

AI Business Models & Innovation



Business	
Key Partners	Value Propositions
Revenue Streams	



Unidad 1

Fundamentos estratégicos: Innovación, IA y Modelos de Negocio





Fundamentos
Estratégicos

Diagnóstico
Digital

Caja de
Herramientas de IA

Diseño
Integral

Ética y
Defensa Final



START

1

2

3

4

5



PITCH

Designed with

La profe Paola™

Business Professor at ICESI University



TECHNOLOGY

AI's Competence Penalty

Despite companywide pushes to incorporate AI tools into work—and big promises that they'll help improve employee performance—many workers resist them. A new study suggests why: Adopting AI can make employees seem less competent to their peers.

Who Embraces AI?

You may think that tech-savvy consumers are the most willing to try AI products and services, while those without know-how are slower adopters. The opposite is more likely.

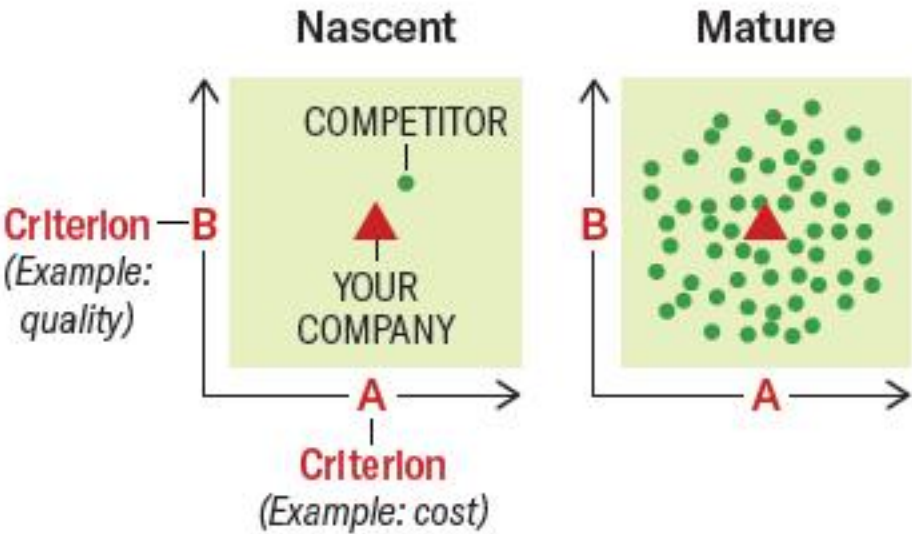
Across seven studies involving thousands of U.S.-based participants, researchers found that the less people knew about AI and how it worked, the more receptive they were to using it.

Should Your Company Innovate or Imitate?

Many firms prize innovation, but given the steep cost of failure, is it always advisable? Or might it sometimes be more lucrative to imitate competitors?

Industry maturity

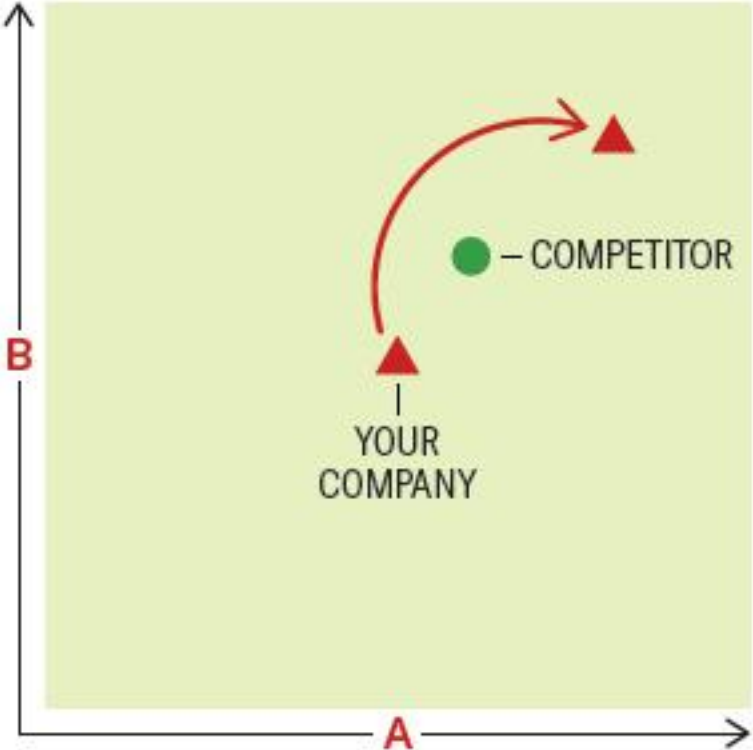
To find the right strategy, companies must first determine whether they operate in a nascent industry with relatively few rivals or in a crowded, mature industry. Next they should plot how they compare with competitors on key industry performance criteria (for example, in the airline industry, on quality and cost).



