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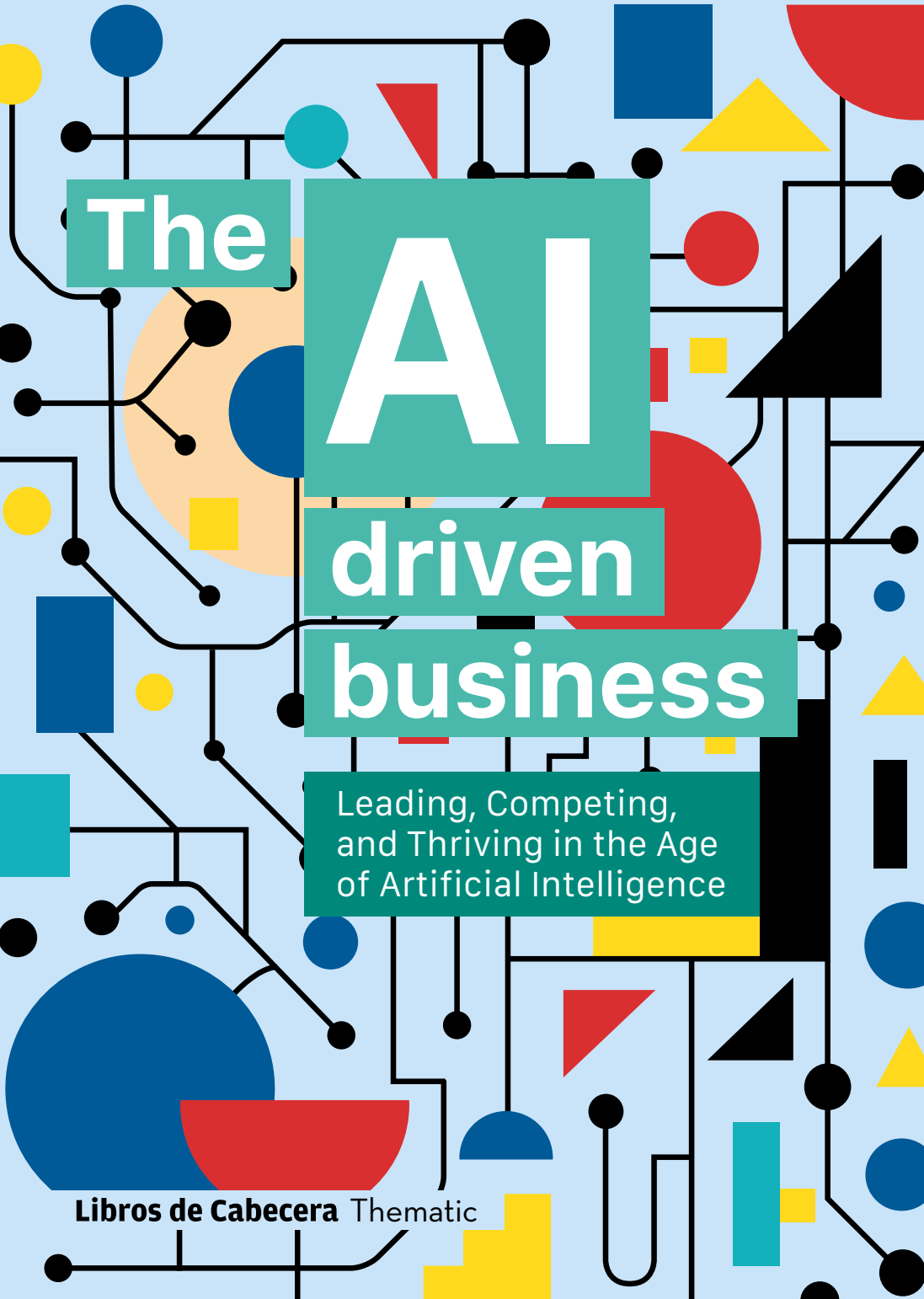

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The AI driven business

Leading, Competing, and Thriving
in the Age of Artificial Intelligence

JORGE CALVO - CARLOS ESCAPA

The AI era isn't coming—it's here. AI-driven companies are being forged by leaders who understand that competitive advantage comes not from having access to cutting-edge technology, but from wielding it strategically. Are you ready to lead when AI doesn't just support your business—but revolutionizes it?

