Guide

Al Strategy Playbook: win in the age of Al

3BOI

Developing your Al strategy for real outcomes

Al isn't just about doing the same things faster or cheaper. We work with leaders to look beyond automation and drive autonomous transformation – leading to growth, efficiency, competitive advantage and a positive impact.

With a future-back approach, we set, stress-test and refine your AI strategy – with a tangible roadmap and business case based on what it takes to implement AI at scale and adopt Al-native operating models.

Autonomous transformation is now the This guide is your biggest driver of growth. AI strategy requires imagination of previously impossible futures blueprint for developing a - anchored in the future possibilities of AI holistic Al strategy not just what today's chatbots can do.

Real impact comes from implementing an Al strategy that touches upon and synchronizes all areas of the business - from leadership to data and ways of working.

Businesses focusing too much on efficiency are making a mistake. Leaders need to calibrate AI strategy across efficiency gains, quality improvements and transformative solutions.

What's inside this guide

- → Foundational perspectives on AI
- → Setting your AI Strategy
- → Leading the transformation
- → Tools & frameworks



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.

Our world will become more autonomous







Autonomous

The next big wave of transformation

Our world will become more autonomous



Autonomous Assistants

Personal Al assistants, tailored to individual preferences, will recommend clothing, meals, and daily routines.





Products that adapt and change based on user interaction - such autonomous vehicles or medical devices.





Interfaces

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

Intelligent software programs that perform specific tasks, make decisions and learn from interactions.



Autonomous

Agents

Autonomous Businesses

Unicorn companies run by a single person with an Al-powered workforce.

1. Foundational perspectives on AI

2. Setting your Al Strategy

3. Leading the transformation

Section 1

on Al

Four foundational perspectives to consider to effectively shape an AI strategy that ensures both immediate benefits and long-term success

We can help you set a winning, integrated Al strategy. Dive into how.

Get in touch

Foundational perspectives



Four foundational perspectives on Al

01/

Al adoption will happen in three waves

03/

It's really about the engineering of intelligence AND biology

02/

The cost of anything digital will near zero

04/

Al in itself will <u>not</u> lead to a competitive advantage

Foundational Perspectives

01 – Al adoption will follow three waves



The next wave is about using AI to enhance quality. This is where AI isn't just making processes faster, but it is making them better.

Wave 1: Time, Cost, Efficiency

This is where we are largely focused today. Businesses are using AI to streamline operations, cut costs, and increase efficiency.

adoption and implementation $\overline{\triangleleft}$

Time



Wave 3: New Systems, Transformation

The final wave is transformative. It's about creating entirely new ways of doing things. Al isn't just speeding up existing workflows or improving output-it's changing the game.

Typically when a new technology emerges...

we often copy+paste what we already have...



...without thinking how to shape what *could* be



Businesses looking at Al as a pure productivity tool are **making a mistake**.









Yes, Al can improve productivity, but its real potential lies in creating something entirely new.



Al adoption will follow three waves

Take the example of video generation



Time

Can we have a **real-time movie generation**, for an audience of one? Whether it's a unique TikTok stream or a commercial generated just for you.

Being successful in wave 1 is <u>not</u> a predictor of being successful in wave 3.

Businesses must plan their Al strategy with a vision for all three waves, ensuring that investments made today help build towards transformative opportunities tomorrow.

We advocate for a portfolio approach: invest across all three waves, with a clear vision for the third wave in mind.

We can help you set a winning, integrated Al strategy. Dive into how.

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Efforts across all waves can begin now and happen simultaneously

Investing in Wave 3 does not mean you can ignore Waves 1 and 2



Invest in the future early, see the transformation over time The Three Waves Framework provides a strategic roadmap for innovation, ensuring organizations capitalize on immediate opportunities while building toward transformative, long-term change. Its principles are universal, applying to technology, business models, and industry evolution. Here's why it's essential to invest in all three waves: Foundational Perspectives

O2 – The marginal cost of anything digital will near zero

...as well as the **time** it takes to make it



Source: SK Ventures

exponentialview.co

This might enable almost anything to be generated, in no time, at close to no marginal cost

You can make a hollywood movie from your desk , selecting *actors* like you select a *font* to type in today

Instant UX is built for consumers in the moment **Real-time simulation** of all types of business decisions







In the coming year, we might **have more Al agents than people** on this planet



Foundational Perspectives

O3 –It's really about the engineering of intelligence AND biology

What if humans had...

