How much should I really care about AI right now... and where's the real ROI?

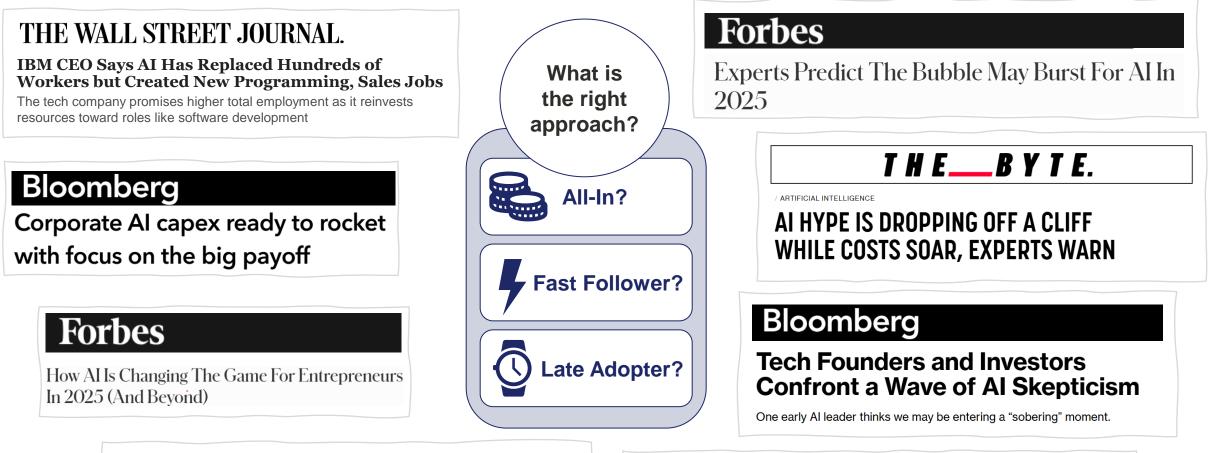
How leaders can cut through the noise and act on AI where it matters most

May 2025





Cutting through the 'AI noise' and knowing how fast to move can be difficult



THE WALL STREET JOURNAL. Changing the Game: How AI Is Poised to Transform Banking, Capital Markets

Beyond accelerating today's business initiatives, leading organizations are planning tomorrow's strategies around new Al

KNOWLEDGE AT WHARTON

AI in 2025: What Challenges Lie Ahead? Wharton's Lynn Wu predicts that the runway growth of artificial intelligence will hit some roadblocks in 2025, including costs and data limitation.



If your company operates like this... AI can deliver high ROI



People & Operations

- Admin Workforces: Large teams handling clerical or knowledge-based tasks (insurance claims, healthcare admin, HR outsourcing, legal ops)
- **Repetitive Workflows**: Significant time spent on the same tasks (customer onboarding teams in SaaS, RFP response teams, financial reconciliation staff)
- **Customer Support Volumes**: High volume of orders, returns, and service complaints (*e-commerce, warranties, contact centers*)



Product

- **Fast-Changing Needs**: Regular updates to meet evolving customer expectations (consumer electronics, wellness, gaming, fintech)
- **Personalized Experiences**: Tailored demos, content, or interfaces (*travel planning, streaming services, software demos*)
- **Rapid Content Generation & Testing**: Constant need for new copy, visuals, or UX iterations (*media, ecommerce, education, apps*)



Finance & Risk

- **Manual Finance Processes**: Time-intensive close, audit, or budgeting (*finance teams, large non-profits, healthcare reimbursement*)
- Fraud & Risk Detection: Exposure to fraud, default, or credit risk (*banking, insurance, fintech, gaming*)
- Automated Decisioning Rules: Rules-based underwriting or financial approvals (*lending, credit cards, procurement*)



Sales

- **Demand Volatility**: Hard to predict cycles or spikes (*retail, event ticketing, staffing, procurement*)
- **Dynamic Pricing Needs**: Prices shift by time, market, or channel *(hotels, flights, rideshare, marketplaces, auto dealers)*
- Retention Risks: Customers churn easily or have low switching costs (telecom, consumer banking, gyms, streaming services)



Data & Analytics

- **Disconnected Data**: Data stuck in silos or systems that don't communicate (*retail, multi-site roll-ups, food & beverage, franchisee-driven businesses*)
- **Real-Time Forecasting**: Complex, time-sensitive demand or performance models (*CPG, retail, ad spend, demand planning*)
- **Untapped Data Assets**: Large volumes of unstructured or fast-moving data (call transcripts, sensor data, support chats, medical images)



