



IBM Consulting

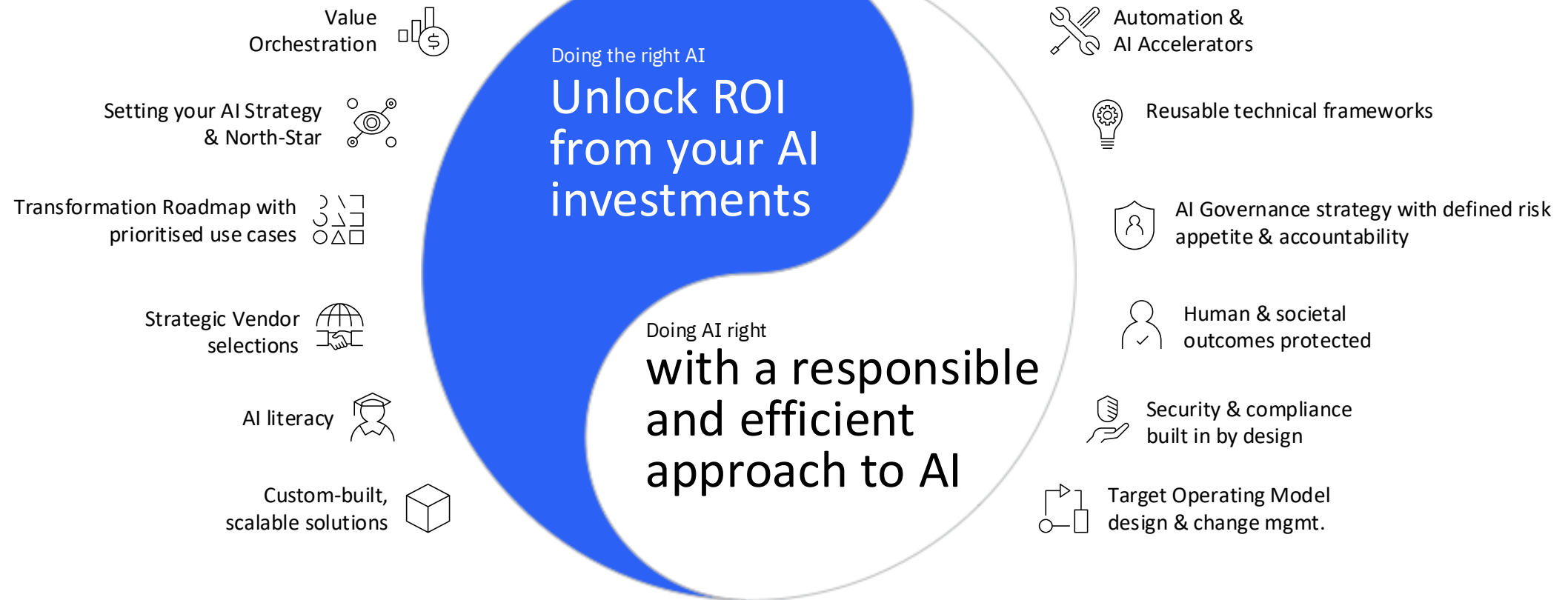
G-Cloud 15 IBM - AI Strategy Service Definition Document

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IBM Consulting helps
you do the **right AI**
and do AI right.



We are helping clients globally do the right AI and do it right



PEPSICO

HYATT®



Crédit Mutuel

DWP Department for Work and Pensions

SUNCORP

STELLANTIS



wintershall dea



MONEY



ROCKET
Mortgage



Lufthansa



Cabinet Office



syngenta

We consider the impact of AI across your business

IBM has a structured way of enabling clients to tackle these SOCIO-technical challenges and extract real value from AI.