This is not a technical book about algorithms or models. It is your strategic playbook for navigating the most significant business transformation of our time. Inside, you'll discover how AI uncovers and multiplies latent value, opens new opportunities, and converts market uncertainty into advantage. Through actionable insights, inspiring examples, and strategic frameworks, Dr. Jorge Calvo and Carlos Escapa, recognized international experts in the field, show how to infuse AI into the digital core of your business.

Drawing from real-world case studies across industries—from nimble startups to SMEs to Fortune 500 giants and large government organizations—this book offers a realistic and ambitious vision to bridge the critical gap between AI potential and business execution.

This is a book for business leaders who understand that the greatest risk of the AI era is not to implement imperfectly—it's falling behind while competitors surge ahead. Here you'll find the blueprint for building a more intelligent, resilient, and competitive organization. Most importantly, you'll master how to lead with augmented intelligence, strategic vision, and bold execution. The window to lead with AI is closing. Your move is now.

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Jorge Calvo
Carlos Escapa

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PREFACE

A Vision for the future of AI-Augmented business

Dear Reader,

We live in a world where technology constantly redefines the limits of what is possible. Among the forces shaping this transformation, Artificial Intelligence (AI) stands out as the most critical enabling technology of our era. Over decades in senior executive roles, we have witnessed firsthand the profound industrial, digital, and organizational shifts that have reshaped global business. Today, as strategic advisors and leadership educators, we have the privilege of helping companies and executives not only understand AI but apply it pragmatically and effectively in their organizations.

Throughout our careers, we have held leadership positions in multinational technology firms and academic roles in prestigious business schools. This dual experience—executive and academic—has provided us with a broad and deep perspective on transforming business strategy and culture through intelligence rather than trends. This is precisely what we aim to offer you in this book: a rigorous and accessible guide to leading with AI, moving beyond the utopias and dystopias often portrayed in today's media hype.

Our combined experiences have given us a profound understanding of the challenges and opportunities businesses face in the digital age. This insight has allowed us to develop a comprehensive and practical approach to implementing AI in the corporate environment.

Since 2020, we have led the executive program "*AI in Business*" at ESADE Executive Education, where over 1,400 executives have crafted their own AI-driven transformation plans using our learning-by-doing methodology. Additionally, nearly 5,000 professionals have been trained in executive programs and corporate training focused on applied AI. This experience, along with our work as strategic advisors across various

sectors and regions, has enabled us to identify common patterns, recurring mistakes, and success factors for integrating AI as a true driver of business transformation.

While numerous texts discuss AI from a technical perspective, and a few address its business implications, this book aims to fill the existing gap in management and business strategy by bridging both worlds. We will explore the potential of AI as a strategic tool—not only for making better-informed decisions and automating processes but also for enhancing and enriching human capabilities. Our goal is to foster a future where technology serves as a genuine ally rather than becoming an adversary.

As Stephen Hawking wisely noted shortly before his passing, "AI could be the best or the worst thing to happen to humanity. We cannot simply ignore it." In this book, we adopt a stance of rational optimism, positioning ourselves as pragmatists committed to demonstrating how, with the right approach, AI can be a powerful ally that enhances our capabilities and helps us tackle global challenges collaboratively. In the words of renowned futurist Ray Kurzweil, "AI will allow us to transcend our cognitive and biological limitations and expand our creativity."

In October 2024, AI achieved a historic milestone by being awarded two Nobel Prizes: in Physics, to Geoffrey Hinton and John Hopfield for their foundational contributions to neural networks; and in Chemistry, to Demis Hassabis, John Jumper, and David Baker for their groundbreaking work with AlphaFold. Throughout 2025, UNESCO strengthened the global implementation of its Recommendation on AI Ethics, developing practical tools such as the AI Readiness Assessment Methodology (AI RAM), designed to evaluate countries' preparedness to adopt ethical and responsible artificial intelligence. This discussion goes beyond algorithms; it encompasses the future, responsibility, and global leadership.

At the heart of responsible adoption lies a crucial distinction that is often blurred: the difference between optimization and automation. While mechanization aims to replace low-value cognitive tasks to free up resources for more meaningful activities, automation seeks to replace entire processes through applications. The most common mistake

is to automate tasks indiscriminately that require judgment, creativity, empathy, or contextual understanding. This can lead to the dehumanization of processes, degrade user experience, and paradoxically reduce work quality while increasing mental health risks.

