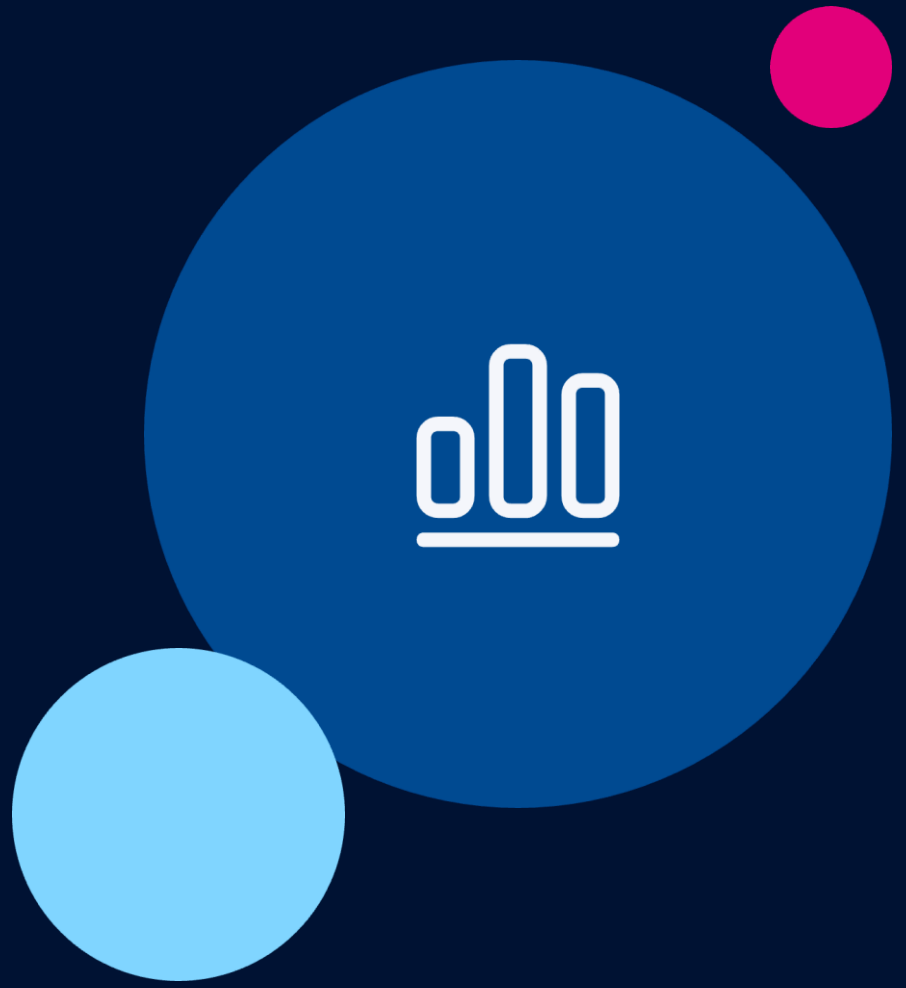
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PUG CHALLENGE 2026 · PROVIDENCE & AMSTERDAM

Show Me the Money

Measuring AI value in your Progress app with the right KPIs

Gabriel Lucaciu · AI Delivery Manager, Yonder

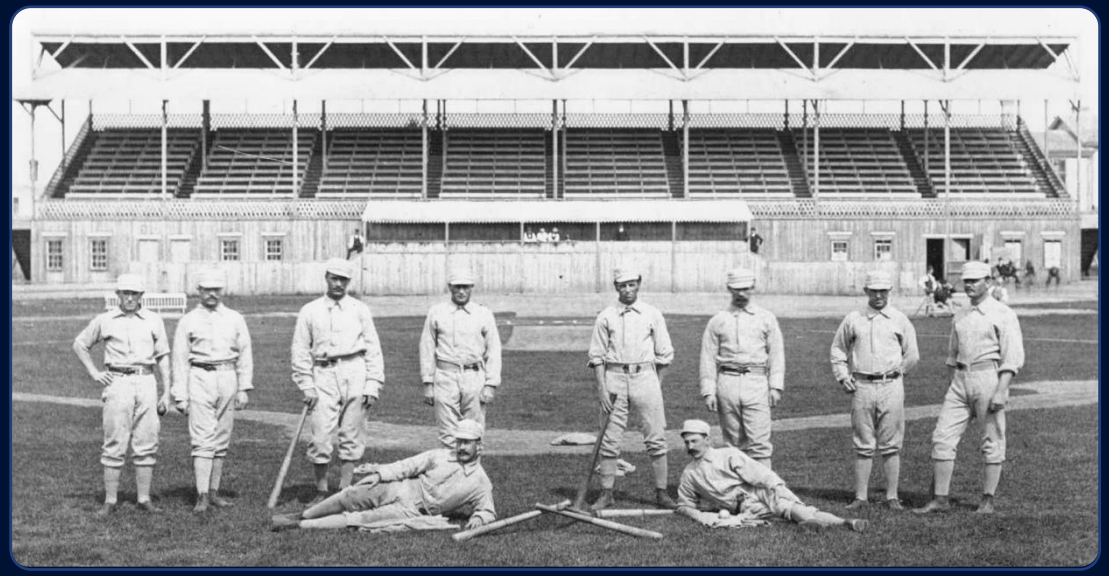


CONSTELLATION SOFTWARE INC.

AI in business is nonsense

...without the $ € £

Providence Grays, 1879



The 1879 Providence Grays, National League champions

A two-year-old club, still paying off a heavy first-year loss.

New manager **George Wright**. 59 wins, 25 losses. Champions.

