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Article

Value creation opportunities of generative AI: A case study

Junior Management Science (JUMS)

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Online-Appendix

„Value Creation Opportunities of Generative AI – A Case Study“

Alexander Sake

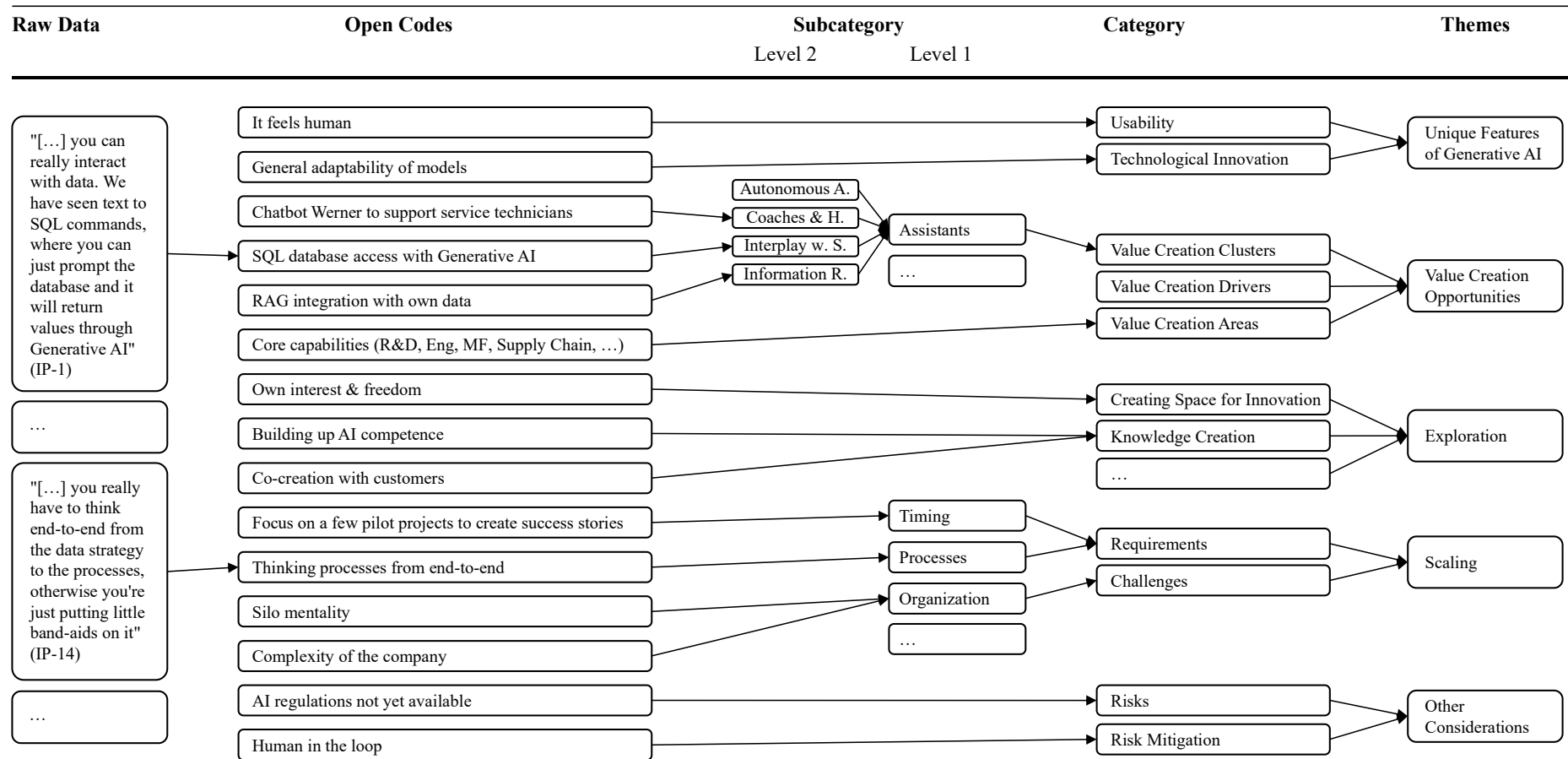
Technical University of Munich

Junior Management Science 10(3) (2025) 631-656

Appendix

Appendix 1 Code matrix with themes and categories mentioned in the respective interviews

Theme / Interview Partner	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
1. Unique Features of Generative AI																							
Usability		■	■	■		■	■	■	■			■	■		■			■					
Technological Innovation	■	■	■	■	■	■	■	■		■					■								
2. Value Creation Opportunities																							
Value-Creation Clusters	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Value Creation Drivers	■	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■			■	
Value Creation Areas		■			■	■					■									■			■
3. Exploration																							
Creating Space for Innovation	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		■	■	
Knowledge Creation	■	■	■	■	■		■	■	■	■	■	■			■	■	■			■			
Acknowledging Limitations	■						■	■	■			■	■										
Understanding the Current Setup	■		■			■			■		■			■							■		
4. Scaling																							
Requirements	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Challenges	■	■	■	■	■	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■		
5. Other Considerations																							
Risks	■			■	■		■		■	■				■									
Risk Mitigation	■	■	■	■	■				■														
Other Considerations	■	■	■	■	■	■		■		■	■		■	■			■						



Appendix 2 Analytical approach: From raw data over open codes to categories and themes. Non-exhaustive, exemplary presentation. Where appropriate subcategories were added to increase transparency. Presentation adapted from Shollo et al. (2022).

