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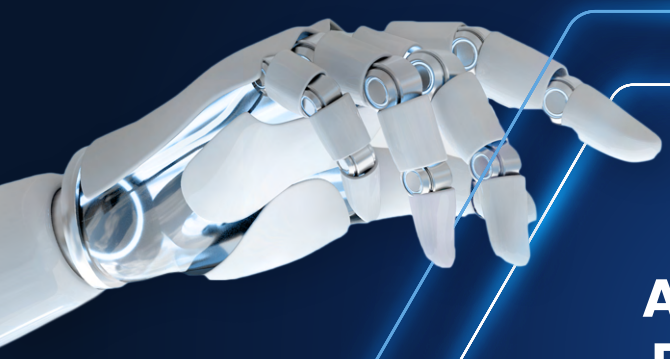


The AI Strategy Roadmap:

Navigating the Stages of AI Value Creation

The following materials will help you prepare your AI strategy roadmap.
As you navigate the contents, we encourage you to:

1

Explore the drivers of AI readiness and the opportunities that suit your organisation's unique needs.

- **Business strategy**
- **Technology and data strategy**
- **AI strategy and experience**
- **Organisation and culture**
- **AI governance**

Explore the drivers

2

Get guidance on the profiles of each stage of AI readiness to map out your roadmap and create value with AI.

- **Exploring**
- **Planning**
- **Implementing**
- **Scaling**
- **Realising**

Explore the stages

Leverage the right tools for your sales challenges

Part 1

Understanding the factors that drive AI readiness

Part 2

Guidance for leaders at every stage

Conclusion

Executive summary

AI has come a long way since 1956, when John McCarthy first coined the term at a conference he organised at Dartmouth College.[1] The unprecedented pace of innovation, along with the accessibility of ChatGPT and other generative AI tools, has galvanised virtually every organisation. AI is already augmenting customer and employee experience, improving business processes and revealing opportunities for innovation and growth across teams, organisations and industries.

Given the number of AI technologies, the number of possible uses and the range of opportunities, it can be challenging to know what to prioritise and where to start. In *Building a Foundation for AI Success: A Leader's Guide*, we identified five drivers of organisational readiness to deliver value with AI (see Figure 1).

Figure 1: Five drivers of AI readiness

Research study from

1,300+

information technology and business leaders across a range of industries and regions

Microsoft commissioned IPSOS to conduct a research study to better understand these drivers and their impact on AI readiness, including qualitative data from experts and quantitative data from more than 1,300 information technology and business leaders across a range of industries and regions.[2] IPSOS then used the survey data to build a predictive model to help leaders focus on the highest-value actions they can take to realise value with AI.

The study that follows is based on the survey findings. It identifies emerging best practices for organisations at every stage of AI readiness and includes guidance on the next best steps that are most likely – based on your organisation's unique profile – to help you achieve your goals

Following are the key findings:

- **AI value creation isn't only about technology.**
  It's well understood that successful technology projects depend as much on people and processes as they do on the technology itself. Our research offers insights into the five drivers that contribute to an organisation's readiness to deliver value with AI.

- **While operational efficiency and cost optimisation will always be important, organisations increasingly prioritise growth oriented use cases as they realise value from AI.**
  Thirty-seven percent of organisations in the most advanced AI readiness stage report a focus on use cases such as expanding their product and service portfolio and accelerating innovation, compared to 20% in the earliest stage.

- **Leaders tend to overestimate how prepared their organisations are to realise value from AI.**
  At the beginning of our survey, we asked leaders to assess their organisation's level of AI readiness. We then repeated the question once they'd completed the survey. While 34% initially placed their organisations at the highest two stages of AI readiness, only 28% still did so after answering all questions, suggesting that the survey raised points they may not have initially considered. IPSOS then built a predictive model to determine where organisations would actually fall based on their answers to all questions.3 The model yielded an even more conservative view: Only 25% fell into the highest two stages of AI readiness – nine percentage points lower than their initial assessment.

- **Leadership vision and support are by far the strongest drivers of success.**
  This doesn't replace other critical success factors. It simply means that a leader-driven AI strategy correlates most strongly with the ability to create value with AI.

- **Your roadmap depends on where you start.**
  Your AI strategy needs to account for the unique characteristics of your organisation and, critically, where it is on its AI journey, whether it is just starting out with AI, in the planning stage, actively implementing AI projects, scaling AI across the business or realising measurable value at scale.

Part 1

This section lays out the factors that drive AI readiness and include guidance to help you accelerate your organisation's ability to create value with AI.

There is no single path to value creation with AI, and each organisation has different business models, histories and experiences.

A company in a highly regulated industry is likely to have a well developed set of governance processes. A larger organisation that has been using machine learning or neural networks for years is likely to be well-versed in agile development methodologies. Given the newness of generative AI, most organisations are still likely to be exploring use cases and potential impacts. And, of course, individual leaders differ in their approach to technology as a business enabler.

