

# From Pilots to Profits: The Why and What of Lingaro's GenAI Factory Framework

The transformative potential of Generative AI (GenAI) has led enterprises to pour billions into pilots and proofs of concept. Even so, many have failed to move further and close the gap between experimentation and enterprise-wide impact. The GenAI Factory is a proven framework we have developed to help clients address this gap and translate hype into high value. In this article — based on our extensive experience helping multinational consumer packaged goods companies (CPG) operationalize AI at scale — we outline:

- Why this framework matters in overcoming common GenAI project pitfalls and
- What it results in when followed: a structure for repeatedly turning GenAI potential into measurable business success.

## Mind the Gap: The Main Reasons GenAI Projects Stall

Despite the promise of GenAI, many organizations hit barriers that prevent them from taking successful GenAI pilots further. These barriers are usually a result of:

- **Lack of readiness.** Progress stalls without AI-ready data, clear processes for pinpointing valid use cases, and foundational infrastructure to enable experimentation with proper control and governance.
- **Prioritization of technological novelty over measurable outcomes.** Too often, enterprises leap into GenAI projects chasing innovation, skipping feasibility analysis, use case prioritization, or ROI modeling. The outcome? Solutions that are "interesting" but do not bring real business value.
- **Inability to scale.** When a pilot succeeds, the next challenge is to expand it enterprise-wide. Even when a high-value GenAI use case is proven, the fast-evolving landscape of GenAI brings complexity to the management of technical architecture.

## Close the Gap: The Big Four GenAI Value Vectors to Synergize

To overcome the barriers identified above, organizations must overcome challenges in building capabilities to allow the execution of massive, effective, and successful GenAI projects. Our work with global enterprises has revealed that there are four major vectors of activities that leaders are focusing on in the GenAI adoption journey:

- **Use cases.** Use cases where GenAI can deliver real business value must be identified and validated.
- **Technology.** Technical platforms must be built that not only allow effective and secure LLM consumption but also support common functionalities.
- **Governance.** The organization must have capabilities in place to control GenAI usage, costs, and risks.
- **Adoption.** Processes must be in place to advance maturity with regards to use cases, technology, and governance. These processes cover adoption strategy, training programs, and effective change management to ensure that everyone in the organization is ready for GenAI.

There is no single "best" starting place, but most often enterprise leaders focus initially on the use case value vector as their entry point and later start addressing the others. While this approach is natural, optimal progress requires advancing all four value vectors in parallel, building maturity across them toward a unified goal.

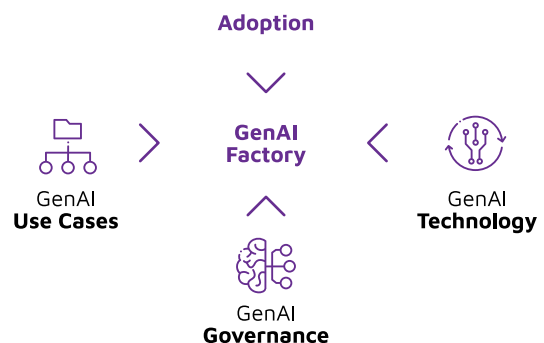


Figure 1: The four value vectors of the GenAI Value Factory framework.

## The GenAI Factory: A Framework for Synergizing the Vectors

The GenAI Factory is a systematic framework for integrating people, processes, and technology to enable large organizations to build end-to-end capabilities for effective GenAI operationalization. It helps keep massive projects running smoothly in parallel from ideation and design through development and deployment to scaling.

The framework helps leaders centrally drive the creation and management of capabilities to address the top-down imperatives of ensuring GenAI value, prioritizing investments, standardizing and reusing technology, organizing effective scaling, and

controlling risk. It also helps address the bottom-up imperative of enabling GenAI democratization through self-service tools. The stream of use case ideas is generated through two complementary approaches:

- **Top-down value creation:** Structured use case hunting by internal or external experts, feasibility studies, and proofs of concept demonstrate value and provide strategic direction.
- **Bottom-up value creation:** GenAI is democratized through self-service tools that are both ready-made (like copilots) and developed in-house to facilitate LLM interaction. These tools enable business users to improve their skills, experiment, and identify valuable use cases themselves.

