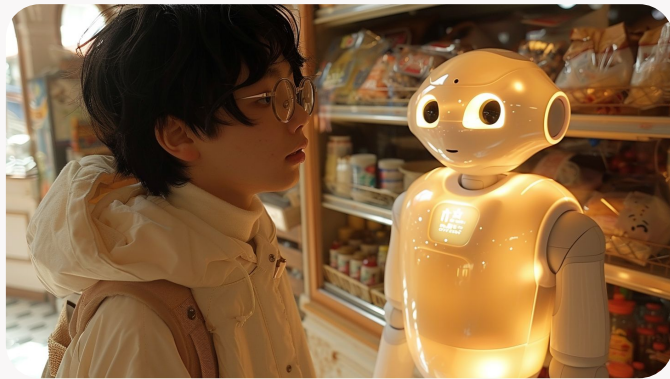
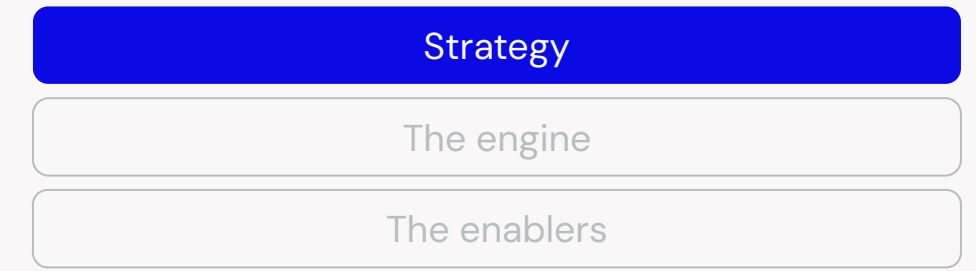
### The engine



### The enablers



# Elements of the increasingly autonomous world



## Autonomous assistants

Personal AI assistants, tailored to individual preferences, will recommend clothing, meals, and daily routines based on factors like hair color and fitness goals. They will not only curate product options but also take proactive actions, such as booking restaurants or purchasing items. As these AIs become integrated into our lives, companies must design products and services that accommodate them.



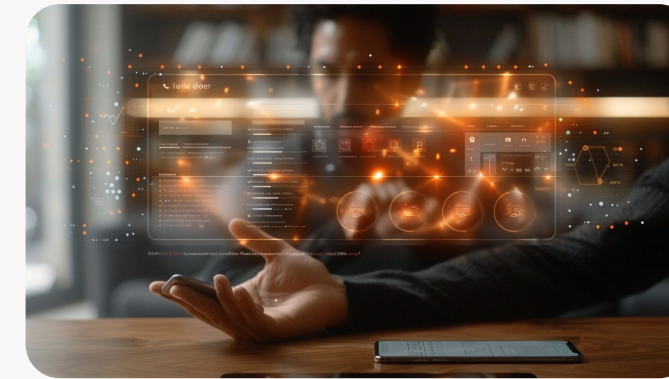
## Autonomous products

Include self-evolving user interfaces, which adapt and change based on user interaction, bypassing traditional user research and prototyping. This extends to robotics, autonomous cars, agricultural vehicles, and delivery systems—technologies designed to operate independently and adaptively.



## Autonomous interfaces

Self-evolving websites and self-generating interfaces that adapt to specific user needs.



## Autonomous agents

Like the example of Devin, the world's first autonomous AI software engineer, Autonomous Agents are intelligent software programs that perform specific tasks autonomously for users or systems. Using AI, these agents can make decisions, learn from interactions, and adapt to changing environments.



## Autonomous processes

Autonomously developed products or services that are launched in the market – from always-on insight gathering, to concept development, synthetic testing and concept refinement, and autonomous launches and marketing.



“

The current focus on efficiency is not capturing the **full potential of AI**

Philippe De Ridder – CEO, BOI (Board of Innovation)

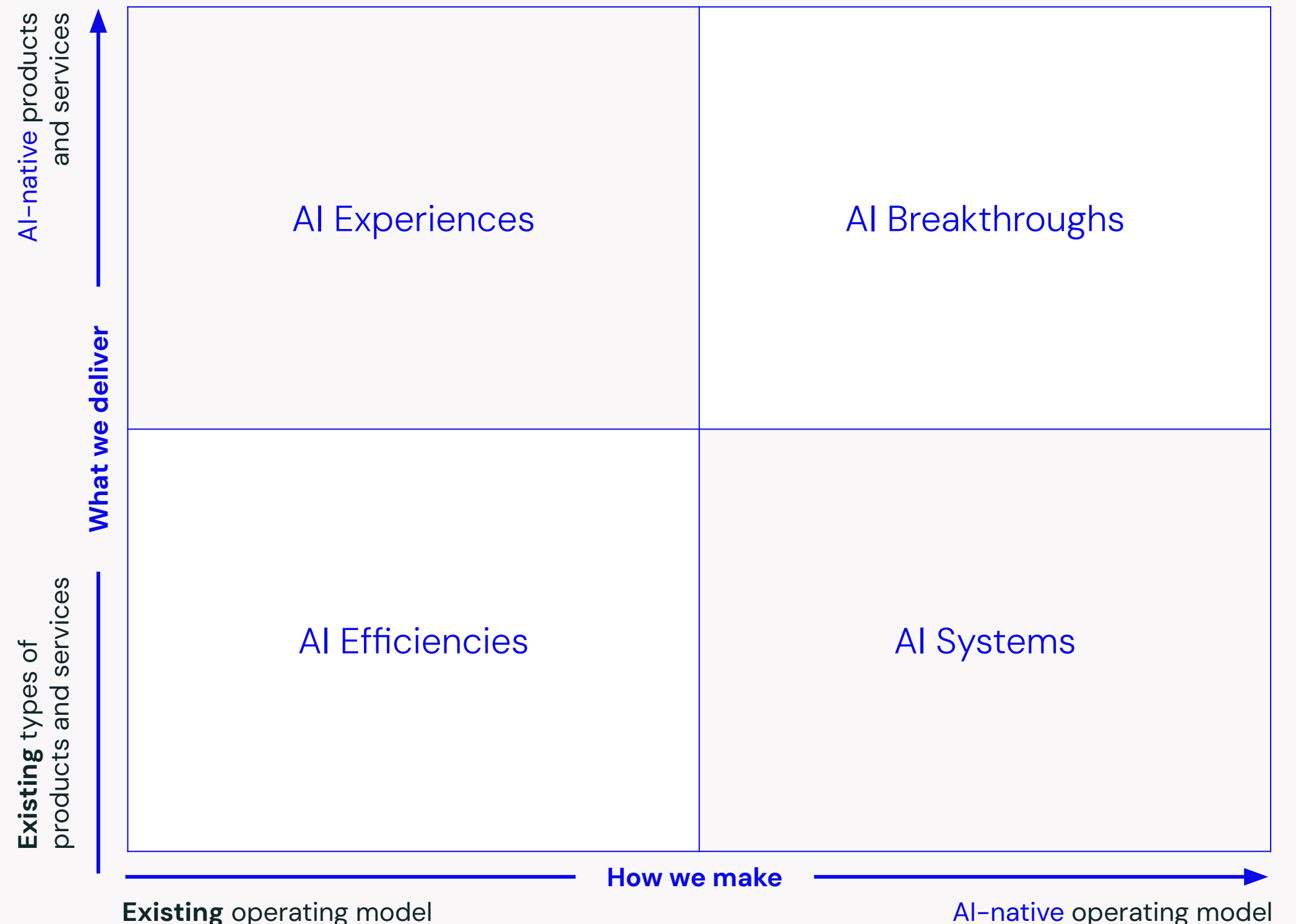


# Framework: the 4 strategic options to capture the opportunity of autonomous innovation

AI is not about writing our emails faster or making chatbots; it's about radically re-imagining our world and transforming how businesses and individuals operate within it.

## How to read the framework

In this strategic framework, the **vertical axis** shows *what we deliver to the market* and the **horizontal axis** shows *how we make the products and services and the operating model* that underpins them.



# The strategic options to capture autonomous innovation

AI-native products and services

Existing types of products and services

## AI Experiences

Delivering a superior consumer experience

## AI Breakthroughs

Disrupting existing market paradigms

## AI Efficiencies

Delivering improvements  
– faster and cheaper

## AI Systems

Pioneering autonomous operating models

Existing operating model

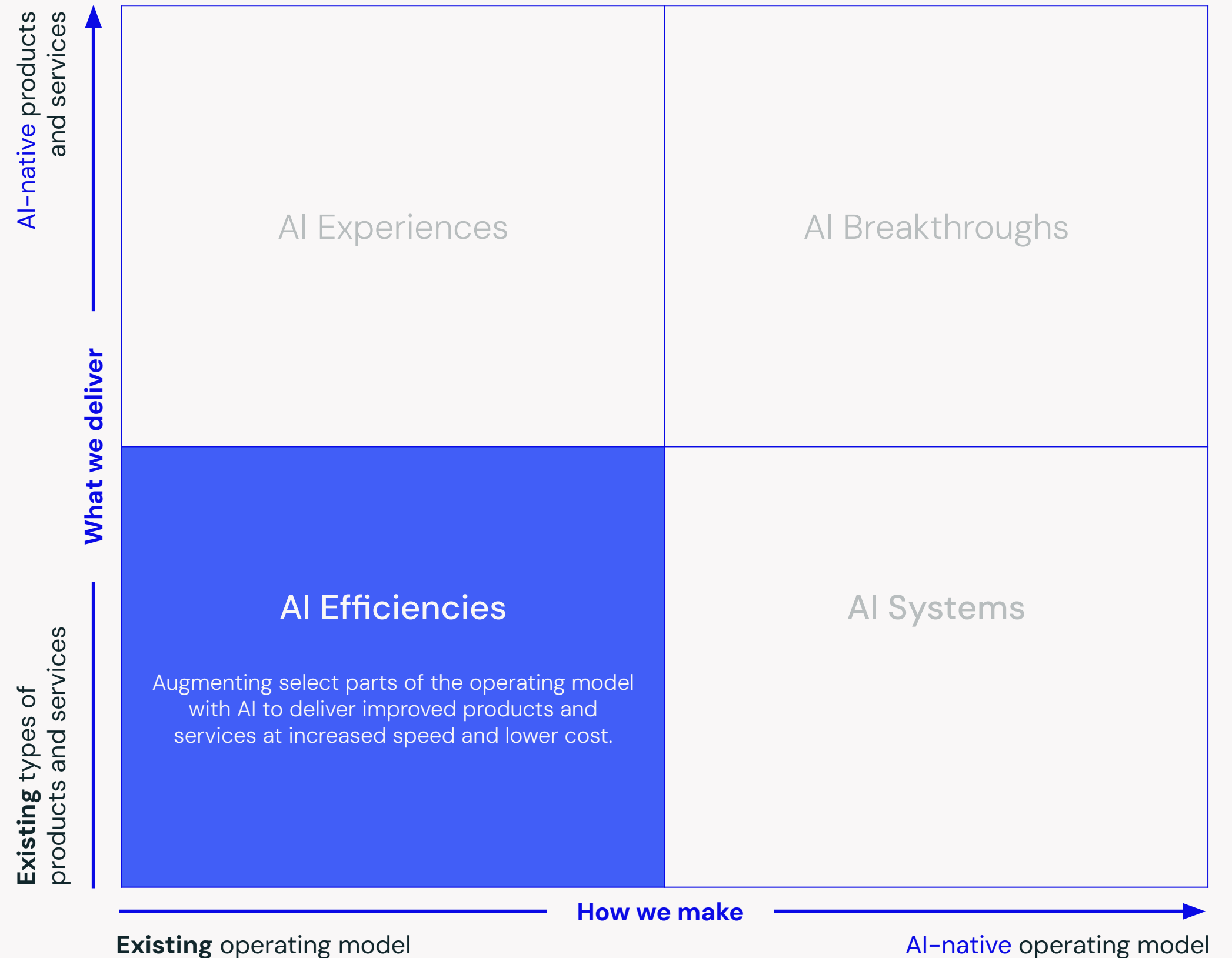
AI-native operating model



# Almost all companies focus on doing what they already know - just faster and cheaper with AI

Productivity upgrades, while beneficial, are not capturing the whole value that AI and autonomous innovation offers. Rather, leaders should focus on envisioning imagining and setting a strategy towards previously impossible innovation.

How about imagining an autonomous innovation engine that accelerates market launches, turning a two-year development cycle into just five days? What if we could spot a trend in consumer goods and launch a new product almost instantly?

