

PUBLIC

Podcast: Process Transformers

Episode 32: How to Know You're Winning with AI | Feat. Charlene Li



Fig. 1 – Cover art of Process Transformers podcast

Figure description – A square cover image with decorative geometric designs representing workflows and connections with blocks, circles, and arrows in varying shades of blue. The title “Process Transformers” is featured at the top of the image, and logos for “SAP” and “SAP Signavio” are featured underneath the image

Transcript

Introduction and Welcome

Lukas Egger: Hello and welcome to *Process Transformers*, the podcast that talks about business transformation at the intersection of processes and AI. For those of you who have listened before, welcome back, and if you're new to the show, thanks for tuning in. My name is Lukas Egger. I am the head of innovation at SAP Signavio, and I'll be your host for today's episode titled, "*How to Know You Are Winning with AI*".

Meet our Guest: Charlene Li

Lukas Egger: And I'm really excited for today's guest, Charlene Li, a New York Times bestselling author, an advisor to Fortune 500 leaders on disruptive transformation and an overall renaissance woman in her latest book, "*On AI*". She's arguing that execution speed is central to how we can win. So, I hope to unpack a little bit about that, and most importantly, welcome to the show, Charlene.

Charlene Li: Thank you for having me.

Lukas Egger: Well, it's our pleasure.

The Importance of Execution Speed

Lukas Egger: So, I think the first question already about moats and how to win is pretty much on everybody's mind, right? A lot of people have the feeling that the moats are eroding. It's not clear how you win when everybody can use the same AI, and you have come out and said that one of the key parts is execution. Now, one could say like, execution was always important, so very curious, why is execution now even more important and how will it maybe change itself because of AI?

Charlene Li: Well, I wanna be very specific. It's not just executing, it's executing at speed because we believe that speed is a new moat because velocity of change, the speed at which you can use these tools and they're changing so quickly. So, this is about how quickly your organization adopts AI and also adapts to AI. How quickly can your organization change the way it does work? The difference is that in the past, if you want to do some sort of technology change, it would take years to plan and implement. And now anyone with a browser can start experimenting and using these technologies so you see all these organizations going to pilot purgatory. They start these long, projects, and they don't go anywhere. It's these old paradigms, again, of lengthy trials, risk committees waiting for the tech to stabilize and that's just



not going to happen. So, it's a very different paradigm now. It's still a technology and it's highly transformative, but the speed at which you have to adapt is very, very different. So, the advantage is going to go to organizations that can learn and adapt faster than the world is changing around them.

Lukas Egger: I love that you clarified that.

Building an AI-Fluent Workforce

Lukas Egger: Now, just to be sure, when we talk about speed, different people might have different conceptions about what speed entails. I think I read between the lines that it's not just about the velocity in terms of like pushing out new functionality and software, it's also the speed at which you are capable to adopt the technology and roll it out to everybody and make it work for your organization. Is that a fair assumption?

Charlene Li: That's a good one. A good example. For example, having an AI-fluent workforce, not just literate, but fluent, where AI is part of the everyday work that you do, it's part of the conversation. It's like breathing air. An organization that has a truly fluent workforce with AI is going to have a huge advantage over an organization that doesn't. And because they will be able to experiment, they'll feel comfortable trying new things. They'll be comfortable with the constantly changing nature of what AI does and how it changes the work. They'll be much more adaptive. You can see the level of experimentation is higher. The confidence is higher of these organizations that have a fully AI-fluent workforce. So that's what we're talking about here is these building blocks that an organization puts in place to be able to execute an AI roadmap. And again, knowing what it wants to do, knowing how AI is gonna support their strategic objectives, and then making sure it delivers on that. Again, in weeks, not months, in quarters, but in weeks.

Lukas Egger: Yeah, it's both promising, but also feels really threatening. Now, I wanna take the devil's advocate's perspective just for a second, right? Because every time a new innovation is at the gate, we hear essentially the same story. You have to be super adaptive. You have to be fast, or you will perish. And I think for a lot of those times it's true.

Strategic Integration of AI

Lukas Egger: But then what's also has been true, let's say in the last 20 years, that also winning strategy was maybe wait a little bit, let others take off the hard edges of the technology. Then buy yourself into it. Meaning you can quickly ramp up if you have the cash flow to support it. And in a way, I guess a lot of, and I'm not accusing anybody of anything, but IT departments have been comfortable with procuring and

rolling out technology, but I feel like that's not the message, right? It's you cannot buy yourself into this new technology. Why is that?

