

AI Business Research



ASSESSMENT OF ORGANIZATIONAL AI READINESS AND ADOPTION LEVEL

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Academic Unit for Business
Informatics and Logistics



HOW TO USE THIS REPORT

Your organization's AI Readiness and Maturity is calculated through an analysis of the organization's eight attributes.

Along with the score, you will receive a detailed result on all eight attributes that define AI readiness and maturity. Average scores of other organizations in the same industry, country, and EU-wide will be provided later when the complete dataset is gathered. The modified results will be sent over email.

To improve your overall score, start by improving the areas you scored the lowest on.

Please turn to the next page to see your overall AI maturity score.

Do you have any questions?

For any clarification request, technical problems, you can contact me at ales.zebec@student.uni-lj.si.

For Frequently Asked Questions click [here](#).

For References click [here](#).

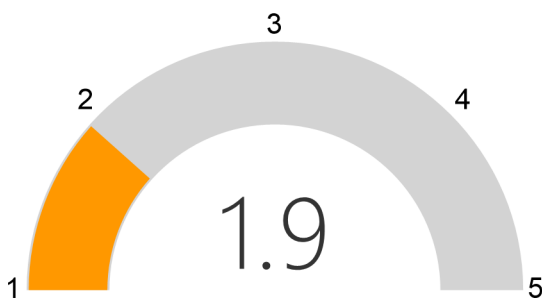
[About me](#).



YOUR ORGANIZATION'S OVERALL ASSESSMENT SCORE

Advances in AI technologies create new possibilities by making business processes cognitive (they can sense, respond, and learn). As AI is highly data and domain knowledge dependent, organizations have difficulties leveraging AI technologies and realizing performance gains. Organizations should seize this opportunity and aim to be in the best possible position to capitalize on all the benefits that AI can bring. An organization's AI readiness and capabilities will ultimately determine the way forward, the level of AI maturity.

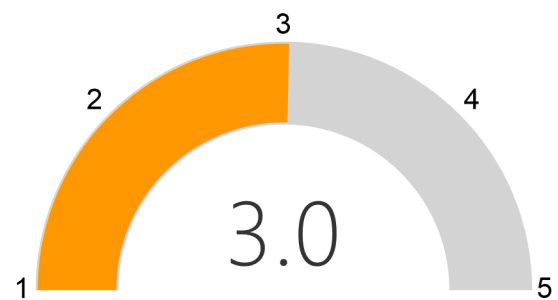
Result: your organization is AI Ready



Your AI adoption extent score: Low

Your AI adoption extent measures the use of AI technologies and solutions in the organization's operations. Key factors include:

- the organization's ability to extract data from structured and unstructured sources;
- to use AI to detect patterns in data and interpret their meaning;
- to use AI-enhanced human-computer interaction and collaboration;
- to use AI in decision-making processes;
- to integrate AI technologies with other IT resources, services, and devices;
- to automate some, or all, of the data processing and decision points required to complete a complex task spanning multiple systems.



Your AI Readiness score: Medium

AI Readiness measures the ability to pursue and generate real value from an AI initiative. Key factors include:

- the organization's ability to create systems and methods for improving organizational performance;
- organizational learning affecting organizational control and intelligence, competitive advantage, and the exploitation of knowledge and technology;
- organizational culture that fosters organizational learning and technological innovation;
- data-driven culture where data and information play a critical role in the success of the organization;
- how well the organization has incorporated digital into its operating models
- how well an organization manages its business processes.

What does AI Ready mean?

