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# AI Journey

## Realise Measurable Value

Overcome the struggle to achieve expected AI return on investment.

## Tailor Value Paths

Value shouldn't be measured in the same way as before.

## Unmask Productivity

Recognise that productivity isn't inherently value.

## Build an AI Portfolio

Invest in a combination of initiatives suited to your profile

# Building Effective AI Business Cases for Measurable Value

## Introduction: The Promise and Pitfalls of AI Value

Artificial Intelligence (AI) has rapidly captured the attention of business and technology leaders, promising transformative benefits across various industries. However, a significant challenge has emerged: many organisations are **struggling to realise the expected benefits and return on investment (ROI)** from their AI initiatives. Gartner's research, based on surveys of C-level executives, highlights a crucial disconnect: while aspects like "impact on employee well-being" and "ensuring ethical use" are performing well against expectations, the "benefit and ROI realisation of AI" is among the worst performing areas. This creates a problematic inverse relationship where the things we consider the most important are performing the worst and the things that are considered less important are performing the best.

The core issue lies in common misconceptions about productivity and a fundamental misunderstanding of how AI truly creates value. Unlike traditional IT projects, AI initiatives do not fit a single mould for business case development; they fall into **three distinct categories: Enhance, Extend, and Transform**. Each category has different objectives, cost ranges, and, most critically, different currencies of value. Trying to apply a one-size-fits-all ROI metric to all AI endeavours is a major pitfall.

This e-book will provide business and technology leaders with a structured framework for building more credible and aligned AI business cases. I will look to clarify why AI ROI is often misunderstood, detail the common pitfalls in AI business case development, and outline how to align AI goals with business-level strategic objectives and metrics. By understanding the unique cost, benefit, and risk considerations for each use case type, organisations can move beyond the hype to achieve **measurable impact** and strategically prioritise initiatives based on tangible business outcomes.

# Chapter 1: The Illusion of Productivity

One of the most significant hurdles in developing effective AI business cases is the pervasive misunderstanding of **productivity** and its relationship to **value**. While AI tools often promise substantial time savings and efficiency gains, converting these into tangible organisational value is far more complex than it appears.

It's a common belief that if a technology, such as AI, creates "new time" for employees, this automatically translates to a net productivity gain. However, this is frequently undermined by what Gartner terms "**productivity leakage**". Simply freeing up time doesn't guarantee that this time is reinvested into productive, value-generating activities. For example, if an employee gains 30 minutes at the end of their day by using AI for a task, but then uses that time for non-work activities like getting a coffee, the net productivity gain for the organisation is zero.

Beyond personal non-work activities, productivity leakage also occurs through:

- **Task Switching:** Research shows that switching between tasks is very time consuming, often the largest single time consumer in a working week. Even if individual tasks are completed faster with AI, the overhead of switching between an increased volume or variability of tasks can negate the efficiency gains.
- **Task Coordination:** As the number and variability of tasks increase, so does the need for coordination, management, and meetings. This is a massive time sink that further erodes potential gains.
- **The Theory of Constraints:** Crucially important for AI, this theory highlights that improving the productivity of a single task within a process doesn't improve the overall process if that task is not the bottleneck. In fact, as you put more pressure on that bottleneck, you're actually making the bottleneck more fragile and even less gets through it. This counter-intuitively can make the productivity of the entire process worse. If an AI tool makes a step faster but the next step is already overwhelmed, the process throughput remains unchanged or even degrades.

These factors mean that while AI might create some new time, it's often not as much as organisations believe, and much of that potential gain leaks away.

Perhaps the most fundamental misunderstanding is equating productivity with value. While productivity is undoubtedly good, it is not the same as value. In most organisations, **value is defined as either cost reduction or capability growth (revenue growth or attainment of mission objectives)**. Productivity, on its own, is neither of these.

To create value from productivity, it must be **"harvested"** or converted into one of these tangible outcomes. This harvesting process is often the constraint for many businesses. For example, if Microsoft Copilot provides a 3% time gain for 100 employees, this doesn't automatically translate to a 3% headcount reduction. Headcount reductions are only possible if those 100 people do exactly the same thing and tasks can be perfectly redistributed. In real-world diverse teams, this is rarely feasible, making direct cost reduction difficult.

Therefore, organisations must think about **value harvesting before rolling out productivity tools**. Strategically, the harvesting of value, whether through cost reduction, revenue growth, or capability expansion, is the true constraint that needs to be planned for. Without a deliberate plan to harvest, potential benefits remain on the table. This crucial distinction underpins why a generic ROI calculation often fails for AI initiatives.