Generative AI Chatbot Initiative

Siemens Mobility Asia Pacific



Problem Statement

- We have a variety of internal guidelines etc. across multiple platforms
- For (new) employees, it is difficult to find the right information in a timely manner



Proposed Solution

A Generative AI powered chatbot to enable employees to easily access internal guidelines, processes, best-practices, and other information related to company operations and procedures using natural language



Initial Scope

Selected Financial Guidelines and Procedures from Siemens and Siemens Mobility

- Financial Reporting Guideline
- Implementation Guidelines
- Siemens Project Management Guideline
- ...



Details

- Own development in corporation with a team of data scientists
- Approach: Retrieval Augmented Generation
- Used tools: Python, langchain, streamlit, Huggingface transformers
- API: (Siemens) OpenAI service for GPT-4 model



Results

- Proof of Concept successfully validated and employed
- Currently available to all Siemens colleagues in collaboration with a Siemens Mobility research department (providing user interface and data management)

Viva Engage Search Viva Engage Siemens OpenAI

Home Sake, Alexander Communities

Favorites

- Siemens OpenAI
- Data Analytics and Artificial Intelligence
- NLP Natural Language Processing
- DataLab - SMO Working group for Data & Artifici...
- Digitalization

Siemens OpenAI

Conversations About Files Events

Ask a question

Discussion Question Praise Poll

Pinned announcement

Mar 12 • Edited 1 share • Seen by 26,118

Members • 36,859

This group shall channel discussion, questions and requests about the Siemens' adoption of OpenAI's ChatGPT and related services.

Info

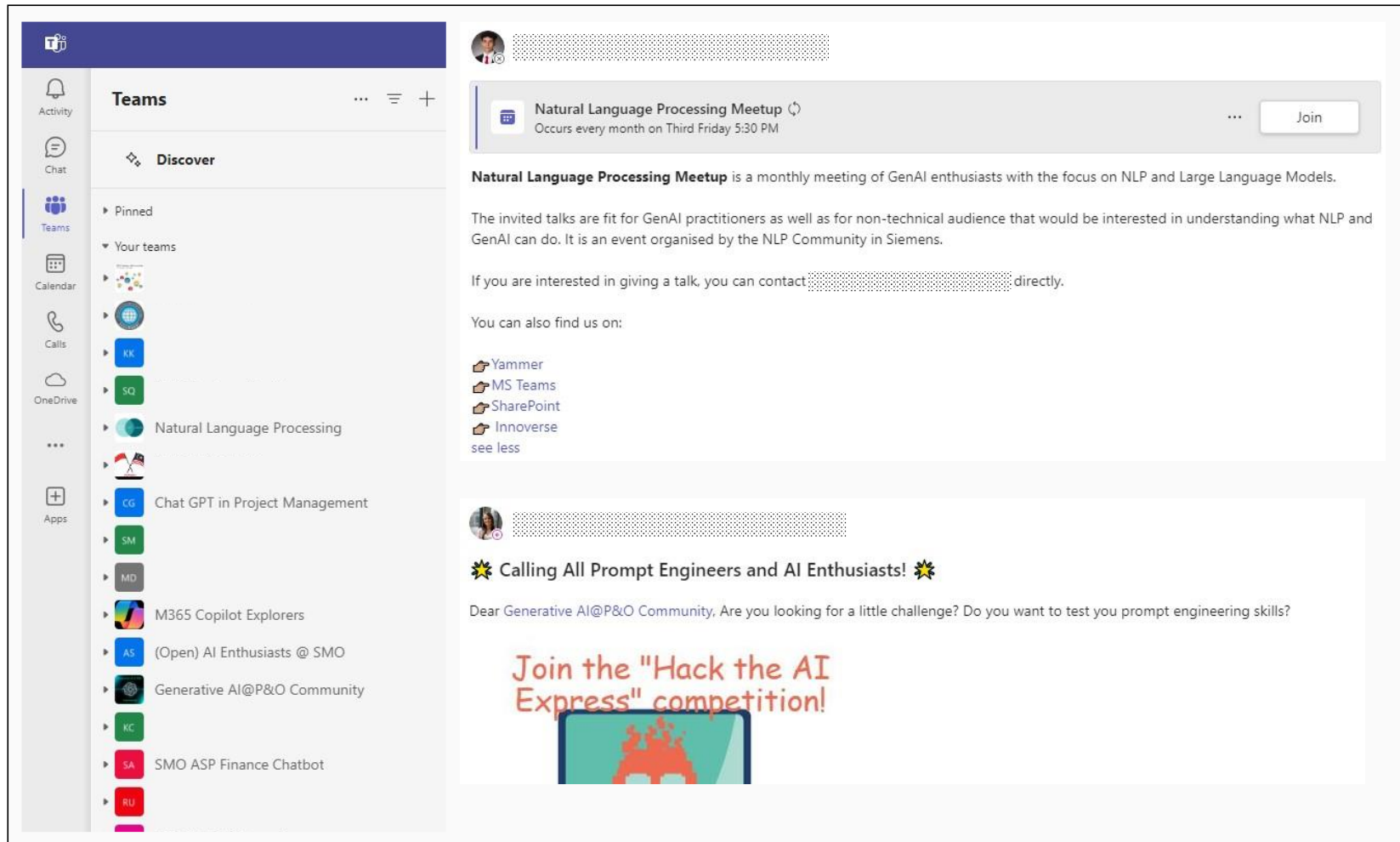
The platform ai attack, as well as its Azure services are ACP-2.