This book offers a strategic and practical journey through over sixty real-world cases of companies applying AI to transform their operations, products, and business models. We have selected representative examples from organizations of all sizes and digital maturity levels, spanning diverse sectors and countries. These cases illustrate how AI can adapt and create value in various contexts. The richness and diversity of these examples provide insights into AI's potential and the different paths companies can take to successfully integrate it into their strategies.

In addition to the case studies, you will find a maturity diagnostic model, a strategic framework, and key reflections on ethics, employment, sustainability, and leadership in this new era. You don't need to be an engineer to benefit from this content; you simply need vision, responsibility, and a willingness to change.

We will also explore the economic and social impact of AI, addressing its "myths and legends" while discussing critical issues such as the future of work, sustainability, ethics, and privacy. AI represents not only a technological revolution but also an unprecedented opportunity to tackle global challenges with a new set of tools.

As Andrew Ng puts it, "AI is the new electricity." However, as Stephen Hawking cautioned, its impact will depend on how we choose to utilize it. Other experts, including Sundar Pichai, CEO of Google, suggest that AI will have an even greater effect on humanity than Gutenberg's printing press. Until 2024, discussions about companies using AI treated them as a distinct category. Today, it's rare to find businesses that don't leverage it. Just as we no longer refer to "electrified" companies, AI has evolved from being a competitive advantage to a fundamental necessity for survival and competition. With AI as your strategic ally, you can unlock a world of possibilities and opportunities for both your organization and your career. Throughout these pages, we will guide you on an exciting journey of discovery, learning, and transformation, provid-

ing you with the tools and knowledge needed to fully harness AI's potential in your business environment.

The book is organized into five complementary parts that will guide you from strategic reflection to practical action. In Part I, we establish the fundamentals of AI and debunk the key myths that hinder its adoption in business. Part II explores the transformative impact of AI on business models, key functions, and value chains. In Part III, we discuss how to lead this change from a human and organizational perspective, focusing on the roles of executives and teams. Part IV presents case studies of companies beginning their AI-driven transformation with a practical focus. Finally, Part V showcases examples of organizations aspiring to be fully AI-first. Each section is designed to help you advance along your own roadmap, regardless of your company's starting point.

We encourage you to approach the content with an open and curious mind, ready to explore new concepts and challenge established norms. Together, we can lay the groundwork for a future where AI serves as a catalyst for innovation, efficiency, and sustainable growth. In doing so, we will not only drive the success of our organizations but also contribute to shaping a brighter tomorrow for everyone.

Are you ready to begin? Welcome to the AI-driven transformation. Those who fail to adapt risk becoming obsolete, but those bold enough who dare to lead the change will shape the future.

INTRODUCTION

A Technology in Constant Change

On November 30, 2022, Sam Altman, CEO of OpenAI, introduced ChatGPT to the world. This AI-based language model revolutionized how we interact with technology. The news spread rapidly, and the technological impact of AI-Generated Content (AIGC)—likely the most disruptive innovation of the century, which we had been closely monitoring since 2017—became evident within weeks, leaving little time for society to process it.

Altman was a guest of honor at the World Economic Forum held in Davos, Switzerland, from January 16 to 20, 2023. Business leaders, politicians, and academics from around the globe gathered to discuss the challenges and opportunities presented by the fourth industrial revolution driven by AI (World Economic Forum, 2023). Altman held personal meetings with political and business leaders, coinciding with Satya Nadella, CEO of Microsoft. Both were laying the groundwork for an announcement that OpenAI and Microsoft would make in a few days. On January 23, 2023, Microsoft announced an investment of $10 billion in OpenAI. This strategic partnership aimed at the development and commercialization of generative AI, with a total estimated of $13 billion. However, only a fraction of the funds would be transferred to OpenAI; the remaining amounts were allocated as compensation for OpenAI's use of Microsoft's cloud computing resources. The computational power provided by Microsoft enables OpenAI to elevate its models to unprecedented heights, technically referred to as large-scale supercomputing. Meanwhile, Microsoft's Copilot application would bring this technology to over 400 million users. This was a significant strategic move orchestrated by two visionary business leaders, breaking conventional molds and redefining the concept of innovative disruption.

