Implementing AI: Strategery vs Execution

Moving beyond the promise of AI to improving businesses, products, services and people's working lives.

The problem with 'strategery'

Jamie Dimon, Chairman and CEO of JPMorgan Chase, recently used the term *"strategery"* to describe a tendency he has observed in large companies to spend too much time discussing strategy rather than concentrating on running and improving their businesses.

His argument was straightforward. Rather than becoming absorbed in strategy discussions and presentations, companies should concentrate on running their operations effectively, improving their products and services, making better use of their existing systems and extending what already works.

These activities are themselves strategic, but they are grounded in practical business execution and delivering results.

There is a striking parallel with the current debate about artificial intelligence.

Everyone is talking about AI

It is difficult to find a business conference, industry publication, board meeting or technology discussion that does not feature AI.

We hear constantly about its potential to transform industries, increase productivity, reduce costs, automate activities, improve decision-making and create entirely new products and services.

There are equally extensive discussions about the potential consequences, particularly the displacement of jobs, the changing nature of work, information security and the risks associated with increasingly autonomous AI systems.

Companies are investing in AI technologies, developing strategies, launching initiatives and experimenting with different applications.

The expectations are enormous.

Yet amid all this activity, a fundamental question deserves more attention:

How much of AI's widely discussed potential is actually being translated into measurable improvements in the way businesses operate, the products and services they deliver, and the working lives of their employees?

The gap between potential and results

There is little doubt that AI models have become extraordinarily capable.

They can analyse documents, extract and interpret information, generate content, write software, answer questions, reason through problems and perform an expanding range of tasks.

Agentic AI extends these possibilities by enabling AI systems to use tools, interact with other applications and undertake activities with varying degrees of autonomy.

Demonstrations of these technologies can be impressive.

But demonstrating what AI can do is not the same as implementing it successfully within a business.

An employee using AI to draft correspondence more quickly may save time. A team using AI to summarise documents may become more productive. A developer using AI to assist with coding may complete certain tasks faster.

These are useful improvements.

However, the larger opportunity is to translate these individual advances into better business processes, improved products and services, increased capacity and more effective ways of working.

That requires moving beyond individual AI tools and experiments to solutions that work within the realities of the business.

The challenge is not simply technological capability.

It is turning that capability into practical, reliable and sustainable business improvements.

Why is effective implementation proving difficult?

Businesses are complex.

Their operations depend on established processes, existing technology, business rules, information and data, regulatory requirements, management controls and the experience and judgement of their people.

Much of this is distributed across different departments, applications and systems.

Introducing an AI model into this environment does not automatically create an effective business solution.

For AI to deliver meaningful improvements, it needs to work with the information, systems and processes through which the business operates.

It may need to access multiple sources of information, apply established business rules, interact with existing applications, coordinate activities and involve employees when decisions or approvals are required.

It also needs to operate within appropriate security, governance and management controls.

These requirements help explain why the practical implementation of AI can be considerably more challenging than demonstrating its potential.

The difficulty is not necessarily getting AI to perform an individual task.

It is making AI work effectively as part of the business.

Improving products, services and people's working lives

Much of the discussion about AI productivity focuses on how much time can be saved or how many activities can be automated.

These are important considerations, but they provide an incomplete picture of the opportunity.

The real value of AI should also be measured by what it enables businesses and their employees to achieve.

Can customers receive better and faster service?

Can employees spend less time on repetitive administration and more time applying their knowledge, experience and judgement?

Can businesses respond more quickly to customer requirements, improve the quality and consistency of their services, and develop new products?

Can employees be equipped with tools that make their jobs easier, more productive and more rewarding?

Can companies increase their capacity to serve customers and grow without proportionately increasing their operating costs?

These outcomes are not simply about doing the same work faster.

They are about improving how work is performed and what the business can deliver.

This also offers a more constructive perspective on the debate about AI and employment.

Although automation will change some roles and may reduce the need for certain activities, AI also creates opportunities to enhance people's effectiveness, remove frustrating manual tasks and enable employees to undertake higher-value work.

The objective should not simply be to replace human activity with technology.

It should be to combine AI with people's knowledge, skills and judgement to achieve better outcomes.

From individual AI tools to business solutions

Consider a company that processes complex customer applications.

AI might be used to extract information from documents, check information against existing records, identify missing details, prepare correspondence and assist with decisions.

Each of these activities could be implemented as a separate AI application.

But the greater opportunity comes from bringing them together into a solution that improves the overall customer application process.

That might involve AI agents working with business rules, existing systems, information and data, with human intervention and approval where appropriate.

The result could be faster processing, fewer errors, improved customer communications, greater consistency and less administrative work for employees.

This is a fundamentally different outcome from simply providing employees with access to AI tools.

It is an improvement in how the business operates and the service it provides.

The same principle applies across insurance, pensions, financial services, professional services and many other industries.

Making AI implementation practical

If businesses are to move beyond discussing AI's potential, they need practical ways to develop, implement and manage AI-enabled solutions.

This starts with identifying specific business requirements and understanding the outcomes that need to be achieved.

It then requires bringing together the elements necessary to deliver those outcomes: AI models and agents, existing business information and data, deterministic business rules, integrations, Workflows and appropriate governance and controls.

Solutions should be developed around how the business operates, rather than requiring the business to adapt to the limitations of individual AI tools.

Importantly, the functionality developed for one solution should be available for reuse in others.

Business tools, agents, integrations, rules and knowledge can be reused and progressively extended, reducing the time and effort required to implement subsequent solutions.

This enables organisations to start with specific opportunities that deliver measurable value, while progressively expanding the use of AI across their operations.

As more solutions are implemented, the value of what has already been developed can compound.

Where Kognoesis comes in

This is the challenge that Kognoesis has been developed to address.

Kognoesis is an Agentic AI platform for building, deploying and governing AI agents and intelligent workflows.

The platform enables companies to move beyond experimenting with individual AI tools and develop AI-enabled solutions and applications that improve how their businesses operate.

Kognoesis combines AI models and agents with the organisation's existing business information and data, deterministic business rules, reusable business tools, integrations and workflow. This enables AI to be applied selectively where it adds value, alongside conventional processing where that is more appropriate, rather than applying AI unnecessarily throughout a business process.

Its Business Repository enables and consolidates access to the business knowledge, information and data required by AI models and agents, while integration with internal and external systems enables solutions to work across existing technology environments.

The platform also provides governance and management controls, enabling AI to operate within defined business rules and guardrails, incorporating human judgement and intervention where necessary.

Importantly, the business tools, agents, integrations and other functionality developed for individual solutions can be reused and extended across subsequent applications.

This enables companies to start with specific business requirements, implement solutions that deliver measurable improvements, and progressively reuse the functionality developed and expand the use of AI across their operations.

The focus is on making AI practical, manageable and effective within the business.

Less strategery, more results

Jamie Dimon's criticism of *“strategery”* is ultimately a reminder that businesses succeed through effective execution.

There is an important lesson here for AI.

The technology's potential is increasingly well understood. The discussion about what AI might achieve is extensive and expectations continue to grow.

But the real opportunity lies in translating that potential into practical improvements.

Better products and services. More productive employees. Improved customer outcomes. More efficient operations. Greater business capacity. And more rewarding ways of working.

