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PRACTICE 01 · DECIDED AND GOVERNED · BOARDS AND EXECUTIVE COMMITTEES

# AI StratOps.

*Which AI initiatives to commit to, in what order, and who decides — arbitrated at board and executive-committee level.*




*No execution. · No development. · No integration.*

PARIS · 2026

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# Everyone is racing to deploy AI. Advantage comes from arbitrating the AI portfolio first.

*Executive committees are racing to execute AI. But technical execution is open to every competitor and creates no advantage by itself. Advantage is decided upstream: which initiatives to fund, which to stop, in what order, toward which differentiation.*

## WHAT LEADERS DO

**3.5**

*use cases prioritised on average by leading companies*

**6.1**

*for everyone else*

**×2.1**

*higher expected ROI for the leaders*

## WHY ARBITRATION WINS

### The same models for everyone

*Every competitor buys the same foundation models. Deployment alone levels the field; it does not tilt it.*

### Advantage lies in allocation

*Where capital and executive attention go is the one thing competitors cannot copy.*

### Five decisions, not one

*Every initiative gets a verdict: commit, scale, pivot, wait or stop. Without arbitration, the only verdict is "continue".*

**We start from your industry economics, not a generic framework, and deliver a roadmap your executive committee can act on.**

*Source: BCG, AI Radar 2025 — From Potential to Profit: Closing the AI Impact Gap*

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# Start from your 3-year goals — or raise them to what AI makes possible.

HIGHER AMBITION →

| YOUR 3-YEAR PLAN<br>*Targets as set today* | AI PARITY<br>*What every competitor also gets* | AI DIFFERENTIATION<br>*An edge competitors cannot copy* | AI GROWTH<br>*New revenue created by AI* |
|---|---|---|---|
| **Revenue growth**<br>*+6% a year* | *No effect* | **+1 pt**<br>*retention, win rate* | **+3 pts**<br>*AI offers, pricing* |
| **Operating margin**<br>14% → 17% | *+1.5 pts*<br>*matched by peers* | **+1 pt**<br>*proprietary processes* | **+0.5 pt**<br>*revenue mix* |
| **Competitive position**<br>*Hold share* | *Catch up* | **Durable edge** | **Lead new segments** |

PLAN AS SET
+6% a year · 17% margin

PLAN RAISED WITH AI
+10% a year · 20% margin

**Arbitrated well, AI raises the target.**

*Illustrative figures.*

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# The AI Strategy Framework™ — from your 3-year goals to a measured ROI.