1st
in the league

+$1,500
net profit

Source: SABR, Providence Grays team ownership history; New York Clipper figure

Same record. Opposite bank account.

1879

Record **59–25**

1st place

+$1,500 profit

1880

Record **52–32**

2nd place

$3,350 in debt

players went unpaid

1882

Record **52–32**

2nd place

+$4,624 profit

> *“Business and not sentiment will hereafter prevail in the Providence management.”*
>
> Henry B. Winship , Providence club president, 1882, after two seasons in debt

Source: SABR, Providence Grays team ownership history; season records

The question isn't whether AI is winning.



It's whether you're measuring the right win.

ABOUT ME

Gabriel Lucaciu



AI Delivery Manager at Yonder

20+ years at Yonder

20+ years of Progress OpenEdge and ABL

Today: AI modernization, AI-DLC, AI Accelerators







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ABOUT YONDER

Part of Topicus, Constellation Software Inc.

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AI Transformation Partner

30+ years with Progress

9+ years investing in ML/AI, since Deep Learning "Boom"

400+ engineers, 2 offices in Romania,1 office in NL

AI Accelerators: AI Modernization, AI-DLC, AI Platforms



yonder ABL-to-AI. 1 week LAUNCH.

YOUR TURN · MENTIMETER POLL

Can you put a money figure on your AI initiatives from last quarter?

- Yes, an exact figure
- A rough estimate
- No idea
- We don't measure it

menti.com

code

2479 3152

Everyone feels the wins. Few see the money.

80%

say AI improved their own productivity

McKinsey, State of AI 2026

56%

of CEOs see no significant financial benefit yet

PwC CEO Survey 2026

12%

of CEOs see both cost and revenue benefits

PwC CEO Survey 2026

7%

report established AI ROI

KPMG AI Pulse Q2 2026

Sources: McKinsey (Aug 2026), PwC (Jan 2026), KPMG (Jun 2026)

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More code, not more releases

+180%

coding activity with AI tools

+30%

shipped releases

And in about 30% of companies, productivity fell after teams adopted agentic AI tools.

Source: McKinsey Technology Trends Outlook 2026, as reported in the press (Sep 2026)

YOUR TURN · MENTIMETER WORD CLOUD

Which AI metric does your organization report today?

Word cloud: one or two words per answer

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Four formulas, one slide

AI impact	**= result with AI − the same work without AI**
Net annual value	**= annual benefit − annual run cost**
AI ROI	**= (AI impact − AI cost) ÷ AI cost**
Payback (months)	**= implementation cost ÷ net annual value × 12**

Report the conservative case. Always show payback next to ROI.

Two sets of numbers for every AI initiative

BUSINESS CASE · BEFORE

The AI ROI we promise

AI impact, AI cost and AI ROI, compared with the same work without AI.

Set once, signed by the sponsor, checked every quarter.

Money in the bank

PROJECT KPIS · DURING

Are we on track to that AI ROI?

AI impact and AI cost to date, plus the three drivers that move them.

Tracked monthly by the delivery team.

The inning-by-inning score

A project can hit every milestone and still miss its business case. Track both.

Five steps, every initiative

1

Pick the levers

Revenue, costs, churn, risk. Most initiatives move two or three.

2

Know the “without AI” number

From data you already have: estimates, last year’s actuals, tickets, invoices.

3

Put money on each lever

Build a conservative scenario and commit to it.

4

Count all costs

Build, run, tokens, training, human review.

5

Track adoption

Value only exists where use exists.

Exercise: Meet PUGout Systems



PUGout

SYSTEMS

FOUNDED IN PROVIDENCE, 1996

ClubHouse: the Progress OpenEdge software that runs baseball clubs

Ticketing and season tickets · Player contracts and scouting · Stadium operations · Merchandise

For the next 30 minutes, **you own this company**. The board wants to see the money, and exactly how AI will deliver it.

200

baseball clubs as customers

€3M

revenue a year, €15k per club

60

people, 12 of them developers

30

years of ABL code

A fictional company. Every number from here on is illustrative.

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Our business challenges

CHURN

8%

of clubs leave every year

16 clubs, about €240k of revenue, lost to cloud rivals with mobile apps and AI.

PEOPLE

2 of 5

senior developers retire within 2 years

Seven juniors joined, but none of them knows ABL.

LOW GROWTH

+1%

revenue growth a year

18 new clubs won, 16 lost. Clubs keep asking for a fan app we don't have.

INFRASTRUCTURE

€120k

a year of infrastructure burden, just to keep the lights on

Servers, licences and support for a 30-year-old stack; 12 dev-days per change request.

4 directions

BET 1

AI Modernization of ClubHouse

Use AI to understand 30 years of ABL code and modernize ClubHouse, step by step.

BET 2

Mobile fan and season-ticket app

A new mobile app for clubs and their fans, built with AI-DLC.

BET 3

PUGout AI add-on

AI inside ClubHouse: dynamic ticket pricing and a scouting assistant for clubs.

BET 4

AI in every department

AI assistants for the people in support, sales, finance and operations.

YOUR TURN · MENTIMETER POLL

You're on the board. Which bet do you fund first?

1 · AI Modernization

2 · Mobile app with AI-DLC

3 · PUGout AI add-on

4 · AI in every department

menti.com

code

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BET 1 OF 4

AI Modernization of ClubHouse

Use AI to understand 30 years of ABL code and modernize ClubHouse, step by step.

