

---

AFCO CONSULTING | STRATEGIC GUIDE

# How to Adopt AI from a Strategic Perspective

---

Transform Your Results,  
Not Only Your Processes

**Featuring: The Sandwich Framework**

A proprietary methodology by AFCO Consulting & Associates



# 01 | The Problem

Why most AI adoptions fail to deliver results

## The technology isn't the problem.

Organizations across Latin America are racing to adopt AI. They invest in tools, hire consultants, and launch pilots. Yet most initiatives stall, underdeliver, or simply fail to produce measurable business impact.

The reason? They start with the technology instead of the problem.

**70%** of AI initiatives fail to move beyond the pilot stage to enterprise-wide impact.

*Source: Multiple industry reports (McKinsey, BCG, Gartner)*

**The gap is not technology. It's strategic thinking.**

## Three Common Failure Patterns

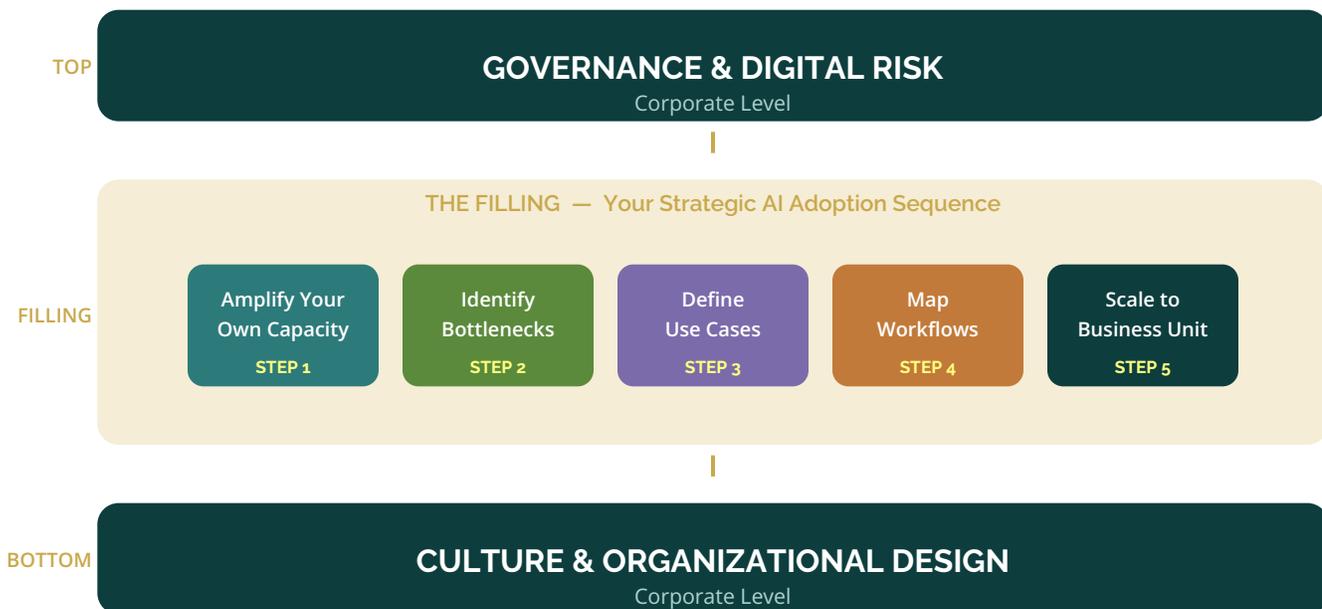
- 1 Tool-First Thinking**  
Organizations buy AI tools before identifying what problems to solve.  
Result: shelfware and wasted budgets.
- 2 Isolated Experiments**  
AI pilots run in silos without governance or cultural alignment.  
Result: no path to scale.
- 3 Missing the Sandwich**  
Teams implement AI in workflows without addressing governance above or culture below. Result: fragile adoption.

*"In digital and AI transformations, start with the problem — not the technology."*

# 02 | The Sandwich Framework

A strategic structure for AI adoption that works

Why a sandwich? Because successful AI adoption must be sandwiched between two critical corporate-level pillars: Governance & Digital Risk on top, and Culture & Organizational Design on the bottom. These two layers are the bread that holds everything together. Without either one, the filling — your operational AI adoption sequence — falls apart.



### KEY INSIGHT

Without the top bread (governance), AI becomes a risk. Without the bottom bread (culture), AI becomes a rejection. The filling only works when both layers hold it together.