Yet, this series of events was just the beginning. A few months later, in October 2023, a dramatic turn occurred: OpenAI's board of directors

decided to dismiss Altman due to "irreconcilable differences in strategic vision." OpenAI was founded in 2015 by Altman as a nonprofit organization, with support from Elon Musk and several board members. Its goal was to develop safe and beneficial AI in response to the growing dominance of tech giants. However, the path was not easy. As OpenAI transformed into a dual-entity model—both public-benefit and for-profit—by partnering with Microsoft and commercially launching ChatGPT to meet increasing financial demands, its commitment to foundational ideals was questioned within the organization. Controversy arose around the new Q* (Q star) model, a potential breakthrough toward Artificial General Intelligence (AGI) developed in secret, further complicating relationships among board members.

In its early years, OpenAI adopted a distinctive approach, emphasizing the development of ethical and open-source AI. However, the need to cover expenses led to the creation of a for-profit subsidiary, intensifying debates about the company's commitment to its original public-benefit goals. The most widely circulated account suggests that Altman did not inform the board about the development of Q*. At the time, two executives had reported psychological abuse from Sam Altman, and the Q* episode proved a step too far for board members Tasha McCauley and Helen Toner, who supported a motion by co-founder and chief scientist Ilya Sutskever to remove Altman from office. Sutskever, responsible for ensuring that superintelligence aligned with human interests, believed Altman was overstepping foundational boundaries. However, he quickly changed his mind when a significant majority of employees threatened to resign, reversed his stance and publicly apologized to Altman. McCauley and Toner resigned a few days later. This situation highlighted the challenges of balancing profitability, ethical concerns, and the organization's initial vision. Sutskever's leadership was short-lived, pressured by growing dissatisfaction among OpenAI employees who were awaiting the fulfillment of Altman's promise of multimillion-dollar stock-based compensation in recognition of their dedication and efforts.

When AI became accessible to consumers

The market fit of ChatGPT was remarkable. In just two months, the platform reached 100 million users, a milestone that no other application had achieved in such a short time (Statista, 2023). This unprecedented success marked a significant shift in how AI was integrated into people's daily lives. Until then, AI had primarily been utilized in a B2B (business-to-business) model, where companies developed and sold AI solutions to other businesses. Consumer interaction with AI had been limited to voice assistants and basic customer service chats, which required users to articulate their intentions correctly. However, with the arrival of ChatGPT and other generative AI applications, AI transitioned to a B2C (business-to-consumer) model, reaching consumers directly. They could now use it freely without needing any prior knowledge.

By April 2024, leading generative AI platforms like ChatGPT, Claude, Gemini, and Stability.ai were receiving over two billion daily visits (Similarweb, 2024). This figure is impressive, especially considering that ChatGPT had only been launched eighteen months earlier. The rapid growth and widespread adoption of these tools demonstrate their market fit and the societal demand for generative AI.

To put this figure into perspective, the daily visits to these AI platforms are comparable to those of Amazon.com, the global e-commerce giant and a key player in the development of commercial AI. Amazon has made substantial investments in researching and applying AI across various facets of its business—from personalizing recommendations to optimizing logistics and operational efficiency (Amazon, 2021). Additionally, it markets AI as a service through its subsidiary, Amazon Web Services. The fact that generative AI platforms have attracted daily traffic similar to that of Amazon.com underscores their relevance and impact on the consumer sector. Furthermore, it confirms that generative AI is not merely a passing trend but a transformative technology that is here to stay and will continue to evolve in the coming years.

In December 2024, OpenAI launched Sora, enabling ChatGPT users to generate video clips of up to 20 seconds in 1080p quality. This feature

includes storyboard tools, visual remixing, and safeguards against sexual deepfakes and unwanted manipulations. This expansion into video represents a significant leap in creative content generation: an AI capable of producing audiovisual narratives without the need for cameras, budgets, or technical equipment. Almost simultaneously, the DeepSeek-VL model—developed by the DeepSeek team and released as open-source in March 2025—gained attention for its multimodal reasoning capabilities by integrating text and images. It outperformed several American commercial models in complex visual interpretation tasks for the first time. This milestone not only reinforced the acceleration of AI in China but also heightened the "AI Race" for advanced cognitive capabilities and the need for governments around the world to design and drive an industrial policy to protect their sovereignty in this field.