AI Governance & Ethics

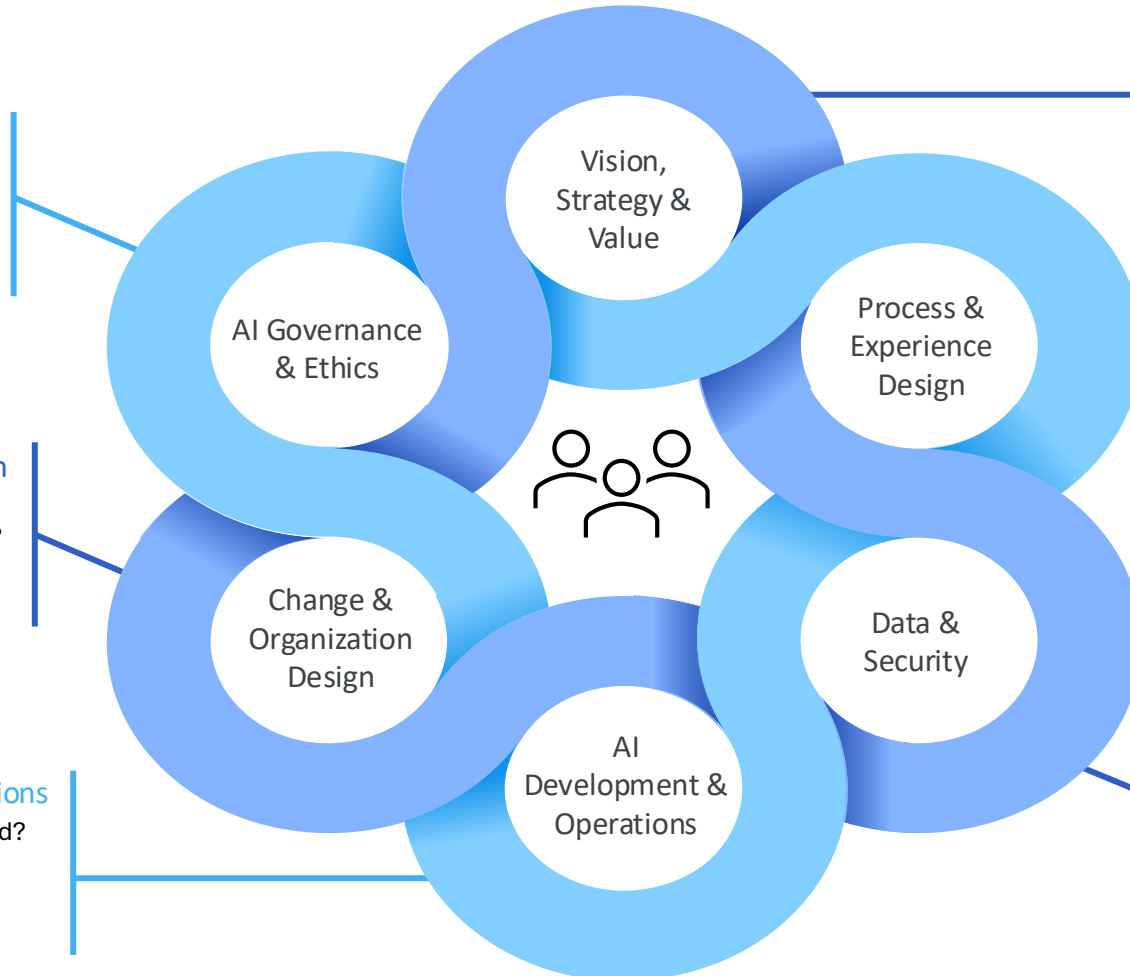
- How will we enable safe innovation?
- How do we ensure ethical use of AI?
- What is our risk appetite towards AI?
- How are we complying with AI regulation?

Change Management & Org Design

- How should we structure to build AI?
- Which processes need to evolve to support AI?
- What is the mindset of our people towards AI?
- How do we ensure employees are AI literate?

AI Development & Operations

- Do we have an inventory of all AI models used?
- What is our model evaluation framework?
- How do we deploy AI efficiently?
- What are we doing to monitor model health?



Vision, Strategy & Value

- Do we have a clear AI vision that is well understood?
- How will we measure & track value release from AI?
- What is our prioritisation framework for AI?
- Who is ultimately accountable for AI?