The pages that follow represent the emerging best practices related to business strategy, technology and data readiness, AI strategy and experience, organisation and culture, and AI governance. The intent is to help you identify areas of strength or opportunity so you can build or refine an AI strategy that is personalised to your organisation's unique needs.

Driver 1: Business strategy

Ensuring that AI projects serve strategic business objectives

The first step in any AI business strategy is to determine what you're solving for. This will inform which use cases you'll select, how you'll prioritise them, how you'll measure success and how you'll invest in AI for maximum impact. Clear business goals for AI promote alignment of AI projects to strategic objectives – such as efficiency and revenue generation – that the C-suite and board care about and that are therefore more likely to generate visibility and funding.

As organisations progress along their AI journey, some priorities remain at the top, while others change over time (see Figure 2). For example, organisations in the 'exploring' stage should begin by making sure that their AI projects support business objectives, but progress to use case selection and approval by the 'planning' stage.

One area that becomes markedly more important over time is a clear investment plan for AI across the business. It stands to reason that this would be less urgent in the earlier stages, when there are fewer AI projects to manage, but it becomes critical by the time organisations reach the implementation stage as by then they tend to have a larger portfolio of AI projects to rationalise.

Figure 2: Business strategy opportunities by stage of AI readiness

Stage	Top Opportunities	Next area(s)
Exploring	• AI objectives support business objectives • AI used for real-time decision making	• Prioritised, approved and socialised use cases for AI • A clear investment plan for AI implementation across the business
Planning	Prioritised, approved and socialised use cases for AI	AI used for real-time decision-making
Implementing	Prioritised, approved and socialised use cases for AI	• AI objectives support business objectives • AI used for real-time decision-making • A clear investment plan or AI implementation across the business
Scaling	Prioritised, approved and socialised use cases for AI	A clear investment plan for AI implementation across the business
Realising	Prioritised, approved and socialised use cases for AI	A clear investment plan for AI implementation across the business

Focus on growth increases as organisations see value from AI

Increasing operational efficiencies, reducing costs, improving productivity and optimising costs are the most commonly cited goals for AI among business and technology leaders. But our research also found that as organisations realise greater value from AI, they tend to increase their focus on growth oriented objectives such as accelerating innovation, retaining and increasing revenue and attracting investments and funding. Figure 3 shows the percentage of organisations that report that they are seeing value at each stage of readiness, from 3% at the earliest 'exploring' stage to 96% at the most advanced 'realising' stage. Figure 4 demonstrates how focus on growth nearly doubles as organisations report value from AI: 37% at the 'realising' stage prioritise growth compared to 20% in the 'exploring' stage.

Figure 3: Percentage of organisations that report realising value at each stage of AI readiness

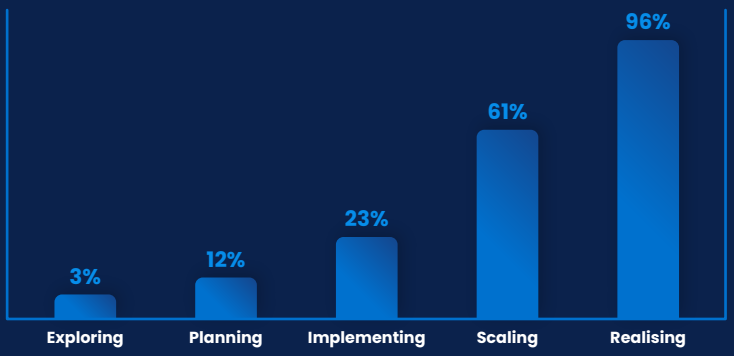


Figure 4: Focus on growth increases as organisations realise value from AI

Driver 2: Technology and data strategy

The data and infrastructure needed to deploy AI at scale

While aligning AI projects with organisational objectives is key to building a business case for AI, technology and data strategy makes it possible to progress from proof of concept to production and, eventually, scale. As shown in Figure 5, access to quality data is the first priority from the 'exploring' to 'implementing' stages, but it falls to second position as organisations progress to the 'realising' stage.

This is not because access to data becomes less important, but rather because the organisation has addressed its initial access needs and is now concerned with higher-order questions such as whether the data is in the right format and accurately represents their target audiences and objectives.

The next priority for organisations implementing AI is, of course, a dedicated cloud infrastructure built to run large AI models at scale.

While data may be the fuel for AI, cloud infrastructure is the engine. Access to the computing power, analytics capability, storage, reliability, security and performance capability of a cloud platform is what enables AI projects to generate value so they can move beyond the proof-of-concept stage.