### Summary of Chapter 1:

- Productivity leakage means time savings from AI don't automatically become productivity gains due to non-work activities, task switching, and task coordination.
- The theory of constraints shows that improving a non-bottleneck task can worsen overall process productivity.
- **Productivity is not value**; value is defined as cost reduction, capability growth, revenue growth, or attainment of mission objectives.
- Productivity must be **"harvested"** into these tangible outcomes, and this harvesting is the primary constraint.
- Organisations must plan for value harvesting *before* deploying AI to ensure benefits are realised.

## Chapter 2: Three Paths to Value

The traditional approach of applying a single business case model to all technology investments simply doesn't work for AI. Gartner's extensive review of AI business cases reveals **three distinct patterns**, each with fundamentally different objectives, cost structures, and, critically, **unique ways of defining and measuring value**. These are not a maturity model (small, medium, large value) but rather qualitatively different approaches to AI adoption.

Here's an overview of these three patterns:

## 1. Enhance: Maintaining Competitive Parity (Return on Experience)

- **Objective:** To maintain competitive parity through task-specific improvement and individual productivity tools. This category focuses on enabling individuals to perform existing tasks faster or more efficiently.
- **Scope:** Individual-level.
- **Examples:** Microsoft Copilot, Google Gemini, Apple Intelligence, and other tools designed for summarisation, email drafting, content generation, or knowledge retrieval. These are about incrementalism, marginal gains, microinnovations.
- **Cost Range:** Relatively low, approximately **£100's per worker per year**, covering licenses, support, maintenance, and organisational transformation.
- **Value Currency: Return on Experience (ROE).** This is distinct from traditional financial ROI, focusing instead on employee effectiveness, well-being, and engagement.

## 2. Extend: Differentiating an Existing Process (Return on Investment)

- **Objective:** To differentiate by extending an existing process, leading to growth in market size, reach, revenue or profitability. This category zooms out from the individual to focus on improving or transforming a broader business process.
- **Scope:** Process-level. This isn't necessarily process *optimisation* but rather enhancement or expansion of capabilities within a process.
- **Examples:** AI in customer service to create personalised upsell scripts, intelligent triaging systems, customer self-service portals, or dynamic pricing models. These allow individuals to expand their responsibilities and their tasks to something that was just not feasible previously.
- **Cost Range:** Significantly higher than Enhance, typically **£10's – 100's of thousand per use case annually**, excluding data transformation.
- **Value Currency: Traditional Return on Investment (ROI).** This is where organisations can expect to see direct financial returns from their AI investments, provided value harvesting is strategically planned.

## 3. Transform: Reshaping the Business Model (Return on the Future)

- **Objective:** To significantly change our business model or create new products, markets and core processes. This is the most ambitious and transformative category, aiming for disruptive innovation.

- **Scope:** Business model-level.
- **Examples:** Pharmaceutical drug discovery, generative product design, agentic decision-making, or autonomous services that fundamentally alter how a business operates or what it offers.
- **Cost Range:** The highest, typically starting at **£1M and upwards for a single company** (can easily reach £10's of million depending on size).
- **Value Currency: Return on the Future (ROF).** This acknowledges that value creation is long-term, high-risk, and often involves catalysing future revenue streams or strategic shifts rather than immediate financial returns. This category is very seductive and often featured in headlines, but comes with a very serious health warning as the chances of an individual organisation remaking its business model with AI are very, very low.

Understanding these distinct categories is the first critical step in building effective AI business cases. Each requires a tailored approach to justification, resource allocation, and, crucially, value measurement. Executives must recognise the fundamental differences to avoid frustration and misallocated resources.

### Summary of Chapter 2:

- AI initiatives fall into three distinct, qualitatively different patterns: Enhance, Extend, and Transform.
- **Enhance** focuses on individual productivity and competitive parity, with lower costs and measuring **Return on Experience (ROE)**.
- **Extend** aims to differentiate existing processes for growth and profitability, with moderate costs and measuring traditional **Return on Investment (ROI)**.
- **Transform** seeks to reshape the business model through disruptive innovation, carrying high costs and measuring **Return on the Future (ROF)**.
- Recognising these differences is vital to avoid misaligned expectations and failed investments.