- → A near perfect memory
- \rightarrow An IQ of 120+
- → Life expectancy of 120+ years
- → Augmented physical skills
- Seamless machine interactions



Engineering of intelligence

Foundational Perspectives

04 – Adopting Al in itself will not lead to a competitive advantage

Competitive advantage will come from the integration of the right tools and technology with the human and operational factors in making that technology useful, safe and effective.



1. Foundational perspectives on AI

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Section 2

An AI strategy isn't just a collection of use cases—it's a vision for how to win in an Al-native world, backed by a clear plan for getting there. Start with a vision of your Al-driven future, determine your role within it, and then build your roadmap step by step.

In this section, we'll guide you through how to build your AI Strategy, using the AI Strategy Framework

Get in touch

Setting your Alstrategy



An Al strategy is not a sum of use cases



It is a coherent blueprint for how to win in an Al-native world



The AI strategy framework, focuses on how to create a coherent blueprint that aligns with both the current drivers of change and your long-term vision for success.

AIMARKEI DRIVERS		
What will change		What won't change
AISTRATEGY		
Ambition	Competitive advantage	
AIROADMAP		
	Wave 1 - Efficiencies ↓	Wave 2 - Better Quality
Marketing		
Product development		
Supply chain		
AIENABLERS		

Talent and capabilities

Technology and data

Operating model



Al ethics & sustainability

Build your AI Strategy with 4 key steps





The framework (and any good strategy) starts by looking at the market drivers. Two important principles here are the outside-in

Defining your ambition, reinforce existing competitive

Holistically transforming toward a new human + AI

But first, some key strategic principles

Outside-in rather than inside-out

AI Strategy Framework				
AI MARKET DRIVERS				
What will change			What won't cha	nge
AI STRATEGY				
Ambition		Competitive advantage		Key
AI ROADMAP				
	Wave 1 - Efficie	encies ↓	Wave 2 - Better G	Quality ↓
Marketing				
Product development				
Supply chain				
AI ENABLERS				
Talent and capabilities	Technology and data	Operating mo	del	Al ethics & susta



Strategic principles

Outside-in

Rather than creating a strategy rooted in current way of working, we deliberately start from analyzing external AI market drivers. We ask, 'What will AI change in your industry? What will remain constant?' This approach ensures that strategy is driven by the bigger picture, not just internal adaptation.

Future-back

Instead of adapting AI to fit current practices (a present-forward approach), we envision what the next evolution of your business could look like at its peak—your "wave three" transformation. Whether it's a specific function, a department, or the entire organization, we picture what a fully realized, AI-powered future would entail, and work backward to chart the steps needed. This ensures that actions taken in the near term (wave one and wave two) strategically build toward the long-term vision, rather than simply optimizing today's processes that may soon be outdated.

Looking at what will change and what won't When considering AI market drivers we think about what will change and what won't. For example, imagine a world where personal AI assistants handle our shopping—AI suggesting and even buying clothing on our behalf. This would transform the customer journey, touchpoints, and how brands engage with consumers. Yet, some experiences will likely remain unchanged. Humans will still touch, feel, and interact with packaging, fabric textures, and other sensory elements—experiences that remain vital even if the purchasing decision is automated.







Imagine what might change

Al Opportunity Radar

This practical framework can help you think through what the possibilities are in imagining what might change in your industry or for your company based on that outside-in future vision.

The radar starts from Al's technological capabilities and then you have a brainstorm around first order possibilities and second order possibilities. Thinking through the second order possibilities, you push yourself into wave 3 type thinking.