Figure 2: Business strategy opportunities by stage of AI readiness

Stage	Top Opportunities	Next area(s)
Exploring	• Access to complete and relevant data for AI modelling purposes • Using AI for improving security	Dedicated cloud infrastructure
Planning	Access to complete and relevant data for AI modelling purposes	Dedicated cloud infrastructure
Implementing	Access to complete and relevant data for AI modelling purposes	• Dedicated cloud infrastructure • Data accurately represents relevant customers and business objectives
Scaling	Data accurately represents relevant customers and business objectives	Access to complete and relevant data for AI modelling purposes
Realising	Data accurately represents relevant customers and business objectives	• Access to complete and relevant data for AI modelling purposes • Having the right data in the right format

The good news

Most organisations already understand the importance of data and technology infrastructure. Among organisations at the 'exploring' and 'planning' stages, more than two out of three began with their infrastructure on premises and are already in the process of migrating to the cloud. As they continue to progress, we see a corresponding shift as more of their infrastructure moves to the cloud.

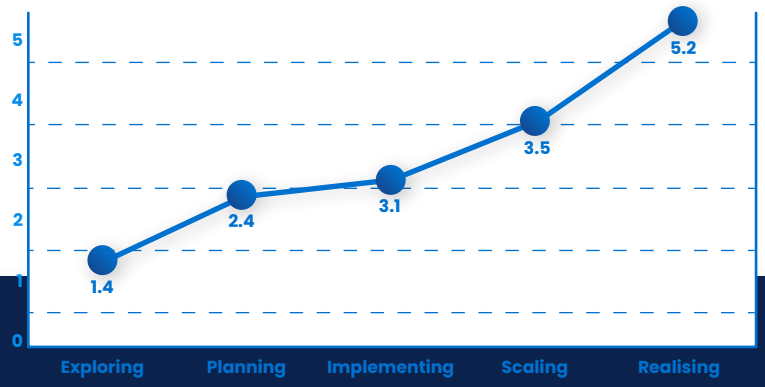
Driver 3: AI strategy and experience

The data and infrastructure needed to deploy AI at scale

AI is a spectrum of technologies with differing histories, approaches and use cases. For the purposes of this study, we defined AI to include machine learning, neural networks and generative AI. Despite their differences, each requires a degree of understanding (of the respective models and technologies and how to use them), repeatable processes and workflows (to

One metric that correlates with value creation is the number of departments within an organisation that are using AI. Organisations in the 'realising' stage report more than three times the number of departments using AI as those in the 'exploring' stage. (See Figure 6.)

Figure 6: Average number of departments using AI in their day-to-day functions



It's (mostly) about the use cases

For those in the 'exploring' stage, the priorities are people (diverse business and technology roles and experiences) and processes (standard, repeatable processes to develop and deploy AI solutions). Once the organisation is in the 'implementing' stage, however, the focus shifts to aligning AI models with use cases, as using the right tool for the right job can make or break the ability to realise value (see Figure 7).

Interestingly, repeatable processes and workflows shift back to first position at the 'scaling' and 'realising' stages, albeit with a different focus this time. While organisations are keen to develop repeatable processes and workflows at the beginning of their AI journey, their focus later shifts to scaling them so they can enable systematic, repeatable ROI across the business. This also tracks with the fact that AI has higher stakes at the later stages, as by now it has proliferated across much more of the organisation.

Figure 7: Drivers of AI strategy and experience by stage of AI readiness

Stage	Top Opportunities	Next area(s)
Exploring	• Processes to create a standard repeatable process for development and deployment of AI solutions • Diversity of roles and experiences of people involved in AI projects	Identifying AI models best suited for an organisation's AI use cases
Planning	Identifying AI models best suited for an organisation's AI use cases	Processes to create a standard repeatable process for development and deployment of AI solutions
Implementing	Identifying AI models best suited for an organisation's AI use cases	Diversity of roles and experiences of people involved in AI projects
Scaling	Processes to create a standard repeatable process for development and deployment of AI solutions	Identifying AI models best suited for an organisation's AI use cases
Realising	Processes to create a standard repeatable process for development and deployment of AI solutions	Identifying AI models best suited for an organisation's AI use cases

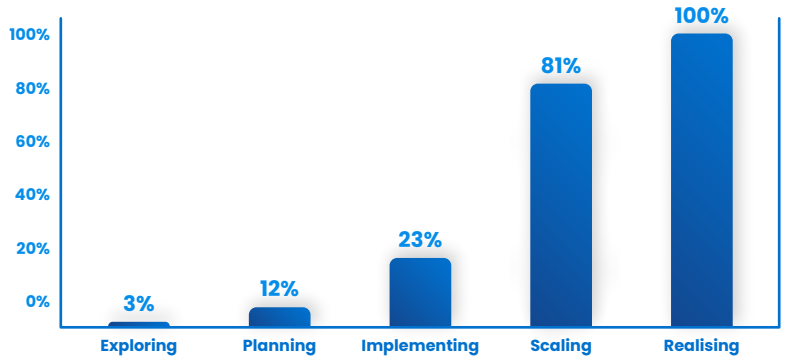
Driver 4: Organisation and culture

Operational and human factors that support value creation with AI

Senior leaders play a critical role in the organisation's ability to create value with AI. One hundred percent of leaders of organisations at the 'realising' stage have clearly communicated their vision of, and commitment to, AI as critical to the business, compared to 1% at the 'exploring' stage (see Figure 8).