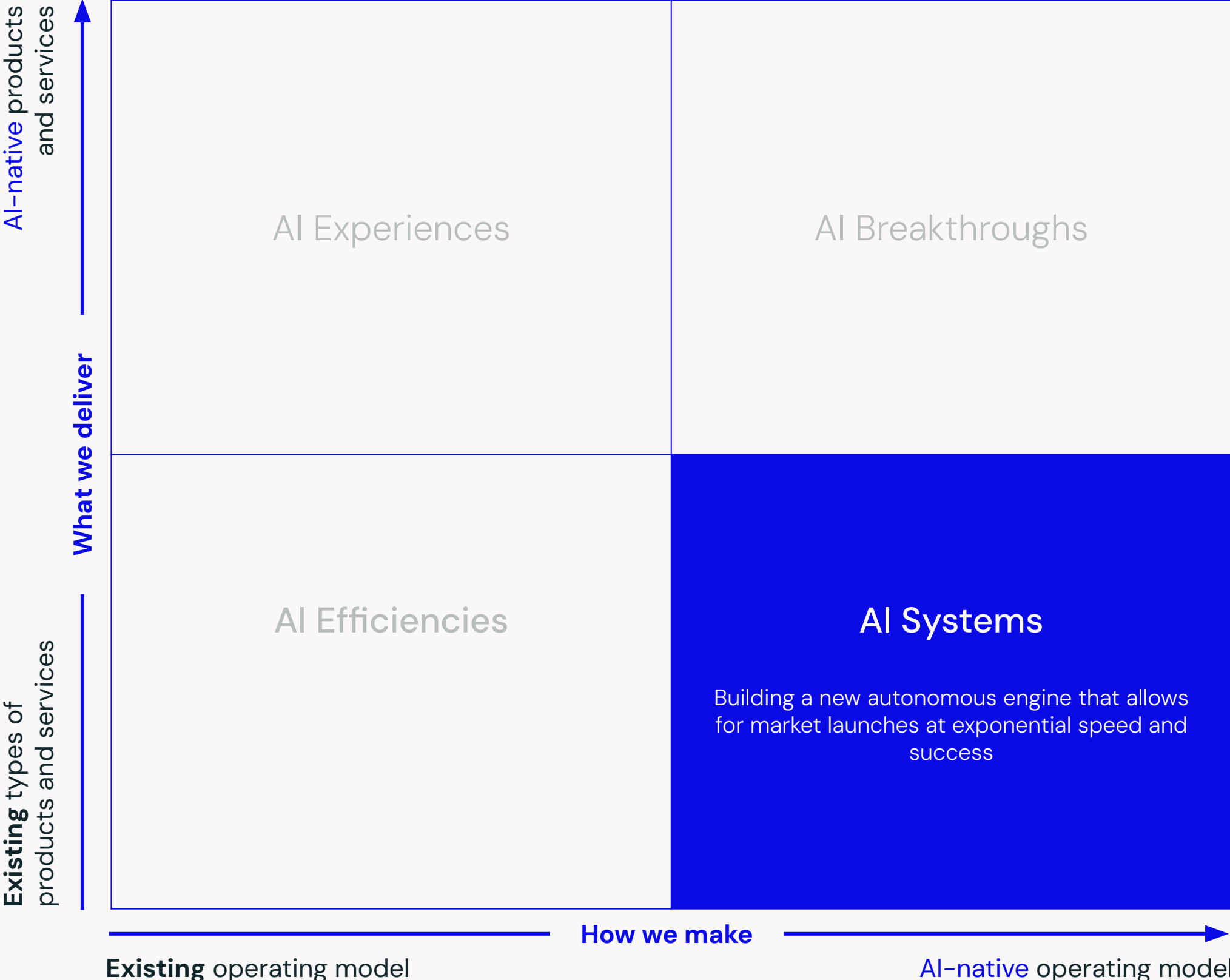




# Some companies are using the moment to rethink their operating model

Rather than productivity upgrades, leaders should focus on envisioning what the AI native operating model for innovation is in the future, looking at **system innovation**.

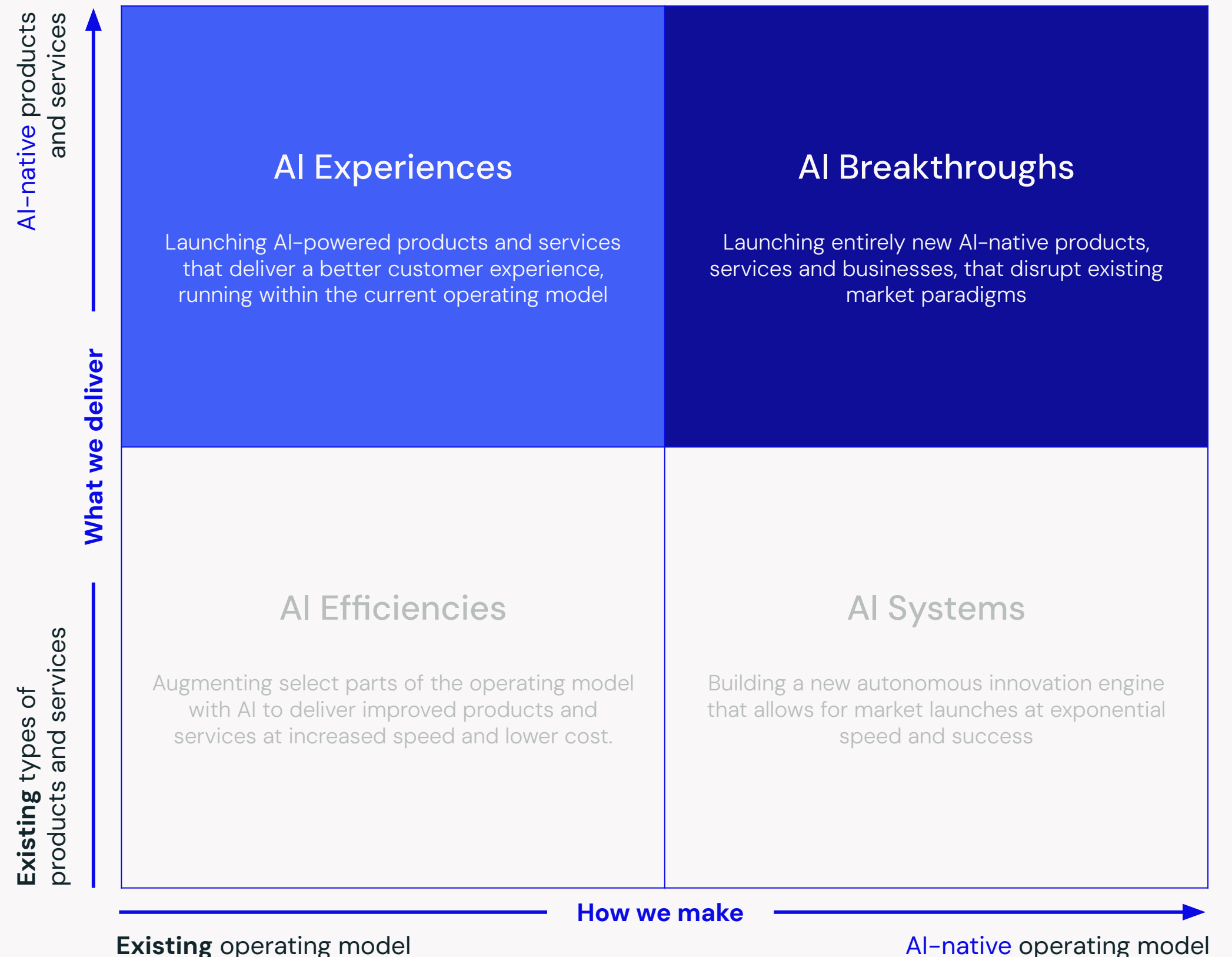
We won't achieve a transformative future operating model by simply tweaking current processes or accelerating insights and concept generation with tools like GPT. Instead, we need a complete overhaul of the entire operating model—from sourcing and production to market entry.



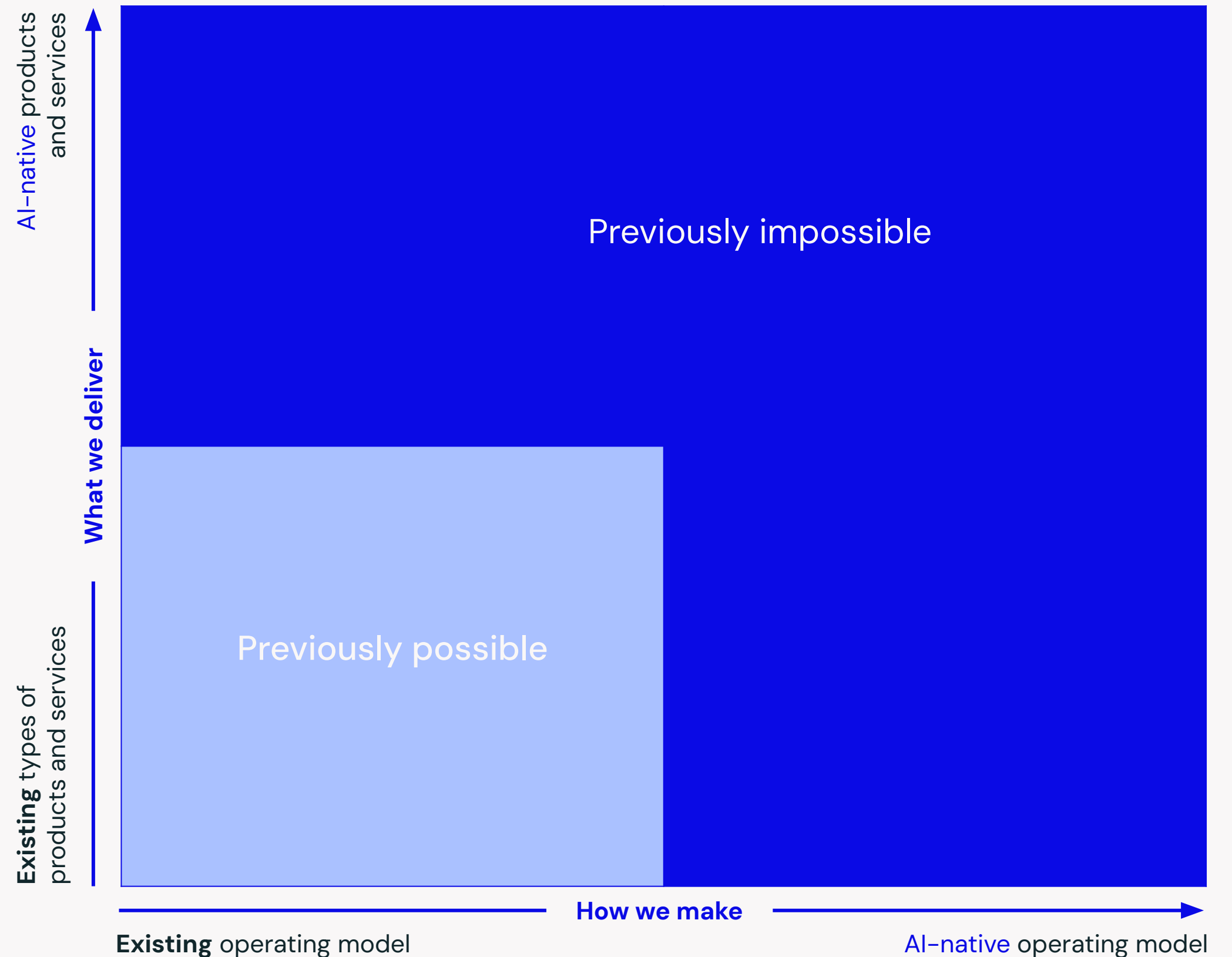
# Very few companies are looking at AI-native products and services

If we broaden our vision for what we bring to the market, we can explore the potential of **AI-native products and services**—imagining them from scratch to see how they would transform your industry. This involves not just enhancing customer experience with AI-powered innovations but doing so within the existing operating framework. By taking a bolder step and combining these innovations with a completely new operating model, we're aiming for **breakthrough innovation** that could completely disrupt established market paradigms.

Rather than focusing on one of these strategic options, the advice is to build a deliberate portfolio approach across all four areas, to have a clear vision of the future and then tailor the portfolio accordingly.