Charlene Li: Because AI is not just a technology purchase, it's a strategic capability. you can buy the same technology, you can go out and just get it, but you can't buy the organizational muscle that's needed to connect those tools to the unique organization that you have to the unique strategic priorities that are your objectives and executed at speed. It's one thing to buy the technology, it's another thing to actually use it. And we know that it is very difficult to not just plug it in into your existing workflows. You actually may want to reconfigure and redesign your workflows because what AI can do, so this is not something you can just plug and play. Everything that we're seeing is that for AI to be truly transformative and not just a productivity tool that. Gives you a little bit of efficiency, change and advantage. It's to really create that competitive advantage that elevates your ability to do things better, faster, cheaper, and safer. You need to change the way your organization actually works. So, you can't just buy it, you actually have to build it.

Lukas Egger: makes total sense to us, right? We are very on board with that messaging. But if somebody was still a skeptic, is there a way of giving an example where. If you don't really do the work and maybe re-engineer, the workflow or compel the organization to take the change more serious that you're missing out on most of the value proposition. Is there a tangible example of what you saw eloquently put their name? The strategy and the adoption needs to be more than just buying into it.

Charlene Li: Well, I'll give you an example, right? A company called Coursera, they do online education and courses, and early on the CEO recognized this was going to be a game changer. And so, one of the most basic things they realized they could do is that the courses were typically designed in English. The international business language. And yet, people really prefer learning in their original language. And so, they said we could use AI to translate all of our courses instantaneously. So, within a few months of chat, GPT launching, they had that capability and that gave them a huge advantage 'cause they were able to practice that, to put that into the workflows, into the course design before anybody else did. Years in advance, people were still trying to figure out how to do that. They were able to create production tools to do that. So, by imagining it and seeing what AI could do for the business, not just saying, well, what does AI do? It's more about how can AI, what can AI do for my business do for our customers to give us again, a very, a very big competitive advantage over anybody else.

Lukas Egger: I really liked that example because it's very clear, at the same time, it's obvious that you get translations very quickly, but you do wanna manually check them, or at least to some extent, make sure there's consistency. So, the work shifts and you get a speed advantage. But it doesn't just automate it, it doesn't just like take away the problem. It changes how you work. And I, I really like that example.

Leadership Best Practices to Support AI Strategies

Lukas Egger: Okay, fair. We all now agree. We have to adopt; we have to change. You also stated that it's very often, the crucible of this entire change movement is with the leadership, right? And so, I kind of want to get a little bit of an insight what are really, let's say, the levers or the behaviors that are important. Because I think every leader wants to get out there and say like, hey, I'm supporting change. I love it. Let's do it. Right? But then in the reality of doing things, it often looks different. So where is. where the good from the great is separated in behaviors or what they do.

Charlene Li: I think that there are three things. First of all, the top leaders should be asking not what AI can do, but how can AI help us achieve our most critical business priorities? Again, better, cheaper, faster, safer. what I see right now is a lot of CEOs and leaders have delegated AI to their IT departments ' cause they treat it like a technology rather than treating it as a strategic initiative. So, the foundation of the work that my co-author CIO Welsh and I have been doing with this new book is looking at how do you connect AI to your most important strategic objectives. What are the biggest problems and challenges you can overcome with AI? And then using the same metrics you would have against those strategic, objectives and saying, how is AI helping us do those things better cheaper, faster, safer? And that's just one thing, connecting AI back to your strategic objectives, but it's also feeling very comfortable, being uncomfortable, being able to move forward without the complete information you would normally have. You mentioned this before, we could just wait, right? Let's just wait for this messiness to clean itself up, waiting for certainty. But I think if you do that, you're missing opportunities. So how do you create psychological safety for yourself and for your organization to experiment, to try things that are not going to be nicely, tied up with a bow. And then finally, I think it's so important for leaders to lead by doing. Getting their hands dirty with the tools, modeling what curiosity looks like, sharing their experiments, their successes, and also their failures, by saying, this is the way we're going to work. This is the way I work now. I am transforming the way I work, and I expect all of you to change the way they work too. One CEO started doing this by saying, when people came into the meeting, they would begin by saying, so how did you use AI to prepare for this meeting? Oh, you didn't. Next time, I expect that you have an answer for that. So, the next time, like, so how did you use AI to prepare for this meeting? Of course they're going to come back, but like, well, you say, yeah for this. So, it's setting the expectations again from the top, and they can show by examples. Well, this is how I use AI to prepare for this meeting.