This does not mean that leadership support replaces other critical success factors. It simply means that a leader-driven AI strategy is most strongly associated with AI value creation, especially when considering that business objectives, investment strategy and resourcing all start at the top and require ongoing leadership support.

Figure 8: Percentage of organisations whose leadership clearly communicates vision and commitment to AI



100% **of leaders of organisations at the 'realising' stage have clearly communicated their vision of, and commitment to, AI as critical to the business.**

Many additional factors contribute to the ability to realise value with AI (see Figure 9). The availability of AI subject-matter experts is the second organisational priority for all levels, as they contribute to institutional knowledge and ground what's possible in practical realities. An operating model for AI – whether it's a centre of excellence (also called a 'centre of enablement') or an aligned team of experts – becomes a necessity as AI becomes more prevalent throughout the organisation and requires more programmatic attention.

We also see that organisations tend to add a chief AI officer as they mature in their use of AI. The survey shows that 64% of organisations in the 'realising' stage have appointed a chief AI officer, compared to 6% in the 'exploring stage'. Finally, a culture that values agile decision-making and the scientific method is an important driver of success, as it creates a climate for testing and learning that is essential to continuous improvement and organisational agility.

Percentage of organisations that have appointed a chief AI officer

64% in the 'realising' stage

36% in the 'scaling' stage

18% in the 'implementing' stage

9% in the 'planning' stage

6% in the 'exploring' stage

Figure 9: Organisation and culture opportunities by stage of AI readiness

Stage	Top Opportunities	Next area(s)
Exploring	Leadership has clearly communicated vision and importance of AI	Availability of experts to contribute to AI projects
Planning	Leadership has clearly communicated vision and importance of AI	Availability of experts to contribute to AI projects
Implementing	Leadership has clearly communicated vision and importance of AI	Availability of experts to contribute to AI projects
Scaling	Leadership has clearly communicated vision and importance of AI	Availability of experts to contribute to AI projects
Realising	Leadership has clearly communicated vision and importance of AI	• Availability of experts to contribute to AI projects • Employee understanding of how AI supports strategy

Driver 5: AI governance

The processes, controls and accountability structures to govern AI at scale

AI governance – encompassing data privacy, security and responsible development and use of AI – did not emerge as a top overall driver of AI value in this study, suggesting perhaps that both IT and business decision-makers see AI governance as an organisational necessity rather than an enabler of business value. This may seem surprising given its critical importance for reducing risk and promoting trust, but a deeper look yields some useful insights.

On average, organisations reported the lowest readiness scores in AI governance (49% in the 'exploring' and 'planning' stages) compared to the other four drivers. Industry affiliation matters as well; organisations in highly-regulated industries are, understandably, likely to be more advanced in their AI governance maturity. For example, the healthcare industry reported the highest percentage in the top two stages (26%) compared to the average (22%). It is possible that these numbers may change as the regulatory landscape evolves. Nevertheless, AI governance – comprising security, data privacy and responsible development and deployment of AI systems – remains a critical enabler of business value and trust.

In the early stages, organisations can most effectively increase their AI readiness by focusing on processes and controls for transparency and explainability of AI tools (see Figure 10). Security and compliance of third-party tools ties for the first position in the 'exploring' stage, while the focus on using AI to proactively prevent malicious attacks increases as organisations move into the 'planning' stage. Introduction Part 1 Part 2 Conclusion

By the time they have reached the 'realising' stage, however, organisations are looking at a more complex and sophisticated AI environment. At this stage, priority is given to systems and processes to inform users of the applicable use cases of models and tools, along with performance metrics to identify issues and opportunities that may be affecting results.

On average, organisations reported the lowest readiness scores in AI governance (49% in the 'exploring' and 'planning' stages) compared to the other four drivers.

Figure 10: AI governance opportunities by stage of AI readiness

Stage	Top Opportunities	Next area(s)
Exploring	• Controls for ensuring transparency, explainability and interpretability of results • Security and compliance for third-party sharing of AI-generated data	• Assessing the impact of AI on people, organisations and society • AI system accountability for bias, impacts, safety and security
Planning	• Controls for ensuring transparency, explainability and interpretability of results • Security and compliance for third-party sharing of AI-generated data	AI system accountability for bias, impacts, safety and security
Implementing	• Controls for ensuring transparency, explainability and interpretability of results • AI proactively prevents cyberattacks on infrastructure and data	AI system accountability for bias, impacts, safety and security
Scaling	Systems to inform AI use cases, performance metrics and limitations	• AI proactively prevents cyberattacks on infrastructure and data • System to address copyright and IP ownership • Controls for storage, processing and sharing of sensitive information and personally identifiable information (PII) • Controls for ensuring transparency, explainability and interpretability of results
Realising	Systems to inform AI use cases, performance metrics and limitations	Controls for storage, processing and sharing of sensitive information and personally identifiable information (PII)

Part 2

This section gives guidance for leaders at every stage of AI readiness to map out your roadmap and create value with AI.