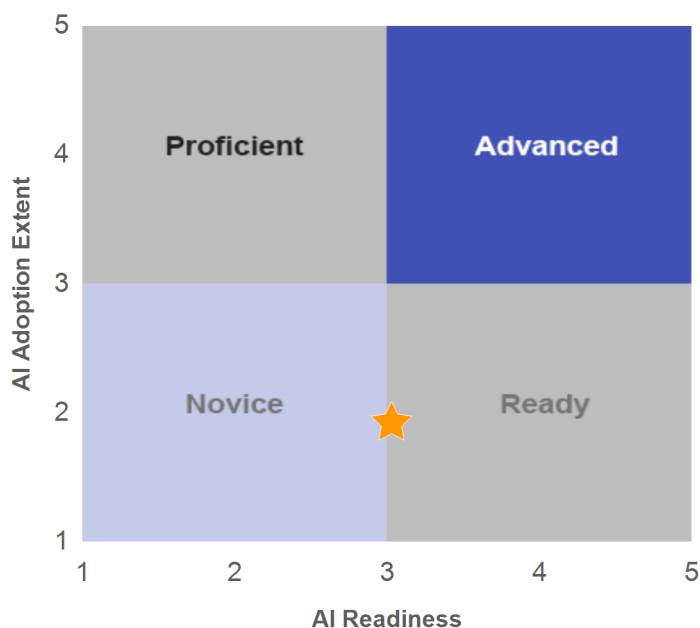
AI Ready organizations are in a suitable position to start their AI journey: they are sufficiently prepared in terms of strategy, organizational set-up, and data availability to move forward and implement AI technology and solutions in defined operational scenarios.

Such organizations must take the next step by making tactical investments to enable the relevant skills, technology, and data to realize these plans.

Understanding AI Maturity

Organizations that are ready for AI will be able to seize new opportunities. The first step is to know where you stand. Your organization will fall into one of the four AI maturity profiles based on your scores in terms of AI Readiness (X-axis) and AI Adoption Extent (Y-axis).

★ Your current score



Profile descriptions

AI Novice is the most immature phase, where the organization has not taken proactive steps on the AI journey and is in *assessment mode*. The organization will not be able to take advantage of the opportunities offered by AI capabilities, hindered by the lack of a cohesive strategy, limited organizational alignment, and insufficient data availability.

AI Ready organizations are in a suitable position to start their AI journey: they are sufficiently prepared in terms of strategy, organizational set-up, and data availability to move forward and implement AI technology and solutions in defined operational scenarios. Such organizations must take the next step by making tactical investments to enable the relevant skills, technology, and data to realize these plans.

AI Proficient organizations have a reasonable degree of experience and understand how to move forward with AI. But there are still gaps and limitations in their strategy road map, data capabilities, and technology resources. These shortfalls affect the range and depth of AI-powered operational scenarios they can address, which ultimately means missed opportunities.

Organizations with an **AI Advanced** score have achieved a good level of AI maturity and are ahead of other organizations in the AI journey. These organizations have AI expertise and experience, with a proven track record in AI-powered use cases. They are typically more advanced in digital transformation and are often larger organizations with more resources at their disposal to invest in AI. But organizations that are AI Advanced cannot be complacent and must ensure they keep ahead of new developments in AI and the potential impacts on their business (both positive and negative).

