



AI summary

# The Enterprise AI Execution Challenge

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## The Enterprise AI Execution Challenge

Thursday, 21 May 2026

# Participants

### **Milind -**

Principal AI Scientist, Mercedes Benz

### **Prerit Mishra**

Head of Data & AI, Asia Pacific, DHL

### **Jake Saunders**

Managing Director and Vice President, Asia-Pacific,  
ABI Research

### **Dr. Ashish Chandra**

Partner & Global Head of AI, KPMG

### **Assaf Tarnopolsky**

Chief Business & Customer Officer,  
Teleperformance Asia Pacific

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# Summary

The session explored the challenges and opportunities of implementing AI in enterprise settings, focusing on bottlenecks in scaling pilots, the role of KPIs, governance, and the future of AI in organisations. Speakers shared their experiences with stalled pilots, siloed operations, and the need for strategic alignment, offering practical insights into overcoming these barriers. They also discussed the rapid evolution of AI technologies and their implications for workforce dynamics and organisational efficiency.



Participants highlighted the frequent failure of AI pilots to scale due to inadequate preparation for real-world infrastructure and operational demands. Several emphasised that KPIs for pilots often differ from those for production-level implementations, with pilots focused on proving technical feasibility rather than delivering measurable business outcomes.

It was argued that scaling requires involvement from P&L owners and alignment with long-term business strategies. Additionally, the shift from technology-led to business-led AI projects was identified as essential to ensure that AI initiatives address critical enterprise needs.

Governance emerged as a recurring theme, particularly in managing risks and maintaining compliance in multi-departmental organisations. The speakers stressed the importance of integrating governance frameworks early in the AI lifecycle to prevent regulatory and cybersecurity roadblocks.

They advocated for the establishment of specialised teams to oversee risk management, compliance, and data governance, recognising that context—rather than just data—is increasingly central to AI success. The discussion underscored the need to streamline governance processes to enable smoother execution.

The panel also examined how enterprises should identify high-value use cases for AI. Suggestions included focusing on end-to-end process transformations rather than isolated use cases, as well as ensuring that use cases align with organisational objectives and deliver measurable ROI. Participants warned against relying solely on IT-led initiatives, advocating instead for leadership from executives with deep knowledge of both business and AI. This approach was seen as crucial to navigating the balance between innovation and practical implementation.



The session touched on the evolving workforce implications of AI, including concerns about job displacement and the integration of AI agents alongside human employees. Speakers acknowledged that while AI could lead to job losses in some areas, it also presents opportunities for upskilling and business transformation. They stressed the importance of business leaders proactively managing these changes to maximise AI's value while mitigating risks to employees.

Finally, the panellists reflected on the future of AI in enterprises, predicting that the technology would continue to accelerate organisational transformation. They identified leadership buy-in, cross-departmental collaboration, and strategic alignment as critical enablers of AI success. Bottlenecks such as fragmented governance and the rapid pace of AI evolution were noted as ongoing challenges.

The discussion concluded with a call to redefine metrics and processes to ensure that AI initiatives deliver sustainable and meaningful business outcomes.

# Takeaways

## **The Importance of Business Leadership in AI Initiatives**

Panelists unanimously emphasised that AI initiatives must be led by business leaders with deep knowledge of both business strategy and AI. IT should play a supporting role, not a driving one, as AI implementation requires strategic alignment with organisational goals rather than purely technical execution.

## **Barriers to Scaling AI Pilots**

The session identified key barriers to scaling AI pilots, such as misaligned KPIs, fragmented governance, and an over-reliance on IT-led initiatives. Addressing these requires integrating business owners early, redefining metrics to focus on decision velocity and ROI, and planning infrastructure and governance from the outset.

## **Rethinking AI Governance to Avoid Fragmented Implementations**

The panel highlighted the need for a unified governance framework to ensure multiple AI solutions work cohesively across large, distributed organisations. Breaking down silos, aligning regional and departmental efforts, and creating a centralised AI Centre of Excellence were proposed as essential measures for long-term success.

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