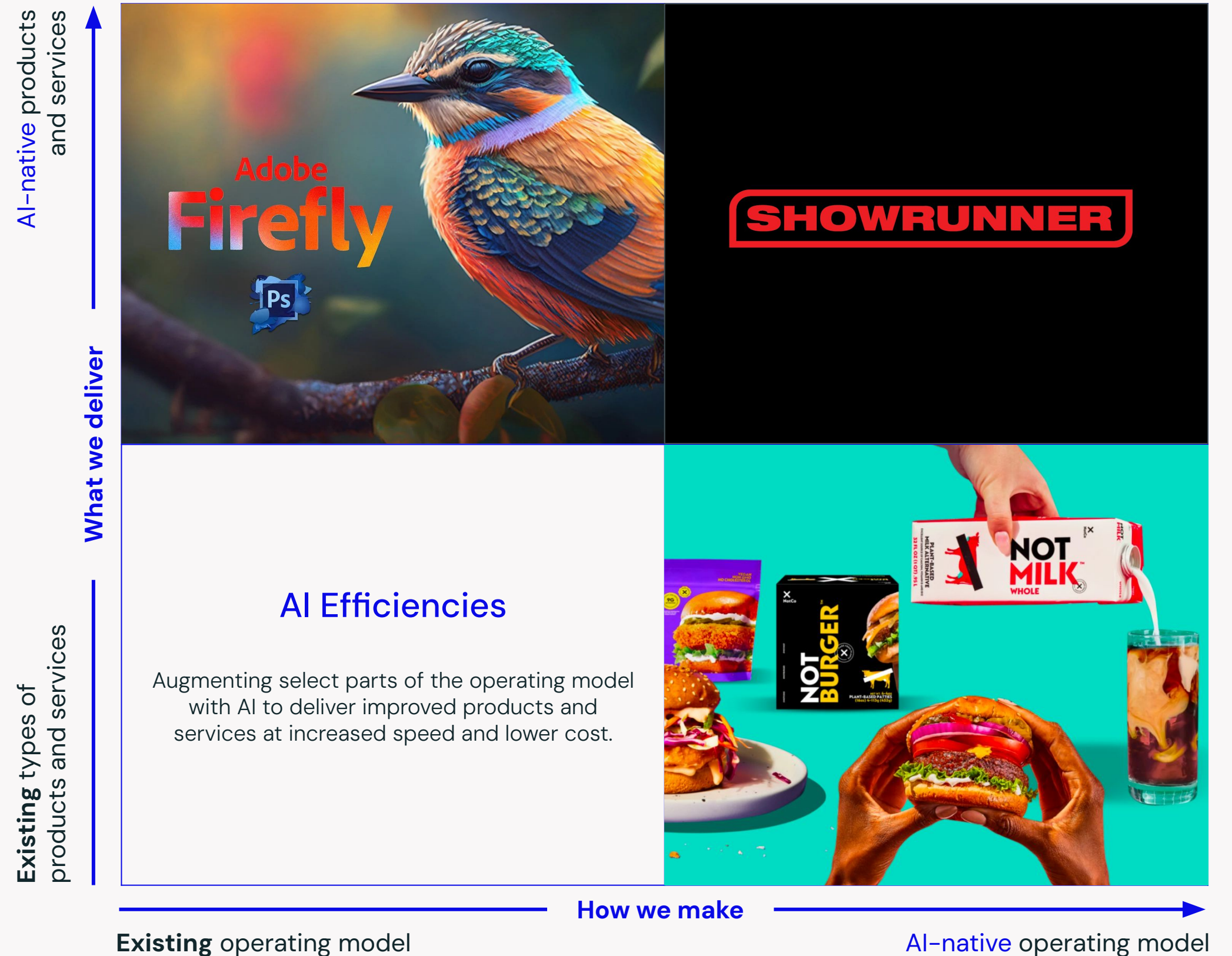
To become leaders, companies need to set their strategy for previously impossible innovations

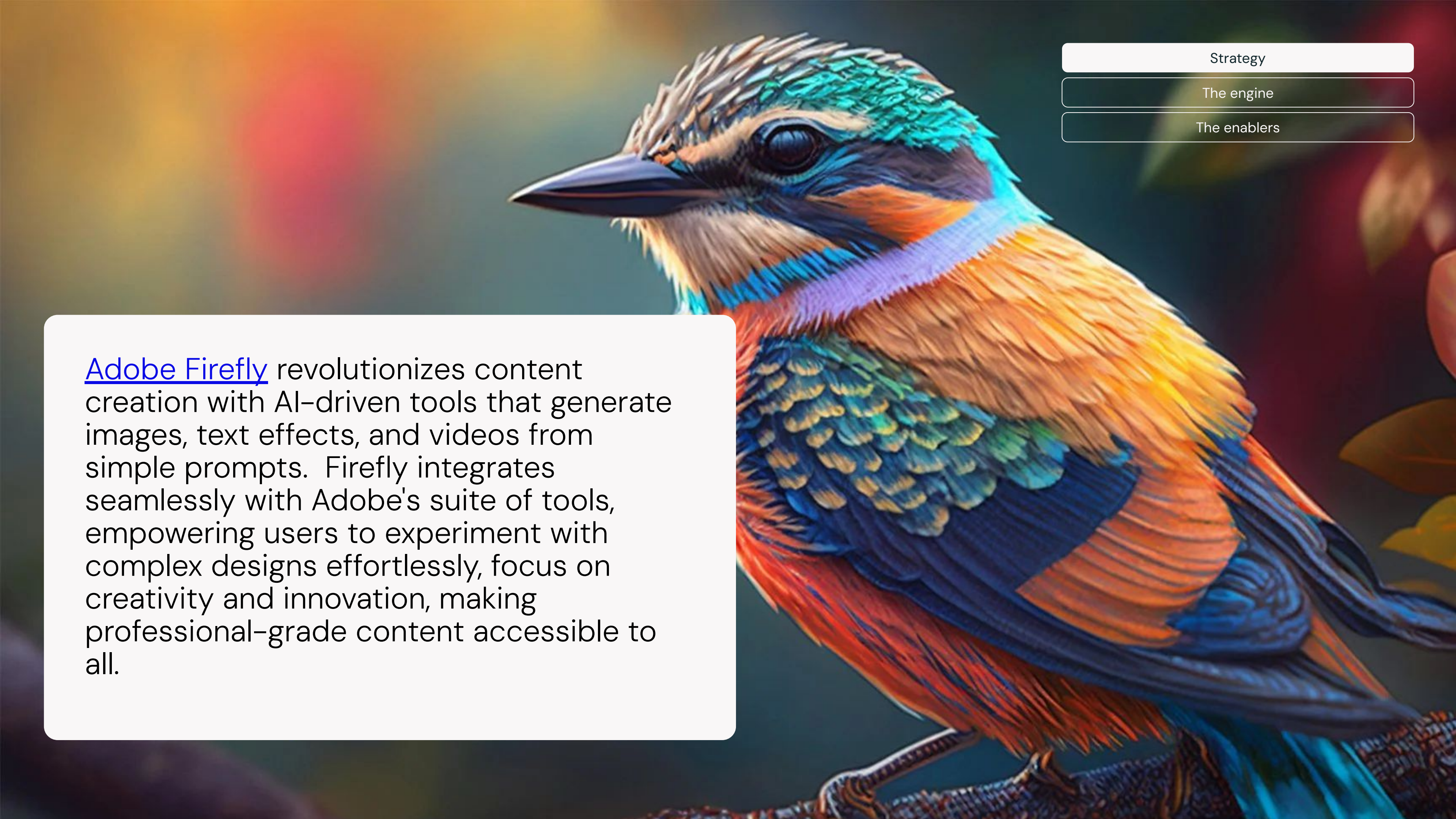


# The race is on to build the first autonomous company

The market is moving faster than ever, and we are seeing both startups, scaleups and market leaders race to build their competitive advantage with previously impossible innovations.

Examples include Adobe Firefly, NotCo, and Showrunner.





Strategy

The engine

The enablers

[Adobe Firefly](#) revolutionizes content creation with AI-driven tools that generate images, text effects, and videos from simple prompts. Firefly integrates seamlessly with Adobe's suite of tools, empowering users to experiment with complex designs effortlessly, focus on creativity and innovation, making professional-grade content accessible to all.



Strategy

The engine

The enablers

[Not Milk](#) uses generative AI to replicate the taste and texture of cow's milk using only plant-based ingredients. The company's Giuseppe engine identified a sustainable formulation that was previously impossible for humans to imagine - including ingredients like pineapple and cabbage.

SHOWRUNNER

# Episode 1: The Neon Whisper

Create Pilot

RUNTIME: 6 MINUTES

PLOT

The first episode of "Shadows over Shinjuku," titled "The Neon Whisper," introduces viewers to the enigmatic world of 1920s Tokyo through the eyes of Detective Kazuo Nakamura. Throughout the episode, the ambiance of 1920s Tokyo is richly portrayed, with jazz music, period-appropriate attire, and a moody color palette. The storytelling is sharp and fast-paced, with dialogue that carries the snappy, witty undertones of Tarantino's style. "The Neon Whisper" sets the tone for a series that promises intrigue, action, and a deep dive into a world where nothing is as it seems.



SCENE 1

**Mysterious Assignment** The episode opens on a rainy night in Shinjuku. Detective Kazuo is summoned to a clandestine meeting at a dimly lit speakeasy. He's given a cryptic case by a shadowy figure, hinting at a conspiracy that could shake the city's foundations.



SCENE 2

**The Enigmatic Singer** Kazuo's investigation leads him to a jazz club, where he encounters a captivating singer, Yumi. Her sultry voice and mysterious aura hint at a deeper involvement in the case. Their exchange is charged with tension and unspoken secrets.



SCENE 3

**The Unraveled Truth** The episode concludes with a shocking twist, revealing that Yumi is more than just a singer - she's intricately tied to the heart of the conspiracy. Kazuo is left questioning everything as the screen fades to black, setting the stage for a complex, layered narrative.

+

Strategy

The engine

The enablers

[Showrunner](#) uses generative AI to allow viewers to make their own TV episodes. Users can use prompts to generate their own episode of the series, selecting everything from the characters and storylines to the angles and shots – something that was previously impossible without a team and funding.

1. Strategy

2. The engine

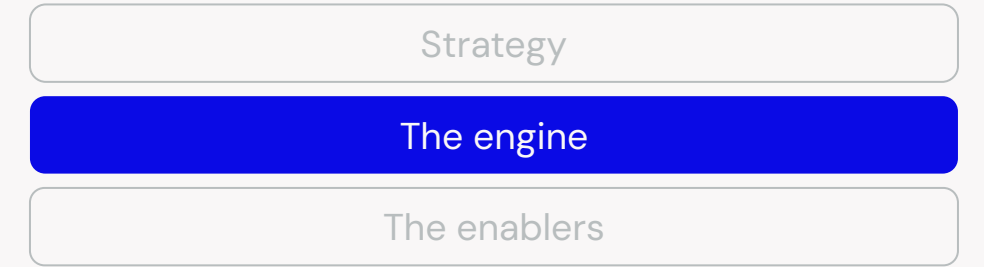
3. The enablers

Section 2 – The engine

# Building new AI-engines for growth

With a clear view of envisioning the future, the next focus point should be to build AI-powered, autonomous engines for always-on innovation and growth.





Autonomous innovation engines are capable of autonomously generating, validating and launching new concepts, accelerating the innovation process from years to days.