Source: "When to Innovate and When to Imitate," by Felipe A. Csaszar, Rebecca Karp, and Marla Roche (HBR.org, 2025)

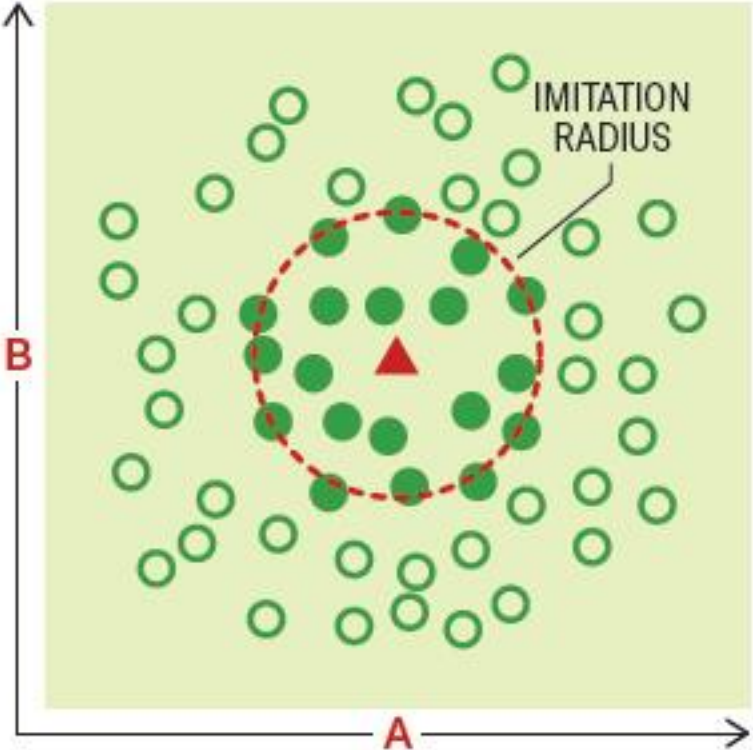
Nascent industry

In nascent industries it's more advantageous to leapfrog over competitors and chart out new territory. Your company can establish itself as a leader, while others experiment with incremental improvements.



Mature industry

In mature industries it's better to imitate companies that are near you in the competitive landscape—that is, rivals within your "imitation radius"—rather than distant leaders on the industry's frontier. Sequential imitation of nearby competitors can help you build important capabilities as you catch up—while attempting to mimic leaders may drain your resources.



INNOVACIÓN



VS



SCHUMPETER:
Destrucción Creativa

ISO 56000:
Sistema de Gestión





Strategy

Culture

Leadership &
Governance

Organisation

Innovation
Performance

Front End

Process &
Projects

Launch

Development

Exploratory innovation

- Our unit accepts demands that go beyond existing products and services
- We invent new products and services
- We experiment with new products and services in our local market
- We commercialize products and services that are completely new to our unit
- We frequently utilize new opportunities in new markets
- Our unit regularly uses new distribution channels
- We regularly search for and approach new clients in new markets^b

Exploitative innovation

- We frequently refine the provision of existing products and services
- We regularly implement small adaptations to existing products and services
- We introduce improved, but existing products and services for our local market
- We improve our provision's efficiency of products and services
- We increase economies of scales in existing markets
- Our unit expands services for existing clients
- Lowering costs of internal processes is an important objective^b

Centralization of decision-making (Hage and Aiken 1967, Dewar et al. 1980)

- There can be little action taken here until a supervisor approves a decision
- A person who wants to make his own decisions would be quickly discouraged
- Even small matters have to be referred to someone higher up for a final decision
- Unit members need to ask their supervisor before they do almost anything
- Most decisions people make here have to have their supervisor's approval