These tools have been integrated across a wide range of sectors, from education and healthcare to entertainment and e-commerce. The user-friendliness and accessibility of these applications have enabled individuals of all ages and backgrounds to benefit from AI in their daily lives. The transition of AI from a B2B model to a B2C model has profoundly impacted society. It has democratized access to powerful tools that were once reserved for large corporations, opening new avenues for creativity, innovation, and problem-solving. This shift has led to a proliferation of advanced generative models from leading companies and startups, expanding opportunities in art, design, and beyond. Generative AI, along with transformer-based models—multi-purpose generative AI models—has refined its ability to produce new and original content, finding applications ranging from art creation to generating molecular structures for drug discovery.

By the end of 2024, AI surpassed humans for the first time in most key technical evaluation metrics, according to Stanford's benchmark (AI Index Report). This includes tasks such as image classification (ImageNet), visual reasoning (VQA), middle-level reading comprehension (SQuAD 2.0), English language understanding (SuperGLUE), and multitask language understanding (MMLU). Models like Gemini Ultra and GPT-4 have reached or even exceeded human performance thresholds. However, AI still lags in more complex cognitive tasks, such as

competitive-level mathematics and advanced visual reasoning and planning.

This leap in performance is attributed not only to algorithmic advancements but also to a significant reduction in training costs. For example, training a benchmark model cost around $2500 USD in 2017, while today it can cost as little as $0.08 for equivalent tasks. This reduction is thanks to *hardware* optimization, improved algorithms, and economies of scale. Consequently, we could say that the marginal cost of AI is approaching zero.

Does this mean that AI is smarter than humans? Let's not deceive ourselves: AI is faster and more efficient in specific tasks, but it does not possess intelligence in the human sense. AI excels in speed, processing large volumes of data, and maintaining consistency. However, it lacks flexibility, creativity, intuition, and deep contextual understanding that define human intelligence. Therefore, while AI surpasses humans in many technical benchmarks, its intelligence remains fundamentally different and confined to specific domains.

This rapid growth has also presented significant challenges. On August 1, 2024, the EU AI Act came into effect, establishing the first globally applicable legal framework for AI. This framework includes a risk-based classification approach, transparency obligations (for example, chatbots must disclose that they are not human), and labeling of AI-generated content. Rules for general-purpose models (such as GPT, Gemini, or LLaMA) began to be enforced in August 2025, requiring developers to provide greater transparency regarding their training systems and governance.

These technological and regulatory advancements are already having tangible effects. On June 11, 2025, Disney and Universal filed a lawsuit against Midjourney, accusing the generative model of using copyrighted works without permission. This marked the first landmark litigation against AI creators in the audiovisual industry and set a clear precedent for future negotiations regarding compensation for voice, image, or style.

In summary, OpenAI's introduction of ChatGPT and Microsoft's initial $13 billion USD investment have ignited a revolution in how we interact

with AI. The shift from a B2B to a B2C model has brought AI to billions of users worldwide, radically transforming industries and everyday life. And AI has become a major geopolitical concern.

This new era of AI is defined not only by the rise of generative AI but also by the rapid adoption of various technological branches that are shaping the future of our societies and economies. Among the most notable trends in 2023, Tiny Machine Learning (TinyML) has emerged as a promising field. It extends AI capabilities to low-power devices and fosters more localized computing, enhancing privacy and reducing energy consumption. This trend underscores the shift toward greater decentralization of data processing, enabling real-time decision-making and more efficient interactions with emerging technologies.

As we move into 2025, new architecture for generative AI is taking shape. Technical capability alone is no longer sufficient; legitimacy will arise from ethical design, transparency, and respect for rights and contractual agreements with creators. The narrative of the AI revolution is enriched by these nuances. It is no longer merely a race for power or adoption but rather the establishment of institutions, laws, and practices that integrate AI sustainably and fairly into our society.

The increasing adoption of data flow-oriented architectures and real-time analytics, particularly in Internet of Things (IoT) applications, highlights the demand for instant insights and effective data management. This approach is crucial for enabling agile responses in both business and consumer applications, marking a significant shift in how organizations approach data-driven decision-making.

In the realm of computer vision, significant advancements in AI hardware developed by NVIDIA have pushed the boundaries of computational power for deep neural networks. This progress enables the creation of hyper-realistic images and videos, enhancing the capabilities of generative models to produce detailed and realistic digital art and animations. Looking ahead, the integration of augmented reality, robotic vision-language models, and an increasing emphasis on ethics in computer vision are expected to play crucial roles in expanding the influence of this technology across sectors such as healthcare, security, and environmental monitoring.

