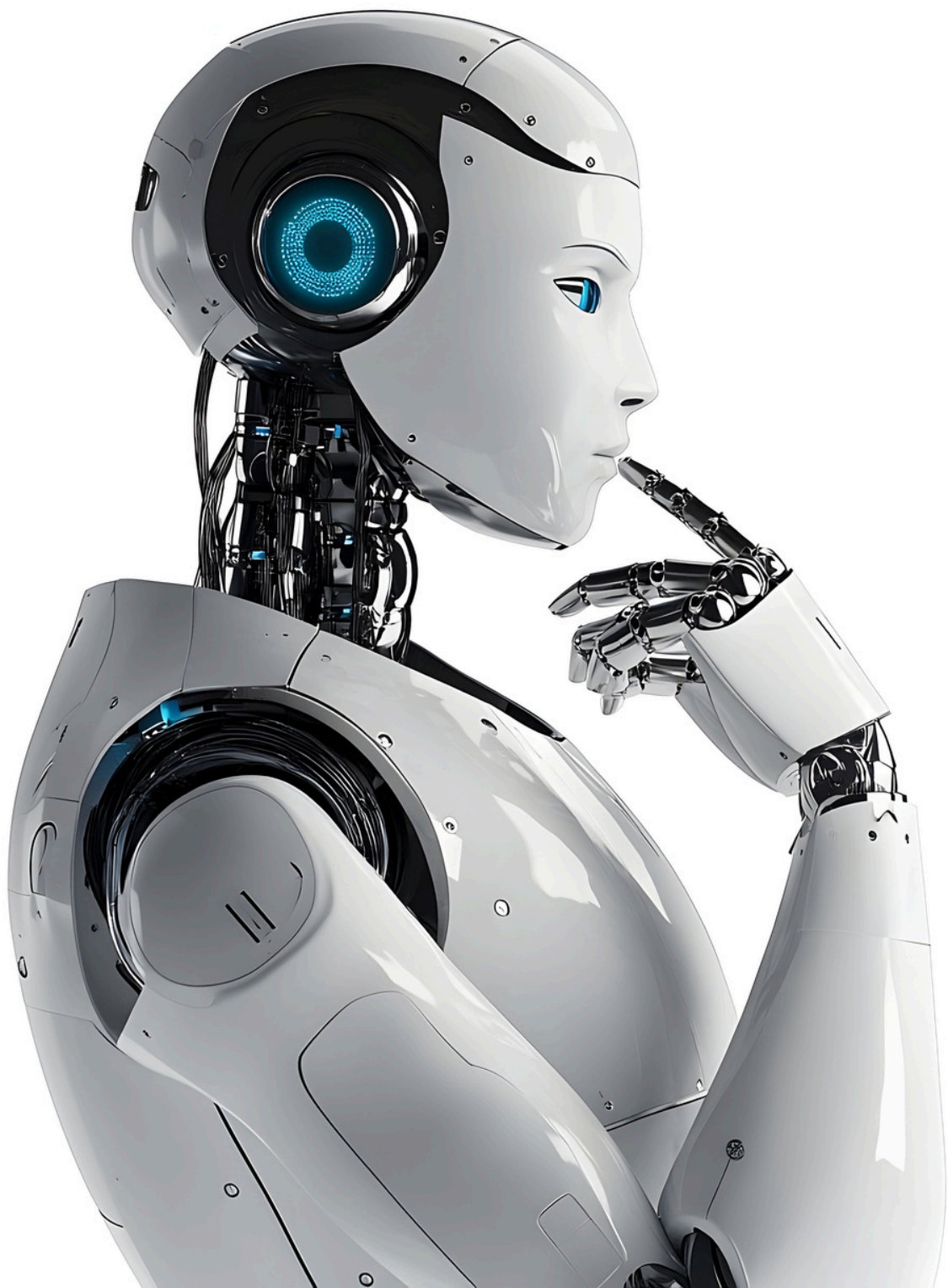


2025 | JUNE

changemakers

# THE AI ENGINE ROOM

Industry Report



2025

# THE DISCUSSION TOPIC

## Focus where it matters

*"You can buy a tool overnight - but without cultural readiness, there's no ROI." - Anonymous*

The buzz is still there, but it's shifted. AI has moved off the slides and into day-to-day decisions. It's showing up in meetings and in conversations about what's getting done. People are no longer wondering what it could do. They're asking if it's doing anything useful yet.