Your roadmap to creating value with AI depends on where you are on your AI journey.

What makes sense for a midsize, cloud-first retailer in the United States may not be relevant for a German pharmaceutical company, a Japanese manufacturer or a financial services firm based in India. Similarly, your next best step depends on where you are today – whether you're starting to explore AI, are in the planning phase or are scaling large implementations across the business. Each stage comes with a set of priorities that lays the foundation for the next stage.

Figure 11, describes the five stages of AI readiness we have identified based on our survey data.

Figure 11: Profiles of each stage of AI readiness

Exploring

Organisations at this stage are just starting out with AI. They are learning about and experimenting with it in select areas of the organisation.

Profile data

16%	20+yrs	300 – 10k	21%	3%
are at this stage	average age of organisation	number of employees	Cloud-first	Seeing significant value from AI

Planning

Organisations at this stage are actively assessing, defining and planning an AI strategy, running proofs of concept and planning for AI deployments.

Profile data

23%	20+yrs	all sizes	20%	12%
are at this stage	average age of organisation	number of employees	Cloud-first	Seeing significant value from AI

Implementing

Organisations at this stage are moving from proofs of concept and pilots into production.

Profile data

36%	15yrs	500 – 10k	20%	23%
are at this stage	average age of organisation	number of employees	Cloud-first	Seeing significant value from AI

Scaling

Organisations at this stage are scaling AI projects across the organisation.

Profile data

20%	5–15yrs	500 – 10k	31%	61%
are at this stage	average age of organisation	number of employees	Cloud-first	Seeing significant value from AI

Realising

Organisations at this stage are realising repeatable and measurable value across the organisation.

Profile data

5%	5–15yrs	1 – 10k	52%	96%
are at this stage	average age of organisation	number of employees	Cloud-first	Seeing significant value from AI

The next section lays out the most effective steps you can take now to build momentum toward your goals, based on your organisation's stage of readiness.

The following charts use standard competition ranking (also known as '1224' ranking, as used in sports such as golf), to assign the priority of each opportunity. This means that if there's a tie among opportunities, two or more have equal priority.

Stage 1: Exploring

If your organisation is largely in the 'exploring' stage, the most effective focus area is AI strategy and experience. This means gaining as much knowledge and experience with AI models as possible, ideating on potential processes or workflows to create or optimise and building a diverse team that reflects the input of multiple stakeholder groups and experiences.

We also see a three-way tie for second position among technology and data strategy, organisation and culture and business strategy, reflecting that each of these drivers has comparable priority at this stage.

Top opportunities at the exploring stage

Rank #1

AI strategy and experience

- Processes to create a standard repeatable process for development and deployment of AI
- Diversity of roles and experiences of people involved in AI projects
- Identifying the AI models best suited for their respective AI use cases

Rank #2 (tie)

Technology and data strategy

- Access to complete and relevant data for AI modelling purposes
- Using AI for improving security
- Dedicated cloud infrastructure

Rank #2 (tie)

Organisation and culture

- Leadership has clearly communicated vision and importance of AI
- Availability of experts to contribute to AI projects

Rank #2 (tie)

Business strategy

- AI objectives support business objectives
- AI used for real-time decision-making
- Prioritised, approved and socialised use cases for AI
- A clear investment plan for AI implementation across the business

Rank #5

AI governance

- Controls for ensuring transparency, explainability and interpretability of results
- Security and compliance for third-party sharing of AI generated data
- Assessing the impact of AI on people, organisations and society
- AI system accountability including bias, impacts, safety and security

Stage 2: Planning

As organisations move into this stage, a more formalised business strategy becomes the priority, as a strong business case is critical to any project's ability to move from proof of concept to implementation and scale. The priorities should be to identify the use cases most likely to drive value and align on how you will measure impact.

At this stage, we see a two-way tie for the second priority between technology and data strategy and organisation and culture. This reflects the importance of choosing the right use cases to ensure that AI projects map to business priorities, access to complete and relevant data and a robust cloud infrastructure, as well as leadership vision and support.

Top opportunities at the planning stage

Rank #1	Rank #2 (tie)	Rank #2 (tie)	Rank #4	Rank #5
Business strategy	**Technology and data strategy**	**Organisation and culture**	**AI strategy and experience**	**AI governance**
• Prioritised, approved and socialised use cases for AI • AI used for real-time decision-making	• Access to complete and relevant data for AI modelling purposes • Dedicated cloud infrastructure	• Leadership has clearly communicated vision and importance of AI • Availability of experts to contribute to AI projects	• Identifying AI models best suited for its AI use cases • Processes to create a standard repeatable process for development and deployment of AI	• Controls for ensuring transparency, explainability and interpretability of results • AI system accountability measures including bias, impacts, safety and security • Security and compliance for third-party sharing of AI generated data

Stage 3: Implementing

At this stage, the organisation has addressed its initial AI platform and data needs and is now preparing to scale, which requires strong leadership support as well as AI and business expertise.

