

## How to integrate AI into your organization

No, artificial intelligence is not going to work miracles (it won't find the cure for cancer, rationalize stock market speculation, or make car accidents go away). However, it might allow you to optimize your processes, better understand your clients, improve your products, and expand your skills. Here are a few suggestions for how to concretely utilize the potential of AI.

Based on *The AI Advantage* by Thomas H. Davenport

(The MIT Press, 2018)

### 1 // BE AWARE OF AI'S POTENTIAL

Perhaps you don't know about everything that AI can do for your organization. Here are the three areas where it's most useful:

→ **Automatization of repetitive tasks to increase effectiveness**, be they physical tasks (assembly-line work) or intellectual (administrative, accounting). Examples: reconciling invoices, producing standardized insurance policy proposals, transferring data, reading and giving standard responses to e-mails, producing receipts, confirmations, and transaction notifications, etc.

→ **Faster analysis of large amounts of data**, which creates predictive and classification models, thus providing you with a comprehensive vision of business activities that will allow you to optimize your decisions. Examples: predict the best way to contact a client (the

best form of communication, the best message, etc.) in order to elicit the most positive response (according to track records), anticipate industrial equipment malfunctioning, optimize fare policy (flight paths), predict cybersecurity risks, and plan logistical operations (measuring the impact of sales promotions, knowing ahead of time when a product will be out of stock).

→ **Increase engagement of current clients, prospective clients, and employees through clear dialogue**. Examples: ensure customer support and online chat services 24 hours a day, 7 days a week, with the help of chatbots. Image recognition can help your users through the automatic identification of defective products, problematic medical images, etc. Understanding human speech and text will open the door to remote operation of equipment, such as household appliances (Google Home), or the implementation of training tests and assessments. Before you know it, facial analysis will even be able to assess human emotions!

## 2/ CREATE YOUR AI STRATEGY

Faced with this abundance of tempting possibilities, be precise in deciding where you'd like to start (you can't do everything at once!).

→ **First, define the objective to be achieved through AI:** is it an external objective (aimed at the client) or an internal objective (aimed at employees)? Or both?

→ **Next, define (your) priorities. Would you like to use AI to:**  
Improve customer satisfaction?  
Expand your range of new products and/or services?  
Change your business model?

→ **Rethink HR. How do you plan on attracting, cultivating, and retaining the (unusual) talents of AI:** recruitment, training, or outsourcing?

→ **Figure out how to deploy large-scale projects that your organization cannot lead alone.** Are you planning on developing them through the acquisition of expert entities (Google has purchased numerous start-ups) or through strategic partnerships (the preferred strategy in the automobile industry)?

→ **Define your ambitions by country if your company is multinational, and start small:** going step by step at the beginning is the most realistic approach. Start by targeting (if possible) countries that are "AI friendly" and where it might be a good idea to test ideas and establish your presence: China, Singapore, the UK, Ireland, etc.

## 3/ BECOME AN AI ORGANIZATION ON A DAY-TO-DAY BASIS

Once your strategy is in place, try to smoothly integrate AI into your usual activities:

→ **Necessary prerequisite:** educate managers so they understand, at minimum, the basics of these technologies, their potential, issues, and what they bring to the table.

→ **Build up your strengths:** depending on the current AI expertise within your organization, lay the groundwork for your AI ecosystem. At the beginning, consolidate talent in a single area (IT or strategy), before gradually including all units.

→ **Create your portfolio of priority AI projects:** evaluate their

relevance according to your business activities and don't spread yourself too thin (unless you're one of the Big Four!).

→ **Create test projects:** move on to large-scale projects once the pilot project has been well established (keep in mind: success isn't necessarily guaranteed in the implementation phase, even if the test has been conclusive).

## 4/ CREATE A CLIMATE OF TRUST

Trust must be cultivated at two levels: employees and clients. AI can be scary. In order for the transition to work, neither your employees nor your clients should feel threatened by AI's arrival at your organization.

**For your employees:**

→ **Identify the jobs that will be affected by AI:** those that might disappear/those that might change/those that might be created.

→ **Draw up a list of skills they'll need** as you incorporate AI into your business.

→ **Plan ahead to determine how you'll divide up human work vs. machine work** for activities that are partially automatized.

→ **Keep your employees informed** (see comments on the necessity of raising awareness among management, above).

→ **Prepare your employees!** Depending on your employees' backgrounds, decide if they should be trained in developing AI technologies, working with AI technologies, or raising awareness about AI technologies.

**For your clients:**

→ **Use the power of AI ethically and responsibly** (not like Facebook!).

→ **Be transparent,** and explain your procedures clearly and in detail.

→ **Ensure the safety of your clients' personal information** and make sure you comply with regulations.

→ **Avoid one-upmanship and marketing that overpromises:** AI will not ensure dream customer service (or any other kind of customer service) overnight.