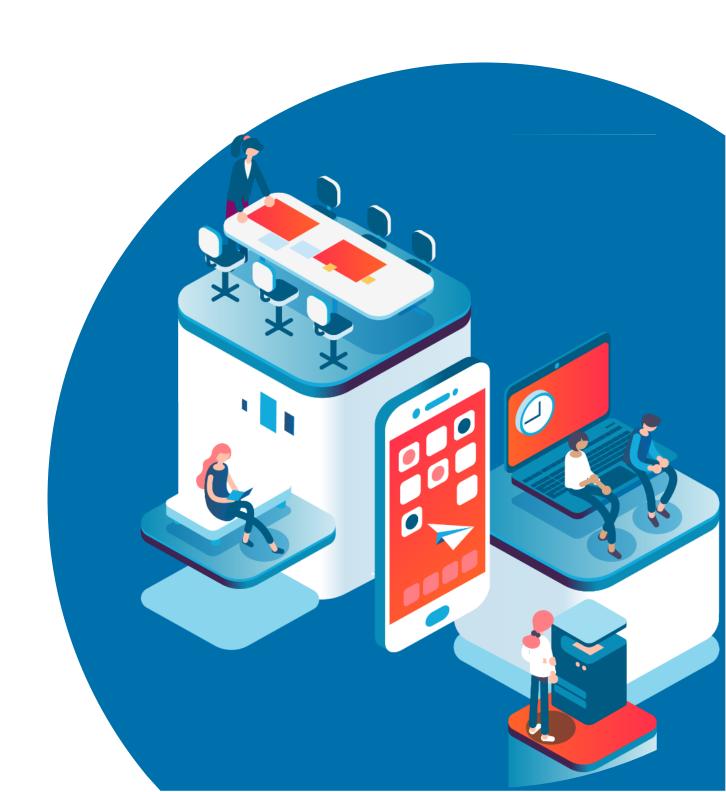# Delivering value through AI

Author: Deepa Mamtani

Introduction:

Artificial Intelligence (AI) is fast becoming a crucial competency for organisations however, its adoption poses many challenges. Companies want to leverage the power of AI but they are not sure where to start. Top reasons why AI adoption can be difficult is because companies don't have the required skills, proper infrastructure, or they struggle to identify a good use case to start with. Implementing AI solutions within an organisation is a long-term transformation journey as it requires companies to have the right data, platforms and infrastructure to be deployed sustainably. Every company is in a different stage of maturity and requires different approaches when implementing AI solutions. Sogeti helps its clients along this AI transformation by meeting them where they currently reside in the journey. Some clients are further ahead than others and that is why Sogeti has created a methodology of AI implementation that fits every road map. Whether you are an organisation that is contemplating bringing AI into its processes or an organisation that has already experimented with AI or an organisation that is quite advanced in their AI journey, Sogeti can help bridge the gap between where you are and where you need to be. Our philosophy towards AI is simple, we believe in delivering value through AI.

Our Methodology:

Successful adoption of new technologies is not just about if the technology works but also about convincing the stakeholders of the value that technology can bring. This is achieved through selecting good use cases to prove the value. A successful AI implementation within an organisation starts with identifying a good use case. One of the top reasons why AI fails within an organisation is because either the use case was too ambitious and complex and therefore fails to get the desired results or because the use case was too simple and the end result wasn't impactful enough. It is important for Sogeti to understand the business challenges, current landscape and help our clients identify and ratify choice use cases that can help deliver the desired impact to the stakeholders.

Once use cases are identified, Sogeti assesses them in terms of their business impact and technical complexity in order to assign them to one of the four approaches to take them forward. These approaches are – Hackathon, Innovation, MVP or Pilot. Each approach has a different way of building out the use case ranging from initial exploration to a complete solution.

Selecting Use Cases

Using the AI kickstart method of performing an AI discovery, we give the client a high-level understanding of the suitable use cases for their business. AI Discovery is performed as a 3 hour workshop with representatives from both business and IT. The joint collaboration is crucial since the complexity of AI and the value it creates demands both sides to participate. As a pre-step, it is advised to have an AI inspiration session to elaborate on the new tech landscape and give a brief of

what AI can bring to the table in terms of solutions. This to give all attendees a basic level of understanding of AI and its possibilities.