Process & Experience Design

- How will we build AI solutions that solve real user problems?
- What is our approach to AI adoption?
- How do we protect human outcomes?
- Do we have good feedback mechanisms?

Data & Security

- Do we have tools to ensure good quality, managed, secure, and governed data?
- How will our cybersecurity approach evolve to accommodate AI?
- Are we able to offer transparency to our stakeholders on the data used?

AI Strategy

What does it involve?

We believe that a well thought-through AI Strategy will set your organisation up to drive **30%+ ROI** from your AI investments.

We use our extensive experience building AI solutions to ground our advisory and inform our implementation recommendations.



North-Star & Vision

Where are we aiming to be?

A description of what your organisation will have achieved at the end of the transformation

What will you take away?

- Vision & mission statement
- Guiding principles
- Market scan



Value Orchestration

Why do we think it's worth it?

An approach that links individual initiatives to executive level strategy goals, aiding value-driven prioritisation and supporting ROI

What will you take away?

- Value tree
- Transformation business case
- Value-realization process



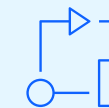
Transformation Roadmap

What will we build?

Agreement on the AI solutions that will achieve the North-Star and align to the Value tree, with supporting technology choices.

What will you take away?

- Sequenced roadmap
- AI solution one-page summaries
- High-level logical architecture



Target Operating Model

How will we enable success?

Design of the organisation's TOM to best enable the North-Star, with particular focus on identification of strategically important capabilities

What will you take away?

- Report of recommendations
- Suggested AI delivery structure
- Priority data & AI accelerators

AI Governance

What does it involve?

As investment in AI surges, we're seeing an increase in organisation taking unforeseen risks that threaten to erode customer trust, damage brand reputation and can result in costly non-compliance fines.

A **holistic approach** to Organisational AI Governance and AI Lifecycle Governance will underpin **scalable, safe AI** solutions.

Organisational AI Governance

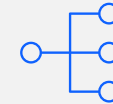


AI Education & Awareness
How can our People understand what good AI looks like?

Enabling an AI-ready workforce

What will you take away?

- AI Literacy & Applied Training
- Templates for AI use case risk assessments & workshops
- AI Taxonomy for common terms



Governance Structures & Vision
How can we set up to succeed in governing AI?

Giving clarity to your teams on what AI is acceptable within your organization

What will you take away?

- AI Council (governance forum)
- Responsible AI principles
- AI policies, processes & metrics
- Regulatory Risk appetite for AI

AI Lifecycle Governance



Development & Deployment
How can we get AI live safely?

Defining how you build AI solutions

What will you take away?

- Technical implementation of guardrails
- Best practices for development
- Automated tools for deployment



Technical Operations & Infra
What tools do our teams need to build and run AI solutions?

Establishing the right technology to meet your AI governance needs

What will you take away?

- Set up of centralized platform for AI solution lifecycle monitoring
- Model Health Dashboards
- Cybersecurity considerations



Monitoring & Model Mgmt.
What can we measure to prevent & detect AI issues?

Setting best practice lifecycle management of AI models

What will you take away?

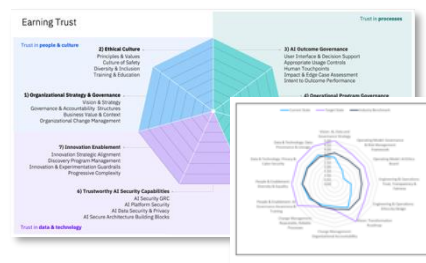
- Model OKRs & KPIs
- Process for onboarding and sustaining AI models

Our Enterprise Transformation with AI assets accelerate your time to value

To bring you high-quality advisory as efficiently as possible, we use a portfolio of AI tools to make our engagement teams work smarter, and so they can focus their full attention on your business needs.

We also have a backpack full of templates and best practices that we bring with us to get the most from our time together in workshops & whiteboard sessions.

