

AI: Challenge or Opportunity?

In under three years, AI has moved from a technology question to a leadership one. It has opened a class of value that was never affordable before — analysis, automation, and insight at a speed and cost that reset what a small team can do — while creating risks that did not exist: proprietary data flowing into ungoverned tools, capital sunk into pilots that never reach production, and the quiet unease of not knowing whether you are ahead of your competitors or quietly falling behind. Every leadership team now carries the same question: *where is AI a genuine source of advantage for us, and where is it simply noise?*

The two obvious places to turn both disappoint. Traditional strategy firms can frame the question with rigor, but they deliver slides, not systems — on a timeline and price built for the Fortune 500, and limited ability to build what they recommend. IT and systems-integration firms will build what you specify, but cannot tell you what is worth building; they sell hours and seats, optimize for scope, and hold no view on where the business actually wins. One side offers judgment without execution; the other, execution without judgment. The harder work sits in between — figuring out what is actually worth building and then building it. Neither side is set up to do that.

Lemma Advisors is built for that gap. We **pair partner-grade strategic judgment with hands-on engineering**, AI-native by design, so the team that diagnoses the opportunity is the team that builds the capability — with the rigor of a top-tier firm, at founder speed, for a fraction of the cost. We have identified the **most pressing AI-era challenges** faced by mid-to-large companies and designed **four tailored offerings** to meet them, defined below.

OUR FOUR OFFERINGS

01 AI Full Potential Diagnostic

Where AI moves the P&L — and where it is noise.

THE CHALLENGE

AI's potential is universally asserted, but no leadership team has a clear, company-specific answer to the only questions that matter: where does AI truly apply to us, and what is the real ROI?

The reasons are consistent: (a) value hides in specific decisions and workflows, not the enterprise average; (b) data and economics that matter are BU-specific, and (c) knowing where AI should *not* be used matters as much as where it should.

OUR APPROACH

We run Lemma's **AI Full-Potential Diagnostic** as a co-creation exercise with your team. Working bottom-up, we decompose the business to its atomic units — the individual decisions and workflows where AI either creates value or doesn't — and assess each through **Three proprietary lenses: Value-Chain Teardown, Leverage Map, and ROI Horizon**. Fast by design, grounded in nuances of your business, not a generic AI maturity score.

WHAT YOU RECEIVE

A **ranked opportunity map** with a costed business case behind each priority, an explicit "not AI" list, a sequenced 6–12 month roadmap, and a **board-ready articulation of your AI thesis**. And, because we build, we can take the priorities into POC and production with you.

02 AI Pilots Triage

From stalled pilot to production-grade result.

THE CHALLENGE

Companies now run more AI pilots than they can properly evaluate, and most never reach production. Getting there takes production-grade data, real-system integration, evaluation, monitoring, and reliability — muscle mid-size companies rarely hold in-house. And the harder half is organizational: unless the workflow is redesigned and the tool customized to how the business actually works, adoption never comes and the pilot quietly dies.

OUR APPROACH

For every pilot, we begin with the foundational **Ownership & Adoption Test** — a clear owner and a workflow that will adopt it? Then run our proprietary **Production-Readiness Review**: a CTO-level triage of why it stalled and should it ship, scored across data readiness, output quality and reliability, integration and model durability, and inference economics at scale.

WHAT YOU RECEIVE

A board-ready scorecard ranking every pilot as **Ship, Fix, or Kill** — each with its root cause and an **engineering roadmap**: critical path to production for those worth backing, the specific gap to close for the fixable, and a clean stop for the rest.

03 Shadow AI Scan

From ungoverned sprawl to control.

THE CHALLENGE

The real risk from unsanctioned AI is data-shaped, not spend-shaped: IP bleeding into outside models, proprietary data, client information, even source code. And it's invisible: no procurement trail, just personal accounts, browsers, and already-approved tools, the toolset shifts weekly and everyone uses it differently, so it can't be allowlisted or predicted.

OUR APPROACH

We deploy our proprietary **Shadow-AI Scan** to monitor and quantify AI usage across your organization — which tools, what data, what purpose — surfacing usage, violations and risks in real time. Layered on this, our **AI Access Controller**, a policy-based rule engine acting as an active filter, demonstrates AI governance in practice. Where required, we work with your team to harden our POC tool into a production-grade control plane.

WHAT YOU RECEIVE

From the **Shadow-AI Scan**, a clear picture of your AI exposure — what's flowing, what's at risk. From the **AI Access Controller**, a working governance proof-of-concept. Where required, a production-grade control plane, customized to your environment.

04 Always-On Intelligence

A standing strategic edge — not a one-off deck.

THE CHALLENGE

Strategic consulting is structured for the occasional deep engagement, not continuous monitoring of market dynamics, competitor moves, macro trends, or regulatory changes. In-house teams are stretched between internal priorities and business planning. Information volume has exploded but signal-to-noise is terrible. AI has changed this: continuous intelligence on core strategy elements is now affordable and always on.

OUR APPROACH

We build **custom agents** that automate key strategy exercises, such as: **Competitor Intelligence** — highlighting granular moves from incumbents and new entrants; **Macro Dynamics** — studying core business drivers and emerging trends to surface risks and opportunities; **Innovation Pipeline** — aligning internal R&D to market signals to sharpen the innovation agenda; and **M&A Radar** — surfacing acquisition targets calibrated to BU priorities and management intent, not a generic screen.

WHAT YOU RECEIVE

A **suite of Bespoke AI agents** — shaped to each BU's workflow and built to flex as priorities shift — owned by your strategy team, saving significant time and the cost of external consulting.

Let's find your leverage.

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