The complete AI business case, on one page.

Everything Klarna's 2024 case had, plus the four things it didn't have to carry. Fill it in for one program. If a box stays empty, that's the number you'll be asked about in month nine.

1 · THE UNIT OF VALUE

What one unit of outcome is, and what it costs today

Not cost per contact, call or ticket. The cost of resolving the customer's problem to the quality the business will stand behind.

The unit, in one sentence (e.g. "a billing dispute resolved so the customer doesn't come back about it")

Baseline cost per unit today, and the data it comes from

The P&L line it moves

The person who owns that number

2 · THE QUALITY STANDARD

What the business owes the customer the average doesn't describe

Set before automation, or cost will set it after.

The standard, stated so it can be failed

How it's measured, by segment and not in aggregate

Who reviews the cases that fall below it

3 · THE HUMAN PATH

A tier with a cost line, not a fallback in a policy

Design it in. Adding it later can mean rebuilding skills at a premium.

Which cases go to a person, and how they get there

Staffing model and skill level, priced at the new mix not the old blend

Cost line and owner

4 · THE TWO NUMBERS, EVERY QUARTER

Report both, side by side, from the first quarter

Unit economics and total economics are different questions. Growth pushes the total up while the unit falls, and a case that shows only one of them looks like a mystery by month nine.

Cost per resolved unit, with volume

Total cost of the function, and as a share of revenue

Human minutes per resolved unit

Repeat-contact rate and escalation share

5 · TIMING AND RUN COST

Benefits by quarter against costs by quarter

They rarely land in the same quarter. The year-two bill counts. This page decides what goes into your investment model, not the rate you discount it at.

Quarter the first benefit lands, and the number it lands in

Run cost in year two: model, platform, review, human tier

6 · SENSITIVITY

What breaks the case

Four movements, and whether the case survives each.

Automation share 10 points lower than planned

Escalation rate 5 points higher

Volume 30% higher

Model price per task 30% higher

FINANCE PARTNER FOR THE P&L LINE

OWNER OF THE PROCESS

NAMED OWNER OF THE AGENT

Free to use and share with credit. A printable copy of this page is available at aideliverydiscipline.com. Sections 1 and 4 are the ones Klarna's 2024 case reported in part. Sections 2, 3, 5 and 6 are the ones it did not have to.