## Chapter 3: Enhance - Cultivating Return on Experience (ROE)

The "Enhance" category of AI use cases is currently the most common entry point for organisations. It focuses on **maintaining competitive parity** by improving

individual productivity through task-specific improvement. The poster child for this approach is Microsoft Copilot.

Financial ROI in Enhance initiatives is a myth and I'm going to break down why. Microsoft's early adopter studies for Copilot indicated an average gain of **14 minutes back per employee per day**, which translates to approximately 3% of an 8-hour workday. While seemingly positive, a direct financial ROI calculation often proves disappointing.

Let's break down why:

- **Theoretical Time Savings:** A 3% daily time saving, multiplied by an average UK annual salary (e.g., £38,000), yields a theoretical "time value saved" of approximately **£1,140 per employee per year**. However, this is a terrible metric and entirely theoretical because it doesn't account for real-world complexities.
- **Productivity Leakage:** As discussed in Chapter 1, a significant portion of this new time leaks away. Gartner's research indicates that **20% to as much as 69% of productivity leaks away**. Even with a conservative 20% leakage, our £1,140 theoretical saving drops to £912.
- **Low Value Harvesting:** This is the biggest drop. For individual productivity tools like Copilot, the benefits are so diffuse, so diluted across the entire workforce. While an employee might use Copilot to summarise an email or meeting minutes, the overall performance needle merely twitches. In so many ways it's a solution looking for a problem – it's convenient but not game changing. Consequently, **only about 33% of the value can typically be harvested**. This leaves a realised value of approximately **£376 per employee** from the initial £1,140 theoretical saving.
- **Costs Outweigh Benefits:** While the license cost for Copilot might be around £25 per month, Gartner's research suggests organisations need to spend **two to three times that figure** to get the best value. This additional cost covers critical activities like support, maintenance, AI literacy training, and organisational change, bringing the cost closer to **£60 per person per month, or about £720 per person per year**. When factoring in the weighted average cost of capital (e.g., 7%), the required savings to break even can be around £770. In this common scenario, **the cost (£770) is often greater than the harvested value (£376)**, meaning financial ROI is negative.

For these reasons, it is pretty clear that **ROI is not an effective way to describe Enhance**. Organisations will not get ROI with Enhance initiatives.

So should they even bother?

If not financial ROI, then what is the value of Enhance initiatives? The true value lies in **Return on Experience (ROE)**. This is based on **employee perception of effectiveness and well-being**.

While Microsoft's telemetry data showed users saved 14 minutes, their *survey* of those same users revealed they *felt* they saved **36 minutes a day**. This means individuals felt two and a half times more productive than they actually were. This perceived boost in productivity, even if not fully realised in financial terms, is a significant benefit.

Gartner's own research supports this, showing a dramatic impact on employee satisfaction. For employees who use every day AI 5 days per week (a category that includes Copilot), the **Employee Net Promoter Score (NPS) jumped from an average of 21 to 59**. An increase of five points in NPS is considered a very big deal; it's hard not to overstate the scale of a leap of 38 points. This indicates that AI in the Enhance category doesn't just make employees happier; it makes them much, much happier employees.

Employee NPS is considered hard value. It's a qualitative metric with a respected, repeatable methodology. While it doesn't directly translate to financial value in a business case, it represents distinct, valuable organisational outcomes like increased engagement, morale, and retention. The distinctive value that Enhance AI initiatives create is in employee well-being and satisfaction, not direct financial returns. Organisations must educate their CFOs and stakeholders about this different currency of value.

### Summary of Chapter 3:

- Enhance initiatives focus on individual productivity and competitive parity, with Microsoft Copilot as a prime example.
- Financial ROI is typically negative due to **productivity leakage** (20-69%) and low value harvesting (33%) from diffuse benefits.
- The actual costs of deployment, including support and training, often outweigh the harvested financial value.
- The true value of Enhance initiatives is **Return on Experience (ROE)**, measured by employee perception of effectiveness and well-being.
- Employees using daily AI perceive themselves as significantly more productive (36 min vs 14 min actual) and show a dramatic increase in **Employee Net Promoter Score (NPS), from 21 to 59**.
- ROE is considered "hard value" even if not directly financial, representing increased engagement and satisfaction.

## Chapter 4: Extend - Unlocking Tangible Return on Investment (ROI)

The "Extend" category is where organisations can most reliably expect to achieve **tangible financial Return on Investment (ROI)** in the near to medium term. Unlike Enhance, Extend initiatives focus on **differentiating by extending an existing process**, aiming for growth in market size, reach, revenue or profitability.