The AI Maturity attributes

AI Adoption Extent

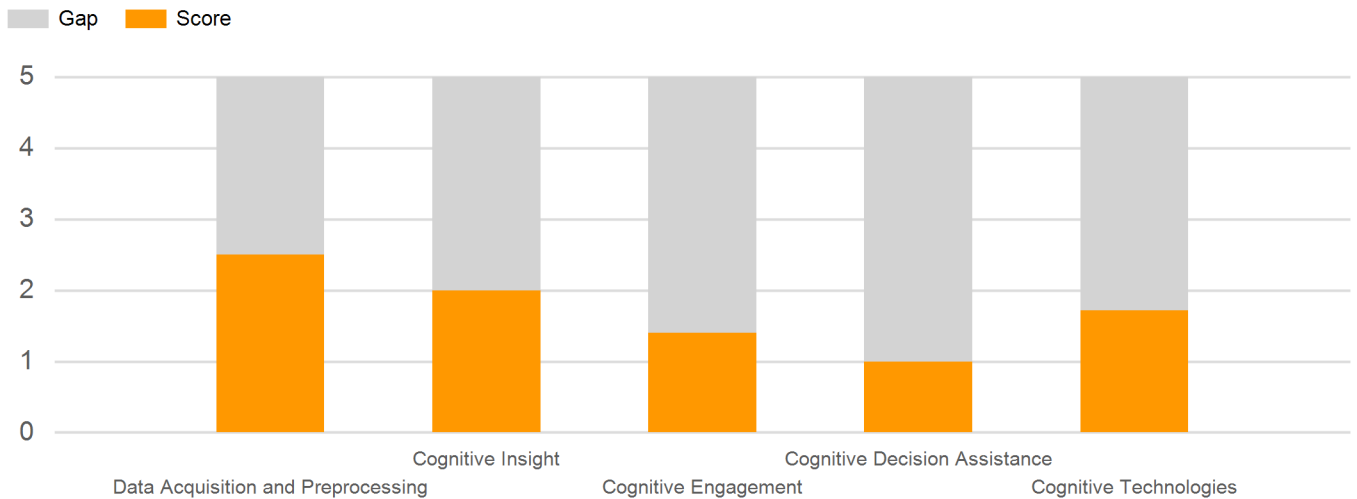
AI adoption
Cognitive Business Process Automation

AI Readiness

Business Process Innovation
Organizational Learning
Organizational Culture
Data-Driven Culture
Digital Maturity
Business Process Management Maturity

AI ADOPTION

Artificial Intelligence Adoption measures the organization's ability to develop a set of distinct AI-enabled capabilities (the ability to mobilize AI resources to exploit strategic assets and achieve innovative changes), through the successful implementation of AI applications, tools, or technology.



Data Acquisition and Preprocessing: your organization's ability to extract data from structured and unstructured sources, new and legacy systems, and internal, external sources and to prepare it for analysis. The three basic routines are data extraction, data preprocessing, and continuous ensuring of data quality.

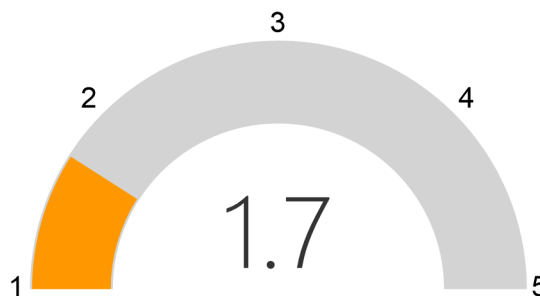
Cognitive Insight: your organization's ability to use AI to detect patterns in data and interpret their meaning.

Cognitive Engagement: your organization's ability to support AI-enhanced human-computer interaction and collaboration. Engagement consists of several key elements, including understanding, perception of intention, and domain knowledge.

Cognitive Decision Assistance: your organization's ability to use AI in decision-making processes. AI technologies and techniques enable AI-assisted decision-making and render decision support more intelligent.

Cognitive Technologies: your organization's ability to integrate AI technologies with other IT resources, services, and devices. This dimension was isolated for cases where organizations do not deploy and use AI in a specific application domain as a particular application or a tool. Cognitive Technologies AI-enabled capability is the highest level of adoption when AI is not merely used but utilized (implying innovation or creative use beyond the intended use).

