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● SESSION OVERVIEW

AI CLARITY SESSION

Build your competitor – the one that could beat you.

A facilitated session in which your leadership team visualises the AI-native competitor that could beat you, then uses it to work out what your own business needs to become.



AT A GLANCE

Format	Half day or full day
Participants	Up to 5 included, max 8
Delivery	Remote, or on site
Pre-work	AX assessment
Investment	From £1,650 + VAT

● **Recommended: full day with AXAT**

UK AI ADOPTERS REPORTING
HIGHER PRODUCTIVITY

3 in 4

UK AI ADOPTERS REPORTING
HIGHER REVENUE

1 in 8

AX CAPABILITIES ASSESSED

7 · 21 with AXAT

AFTER THE SESSION

14-day check-in

01

WHY THIS SESSION

AI has made work faster. The business hasn't moved with it.

BEYOND PRODUCTIVITY

So far, AI has mostly gone into the business as it is: faster research, faster analysis, more automation and more productive people. That is useful. But it does not necessarily change what the business sells, how it scales, how customers experience it or where its margin comes from.

3 in 4

UK AI adopters report higher productivity.

1 in 8

UK AI adopters report higher revenue.
77% report no change yet.

Source: DSIT, AI Adoption Research, 3,500 UK businesses, 2025. Productivity is showing up faster than commercial value.

THE COMPETITIVE IMPLICATION

The threat isn't a rival using more AI. It's one designed differently because AI exists.

A new entrant does not have to preserve your products, processes, structures or economics. It can start with the customer problem and design around what AI now makes possible: a different customer experience, lower marginal cost, new commercial models and a more scalable business. You have advantages it cannot easily copy, but they will not be enough if the basis of competition changes faster than your business does. **The window to respond from a position of strength is narrowing.**

A DIFFERENT STARTING POINT

Don't start with "What is our AI strategy?" or by brainstorming use cases. Both keep the thinking inside today's business. **Start where an AI-native competitor would: what problem are we solving for the customer, and what is the best business we could build to solve it now that AI exists?**

"You've got to start with the customer experience and work backwards to the technology."

STEVE JOBS, 1997

AI strategy, technology choices and use cases should follow from the business you decide to build – not define it.

02

THE COMPETITOR EXERCISE

Your team becomes the founding team of the rival.

I help your leadership team visualise the AI-native competitor that could beat you. For most of Part 1, your team is not working on your business: you are the founders of that competitor, and your brief is to build the company that would be hardest for your business to compete with.

Why a fictional competitor?

Asking people to redesign their own organisation brings today's products, roles, systems and constraints straight into the room. Building the competitor first gives the team permission to think from the customer backwards, before the realities of the business come back in.

THE COMPETITOR STARTS WITH

- + No legacy systems, products, structure or pricing model
- + No processes it has to protect
- + Today's AI and technology
- + The funding to build something credible

BUT IT DOES NOT AUTOMATICALLY HAVE

- Your clients, trust or brand
- Your expertise, data or track record
- Your distribution, partnerships or permissions

One rule throughout: "that's not how we do it" is not a valid objection.

01 · VISUALISE

Imagine the AI-native competitor

Start with the customer and the job they need done, and design the proposition, experience and business from scratch with AI built in.



02 · COMPARE

Bring your business back in

Where would the competitor create more value or remove friction, and where do your advantages still win?



03 · DECIDE

Start defining what you need to become

What needs to change, the capabilities that matter most and where to act first. The full day turns it into a roadmap.

The aim is not to turn your business into a start-up. It is to combine the freedom to rethink the model with the advantages you already hold.

03

THE AX FRAMEWORK

Visualising the competitor shows what could be different. AX helps identify what has to change.

Organisations are designed for their environment. When that environment changes, yesterday's design becomes the constraint. AI is creating an environment of **Accelerated Experience (AX)**: it compresses the distance between need, understanding, decision and action.

CUSTOMERS

Less friction, more relevance, better outcomes

EMPLOYEES

More capability at the point of work

THE BUSINESS

Shorter loops from signal to action

Your strategy defines what you need to achieve. The AX Framework identifies the organisational capabilities you need to achieve it. It does not measure how much AI you use: a business can give everyone Copilot and still score poorly. It grows from five years of research and applied work, and has seven capabilities in three topics.

CUSTOMER & DIRECTION**AX1****Customer-centric**

Organise around the outcomes customers need, not what you already sell.

AX2**Vision-led**

Intent clear enough for good decisions without detailed instruction.

TECHNOLOGY, DATA & EXECUTION**AX3****Technology-enabled**

Design around what people, AI and systems can now do together.

AX4**Data-led**

Trusted evidence at the point of decision, and proof of what moved.

AX5**Automated**

Remove, automate or delegate work that no longer needs a person.

ORGANISATION & LEARNING**AX6****Distributed leadership**

Decisions made close to the problem, within clear guardrails.