IT & Infrastructure

- System Monitoring & Maintenance: Large, complex environments needing uptime assurance (*cloud platforms, gaming, telcos, SaaS*)
- Security & Anomaly Detection: Need for real-time threat awareness and log analysis (*financial services, defense tech, healthcare IT*)
- **Hybrid Infrastructure**: Managing both cloud and on-prem environments (*large enterprises, heavily regulated industries*)

We have executed AI-enabled improvements across multiple areas

	Areas	AI Use Cases	Client Results					
1	Markets	 Analyze customer feedback to uncover unmet needs or churn drivers Competitive intelligence (pricing, product, customers); value proposition positioning 	 Recovered \$100M+ within 3 months by resolving false defect claims through AI sentiment analysis 					
2	Products / Services	 Boost marketing performance using image recognition Optimize product mix and media spend to drive sales and sell-through Recommend product attribute combos to lift margins Personalization; "segments of 1" 	 Boosted ad awareness by 50% using AI-driven, real-time video tagging Cut \$60M in media spend from AI-optimized product/channel mix 					
3	M&A / Joint Venture Operations	Identify potential acquisition candidatesEvaluate acquisition targets beyond traditional	 Cut human research time to identify potential candidates by 80% Boosted research breadth by 10x using public data and internal ROI filters 					
4	Supply Chain Operations	 Analyze demand patterns and optimize supply chain Generate IoT based, real-time updates from manufacturing/logistics Improve forecast accuracy Optimization of digital factory twins 	 Reduced inventory costs by 20% and logistics costs by 15% via AI demand planning Improved sales forecast accuracy by 15% 					
5	Gross Margin Improvement	 Adjust pricing based on demand shifts, margin goals, or competitor moves Catch fraud patterns in real time Increase ROI by reducing default/bad-deal exposure with better risk modeling 	 Drove 12% revenue increase and 15% margin lift from AI-based dynamic pricing Cut fraud by 50% and chargebacks by 40% Improved high-risk ID by 30% Cut defaults by 25% with AI modeling 					
6	Overhead	Automate routine, high volume transactional tasksReduce support costs by offloading repetitive inquiries	 Saved \$30M by automating finance ops with AI bots Lowered support costs by 30% and improved response time by 20% 					
7	Program Management / Execution	 Track program milestones and auto-flag slippage Draft consistent updates and reduce time spent reporting 	 Reduced strategic planning time by 75% Significantly reduced errors and effort spent on first draft of proposal 					

Our rapid diagnostics identify the most impactful AI opportunities

Diagnostic Process

- Al expert review of Al usage and alignment with business goals
- Top-level process mapping and time allocation analysis to surface automation and AI opportunities
- Evaluation of value-add time, frequency, and repetitiveness
- Evaluation of data infrastructure/organization/cleanliness (i.e., readiness for AI adoption)
- Identification of quick-win opportunities for AI implementation
- Areas that can quickly adopt AI tools
- Review of culture/openness to change

Resources: HPA Subject Matter Expert & "Teamlet" (1+1)

Timeframe: 4-6 weeks

Participation: 2-4 hours/week, including 1-2 workshops from/with:

- Functional leads for areas with high potential
- IT/Tech leadership
- Potential sponsor and/or execution lead (for capability transfer)

Diagnostic Output

- 1) Evaluation of current Al Usage: Including Al usage across the competitive landscape, and gaps in Al capabilities
- 2) Al adoption readiness assessment: Assessment of data maturity and actionable roadmap to enable scalable Al deployment
- **3) Prioritized near-term opportunities:** High-impact, repetitive workflows ripe for automation (cost reduction, product leadership, and customer experience)
 - **4) Implementation roadmap:** Including alignment with IT infrastructure, data clean-up, design of experiments, and validation/scale up approach
 - 5) Estimated ROI: Cost/revenue benefit, implementation cost
 - 6) Change management assessment: Insight into changereadiness to tailor AI adoption strategies for stakeholder alignment and engagement