# 03 | The 5-Step Filling

Your operational AI adoption sequence

## 1 Amplify Your Own Capacity

- Before asking teams to adopt AI, leaders must experience it themselves.
- Use AI tools to enhance your own decision-making, analysis, and communication.
- You can't lead a transformation you haven't lived.

## 2 Identify Bottlenecks

- Map where your organization loses time, money, or quality.
- Focus on high-friction, repetitive processes where AI can have immediate impact.
- Start with pain points, not possibilities.

## 3 Define Use Cases

- Translate bottlenecks into specific, measurable AI use cases.
- Each use case must have a clear owner, KPI, and timeline.
- Prioritize by impact vs. complexity.

## 4 Map Workflows

- Integrate AI into existing workflows — don't build parallel processes.
- Define handoff points between humans and AI clearly.
- Document the new workflow end-to-end before deploying.

## 5 Scale to Business Unit

- Rethink your firm: create new business units and transform your operating model.
- Break silos — become an AI Factory where intelligence flows across the organization.
- Enable real-time decision-making powered by AI at every level of the business.

# 04 | In Practice

How the Sandwich Framework transforms results

## Regional Retail Chain — Commercial Operations

### BEFORE (Without the Sandwich)

- AI chatbot deployed without clear escalation protocols
- No governance over customer data used in AI training
- Sales teams resisted the tool — saw it as a threat

### AFTER (With the Sandwich)

- Governance layer: data policy + escalation matrix established
- Filling: Bottleneck identified (response time), use case defined (FAQ automa
- workflow mapped (AI handles Tier 1, humans handle Tier 2+)
- Culture layer: Sales teams trained as 'AI supervisors', not replacements

**RESULT: 40% reduction in first-response time. Sales team became advocates.**

## Financial Services Firm — Risk & Compliance

### BEFORE (Without the Sandwich)

- Multiple AI tools purchased with overlapping capabilities
- Compliance team had no visibility into AI-driven decisions
- Cultural resistance: 'We've always done it this way'

### AFTER (With the Sandwich)

- Governance layer: AI risk committee + decision audit trail created
- Filling: Amplified leadership capacity first (CEO used AI for board prep),
- then cascaded to compliance workflows
- Culture layer: 'Innovation ambassadors' program launched

**RESULT: Consolidated to 2 core tools. Compliance processing time cut by 55%.**

### PATTERN

In both cases, the technology didn't change — the strategic structure around it did. That's the power of the Sandwich.

# 05 | Self-Assessment

How sandwich-ready is your organization?

Rate your organization on each dimension (1-5). Be honest — this is for you.

<p><b>1 Governance</b> We have a formal AI governance policy with clear roles, risk assessment criteria, and decision-making authority.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<p><b>2 Problem-First</b> Our AI initiatives begin with identified business problems or bottlenecks — not with technology trends.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<p><b>3 Capacity</b> Our teams have the skills and time to evaluate, adopt, and iterate on AI tools within their daily workflows.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<p><b>4 Use Cases</b> We have documented, prioritized AI use cases linked to specific business outcomes and KPIs.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<p><b>5 Workflow</b> AI tools are embedded into existing workflows with clear handoff points — not used as standalone experiments.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<p><b>6 Culture</b> Our organizational culture supports experimentation, cross-functional collaboration, and learning from AI failures.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<p><b>7 Scalability</b> Successful AI pilots have a defined path to scale across business units with change management support.</p>	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

Scale: 1 = Not started 2 = Exploring 3 = Piloting 4 = Implemented 5 = Optimized

**Your Score:** 7-15: Foundation stage | 16-25: Building stage | 26-35: Strategic maturity

---

# Ready to Build Your Sandwich?

If your self-assessment revealed gaps — that's a good thing. It means you now know exactly where to focus.

At AFCO Consulting, we help mid-size companies across Latin America adopt AI strategically — not reactively.

## What We Can Do Together

Strategic AI Readiness Assessment (using the Sandwich Framework)

Executive Bootcamp: Strategic Thinking for AI Adoption

Custom Governance & Culture Design for your organization

AI Use Case Prioritization & Workflow Integration

## Book a Free Discovery Call

[felipe@afcoconsulting.com](mailto:felipe@afcoconsulting.com) | [www.afcoconsulting.com](http://www.afcoconsulting.com)

Let's build your sandwich together.