DEBILIDADES EN LA GESTIÓN DE LA INNOVACIÓN



Estrategia & Gobernanza



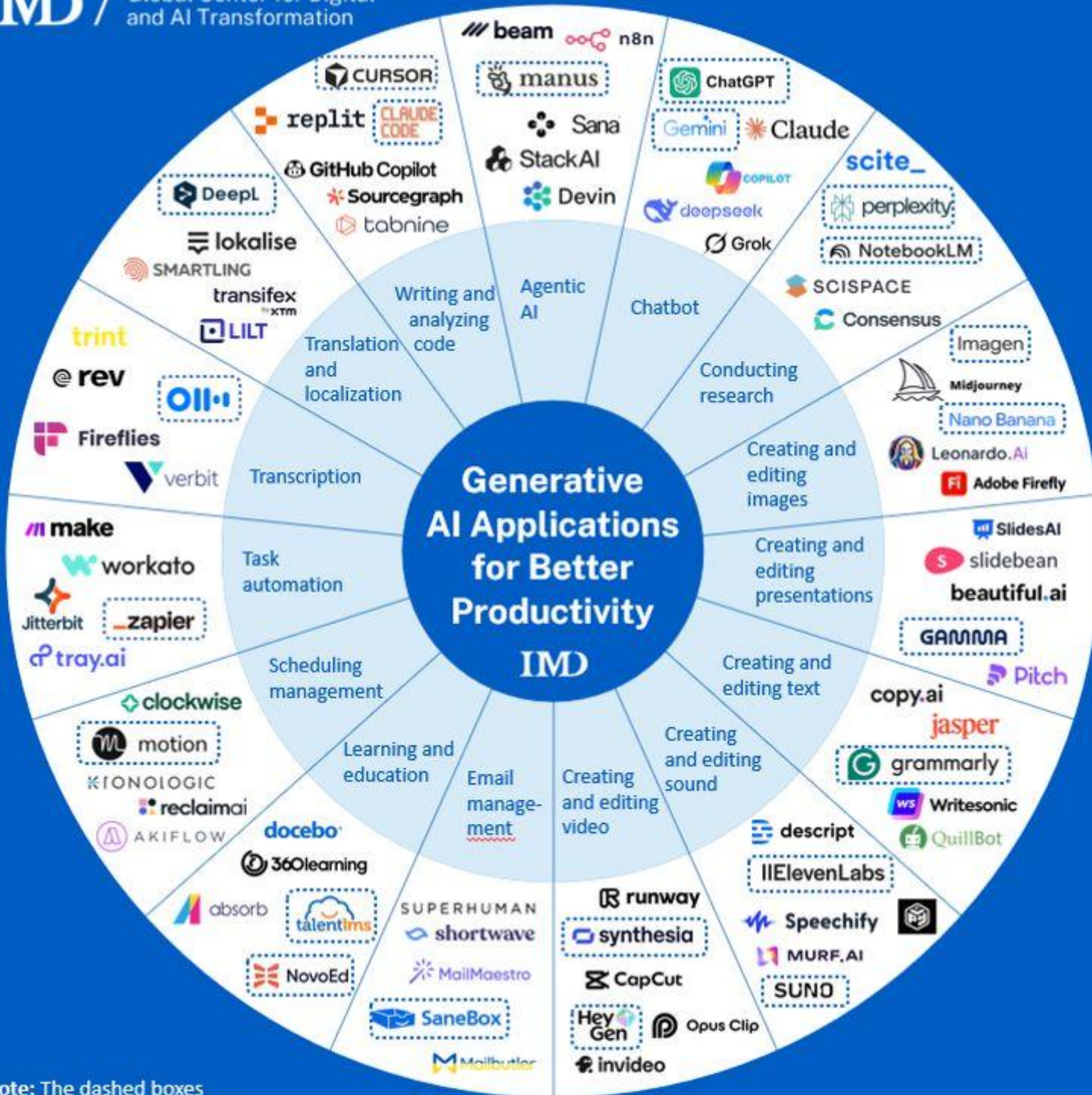
Cultura Organizativa



Procesos & Decisiones



Cartera & Ejecución



Note: The dashed boxes indicate our recommended options.







Innovación como Sistema

IA & Modelo de Negocio



Validación en Incertidumbre



Arquitectura de Valor



Innovacion
Estrueturada



Oportunidad



Validación Temprana



Modelo de Negscio

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partnerships 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	




Make better strategic work. Playbooks that align teams and drive results.

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Exploitation



Exploration



UNIDAD 2



Diagnóstico de madurez digital
y detección de oportunidades



Brecha



Problema estratégico



Oportunidad
habilitada por IA.