AX7**Learning organisation**

Evidence can change what you believed was right, quickly.

□ Part 1 focuses on AX1 and AX2 to rethink the business around the customer.

■ Part 2 brings in the other five to identify what must change.

THE FIVE-LEVEL MATURITY SCALE**1****Constrained****2****Emerging****3****Enabled****4****Adaptive****5****Accelerated**

A low score is not automatically a priority. Once your team has designed the competitor, you can tell a gap that is merely interesting from one that affects your ability to compete.

04

THE AXAT ASSESSMENT

An AI-enabled diagnostic that turns the gap into a plan.

Every session starts from a baseline, not opinion. Each participant completes an assessment individually beforehand. For the full day, that is AXAT: an AI-enabled, evidence-based diagnostic across all seven AX capabilities and 21 dimensions.

MATURITY ASSESSMENT

~15 minutes per participant

Measures	The seven AX capabilities
How	Behavioural statements scored on the maturity scale
You get	A clear starting view of where you are strong or constrained
Available for	Half day

AXAT DIAGNOSTIC

~40 minutes per participant

Measures	21 underlying dimensions, three per capability
How	Triangulates perception, symptoms and evidence
You get	A corroborated position for each dimension, the gap to close, and specific, contextualised actions and advice
Available for	Half day or full day. Required for the full day

01

Where you are

A measurable baseline across 21 dimensions, from your whole leadership team.

02

The gap to close

Between the organisation you have and the one the future you imagined requires.

03

What to do about it

Specific, contextualised actions and advice, ready to prioritise in the room.

Why it matters for the roadmap

Because the diagnostic work is done beforehand, Part 2 can focus on decisions: which outcomes matter, which capabilities to build first and who owns them. **That is how a meaningful roadmap, aligned to outcomes, can be built in a single half-day session.**

Disagreement between participants is treated as a finding, not averaged away. Where your leadership team sees the business differently is often where the most useful conversation starts.

05

WORKSHOP STRUCTURE

Two parts. Stop at clarity, or carry on to a roadmap.

The half day is Part 1. The full day adds Part 2, either on the same day or as a second half day no more than one week later.

PART 1 · HALF DAY**AI Clarity: the competitor that could beat you****1 Set the scene**

Headline AX results and a one-page market brief. The team agrees the three things any new entrant must understand about your market.

2 Found the competitor

Name it, set its brief, and decide what it refuses to inherit and which assumption it most wants to challenge.

3 Choose the customer and the job

Who it serves, what that customer is really trying to get done, and how they judge success.

4 Design how it wins

The whole client experience, where AI changes what is possible, and how the company runs: who decides and how it learns.

5 The moment of truth

Your business comes back in. Where does the competitor remove effort, cut cost, raise value or create something new? It is scored on the AX capabilities beside your own results.

Half day ends here: shared clarity on how AI could change your market and where you are exposed.

PART 2 · FULL DAY**AI Clarity & Action: where to target****1 Reverse it**

What you have that the competitor would struggle to copy, and what you could build by combining its model with your advantages.

2 Choose what to target

The outcomes at risk and the capabilities that drive them, using AXAT to find what is holding each one back.

3 Choose where to start

The service line, team or process where change will show evidence fastest, and which AI ideas genuinely improve a capability that matters.

4 Decide and commit

What to protect, build and test, with owners and measures, set out as a prioritised, achievable roadmap.

Full day ends here: a roadmap your leadership team owns, with next steps agreed.

06

WHAT YOU LEAVE WITH

Not an AI wish list. Decisions you can act on.

You will not leave with an AI wish list or blue-sky objectives. You leave with a shared view of what AI could genuinely change for your business and, in the full day, a prioritised roadmap your leadership team can act on.

HALF DAY · AI CLARITY

- ✓ **Shared clarity** on how AI could change your market and customer expectations
- ✓ **A clear view of exposure** – what a new entrant could do differently
- ✓ **Your incumbent advantages** – customers, trust, expertise, data and assets worth exploiting
- ✓ **The capabilities that matter most**
- ✓ **A concise findings summary**

FULL DAY · AI CLARITY & ACTION

RECOMMENDED

- ✓ **A shared future view** of where AI can genuinely benefit the organisation
- ✓ **A deeper diagnostic** (AXAT) of the capabilities that need to move
- ✓ **The gap** between where you are and what competing will require
- ✓ **A prioritised, achievable roadmap** with owners and first steps
- ✓ **Agreed next actions** so work can start immediately

07

THE FULL-DAY PLANNING METHOD

Every action traces back to an outcome.

Part 2 keeps the roadmap tied to business value by working in one direction.

1

Outcome

The result that has to change, and the evidence that would show it.

2

Capability

What the business must get better at, diagnosed through AXAT.

3

Action

The right mix across people, process, data, technology, AI and governance.

4

Evidence

Whether the capability improved and the outcome followed.