Growth and competitive position of the global AI market in 2025

A 2025 survey by Deloitte among technology leaders reveals that 69% of organizations plan to expand their teams due to the integration of generative AI solutions. Additionally, 25% of companies already using this technology will launch pilots for autonomous agents within the year. The global AI market is estimated to be around $390-407 billion USD in 2025, growing at rates of 26-36% annually. It has established itself as one of the fastest-growing sectors in technology, surpassed only by cloud computing ($723 billion USD, with slower growth at around 22%) and far ahead of cybersecurity ($213 billion USD, growing at 10%) and the AI applied to IoT market ($93 billion USD, growing at 6-7%). Projected spending on generative AI could reach $644 billion USD in 2025, confirming that the expansion pace of this market has far exceeded initial expectations, positioning it as the most dynamic engine of the digital economy.

AI has arrived in business and our lives to stay. According to a global survey published by Harvard Business Review in 2023, approximately 89% of large companies are undergoing digital transformations based on AI. This high percentage reflects the critical importance of AI in business modernization and efficiency, although only a fraction of the anticipated economic potential has been captured. Sooner or later, 60% of non-strategic tasks will be automated. We will work in smart companies with hybrid organizations where augmented human talent is freed from routine tasks by AI, and we will live in smart homes and cities. The explosion of AI is driven by five key factors that will disrupt how we do business and live:

1. **Big data:** There is a pressing need for new methodologies to analyze vast amounts of current data, and the data generated daily from various sources. In 2023, half of all data in human history was created. However, companies are effectively utilizing only 5% of the data they store.
2. **5G:** The global rollout of 5G connects billions of devices and generates enormous amounts of data that must be processed in real-time. This capability will enable automatic decision-making, create

unique value, and provide strategic insights that differentiate us from competitors.

3. **The Internet of Things (IoT):** Machines will interact with humans, making decisions in real-time. Smart devices and social robots are entering factories and homes, autonomous vehicles are beginning to navigate our streets, and drones are soaring through the skies.
4. **Exponential Computing Power:** This capability doubles its computing power—per constant dollar—approximately every 18 months, halving costs and enhancing the three factors mentioned above. Additionally, this growth is indirectly fueled by the mass production of smartphones equipped with AI chips and the booming market for computer gaming, which increasingly relies on powerful graphics processing units (GPUs).
5. **Intelligent Robotics:** Robotics is pushing the boundaries of AI to new heights. Equipped with advanced sensors and machine learning algorithms, robots, autonomous vehicles, and drones are performing tasks with efficiency and precision that challenge traditional human capabilities. Intelligent robotics is set to surpass the entire generative AI market.

As a result, AI is transforming the global labor market, impacting both advanced and emerging economies. In advanced economies, approximately 80% of jobs are expected to be affected by AI in the future, leading to potential productivity and efficiency gains for many roles. The perception of AI's impact on employment has evolved. A few years ago, there were fears of immediate large-scale job losses, but reality has proven to be less drastic. AI tends to automate specific tasks rather than replace entire jobs, as job roles encompass multiple tasks and functions, and AI is particularly incapable of exercising judgment and adapting to contexts that it has not been specifically trained for. The impact paradigm is not one of AI versus workers; rather, it represents the empowerment of employees, freeing their time for more creative, sophisticated, and complex work. This impact mirrors previous digital transformations, such as the shift from analog to digital photography. Consider Kodak, which invented digital photography but failed to capitalize on its potential. Ultimately, companies and individuals that embrace AI will outpace those that do not adopt technology in time, as contexts also change and evolve.

Let's examine an example of how to forecast future scenarios while maintaining the logic of the past. In 2016, Geoffrey Hinton, a Nobel Prize-winning physicist and one of the most influential scientists in AI, suggested that universities should stop training radiologists because AI would soon perform their jobs more effectively. This statement sparked widespread debate about the impact of AI on specialized professions like radiology. Contrary to Hinton's prediction, the job market for radiologists has not only remained robust but has also experienced growth and increased salaries as they learn to use AI-driven imaging equipment. The implementation of AI-based diagnostic systems has significantly expanded the scope and efficiency of treatments. AI's ability to analyze medical images quickly and reliably has led to earlier disease detection, improving health outcomes, extending life expectancy, optimizing treatments, and reducing hospital costs while minimizing absenteeism. This example illustrates how AI, rather than replacing professions, can complement and enhance human work, creating new opportunities in the healthcare sector. Throughout the following pages, we will further explore this approach of human empowerment facilitated by AI, known as augmentation, while also addressing the many challenges that lie ahead. Although the purpose of our work may remain constant, the way we accomplish it is constantly evolving, which is why we need to develop super-skills to stay relevant and competitive.