Lukas Egger: Again, makes a lot of sense because you change the internal currency of what's valuable and then you bring it out in the open. Everybody's using it. I'm using it. We all can do better and we're all in this experimentation mode. So as an anecdote, that works perfectly well.

Rewarding Measurable Business Outcomes versus Pilots and ROI

Lukas Egger: But now thinking about big organizations, which we interact with quite frequently, right? There is like the bigger thing of incentive structures, and in the end, those incentive structures drive a lot. Whether it's the communication between product and sales or the communication to the customer. And at any interaction interface you have those incentives which drive behavior. Do you have like a couple of recommendations because I think the knee jerk reflex is okay, well let's put it in the OKRs and let's make sure the next coffee chat, our leaders say that they love any type of LLM or whatever AI, and they're happy about it, but that could be seen as performative maybe, right? So, what will be the levers that you would pull to go maybe one level deeper?

Charlene Li: Well, I think one of the problems right now is that we're rewarding people for doing pilots. That's not good enough. It's not just rewarding that you did a pilot. It's saying what are the measurable business outcomes that came outta this pilot? Was this pilot designed to scale right from the very beginning so that if you see those measurable business outcomes, then you scale it. So, thinking big, starting small and scaling fast. But if pilots are not designed to scale, once they prove that they can work. Then what are you doing? So, you, you do a pilot, it kind of works, but let's be honest, did it work? Do you need to modify, or do you kill it? And keep a tight timeline on that you don't go into pilots going on forever. So that's one thing. It's just better measurements of their AI pilots and to use existing business metrics to measure how good they are, because they need to support your business objectives and your business outcomes. The other thing is in your quarterly reviews, asking people, well, how did you use AI to achieve your goals this quarter? And then also just tying bonuses to. The speed of deployment rather than the perfection of that solution. So, did you deploy it? This is sort of like that speed of that I talked about. I don't care if it's perfect or even that worked out. Did we launch a pilot? Did we test it? Did we go through all the steps to determine whether it's a go? Did we modify it, or do we kill it? That's great, but I want that pilot to be truly a pilot, and you award that. Again, four to six weeks. You should know between four and six weeks whether the pilot works or not, but do you have the metrics in place or not to do that?

Lukas Egger: I like that aspect because it could be easy to construe this idea into we'll only look on the return on investment and then get somehow stuck in that thinking. Whereas if you frame it as, we are doing product discovery at large and we are giving more people opportunity to test with customer where's the new differentiated value proposition that we can offer. It changes the thinking and maybe it also in terms of the fears, it takes away the fears because for a pilot, it's okay if it changes or maybe if it fails because we still learn something. Whereas if

you treat it as an ROI exercise, it either failed or it succeeded, so it seems like it helps with framing the right message. I really like that aspect.

Charlene Li: If you think about it, your strategic objectives are not necessarily measured in ROI. I mean, these are strategic. There are things that give us an advantage, and you don't go and say, well, does internet access give us a strategic advantage? Well, you have to have it. Does AI give us a strategic advantage? Well, how does it work? How does it actually create value?

Size of Value and Speed to Value: Double-S Matrix

Charlene Li: And we look at the size of the value and the speed to value. We call it a double S matrix, size of value and speed to value. Those two things have to be in place and then that helps you prioritize what to focus on and what to test, and everything's measured against that. So, this is about impact. It's about how it's going to support you winning and creating competitive advantage. It is not about, well, we're gonna do it because we do it, or even ROI, because if you measure ROI, it's probably gonna be pretty small. If you want a positive ROI, it's the wrong metric to be looking at.

Lukas Egger: Love that. Questions that come up when we talk about impact, and I would love your take. You could focus on impact for the customer. So, the value you create, you could also say, first we want to create impact for ourselves. We wanna be more efficient and we wanna get better at what we're doing. And then in a way, at least to me, there's always this trade off of are we trying to just be more efficient or do we do something new? So, like, exploitation versus exploration, that kind of stuff.

The Three Ways to Drive Strategic Value

Lukas Egger: Do you have recommendations whether to start internally or externally with customers to focus on things that are known and making them better, versus taking on entirely new things? Like how would you balance those out, or what is your intuition?