The most successful organisations pursuing Extend use cases adopt a critical shift in how they measure success: **they use business operational metrics rather than focusing on productivity or time saved**. Metrics like productivity or time saved lack intrinsic value and often lead to the "so-what" argument in board meetings. A 2% increase in productivity doesn't immediately translate to top-line or bottom-line impact that stakeholders can understand.

Instead, leaders should identify the **key business operational metrics** that are vital for running their business effectively. These are the numbers that general managers, directors, and VPs of operational functions live by. Examples include:

- **Sales bookings per account executive.**
- **Number of successfully resolved calls per call centre person.**
- **Reduction in processing time** for a critical task.
- **Customer satisfaction index/Net Promoter Score** (for customer-facing processes).

These metrics have intrinsic value and are critical because their improvement directly impacts business performance. Organisations should identify which of their 30 or so business unit metrics AI can materially impact (perhaps four or five) and then formulate hypotheses to test.

When organisations focus on harvesting value from these targeted process improvements, the financial returns can be significant. Gartner's research shows that Extend initiatives can average **between 2:1 to 4:1 benefit to cost ratios**, translating to an ROI of **100% to 300%**.

Consider the example of AI in a customer service setting:

- **Increased Productivity:** AI can increase customer service productivity by an average of 24% (ranging from 14% to 34%). Multiplied by an average customer service annual salary (e.g., £26,000), this creates a theoretical time value saved of approximately **£6,240 per agent**.

- **Higher Value Harvesting:** Unlike Enhance, Extend use cases are much more focused and tailored to a business challenge or opportunity. This deliberate tailoring means that a much higher percentage of the benefit can be harvested, often around **70%**. For example, if a call centre reduces average call time from 10 minutes to 9 minutes, the automatic call handler can schedule the next call at 9:01. This one minute is directly utilised, allowing for more calls per agent, which directly translates to cost savings or increased customer interactions. After accounting for a 20% productivity leak and a 70% harvesting ratio, the £6,240 theoretical saving results in **£3,495 of realised value per agent**.
- **Cost vs. Benefit:** While Extend initiatives involve higher costs (e.g., £750 per user for build, £1,000 recurring annual cost per user, averaging £1,750 over three years for 500 agents), the significantly higher harvested value ensures a positive benefit-to-cost ratio. This demonstrates a clear path to positive ROI (£3,495-£1,750).

To achieve success in the Extend category, organisations must adhere to specific rules:

1. **Focus the Investment:** Target AI where there is an **existing team, an existing process, and an existing technology**. AI should supplement or augment existing platforms, not require a complete rebuild of core systems.
2. **Ensure Measurable Success:** It is critical to have a **business KPI that has been measured in the past and has a baseline**. If you cannot prove that a change happened against a prior baseline, you cannot demonstrate value. What is important gets measured.
3. **Plan for Value Harvesting:** This is paramount. Productivity alone is a benefit, not value. Organisations must explicitly plan, as a deliberate second step, how they will convert that productivity benefit into **revenue growth, cost savings, or the attainment of mission objectives**. This means actively seeking use cases that not only offer high potential benefit gains but also have the easiest means of harvesting that value.

By diligently applying these principles, organisations can navigate the complexities of AI and unlock substantial, measurable financial returns from their Extend initiatives.

#### **Summary of Chapter 4:**

- Extend initiatives drive **tangible financial Return on Investment (ROI)** by differentiating and enhancing existing processes.

- Success hinges on measuring **business operational metrics** (e.g., sales bookings per executive, resolved calls per agent) rather than just theoretical productivity.
- Extend initiatives can yield high ROI (100-300%) due to their focused nature and **higher value harvesting ratios (e.g., 70%)**.
- Key rules for success include **focusing investment** on existing teams, processes, and technologies; ensuring **measurable success with baselines**; and, crucially, **planning explicitly for value harvesting**.

## Chapter 5: Transform - Investing in Return on the Future (ROF)

The "Transform" category represents the most ambitious and potentially transformative use cases for AI. Its objective is nothing less than **significantly changing your business model** or creating new products, markets and core processes. This is the realm of disruptive innovation, often capturing headlines and sparking immense interest due to its seductive potential.

