AISWITCH CUDA- A value communication framework for Enterprise AI-automation

Who should read this: End-user Leaders- AI users/ strategists/ digital business leaders/ service provider client partners/ AI-automation leaders

Enterprise AI-automation leaders and end-users/ service providers/ business leaders who are planning to scale up adoption of AI-automation solutions.

Why is an AI-automation value communication framework needed?

As per a 2020 survey involving 300+ global leaders, 60% of them think that regular communication between tech and business functions is the most crucial lever to identify the net new tech-powered business opportunities, e.g. digital businesses powered by AI-automation. A critical aspect of communication between tech and business leaders and their teams is the ability on both sides to articulate and demonstrate the value and impact of the net new technologies, on key outcomes of the organization and its people & key stakeholders.

More than 40% enterprise business, functional and technology leaders have cited lack of relevant value metrics and effective communication of value as the biggest stumbling blocks towards achieving sustainable budgets, sponsorship, and senior management motivation regarding adoption of AI. The most common and biggest challenge to AI investments across industries and providers have so far been our overall inability [at industry-level] to show direct, tangible, measurable BUSINESS outcomes, beyond just plain-vanilla people-effort reduction numbers.

On one hand, the AI evangelists and futuristic, transformational IT & business leaders are being constantly challenged by the status quo as well as their finance organizations on "showing them bang for their buck [spent in getting the White Elephant -AI- in the room]". On the other hand, this challenge of ill-defined targets and hard-to-show direct outcomes is actually also acting as the root cause of a vicious cycle - of people's resistance to change ["what's in it for me", "show me where and for whom it has worked well"].

Net result: Extremely slow scale of adoption to the new ways of working.

Targeted outcomes and RoI from AI investments depend on just 1 thing: Scale of Adoption, i.e. how quickly and how successfully people at different ranks and files of the organization are able to leverage the intelligent automation assets.

What is CUDA and how to use it for AI-automation value communication: Examples

CUDA is a simple value communication framework- Communicating Up, Down, and Across, that can be very aptly designed and used to address this specific root-cause, showing people what's in it for them, in direct, measurable terms [Not just UX kind of intangible stuff].

Here is how: Consider AI applications in 2 common scenarios that any enterprise worker can relate to-

1- The CIO organization/ IT organization: e.g. the enterprise infra and apps maintenance teams; tech stack owners, administrators and SMEs; IT service desk and process owners etc.

2- Any of the Functional/ Business Process/ Production organizations: Be it support functions like HR, finance, procurement, marketing, CRM; or production, inventory management, materials management; or the interlocking operational processes like invoice processing - with a 3-way match among purchase/ procurement, pricing/finance, and materials/production.

Now, in each scenario, there are broadly 3 levels of users - of any system- AI or otherwise.

E.g. for Scenario 1: CUDA has to define metrics to answer questions "what's in it for me" and "how it has helped someone at my level and by how much", at 3 levels for the AI-automation Leaders perspective [a role that usually reports to the CIO]:
Up: the CIO; Across: Other IT team leaders; Down: Engineers/ team-members

For example [this is just an indicative sample]: The CIO organizations AI-CUDA Metrics may look like the following:

CUDA levels- AI position]	Sample AI Value Metrics to answer "What's in it for me"	Sample AI Value Metrics to answer "How has it helped X - how much"
Up: Reporting to- CIO	• Reduce cost of IT service delivery [people-cost >60-80% across stacks] • Improve QoS availability to Business e.g. Mean Time To Respond/ Resolve / Restore Service from days/ hours to minutes/ seconds- autonomous healing • Proactive/ predictive health-check & heal: Across infra to user=> near-zero downtime of critical apps [L -1]=> More business windows enabled • Improve asset utilization by rapid dynamic provisioning & intelligent orchestration [cloudify by AI, no static 'box' allocation required- lower overall TCO, capex] • Reduce variability in response, resolution, restoration times due to near-zero-human-variations with 'manual by exception' ops mode: 99.999% predictability & consistency on all parameters	• Opex 50-60% achievable through UP-SKILLING & REPURPOSING resources to other critical functions • Platinum apps ∑downtime < 10 minutes in a yr except for new types of incidents/ due to change • 20-30% TCO ↓ • Variance ↓30%