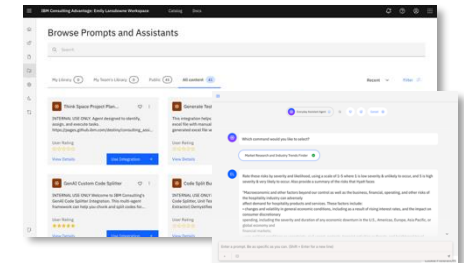
We are not only AI experts, but we use AI to deliver better Enterprise Transformation with AI advisory to you.



AI Assessment Manager
Organizational AI readiness assessment using IBV industry data



CBM.ai
Industry-aligned business component models to aid AI opportunity identification



IBM Consulting Assistants
AI assistants to speed up research & document summarisation

IBM Consulting helps the Department for Work and Pensions establish a generative AI Centre of Excellence (CoE)

Challenge

DWP was looking to use AI to accelerate toward key goals

- Delivering efficient, effective and innovative public services and civil service ways of working in the context of Government departments needing to reduce their administrative budgets by 15% by the end of the decade
- Bring down economic inactivity levels and take the first steps to delivering long-term ambition to achieve an 80% employment rate
- Tackling fraud and error

IBM Solution

IBM supported DWP in harnessing the power of Generative AI through a design and value-led agile approach and establishing an AI CoE covering:

- Developing the AI Vision and Strategy
- Driving the generative AI innovation pipeline across the business
- Rapid testing of ideas via POCs
- Shaping the approach for reusable AI component delivery
- Defining and executing value measurement and prioritisation
- Shaping and embedding AI governance into the organisation, including ethics and risk frameworks for responsible AI

Outcome

The department has with our help set out its AI strategy, deployed robust AI governance and delivered multiple gen AI use cases, including two in private beta, with demonstrable productivity improvements, reduction in incorrect information and high user satisfaction.



12

Design-led Gen AI POCs & Trials

22%

Reduction in time taken to produce content in a specific use case

3

MVPs; two of these are in private beta in early 2026.

92%

User satisfaction for a specific gen AI tool

IBM Consulting helps Hyatt US co-create an enterprise-wide AI Agenda & augment its AI Governance

Challenge

Hyatt was looking to understand where can they infuse AI into their operations to maximize business outcomes & enable key stakeholders – colleagues, guests, customers, owners & shareholders – to be their best, while fostering a culture of agility in the process.

IBM Solution

IBM Consulting partnered with Hyatt's c-suite, including the CEO, in a 12-week Enterprise Transformation with AI engagement that entailed high participation across the enterprise. This included 20+ interviews across Commercial Services, HR, Development, Finance, Legal & Operations, 5 visioning workshops with AI Pod members & executives, 7 design sessions with over 100 colleagues from different regions and roles, and 20+ working sessions with the AI Pod.

Outcome

The combination of these exercises resulted in the creation of an AI transformation strategy supported by a roadmap detailing 14 major AI initiatives, each with its own set of potential AI use cases, aligned to 9 high-impact strategic 'themes'. After one final prioritisation working session with leadership, 4 prioritised AI initiatives emerged which the Hyatt teams are currently implementing. In addition, IBM led Hyatt in refining its existing governance mechanisms to ensure value generation with AI and set out a robust value framework.



\$1M+

In onwads pipeline unlocked, which strategically places IBM Consulting as the AI Partner of choice, displacing BCG

1 AI Pod

Including CEO & SVPs for each domain (i.e., HR, Legal, Development, Commercial, Tech, Finance, Operations)

4 MVPs

prioritised for execution, with identified impact of >\$300M EBIT and ~20M in investments

“

My mind has been blown away from the work I've seen...

Mark Hoplamazian
CEO, Hyatt

Establishing AI governance for a global auto manufacturer

Challenge

This global automobile manufacturer was at a critical juncture in its AI adoption journey. By electing to manage the risks presented by AI, they took a measured approach that leverages important considerations of risk appetite alongside the implementation of new governance infrastructure.