# The benefits of innovation in the autonomous age

Better products

Cost efficiency

Always-on

Competitive advantage

Faster time-to-market

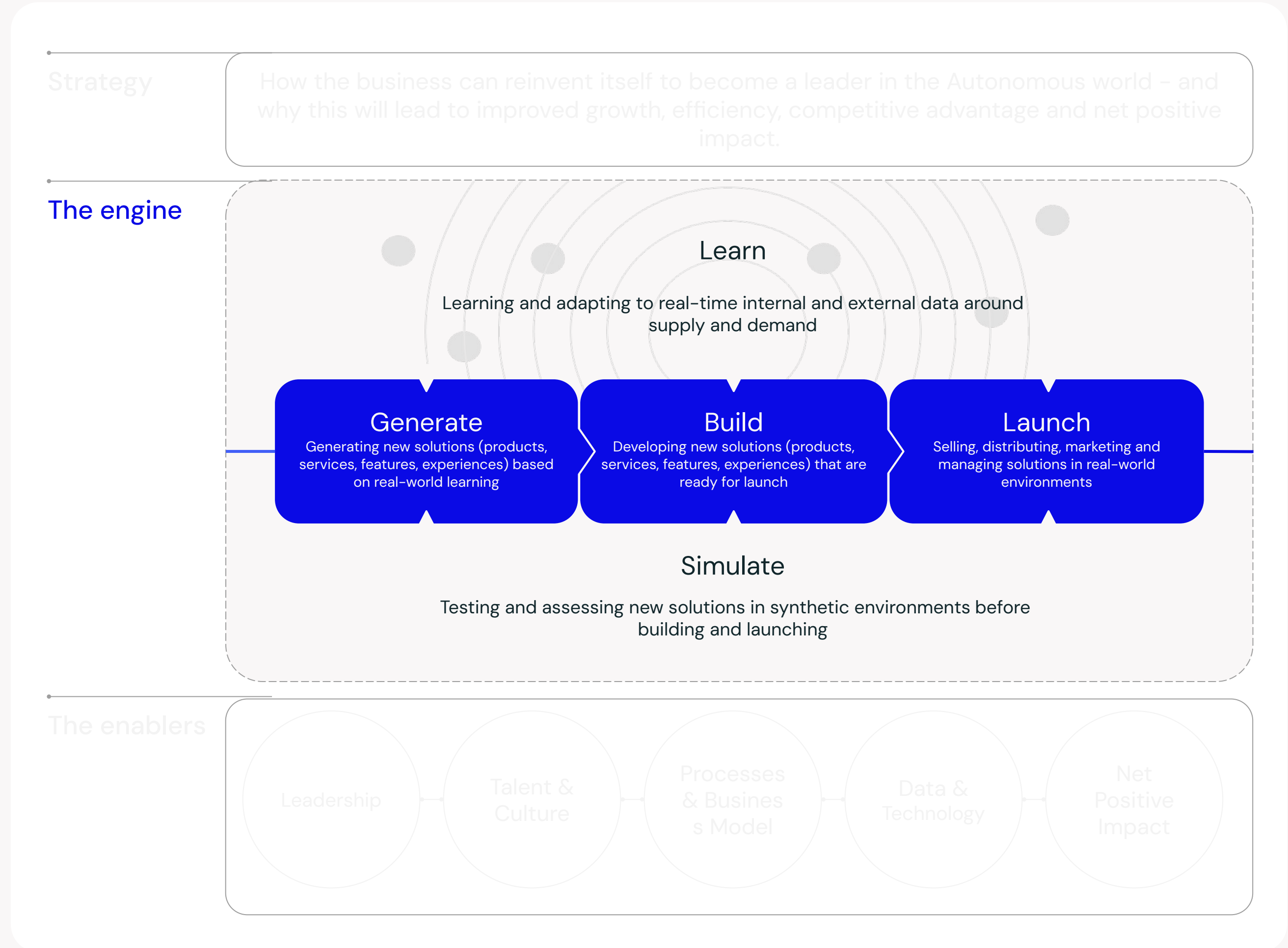


# Reinvention blueprint

## The engine

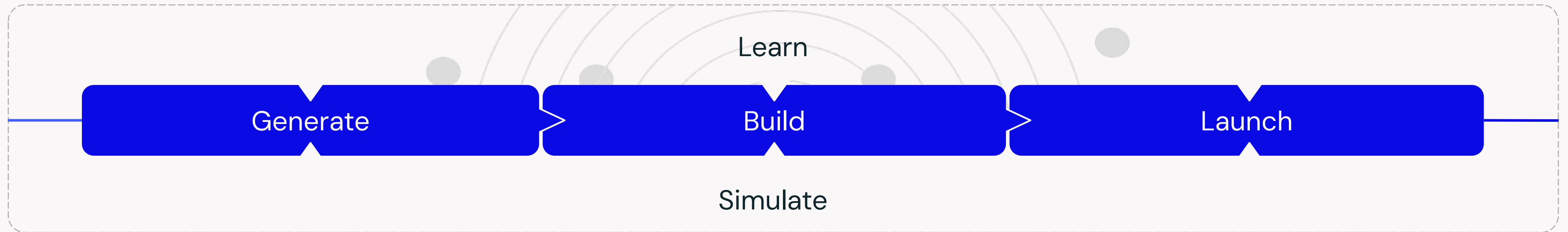
Building autonomous agents and engines for always-on innovation and growth. The development of autonomous innovation engines requires a holistic approach, integrating insights, concept generation, and simulation engines. These engines must be capable of autonomously generating and validating new product concepts, accelerating the innovation process from years to days.

The following is a conceptual framework for how these engines work. The development of autonomous innovation engines requires a holistic approach, integrating insights, concept generation, and simulation engines.



# The engine deep dive

We partner with companies to develop real-world functional engines that – starting with simple prototypes act as co-pilots for human users and building towards autonomous systems that transform product innovation, manufacturing, and go-to-market. The engines are tailored to specific products, services and industries.



Generally, the engine begins with a [Learn](#) capability that collects various data types—social listening, emerging patterns, scientific breakthroughs, weather data, customer service analytics, sales figures, and other proprietary data. This information fuels the [Generate](#) capability, which generates new product and service ideas, trained on data that’s relevant for the product or service. For example, in consumer goods, the engine is tailored to align with brand identities, and market demands.

The outputs of Generate are then evaluated through a [Simulate](#) capability. Here, we test desirability using synthetic customer panels—LLMs are increasingly capable of representing diverse consumer audiences and demographics. We also assess the feasibility and viability of these concepts simultaneously. Next, the [Build](#) engine creates the first prototype, incorporating elements like generative coding—with technologies like Devin, the potential here is rapidly growing.

Finally, the [Launch](#) engine explores autonomous methods for product launches, identifying the best way to distribute and market the product – as well as using real-world testing to create Synthetic Launches – in small-scale sandboxes before scaling the launch.

# Example capabilities of an autonomous innovation engine

CAPABILITIES

DATA + PARTNERS

	Learn engine	Generate engine	Simulation engine	Build engine	Launch engine
CAPABILITIES	<ul style="list-style-type: none"> <li>• <b>Always-on social listening</b> based on real-time consumer sentiment</li> <li>• <b>Always-on technology research</b></li> <li>• <b>Always-on consumer research</b> using autonomous surveys</li> <li>• <b>PESTEL trend analysis</b> using access to real-time internet data</li> <li>• <b>Product sales trends</b> using proprietary data and IRI/Nielsen</li> <li>• <b>Competitive launch signals</b> – identifying trending products, features and ingredients based on new product launch date</li> <li>• <b>Sourcing / ingredients analysis</b> based on USDA data and proprietary data</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Concept goal setting</b> – scoping, margin, pricing, category, consumer target etc. (e.g. optimise for trial vs. liking)</li> <li>• <b>Concept generation</b> based on consumer personas and occasions, using multiple techniques such as analogy thinking, extreme constraints, random permutations based on defined variables</li> <li>• <b>Concept screener</b> based on consumer personas and occasions – against margin/pricing/brand goals... custom screener for each effort)</li> <li>• <b>Concept refinement</b> using PL brand tone of voice and brand guidelines</li> </ul>	<p><b>DESIRABILITY ANALYSIS:</b></p> <ul style="list-style-type: none"> <li>• <b>Synthetic/real consumer testing</b> trained on occasions / personas</li> <li>• <b>Synthetic competitive simulation</b> based on differentiation and likely competitive response</li> </ul> <p><b>FEASIBILITY ANALYSIS:</b></p> <ul style="list-style-type: none"> <li>• <b>Production feasibility analysis</b> based on supplier capabilities</li> <li>• <b>Supplier utilization analysis</b> based on availability</li> <li>• <b>Supplier selection analysis</b> based on capabilities, speed and pricing</li> <li>• <b>Internal operational analysis</b> based on operational / internal constraints</li> </ul> <p><b>VIABILITY ANALYSIS:</b></p> <ul style="list-style-type: none"> <li>• <b>Predictive sales/velocity analysis</b></li> <li>• <b>Willingness to pay simulation</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Generative design</b> (text-to-image generation, assisted by text-to-text generation where necessary) <ul style="list-style-type: none"> <li>■ Concept design</li> <li>■ Packaging design</li> <li>■ Iterative product design using iterative synthetic testing</li> <li>■ Promotional materials design and comms</li> </ul> </li> <li>• <b>Human-led prototyping</b> (e.g. culinary prototyping)</li> <li>• <b>Formulation generator</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ecommerce pilot testing</b> prior to rollout in stores</li> <li>• <b>Launch signals</b> (analysis of recently launched products to assess which to scale up)</li> <li>• <b>Autonomous production</b> (API linkage with suppliers to automatically produce products)</li> <li>• <b>Autonomous distribution</b> (API linkage with supplier to automatically distribute product based on prediction of which stores will need product when, where and in what quantity)</li> <li>• <b>Autonomous marketing</b> (autonomous development of ad campaigns and promotional materials)</li> </ul>
DATA + PARTNERS	<ul style="list-style-type: none"> <li>• YouScan (social listening) + API</li> <li>• PaLM / OpenAI (search + text-to-text)</li> <li>• Crop/ingredient/sourcing cost data</li> <li>• Consumer personas/occasions data</li> <li>• IRI/Nielsen data / company PoS data</li> <li>• Tech scouting platform data</li> </ul>	<ul style="list-style-type: none"> <li>• Foodpairing (prediction of ingredients / products)</li> <li>• Brand strategies, demand spaces brand positioning</li> <li>• Amazon API (prediction of trending products)</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer personas/occasions</li> <li>• Company + IRI/Nielsen sales data</li> <li>• Osmo (AI smelling for food/beverage)</li> <li>• Conjoint.ly API (autonomous surveys)</li> <li>• Outset (autonomous interviews/surveys)</li> </ul>	<ul style="list-style-type: none"> <li>• Culinary prototyping partners</li> <li>• Culinary formulation partners</li> <li>• Adobe Firefly (text-to-image generation)</li> <li>• Formulation and liking database</li> <li>• Technical production capabilities / Co-man capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Jasper.AI (copywriting, brand tone of voice)</li> <li>• Retalon / Genpact (AI-enabled distribution and inventory planning)</li> </ul>

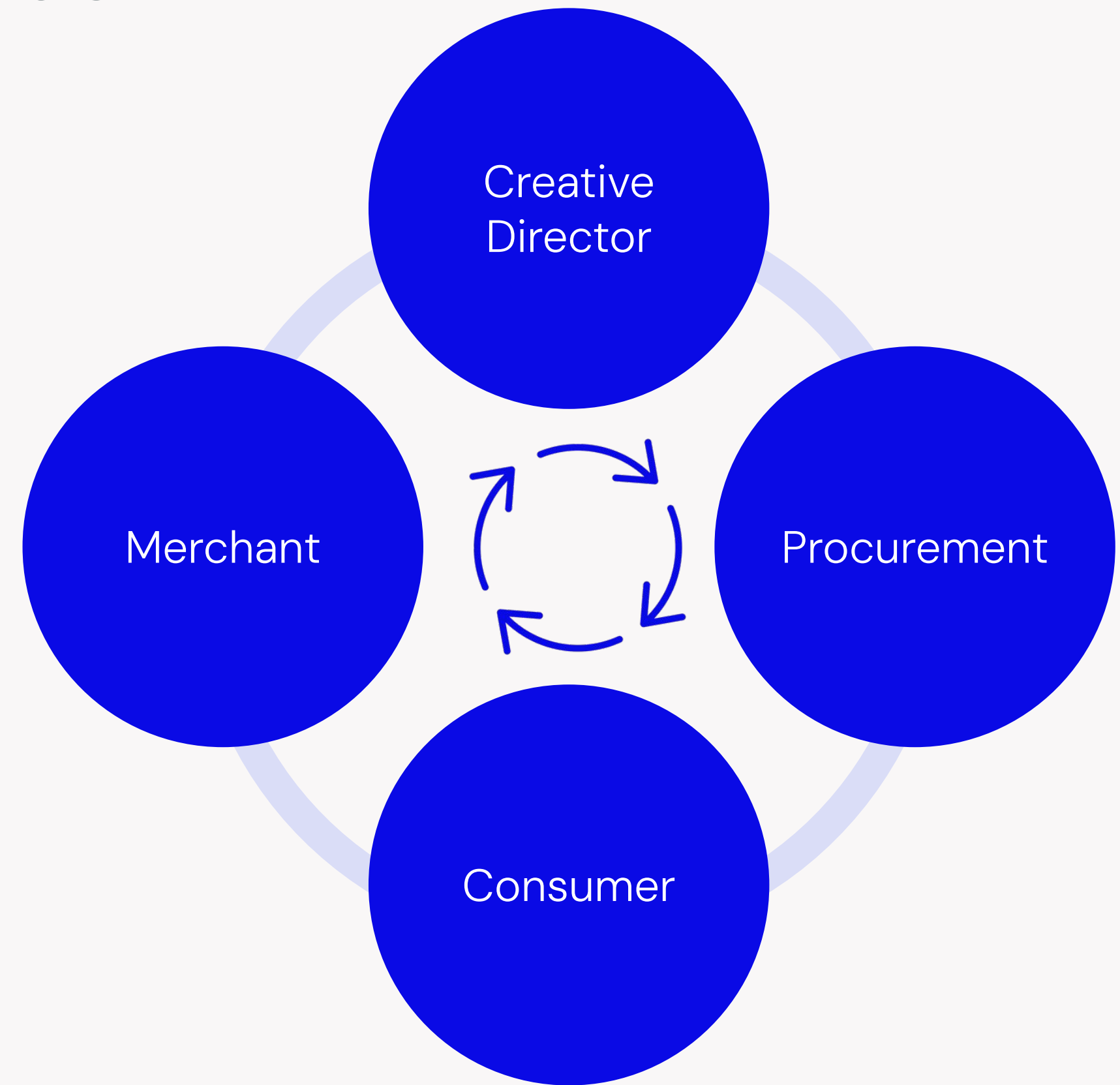
# The most successful engines integrate R&D, sourcing, marketing...