Adaptation and continuous training are essential for the workforce, enabling employees to complement technology rather than compete against it. This underscores the need for constant reassignment and updating of skills to take advantage of the opportunities that AI presents in the future job market. In emerging markets and low-income countries, a smaller percentage of jobs is expected to be directly affected by AI. However, the lack of infrastructure and digital skills could limit these countries' ability to fully harness the benefits of technology. As AI continues to evolve, it is crucial for all countries to establish policies and regulatory frameworks that promote an inclusive and equitable transition into this new technological era.

Augmented leadership and responsible use of AI as a strategic focus in business

These trends highlight not only the rapid pace of innovation in AI but also the vast potential of these technologies to transform industries and practices. However, less than a quarter of companies utilizing AI have established policies for its responsible use by employees. This emphasizes the need for greater attention to mitigating inaccuracies and ensuring regulatory compliance. As Cassie Kozyrkov, former Chief Decision Scientist at Google, reminds us, "AI must be directed and contextualized by those who intimately understand the specific challenges and opportunities of the business. It is imperative that AI adapts to the culture and processes of the company, rather than forcing the company to mold itself around the capabilities of emerging technology." Kozyrkov's statement underscores the necessity of human intervention as the first step in effectively applying AI in business. Technical knowledge and the power of machine learning cannot generate maximum value without the guidance and strategy defined by the organization's leaders and staff. This premise lays the groundwork for further exploration in the following chapters, where AI should be integrated as a key strategic element within a company rather than viewed as an autonomous tool.

We will also examine how the strategic implementation of AI requires a deep understanding of business processes and the active involvement of employees at every stage of AI deployment. We will explore how augmented leadership can cultivate an ecosystem where AI not only adds value but also amplifies human capabilities, fostering an environment of mutual growth and continuous learning. Emphasis will be placed on designing strategies that integrate AI into the core of business planning, ensuring that its application is relevant and aligned with corporate objectives.

With great power comes great responsibility. Competing with AI as an ally entails significant responsibility. Therefore, any application of AI must be rooted in a carefully considered decision-making framework. AI should enrich and enhance human capacity for decision-making and action, rather than being viewed as an end. This approach can guide the integration of AI into business strategy, ensuring that technology

supports and improves customer service, human decision-making, and, by extension, the overall operational effectiveness and efficiency of the company.

The challenge for businesses is no longer whether they should adopt AI, but how to do so in a way that enhances employee skills and redefines business processes to achieve the 650% performance increase that AI-driven companies attain, as we will see later. Accenture executives Paul Daugherty and Jim Wilson provide a fundamental perspective on this issue, presenting a clear premise: companies that understand how to leverage AI can move much faster, while those that neglect it, even if they implement it, will fall behind.

The five fundamental principles for using AI proposed in this context serve as cornerstones for successful integration:

1. **Reimagining business processes:** This approach requires a radical reevaluation of how companies conduct their operations, paving the way for innovation and continuous improvement with the help of AI.
2. **Encouraging experimentation and employee engagement:** A culture that values and promotes experimentation and active learning is essential. This allows employees to be directly involved in the integration and utilization of AI.
3. **Actively steering data and AI strategy:** Leaders must not only understand AI but also formulate and direct an AI strategy that aligns with the company's overall vision and objectives.
4. **Collecting data responsibly:** There is a clear need for an ethical approach to data collection and usage, acknowledging that responsibility is essential for the development of AI.
5. **Redesigning work to incorporate data and AI while cultivating related employee skills:** This principle advocates for adapting and redesigning roles and responsibilities to enhance staff literacy in data usage and leverage AI capabilities. It also emphasizes developing skills that enable employees to work effectively with technology.

We cannot expect anything truly beneficial from AI without trying on our part first. In the upcoming chapters, we will discover a vital guide for companies not only to survive but also to compete and thrive re-

sponsibly in the new era of AI. This guide highlights the collaboration between AI and humans as not merely an option, but a strategic imperative for success in the 21st century.

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