

The Impact of AI on Decision Making & Commercial Outcomes

Speaker panel



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Kevin Lindemann
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Artificial Intelligence (AI) has become the central topic of discussion in boardrooms across Europe. But how are businesses, irrespective of industry, leveraging it to improve decision-making and drive commercial success?

In a recent panel discussion hosted by Renovata & Company, product and technology leaders gathered to share their insights.

Moderated by Namrata Sarmah, Founder of WIP UK and CPO Track, the panel featured Veronica Breene, CEO, Vesta Insights; Mike Seville, Chief Data and AI Officer, Beauty Pie; and Kevin Lindemann, Director of Product AI, Klarna.

Here are the key insights from the conversation:

01.

AI must deliver commercial value

AI's promise lies not in its novelty but in its ability to deliver measurable business results. The panel made it clear that for AI to gain traction within organisations, it must have a direct and visible impact on revenue, efficiency, or decision-making outcomes.

Mike Seville, Chief Data & AI Officer of Beauty Pie shared examples from his career, where AI directly influenced strategic decisions:

"The role of the Chief Data Officer is about generating meaningful differentiation and enterprise value through data and AI."

For **Veronica Breene, CEO Vesta Insights**, demonstrating AI's value involves showcasing clear use cases that align with organisational priorities. She emphasised the importance of commercial buy-in when introducing AI in traditionally risk-averse sectors like finance: ***"We're working with financial institutions to show how AI can improve decision-making, but it's a long road. Trust and confidence are as important as the technology itself."***

The notable takeaway: AI projects should begin with a clear business goal, whether that's optimising pricing strategies, improving customer engagement, or reducing operational inefficiencies. Without this alignment, even the most sophisticated AI systems can fall short of expectations.

02.

Transparency and trust are critical for AI adoption

AI adoption is often met with skepticism, especially in industries where compliance and accountability are paramount. Transparency—both in how AI models function and how they are used—emerged as a key theme throughout the discussion.

Veronica explained that this is particularly relevant in sectors like finance, where opaque algorithms can undermine confidence: ***"For high-stakes decisioning, you must use expert systems that provide full transparency over generative AI. Without that, it's difficult to earn the trust of stakeholders."*** She detailed how her team builds trust by running pilot programs with senior leaders, allowing them to see AI's capabilities firsthand.

Similarly, Mike stressed that transparency is about more than compliance; it's essential for building internal momentum: ***"If your team doesn't trust how the model works or why it's making certain decisions, they'll resist using it. Transparency isn't just a technical feature—it's a cultural necessity."***

This insight reflects a growing awareness that AI's success depends on more than its technical capabilities. Transparency is key to ensuring buy-in from decision-makers, end-users, and regulators alike.

03.

AI transforms internal processes

AI is not just about groundbreaking applications; it's also a powerful tool for improving how organisations operate internally.

From streamlining workflows to enhancing productivity, AI can create value in areas often overlooked.

Kevin Lindemann, Director of Product (AI), Klarna, shared how Klarna uses AI to centralise and streamline internal processes: ***"We're solving commercial problems by creating AI tools that let salespeople interact with data through natural language, making them more productive."***

He explained that AI tools eliminate inefficiencies, such as the need for salespeople to manually track down product data. By providing instant access to accurate information, these tools not only improve productivity but also reduce frustration for employees.

Mike echoed this, describing a project where AI automated repetitive tasks for customer service teams: ***"We showed customer service teams how AI tools could handle notetaking, allowing them to focus on what they enjoy—helping customers. It's about finding those win-win scenarios."***

Both panelists agreed that AI's potential lies in its ability to make work more meaningful, freeing employees to focus on creativity, innovation, and strategic thinking.

04.

Ethical considerations shape AI strategy

As AI becomes increasingly embedded in business processes, the panel highlighted the importance of balancing innovation with ethical responsibility.

Veronica discussed how ethical considerations shaped her work in finance and healthcare: **“Transparency, accountability, and explainability are key. In regulated areas like finance, these principles aren’t optional—they’re essential.”**

Mike added a different perspective, questioning whether the current focus on regulating AI models is the best approach: **“Do we care how an AI model discovers solutions, or do we care about the impact? It’s about ensuring AI delivers positive outcomes without unintended harm.”**

The panelists agreed that ethical AI is not just about compliance; it’s about ensuring the technology is used in a way that aligns with organisational values and societal expectations.

05.

Leadership must evolve alongside AI

The rise of AI is reshaping what it means to lead in a business environment. Leaders are now expected to bridge the gap between technical expertise and strategic oversight.

Mike shared his personal journey of adapting to an AI-driven world: **“I struggled at first, but finding mentors and staying hands-on made all the difference. Leadership today requires stretching from the technical to the strategic.”**

Kevin highlighted the importance of using AI to drive cultural change within organisations: **“Leaders should embrace AI not just as a tool but as an opportunity to create a culture that values innovation and creativity.”**

The panelists emphasised that while leaders don’t need to become engineers, they do need to understand AI’s potential and limitations. This requires a willingness to learn, adapt, and collaborate across disciplines.

06.

The future of AI is both hands-on and commoditised

The panel concluded by reflecting on the future of AI. While the technology is becoming more accessible, early adopters who are willing to get hands-on now will gain a significant advantage.

Mike described this moment as a rare opportunity: **“Every platform shift shakes the snow globe. This is the time to get hands-on and learn—before everything gets commoditised and abstracted.”**

Kevin agreed, adding that as AI tools become more user-friendly, businesses must focus on how to integrate them into their existing workflows effectively.

The takeaway was clear; while the tools may change, the need for human creativity and strategic thinking will remain constant. Leaders who embrace this balance will be best positioned to succeed in the AI era.

Artificial intelligence is no longer a distant concept—it’s here, reshaping how businesses operate and make decisions. But as the panelists demonstrated, realising AI’s full potential requires a thoughtful approach. Businesses must prioritise transparency, align AI initiatives with commercial goals, and foster a culture of continuous learning and ethical responsibility.

As Veronica summed up: **“AI has opened up opportunities for people to focus on creativity and innovation. Now it’s up to us to embrace it responsibly.”**

Final thoughts

As the panel demonstrated, AI is no longer just a futuristic concept—it’s a transformative tool already reshaping decision-making, commercial strategy, and internal operations. However, its potential will only be fully realised by businesses that prioritise transparency, align AI initiatives with clear commercial objectives, and foster a culture of innovation and ethical responsibility.

By embracing these principles, leaders can ensure that AI not only drives efficiency and value but also empowers their teams to focus on creativity and strategic growth. The future of AI lies not in replacing human ingenuity but in amplifying it, and as the panelists made clear, now is the time to take those first steps.

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