At this point, the focus should shift to organisation and culture, which encompasses operations, skills, resources, leadership vision and cultural readiness. This will prepare you for the next two stages: scaling AI solutions and realising consistent and measurable value. Business strategy remains in second position, tied with AI strategy and experience.

Top opportunities at the implementing stage

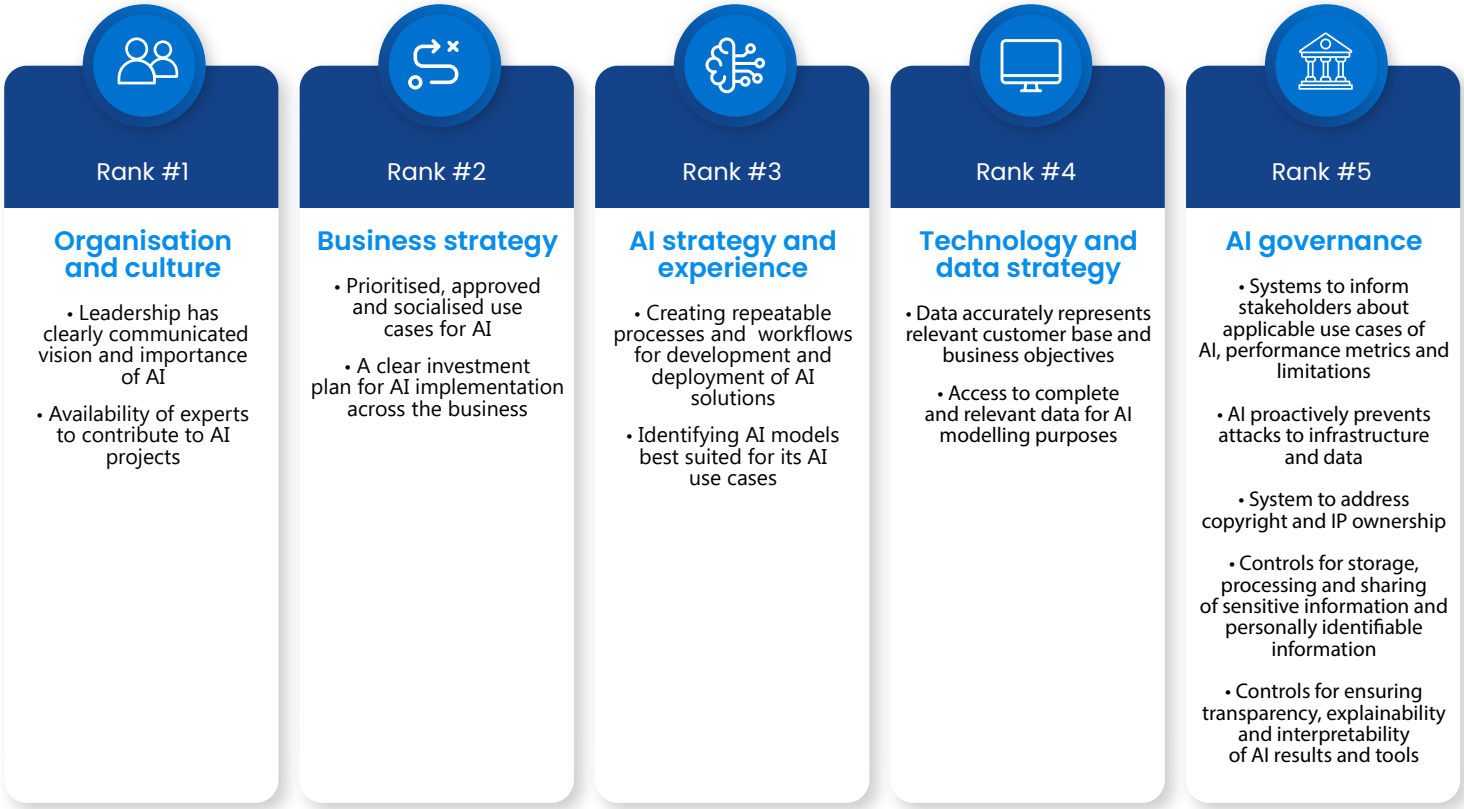
Rank #1	Rank #2 (tie)	Rank #2 (tie)	Rank #4	Rank #5
Organisation and culture	**Business strategy**	**AI strategy and experience**	**Technology and data strategy**	**AI governance**
• Leadership has clearly communicated vision and importance of AI • Availability of experts tocontribute to AI projects	• Prioritised, approved and socialised use cases for AI • AI objectives support business objectives • AI used for real-time decision-making • A clear investment plan for AI implementation across the business	• Identifying AI models best suited for AI use cases • Diversity of roles and experiences of people involved in AI projects	• Access to complete and relevant data for AI modelling purposes • Data accurately represents relevant customer base and business objectives • Dedicated cloud infrastructure	• Controls for ensuring transparency, explainability and interpretability of results • AI proactively prevents attacks to infrastructure and data • AI system accountability measures including bias, impacts, safety and security