Across: Peers-e.g. Other Apps/tech stack/ SL owners	• Less is more- team gets bandwidth to work on service improvements
	• ↑↑productivity: No. of contacts/tickets handled by team [people + automation] – 2X – 3X
	• QoS issues down: e.g.
	  • reopening of tickets due to lack of experience in team ↓↓ 30-50%
	  • SLA breaches down due to shorter queues for critical resources
	  • Overall tickets down due to proactive/ predictive autonomous healing
		• 20% improvement in CSat through service improvement programs
		• 1.5-2X productivity gains
		• <2-3 platinum SLA breaches a yr, within much tighter SLA/ OLA with businesses on critical apps
		• Ticket volumes down by 30%

Down: e.g. SD Engineers	• My productivity up to above average: quick access to right procedures/ scripts- can do 15 contacts per 8 hrs – prev 7 [current avg across teams= 12/ 8-hrs] • Taking lean six sigma certifications for service improvement- got a team award • Will be able to move to quality team – my personal aspiration	>100% jump in productivity Upskilling Retention – career progression

For Scenario 2, the logic remains pretty much same but there will be infinite variations given the varieties of business processes and functions across domains and verticals.
A common example scenario can be say: Using AI & automation [can be n no. of use-cases] to improve the quality[accuracy] and speed for Order Processing [most organizations doing some or any kind of business will have to do this at the very least, to exist and qualify as a business].

The 3 levels in this context, from the process owner's viewpoint, are:

- ⇨ Up: The Sales & Distribution Head of the Organization/ The COO/ Delivery Head
- ⇨ Across: For other functional team leaders
- ⇨ Down: Order fulfilment/ support teams

In this process context, the sample CUDA metrics may be defined as below:

CUDA levels- AI/Process Owner position]	Sample AI Value Metrics to answer "What's in it for me"	Sample AI Value Metrics to answer "How has it helped X - how much"
Up: Reporting to- Head of S&D/ COO/ Delivery Head	• Reduce cost of order fulfilment [people-cost >50-60% +] • Improve QoS Mean Time To Respond/ Fulfil/ Rectify Errors- from days/ hours to minutes/ seconds- autonomous workflows • Proactive/ predictive autonomous process-check & heal: near-zero downtime of critical functions- no human-induced delay=> More business windows enabled • Improve accuracy- reduce errors and leakages by exhaustive autonomous proactive/predictive monitoring & checking of every order across all parameters e.g. specifications-pricing-promotions-delivery locations- payment status- status messaging-closures-feedback • Reduce variability in response, resolution, fulfilment times due to near-zero-human-variations with 'manual by exception' ops mode: 99.999% predictability & consistency on all parameters	• Opex 50-60% achievable through UP-SKILLING & REPURPOSING resources to other critical functions • Speed ↑↑ 3X-5X • 40-50% of Errors ↓ • Variance ↓30%, 24X7

Across: Peers-e.g. Other Functions/ process owners	• Less is more- team gets bandwidth to work on service improvements
	• ↑↑productivity: No. of orders/ contacts handled by team [people + automation] – 2X – 3X
	• QoS issues down: e.g.
	  • Manual errors ↓↓ 50-60%
	  • Leakages due to manual oversight [non-exhaustive, only random monitoring]- less
	  • Overall process efficiency up- more orders fulfilled by same resources & lesser time=> more business/ transactional bandwidth/ windows
		• Productivity and process speed gains: 2X minm productivity gains
		• Errors & leakages down - 50% minm

Down: e.g. Order Fulfilment Team Members	• My productivity up to above average: Automation does 4 tasks- I only check & approve- can do 20 orders per 8 hrs – prev 5 [current avg across teams= 18 / 8-hrs] • Awarded "Zero-error resource" last quarter • Performance-linked bonus up	>100% jump in productivity Retention by awards Personal gains

These CUDA metrics and the framework overall serve 2 key purposes:

1- It addresses Persona-specific value questions at 3 basic levels of employees,

2- It also can be used to set the Stretch Targets in front of these persona's e.g. "By using AI & automation in X, person Y at your level has achieved a 3X gain in productivity"- so the message becomes a direct show-n-tell story in numbers- "adopt AI- to augment yourself, and show us".

Then, by linking it to the R&R programs of the enterprise, adoption rates can be boosted at the overall organization level.