Plenty of teams are stuck in pilot mode. Others are trying to line up disconnected efforts and call it progress. The real blockers are rooted in things like culture and clarity - gaps that make momentum hard to build or sustain.

Leaders are asking better questions. What's the real use case? Who's on the hook for delivery? Is this saving time, or just shifting work around?

## Actionable Solutions

*"Someone like them, using AI, might replace them." - Margaux Crouton, Fresenius Kabi*

**Reframe the narrative:** Start with what needs fixing. Focus on pain points - broken processes or bottlenecks. That's how you move from ideas to action.

**Prioritise efficiency:** The strongest early wins are coming from repetitive, rule-based work. Low risk. Quick impact. Easy to measure.

**Avoid big resets:** AI doesn't need to be disruptive to be effective. Augment what's already there. Reduce noise. Make it easier to do good work.

## Signs of Progress

*"AI is a coach and a connector." - Stéphane Brouck, Ipsen*

AI is proving useful in places where it just gets on with the job. Not big launches or sweeping change - just little boosts that help teams get through the day. It might be picking up call summaries, smoothing out onboarding steps, or giving sales teams a clearer steer. These are the tweaks people actually feel.

It lands because it's quiet. No one's asking people to learn new tools or overhaul how they work. It's about trimming what's clunky and giving people time back without making a fuss. That's where momentum starts - with someone realising their job just got easier.

There's no need to change platforms or roll out a new interface. AI just works in the background. Invisible, but valuable.

*"We're piloting online sales of pre-configured engines. AI is helping us turn high-touch B2B sales into eCommerce." - Yogesh Mandke, Cummins*

## Actionable Solutions

**Target known friction points:** Start with tasks that eat up time or slow things down - and prove it works.

**Design with users:** When solutions fit how people already work, they get used.

**Keep it close to existing workflows:** Seamless beats shiny. Always.

*"Contact centre AI summarises calls, saving us one minute per interaction. That adds up to millions saved." - Daniel Norman, Transformation Director*

## Fix the structure first

*"We spent 20 years telling clients to put all data in one place. It's time to admit that doesn't work." - Arsalan Minhas, Hyland*

Tech isn't usually what holds things up. What slows AI down is everything wrapped around it - unclear roles and no one really driving it forward. Without those basics, even a well-funded initiative runs out of steam before it goes anywhere.

Not every piece needs to be perfect before teams can move. The organisations making headway are building in smaller parts - like with modular architecture and simpler approvals. It's about giving teams room to try things out without needing a top-down overhaul every time.

Even so, confidence is still shaky. When no one's clear on ownership or where the value lands, momentum fades. If the results aren't visible, support dries up fast.

*"AI is exposing problems we've always had - but now we can't ignore them." -Daniel Norman, Transformation Director*

## Actionable Solutions

**Target known friction points:** Start with tasks that eat up time or slow things down - and prove it works.

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**Keep it close to existing workflows:** Seamless beats shiny. Always.

*"AI infrastructure isn't fixed. It's a living organism - and needs to be treated like one." - Arsalan Minhas, Hyland*

## Conclusion

AI is moving into the thick of daily operations - not sitting on the sidelines, but woven into the mechanics of how work actually happens.

The teams gaining ground aren't swinging for the fences. They're doing the groundwork. Clearing the clutter. Making deliberate moves that match where the business is, not where it wishes it were. It's less about scale, more about stacking the right small steps.

A grand AI strategy looks great on paper. But what moves the needle are the wins that get noticed on the floor. When something works, others borrow it. When it saves time, people talk. That's how progress travels.

# THE AI ENGINE ROOM

## Hyland

Hyland enables organizations to truly unify their content ecosystems without the need to decommission systems or migrate content. We leverage unique federation capabilities to cloud- and AI-enable enterprise content and unstructured data across repositories. Our solutions seamlessly integrate with – and can incorporate content insights directly into – a wide range of business systems and applications.

<https://www.hyland.com/en>

## Change Makers Club:

Change Makers is a global community of senior executives who aspire to driving long-lasting change within their large and complex organisation. As a community we discuss the opportunities and challenges ahead, bench test our thinking and hear peer review. On a regular basis we meet for confidential meetings and produce industry reports. Learn more about the Club, access content and apply to join up-coming events via our website.

<https://www.changemakersclub.com>

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