



The 12 principles of successful AI implementation

As early adopters of AI, the leading companies topping this year's global rankings have discovered that applying old rules to a new reality is not a recipe for success.

1. **Start small.** Seek to understand the implications of operating AI within the real context of the business by carefully selecting the right use case to test within existing systems and data structures. This can allow time to perfect the system before it can be operationalized and scaled. This strategy was employed by Fielmann which focused on its optical technology.
2. **Focus on trust.** Examine every aspect of the AI implementation to determine where employee trust is being built or where it may be eroding. If employees do not trust how AI is being used in the company, neither will customers. This is exemplified by Bunnings extensively trialing new technology, and MAIF focusing on ethical and responsible usage of AI.
3. **Hire AI as a virtual employee.** Name AI systems and give them human characteristics to help drive internal adoption. Further, clarify AI's job in comparison to employees. This strategy was employed by Emirates Airlines, Sara, the AI bot at Emirates Airlines.
4. **Maintain human connection.** Add people into AI-powered journeys – what is called a human in the loop (HITL) – to humanize AI systems and strengthen customer experiences. KBank and Maybank adopted this strategy to add a human element to their latest technology.
5. **Clarify the economics.** Clearly communicate the business case for AI, demonstrating both significant cost savings and value enhancement to employees, customers and other stakeholders. Adidas used the AI Findmine to drive higher sales values.
6. **Measure customer acceptance.** Monitor customer satisfaction with AI, alongside its human equivalent to make sure customers do not have a low satisfaction experience with the channel. first direct strives to keep customer service satisfaction with technology-enabled journeys as high as human customer service experiences.
7. **Position data as a strategic asset.** Add data to the board agenda, focusing on quality not quantity. Understanding the specific data required to drive specific AI models and algorithms is the first stage of analysis. Eg. Nike continually collected and analyzed data to improve products, predict demand and improve the customer experience.
8. **Manage job displacement.** Address the realities of employment impact due to AI from the start. Transparently talk about the jobs that will likely be lost and the new ones that may be created. Further, announce new roles as they arise and offer existing employees the training and development they need to prepare for future jobs. This tactic can help employees see AI as an exciting opportunity rather than a threat. For instance, May Bank implemented an employee technology upskilling program to get them future ready.
9. **Set the vision for AI.** Define a clear end state vision for AI and other advanced technologies, communicating its future benefits to the organization and its people. This can help establish a cohesive enterprise-wide approach and keep everyone working toward the same end goal. Fielmann uses its end point vision for an omnichannel experience to drive the development of digital optical assessments.
10. **Plan a way forward.** Establish a clear plan that evolves along with the company's maturity in AI. A phased and outcomes based approach can help drive the company's AI vision and improve customer outcomes in

stages. This was exemplified by first direct's five-step plan toward autonomous banking.

11. Stay on top of emerging risks. Remain deeply aware of the potential, and at times unintentional, risks arising from AI implementations. Keeping an eye out for risks and having an approach to mitigate them can help companies stay ahead of issues before they progress too far. This strategy aligned with MAIF's approach to manage AI drift.
12. Create an AI friendly culture. Help employees think in new ways by bringing to life a culture that integrates the AI world of data algorithms and iterating models. Such a culture will enable teams to design experiences and develop supporting processes that can be executed by machines - how Nike and Adidas manage their supply chains.

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