THE AI INITIATIVE TEST

Five questions before an AI idea earns a place

1. Which outcome matters?
2. Which capability is holding it back, or could accelerate it?
3. How would AI improve that capability?
4. How would we measure the improvement?
5. How would we know the customer or business outcome changed?

Ideas that cannot be connected through that chain may still be useful, but they are not treated as strategic priorities.

SETTING PRIORITIES

More than the lowest score

Current maturity

Required maturity

Strategic importance

How much it limits you today

Confidence in the diagnosis

Dependencies and sequencing

THE ROADMAP IS ORGANISED AROUND THREE DECISIONS

Protect

The advantages a new entrant would struggle to copy

Build

The capabilities to improve, starting where evidence will show fastest

Test

The assumptions to prove before committing major investment

Each item has an owner and a measure, and the team agrees the first steps before leaving the room.

08

BEFORE AND AFTER

The session starts on the work, not on background.

BEFORE

Scoping call

What has prompted the session and what a good outcome looks like.

BEFORE

AX assessment

Completed individually, plus four short questions on clients, friction and new entrants.

BEFORE

Preparation

Headline results, a market brief, candidate customers and assumptions to challenge.

ON THE DAY

The session

Half day or full day, remote or on site.

AFTER

Written summary

Findings for the half day; vision, baseline, gap and roadmap for the full day.

AFTER

14-day check-in

Are you acting on the roadmap, and do you need any help?

WHERE THE SESSION SITS IN YOUR CHANGE JOURNEY

UNFREEZE

The competitor exercise builds a shared case for change.

CHANGE STARTS

The roadmap and first steps your team owns.

CHANGE → REFREEZE

Delivering it is a change programme, with support if you want it.

09

FORMATS AND FEES

Choose the depth.

Half day for clarity. Full day to decide what to do.

HALF DAY · PART 1

AI Clarity

£1,650 + VAT

£330 per attendee at five

- ✓ Competitor exercise
- ✓ 15-minute maturity assessment, or AXAT
- ✓ High-level AX playback
- ✓ Concise findings summary
- ✓ 14-day check-in

Leave with shared clarity and a baseline

FULL DAY · PARTS 1 + 2

RECOMMENDED

AI Clarity & Action

£2,250 + VAT

£450 per attendee at five

- ✓ Everything in AI Clarity
- ✓ AXAT diagnostic across 21 dimensions
- ✓ Outcomes and capabilities to target
- ✓ Prioritised, achievable roadmap
- ✓ Full written summary and 14-day check-in

Leave with a roadmap your team owns

PARTICIPANTS

Fees cover up to five leadership team members. Additional attendees are £50 each per session, up to eight in total.

SCHEDULING

The full day runs as one day, or as two half days no more than one week apart.

DELIVERY

Remote as standard, on a shared online whiteboard. On site available, with travel and accommodation charged at cost.

ASSESSMENT

Half day: 15-minute maturity assessment or 40-minute AXAT. Full day: AXAT. No difference in price.

Next step: a 20-minute call

This overview explains the session. A short call works out what it would look like for your business.

- 1 The competitor you would be most worried about
- 2 Who should be in the room
- 3 Whether a half day or full day fits

BOOK THE CALL

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**ABOUT ROBERT STREETER**

I advise from inside the change.

AI is not primarily a technology implementation problem. It is a business, product, service and organisational design problem.

I have spent 30 years helping organisations turn successive waves of technology into business capability, from ERP and early cloud to SaaS, low-code and now AI. I have founded two SaaS businesses, led product and operations in venture-backed scale-ups, run a 35-person consulting practice, and advised leadership teams across government, telecoms, SaaS, financial services and consulting.

Today I am CEO and co-founder of TheAX.ai, where the AX Framework and AXAT were developed. The questions I help leadership teams answer are the same ones I face as a founder: what has genuinely changed, what should be redesigned, where AI creates leverage, and how to know whether it is actually improving the business.

I deliberately take on a small number of advisory engagements. It keeps me close to using TheAX.ai with real leadership teams, real constraints and real decisions.

My role in the room is not to tell your team what to think. It is to create the structure, challenge and space for the right conversation, so you reach decisions you can own and turn them into practical action.

SELECTED RESULTS**CUSTOMER GROWTH & RETENTION**

13% → 2%

Customer churn cut by redesigning the customer-success model; close rates up from 30% to 70%.

GOVERNMENT CULTURE CHANGE

£10m p.a.

Improvement opportunity identified across a 4,000-person civil service.

START-UP PROPOSITION

£2m

Recurring revenue pipeline in two months after repositioning the proposition.

PRODUCT REBUILD

50%

Valuation uplift in 12 months from rebuilding an ageing product as modern B2B SaaS.

ENTERPRISE CONSULTANCY

Growth

A 35-person consulting practice returned to growth after years of decline.

AI START-UP

30 clients

An AI-native business built from concept to clients in eight countries in year one.