[Playground and Programmatic access](#)

How do I get access to the ai attack OpenAI Playground?

- Find all the instructions [here](#). Follow the steps as mentioned in the manual (free access, option to [order](#) a premium teams, platinum package to enable more features)
- Have a look in our [ai attack Homepage](#)

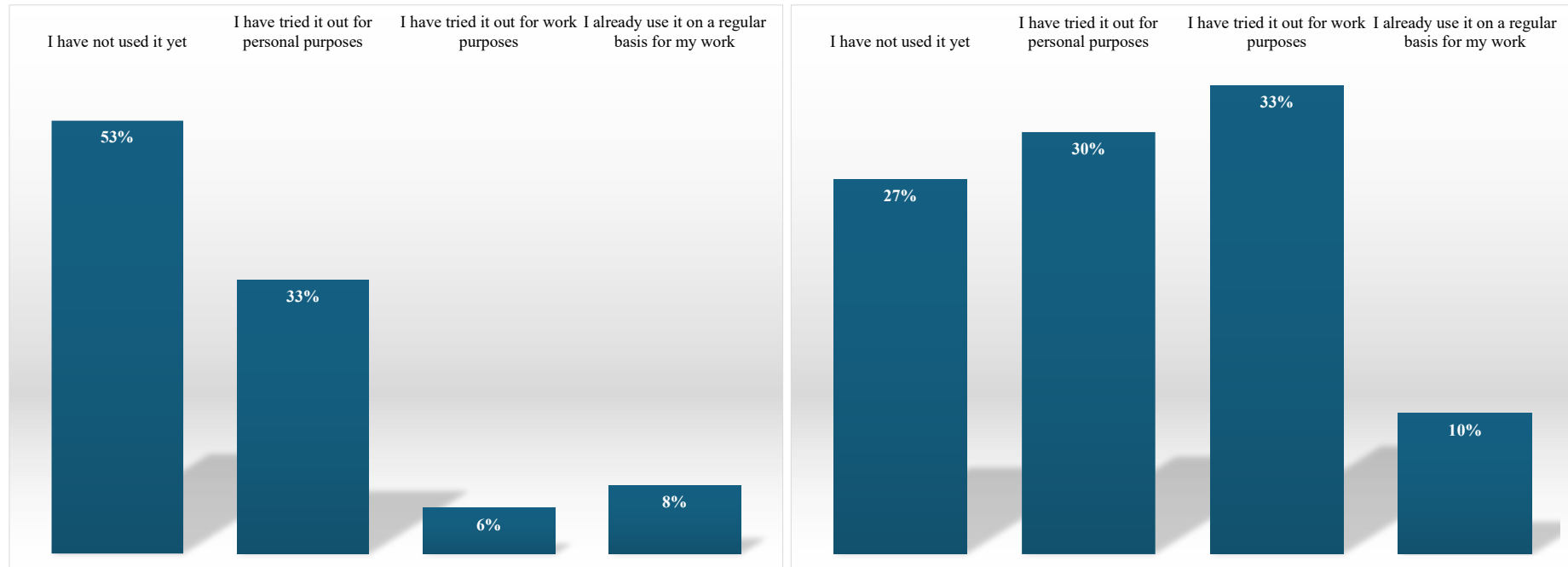
Appendix 4 Siemens AI communities in Microsoft Viva Engage. The company uses the platform to share knowledge across departments, collaborate and drive initiatives. The screenshot shows the Siemens OpenAI Community with over thirty-six thousand members, which contributes to the diffusion of Generative AI knowledge in the organization.



Appendix 5 Siemens AI communities in Microsoft Teams. To enable and promote collaboration between employees, many groups offer regular information meetings to share knowledge and report on the latest use cases.

June 2023

March 2024



Appendix 6 Surveys on the use of Generative AI among Siemens employees. The surveys were conducted as part of workshops with Siemens employees from the commercial area in June 2023 (n=36) and March 2024 (n=30).