

Turning AI into Business Value

Lessons from Scaling Across the Enterprise



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13+ years turning AI and strategy into measurable business outcomes.

- **AI Strategy & Enterprise Transformation**

Scaling AI initiatives and governance frameworks across Fortune 500 enterprises. Leading the intersection of corporate strategy and AI deployment.

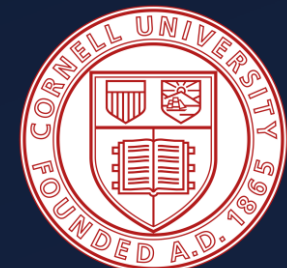
- **Management Consulting · McKinsey & Company**

Delivered digital transformation and go-to-market strategy across financial services and consumer sectors.

- **Revenue & Growth Leadership**

Led B2B sales operations as National Sales Head at \$500M Sequoia-funded healthtech startup and institutional sales at a large enterprise

ORGANIZATIONS



82%

of enterprise AI initiatives never reach production

Up from 73% in 2024 -- and the gap is growing

The market has split into two camps

BUILDERS

- Deploy AI deeply across workflows -- not just pilots
- Named ownership + reusable, compounding infrastructure
- Governance designed before it is needed
- Change management as first-class program investment

6x the ROI of organizations still running pilots

BYSTANDERS

- Endless pilot programs, no shared infrastructure
- Fragmented use cases, absent ownership
- Governance bolted on after problems emerge
- Training & adoption consistently underfunded

Stranded value. Escalating spend

Enterprise AI success is a structural problem, not a technology problem — here's the map.

01 Why Pilots Fail

02 Scaling Across the Enterprise

03 Data, Governance & Operating Model

04 Measuring Business Impact & ROI

01



Why Pilots Fail

A pilot proves AI can work. Production proves it can be trusted.

01

DATA PROBLEM

Pilots run on clean, exported datasets. Production demands live feeds with quality checks, fallback logic, and 10-100x the volume

02

GOVERNANCE PROBLEM

Shadow AI, ungoverned data lakes, and absent ownership all produce confident wrong answers. In regulated industries

03

ORGANIZATION PROBLEM

The conditions that make pilots succeed -- tight scope, one champion, clean data -- vanish at scale. Infrastructure must be built before expansion begins

The 6 gaps standing between your pilot and production

Close these in order. Skipping one resets the clock.

01

OUTCOME GAP

No production KPIs defined at pilot launch. Vanity metrics don't sustain sponsorship.

02

DATA GAP

Live data infrastructure not built for production volume. Static datasets don't scale.

03

INTEGRATION GAP

Systems not connected; workflows not redesigned around AI outputs.

04

RELIABILITY GAP

Scalability not tested at 10–100x load. No fallback logic defined.

05

GOVERNANCE GAP

Ownership absent. Policy written after problems appear, not before.

06

ADOPTION GAP

Deployment treated as a software install -- not a change management program.

02



Scaling Across the Enterprise

Five layers. Built in sequence. Compounding returns.

1

SHARED DATA INFRASTRUCTURE

Unified pipelines, no siloed datasets. The foundation every other layer builds on.

2

USE-CASE FACTORY

Reusable components, evaluation frameworks, and rapid deployment cadence.

3

GOVERNANCE MODEL

Policy before production. Federated ownership. Standards set centrally, executed locally. locally.

4

CHANGE MANAGEMENT

Training, role redesign, adoption tracking. Rollout is a change program, not a software install. software install.

5

PORTFOLIO ROI SYSTEM

Consistent measurement methodology across 100+ use cases at the portfolio level.