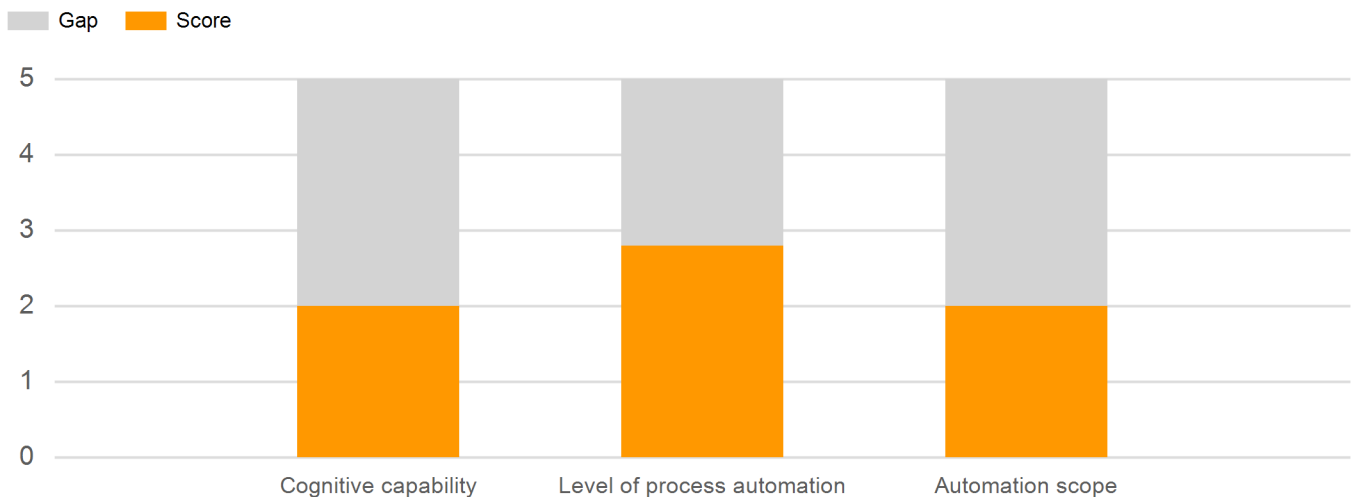
Your Score



A score of 1.7 means you have several opportunities to increase the adoption level of AI technologies and solutions. To improve your score, start by reviewing the scores for a specific group of AI solutions.

COGNITIVE BUSINESS PROCESS AUTOMATION

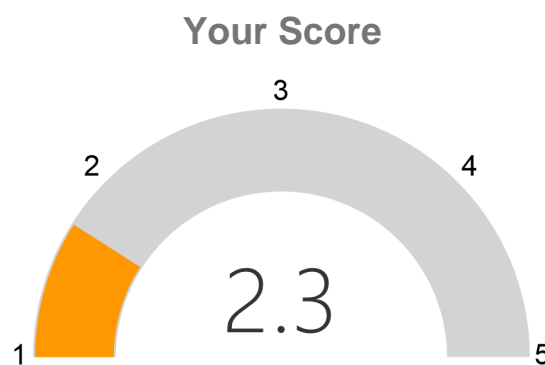
CBPA is an extension of the traditional automation concept using AI technology, specifically with the subset of Cognitive Technologies. These technologies enable the automation of unpredictable, non-repeatable, highly flexible, complex, knowledge and data-intensive tasks and processes. Cognitive Automation Systems replace human decision-making and can learn from past decisions and outcomes, thus changing the business context. They become context-aware and can refine themselves. Reducing human involvement in tasks rises, limited mainly by trust, bias, and risk issues with the technology itself.



Cognitive capability: can make autonomous human-like intelligent decisions.

Automation scope: to automate some, or all, of the data processing and decision points required to complete a complex task spanning multiple systems.