AI MARKET DRIVERS		
What will change	Example Personal AI assistants recommending and buying clothes for us	
AI STRATEGY		
Marketing		

Example

Humans experiencing the packaging, the fabric, the tactile aspects

Key objectives ✓ Wave 3 - New Systems ↓ Image: Section of the section o

ethics & sustainability

AI MARKET DRIVERS



Example

Key objectives

How to you balance growth and margin optimization?

Wave 3 – New Systems 🗸

ethics & sustainability

AI MARKET DRIVERS

AIROADMAP		
	Wave 1 - Efficiencies ↓	Wave 2 - Better Quality
Marketing		
Product development		
Supply chain		

AI ENABLERS

Talent and capabilities

Technology and data

Operating model

AI



\checkmark	Wave 3 - New Systems ↓	

ethics & sustainability

Build a roadmap to drive your transformation



In the roadmap, you will work through the three wave of Al adoption; efficiency (wave 1), enhanced quality (wave 2), and new systems (wave 3). On the left, write down big organizational jobs-do-be-done in your future market, and think through what that will look like in wave 3, 2, and 1.

Focus here (global optimum) Building new Al-native operating models that are future-proof

Don't focus here (local optimum) Building Al-powered solutions that do the current faster and cheaper

Al roadmap – an example

	Wave 1 - Efficiencies ↓	Wave 2 - Better Quality 🗸	Wave 3 - New Systems ↓
Marketing	Using AI to make video ads at lower cost	Making more effective video ads	A real-time video ad model, for an audience of one
Product development	Using AI to analyze customer insights faster	Using AI to get better customer insights for product innovation	An autonomous product engine that continuously tests and deploys, skipping insights all together
Distribution	This	ie wby it/e eruciel to maintain a vision for M	Invo 2 and avaluate whether
•••	your forw mat	current investments will still be relevant in vard-thinking approach: what you invest in t ters tomorrow.	the future. We advocate for a today should build towards what

These

AI ENABLERS

Talent and capabilities

Technology and data

Operating model

Key objectives			
five key enablers must evolve as your AI capabilities grow.			
ethics & sustainability Al governance			

By understanding the key enablers and shifts, you can build a foundation that supports the successful execution of your Al strategy-not just in the present but with an eye towards future opportunities and transformations.

We can help you set a winning, integrated Al strategy. Dive into how.

Get in touch

Talent & capabilities

Upskilling existing talent, attracting and integrating new skills, cultivating Al-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 Al by starting with small, manageable projects, even on a personal level.



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.

comfort to their learning zone, rather than pushing them into their panic zone.

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.

Technology & data

Intelligent use of external and internal data, fueled by proprietary 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 to expand. Establish po use, each departmer company.
Define which proprietary data truly drives competitive edge	What is the data that your Total Addressat ecosystem players?
Experiment with multi-agent systems	Al agents are the fut popular as Al techno put together without

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 Al agents tailored to specific tasks, like design or merchandising.

ech such as LLMs, APIs, and data sources will continue to plicies to effectively leverage these resources. For internal nt will have its own agents that can be utilized by the entire

It no one else has? Leverage that data to substantially grow ble Market? And can you get paid by competitors or other

ure of artificial intelligence – and they're becoming more plogy continues to advance. Many systems setups can be t coding.

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

Operating Model

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

In terms of operating model, 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 pa enable shared succe
Cost-Benefit Analysis	Conduct detailed and explore, both existing
Minimal liability	Redefine risk manage (rather than the aim without the use of co

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.

artnerships, data sharing and monetization strategy to ess (e.g. Kraft Heinz's joint venture with NotCo)

alyses to understand which use cases are most valuable to g repetitive work as well as those that are not feasible today

ement by working with the principle of minimal liability of eliminating risk). e.g. Which use cases are possible onfidential data?

AI Ethics and sustainability

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.



governance

New approaches to coordinating Al strategies, standards, and compliance efforts across the enterprise to ensure responsible and effective AI deployment.