One of the key challenges in innovation in a complex organization is delivering new products – and early stage concepts for them – that maximize their potential across all four lenses, without making critical tradeoffs that will diminish market success.

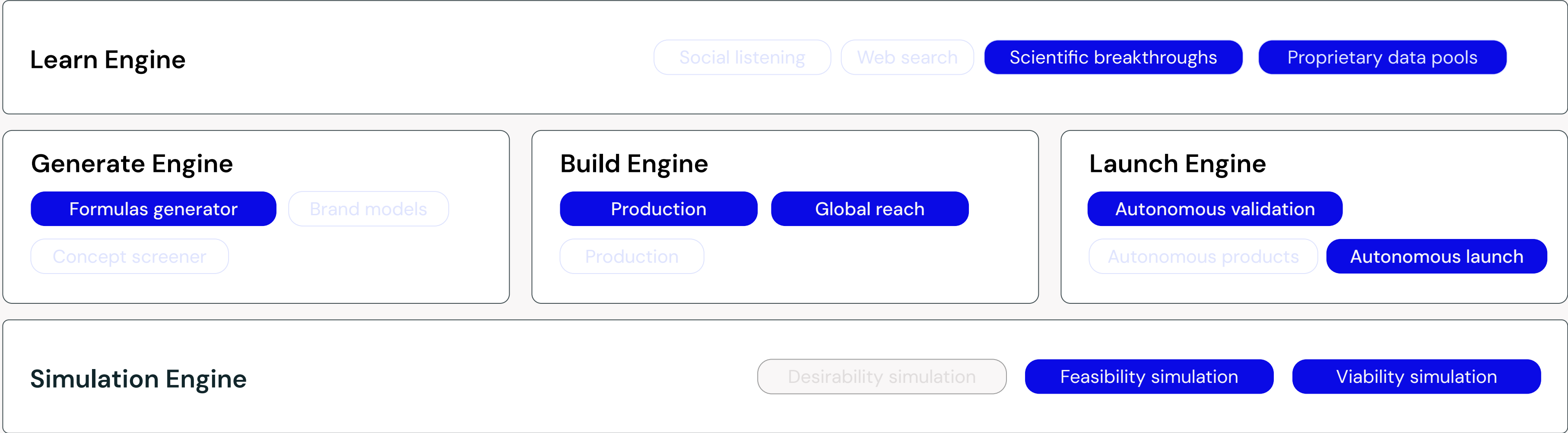
**Today, this process of maximizing across the four lenses is done by manual human synchronization** and trial and error, based on tacit knowledge and limited by the knowledge that individual marketing, R&D and supply chain professionals have.

**We are building towards a Generative AI-enabled tool that would transform this challenge by:**

- Exploring exponential permutations of a concept to compare options for their ability to increase the potential across all four lenses
- Iteratively maximizing concepts across four lenses simultaneously – using synthetic testing and machine learning



# An example: NotCo's (simplified) engine launching previously impossible milk made out of pineapple and cabbage

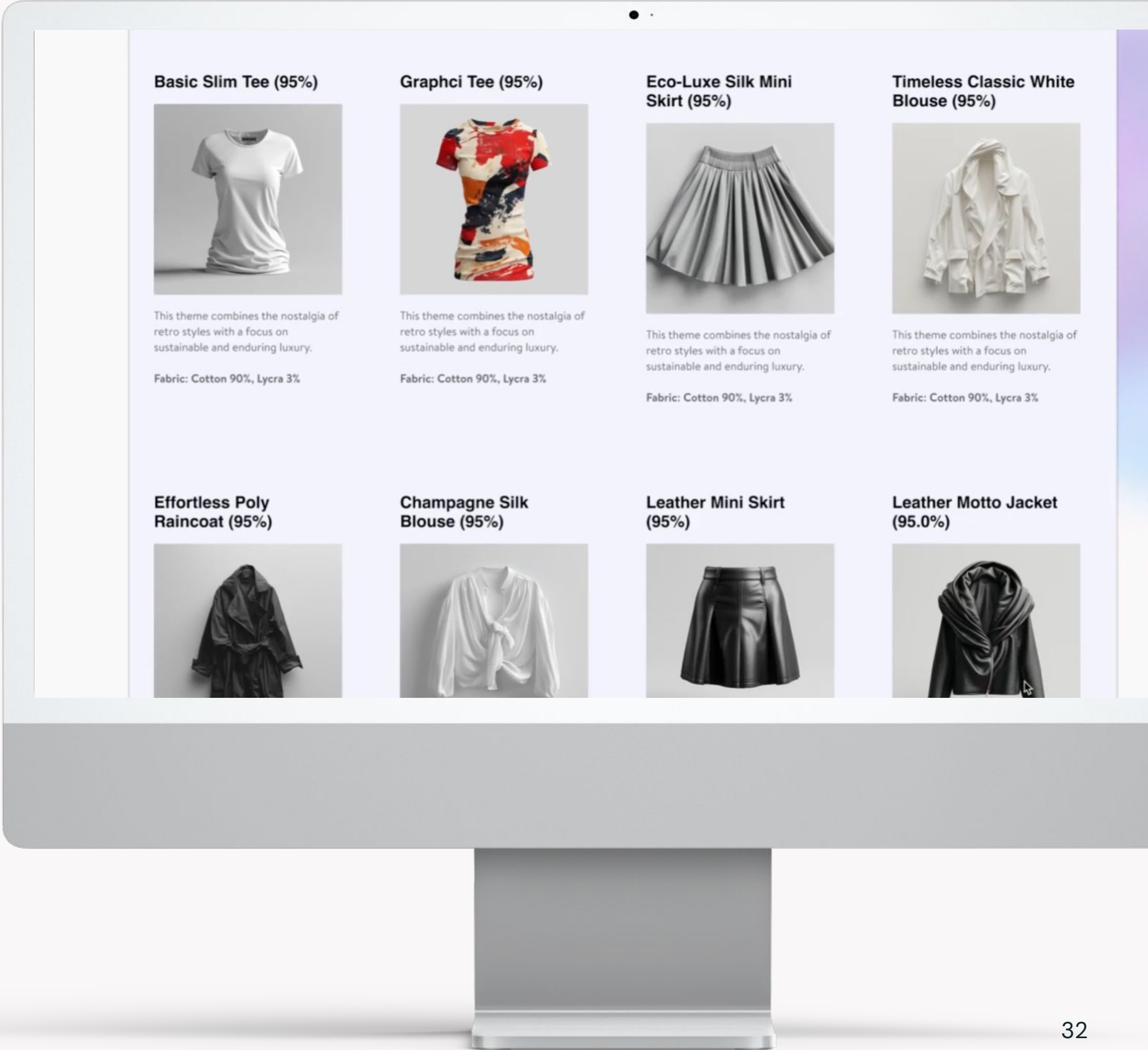


For deepdive into this case, checkout [NotCo's talk](#) at the 2024 Autonomous Innovation Summit

Autonomous Innovation engine model  
(Board of Innovation, 2024)

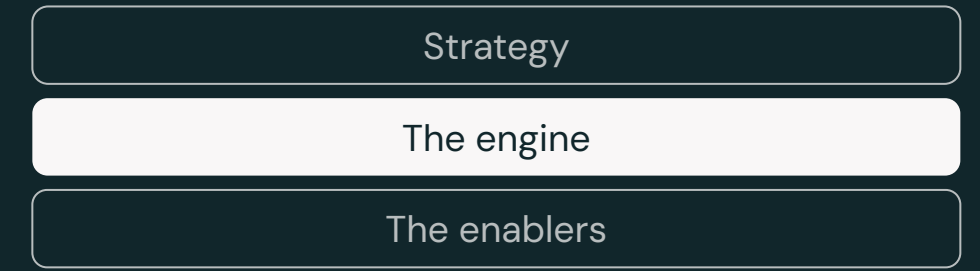
# We have built AI Innovation engines that can generate full concepts for 20+ brands

[Watch a demo](#)



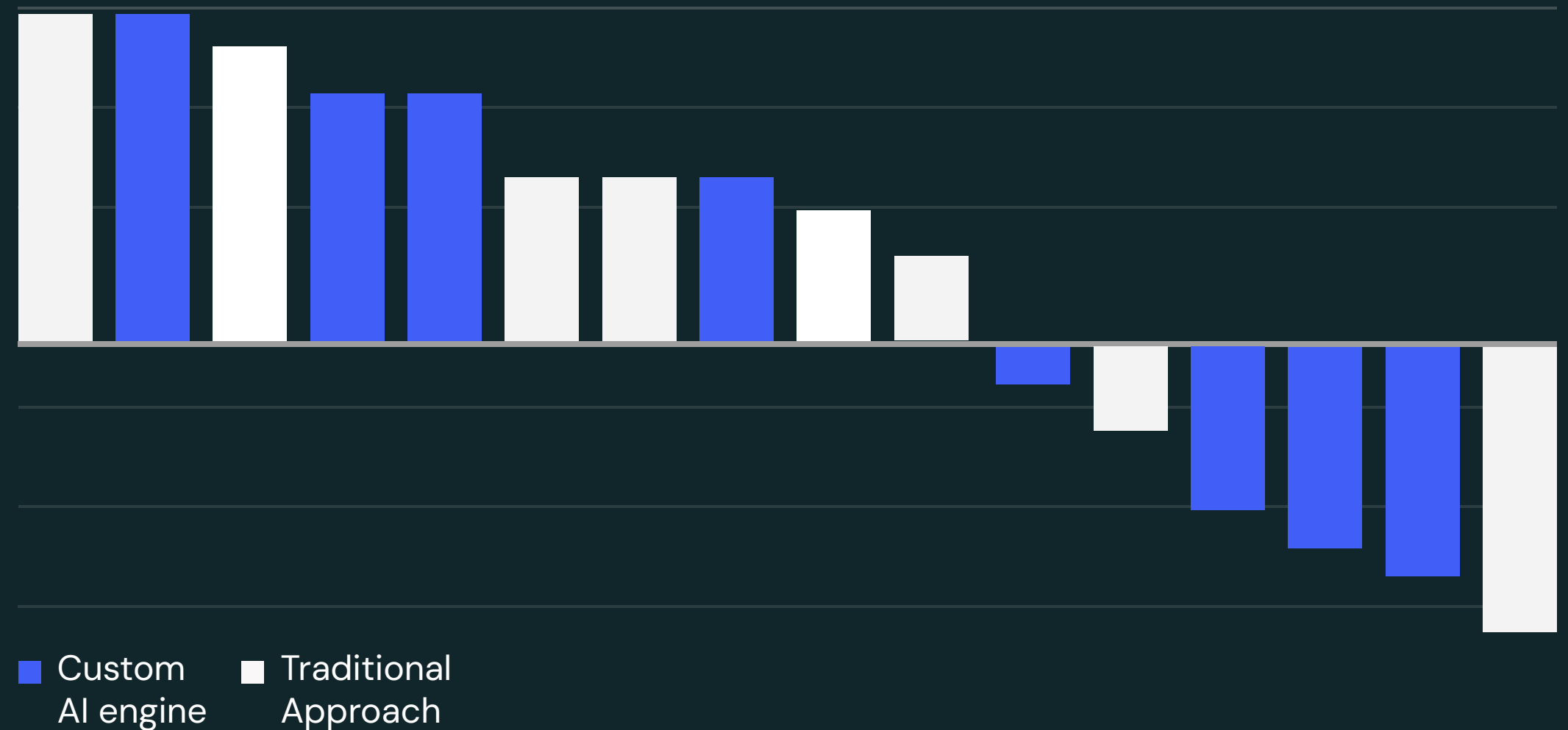


# AI-generated concepts already outperform human-only innovations



We have compared the outcomes of our engines to human-made designs with real consumers to find the results to be comparable in desirability.

From the autonomous innovation engines we've built with clients, the concepts that are being generated hold their ground against traditionally generated product concepts and score well in consumer testing. We have compared the outcomes of our engines to human-made designs with real consumers to find the results to be comparable in desirability.





**8x ROI**

is projected in the business case, driven by increased sales and a 60% reduction in external vendor spend on NPD, along with shortening go-to-market cycles.

**12x**

faster time to market, from insight to validated product concept. From 12 weeks to 2 weeks.



#### Case study

# Pioneering the world's first AI-native CPG innovation engine

#### Challenge

**Creating an innovation copilot that matches or outperforms human-only innovation** – Our client, a global leader in the CPG space, wanted to stay ahead of the curve, respond to changing consumer needs, break down silos to innovation, and create better products with higher market hit-rates.

