VALUE-LED AI

AI that reaches the EBITDA line

You bought the licences. The margin did not move.

Everyone with equity is waiting on the same sale. You get a better price by running the business better, and it has to show in the numbers before you sell. AI is the fastest way to do that.

THE LEVER

72%

Of PE managers name operational improvement, their top value creation lever. The financial levers are spent. *

THE REALITY

Only 7%

Of portfolio companies reach enterprise-scale AI deployment. 36% have any AI in production. **

THE RETURN

$3.70 per $1

Average return per $1 spent on generative AI. The best get $10.30. ***

THE GAP

Why are companies struggling to create value?

01

It starts in tech, not the value plan

AI arrives as an IT project. The first question is which tools, not which line of the plan moves.

02

Use case hunting, in silos

Ask each function what it needs and you get a list shaped like the org chart you already have.

03

Tool rollout counted as progress

Copilot and ChatGPT for everyone, some training, then wait. People get faster at their own work. The approval still waits three days. Nothing reaches the P&L.

The gap is not one thing. It is multi-dimensional

04

Processes built for a manual world

Fragmented, with manual checks and sign-offs at every step, because people make mistakes. Automate that and you automate the checking.

05

The stack and architecture are different

Architecture for an AI-native business has almost nothing in common with the one built for personal productivity.

06

Legacy systems feel like a blocker

Systems and the data do not join up. So most teams assume they need years of foundation work before AI can pay. You do not.

07

Savings you cannot prove do not count

Nobody recorded what it cost before, so at diligence the buyer cannot verify the saving and strips it out. The improvement was real. It just did not reach the price.

08

Acquisitions never fully join up

Each one keeps its own systems and its own way of working. The platform never becomes one company, and the value you bought it for leaks away in the integration.

* S&P Global Market Intelligence, 2026 Private Equity and VC Outlook, PE, VC and LP respondents, Feb 2026. ** FTI Consulting, 2026 Private Equity AI Radar, 200 respondents at PE firms. *** IDC, sponsored by Microsoft, 2024 study of 4,000+ business leaders.



Rujuta Singh

AI OperatingPartner & Fractional Chief AI Officer

24+ years in business transformation across PwC, Accenture, Wipro and Microsoft, in financial services, insurance, private equity, retail, energy and technology.

Currently working as:

- AI Operating Partner across PE Portfolio
- AI Lead for major UK energy enterprise,
- AI Advisor for two global investment firms

She combines neuroscience-based advanced collaboration methods, design thinking, and deep expertise in AI strategy and transformation, to hit the commercial objectives companies actually care about.

Top 1% facilitator.

- **£500m** programmes, reporting to the executive board
- **30+** Fortune 500 companies
- **150+** sprints and workshops delivered
- **100K+** LinkedIn followers. Top AI transformation voice.

THE METHOD

Value-Led AI

Start from the value creation plan and the exit date, work back to what has to change, and buy the tool last.

1

Weeks 1 to 2

Assess

Where you are now. What has been rolled out and what came of it.
The structures, tools, systems and data you have today, including your current ways of working & operating model.

2

Weeks 2 to 7

Direction

Ask where the business needs to get to, and why it is not there.
Clean Sheet the products & services end to end, cross-functional people in the room together, aligned to the business objectives.
Case the value, sized, with a roadmap an investment committee can sign.

3

Runs alongside

Foundations

Build the skeleton once, so use case two costs a fraction of use case one.
Buy or build by size and sector. Stack, data, security, governance, and the operating model during the change and after it.

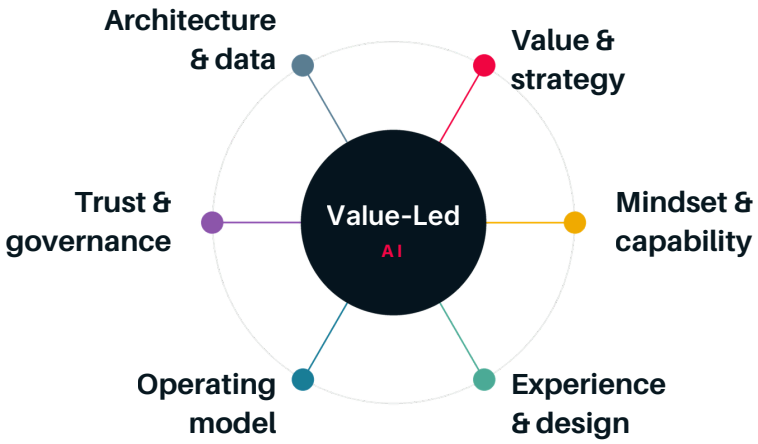
4

Three-week cycles

Execute

One prioritised value case per lab, running by the end of it. Processes redesigned rather than automated. Change management with the teams whose work changes.
Value tracked against the case.
Every month of deciding is a month of margin you do not take.

WHAT WE WORK ON



RECENT WORK

£4.4m
saved. A £5m ERP quote tracking to £600K, three years to nine months.

£5m
a year, case built across Retail Buying function.

3x
sales calls from the same team, no extra headcount.