



WHERE ARE YOU ON THE AI JOURNEY?

WHAT YOU'LL FIND HERE

<u>UNDERSTANDING YOUR AI JOURNEY</u>	<u>4</u>
--------------------------------------	----------

<u>AI JOURNEY: THE 5 STAGES</u>	<u>5</u>
---------------------------------	----------

<u>STAGE 1: AWARE</u>	<u>6</u>
-----------------------	----------

<u>STAGE 2: ACTIVE</u>	<u>8</u>
------------------------	----------

<u>STAGE 3: OPERATIONAL</u>	<u>9</u>
-----------------------------	----------

<u>STAGE 4: SYSTEMIC</u>	<u>11</u>
--------------------------	-----------

<u>STAGE 5: TRANSFORMATIONAL</u>	<u>12</u>
----------------------------------	-----------

<u>WHERE DO YOU GO FROM HERE?</u>	<u>13</u>
-----------------------------------	-----------

<u>BONUS</u>	<u>14</u>
--------------	-----------

<u>WHO IS VISIUM</u>	<u>15</u>
----------------------	-----------

“

Many companies still perceive AI as a way to replicate humans. That's mostly fear talking and a lack of understanding of what AI can really do.

In reality, AI is here to augment humans. Once companies start viewing it as a tool to enhance human capabilities, it can open up a lot of doors and minds.