Universidad

ICESI

Plataforma de Diagnóstico de Madurez Organizacional

Basado en los marcos teóricos de Madurez
Digital (Kroh et al., 2020)
y Madurez en Gestión de Proyectos (Kerzner)



UNIDAD 3

Caja de Herramientas Técnica Ecosistema de IA Empresarial



Asistentes, RAG y Agentes



Asistentes

Chat inteligente



Agentes

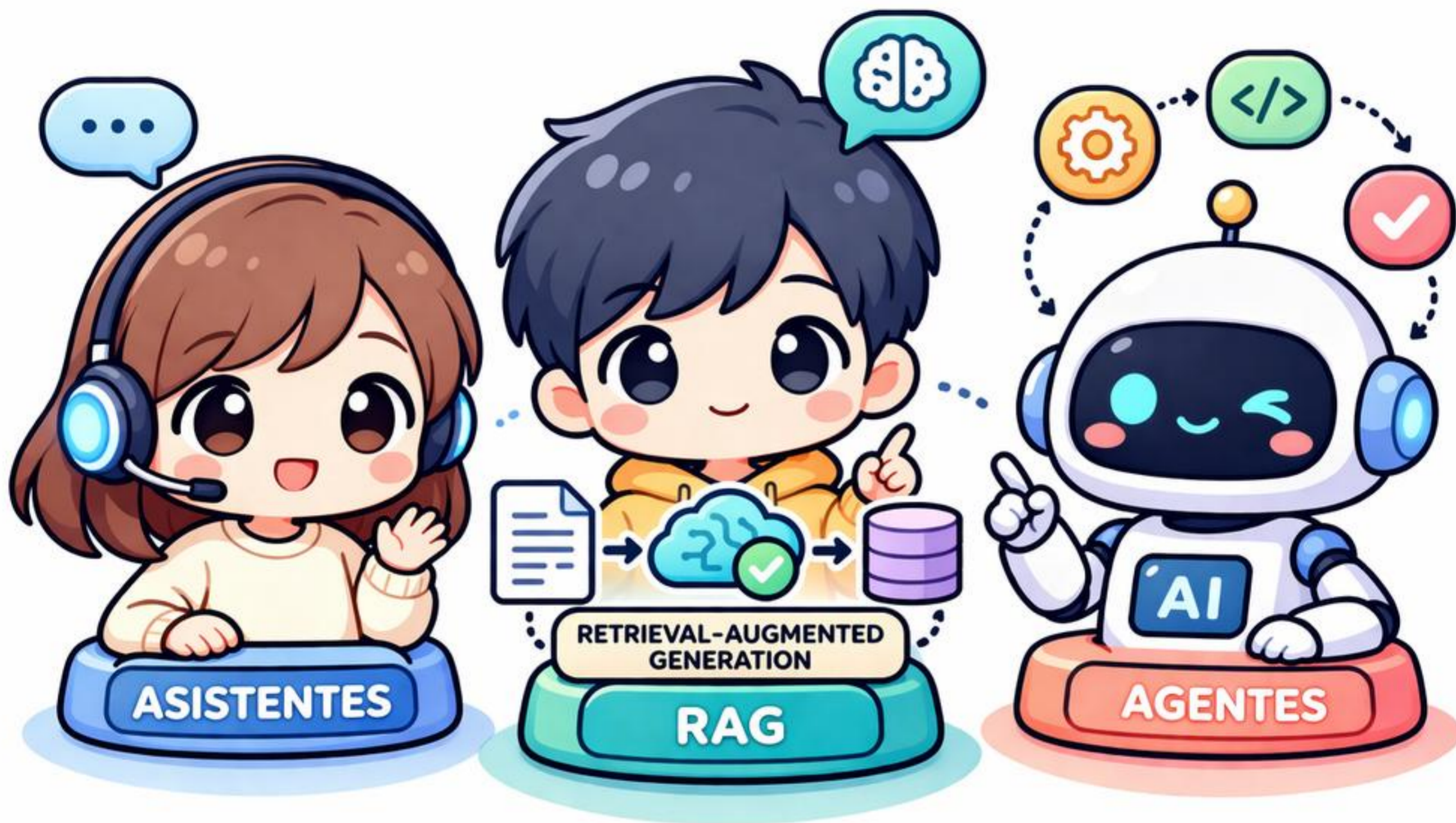
Acción autónoma



RAG

Recuperación aumentada de conocimiento

Asistentes, RAG y agentes





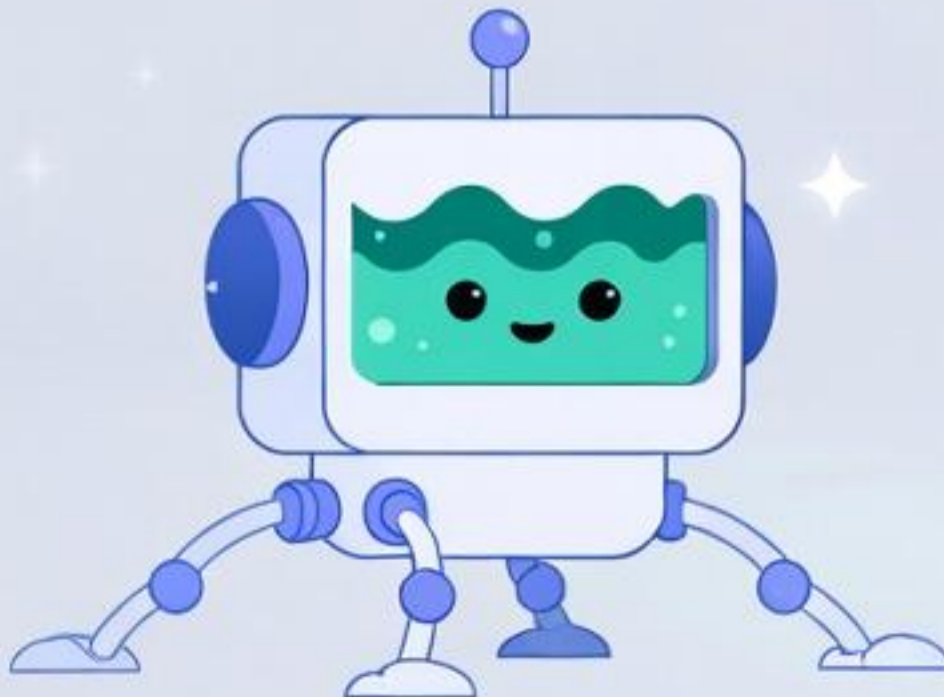
Interfaz



Datos RAG

Modelo IA

Orquestación



Infraestructura



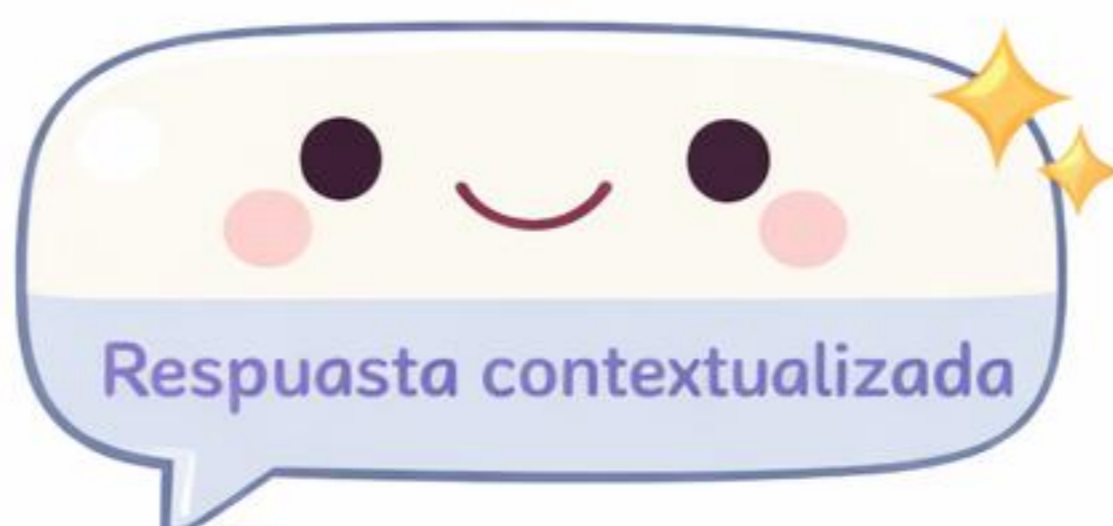
Usuario



Recuperación de información (RAG)



Modelo de IA





Usuario



Modelo de IA (LLM)





Usuario / Objetivo



Agente (planifica)



Uso de herramientas / APIs / RAG



Modelo de IA (razonamiento)



Acción ejecutada + respuesta



Usuario



Interfaz



LLM



(opcional: RAG)



Output





Retail →

asistente de recomendación



Banca →

soporte automatizado



Salud →

triage inicial



Otros

planificación de viajes

Taller Aplicado

- Paso 1: Crear el asistente
- Paso 2: Análisis inicial de alucinación (Control)
- Paso 3: Carga de Documentos (RAG)
- Paso 4: Ajustar comportamiento (Prompt del Asistente)
- Paso 5: Pruebas de Recuperación (Playground)
- Paso 6: Optimización de la Arquitectura de Recuperación (Hiperparámetros)
- **Paso 7: Revisión por Pares y Retroalimentación (Entregable)**

Unidad 4 – Diseño Integral del Modelo de Negocio



Unidad 5:

Ética, gobernanza y defensa estratégica





Clase 15:

Ética y Regulación de la IA