stars Switzerland symposium 2026

AI-Driven Change Management



Dr. Christian B. Westermann, Partner & AI Leader, PwC Switzerland
7 September 2026

What is needed to successfully transform with AI

1

Vision & Ambition
Define where AI creates differentiated value in your core and future business

2

Focus Areas & Priorities
Select and sequence AI initiatives that deliver measurable business impact

3

Technology & Data
Build and operate the platforms and data foundations that AI demands

4

Operating Model
Implement the operating model and talent strategy to adopt and scale AI across the organization



What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1	**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication	
2	**Focus Areas & Priorities**	Broad AI enablement ("assistants for all")	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing	
3	**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4	**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1	**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication	
2	**Focus Areas & Priorities**	Broad AI enablement ("assistants for all")	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing	
3	**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4	**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement ("assistants for all")	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities) AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)

Embedded guardrails & observability

AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)

Embedded guardrails & observability

AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

What is needed to successfully transform with AI

1		**Vision & Ambition**	Alignment on executive sponsorship	Ambition for the core business	Ambition for new AI-native business	Vision articulation & communication
2		**Focus Areas & Priorities**	Broad AI enablement (“assistants for all”)	Targeted high-value use cases (ROI-based)	Innovation space for future bets	Idea pipeline & sequencing
3		**Technology & Data**	Vendor & partner strategy	Integrated AI tech stack	AI-ready data & connected knowledge	Tool proliferation governance	Embedded guardrails & observability
4		**Operating Model**	Upskilling at all levels	Organization aligned to execute	Incentives for adoption	Change network (ambassadors, communities)	AI risk principles & processes

Thank you

© 2026 PwC. All rights reserved. Not for further distribution without the permission of PwC. 'PwC' refers to the network of member firms of PricewaterhouseCoopers International Limited (PwCIL), or, as the context requires, individual member firms of the PwC network. Each member firm is a separate legal entity and does not act as agent of PwCIL or any other member firm. PwCIL does not provide any services to clients. PwCIL is not responsible or liable for the acts or omissions of any of its member firms nor can it control the exercise of their professional judgment or bind them in any way. No member firm is responsible or liable for the acts or omissions of any other member firm nor can it control the exercise of another member firm's professional judgment or bind another member firm or PwCIL in any way.