When AI is implemented across multiple teams or departments, establishing strong governance ensures consistency and compliance.

A well-defined governance framework helps align AI initiatives with company values, manage risk effectively, and streamline resource utilization. For instance, an "AI control tower" model centralizes oversight, enabling faster deployment, shared best practices, and quicker adaptation to evolving regulations.



Organizational shifts to capture the value of Al From То Siloed divisions Integrated system Executive decision making Informed data-led decision making Autonomous self steering processes Rigid stage-gate processes Short term ROI Longer term transformation Annual strategy Adaptable strategy

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Section 3

To truly harness Al's potential, organizational change is essential. Streamlining processes and integrating AI with human workflows will help ensure value capture.

Get in touch

Leading the transformation





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)



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

Winning requires a holistic approach to Al 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.

Adopting Al-native operating models

The true potential lies in building towards autonomous innovation, leveraging multi-agent systems, and developing a new Al-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.

Success lies in reshaping operating models to integrate and support the tech

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**.

We will need to match vastly different clock speeds

Tech won't be the hard part people and organizational change will. A

People

Org structures

in seconds / minutes

in hours / days



in weeks / months

Consider the design process for new products of fashion items



Initial concept design

Imagine building a system that can automate everything—from initial concept to detailed design, and ultimately recommending production plans—all in a matter of seconds. However, if your organizational structure still relies on disconnected silos, requires multiple division hand-offs, and has lengthy approval checks, then you won't be capturing the full potential of the technology.

Production plans



3



Detailed structure

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

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



We have to **reframe** how we currently think about 'AI' and 'humans' and their roles...

Al is a tool that humans use

Humans are 'creators' – creating things from scratch

Leaders manage people and processes



Al is a connective tissue that allows humans, data, robots to collaborate



Humans are 'editors' – editing and curating rather than creating

Leaders manage Al-native workflows and products

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.





The role for leaders

How to get started – what should leaders do to seize these opportunities

By embracing both the technological and human aspects of this shift, leaders can position their organizations to fully capture the value of AI and drive sustainable, transformative change.

> Familiarize yourself and inspire others



Rethink workflows Explore new business models



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.

Al 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 Al systems that augment human capabilities. Humans should remain the heroes of this story, guiding and enhancing technological advancements. By approaching Al with a balanced perspective that values human contribution, we can navigate the complexities and uncertainties of this transformative technology.

The impact on jobs

There is considerable fear and uncertainty regarding Al'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.

Clear strategy

Embracing Al'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.



Al transformation will happen in 3 waves

Al in itself will not lead to a competitive advantage

Build your strategy on what will and won't change

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We help you set an integrated strategy that lets you capture the value of AI, both in the short and long term.

With a future-back approach, we set, stress-test and refine an AI strategy and tangible roadmap.

We'll create an AI strategy that will set you up for improved growth, efficiency, competitive advantage and net positive impact - fueled by innovations that were previously impossible.

Ready to set a winning Al strategy?

We can help you set a winning, integrated Al strategy. Dive into how.

<u>Get in touch</u>

Download tools & frameworks

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



Al Strategy Framework

The AI Strategy Framework is a coherent blueprint of how to win in an AI-native world. Use it to set your AI strategy to drive growth and transform your business.

Click here to download the tool

Al 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



How we can help you

Al Strategy

We partner with you to develop an actionable strategy for AI deployment – with compelling solutions and a clear transformation roadmap

Al roadmaps

Al governance

Al transformation

Al Build

From multi-agent orchestration to simulation environments for decision-making, we design and build Al solutions through clear, actionable stages.

Custom AI solutions

Agentic workflows

Al-led decision systems

3

Innovation

Developing rich insights, crafting validated concepts and business cases – fueled by the power of AI to increase speed and quality

Innovation Strategy

Product Innovation

Business model Innovation

Artificial intelligence. Real outcomes.

We are BOI. Your Al Innovation Partner.

Let's talk

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