**No execution. No development. No integration.** *We decide and we measure — independent of whoever builds.*

## 01 Frame

*AI aligned to the 3-year goals, or the goals raised.*

## 02 Decide

*The portfolio arbitrated; make, buy or partner settled.*

## 03 Create

*Build runs with execution partners, under a governance that decides.*

## 04 Measure

*Objectives fixed before any build, then measured with AI FinOps.*

WHAT THE BOARD RECEIVES AT EACH STEP

### Strategy & use-case selection

*The 3-year plan raised by AI; the few ideas worth funding.*

PAGES 3 AND 5

### Portfolio decision support

*Five verdicts, initiative by initiative; make, buy or partner.*

PAGES 6 AND 7

### Governance & operating model

*Decision rights, board KPIs and risks, team adoption.*

PAGE 9

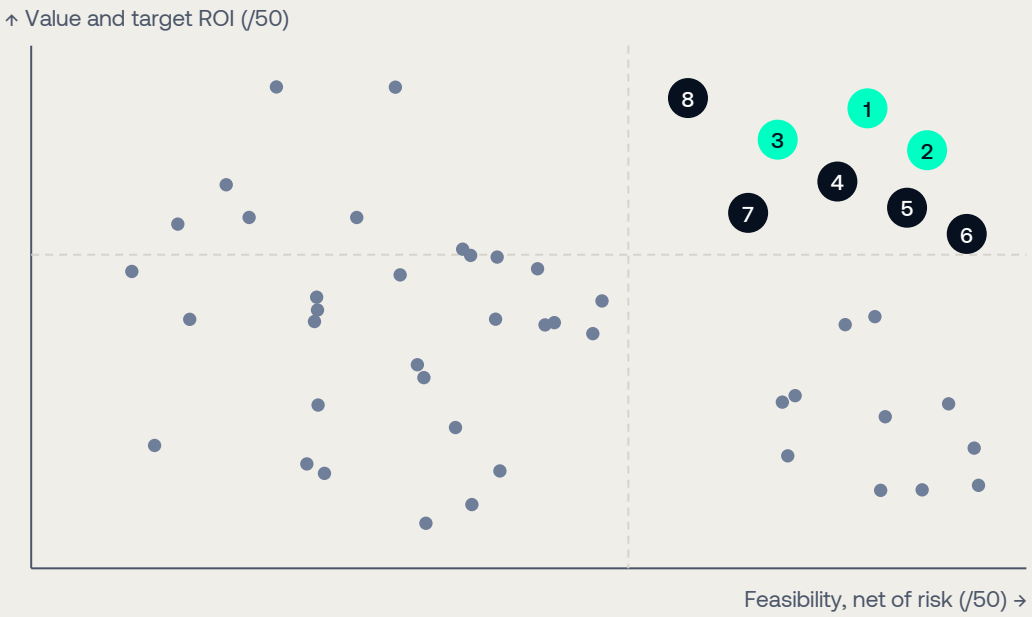
### Roadmap · 36 months

*Every initiative dated, funded and positioned vs peers.*

PAGE 8

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# Fifty new ideas, three to launch now — scored, not guessed.




| LAUNCH THIS QUARTER | | Score | Launch |
|---|---|---|---|
| 1 | **Invoice matching** | 86 | Q1 |
| 2 | **Contract review** | 83 | Q1 |
| 3 | **Demand forecasting** | 79 | Q1 |

THEN, WITHIN THE YEAR

| | | | |
|---|---|---|---|
| 4 | *Quote generation* | 76 | Q2 |
| 5 | *Product documentation* | 74 | Q2 |
| 6 | *Supplier risk scoring* | 71 | Q3 |
| 7 | *Knowledge search* | 69 | Q3 |
| 8 | *Sales call summaries* | 67 | Q4 |

HOW WE SCORE · FIVE AXES

**Value and target ROI**
*P&L effect, size of the gain*

**Strategic differentiation**
*An edge competitors cannot copy*

**Feasibility**
*Data, technology, skills, adoption*

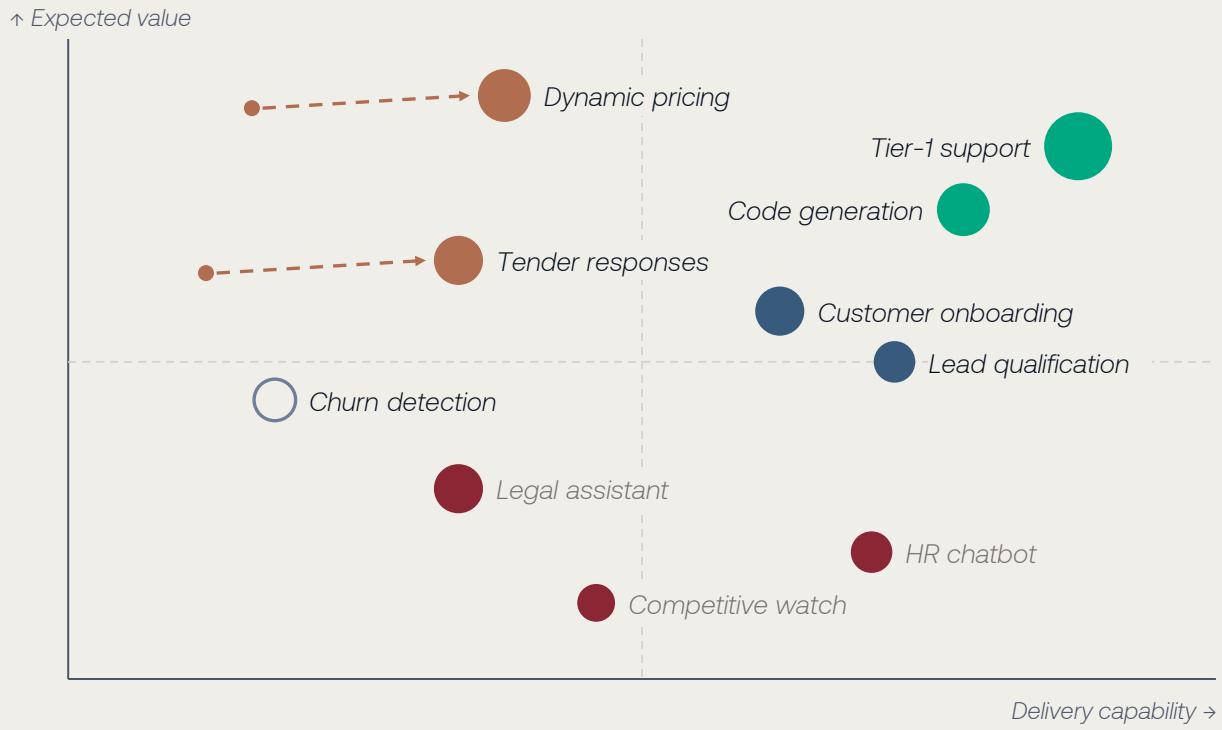
**Risk**
*Downside, lock-in, reversibility*

