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BUSINESS

A Process-Centric Approach to Measuring AI Value

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The headlines say revolution.
The data says stalled.

The Hype Cycle

"The AI revolution is here — and it's eating everything."
The Wall Street Journal

"Enterprise AI boom: billions invested, productivity unlocked."
Forbes

"Every CEO is now an 'AI-first' CEO."
Bloomberg

Every boardroom is discussing it. Every vendor is promising transformation. Most are running AI alongside the work — not within it.

HBR Pulse Study

34%
Still use AI as a standalone tool

18%
Have fully integrated AI into their processes

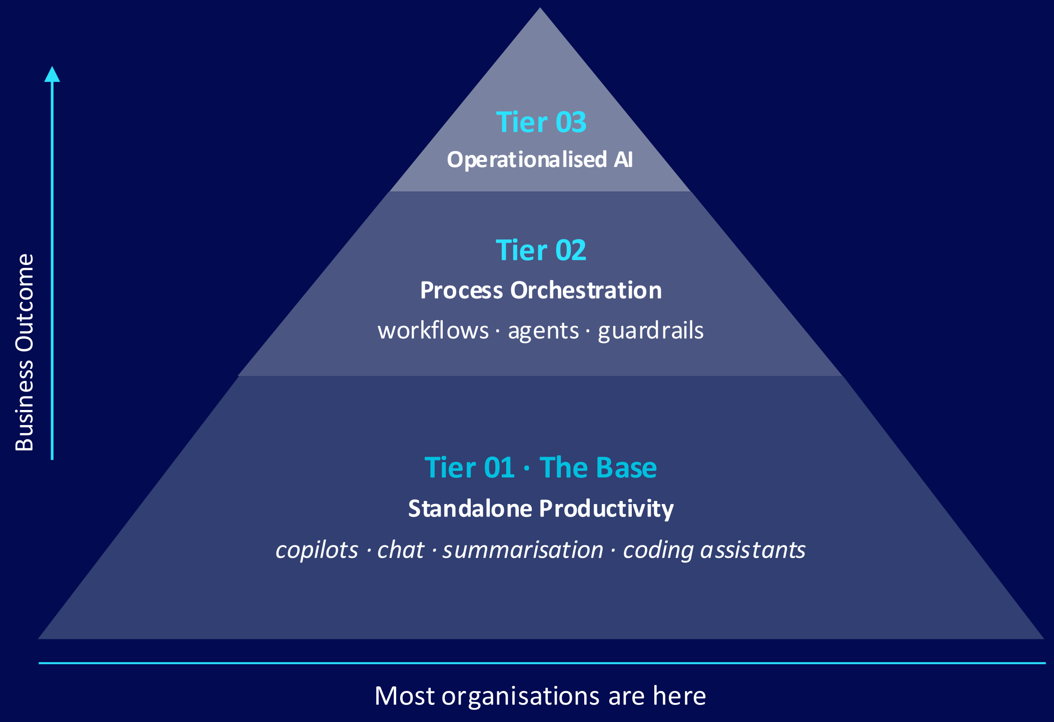
16%
Report a high degree of measurable value from their AI investments

86%
are actively looking to realise more business value from AI

71%
admit it's taking longer than expected to embed AI effectively

The Value Pyramid

Where does your organisation actually sit?



The Goal — embedded, guard-railed, accountable

AI lives inside the process. It moves the top-line or the bottom-line.

The Bridge

AI orchestrated across systems — but the workflow still leaks into manual hand-offs.

The Trap

"We have AI." — Individual productivity rises.
Business outcomes don't.

Disconnected from core operations. Disconnected from the P&L.

The Question

"How many of you are actually operating at that top tier today?"

From soft benefits to hard P&L

Stop measuring the top of the pyramid with bottom-of-the-pyramid metrics.

The Value Engineering Framework · Identify — Quantify — Realise

Tier 03 · Enterprise Metrics

Business Outcomes

measurable P&L impact

Hard cost savings · risk mitigation · new revenue streams · margin improvement

→ what the CFO actually signs off on.

HBR · measuring this today

38% cost savings

30% new revenue

Tier 02 · Workflow Metrics

Process Orchestration

hard ROI begins here

Reduced cycle times · reclaimed FTE hours · exception resolution · less *"swivel-chair tax"*

→ end-to-end friction removed, not seconds saved.

HBR · seeing gains today

58% operational efficiency

Tier 01 · Task-Level Metrics

Standalone Productivity

soft ROI — where most stop

Time saved per task · individual output volume · employee satisfaction

→ feels good. Doesn't move the P&L.

HBR · seeing gains today

64% basic productivity

A Ferrari engine in a horse-drawn carriage.

AI accelerates exponentially. Enterprise execution stays flat

— AI Capability

Lightning-fast inference. Endless throughput.

A 50-page contract analysed in seconds.

— The Legacy Wall

Mainframes. Batch jobs. Siloed data. Green screens.

...then sits in an inbox for three days, awaiting a signature.

The Swivel-Chair Tax → a human retypes lightning-fast AI output into a 20-year-old system. The velocity ends there.

— The Legacy Bottleneck

69%

of organizations agree legacy systems are actively limiting their ability to scale AI

— The Governance Gap

92% → **48%**

agree AI agents need rules-based guardrails → have actually defined them

Without guardrails, pilots stall.

The Value Slice strategy

Find the 20% of the process causing 80% of the pain — and operationalise that.