While captivating, the Transform category comes with a **very serious health warning**: the chances of an individual organisation successfully remaking its entire business model using AI are very, very low. As an analogy, winning the lottery with one ticket is improbable, but playing every day doesn't guarantee a win either. Historically, how many disruptors came from within the industry themselves? There's a reason why Blockbuster didn't come up with Netflix and Marriott didn't come up with AirBnb.

Therefore, organisations pursuing Transform must recognise that it is not about a single initiative, but **several simultaneous initiatives**. This approach requires a **long-time horizon** and an acceptance that you are going to fail time and time again with no guarantee of success. This is fundamentally different from the more immediate returns expected from Extend initiatives.

The cost range for Transform initiatives is staggering, starting at **£1 million and then the sky's the limit**. Despite this immense investment, AI in this category often serves as the catalyst, rather than the full, end-to-end value stream. It can even be considered a throwaway technology in the sense that the initial AI investment opens the door to much larger subsequent R&D and commercialisation efforts.

Consider this example to bring it to life:

- **AI-Catalysed Discovery:** This company used AI to discover **180 new material compounds**.
- **Value of Discoveries:** Based on past performance, the average value of each new material compound was about **£1.5 million**, leading to a total potential value benefit of approximately **£270 million**.
- **Cost Structure:** The company spent **£20 million to build its custom AI model**. However, turning these discoveries into actual value required significant **additional R&D, productisation, and commercialisation**, which cost another **£70 million**.
- **True Cost-Benefit:** It's not appropriate to say the £20 million AI investment alone led to £270 million in value. Rather, the total investment was closer to £90 million (£20M AI + £70M R&D) to achieve the £270 million value. The key insight here is that AI reinvented the process of discovery for this organisation. It dramatically accelerated a critical, high-value process that would have been far slower or impossible otherwise.

Given the characteristics of Transform initiatives, their long-time horizons, high risk, and catalytic nature, the appropriate value currency is **Return on the Future (ROF)**. This acknowledges that the value created is not immediate ROI but rather a strategic investment in future capabilities, market position, or entirely new business lines.

Interestingly, unlike digital disruptors of the past (like Netflix changing video rental), Gartner observes that AI tends to disrupt **whole industries** rather than individual companies becoming the sole AI disruptors. Industries currently seeing significant AI disruption include pharmaceuticals, life sciences, materials and chemical sciences, legal, and parts of entertainment. For organisations operating within these already-disrupted industries, investing in Transform might become a form of competitive parity in an ironic way, simply to keep pace with industry-wide transformation.

For most organisations seeking near to medium-term business value, Transform is likely **not the place you want to look** due to its high risk and distant returns. The primary focus for tangible value often lies between Extend and Enhance.

### **Summary of Chapter 5:**

- Transform initiatives aim to **significantly change the business model** or create new products, markets, and core processes.
- These are **high-risk endeavours** with a very serious health warning, as the chances of an individual organisation successfully remaking its business model are very, very low.

- They require **several simultaneous initiatives** and a **long-time horizon**, acknowledging that failure and re-iteration are part of the process.
- AI in Transform often acts as a **catalyst or door opener**, facilitating larger R&D and commercialisation efforts, even if the AI component itself is a significant initial investment.
- The value currency for Transform is **Return on the Future (ROF)**, reflecting strategic investment in future capabilities rather than immediate financial returns.
- AI tends to disrupt **whole industries** (e.g., pharma, legal) rather than individual companies becoming the sole disruptors.

## Chapter 6: Building a Strategic AI Portfolio and Roadmap

Given the qualitatively different nature of Enhance, Extend, and Transform initiatives, organisations should not pursue just one approach but rather invest in a **combination of all three in a portfolio**. The allocation of investment across these categories will define the type of returns an organisation can expect.

Gartner identifies several common portfolio investment patterns and their typical results:

- **FOMO (Fear Of Missing Out):** This is the **most common current approach**, characterised by a heavy weighting in Enhance (e.g., 80% Enhance, 20% Extend, 0% Transform). It's driven by pressure to deploy AI quickly, offering **very limited financial returns**. While fast to deploy, it often leads to disappointment if financial ROI is expected.
- **Best Return:** Organisations aiming for the **most significant near-to-medium term financial gains** focus the vast majority of the investment in Extend (e.g., 10% Enhance, 80% Extend, 10% Transform). This strategy is designed for **most certain ROI** and the ability to differentiate.
- **Disruptor:** This portfolio prioritises Transform initiatives (e.g., 20% Enhance, 30% Extend, 50% Transform), aiming for **potential dramatic industry change**. It requires large investment and a long horizon, but savvy organisations still diversify, recognising the high risk of Transform.
- **Resource Constrained:** For organisations facing resource constraints, Enhance is the easiest to deploy (e.g., 100% Enhance, 0% Extend, 0%

Transform). This approach offers the **lowest return** but is the most feasible when resources are severely limited.

