

Contents

Acknowledgments — V

About the BCG Henderson Institute — VII

Introduction — XIII

Part I: The AI-Powered Company

François Cadelon, Tom Reichert, Sylvain Duranton, Rodolphe Charme di Carlo, Midas De Bondt

Chapter 1

The Rise of the AI-Powered Company in the Post-Crisis World — 3

François Cadelon

Chapter 2

How AI-Powered Companies Dodged the Worst Damage from COVID — 13

François Cadelon, Matthieu Gombeaud, Shervin Khodabandeh

Chapter 3

China's Response to COVID-19 Showed the World How to Make the Most of AI — 17

François Cadelon, Georgie Stokol

Chapter 4

At These Companies, AI Is Already Driving Revenue Growth — 21

Karen Lellouche Tordjman, François Cadelon, Tom Reichert, Sylvain Duranton, Rodolphe Charme di Carlo, Hind El Bedraoui

Chapter 5

The New Consumer Conversation in an Era of Uncertainty — 25

François Cadelon, Matthieu Gombeaud, Bowen Ding

Chapter 6

Getting the Balance Right: Three Keys to Perfecting the Human-AI Combination for Your Business — 35

Part II: The Path to Becoming AI-Powered

Section A: Data Strategy

François Cadelon, Tom Reichert, Sylvain Duranton, Rodolphe Charme di Carlo

Chapter 7

Data Alchemy Can Give Decision Making the Golden Touch — 43

Massimo Russo, Tian Feng

Chapter 8

How Far Can Your Data Go? — 53

François Cadelon, Massimo Russo, Rodolphe Charme di Carlo, Hind El Bedraoui, Tian Feng

Chapter 9

Simple Governance for Data Ecosystems — 59

Massimo Russo, Tian Feng

Chapter 10

What B2B Can Learn from B2C About Data Privacy and Sharing — 67

Section B: Human-AI Collaboration

Sam Ransbotham, Shervin Khodabandeh, David Kiron, François Cadelon, Michael Chu, Burt LaFountain

Chapter 11

Are You Making the Most of Your Relationship with AI? — 75

François Cadelon, Michael Chu, Su Min Ha

Chapter 12

AI Won't Break Your Company's Culture – And It Might Even Boost Morale — 79

François Cadelon, Su Min Ha, Colleen McDonald

Chapter 13

AI Could Make Your Company More Productive – But Not If It Makes Your People Less Happy — 83

Section C: Responsible AI and the Social License to Operate

François Cadelon, Rodolphe Charme di Carlo, Steven D. Mills

Chapter 14

AI-at-Scale Hinges on Gaining a “Social License” — 89

François Cadelon, Theodoros Evgeniou

Chapter 15

With AI, Business Leaders Must Prioritize Safety Over Speed — 95

Steven D. Mills, Daniel Lim

Chapter 16

This Is Why We Need to Talk About Responsible AI — 101

Steven D. Mills, Elias Baltassis, Maximiliano Santinelli, Cathy Carlisi,
Sylvain Durantou, Andrea Gallego

Chapter 17

Six Steps to Bridge the Responsible AI Gap — 105

List of Figures — 115

Index — 117