#### Strategy

**Develop an AI-powered, always-on innovation engine that delivers better products, faster** – To meet this challenge, our strategy was to create an AI-powered engine that synthesizes current data (brand data, research data, social listening data, and more) to identify opportunities, creates hundreds of ideas to capitalize them, and then prioritizes those ideas based on synthetic personas.

#### Outcome

**AI-powered growth at scale with autonomous innovation engine** – We've built the engine that will help our client explore growth spaces within personal care, uncovering consumer jobs to be done, and creating and rigorously testing AI-generated concepts before they hit the market – in record time.

[Learn more](#)



100's

The ability to generate hundreds of on-trend designs at the click of a button – and then modify and assort them into collections.

1-click

Reducing the back and forth of the design process by streamlining the system and increasing speed of decision making. From 6 months to a few clicks



Case study

# Building the world's first AI-native fashion and retail model

Challenge

How might AI drastically improve the speed, efficiency and sustainability of the fashion industry? – Our client, a major global retailer, wanted to stay ahead of culture, capture share of the lucrative Gen Z market, increase speed to market, while reducing waste.

Strategy

**We created an AI-powered engine that outperforms current systems in speed, accuracy, and automation.** Prioritizing feasible production garments over sheer volume, harnessing real-time data and AI Agents, we designed the engine to ensure new garment concepts meet time, resource, and brand criteria. This, paired with a custom set of synthetic personas focused on their priority Gen Z consumers, allowed us to generate more efficient, more on trend collections and prioritize them based on purchase intent.

Outcome

**A flexible AI-powered model** – When testing the engine-generated concepts against the best-sellers from our client's existing products, we found that the results were favorable, both in terms of desirability, trendiness and brand cohesion. This demonstrates AI's potential to rival human ingenuity in the design process, improving efficiency and demand prediction, leading to reduced waste.

[Learn more](#)

1. Strategy

2. The engine

**3. The enablers**

Section 3 – The enablers

# Transforming to an AI-first operating model

The key to success in an increasingly autonomous world won't be the technology – but the design of a new operating model to unlock its real value. Companies must embrace a systemic transformation, integrating AI and autonomous processes across all functions to unlock new levels of efficiency, creativity, and growth.

“

The key to success won't be the technology – but the design of a new operating model to unlock its real value.

Philippe De Ridder – CEO, BOI (Board of Innovation)



# An example: Bloomberg spending \$10M+ on training BloombergGPT...

March 2023

## BloombergGPT: A Large Language Model for Finance

Shijie Wu<sup>1,\*</sup>, Ozan İrsoy<sup>1,\*</sup>, Steven Lu<sup>1,\*</sup>, Vadim Dabravolski<sup>1</sup>, Mark Dredze<sup>1,2</sup>, Sebastian Gehrmann<sup>1</sup>, Prabhanjan Kambadur<sup>1</sup>, David Rosenberg<sup>1</sup>, Gideon Mann

<sup>1</sup> Bloomberg, New York, NY USA

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### Abstract

The use of NLP in the realm of financial technology is broad and complex, with applications ranging from sentiment analysis and named entity recognition to question answering. Large Language Models (LLMs) have been shown to be effective on a variety of tasks; however, no LLM specialized for the financial domain has been reported in literature. In this work, we present BLOOMBERGGPT, a 50 billion parameter language model that is trained on a wide range of financial data. We construct a 363 billion token dataset based on Bloomberg's extensive data sources, perhaps the largest domain-specific dataset yet, augmented with 345 billion tokens from general purpose datasets. We validate BLOOMBERGGPT on standard LLM benchmarks, open financial benchmarks, and a suite of internal benchmarks that most accurately reflect our intended usage. Our mixed dataset training leads to a model that outperforms existing models on financial tasks by significant margins without sacrificing performance on general LLM benchmarks. Additionally, we explain our modeling choices, training process, and evaluation methodology. As a next step, we plan to release training logs (Chronicles) detailing our experience in training BLOOMBERGGPT.

# ...to find out that GPT-4 is better

October 2023

## Are ChatGPT and GPT-4 General-Purpose Solvers for Financial Text Analytics? A Study on Several Typical Tasks

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### Abstract

The most recent large language models (LLMs) such as ChatGPT and GPT-4 have shown exceptional capabilities of generalist models, achieving state-of-the-art performance on a wide range of NLP tasks with little or no adaptation. How effective are such models in the financial domain? Understanding this basic question would have a significant impact on many downstream financial analytical tasks. In this paper, we conduct an empirical study and provide experimental evidences of their performance on a wide variety of financial text analytical problems, using eight benchmark datasets from five categories of tasks. We report both the strengths

and limitations of ChatGPT and GPT-4. In general, in the financial domain, LLMs is playing an increasingly crucial role in tasks such as investment sentiment analysis, financial named entity recognition, and question-answering systems for assisting financial analysts.

In this paper, we perform an empirical study and provide experimental evidence for the effectiveness of the most recent LLMs on a variety of financial text analytical problems, involving eight benchmark datasets from five typical tasks. These datasets are from a range of financial topics and sub-domains such as stock market analysis, financial news, and investment strategies. We report both the strengths and limitations of ChatGPT and GPT-4 by comparing them

# The technology itself isn't enough to drive change (and wins)

The technology behind autonomous engines is advanced, but leveraging it to reduce product launch cycles to just five days involves more than just tech—it requires a transformation of your entire operating model, including production and distribution capabilities. The real bottleneck is necessary human and organizational changes.

## A holistic approach to AI integration

When discussing transformation, it's crucial to look beyond individual functions like R&D or HR. Effective AI integration requires viewing the organization and its ecosystem holistically, moving from individual insights to a comprehensive, system-wide approach.

## The true potential

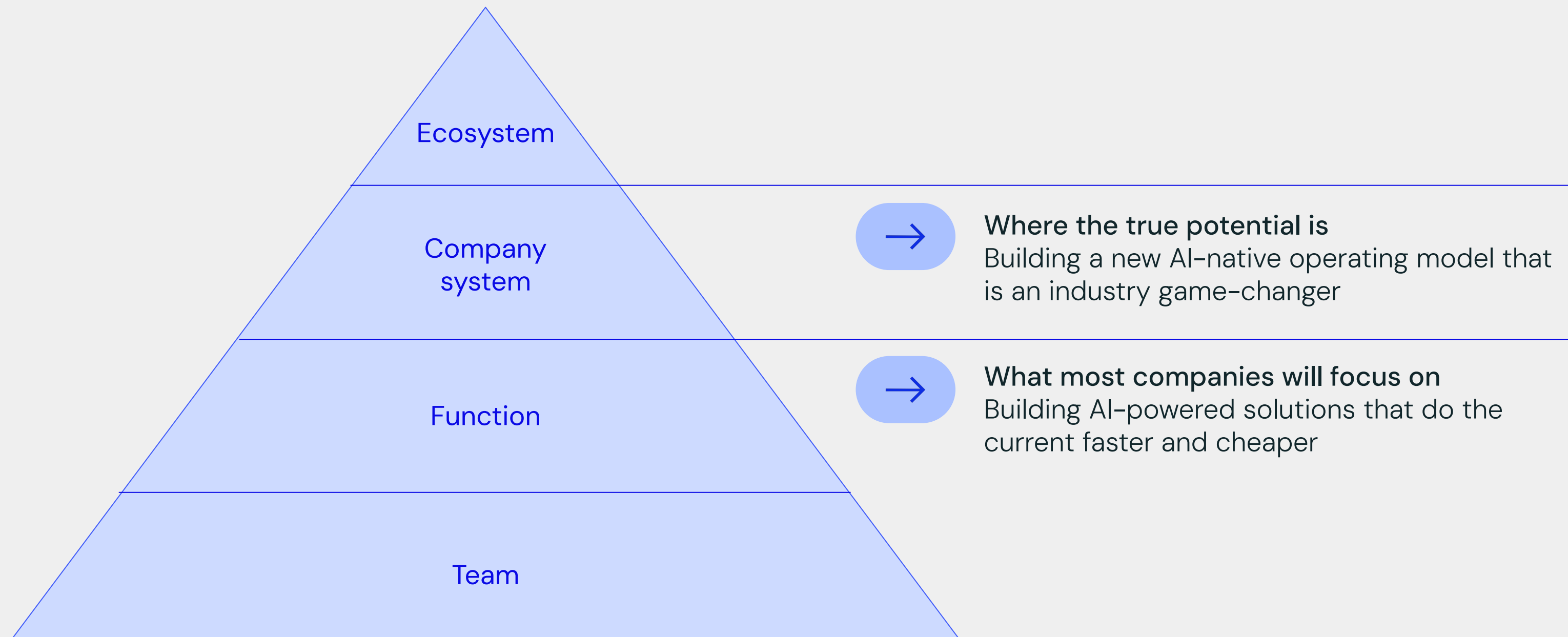
The true potential lies in building towards autonomous innovation, leveraging multi-agent systems, and developing a new AI-native operating model that could significantly alter industry dynamics. It's essential to frame internal discussions not just at the individual level—like improving efficiency—but to consider whether existing functions or processes are even necessary and how these fit into the broader company context.

## Key learning

The key learning here is that it's not just about the technology. Success lies in reshaping the operating model to integrate and support that technology. We encourage organizations to think of **becoming autonomous innovation engines—fusing technology with strategic operational changes.**



# Most companies build AI-powered solutions to do the current faster and cheaper and **don't unlock the true value**







But the true potential  
is in building a new  
**AI-native operating  
model**, that will be  
an industry  
game-changer

# Transforming operating systems: opportunities and challenges

When done well, creating an AI-driven operating model can provide a significant competitive edge. This advantage stems from the accessibility of powerful technologies and APIs, such as those from OpenAI. However, simply having access to these technologies is not enough. To truly harness AI's potential, companies must integrate it with their proprietary data and broader operating systems. Without this comprehensive approach, achieving a competitive advantage will be challenging.



# Navigating complexities



## Common challenges

### Overwhelmed by complexity

While the potential is exciting, this rapid advancement also brings many questions and uncertainties. The complexity of AI technology can be overwhelming, and its fast-paced development often outstrips our understanding.

### Waiting for regulatory advancements

Governments are trying to provide guidance and frameworks, but their efforts may lag behind technological advancements. Waiting for regulatory clarity may not be a viable strategy. Instead, organizations must proactively embrace AI and its benefits while addressing the associated risks and fears.

### The impact on jobs

There is considerable fear and uncertainty regarding AI's impact on jobs and the workforce. People are concerned about job security, either because of fear of the unknown, or because they understand all too well what it can do.

### AI is here to stay

It's crucial to acknowledge that AI is here to stay. Rather than resisting it, we should embrace the progress it brings.

### Designing AI systems with Humans as the hero of the story

While we do not advocate for a fully autonomous setup—recognizing that humans have always been central to every industrial revolution—it's essential to design AI systems that augment human capabilities. Humans should remain the heroes of this story, guiding and enhancing technological advancements. By approaching AI with a balanced perspective that values human contribution, we can navigate the complexities and uncertainties of this transformative technology.

### Clear strategy

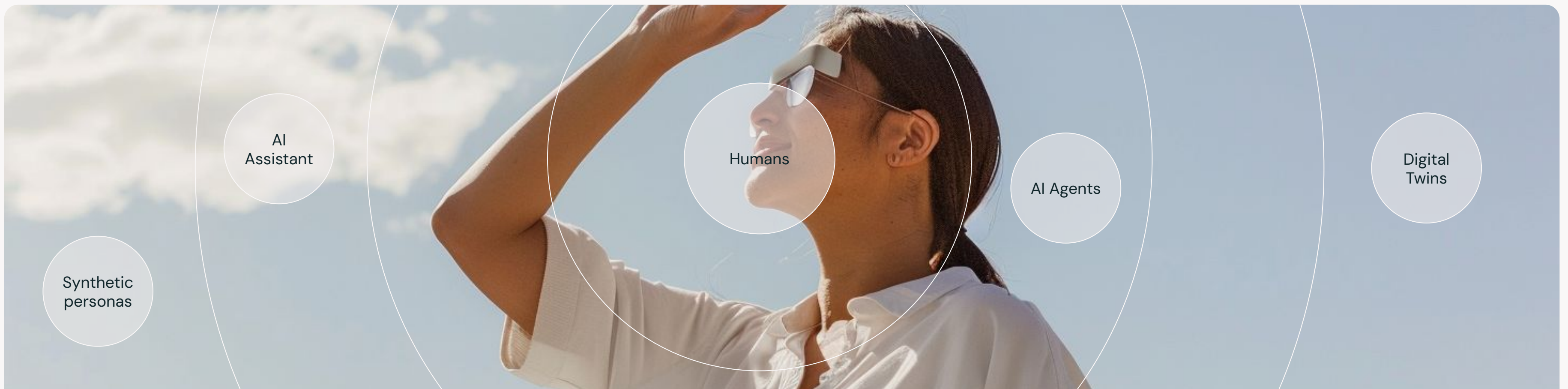
Embracing AI's progress with a clear, strategic approach will enable us to leverage its full potential and drive meaningful innovation. Our vision of the future places humans at the center as the heroes. In the context of an autonomous organization, this means amplifying the power of your people. It's about getting your colleagues and experts on board and helping them understand their new roles as orchestrators and editors, while machines and agents handle the creation and execution at scale.