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BET 1 OF 4 · AI MODERNIZATION

Why modernization projects fail

74%

started a legacy modernization and never completed it

Advanced, 2020

79%

have had at least one modernization project fail

vFunction research

56%

less value than predicted in large IT projects, 45% over budget

McKinsey & Oxford

70%+

of 2026 mainframe exits will miss their benefits by overestimating GenAI

Gartner, Jun 2026

How to make it succeed: small, business-owned increments, each with its own money KPI

Assess

Use AI to understand the code first: rules, dependencies, cost of doing nothing

Align

Business and IT agree the money value of each capability before any rewrite

Accelerate

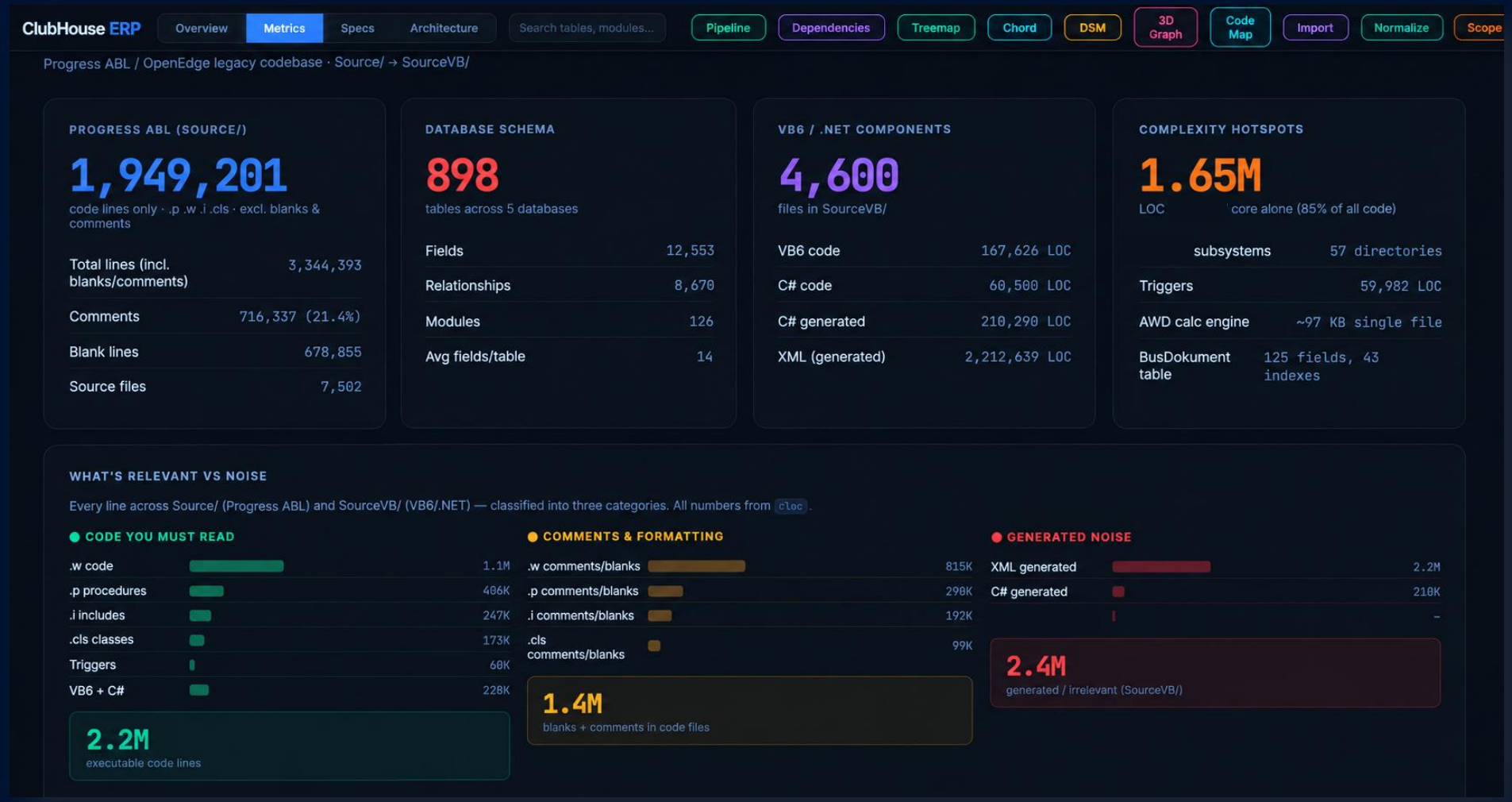
Ship an increment every quarter, measure it, and steer or stop early

Sources: Advanced (2020); vFunction; McKinsey & Oxford; Gartner (Jun 2026)

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BET 1 OF 4 · AI MODERNIZATION

Technical metrics?



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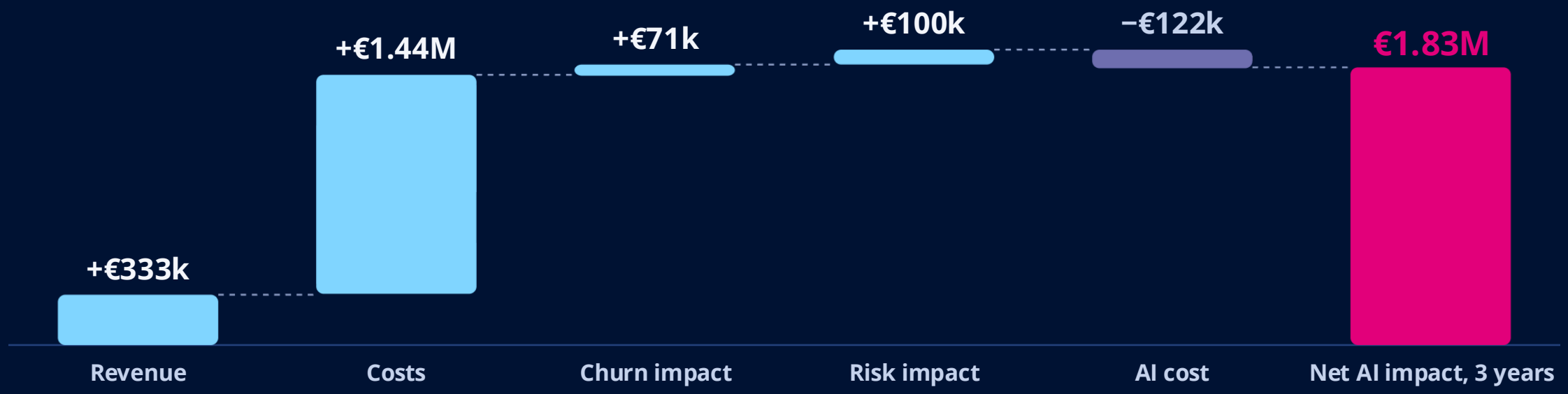
AI ROI KPIs: what we track