Stage 4: Scaling

By the time they have reached the 'scaling' stage, organisations have deployed AI applications and systems across a few of their business functions. Organisation and culture continue to be the top priority, while business strategy remains in second position, likely reflecting a focus on identifying and evaluating new use cases.

At this stage we also see the rising importance of a clear investment plan for AI, given the increasing prevalence of AI across the business and the importance of rationalising the AI portfolio. From an industry perspective, we see that banking, financial services and insurance overindex at this stage.

Top opportunities at the scaling stage

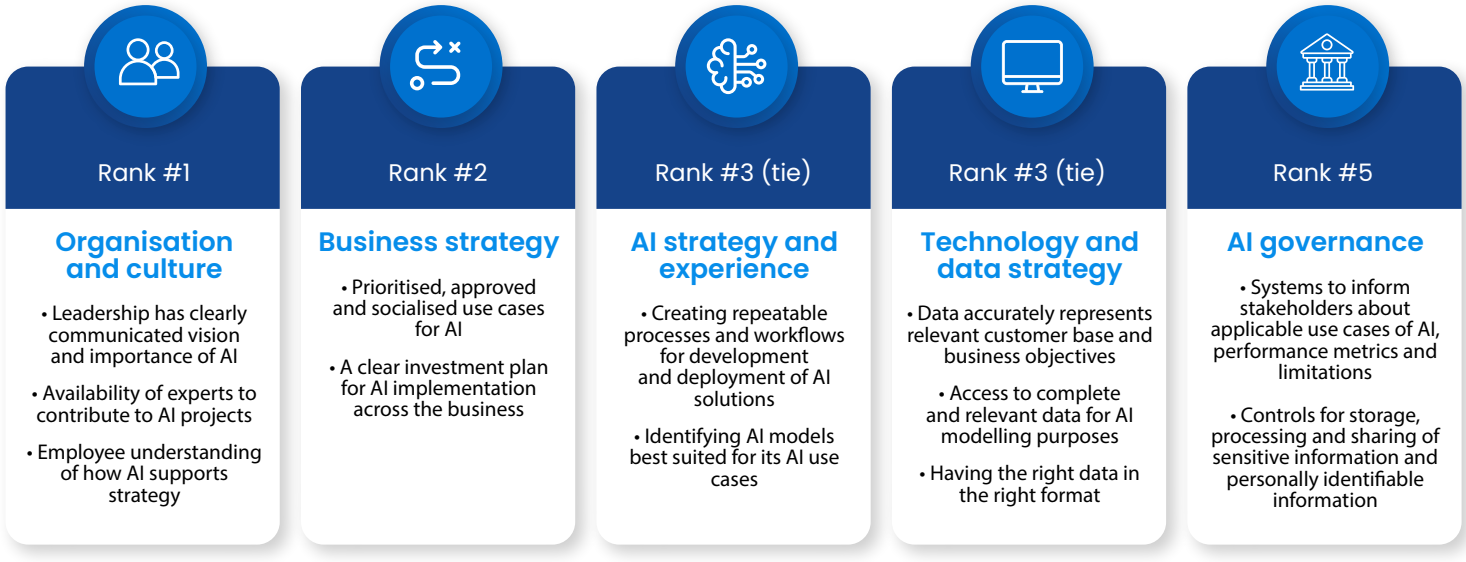


Stage 5: Realising

By the time an organisation has reached the 'realising' stage, it has demonstrated success in scaling AI projects and is achieving consistent and measurable value across the organisation. Priorities are essentially similar to the 'scaling' stage.

The most common industries in this stage are healthcare, technology and retail, which are using AI applications and AI enabled solutions across most of their business functions.

Top opportunities at the realising stage



Conclusion

Conclusion

This research is intended to share what we've learned from business and IT decision-makers about the emerging best practices for creating value with AI, and how they evolve as organisations progress along their AI journey. We hope these insights help you chart your path with a greater degree of clarity and confidence.