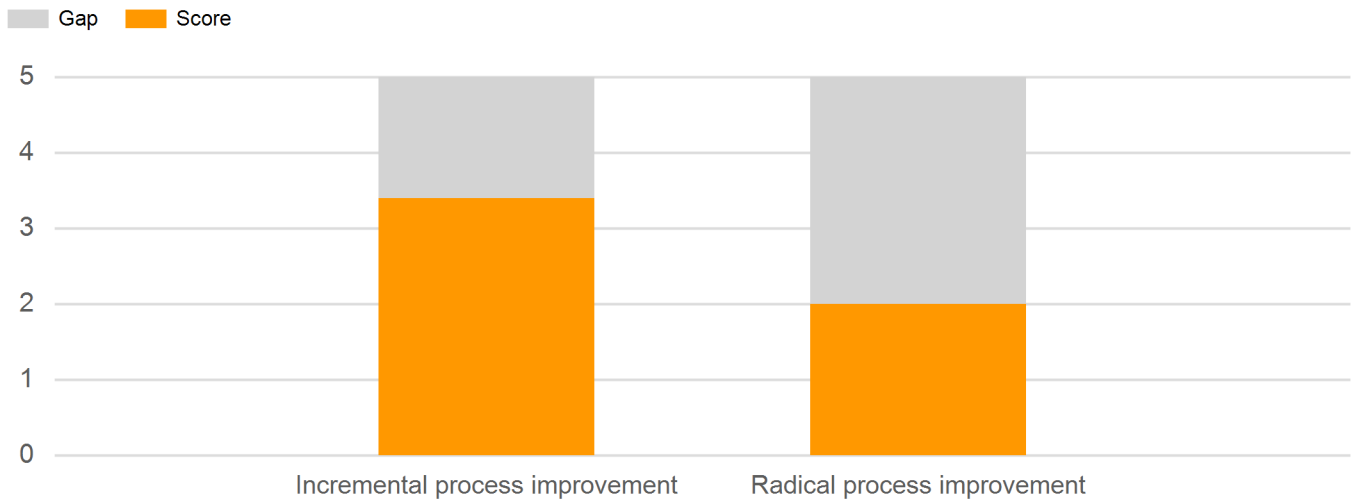
Level of automation: the execution by a machine agent or a function that was previously carried out by a human.



A score of **2.3** means your organization should accelerate the current effort for automation. To improve your score, start by reviewing the scores for a specific dimension.

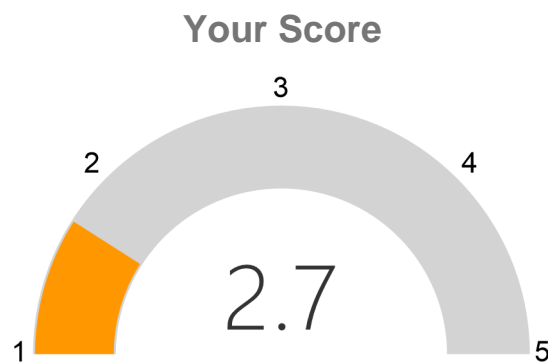
BUSINESS PROCESS INNOVATION

Business process innovation involves creating systems and methods for improving organizational performance. Artificial Intelligence is gaining strong momentum in the business, leading to novel business models and triggering business process innovation.



Incremental process improvement: your organization's capability manifested through a set of routines and practices aiming to exploit existing processes by enhancing their performances continuously at a gentle pace and on a small scale.

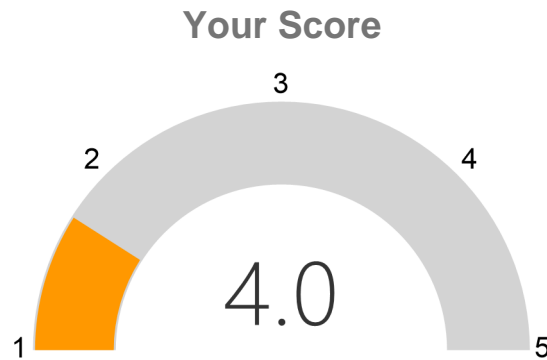
Radical process improvement: your organization's capability manifested through a set of routines and practices to explore new processes by designing and implementing new processes at a rapid pace and substantial scale.



A score of **2.7** means your organization can be classified as **Capable**. You are capable of innovation and have implemented good innovation management practices. You can expect a **Significant impact** from new products, services, or processes on revenue/value.