KPI	How we measure it (AI impact only)
Revenue	modernized increments sold as upgrades every quarter from month 4, instead of every 9 months without AI, and more clubs won sooner
Costs	non-AI cost − AI cost of the modernization, cheaper change sooner, juniors productive sooner
Churn impact	clubs kept because the benefits arrive sooner × €15k
Risk impact	retirement exposure removed by AI-documented code
AI cost	tools, training, verification and rework
AI ROI	(revenue + costs + churn + risk − AI cost) ÷ AI cost

Faster monetization of each increment counts as AI impact. What modernizing would bring anyway, later, does not.

BET 1 OF 4 · AI MODERNIZATION

The business case: AI ROI



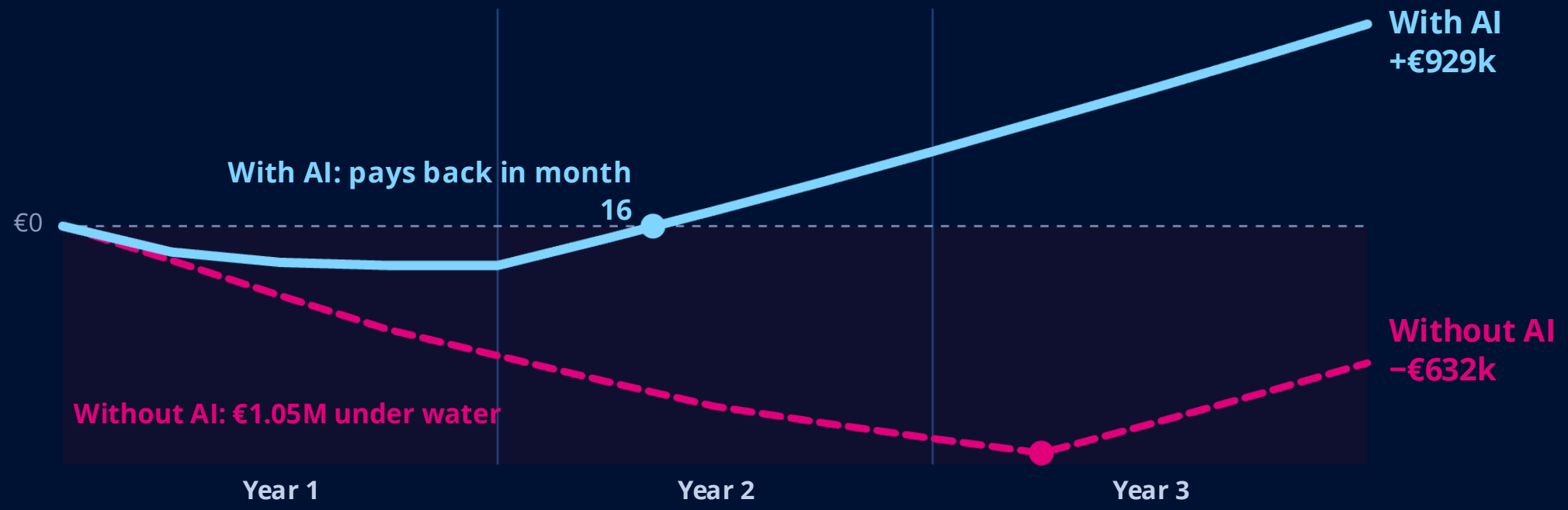
AI ROI **€15.00** net for every €1 of AI · AI cost €122k: tools €30k, training €20k, verification and rework €72k

Illustrative · same modernization of ClubHouse, with and without AI

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BET 1 OF 4 · AI MODERNIZATION

Same modernization, with and without AI



The €1.6M gap between the lines after 3 years is the AI impact on cash.

Cumulative cash · with AI an upgrade every quarter, without AI every 9 months · illustrative

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BET 1 OF 4 · AI MODERNIZATION · MONTH 6 OF 12

AI ROI dashboard: are we on track?