**Time to value**
*Speed of the first measurable result*

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# Stop to scale — five decisions on the portfolio already under way.

*The ten initiatives already running · position on expected value and delivery capability · bubble size: committed budget*




*Copper dot and arrow: a pivot re-scopes the initiative to make it deliverable.*

## FIVE VERDICTS

| | | |
|---|---|---|
| **Scale** | *Tier-1 support, code generation* | 2 |
| **Commit** | *Customer onboarding, lead qualification* | 2 |
| **Pivot** | *Tender responses, dynamic pricing* | 2 |
| **Wait** | *Churn detection* | 1 |
| **Stop** | *HR chatbot, legal assistant, competitive watch* | 3 |

BUDGET REDEPLOYED

**€1.2m**

*freed by the three stops, moved to the two scale-ups.*

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# Make, buy or partner, initiative by initiative: an independent call.

**No execution. No development. No integration.** *We have nothing to build, sell or place behind the recommendation.*

| DYNAMIC PRICING · SEE PAGE 6 | Make | Buy | Partner |
|---|---|---|---|
| *Time to deploy* | ●●○○○ | ●●●●● | ●●●●○ |
| *Differentiation* | ●●●●● | ●●○○○ | ●●●●○ |
| *Control of data* | ●●●●● | ●●○○○ | ●●●●○ |
| *Reversibility* | ●●●○○ | ●●○○○ | ●●●●○ |
| *Fit with in-house skills* | ●○○○○ | ●●●●● | ●●●●○ |
| **5-year total cost (TCO)** | **€2.3m** | **€1.1m** | **€1.3m** |
| **Overall score (/5)** | **3.1** | **3.3** | **4.0** RECOMMENDED |

WHY IT MATTERS FOR THE GROUP

### Strategic control

*Differentiating data, models and know-how stay in-house.*

### Speed to value

*Buying or partnering compresses the time to a first measurable result.*

### Full cost and reversibility

*Five-year TCO and the cost of switching decide, not the licence price.*

THE CALL

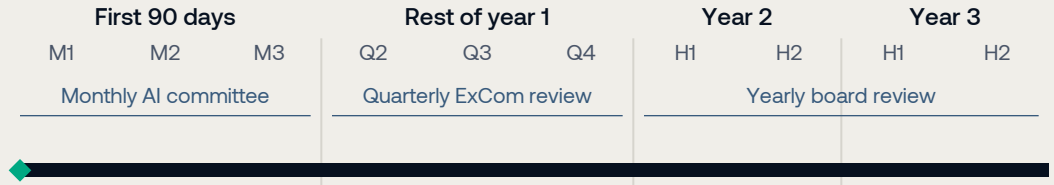
## Partner

*€1.3m over five years, reversible, data kept in-house.*

*Illustrative. The same analysis is run for each initiative committed or re-scoped; criteria scored 1 to 5.*

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# Every decision dated, funded and positioned against peers.