Charlene Li: We put them into three buckets, the ways to create value. One is, Is, how can you engage with customers better? So again, externally focused, how can you do things more efficiently, internally focused? And then where are the opportunities for reinvention? Just doing things completely new and different. And the best organizations are looking at all three because if you're looking at your strategic objectives, you never just say, we're only gonna do customers, we're only going to look at efficiency, or we're only gonna just do new things. You have to do all three. Depending on your strategic objectives, you may want to emphasize one

versus another depending on where you are in your evolution as an organization. So, there's no one set answer, but I keep going back to where do you create value, the size of value, and the speed to value, and that will change over time. We really strongly advocate looking at all your use cases. Then looking at which ones actually drive strategic value, because use cases are not a strategy. I ask people, what's your strategy? And they show me like 90, a hundred, 200 use cases. That's not a strategy. You have a business strategy. What is your use of AI going to be in order to drive your strategic objectives? AI is a strategic initiative. It is AI applications that you apply to support your strategic objectives. So, let's get the nomenclature correct here. You have a business strategy. How are you gonna use AI to support it? And so from there, you can put together that roadmap and figure out each quarter how you're going to deliver value.

Lukas Egger: I agree. And in addition to that, I feel that because it's a new technology and we're learning with every new POC or every new pilot, we get proprietary information about how it works for us, and we bring together all of the institutional knowledge we have with this new way of creating value. So, it's not just that we have to support the strategy. In working with AI, we get a lot of information that we could otherwise not ever attain. So, the doing is part of creating, like all that's needed to get to a better strategy as well.

Global Perspectives on AI Regulation

Lukas Egger: Now we are very excited about this, obviously, it comes with the territory, but the perception varies in companies, in industries, and some for good reason, right? If I was running a company in a regulated industry, I would be more cautious, but that's not where the fault lines really are. Regardless of industries, you see it in countries. So how do you like square that circle? Like Why is that some companies, some industries, some places are really bullish, and others hunker down and tell everyone, this is probably a terrible idea.

Charlene Li: Yeah. Well, let's start at the country and regional differences. So, Stanford AI Index came out this summer and show that in China, 83% of the people there believe that AI is gonna be more beneficial than harmful. In the United States, that number is 39%, less than half, who believe that AI is gonna be more beneficial than harmful. And this is partly because China has a very much collectivist society where people embrace technologies that promise societal investments. The government has been very much championing AI as a cornerstone for national security and advancement. And in the US, it's much more individualistic in our culture. We value personal autonomy and freedom. And we also have this media in Hollywood that paints a very dystopian view of what AI can do. And so, in the absence of a strong government voice that says AI is gonna be really helpful, it's

important for us to adopt this, it leaves this void for AI to be sensationalized and free people to become fearful of it. Again, we focus much more in our western cultures as looking at the potential risk of AI to displace our jobs for intrusive surveillance and erosion of individual liberties. So those are two things and especially in the US I talk about how leaders are pushing against this headwind of resistance to AI. So, I think a couple things we need to do as business leaders. We can. Champion, first of all, that this is not AI. First, it's about being AI ready, and humans will always be at the center of everything that we do. So, human-centered design, investing in workforce, re-skilling and up-skilling, and then just being very, very transparent about what we are using AI for, how we're going to adopt it, why it's important. It's helping us be more competitive, to drive bus, better business results to serve our customers better. And also, that message around re-skilling and upskilling says, yeah, jobs are going to go away, but you are not. We want you to stay here, and so we're going to invest in you so that you can be the best, person investing in your ability to be employable, to be AI ready. and so these are the messages that leaders are not saying right now. We're not saying the things that people want to hear. Like, okay, I see on the horizon, my job could go away. I'm in an existential crisis about who am I? If AI can do my work, then what value am I creating? And again, leaders think of it as a technology, not this force that's going to change not just business, but also society. And we need to be very cognizant of that as leaders.

Lukas Egger: I like what you said, especially about the upskilling because it gives a different perspective. So, first of all, I always respect when people are anxious in a sense because I, I don't ever believe that someone pretends to be anxious, right? It's like fears are normally telling the truth. Then what you said about upskilling is a very strong signal that there might not be role security. Your role has to change, but there is job security. 'cause we want the people who are capable of engaging with the change and transforming. Their work. Those are the people that will drive us forward and will help us adopting it to the best outcome. So, it kind of in that way, just phrasing it from that perspective, like upskilling or reskilling. It's not a euphemism, it's a commitment in the future of this relationship between an employer and the workforce, which I think is fantastic. So. That makes a lot more sense, framing it that way and being then transparent than a lot of how it's phrased currently.