ORGANIZATIONAL LEARNING

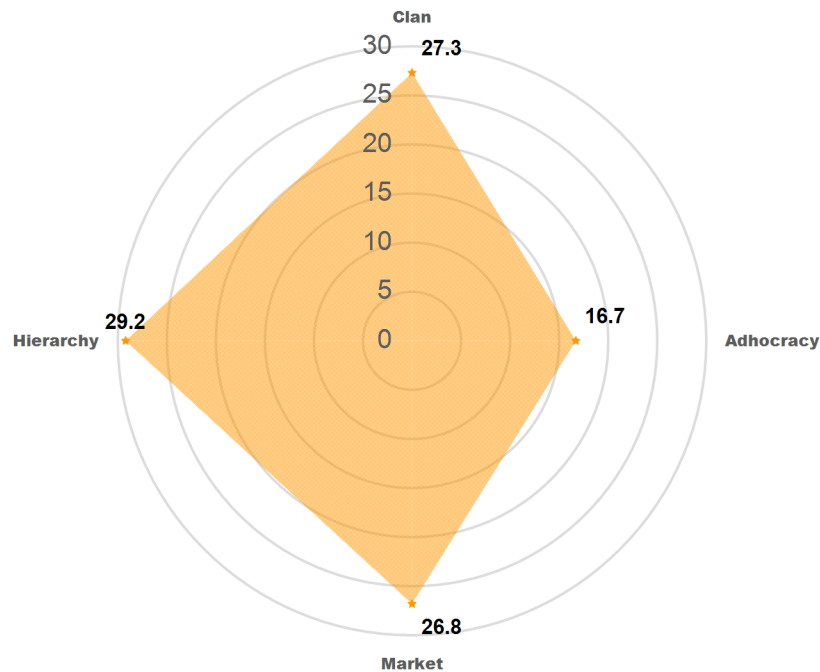
Organizational learning is the set of actions (knowledge acquisition, information distribution, information interpretation, and organizational memory) within the organization that intentionally and unintentionally influence positive organizational change. It has a great potential for affecting organizational outcomes, such as organizational control and intelligence, competitive advantage, and the exploitation of knowledge and technology.



A score of **4.0** means your organization can be classified as **Continuous**. This group effects change through empowering Individual-Driven Development. Leverages experiences and consistent feedback for development. Continuously evolves technology infrastructure. Focuses on creating conditions that enable development.

ORGANIZATIONAL CULTURE

It measures your organization's efforts to develop an organizational culture that fosters both organizational learning and technological innovation. Research shows that adhocracy culture fosters both of them and that a hierarchy culture may act as a barrier for them. Every organization has its own mix of these four types of organizational culture.



Clan Culture: your organization functions like a large family or tribe in which members share the same values and pursue the same goals. Connection and consensus within the group are highly valued, and competition is de-emphasized.

Adhocracy Culture: adhocracy values the ability to respond to change. An organization with an adhocracy culture values those employees that can be flexible in their process and proactively adapt to changing circumstances, goals, or industry norms.

Market culture: focuses on achievement at an individual level. It encourages competitiveness not only with external entities but between employees as well. Individual performance is the most significant factor in employee compensation, advancement, and termination decisions.

Hierarchy Culture: as one might guess, hierarchy culture emphasizes levels of rank and responsibility. Those at the top have authority over those in levels beneath them, and employees at all levels are expected to follow specific processes. There is usually a great deal of active supervision and an expectation that subordinates will follow the directions set by superiors.

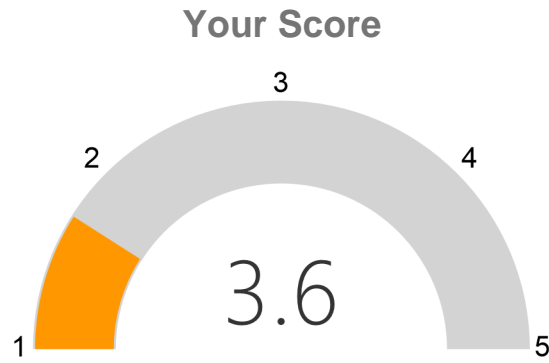
Your organization's culture profile is **Hierarchy/Clan**.

Hierarchy: it focuses on internal maintenance with a need for stability and control.

Clan: it focuses on internal maintenance with flexibility, concern for people, and sensitivity to customers.