# Your role will shift – but humans remain at the center



It is crucial to acknowledge that AI is here to stay. Rather than resisting it, we should embrace the progress it brings. We do not advocate for a fully autonomous setup, as humans have always been central to every industrial revolution. It's essential to design AI systems that augment human capabilities. By keeping humans as the heroes of this story, we can guide and enhance technological advancements, ensuring that AI serves to empower rather than replace the workforce.

Our vision of the future places **humans at the center as the heroes in an autonomous organization**. This means amplifying the power of your people by getting colleagues and experts on board with AI. Helping them understand their new roles as orchestrators and editors, while machines and agents handle the creation and execution at scale, is key. This strategic approach allows us to leverage AI's full potential, drive meaningful innovation, and ensure that humans remain the guiding force behind technological progress.




“

For every dollar you invest in tech,  
invest two dollars in people and  
change.

Philippe De Ridder – CEO, BOI (Board of Innovation)





An AI-first operating model, that will enable you to build a competitive edge with AI, touches upon all areas of the business.

Below, we'll dive into each of these areas, key principles for each, and the critical actions you need to take.

# Reinvention blueprint

## The enablers

The organizational enablers that allow for autonomous transformation, make new innovations possible and make the coordination of the engine efficient, effective and safe – while minimizing risk to the business and maximizing net positive impact.

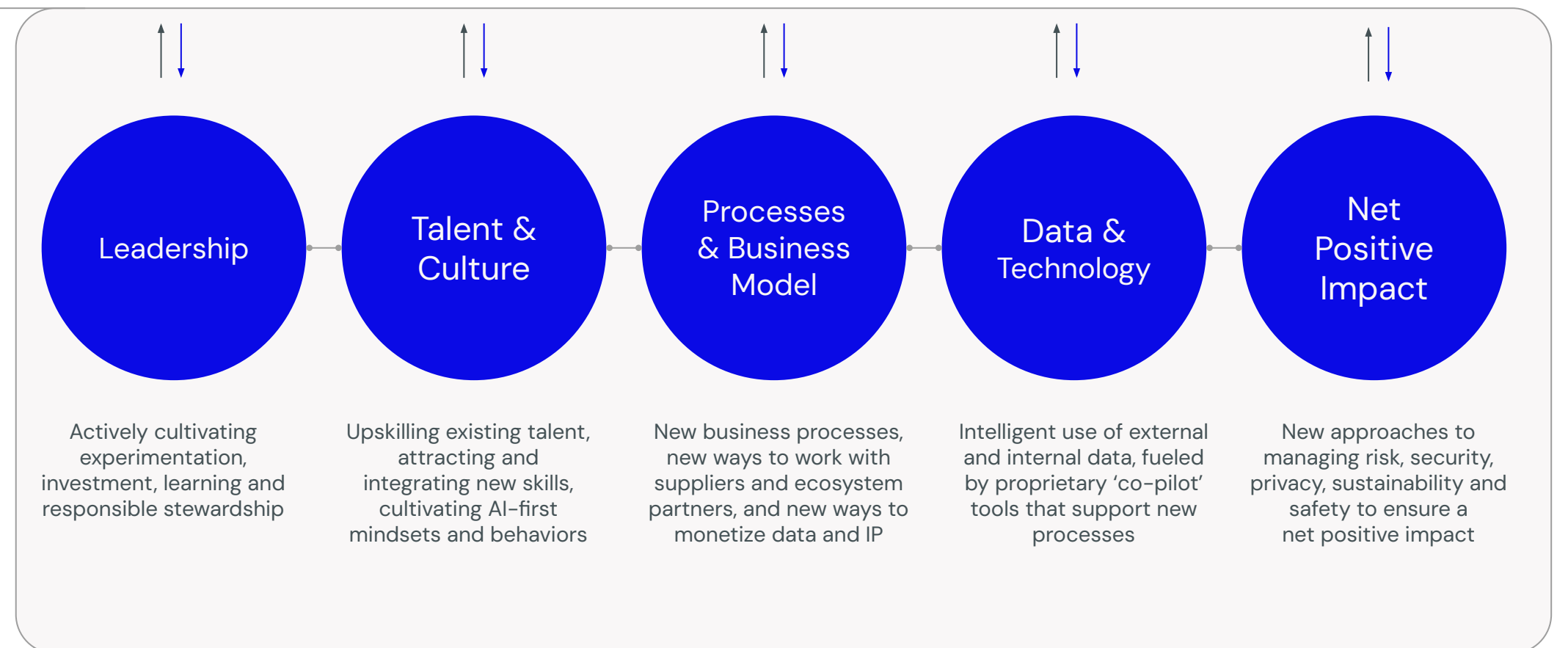
Strategy

How the business can reinvent itself to become a leader in the Autonomous world – and why this will lead to improved growth, efficiency, competitive advantage and net positive impact.

The engine

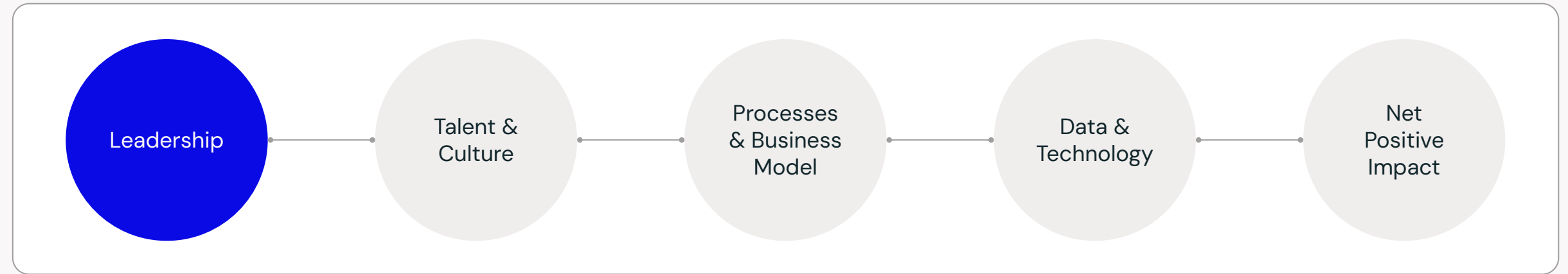


The enablers



# Leadership

Actively cultivating experimentation, investment, learning and responsible stewardship.



In terms of leadership, it's essential to cultivate a culture of experimentation, investment, and continuous learning. Share your vision of the autonomous world with your team, explaining how it will benefit them and what their roles will be. Seek a holistic scope for AI integration, which may involve working with external IT environments or agencies to avoid restrictive internal policies.

## Create & share your vision

What innovations should you pursue in an Autonomous World?

How will the company benefit? How will it create a competitive advantage?

What innovations are possible now that were never possible previously?

## Seek holistic scope

Run controlled experiments within your span of control to learn which applications you should focus on – and what you can ignore

If relevant, in an external IT environment to circumvent “catch all” data and AI policies

## Leaders will be becoming product owners

Instead of managing processes, leaders will be responsible for AI-driven products that will automate and improve key workflows and let them operate more autonomously.

On the last point, we believe in hiring and upskilling employees to become product owners. Leaders need to adopt this mindset to drive AI transformation effectively. If you answer yes to any of these, you likely need to adopt a product owner role;

1. Are there many repeatable workflows in your business?
2. Are you responsible for creating competitive advantage?
3. Do you predict future trends and develop hypotheses in your work?

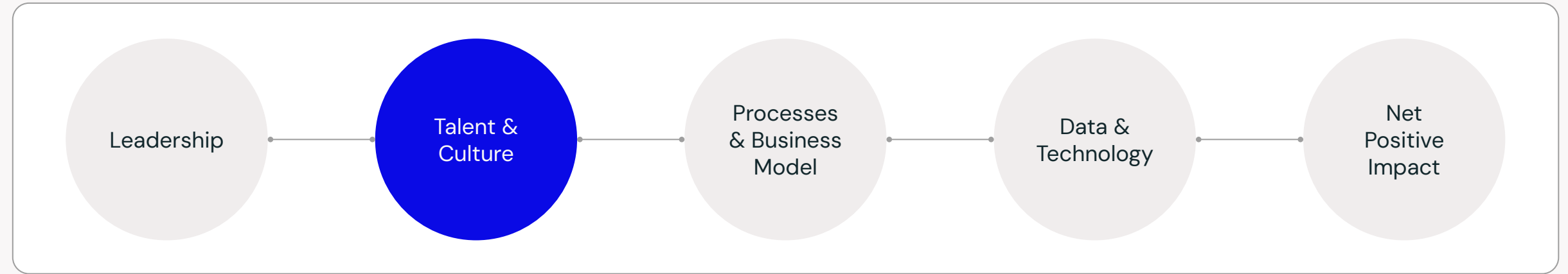




# Talent & Culture

Upskilling existing talent, attracting and integrating new skills, cultivating AI-first mindsets and behaviors.

When it comes to talent and culture, demonstrating the value of AI is crucial. There will always be skeptics, so it's important to showcase tangible benefits early on. Maximize exposure to AI by starting with small, manageable projects, even on a personal level.



## Transforming by doing, not talking

Identify tangible demonstrations of value that can help the organization transform one innovation and proof point at a time – building organizational belief and de-risking by incubating transformation from part of the business to many

## Maximize exposure

(starting with yourself): Make it a habit to use GenAI on different use cases and inspire others. For \$25/month, you can create your own first agent as a custom GPT. Run controlled experiments within the span of your control to learn which applications you should focus on – and what you can ignore. If relevant, in an external IT environment to circumvent “catch all” data and AI policies.

## Think big, start small

Humans are geared to fear the unknown. Allow people to move from their comfort to their learning zone, rather than pushing them into their panic zone.

Start small with synthetic testing or simple applications of AI to show quick wins. As you gather more data and experience, you can scale up to more complex projects, such as creating digital twins of buildings or entire systems. These digital twins can simulate various scenarios, providing valuable insights and facilitating better decision-making.

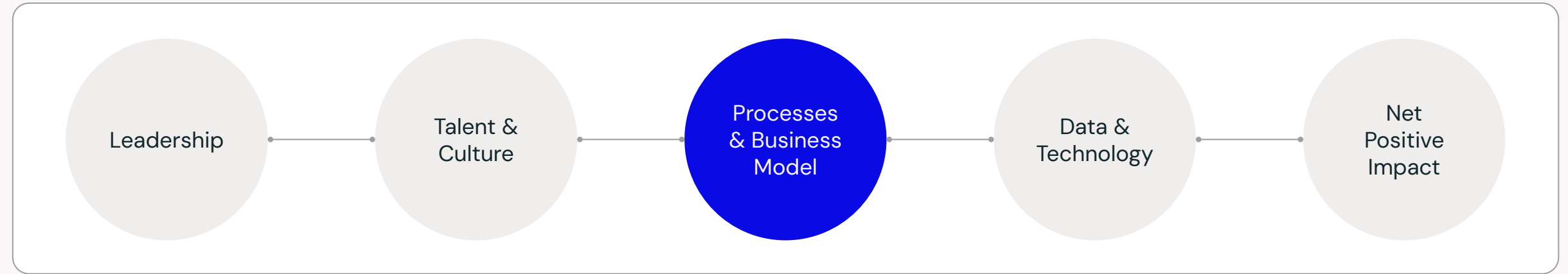
By gradually integrating AI and showcasing its benefits, you can build a culture that embraces innovation and leverages technology to drive continuous improvement and efficiency.



# Processes & Business Model

New business processes, new ways to work with suppliers and ecosystem partners, and new ways to monetize data and IP.

In terms of processes and business models, partnerships are crucial. Identify where your company can gain the most significant benefits and focus your efforts there. A key principle is to view risk and compliance teams not as obstacles but as essential partners in mitigating risk.