Revenue — On track

€27k of €333k

first upgrade sold in month 4; without AI not before month 10

Costs — On track

€480k of €1.44M

8 of 16 modules modernized

Churn impact — On track

€9k of €71k

benefits just starting

Risk impact — On track

€50k of €100k

55% of the ABL documented by AI

AI cost — Watch

€78k of €122k budget

verification running ahead of plan

AI ROI to date — On track

€6.30 net per €1 · target €15.00



rising with every upgrade sold

Illustrative · four kinds of money, AI cost, one result

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BET 2 OF 4

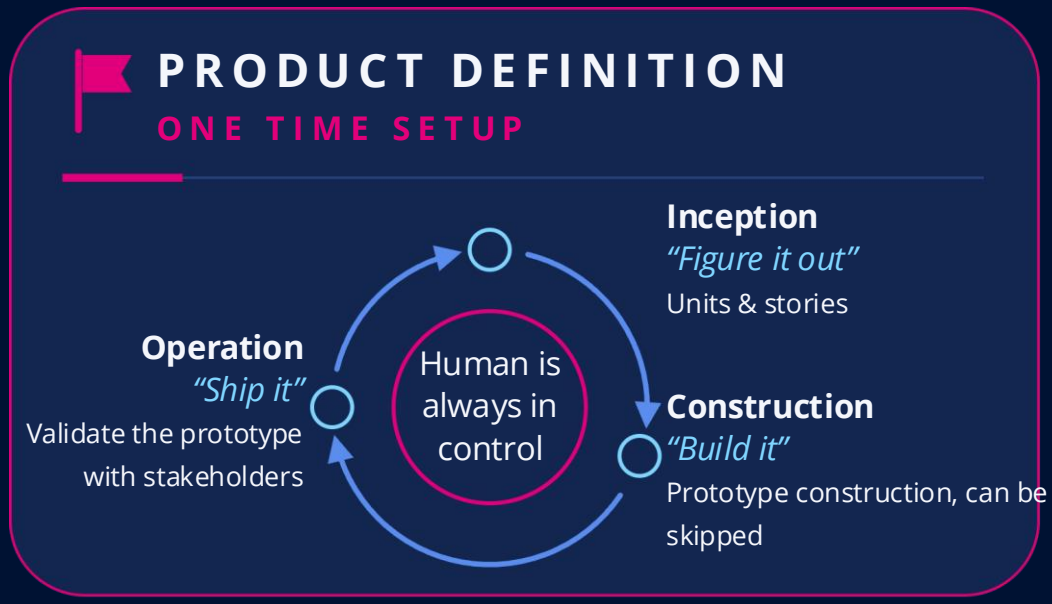
Mobile fan and season-ticket app

A new mobile app for clubs and their fans, built with AI-DLC.

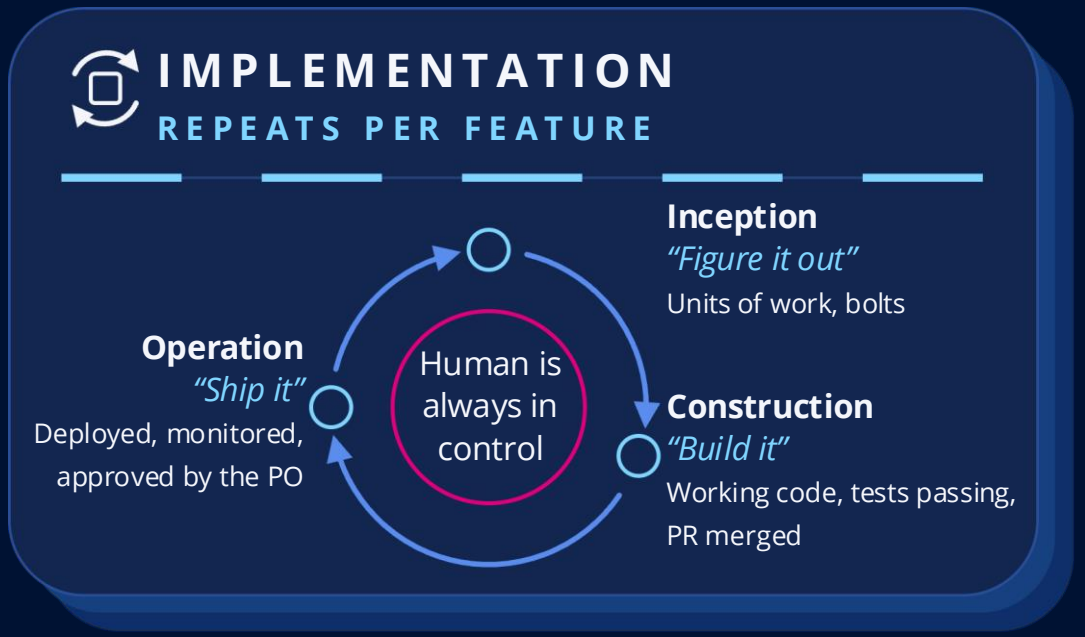
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BET 2 OF 4 · MOBILE APP WITH AI-DLC

What AI-DLC is: AI builds, humans decide



AI-DLC v2: Initialization + Ideation, define and scope



AI-DLC v2: Inception, Construction, Operation

Memory bank: context and decisions live as markdown, so agents never forget

Sources: AWS AI-DLC (2025), AI-DLC Workflows v2 (2026) · Anthropic, The AI-Native SDLC Playbook (2026)

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BET 2 OF 4 · MOBILE APP WITH AI-DLC