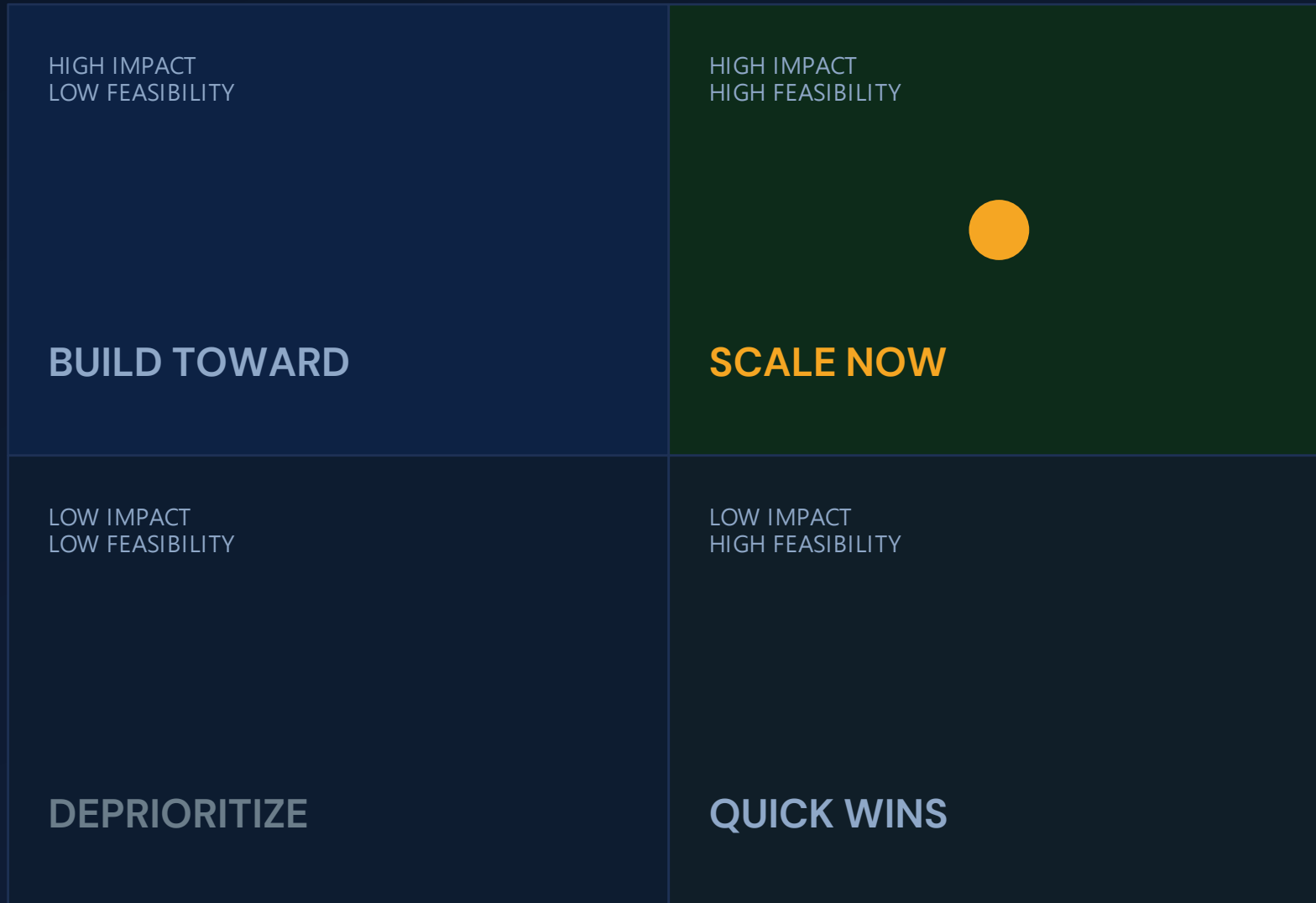
Organizations can move from pilot purgatory to an operational use-case factory in 90 days -- if they execute these phases in sequence.

The AI Studio: where reusable infrastructure meets business outcomes



The studio links business goals to AI capabilities -- surfacing high-ROI opportunities and industrializing innovation before resources are committed.

Prioritize where AI can win fast and win big



Score use cases on:

IMPACT

- Revenue uplift
- Cost reduction
- Risk mitigation

FEASIBILITY

- Data availability
- Integration complexity
- Regulatory sensitivity

Focus initial scaled deployments in the high-impact, high-feasibility quadrant. These are your proof points for the next wave.

48%

of executives rank training as the single most important scaling factor

Yet most organizations spend less than 5% of their AI budget on it.

AI LITERACY

Raise workforce fluency before tool deployment. Worker access to AI rose 50% in 2025 -- but access is not adoption.

ROLE REDESIGN

Humans focus on judgment, exception handling, and strategic oversight. New roles: AI AI operations managers, human-AI human-AI interaction specialists. specialists.

CHAMPION NETWORK

Distributed ownership in every business unit. Every AI program above a defined threshold needs a needs a dedicated change management lead.

"Organizations that get real value treat rollout as a change-management program, not a software install."

03

Data, Governance & Operating Model

Your AI is only as good as the data beneath it

"Garbage in, confident wrong answers out. AI models have no mechanism to signal uncertainty about data freshness."

01

NAMED OWNERSHIP

Every data source has a single accountable person. The most common failure: no one can answer 'who is responsible for this data?'

02

QUALITY STANDARDS

Explicit AI-readiness thresholds defined before data is eligible for model training. No sign-off = no training.

03

DATA LINEAGE

Trace every input from source to model output. Essential for regulatory audit and for debugging confident wrong answers.

04

ACCESS CONTROLS

Role-based access across all AI training pipelines. Shadow AI accessing uncontrolled data is the #1 governance blind spot.

05

GOVERNANCE GATE

No model training begins without data governance sign-off on sources, consent, quality, and lineage documentation.

Governance accelerates AI deployment -- when it's built right

01

AI ACCEPTABLE USE POLICY

Defines what employees can and cannot do with AI tools. Specifies which data may be processed and what oversight is required. Removes ambiguity -- the real speed killer.

02

CORPORATE GOVERNANCE

Establishes decision-making authority for AI initiatives. Defines how exceptions are handled. Ensures no unchecked control over any AI process or asset.

03

DATA GOVERNANCE

Specifies approved data sources, quality standards, and content lifecycle management. The foundation that makes every other governance control work.

04

RISK MANAGEMENT

Defines how the organization responds when AI outputs deviate from compliance requirements. Incorporates lessons learned into policy updates systematically.

A complete operating model converts governance from a compliance document into a live operating system that accelerates, not obstructs, deployment.