Example AI Diagnostic Output

ILLUSTRATIVE

Evaluation of Current AI Usage

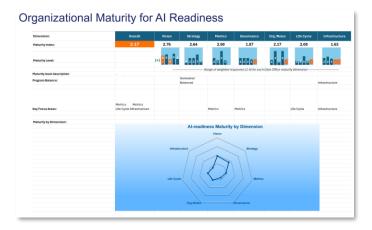
Assessment of Current AI Utilization & Impact							
At Maturity Model	Garcónes	Level 1	level 2	Level 3	Ered 4	Level 3	
Al Moturity Model	Questions	Lavel 1	Level 2	Level 3	Lavel 4	Level 5	
Strategy	What is the order price business strategy for $\lambda t^{\rm p}$	No formal At strategy emits.	Al exploration is happening, but it's not integrated into core business functions.	Al in recognized as a key shukepic foot for business optimization.	At in fully integrated and leveraged for competitive advantage.	Al is viewed as a critical, core competency essential for beamers success.	
Rates	What raises are defined and developed to support At activities?	Ai roles are undefined or minimal.	Basic sites in g., data scientists) exist, but their focus is not fully on Al.	Al-specific rates in g., Al- engineers, data scientistic) are defined and standardized.	A raies are well-established and integrated across departments	Cheef Al-Officer (CAIO) or similar roles are implemented across the entreprise to guide Al- strategy.	
Collaboration	Here do Al Isamo collaborate within the regumentary?	Al bares work in silor with minimal cataborates.	A teams calaborate within smaller groups but lack cross-functional coordination.	Al learns collabarate with key business webs, but with leaded scope.	A Issues actively collaborate across departments, sharing insights and best practices.	Seamless, mail-line collaboration with all learne using AL across the enterprise.	
Heliodology	What is the enloquise approach or methodology to AP	No formal Al methodology is in place.	Basic Al Indexigues and methodologies are used, but cantidancy is lacking.	A standardized Al methodology is developed and applied across projects.	Al methodologies are deeply embedded in entraptice-vole projects with best practices.	A rigorous, uniorprise ends Al methodology is established, incorporating cutting edge techniques and ethics.	
AI Awarmons	Hav-ds.N scientists isam about entropise Ar resources?	At feares are insover of available At resources within the entropics.	Lamited access to Al resources or issuedebo starting within the enterprise.	Al hums are informed about available Al sessance and loois via placeal platform.	Al resources are videly accessible, and teams are confinueutly splated about new look and techniques.	Al resources are seamlessly integrated into the entropers, mobiling preactive intervation across learne.	
Al Access	Here do Alternet access and manage data for Alterodete?	Data is silved, and accessing relevant data for AI is cambersome.	Basic AI model data access exists, but not fully integrated across systems.	Al teams cae access key enterprise data for model development.	Data access for AI models is mandardored, allewing quick access to all necessary datasets.	Real-line, entropice-vide data access is May integrated into Al workflows, enabling predictive entrophs.	
Scalability	Can Al projects scale across the orderprise?	\mathcal{H} projects are included and have limited total diffy.	Same Al projects are scalable, but inflasticular to a tending factor.	Scalable AI solutions are regimeneded in two business areas.	At solutions are videly deployed and sound across mest hypatronets.	Enterprise-unite AI solutions are fully scalable, driving philal impact and transformation.	
Annel Management	Here are AI models and look managed and controlled?	At tools and models are not formally managed.	Al readels are created ad-bac, with lemited oversight.	At module are tractised and managed through a format process.	A mobile are powered brough entroptio-love standards for quality and compliance.	At facils and models are continuously reordered and optimized with full lifecycle management.	
Trob	What look are used for AI deployment and model creation?	Danic look are used for inelated AI holics.	At learns size a role of proprietary and open econor tools, but no standardization.	A suile of entropice- approved tools in used for AI modif doublepream and deployment.	At tasks are standardized, covering all aspects of Atmodel creation, depayment, and monitoring.	Reef-in-class AI took are used access the entroprise, enabling splinal AI mobil performance and innovation.	

Implementation Roadmap

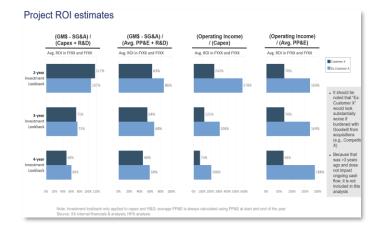
Proposed Sequence and Estimated Duration of Roadmap

