



AMERICAN CIO SUMMIT

SAN FRANCISCO - JUNE 2025

ACCELERATING AI APPLICATION

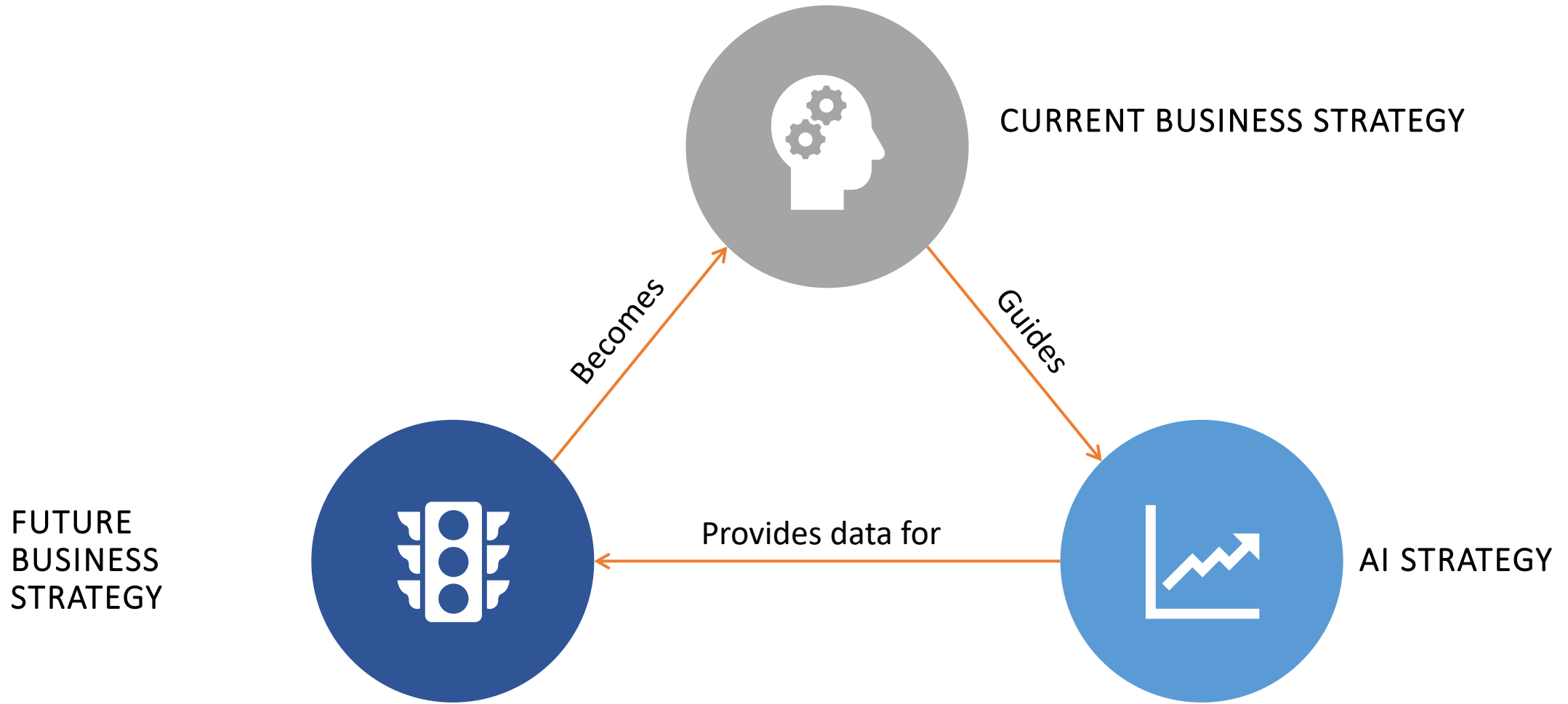
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Fidelity Investments