04

Measuring Business Impact & ROI

If you can't measure it, your board doesn't believe it.

Define your metrics before the first line of code

Setting production KPIs during the pilot is the single highest-leverage action for ensuring deployment follows.

EFFICIENCY ROI

- Time saved per process
- Cost per transaction
- FTE productivity uplift
- Straight-through processing rate

REVENUE ROI

- Incremental revenue generated
- Conversion rate improvement
- Deal velocity increase
- Customer retention impact

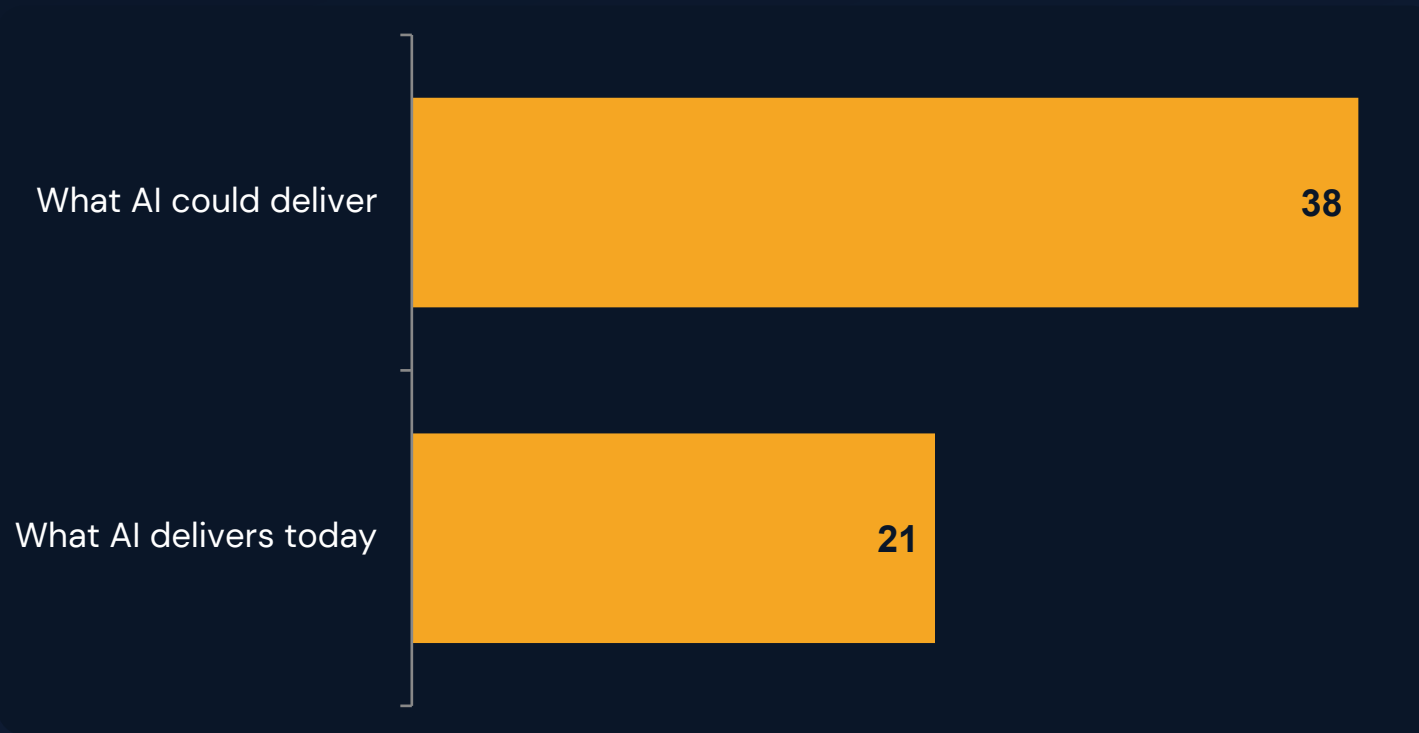
STRATEGIC ROI

- Risk reduction quantified
- Compliance cost savings
- Competitive differentiation
- Innovation cycle time

21x

more likely to capture significant value -- for organizations
that measure AI and report results formally

69% are satisfied with AI ROI -- yet 67% believe it could deliver far more



SAP Value of AI Report 2026 | 2,600 business leaders across 13 countries

STRATEGY GAP

No use-case prioritization framework. No portfolio view. Investments scattered across disconnected pilots with no compounding returns.

DATA GAP

Ungoverned inputs. No lineage. Siloed systems. AI can't be trusted when the data beneath it can't be audited or owned.

GOVERNANCE GAP

Policy on paper, not enforced in production. Only 12% of businesses say their processes and frameworks are fully ready to govern AI.

The gap is strategy, data, and governance -- not the model.

"The gap comes down to strategy, data, and governance, rather than access to the newest model." -- Sean Kask, Chief AI Strategy Officer, SAP

The enterprises winning with AI built the machine, not just the model.

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- Scaling is a structural problem. Solve the structure.
 - Governance is an accelerator. Build it before you need it.
 - ROI is measurable. Define what you're measuring before you start.