

THE NEXT CHALLENGE FOR AI

Beyond productivity. Build the business AI makes possible.

Most organisations have used AI to make existing work faster. The next advantage comes from redesigning the business.

1

Use AI

Tools and tasks

2

Work faster

Productivity gains

3

Redesign the business

Scale and value



AI is making businesses more productive. It has not yet made most of them more valuable.

USE CASE

71%

of UK firms have no clear use case for AI yet.

Top barrier: "lack of identified need"

PRODUCTIVITY

3 in 4

AI adopters report higher productivity.

75% of AI adopters

VALUE

1 in 8

AI adopters report higher revenue.

12%. 77% see no change yet.

A faster business is not the same as **a better one.**

TODAY: A TASK ACCELERATOR

- Automate tasks
- Draft faster
- Reduce effort
- Improve individual productivity

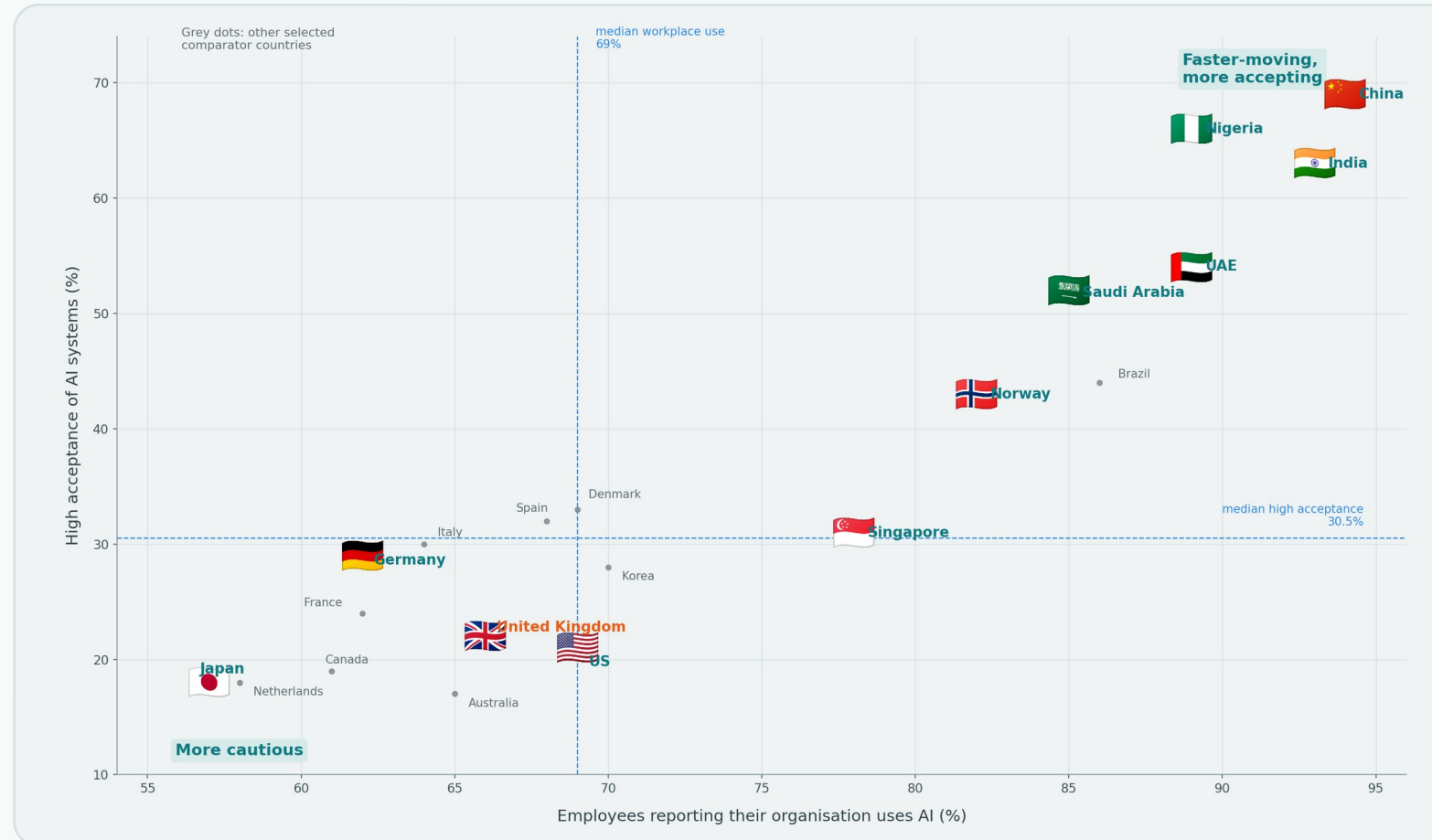


NEXT: A SYSTEM FOR VALUE

- Redesign propositions
- Scale expertise
- Change how decisions get made
- Remove structural bottlenecks
- Shift revenue, margin and enterprise value

THE REFERENCE ENVIRONMENT IS CHANGING

The UK market is not the only environment that matters.



TODAY

UK firms use AI widely, but public acceptance is low.

ELSEWHERE

Major markets combine higher use with far higher acceptance. They are moving faster.

THE RISK

Fitting today's UK market isn't the same as being ready for tomorrow's global one.

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

AI ADDED TO TODAY'S BUSINESS

- Same propositions
- Same processes
- Same decision rights
- Tasks done faster

vs

DESIGNED FOR AN AI ENVIRONMENT

- A different customer experience
- Expertise embedded in systems
- Fewer hand-offs, lower marginal cost
- New commercial models

That is where scale and P&L advantage come from.

SO THE QUESTION HAS TO CHANGE

Don't start with AI use cases. Start with the business you need to become.

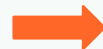
USE-CASE THINKING

Where could we apply AI?

Which task can we automate?

Which tool should we deploy?

How much time can we save?



BUSINESS REDESIGN THINKING

What outcome must improve?

Which capability holds the business back?

How should work, decisions and roles change?

How does this improve revenue, margin or scale?

Use cases are the **output** of design, not the starting point.

Design the business first. **Then ask where AI belongs.**

Customers

How will expectations and buying behaviour change?

Products & services

What becomes possible when intelligence is cheap and available?

Operating model

What work disappears, moves or becomes automated?

Decisions

What decisions can move closer to where work happens?

People & capability

What becomes more valuable as AI takes on execution?

Data & systems

What must be connected for AI to act reliably?

ECONOMICS · THE TEST FOR EVERY ANSWER

Where should margin, growth, revenue or enterprise value improve?

THE QUESTION FOR YOUR LEADERSHIP TEAM

It is no longer “Can we use AI?”

It is “What should this
business **become**
because AI exists?”

The AI Clarity Session is built to help leadership teams answer it.

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