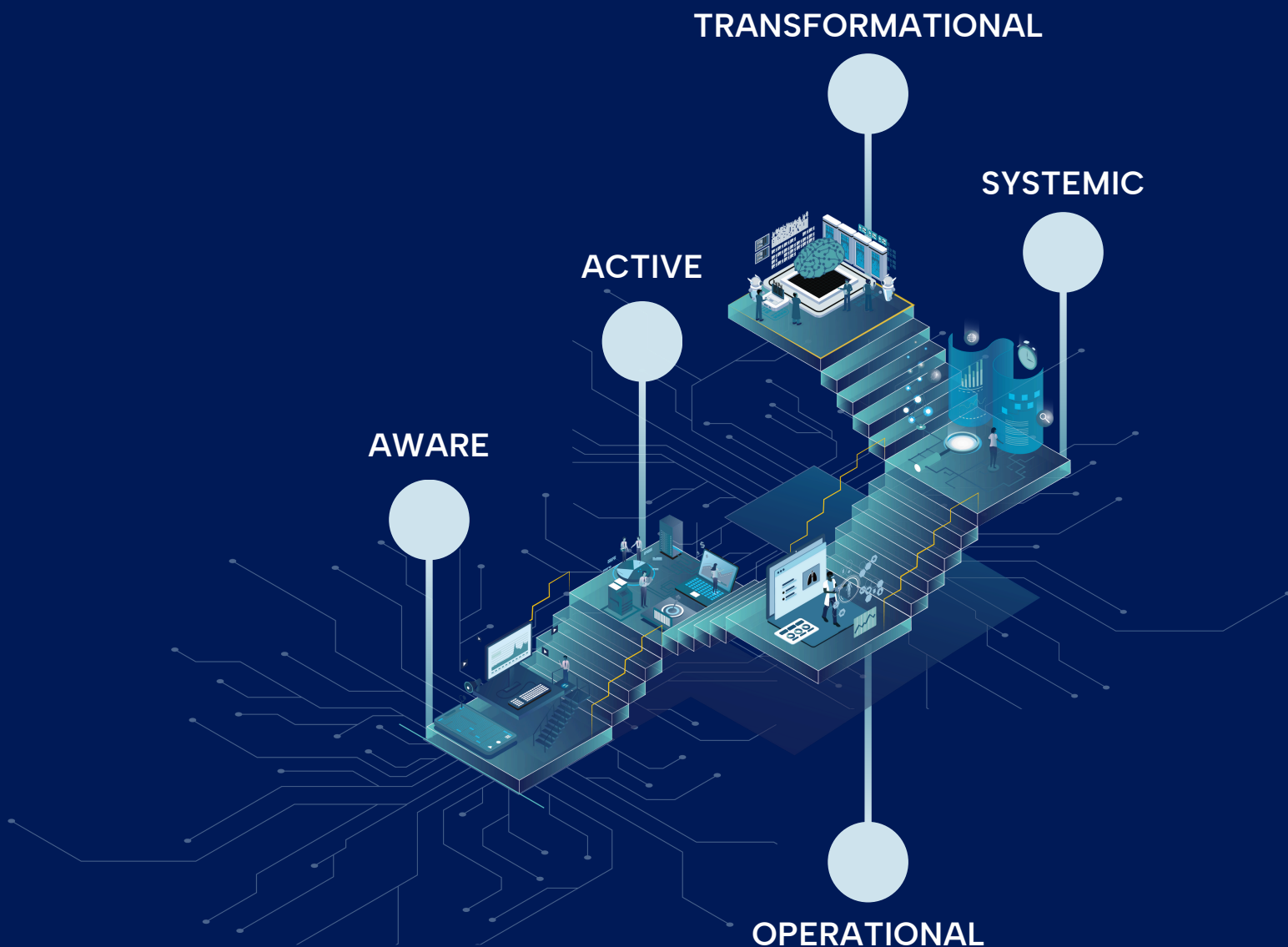
Vuk Vegezzi
Consulting Practice Lead



UNDERSTANDING YOUR AI JOURNEY

As a leader, you may often feel overwhelmed by an abundance of well-meaning advice: "You need sponsorship," "Without good data, it's impossible to implement any AI," "Start small," "Impress with a few results first," "You need a data platform," "Domain experts are key."

While each one of these statements holds truth, it's not necessary to tackle them all at once. There's a time and a place for each. This guide will help you identify where you currently stand on the AI journey, picture where you're headed, and understand the benefits and challenges you'll encounter along the way.




AI JOURNEY STAGES

Discover the stages of AI adoption and pinpoint exactly where you are on this path.

Moving from one stage to the other looks different for every company. A survey from HP tells us only 14% of companies have fully realized their AI strategy, while nearly nine out of every ten companies struggle to implement their AI strategies independently. Are you working on the right challenges? Could you be moving too quickly or too slowly, overlooking important details?

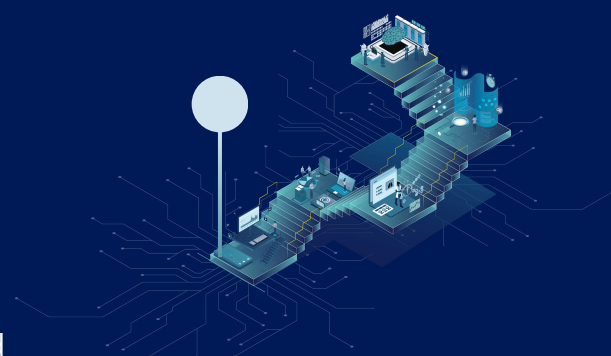
Reflect on these questions as you consider the five stages of the AI journey outlined below. Identifying your current stage can help clarify your path forward and ensure that you are not just progressing, but advancing in the right direction.

AI JOURNEY STAGE	WHAT'S THE CURRENT STATUS AT YOUR COMPANY	HOW TO KNOW YOU'RE READY FOR THE NEXT STAGE?
AWARE	Interest in AI is growing, but largely misunderstood, lacking clear goals and chasing trends without a strategic rationale.	Identified challenges and feasible AI use cases, with leadership committed and ready to invest in pilot projects.
ACTIVE	Experimenting with AI through proof-of-concept projects, struggling to deliver real value.	Gained insight into AI use cases and attempted to deploy several successful AI solutions with leadership support.
OPERATIONAL	There are a few business processes where AI contributes to decision-making. Data foundations are being built.	Accelerated AI adoption with continuous monitoring, performance reviews, and change management for deeper integration. Data backbone in place.
SYSTEMIC	Implementing corporate AI strategy, a clear operating model and well-defined metrics to enhance decision-making and collaboration on AI projects.	Scaling successful AI initiatives, boosting ROI, and building partnerships to enhance capabilities and reach.
TRANSFORMATIONAL	AI is transforming business models and market positioning, fostering a culture of AI-powered decision-making. Data becomes a product.	