IBM Solution

- Define a holistic and staged approach to establish scalable, secure, sustainable, responsible AI Governance that is templated to scale asynchronously across the car company
- Drive responsible deployment and use of AI across the enterprise using education to drive cultural awareness
- Demonstrate execution at speed starting with the company's AI Steering Committees with hands on efforts

Outcome

Applied training program for both the manufacturer's fledgling AI governing council AND for the teams dedicated to exploring 4 new AI use cases. Each group gets practice in learning HOW to develop AI responsibly using repeatable frameworks and templates.

Comprehensive and holistic assessment helped IBM design a tailored set of tactical recommendations for the creation of the client's new AI governance framework.



Final report with holistic and tactical recommendations for a quality assurance with comprehensive, intelligent AI Risk Management Framework to assess risks and controls, contributing to a reduction the risk management effort.

118

participants in 10 interactive workshops with 4 teams created governance artefacts for AI governing body review. Each team learned fundamentals of AI governance as it pertains to their own use case.

5

AI models audited by watsonX.governance and 1 by the IBM Consulting team demonstrating how to glean insights into Ai model behavior within minutes

14

leaders interviewed giving us insights across 7 paradigms for how to establish their AI governance framework.

7

Tactical Principles with drafted SLA requirements

Our approach is *tried & tested*

The best way to learn is by doing. So, we went on our own AI transformation and unlocked \$3.5B in productivity benefits along the way.

Now our clients benefit from our insights and lessons learned to fast-track their AI journey



IBM is client zero in doing AI right

\$3.5B

opportunity in productivity

10M+

Hour of work automated

25pts

Increase in customer NPS

20pts

Increase in employee engagement

The productivity gains have enabled IBM to reinvest in Hybrid Cloud, AI, strategic partnerships, and make 15 acquisitions in the past 3 years, expanding IBM ecosystem for innovation and growth.

Use cases implemented across Enterprise Operations

Finance

- Modernizing Lead to Cash
- Reimagining Pricing Approval Workflows
- Unlocking Contract Intelligence
- Streamlining Order Registration and Billing

Supply Chain

- Digitizing Supply Chain Orchestration

Vended Spend

- Subcontractor Optimization

Customer

- Reinventing Client Support
- Catalyst for Faster Insights

IT

- Scaling Automation
- Transforming Enterprise IT Operations
- Modernizing IT Operations
- Turbo-charging Business Application Performance
- Strengthening **AI Governance**