DATA-DRIVEN CULTURE

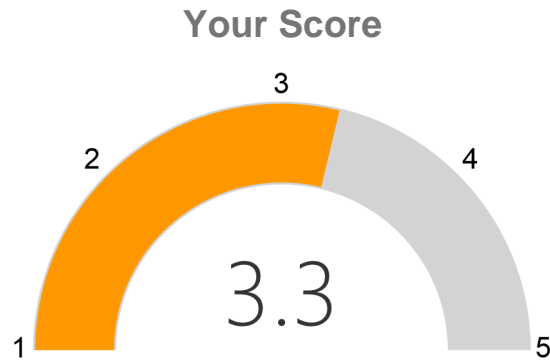
Data-driven culture can be seen as a pattern of behaviors and practices by a group of people who share a belief that having, understanding, and using certain kinds of data and information plays a critical role in the success of their organization.



A score of **3.6** puts your organization in a group of **Data-informed**. Managers use data selectively to aid decision making.

DIGITAL MATURITY

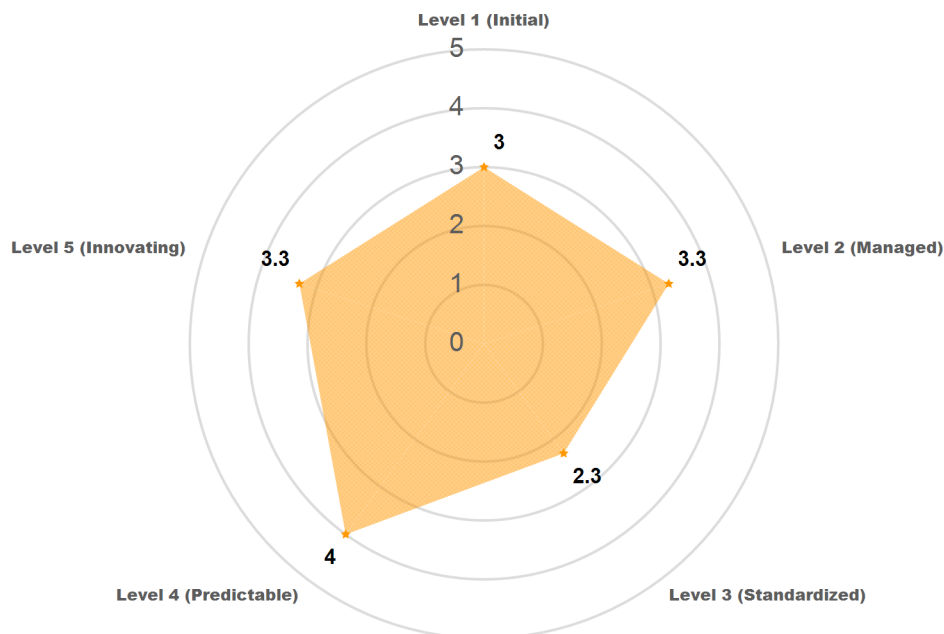
Digital maturity evaluates how well your organization has incorporated digital into its operating models and how effectively it executes digital initiatives.



A score of **3.3** means your organization falls in the group of **Adopters**. Characteristic behavior: stuck in conventional practices. Recommended strategy: accelerate current digital efforts.

BUSINESS PROCESS MANAGEMENT MATURITY

BPM maturity evaluates how well an organization manages its business processes. Processes that have a higher rank - also called a higher level of maturity - are claimed to be associated with better performance of those processes and, in particular, with better quality output.



Level 1 Initial: work is performed in inconsistent and ad-hoc ways.

Level 2 Managed: management ensures that work within work units can be performed in a repeatable manner.

Level 3 Standardized: standardized processes are established throughout the organization.

Level 4 Predictable: processes are managed quantitatively to establish predictable results.

Level 5 Innovating: processes are continuously improved.

Your organization's BPM capability is at a maturity **Level 4 (Predictable)** with a score of **4.0**.