STAGE 1: AWARE

Your company is just getting started with AI.

There's a lot of buzz and urgency surrounding AI, so you're cautious about embracing it. You run isolated and experimental initiatives throughout the organization without a clear strategic objective. It's an exciting phase, which, if approached with the right mindset, could lead to a healthy discovery process that unlocks new insights an unexpected value.



WHAT'S THE CURRENT STATUS IN YOUR COMPANY

- There's a general interest and curiosity in AI with the risk of inaction due to a knowledge gap.
- No clear strategic objective or defined roles for starting the AI journey.
- The pursuit of AI is trend-driven, adopting popular technologies without a strategic rationale.
- Pressure from the market to adopt AI technologies.



HOW TO KNOW YOU'RE READY FOR THE NEXT STAGE

- Recognized specific business challenges where AI could provide solutions.
- Identified multiple AI use cases and practices worth investing in.
- Leadership is keen to exploring AI for potential value creation.
- Prepared to invest in initial ML-based proof-of-concept projects.

MOST COMMON CHALLENGES AND PITFALLS

MISCONCEPTION
OF AI'S
OUTCOME

LACK OF
STRATEGIC
DIRECTION

NEGLECTING
DATA
CHALLENGES

TALENT AND
SKILL GAP

AI RESISTANCE
WITHIN THE
ORGANIZATION

“

To be able to create value with AI is not just about understanding the data.

It's about understanding how humans react to this data, how we consume this data to make decisions.



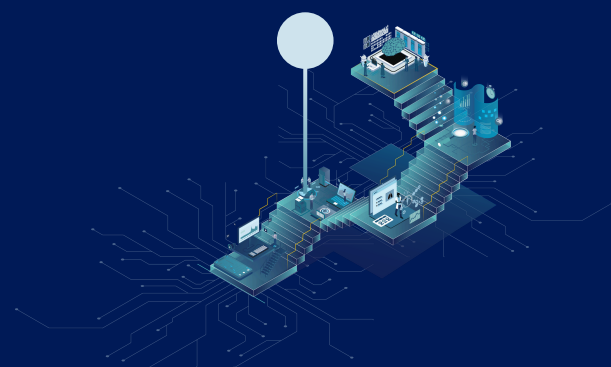
Alberto Barroso, PhD
Global Head of Decision Science

 **Tetra Pak®**
PROTECTS WHAT'S GOOD

STAGE 2: ACTIVE

Your company has taken the first steps toward AI.

At this stage, you're professionalizing data science with an AI center of excellence. You're actively working on winning over supporters by running several pilot projects and gaining a better understanding of which use cases are most promising. As a result, you're identifying data management challenges and technical infrastructure gaps to address.



WHAT'S THE CURRENT STATUS IN YOUR COMPANY

- Doing AI experimentation, mainly in a data science context.
- Running several proof-of-concept projects to win support.
- AI initiatives often stall at the proof of concept stage, struggling to deliver real value due to IT, infrastructure, users' knowledge gap, and change management challenges.



HOW TO KNOW YOU'RE READY FOR THE NEXT STAGE

- Deployed a few AI pilots to demonstrate tangible value.
- There are numerous champions with increasing C-level sponsorship.
- Started building systems and processes for integrating AI into core business processes and existing IT infrastructure.