Take the next step on your AI transformation journey

1. Explore Microsoft AI solutions and see how Microsoft is empowering the world to achieve more with AI
2. Learn how to plan, strategise and scale AI projects on Microsoft Learn
3. Discover Microsoft Copilot, your everyday AI companion for work and life
4. Try the free version of Microsoft Copilot

Definitions

- **AI (artificial intelligence) (1950s):**
  the theory and development of computer systems that are able to perform tasks that normally require human intelligence, such as visual perception, speech recognition, decision making and translation between languages[4]
- **Machine learning (1990s):**
  a subset of AI and computer science where algorithmic models are trained to learn from existing data to make decisions or predictions
- **Deep learning (2010s):**
  a machine learning technique that uses layers of neural networks to process data and make decisions
- **Generative AI (2020s):**
  a type of AI technology that uses algorithmic models to create new written, visual and auditory content when given prompts or existing data

Research, methodology and modelling

Market	Total	IT decision makers	Business decision makers
United States	n=500	251	249
India	n=200	100	100
United Kingdom	n=200	100	100
Germany	n=207	103	104
Japan	n=206	105	101

The research behind this eBook included multiple phases conducted by IPSOS on behalf of Microsoft. In August of 2023, IPSOS conducted an expert workshop with representatives from business and academia. They then conducted a quantitative survey of enterprise business and IT decision-makers (BDMs and ITDMs) on the topic of AI readiness and success from September to October of 2023.

These decision-makers had budget responsibility; covered a mix of business functions, departments and industries; and represented enterprise or higher mid-market organisations (500+ employees for U.S. organisations, 300+ employees for global markets). We obtained input from more than 1,300 decisionmakers in multiple markets including the United States, India, United Kingdom, Germany and Japan.

The survey included more than 40 questions related to each of the five drivers of AI success: business strategy, technology and data] strategy, AI strategy and experience, organisation and culture and AI governance. The analyses and models described in this paper were created using multinomial logical analysis to predict the readiness level of each driver using the items in the survey for each and then the overall readiness from the predicted assessments of the five drivers.

For each stage of AI readiness, the study identified typical values to represent the stage's characteristics and opportunities. For example, in the initial 'exploring' stage, the responses to all of the scale questions were set at a value of 1. Similarly, for the planning stage, all questions were set at a value of 2. The values serve as standard examples for each stage. However, the specific recommendations for an organisation might differ, depending on the organisation's unique situation and opportunities.

Endnotes

1. Grace Solomonoff, 'The Meeting of the Minds that Launched AI', May 6, 2023, accessed February 29, 2024, The Meeting of the Minds That Launched AI – IEEE Spectrum.

2. Please see the 'Research, methodology and modelling' overview for more detail on the research and analytical approaches that support this study.

3. IPSOS created the analyses and models described in this paper using multinomial logit analyses to predict the readiness level of each driver using the items in the survey for each driver and then the overall readiness from the predicted assessments of the five drivers. The multinomial logit analysis produces probabilities for each level of readiness, which allows for identifying the differential opportunities that exist for each. To determine the next best opportunity, we took the predicted probabilities and calculated the expected value of readiness in each case, then estimated the increase in the expectation from increasing each item respectively.

4. Oxford Reference. Overview: Artificial Intelligence. Retrieved August 14, 2023, from Artificial intelligence – Oxford Reference.

Disclosures

Pricing

	Price	Description
Alpha	**R6k/month x 12 months**	• 3 hours virtual training, maximum two sessions per month with up to 6 people per session • Management of Compliance Score improvement path. This includes a monthly meeting to review the current Microsoft Compliance Score and identify and explain action points for improvement in the future as well as a review of the past actions. • Management of Secure Score improvement path. This includes a monthly meeting to review the current Microsoft Secure Score and identify and explain action points for improvement in the future as well as a review of the past actions. • Bi-annual meeting with Directors and/or Senior Engineer including progress report
Beta	**R12k/month x 12 months**	• 6 hours virtual or in-person (only in Johannesburg and Cape Town) training, maximum three sessions per month with up to 6 people per session • Management of Compliance Score improvement path. This includes a monthly meeting to review the current Microsoft Compliance Score and identify and explain action points for improvement in the future as well as a review of the past actions. • Management of Secure Score improvement path. This includes a monthly meeting to review the current Microsoft Secure Score and identify and explain action points for improvement in the future as well as a review of the past actions. • 2 hours Senior Engineer Assistance per month, used in thirty minute blocks • Quarterly meeting with Directors and/or Senior Engineer including progress report
Theta	**R20k/month x 12 months**	• 6 hours virtual or in-person (only in Johannesburg and Cape Town) training, maximum four sessions per month with up to 6 people per session • Management of Compliance Score improvement path. This includes a monthly meeting to review the current Microsoft Compliance Score and identify and explain action points for improvement in the future as well as a review of the past actions. • Management of Secure Score improvement path. This includes a monthly meeting to review the current Microsoft Secure Score and identify and explain action points for improvement in the future as well as a review of the past actions. • Data Governance Project: assessment of current data governance position including holistic up-to-date map of your data landscape, data classification and permission lineage. Remediation of all initial errors and monthly checks to ensure ongoing compliance • 4 hours Senior Engineer Assistance per month, used in thirty minute blocks • Quarterly meeting with Directors and/or Senior Engineer including progress report

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