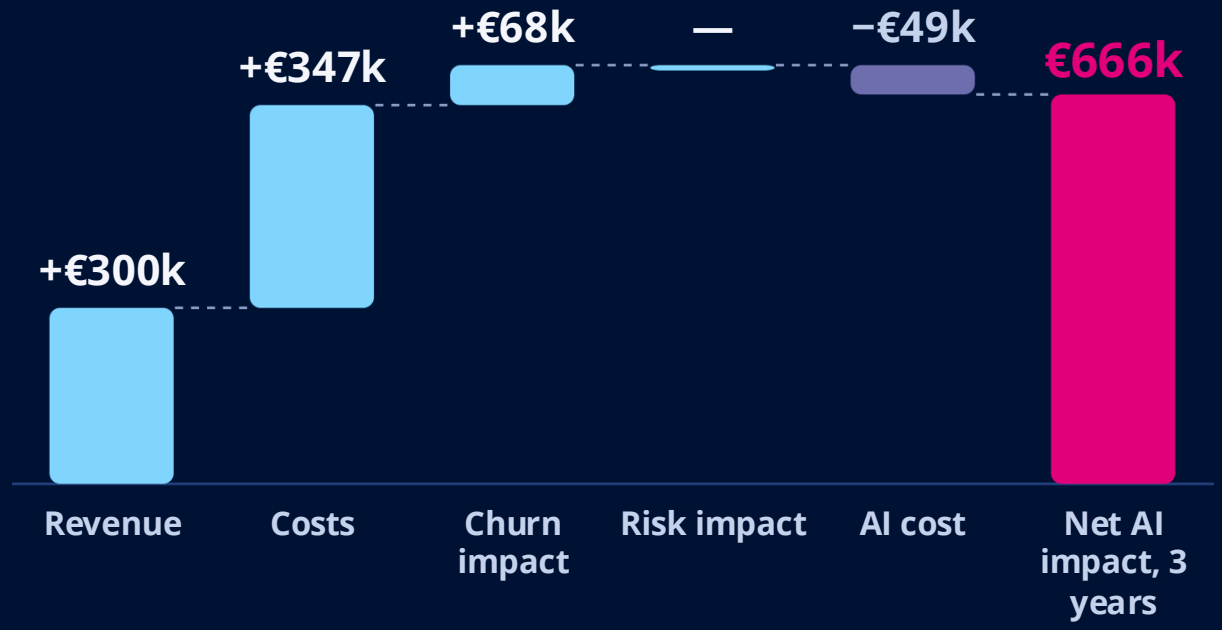
AI ROI KPIs: what we track

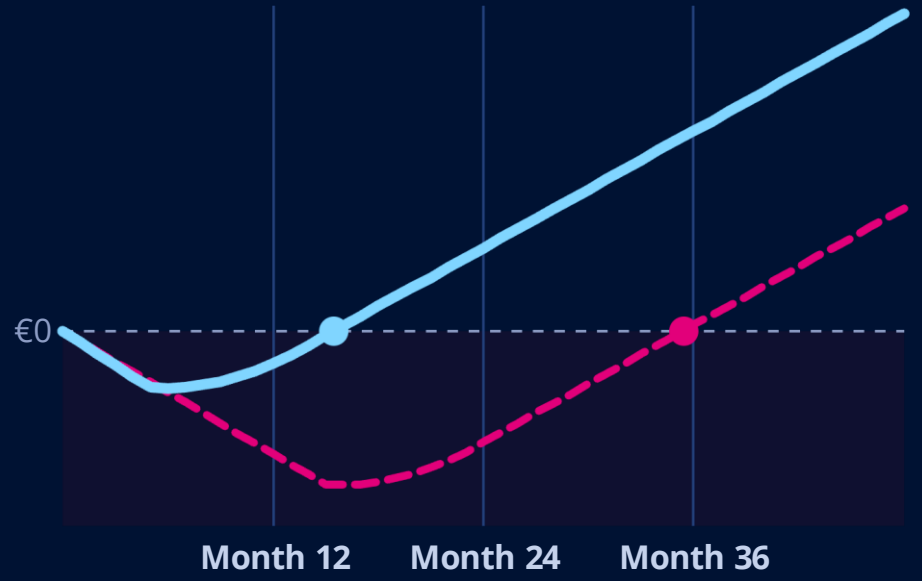
KPI	How we measure it (AI impact only)
Revenue	subscriptions 10 months sooner × €30k net a month
Costs	(1,050 − actual dev-days) × €450, before AI costs
Churn impact	clubs see results 10 months earlier: churn points avoided × clubs using the app × €15k
Risk impact	not an AI lever here
AI cost	tools and setup + verification
AI ROI	(revenue + costs + churn − AI cost) ÷ AI cost

Selling the app is not AI impact. Selling it 10 months sooner, keeping clubs that would have left while waiting, and building it for a third of the cost, is.

BET 2 OF 4 · MOBILE APP WITH AI-DLC

The business case: AI ROI





AI-DLC (solid): payback month 16

Traditional (dashed): month 35

AI ROI **€13.60** net for every €1 of AI · AI cost €49k: tools and setup €17.5k, verification €31.5k

Illustrative · same app, 350 dev-days with AI-DLC vs 1,050 without

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BET 2 OF 4 · MOBILE APP WITH AI-DLC · MONTH 3 OF 5

AI ROI dashboard: are we on track?

Revenue — On track

€0 of €300k · starts at launch

launch on track for month 5, not 15

Costs — On track

€190k of €347k

vs the non-AI plan

Churn impact — On track

€0 of €68k · starts at launch

clubs see results 10 months earlier

Risk impact — n/a

— not an AI lever for this bet

stays empty on purpose

AI cost — On track

€29k of €49k budget

tools and verification

AI ROI to date — On track

€5.60 net per €1 · target €13.60



jumps at launch

Illustrative · four kinds of money, AI cost, one result

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BET 3 OF 4

PUGout AI add-on

AI inside ClubHouse: dynamic ticket pricing and a scouting assistant for clubs.