MOST COMMON CHALLENGES AND PITFALLS

PROOF-OF-
CONCEPT
PARALYSIS

OVERLOOKING
DATA
CHALLENGES

BUSINESS-
DATA SCIENCE
KNOWLEDGE
GAP

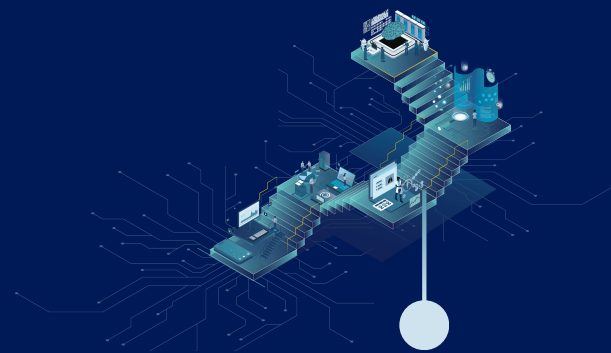
POOR
OPERATING
MODEL

TALENT
BOTTLENECKS

STAGE 3: OPERATIONAL

AI is becoming more and more accepted within your company, especially as it proves its value.

By aligning teams, refining processes and investing in data infrastructure, you're consistently optimizing your solutions to ensure a positive return on investment. You're also growing your team of data scientists.



WHAT'S THE CURRENT STATUS IN YOUR COMPANY

- AI is integrated into some business processes.
- Consistently optimizing solutions to ensure a positive ROI.
- Actively developing data scientists with clear career opportunities.
- Investing in robust data infrastructure and platforms that support AI scalability.



HOW TO KNOW YOU'RE READY FOR THE NEXT STAGE

- Business units aim to scale and develop more AI solutions.
- There are continuous monitoring systems to evaluate AI systems and review their performance.
- Change management processes are established for integrating AI deeper into organizational practices.

MOST COMMON CHALLENGES AND PITFALLS

DATA SILOS
AND BIAS

TANGIBLE
RESULTS WITH
NO
SCALABILITY

OVERLOOKING
THE NEED FOR
EXPLAINABILITY

SECURITY AND
PRIVACY
CONCERNS

BUSINESS-
DATA SCIENCE
FRICTION

“

The human expertise is very important. I don't know of any AI/ML project that went well without the domain expertise. You can give the best data set to your best data scientist, but if that person doesn't know anything about the field of application of those data, maybe by chance you'll get something nice, but it's not likely.

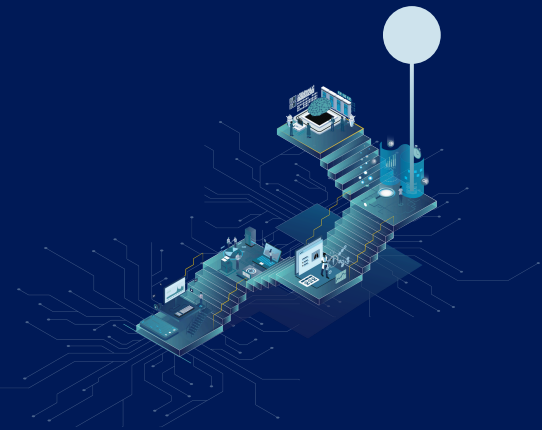


Marco Ghislanzoni
Data Science & AI Chapter Lead
dsm-firmenich ●●●

STAGE 4: SYSTEMIC

Your company is integrating AI initiatives for greater impact, aligning them with key strategic objectives.

Centralized governance structures are being implemented to streamline decision-making and ensure cross-functional collaboration. You're investing in robust data infrastructure and platforms that support AI scalability. This stage focuses on scaling up successful AI initiatives and achieving high conversion from estimated to actual ROI within the organization.



WHAT'S THE CURRENT STATUS IN YOUR COMPANY

- Clear governance structures are being implemented to streamline decision-making.
- Cross-functional teams collaborate effectively on AI projects.
- AI metrics and KPIs are well-defined and used to measure impact across the organization.



HOW TO KNOW YOU'RE READY FOR THE NEXT STAGE

- Focused on scaling up successful AI initiatives.
- Aiming to achieve high conversion from estimated to actual ROI within the organization.
- Building partnerships and ecosystems to further AI capabilities and reach.