The AI discovery workshop is divided in two sections: Idea Generation and Idea Prioritizing. Idea Generation is performed as a classic "post-it" exercise where the participants first alone write down all their ideas, and then in smaller groups, put them on the board, explain and group them. As a next step, after all groups have briefly explained their ideas and clusters in plenum, a prioritizing exercise is done. First, each attendee gets 5 votes to give any idea or cluster without any constraints. In the next step, a prioritizing auction is done based on the top 8 ideas. The ideas are plotted on a bubble chart with the x-axis being time to derived value, y-axis being complexity to implement and the size of the bubble representing the value of the use case. Attendees can then score a value ranging from 1 to 10 on each of the ideas on the chart. Ultimately, the bubble chart outlines a good set of ideas, showing the differences of value the use case can bring and which may be considered as a good choice to start with in terms of impact, complexity and then the value can be derived.

After the ranking and prioritization is done, our methodology then assigns each of the use cases to an approach. Assigning these use cases to an approach depends on the objective of the use case and the need it fulfils. Each approach has a different need and a different value that is delivered in the end.

Assigning Use Cases

Hackathon

Need: Quick validation; Value delivered: Feasibility of the idea, Solution direction

As with every new technology, AI's implementation and adoption within the organisation would require a significant investment in terms of time and finances. This is often the first hurdle for risk averse organisations experimenting with new technology. At Sogeti, we seek to minimise this risk for clients with a 'quick and dirty' approach – hackathons. Oftentimes, clients have an idea of a use case but are not sure if the idea will work or is even possible. Hackathons are a safe space for experimenting and quickly validating these ideas for clients before they embark on spending a lot of resources, time and money. Hackathons bring the power of Sogeti's entire Data Science team for a half day or full day session where the use case is taken apart in order to assess it for its technical feasibility and approach. This approach is delivered as a one-time effort and final deliverables are recommendations and documentation.

Innovation

Need: Demonstrating value; Value delivered: Proof of Concept

Almost every business process can be optimised with AI however, stakeholders remain sceptical on the value created by the AI solution. The Innovation approach focuses on use cases where AI can deliver value by delivering a proof of concept (PoC) to establish that the AI solution works and can deliver the intended value. Innovation use cases are about experimenting with AI to address current or future needs of the organisation and its clients. This approach is delivered in sprints and

the final deliverables are a PoC, source code, documentation, recommendations and suggested business value.

Minimum Viable Product (MVP)

Need: Addressing of needs and pain points; Value delivered: Feasibility of the solution, First running version

Sometimes use cases are driven by a business need or a challenge. The MVP approach looks at using AI to build a prototype that can be used to address the needs or challenges. The idea of the MVP approach is to validate the use case by building a prototype in sprints to assess the feasibility of such a solution if it were to scale into production; unlike the hackathon where the focus is on the validation of the idea. The focus in this approach is about how to build, scale and train the solution. This approach is time pressured into five sprints of two weeks each and the end deliverable, apart from the documented prototype and backlog, is recommendations on how to scale up the solution into production.

Pilot

Need: Solution that addresses needs and pain points; Value delivered: Pilot solution

Pilot use cases have a very clear focus of what the business impact and value needs to be and further, how the solution will be deployed. Here, the use cases, scope and requirements are more fully defined and understood. The deliverable for the pilot approach is a fully working solution designed according to the scope and requirements as set out. Five sprints of two weeks each ensures that the solution is built and tested with the client before it is deployed.

Client Involvement:

Throughout this process, the level of client involvement is crucial. We like to work closely with the client to create solutions that are relevant to them. For this reason, we prefer that the client agrees on a minimum number of hours for scoping workshops, sprint reviews and sprint planning meetings. This high level of client involvement allows our project teams to always have a clear understanding of the work, and the client's satisfaction. We encourage frequent communications with the client as this not only ensures that they have total control over the deliverables but also leads to a strong client relationship.

Value delivered:

Using our approach and philosophy towards AI, we strive to deliver value from data by leveraging AI. At Sogeti, we understand that AI is a transformation journey and therefore we look to collaborate with our clients to help them on this journey, whether they are at the starting point or mid-way through. Our focus is to be a strategic partner in this journey and to support our clients in becoming data driven AI first organisations.