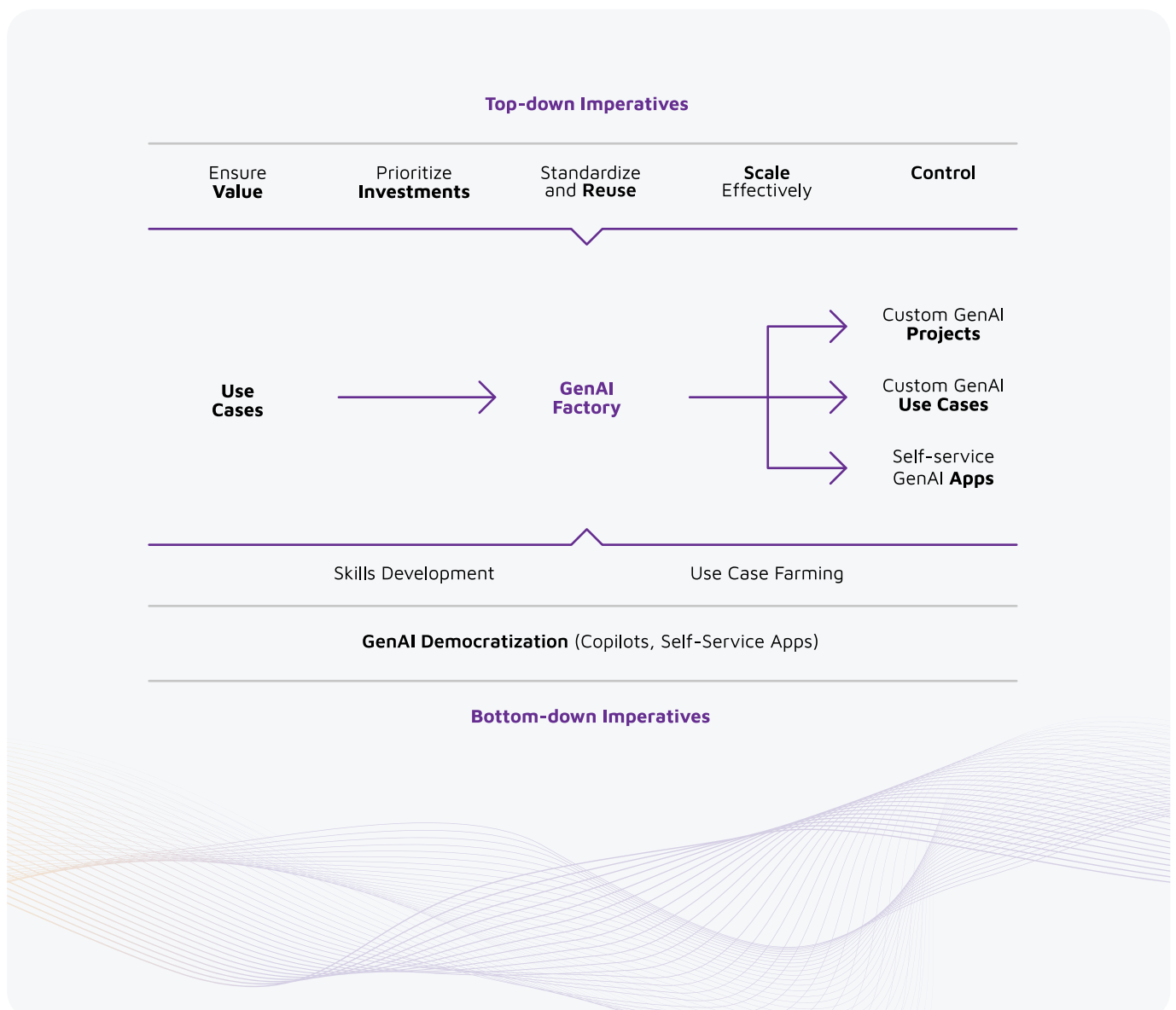


Figure 2: GenAI Factory input, output, and key imperatives.

Ultimately, rolling off the GenAI Factory assembly line are:

- **Custom solutions for single use cases.** These solutions address specific scenarios requiring dedicated approaches while still benefiting from automated development and deployment tasks and reusable common components.
- **Pattern-based solutions that share core functionalities with other solutions designed for a given business function.** For instance, Talk to Data solutions are common in analytics and follow a consistent pattern. Such solutions are built using modular accelerators embedded within the GenAI architecture.
- **Self-service solutions.** Built on pattern-based designs, these solutions feature advanced automation that enables business users to independently launch them, connect data, and operate without IT intervention.

So, what are the key GenAI capabilities that an organization has to enable? We have grouped them into five integrated building blocks that align and amplify the four value vectors:

- **A success team** responsible for identifying and prioritizing use cases, assessing their value, conducting feasibility studies, setting KPIs, and handling early exploration.

- **A technology team** focused on building hard skills, effective delivery methods, researching trends, vetting new tools, and defining effective architecture and accelerators.
- **A GenAI platform** that is an extension of the organization's core D&A platform. It addresses reusability and control over LLM applications, providing features like model serving, monitoring, data connectors, prompt engineering, guardrails, modular accelerators for common use cases (e.g., Talk to Data), and automation for custom scenarios.
- **A governance team** that defines GenAI governance — KPIs, roles, and processes — and aligns it with existing data and AI governance practices. This team is in charge of ensuring the responsible use of AI and addressing regulatory compliance, security, and control.
- **An adoption team** that runs initiatives supporting communications, measuring value, upskilling, and change management with a view to facilitate the organization-wide use of GenAI solutions.

The following graphic provides a visual overview of the GenAI Factory framework in action. It details each of these building block's key functions and their collaborative structure.