MOST COMMON CHALLENGES AND PITFALLS

OVERLOOKING
LONG-TERM
VISION

THE "SHINY
OBJECT
SYNDROME"

AI STRATEGY
BOTTLENECKS

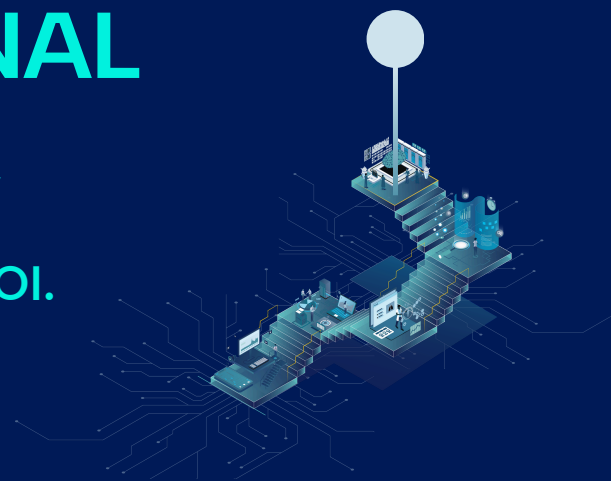
DATA AND
COMPLIANCE
CHALLENGES

ETHICAL AND
SOCIETAL
CONCERNS

STAGE 5: TRANSFORMATIONAL

Your company has fully embraced AI, integrating it into various business processes, consistently generating ROI.

The organization uses AI models to improve operations and impact the top line, raising the bar for the entire industry. With a clear roadmap, your company strategically identifies use cases, moving away from ad-hoc projects to enable teams to rely on AI solutions for decision-making within a thriving AI culture.



WHAT'S THE CURRENT STATUS IN YOUR COMPANY

- AI is in production and is creating value through process optimization and product/service innovation.
- AI has a transformational impact on the organization's business model and market positioning.
- Enabling teams to rely on AI solutions for decision-making.
- Building a thriving AI culture.
- Best practices, rules, and governance established in each business unit.