GUIDING THOUGHTS



Most Organizations are using

AI

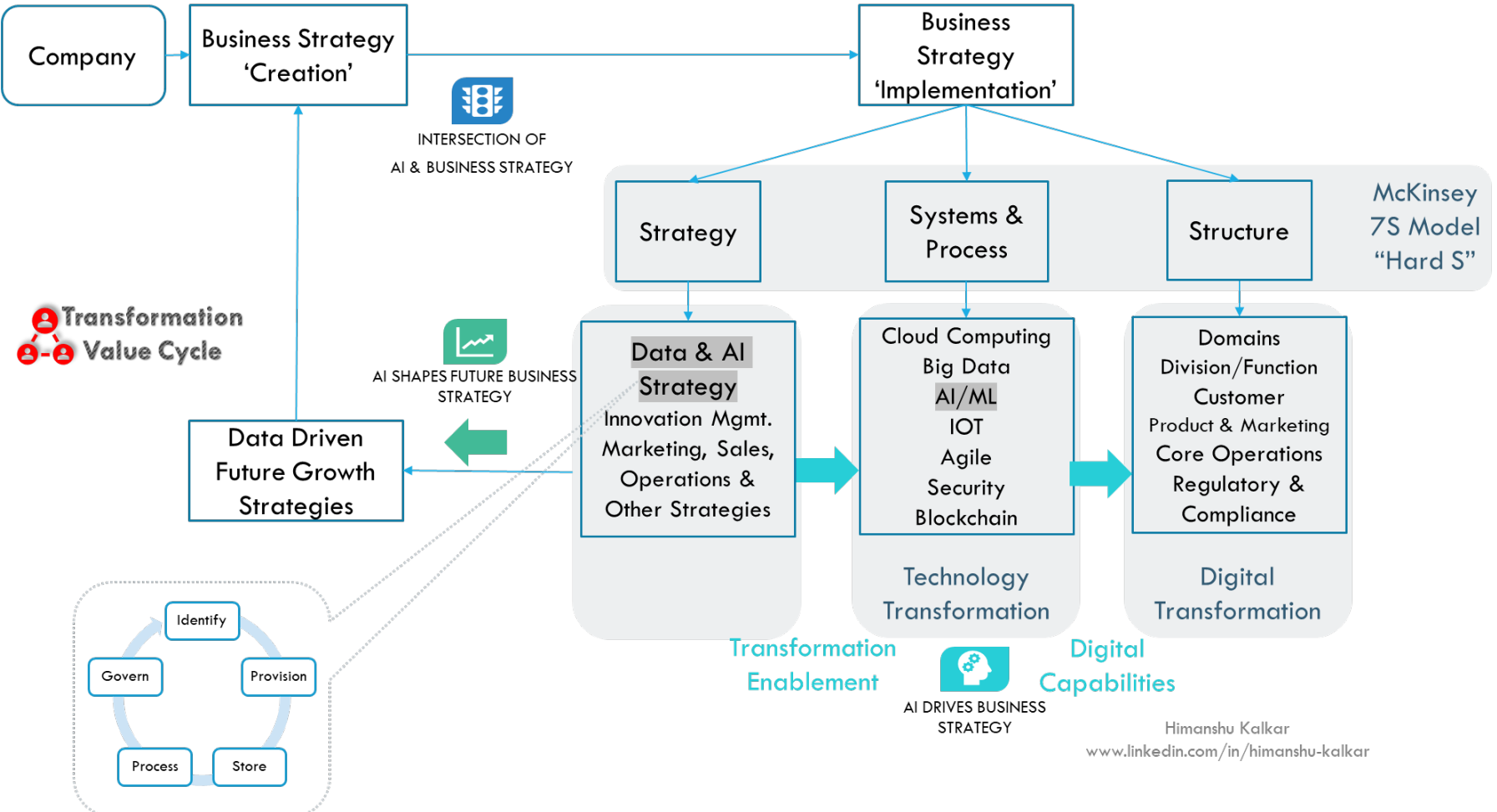
the way drunk people use

LAMP POSTS.....