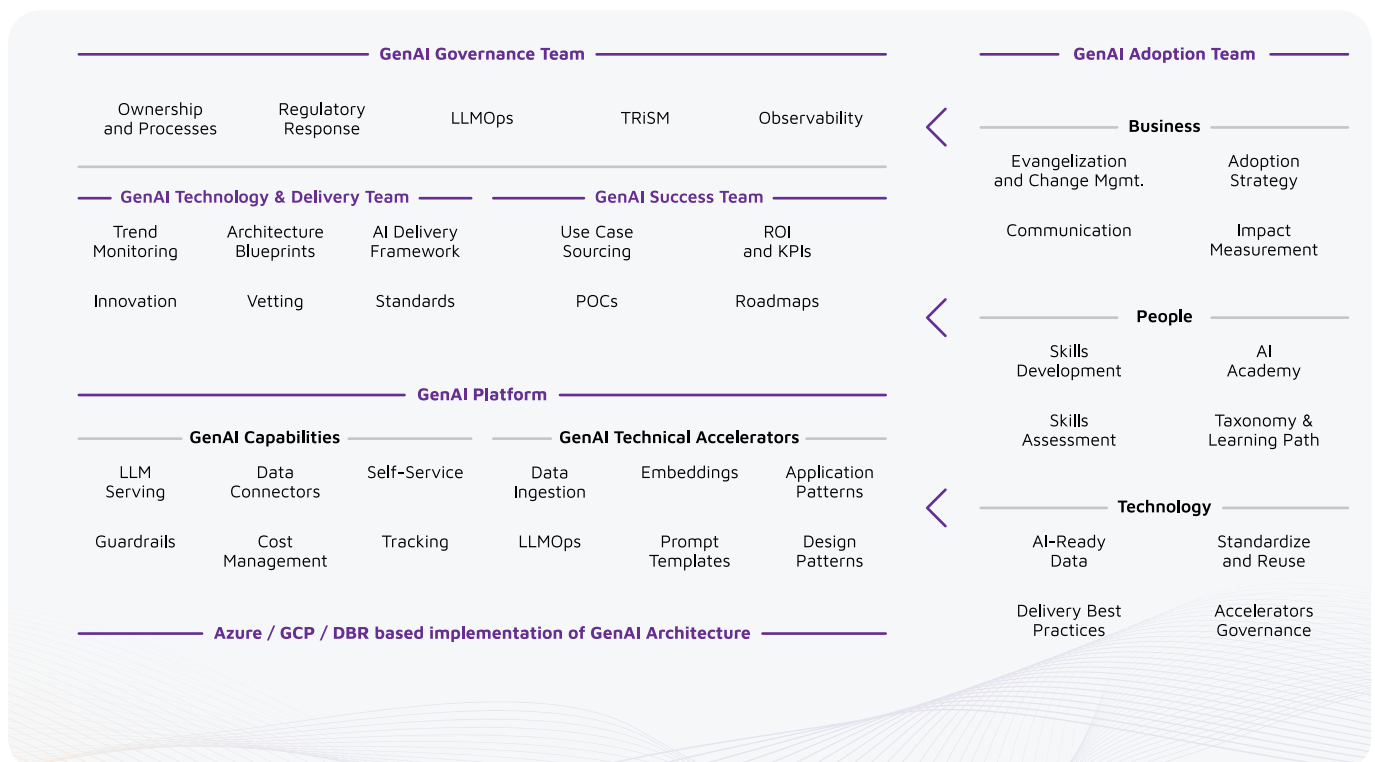


Figure 3: Visual overview of the GenAI Value Factory framework showing building blocks and collaborative structure.

Naturally, organizations may vary in how they distribute these functions across business, IT, and data & analytics units. Regardless of the specific setup, however, all functions must be addressed to maximize value.

This framework comprises many interlocking pieces, each demanding attention to ensure the four GenAI value vectors align and drive progress. Having established the "why" and "what" of the GenAI Factory framework, in an upcoming article we will explore the "how" with a deep dive into selected framework aspects.



## Meet our Experts:



### **Tomasz Rostkowski**

Head of AI Consulting and Advisory

With 25 years of experience in IT, spanning both technical and leadership roles, Tomasz brings extensive expertise in architecting and delivering Data & Analytics solutions across the CPG, Retail, and Finance industries. His focus includes data management, advanced analytics, AI implementation, and business process automation. Tomasz combines technical knowledge with strategic thinking, technology management experience, and a proven ability to build high-performing delivery teams. As Head of AI Consulting and Advisory at Lingaro, he drives AI business growth, advises clients on AI use cases and adoption strategies, and ensures the successful implementation of AI solutions.



### **Krystian Jabłoński**

Head of GenAI Practice

Krystian has spent over seven years honing his skills in the data and analytics field, with a focus on creating and developing generative AI services. He has demonstrated leadership in managing product and product teams, as well as AI R&D activities, and is appreciated for his ability to translate business challenges into practical AI solutions.