MOST COMMON CHALLENGES AND PITFALLS

MAINTAINING
INNOVATION
MOMENTUM

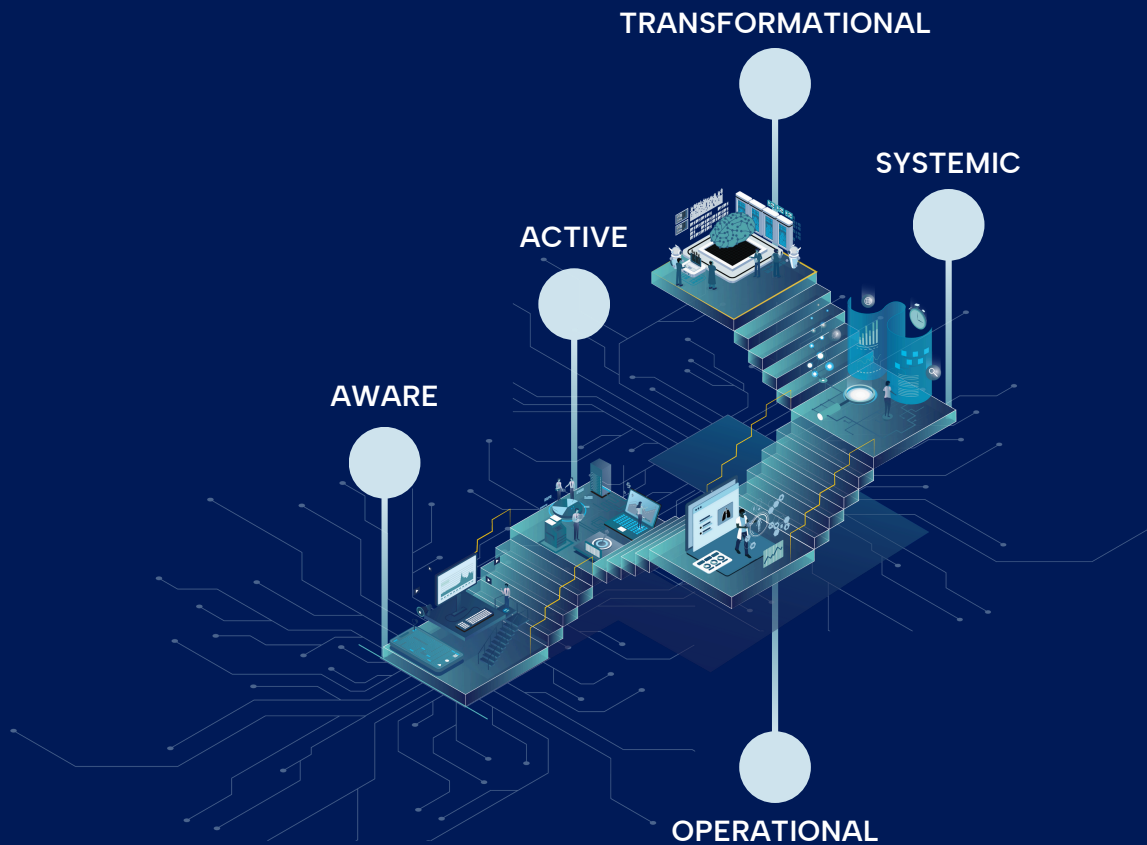
ATTRACTING &
RETAINING TOP
TALENT

DATA
SECURITY AND
PRIVACY AT
SCALE

FAIRNESS
AND BIAS
MITIGATION

BROADER
SOCIETAL
IMPACT

WHERE DO YOU GO FROM HERE?



Adopting AI is a collaborative journey. Whether you encourage collaboration internally or reach out to external help, crossing the chasm in your organization will take less time when you invite more voices. Progressing to the next stage invites you to assess your strengths and weaknesses—an exercise that should never cease in companies committed to growth and continuous innovation.

Use this guide as a conversational tool to unite your teams and ensure everyone remains aligned as you collaborate to strategize effectively and implement solutions that push you to the next level.