| | Budget | Target ROI | Ambition | Vs peers |
|---|---|---|---|---|
| *Tier-1 support* | *€480k* | **3.2x** | *Parity* | *At par* |
| *Code generation* | *€360k* | **2.8x** | *Parity* | *Behind* |
| *Customer onboarding* | *€240k* | **2.1x** | *Differentiation* | *At par* |
| *Lead qualification* | *€210k* | **2.4x** | *Differentiation* | **Ahead** |
| *Tender responses* | *€190k* | **1.9x** | *Differentiation* | *Behind* |
| *Dynamic pricing* | *€420k* | **1.8x** | *Growth* | **Ahead** |
| *Churn detection* | *€120k* | **1.6x** | *Differentiation* | *At par* |
| *Invoice matching · new* | *€140k* | **2.2x** | *Parity* | *Behind* |
| *Contract review · new* | *€130k* | **2.0x** | *Parity* | *At par* |
| *Demand forecasting · new* | *€160k* | **2.1x** | *Growth* | *At par* |
| *Three initiatives stopped* | *HR chatbot, legal assistant, competitive watch: €1.2m freed* | | | |
| **Portfolio** | **€2.45m** | **2.4x** | | |

*Later launches from the prioritisation join at each review*

Commit · Scale · Pivot · Wait · Stop · Milestone: baseline, readout, go / no-go · Pilot · Production · On hold

READING

*The highest multiples (3.2x, 2.8x) only restore parity.* **The edge comes from lead qualification and dynamic pricing, where the group is already ahead: protect them, even at lower ROI.**

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# Governance that decides, tracks and brings teams along.

## 1 · WHO DECIDES

| | Board | ExCom | CFO | CAIO | Business units |
|---|---|---|---|---|---|
| *Set ambition and envelope* | **A** | R | C | C | I |
| *Commit to an initiative* | I | **A** | C | R | C |
| *Decide make, buy or partner* | I | I | C | **A** | C |
| *Scale up* | I | **A** | C | R | R |
| *Measure realised ROI ** | I | I | **A** | C | C |
| *Reallocate or stop* | I | **A** | C | R | C |

A: accountable, one per decision · R: responsible · C: consulted · I: informed ·
* R performed by a party independent of delivery

## 2 · WHAT THE BOARD TRACKS

AMBITION

**+6 pts of operating margin in three years, from AI.**

| THREE DEFENSIBLE KPIs | Today | Target |
|---|---|---|
| *Cost to handle a ticket* | €14 | **€9** |
| *Tender response time* | *12 days* | **5 days** |
| *Revenue share from AI offers* | 0% | **8%** |

NAMED RISKS

- *Vendor dependence*
- *Customer data quality*
- *Adoption by teams*

## 3 · HOW TEAMS FOLLOW

| | |
|---|---|
| **AI owners** | *one in each business unit* |
| **Champions network** | *relays close to the teams* |
| **Learning paths** | *leaders, managers, users* |
| **Usage policy** | *clear rules everyone can apply* |

*Odyssey designs the governance, the operating model and the capability plan. Training is delivered by specialist partners.*

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# One conversation, one scoped proposal, and the same partner from first day to last

*Engagements begin with a focused 30-minute conversation to test fit. From there we propose a scoped engagement with a firm timeline, named deliverables and a partner present throughout. Most begin with AI Strategy Readiness, our entry diagnostic.*

DURATION

## 3 days to 12 weeks

*From Readiness to bespoke*

DELIVERY

## Signed by a partner

*The same partner, first day to last*

LANGUAGES

## FR · EN

*Native delivery*

DELIVERABLE

## A defensible case

*Evidence a board can act on*

YOUR PARTNERS



### Axel Tombereau

**Managing Partner**

*Former Group M&A Director, Atos. 40+ transactions on five continents. ESSEC, INSEAD.*



### Lucie Chetrit

**Partner, Finance & Operations**

*EDHEC. Previously at Valeo, AXA, Estée Lauder and Boucheron.*

INDEPENDENT · NO EXECUTION TO SELL · SPEAK WITH A PARTNER: CONTACT@ODYSSEY.TECH