Reskilling and Upskilling for AI

Charlene Li: I was talking to a leader and they run call centers and business process backends for organizations. So again, you can imagine they're under a lot of pressure to rationalize and automate and the people are like, okay, I see I coming, it's going to take my call center job. So, what happens to me? And they made a commitment right from the very beginning. We don't have too many people. We don't have enough of the right people, and so what we need is to upskill people to be able to use AI to be more effective. And then also we may need to re-skill people

because as automation comes in, we wanna take these amazing skills that you have and then put them into new areas. IKEA started using AI to answer a lot of the questions in the call centers, and they re-skilled people to become design consultants. Because they knew the products really well, they knew the customers really well. Created a whole new revenue stream and a whole new business area and repurposed and re-skilled all these people. Thousands of people from their call centers into these new roles as design consultants. So that was an intentional re-skilling of people knowing that these people had something very valuable. They knew IKEA inwards and outwards and backwards and forwards. They didn't wanna lose that. But they also needed to find a new way they'd be invented, a new way for them to engage with their customers and create a more value as a result.

Lukas Egger: Yeah, the example is fantastic because it also shows, it takes away, in a sense, a job, which is. Primarily focused around like solving a problem and then you level it up. It becomes a role where you gather more information, you understand your customer better, you can inform your strategy in the direction of the products better because you're not just solving a problem, you are part of the solution space and helping the customer. So, it sounds like the right thing to do and it's very encouraging. Now, one thing that we often get, you know, in terms of like flack, when we talk about new technologies and rolling them out, we showcase. This one call center. It did amazingly well. And then somehow the pilot phase doesn't translate into a full-fledged rollout across the entire enterprise, and it doesn't work out. and that will be still hard to do, I guess. But how would you say AI is changing that equation? Cause we certainly don't want the high value and the ideas that are aligned with our strategy to, belly flop. From A POC to rollout.

Charlene Li: Again, I mentioned a little bit before how, again, making sure that you have. A scalable pilot right from the very beginning. And so, in other words, if the pilot succeeds, it's green lit, it's automatically green lit. It's not like if the pilot succeeds, then we'll decide whether we do it or not. it's, we do this because we believe it's going to be really good. And then you greenlight that. And I find that we do way too many pilots, companies may say like, we have 20 pilots. Isn't this great? Well, you're probably better off doing fewer pilots and doing them extremely well because. If they all succeed, then they're going to require a tremendous amount of investment and focus to scale it into the organization. So, this is really about triaging and prioritizing, which of these pilots are most important. And it's making choices, it's making decisions. And again, it's very hard to do that when you don't have all the information. And so, this is why I keep coming back to leaders feeling comfortable. With making decisions without all the information. I like to think about it as what is the minimum data that you need, minimally viable data, and BD, to actually make a decision. It's not having all the information, but what are the most crucial things that have to, we have to know to green light it or to kill it, or to tell us that we need to modify? So, what are the most important pieces of data? Make sure you're collecting that in your pilot. Then using that as your foundation for decision making. So, I find that the design of pilots is where things go wrong. A lot of times we're just

throwing things out there without really thinking through what is needed to make this be successful. We've identified it because we think it's a great potential to drive our strategic objectives, but we haven't been disciplined enough to really design a pilot that can be successfully evaluated. And then taken into production or killed off.

Lukas Egger: I think that's an important paradigm change where we all need to think about the word pilot in you. Less of trying it out and evaluating, but maybe rather saying, this should succeed. It's aligned. We design it carefully, but once it rolls and it works and we get the minimal viable data, I love it. Then it just, we don't want any more impediments. We wanted to cruise full force, full speed, forward to then the real value creation with as many customers as possible. I think I have like a good understanding about some of the signals a company needs to espouse in order to win with strategy. But we said we're giving like not a catalog, but we are giving ideas on how to know when you win with AI. So. In terms of strategy, alignment, leadership, communication, upskilling, ability to adapt, and then the pilots in this new way, how you conceptualize it. Are there any other signals that we should be aware of that we should look for and maybe pay more attention to?