For **SUPPORT**
Rather than for
ILLUMINATION



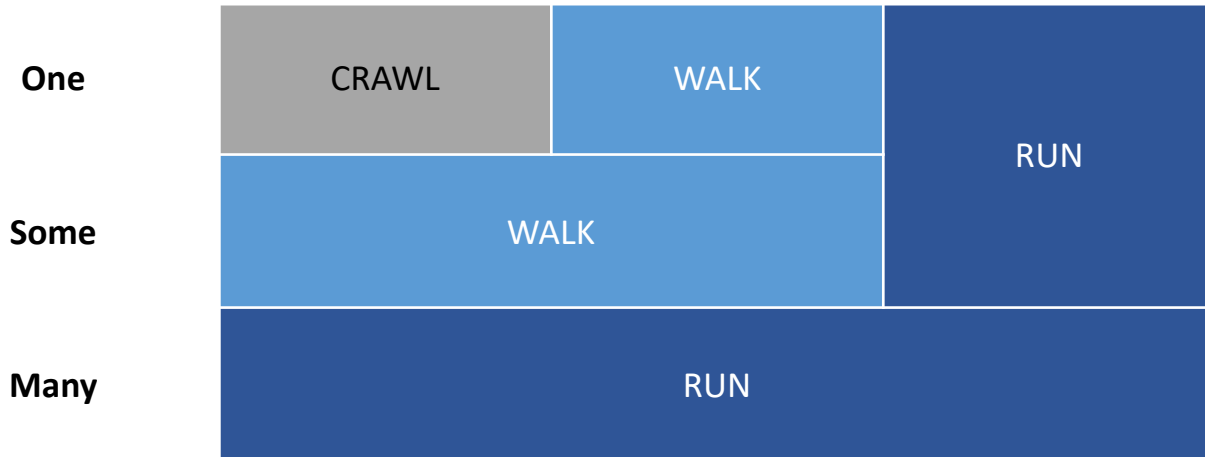
TRANSFORMATION VALUE CYCLE



AI @Scale

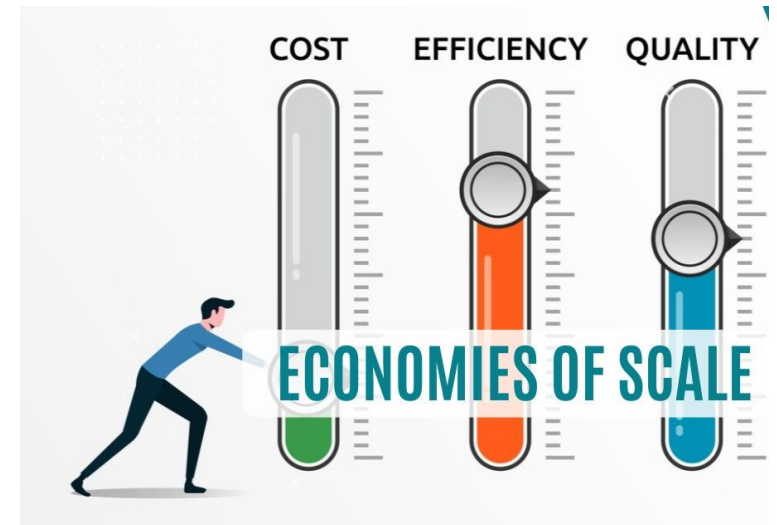
Business functions ----->

One Some Many



AI Capabilities ----->

- ✓ **Lowest cost** – AI build and support
- ✓ **Highest Return** – Efficiency, higher margins
- ✓ **Highest Quality** – No drift, higher standards



POSSIBLE PATH TO AI @SCALE



TACTICAL



STRATEGIC



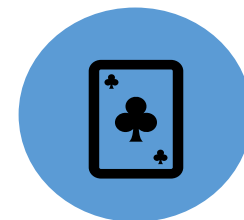
Tactical
Scaling AI



Education & Communication



Prioritization



Communication & Education

Business Stakeholders

Examples:

- 1. Recurring AI education Sessions**
(How much is too much, which mode?, high level or low level overview)
- 2. Sponsored “Continuing Education” Programs.**
(Appropriate Curriculum & Partner)
- 3. “Swaopportunities”**
(Opportunities & Willingness)

Executive Sponsor

Examples:

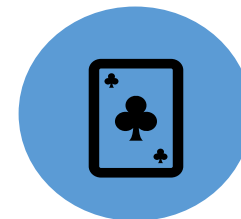
- 1. “Executive Education on IA”**
(Time Commitments? Depth of content?)
- 2. Set expectations (Delivery & Engagement)**
(Low engagement from SMEs, Knowledge gap)

Portfolio / Program / Product Office

Examples:

- 1. Ideation/Intake/Prioritization/Alignment**
(Keep it divisional or enterprise, broad or lean)
- 2. Cross-function scaling & Reuse of models**
(AI model governance, platform compatibility)

“Chief Story Telling Officer” Persona



Prioritization of use cases

Business Stakeholders

Examples:

- 1. Use clear business goals**
(Communicated to everyone? Using it to prioritize?)
- 2. Tactical Session for Backlog Refinement**
- 3. Appropriate Stage Gate members**
(Too many/Too less/ Motivations??)

Executive Sponsor

Examples:

- 1. Rank stacked Business Goals**
(Clear & Static business goals? Complexity vs Return vs Investment?)

Portfolio / Program / Product Office

Examples:

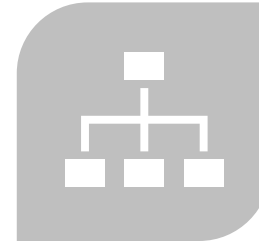
- 1. Ideation/Intake/Prioritization/Alignment**
(Communicated to everyone? Using it to prioritize?)
- 2. IA Portfolio Management**
(Uncertainties in AI projects may make active mgmt. difficult)

Connect dots now, identify synergies now to achieve scale in future.