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BET 3 OF 4 · PUGOUT AI ADD-ON

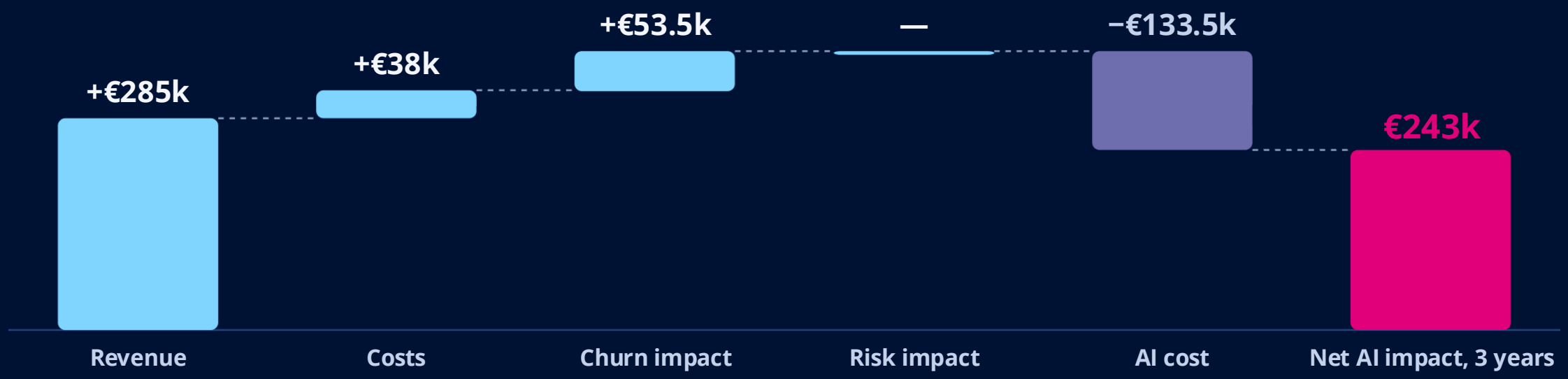
AI ROI KPIs: what we track

KPI	How we measure it (AI impact only)
Revenue	clubs × €200 a month
Costs	support tickets answered by AI × €40
Churn impact	churn points avoided × clubs using it × €15k
Risk impact	not an AI lever here
AI cost	build + inference
AI ROI	(revenue + costs + churn − AI cost) ÷ AI cost

The whole feature is AI, so all its value and all its cost count.

BET 3 OF 4 · PUGOUT AI ADD-ON

The business case: AI ROI



AI ROI **€1.80** net for every €1 of AI · AI cost €133.5k: build €105k, inference €28.5k · payback in month 16

Illustrative · dynamic ticket pricing and a scouting assistant at €200 a month

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BET 3 OF 4 · PUGOUT AI ADD-ON · MONTH 9, LIVE SINCE MONTH 5

AI ROI dashboard: are we on track?

Revenue — Watch

€18k of €285k

28 clubs, behind the 50 planned

Costs — On track

€3k of €38k

support tickets answered by AI

Churn impact — On track

€3k of €53k

users churn at 4.5% vs 8%

Risk impact — n/a

— not an AI lever for this bet

stays empty on purpose

AI cost — Watch

€107k of €134k

inference €24 a club vs €20 planned

AI ROI to date — Watch

–€0.78 net per €1 · payback forecast month 17



plan: month 16

Illustrative · four kinds of money, AI cost, one result

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BET 4 OF 4

AI in every department

AI assistants for the people in support, sales, finance and operations.

BET 4 OF 4 · AI IN EVERY DEPARTMENT

AI ROI KPIs: what we track

KPI	How we measure it (AI impact only)
Revenue	not targeted by this bet
Costs	hours redeployed to named work × €35
Churn impact	not targeted by this bet
Risk impact	errors avoided × fix time × €35
AI cost	setup, training and licences
AI ROI	(costs + risk − AI cost) ÷ AI cost

Hours are measured with timed samples or telemetry, and only redeployed hours count.

BET 4 OF 4 · AI IN EVERY DEPARTMENT

The business case: AI ROI



AI ROI **€2.90** net for every €1 of AI · AI cost €73k: setup €30k, licences €43k · payback in month 7 · at 70% adoption: about €1.60

Illustrative · only redeployed hours count, measured not self-reported

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BET 4 OF 4 · AI IN EVERY DEPARTMENT · MONTH 4

AI ROI dashboard: are we on track?

Revenue n/a

— not an AI lever for this bet

stays empty on purpose

Costs Watch

€11k of €270k

only 72% of people use it

Churn impact n/a

— not an AI lever for this bet

stays empty on purpose

Risk impact On track

€1k of €16k

errors down 26%

AI cost Watch

€35k of €73k

€41 per active user vs €35

AI ROI to date Watch

-€0.66 net per €1 · payback forecast month 8



plan: month 7

Illustrative · four kinds of money, AI cost, one result

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AI accelerators return €13–15 per €1