Embedding AI in Everyday Processes

Charlene Li: I think one is when you embed AI into your everyday processes, especially your work conversations into your business review processes that you do every quarter. Where you're just naturally discussing AI and its impact on the key metrics where it's not a separate AI project update that you're doing, so is it clearly embedded into the way that you work? And then also to see if there's cross-functional conversations happening. Because AI is an organizational capability, it is not a departmental tool. So, the learnings that you have in finance can impact people and hr. These are two departments that normally don't talk to each other. You could see that some of the learnings there are going to be universal about how do you deal with change, how do you deal with the changing job roles that are there? How are you using it to analyze, how do you use it to communicate? Even so, you see this cross-functional collaboration accelerating because of AI necessitating the fact that you share all those learnings. And then finally, are employees changing their behavior. people proactively picking up AI rather than waiting to be told to use it? Is your workforce becoming more AI curious? Are they experimenting on their own? Are they building that organizational muscle to sustain this advantage that they get from using AI? And you can do this in surveys, but you can also just see from casual conversations. Are people stepping up to be peer instructors and peer learners with each other? Because organized, centralized learning isn't going to be fast enough to, again, train people on how to use AI. AI fluency comes from you learning how to do it in your particular job. Somebody doing a similar job teaching each other and sharing and learning. We talk about learning, doing, and then teaching as the final version of being truly fluent. So, when people are teaching each other, then you start saying, okay, this is a really good signal that we're gaining

momentum here. So those are a couple signals to just give you an idea early on. Okay. We're moving in the right direction here. Right. And I think especially for your leaders to be doing this, we talk about how important it is to train your top two levels of your executives to be AI-fluent as soon as possible because they set the tone. They are the ones who can think about using AI strategically. And when they are doing this every day, they're modeling it. It sets the tone and the culture; it changes the mindset of the organization. So, when your executives in particular are using a AI and talking about AI as part of their normal, everyday, you know you're working in the right direction.

Lukas Egger: Yeah, and the examples you gave are clear, they're operationalizable. You can get from those recommendations to something that can work, and you can weigh them for your organization in the way that is respectful to how you want to approach it. So, it's both like a good recommendation and you can tailor it to your own needs. So, I like that. What I especially also liked is that you mentioned. What I would call the re-engineering of processes, right? That is always part because it's one maybe of my soap boxes where I always say like, we will not get away of doing the regular processes as we have done before, because otherwise we will forego the biggest upside opportunity in this technology. Which leads me to the last question, which we always love to ask at the end. If you could redesign any process, which one would it be and why?

Redesigning Strategic Planning

Charlene Li: It would be strategic planning. I have, I come from a strategy background. It was my first job, my first love. And the problem with strategic planning is oftentimes it falls into annual planning cycles. And as you get closer to the end of that annual planning your frame of reference becomes shorter and shorter the next three months, basically at the end of that planning cycle. And instead, we really advocate having a rolling 18-month plan. It's 18 months, it goes beyond the annual budget price cycle. a six-quarter walk that every single quarter, you're being very clear about the value you're going to deliver that quarter. And it also gives you an idea like what are the things you're doing this quarter in Q1 to prepare for the outcomes you want in Q six, because the most strategic things that you do require a longer timeframe than just a quarterly number. And so it provides that longer term focus. It also gives you the flexibility to adapt to change. So at the end of every quarter, you are evaluating, you're looking at things and saying, what has changed? Where have we advanced? Where are we falling behind? What's happening in the competitive space? How has technology changed to enable us to do things? Are there new opportunities that didn't exist a quarter before that we can now pursue that could reinvent everything that we do? Things are changing too quickly to go onto an annual planning process, so you need these quarterly reviews. It's not saying that you redo your strategic plan every quarter. You still have a strategic plan, but it's saying, how do we need to adapt our execution plans, our roadmaps to adjust, to meet the reality of this moment, and everything adjusts. Your

resourcing, your investments, your budgets can adjust to the reality of that situation at that point. So this is about organizational agility to match the pace of the speed at which AI is developing. And AI is just one of the things, but it takes into account this acceleration that as your organization becomes more adaptive, becomes more flexible, becomes more capable, then you also want to adapt your planning and setting the expectations in that roadmap.

Lukas Egger: I think a lot of people out there would strongly endorse that message.

Conclusion

Lukas Egger: And Chalene, thank you so much for telling us more how to know when we're winning with AI.

Charlene Li: Thank you again for having me.

Lukas Egger: and with that, thanks for listening to another episode of Process Transformers. This podcast is brought to you by the dedicated efforts and the hard work of our team. Our heartfelt thank you goes out to Beyza Kartal, Jahanzeb Khan, Reagan Nyandoro, Erica Davis, Cecilia Sarquis, Fawzi Murad, and Julian Thevenod. So, if you have questions and comments, email us at processtransformers@sap.com, and until next time, for another hopefully transformative conversation.

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