Strategic Scaling AI

Appropriate Org Structure
Product Mindset

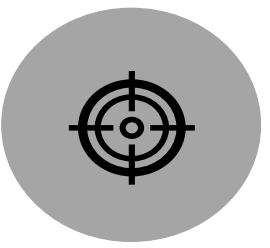


Technology Alignment

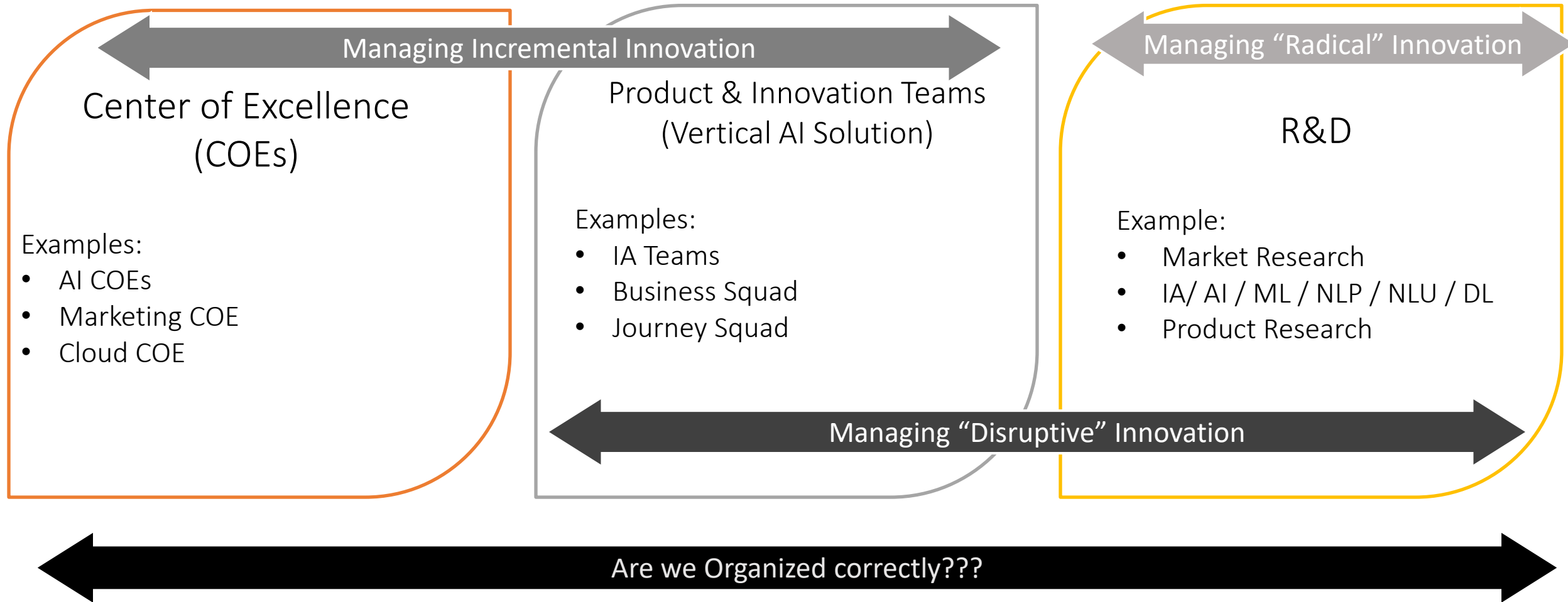


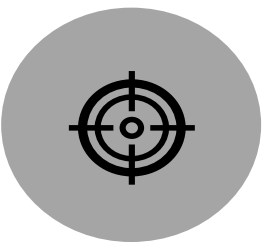
Strategy Alignment





Org structure alignment





Technology Alignment

Talent

Takeaways:

1. Hiring based on Use Case backlog
2. Appropriate ratio for DE : DS
3. Talent Rotation programs

AI / ML / Data Infra & Platform

Takeaways:

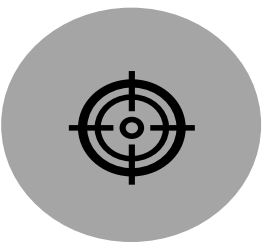
1. Cloud & On-Prem Combo
2. Dev Environment to allow Experimentation
3. DevOps in IA

Security / Compliance / Governance

Takeaways:

1. Audit & Compliance Education
2. Review Boards (ARBs/Peer/Code)
3. External Speakers

Will Technology be ready ???



Strategy alignment

Operational Efficiencies (Bottom line)

Examples:

1. Better Call Routing
2. AI Agents vs Agentic AI
3. Digital Communication vs Mail

Data Driven Business Decision (Competitive Positioning)

Examples:

1. Market Segmentation
2. Product Focus
3. Citizen Data Scientists
4. "Controlled" data democratization

UX/CX/Product/Market Insights (Top Line)

Examples:

1. Consumer Digital Experience
2. Sales Opportunities & Propensities
3. Churn Models

Will the data be available?

Data Governance, Ethics, Privacy, MDM etc.

THANK YOU!



Himanshu Kalkar

Fortune 100 AI & Tech Executive | Global P&L |
Board Member & Advisor | 2024 Top AI Leadershi...