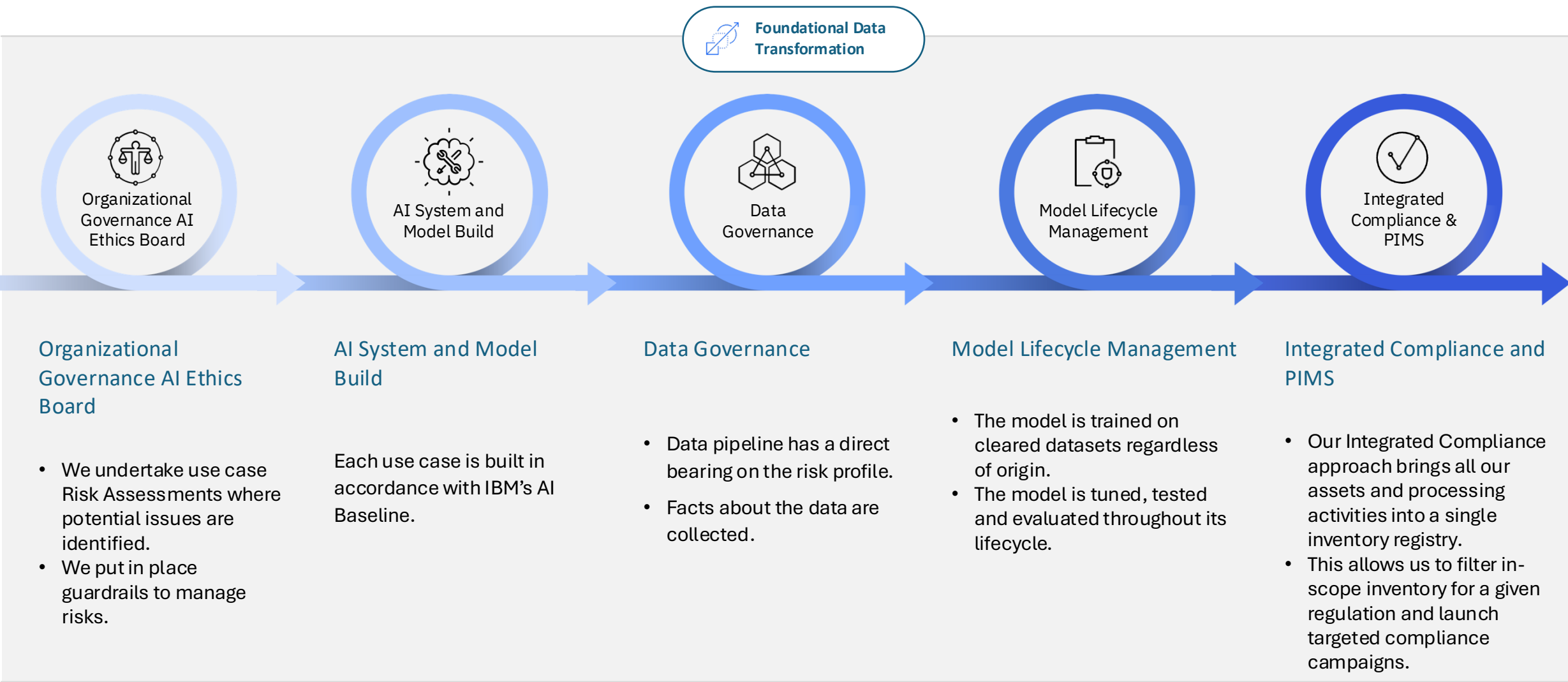
HR

- Transforming HR with Digital Workers
- Reinventing HR Support
- Augmenting HR Support

Real Estate

- Footprint Consolidation

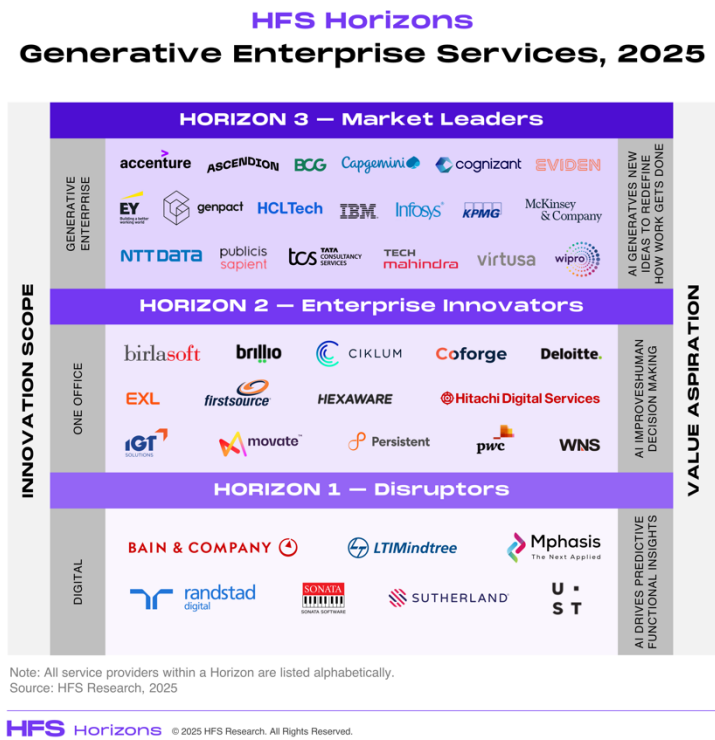
IBM's doing AI right journey is underpinned and enabled by an Integrated Governance Program



Our expertise and leadership in AI consulting is recognized by clients and analysts

IBM is rated as a [Horizon 3 Market Leader](#) by HFS Research

"Asset-rich consulting expertise for driving GenAI transformation at scale"



...and as a [leader](#) and [star performer](#) by Everest

Everest Group PEAK Matrix®:
Artificial Intelligence (AI) Services PEAK Matrix® Assessment 2024