A · The Old Way — ✕ Fail

$100M · 5-year · rip-and-replace

Yr 0 Yr 1 Yr 2 Yr 3 Yr 4 Yr 5

Replace the ERP first. Then the data lake. Then maybe consider AI.

→ Markets don't wait five years.

B · The Value Slice — ✓ Ship

One process · 4 months · live in production

Q1 Q2 Q3 Q4 Yr 2 Yr 5

Modernise the slice that hurts. Create a clean pipe for AI to act upon.

→ Value in months, not years.

In the wild · Exception Handling

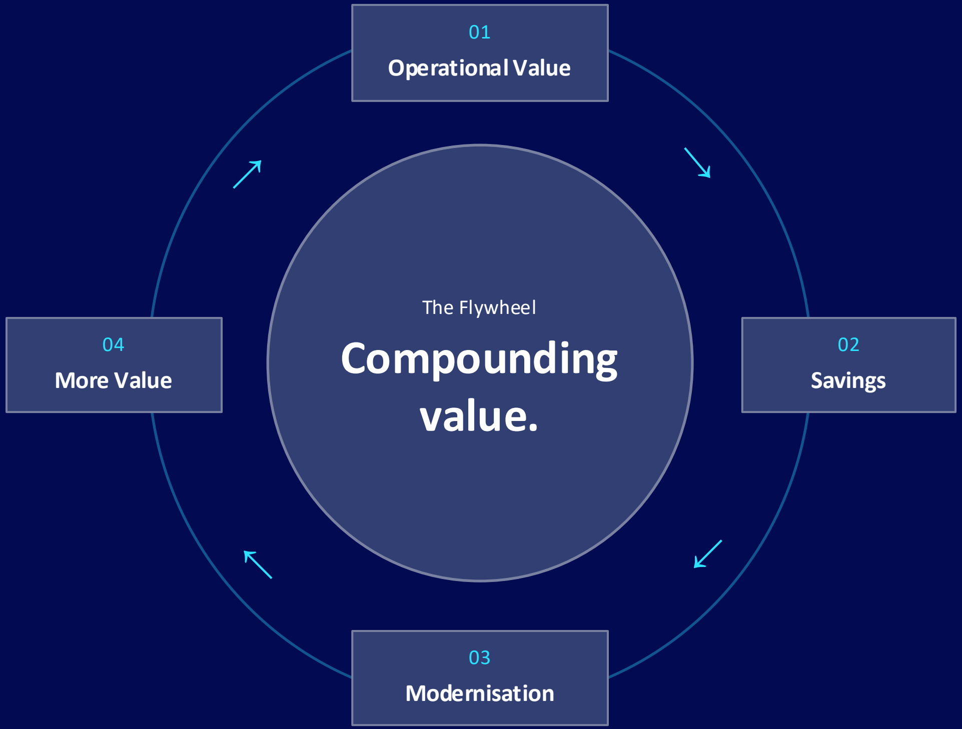
A 20-year-old core platform. 15% of orders generated nearly 70% of operational effort.

Instead of replacing the core, AI was embedded directly into the exception workflow — validating data, checking rules, auto-resolving low-risk cases.

15% of orders → **70%** of operational effort

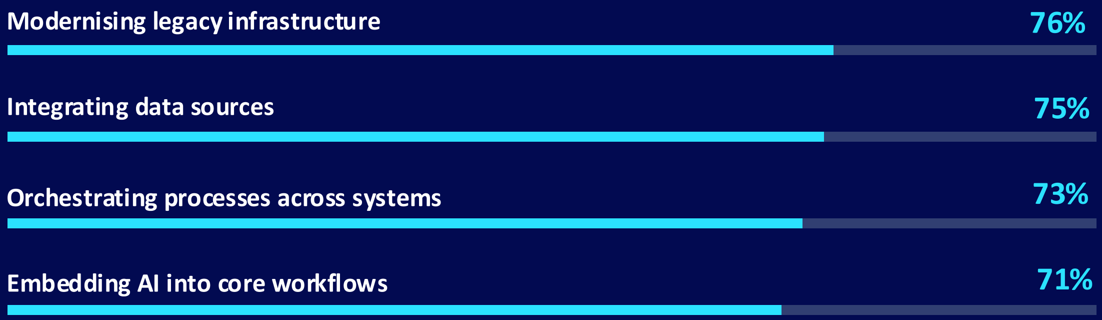
A self-funding transformation

Don’t ask the board for a five-year cheque. Let early value pay for the next phase.



— Where the strongest returns come from

HBR Pulse — organisations seeing meaningful AI value



The Payoff

Modernise a slice. Generate immediate savings.
Use those savings to fund the rest of your modernisation.

No board-sized cheque. No five-year wait. Operational returns compound while decommissioning continues underneath.

3 things to take back to the office

The problem isn’t measuring AI value. It’s operationalising AI in ways that create measurable business outcomes.

01

Start here

Define business value first.

Before deciding where AI goes — agree what outcomes actually matter to your stakeholders. The CFO's outcome. The CRO's outcome. The board's outcome.

02

Then

Identify the value-driving processes.

Pinpoint the specific operational workflows that actually drive those outcomes — the 20% of the process responsible for 80% of the result.

03

Only then

Integrate AI for outcomes.

Embed AI directly into that specific operational structure — with guardrails, ownership, and a clear line to a P&L metric.

“The organisations that succeed in the next era of AI will not simply have the best models. They will have the best operational architecture surrounding those models.”

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Thank You and Questions

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