		20XX	20XX 20XX				20	XX		
	High Impact Initiative Roadmap		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Establish AI Operating Model									
Governance	Implement AI PMO				В	usiness	Proiect v	rith IT as		
rna	Deploy Al Orchestration & Management Software					Stake	holder / I	Lead		
0 V O	Al Process Optimization Review				Pr	rofession	al Servi	es in Q1		
G	Conduct AI Portfolio Review	-	_							
	Conduct AI Security Assessment					Depend				
ε	AI Security Remediation if needed			-		As	sessmer	ut 👘		
õ	AI Compliance Assessment									
InfoSec / Com	Outsource AI Threat Simulation									
Set 1	Engage Fractional Interim Al Security Lead									
-	Al Privacy and Ethics Training									
P	Conduct AI Infrastructure Audit		As Quick	dy as Po	ssible					
Infrastructure	Implement AI Infrastructure Monitoring Software			ay as r o	Jointo					
astr	Migrate Critical Data Infrastructure to Cloud									
Ē	Outsource Al Model Hosting to Managed Solutions									
	AI ROI Review on Discretionary Projects									
			Governance Infrastructu					ture		
				InfoS	ec / Coi	mpliand	e	P	MO RO	1

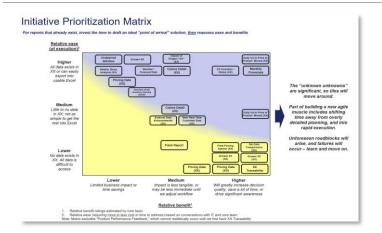
AI Adoption Readiness Assessment



Estimated ROI



Prioritized Near-Term Opportunities



Change Management Assessment

Communications and Change Management Objective: Early identification of Al-specific challenges, build trust in Al-driven transformation, and ensure long-term, impactful Al adoption Sample Outputs Communications Day 1 → early Q1 Consistent Al communication rhythn Internal & External AI stakeholder alignment Ind Poor units Without Street Articles Street Articles Street Articles Street Articles Street Articles · Multiple levels and methods · Al feedback loops Change Management · Clear ownership and Al accountability Tailored AI for training & support Continuous Reinforcement of AI Best Practices

Data Analytics & Al Practice Leadership

rusted Partners Since 200

	Leadership	Experience						
	Das Dasgupta – Senior Advisor Former McKinsey AP who held senior roles including Chief Data & Analytics Officer at Starbucks, Chief Data & AI Officer at Saatchi & Saatchi, Global SVP of Data Science and Digital Transformation at Viacom, and Director of Customer Experience at Amazon	 Delivered \$100M+ in savings at Amazon through AI / ML-driven CX optimization and fulfillment network analytics Built AI-powered Starbucks Placemat for C-suite decision-making; launched SMART KPIs and Voice of the Customer AI to drive enterprise impact Stood up Saatchi & Saatchi's 'Data-At-The-Center' competency and led a data scien team delivering MTA, MMM, and predictive analytics across the marketing funnel Led 500+ global analytics team at Target, overseeing predictive modeling, optimization big data, and BI across all enterprise functions Built Microsoft's first ROI-driven marketing analytics system, transforming campaign performance measurement Scaled BCG X's Software and Retail AI practices, advising clients on ML, data engineering, and analytics transformation 						
	Ujjwal Sinha – Senior Advisor Former McKinsey EM and Partner at BCG X with experience across analytics and AI; held senior roles including VP of Enterprise BI & Analytics at Target, Director of Strategy and Product at Microsoft, and VP of Strategic Services Operations at Salesforce							
	Christian Ulstrup – Project Leader Al product leader with over a decade of experience helping 100+ organizations adopt and scale Al technologies. Former Senior Product Manager at Red Bull Media House, Head of Product and Tech at Iterative Scopes, MIT Al Conference Co-Chair, and Senior Product Manager at Arterys	 Built Red Bull's real-time analytics platform processing 2B+ events; piloted computer vision for ad product innovation and data enrichment Launched Arterys' AI marketplace and CRO business, securing \$28M Series C and scaling strategic partnerships in medical imaging Led product and engineering at Iterative Scopes, building a cloud platform for AI-powered annotation of clinical video data 						
IPA	Mike Mayes – Project Leader Former Partner at BCG Digital Ventures & AI with experience leading AI / ML transformation across industries. Previously Chief Product Officer at WorkMarket (acquired by ADP), and product leader at GLG and Capital One	 Led AI-driven workforce optimization for Fortune 50 insurer, identifying \$1B+ in cost savings across 40K employees by mapping workflows and automation opportunities Built and deployed a RAG-based AI solution for contract analysis, boosting underwriting speed 10x and generating \$250M in business value Scaled ML-powered platform at a major US brokerage, enabling sales automation, scenario planning, and direct indexing—tripling AUM in one year 						



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