Organisations must make **strategic choices** about where to invest to maximise their desired outcomes. Many organisations currently over-invest in Enhance while expecting the ROI of Extend, necessitating an education process to align expectations.

To build a robust AI business case and strategic roadmap, I recommend a structured approach centred around **four key pillars**:

1. **Establish Vision:** Clearly define how AI will drive your business goals, what benefits you expect and how you will measure success. This involves stating how AI objectives link to broader corporate goals and identifying potential use cases that align with goals like topline revenue growth, improved customer satisfaction, reduced costs, or staff augmentation. Crucially, **set AI success metrics** that tie into your overarching business goals, such as revenue growth for product lines or reduction in processing time, with clear timeframes.
2. **Remove Barriers to Capturing Value:** Identify and address organisational barriers that could hinder success. This includes documenting clear goals and requiring a portfolio approach, selecting appropriate metrics (not just theoretical ones), and establishing clear accountability through structures like a RACI matrix for AI strategy development and execution.
3. **Identify Risks:** Assess and mitigate a range of risks, including regulatory, reputational, competency, technology and other risks. AI introduces specific new risks such as **hallucinations, bias or inaccurate results**. Action plans should include adhering to regulations, bolstering security, addressing technical debt, and creating an AI centre of excellence to manage and uphold governance policies.
4. **Prioritise Adoption:** Select the best AI initiatives to pursue, based on their value and their feasibility - as agreed to by both IT and business leaders. This is where the understanding of Enhance, Extend, and Transform becomes critical for practical application.

**Practical Steps for Prioritisation (The Spreadsheet Method):** To funnel potential initiatives into a manageable and actionable list, I suggest a simple spreadsheet approach:

- **Column A: List all your initiatives.** Many organisations have more ideas than resources.
- **Column B: Categorise each as Enhance, Extend, or Transform.** This helps clarify the inherent nature of the initiative.

- **Column C: Identify the likely value return type (ROE, ROI, or ROF).** As most organisations are primarily interested in Extend's ROI, you might filter out others at this stage for a focused list.
- **Column D: What is the business operational metric of success?** If an initiative does not have a clear, measurable business operational metric, put a line through it. If it's not measured, it's probably not important.
- **Column E: What is the baseline?** For a metric to show change and prove value, a baseline measurement *before* implementation is essential. If no baseline exists, the initiative may not be critical.

This prioritisation process helps focus conversations on real business problems and achievable use cases.

### Key Recommendations:

1. **Categorise your use cases:** For each business case, clearly understand what **type of value** it will create (ROE, ROI, or ROF).
2. **Align stakeholders on value:** Set expectations correctly on the **specific type of value** each initiative will deliver. This means educating executives on the distinctions between employee perception and direct financial returns.
3. **Create a portfolio that matches your desired outcome:** Make strategic choices about where to invest to maximise the **desired returns** for your organisation. If the goal is financial return, the investment should heavily favour Extend.

By embracing this strategic approach to AI business cases, leaders can navigate the hype, avoid common pitfalls, and confidently drive measurable value for their organisations.

### Summary of Chapter 6:

- Organisations should create a **portfolio** of AI initiatives across Enhance, Extend, and Transform.
- Common portfolio types include **FOMO** (heavy Enhance, limited financial return), **Best Return** (heavy Extend, most certain ROI), **Disruptor** (heavy Transform, high risk/reward), and **Resource Constrained** (all Enhance, lowest return).
- A strategic AI roadmap is built on **four pillars**: establishing a clear vision, removing organisational barriers, identifying and mitigating risks, and prioritising adoption.

- **Practical prioritisation** involves listing initiatives, categorising them (Enhance/Extend/Transform), identifying the value type (ROE/ROI/ROF), defining a clear **business operational metric of success**, and establishing a **baseline**.
- Key recommendations include **categorising use cases correctly, aligning stakeholders on the specific value created, and building a portfolio that matches desired outcomes**.

Good luck, and I hope you found this structured approach to building AI business cases useful for understanding AI's true value creation and how to drive measurable impact.



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