Net return per €1 of AI, over 3 years · net AI impact



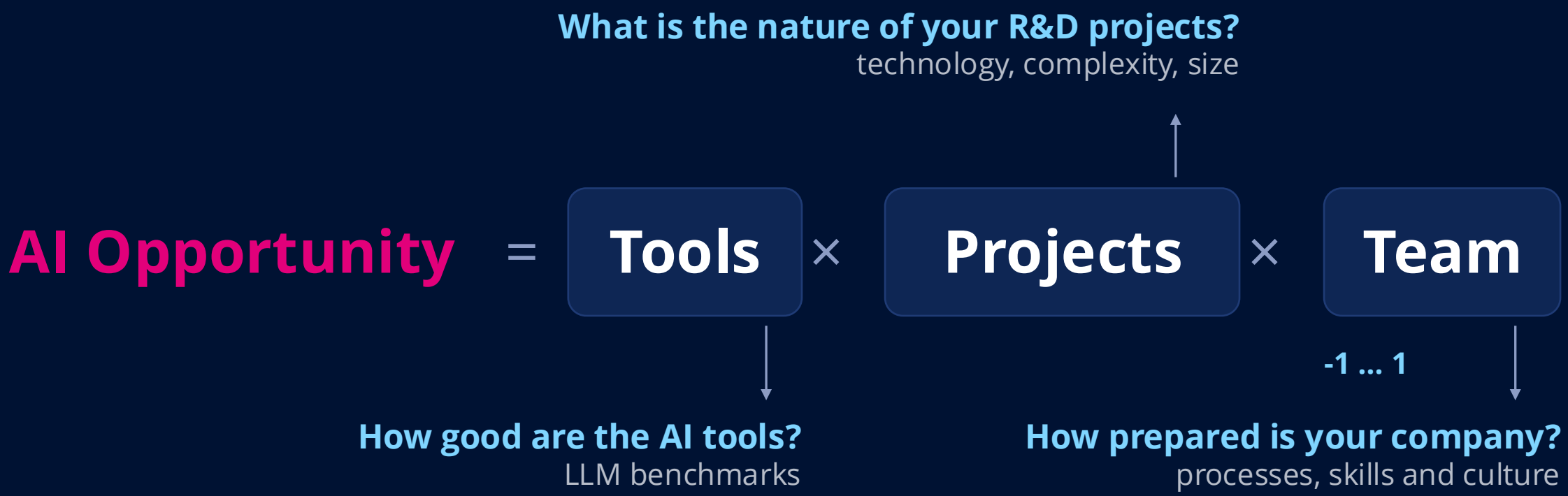
In total: about €2.9M of AI impact for €378k of AI cost.

AI that speeds up work you already do returns far more per euro than AI sold as a product or rolled out as a tool.

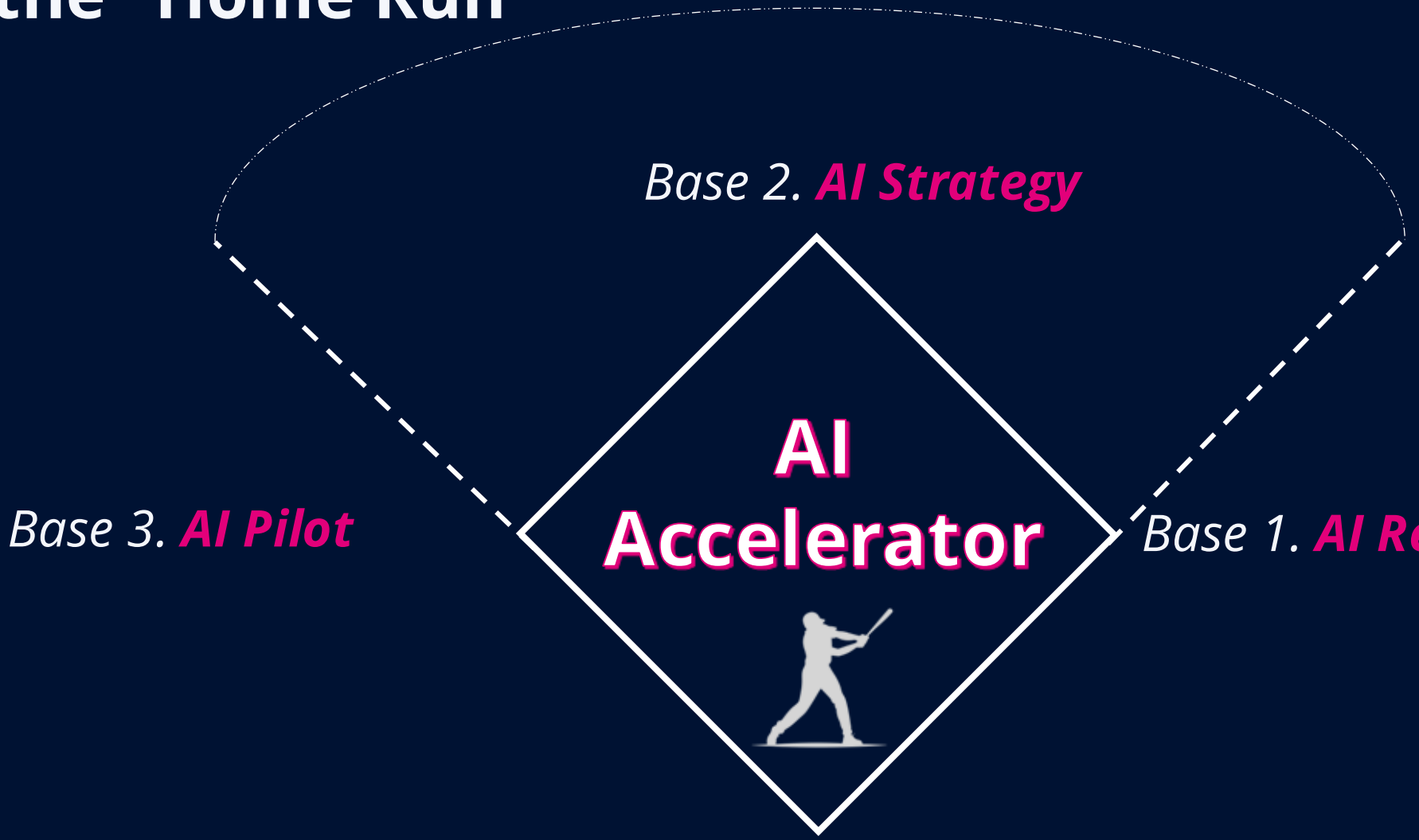
Illustrative figures from the four bets

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Sounds to good to be true… where's the catch?



Hit the “Home Run”



AI in business makes sense...

with the $ € £.

Which KPI will you start tracking on Monday?

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2479 3152

THANK YOU

Questions?

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AI-READINESS SELF-ASSESSMENT

How AI-ready is your organisation?

Scan with your phone camera

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