## Ecosystem development

Cultivate the right partnerships, data sharing and monetization strategy to enable shared success (e.g. Kraft Heinz's joint venture with NotCo)

## Cost-Benefit Analysis

Conduct detailed analyses to understand which use cases are most valuable to explore, both existing repetitive work as well as those that are not feasible today

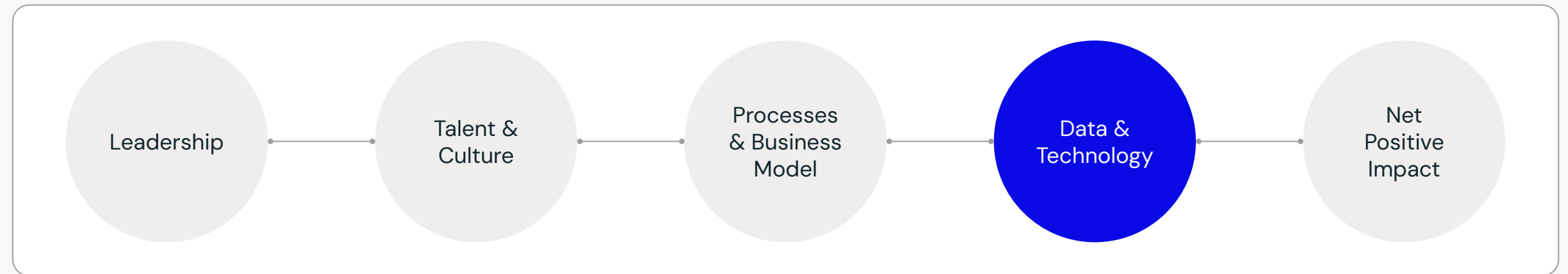
## Maximal liability

Redefine risk management by working with the principle of maximal liability (rather than the aim of eliminating risk). E.g. Which use cases are possible without the use of confidential data?

Having open conversations with your risk and compliance teams is vital. They are the true experts in limiting risk and can provide valuable guidance. By working together, you can develop strategies that balance innovation with safety, ensuring that your initiatives are both groundbreaking and secure.



# Data & Technology



Intelligent use of external and internal data, fueled by proprietary ‘co-pilot’ tools that support new processes.

When it comes to data and technology, it’s essential to ensure your IT architecture is API-driven. Without this foundation, integrating advanced systems will be challenging. Focus on identifying data sets that can provide a competitive edge. For instance, NotCo uses its data to innovate its products, sell to competitors, and collaborate with ingredient providers, tapping into a massive global market.

## Set up API-driven architecture

The use of external tech such as LLMs, APIs, and data sources will continue to expand. Establish policies to effectively leverage these resources. For internal use, each department will have its own agents that can be utilized by the entire company.

## Define which proprietary data truly drives competitive edge

What is the data that no one else has? Leverage that data to substantially grow your Total Addressable Market? And can you get paid by competitors or other ecosystem players?

## Experiment with multi-agent systems

AI agents are the future of artificial intelligence – and they’re becoming more popular as AI technology continues to advance. Many systems setups can be put together without coding.

On the last point, experimenting with multi-agent systems can seem complex, but it’s achievable on a modest budget. Start with a knowledge base, adding as much or as little data as you have. Combine this with specific frameworks, even simple prompts, to create AI agents tailored to specific tasks, like design or merchandising.

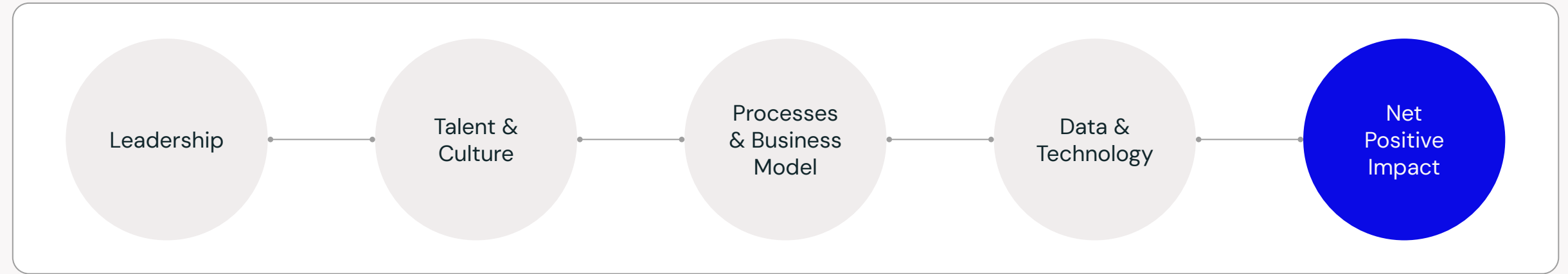
Crucially, maintain a human feedback loop. Human oversight ensures the AI’s outputs are continually refined and improved. This collaboration between humans and AI is vital for achieving optimal performance and making the most of your AI systems.



# Net positive impact

New approaches to managing risk, security, privacy, sustainability and safety to ensure a net positive impact.

When it comes to data and technology, it's essential to ensure your IT architecture is API-driven. Without this foundation, integrating advanced systems will be challenging. Focus on identifying data sets that can provide a competitive edge. For instance, NotCo uses its data to innovate its products, sell to competitors, and collaborate with ingredient providers, tapping into a massive global market.



## AI ethics policy

Draft an AI ethics policy ensures responsible use, emphasizing transparency, fairness, and accountability, while addressing bias and privacy protection.

## Code-in sustainability

Often viewed as crucial by leadership but merely a nice-to-have in projects, what if it were ingrained in every decision by default, with AI using it as a core criterion?

## Remember: people are the heroes

AI benefits should benefit your current workforce, so implement practices for upskilling, job transition support, and collaboration between AI and human workers. Prioritize training and development to integrate AI seamlessly.

# Default approach

Present-forward

Spot applications that drive efficiency

Technology

Automation

# Our perspective

**Future-back**

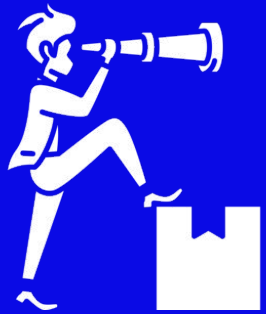
**Transformations that drive systemic growth**

**Technology + Operating model**

**Autonomization**



# Getting started with an AI-native operating model

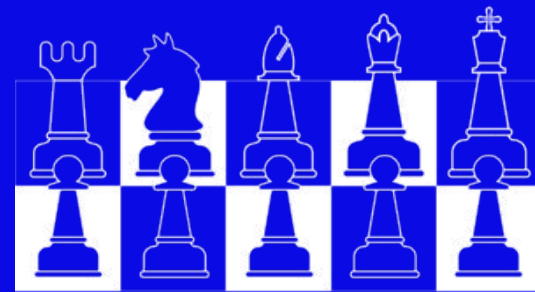


## Define strong perspective

What innovations should you pursue in an Autonomous World?

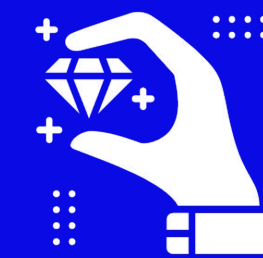
How will the company benefit? How will it create a competitive advantage?

What innovations are possible now that were never possible previously?



## Seek holistic scope

The greatest impact is achieved when a holistic AI-first operating model is established across the entire company or within specific categories or brands, including R&D, insights, marketing, procurement, manufacturing, sales, etc.



## Demonstrate value

Can you showcase an operating model that is ten times better than the current one? Ensure you have substantial evidence to convince skeptics.

Show, don't tell!

# To recap – to win in the Age of AI, we will need to do 3 things

## Envisioning the future

Defining how we will win in an increasingly autonomous world

Vision

Strategy

## Building a new engine

Building an autonomous engine for always-on innovation and growth

Generate

Build

Launch

Learn

Simulate

## Transforming the system

Transforming to an AI-native operating model

Leadership

Talent & Culture

Process & business model

Data & Technology

Net positive impact



# Ready to win in the Age of AI and become a leader in the autonomous world?

The real competitive advantage in transforming lies not just in having the right technology, leadership, or data, but in how seamlessly these components synchronize. This integration is where companies can truly develop a competitive edge.

We are here to support you in each of these areas, but the most important step is to take the initiative and begin this journey yourself.

Embracing this proactive approach will position you and your organization to thrive in the autonomous era.

Keen to learn more or discuss how we might help you?

[Drop us a note](#)





# Download tools & frameworks

Download the tools and frameworks presented in this guide to get started with capturing the opportunity of Autonomous Innovation.

**AI Reinvention Blueprint**  
This Reinvention Blueprint framework will guide you through how to transform your business to an AI-native business, through the three key focus areas.

Team: \_\_\_\_\_

**The strategy** Envisioning and setting the strategy for how to win in an increasingly autonomous world

How the business can reinvent itself to become a leader in the Autonomous Age - and why this will lead to improved growth, efficiency, competitive advantage and net positive impact.

**The engine** With a clear view of envisioning the future, the next focus point should be to build AI-powered, autonomous engines for always-on innovation and growth.

**Learn**  
Which proprietary data can we connect to the engine?  
How are we identifying and interpreting patterns from our data?  
How effectively are we collecting and analyzing data?  
Which external data do we want to collect and analyze?  
Which trends do we want to monitor?

**Generate** How are we using data to inspire new ideas?  
How do our ideas align with market trends and demands?

**Build** How are we using AI technology to develop prototypes faster? How do we prioritize features for development?

**Launch** What autonomous methods are we using for product launches?  
How do we determine the best launch strategies?

**Simulate**  
How are we testing ideas with synthetic customer panels?  
How do we evaluate the feasibility and viability of our concepts?  
How accurate and predictive are our simulations?

**The enablers** The organizational enablers that allow for autonomous transformation, make new innovations possible and make the coordination of the engine efficient, effective and safe - while minimizing risk to the business and maximizing net positive impact.

**Leadership** How are we cultivating a culture of experimentation and responsible stewardship?  
How do we ensure our leadership is actively investing in learning and innovation?

**Talent & Culture** How are we upskilling existing talent and attracting new skills?  
How are we fostering an AI-first mindset and behaviors across the organization?

**Processes and Business Model** How are we innovating our business processes to work effectively with suppliers and partners?  
What new ways are we exploring to monetize data and intellectual property?

**Data & Technology** How are we leveraging data and technology to support new processes?  
How are we integrating intelligent tools to make the most of our internal and external data?

**Net positive impact** How are we addressing risk, security, and privacy to ensure a positive impact?  
What strategies are we implementing to enhance sustainability and safety?

**About this tool:** The Reinvention Blueprint is a framework to ideate and assess how you can set yourself up to take advantage of the opportunity of the autonomous age, and become a leader. Start with setting your strategy, move on to identify which type of autonomous engine you should build, and finish with addressing the enablers, allow for autonomous transformation, make new innovations possible and make the coordination of the engine efficient, effective and safe.

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## AI Reinvention Blueprint

This Reinvention Blueprint framework will guide you through how to transform your business to an AI-native business, through the three key focus areas.

[Click here to download the tool](#)

[Click here to use it on a Miro board](#)

## AI Strategy Matrix

Framework: the 4 strategic options to capture the opportunity of autonomous innovation

[Click here to download the tool](#)

[Click here to use it on a Miro board](#)

**AI Strategy Matrix**  
Framework: the 4 strategic options to capture the opportunity of autonomous innovation

Use this matrix to map out where to play in the autonomous age. Use together with the Reinvention Blueprint for a holistic approach to becoming a leader in the autonomous age.

What we deliver	AI Experiences Launching AI-native products and services that deliver a better customer experience, running within the current operating model	AI Breakthroughs Launching entirely new AI-native products, services and businesses, that disrupt existing market paradigms
	AI Efficiencies Augmenting select parts of the operating model with AI to deliver improved products and services at increased speed and lower cost.	AI Systems Building a new autonomous operating model that transforms the entire organization
Existing types of products and services	Existing operating model	AI-native operating model

**About this tool:** In this strategic framework, the vertical axis shows what we deliver to the market and the horizontal axis shows how we make the products and services and the operating model that underpins them. Assess your position with the matrix to know how to play in the autonomous age.

BOI | [www.boi.com](https://www.boi.com) | [www.boi.com/ai-board](https://www.boi.com/ai-board)



# How we can help you

## Strategy

Set your strategy for growth in the Autonomous Age – identifying ways to grow existing revenue, previously impossible innovations, and a blueprint for transforming the way you grow.

Growth strategy

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Innovation strategy

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AI strategy

## Product

We design and build software for enterprises and consumers that uses the power of data and technology to exponentially transform how your teams generate value.

Data assessment, preparation & Transformation

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UX, UI & Front End Engineering

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Product strategy & management

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AI, ML, Front End, Back End, Dev/ML Ops

## Transformation

Transforming businesses to AI-native operating models – with new decision-making ability, product capabilities and a stronger competitive advantage.

Operating model transformation

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Leadership and Culture

---

Change management



# Build your autonomous future. Today.

We are BOI. The consulting and technology  
company for autonomous innovation.  
Reinventing how businesses grow.

[Let's talk](#)

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make it  
happen.

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