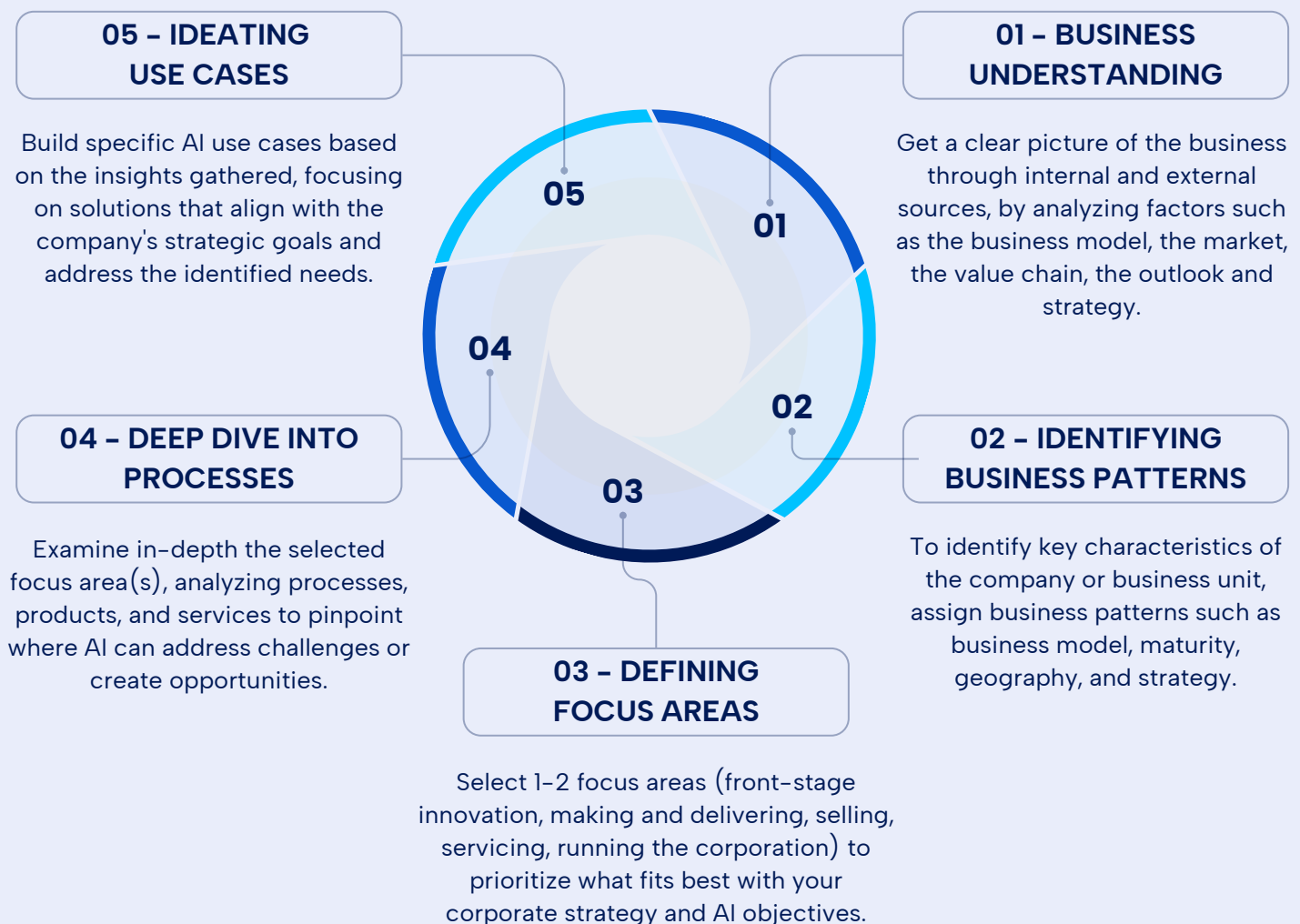


BONUS: A SHORT GUIDE TO USE CASE IDEATION

One major challenge in deploying AI effectively is a lack of understanding among business units about what AI can realistically achieve, which makes identifying AI opportunities difficult. This knowledge gap often leads to disagreements between tech experts and strategic leaders, delaying AI initiatives. Another difficulty lies in selecting feasible, strategically valuable AI projects that integrate well with existing systems and have access to quality data.

Our methodology offers a lean, systematic approach to AI use case ideation, balancing an in-depth understanding of business needs with resource constraints. This step-by-step framework helps you identify strategic AI projects, aligning them with your company's objectives and integrating AI into core strategies to secure a competitive edge and drive meaningful business success.

OVERVIEW OF THE METHODOLOGY STEPS



WHO IS VISIUM?

Visium is a leading Swiss AI & Data consultancy enabling enterprises to become future-proof and leaders in AI & Data. Since 2019, we've helped our clients transform their data into their most powerful asset, delivering competitive advantages and 10-100M in business value.

We work with global brands, such as Roche, Nestlé, and dsm-firmenich, to help them identify and seize key AI opportunities through our unique mix of strategy consulting, data engineering, and ML engineering. The future is data-driven, and we exist to ensure it's powered by ethical and responsible intelligence.

GET IN TOUCH



Lucas Nottaris,
Partner at Visium

✉ ln@visium.ch

🖱 www.visium.ch

60+

Engineers and Consultants
Throughout Europe

60+

Happy
Enterprise
Clients

dsm-firmenich ●●●

indesit ● MIGROS

Roche ● ABB

Our Partners

ACADEMIA

EPFL

ETH zürich

Stanford
University

UNIVERSITAT
POLITÉCNICA
DE VALÈNCIA

TECHNOLOGY PLATFORMS

databricks

Azure

snowflake

Google Cloud

OpenAI

aws

data
iku

Collibra

150+

AI & Data Engagements



VISIUM

**Pan-European
Company**



FT
FINANCIAL
TIMES

Recognized Leader

72nd Fastest Growing
Company in Europe by
Financial Times, 2023