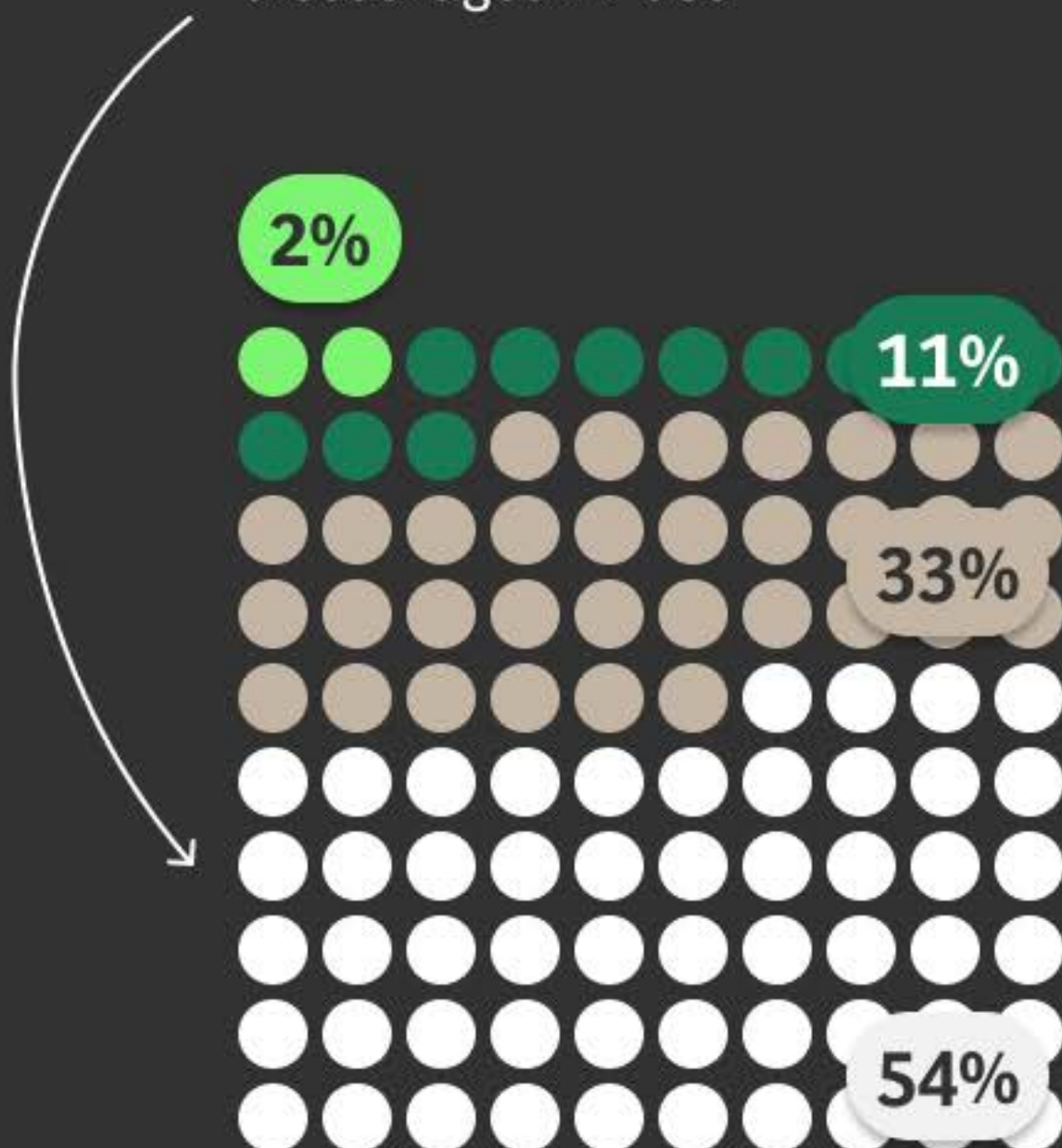


AI-powered companies in 2024

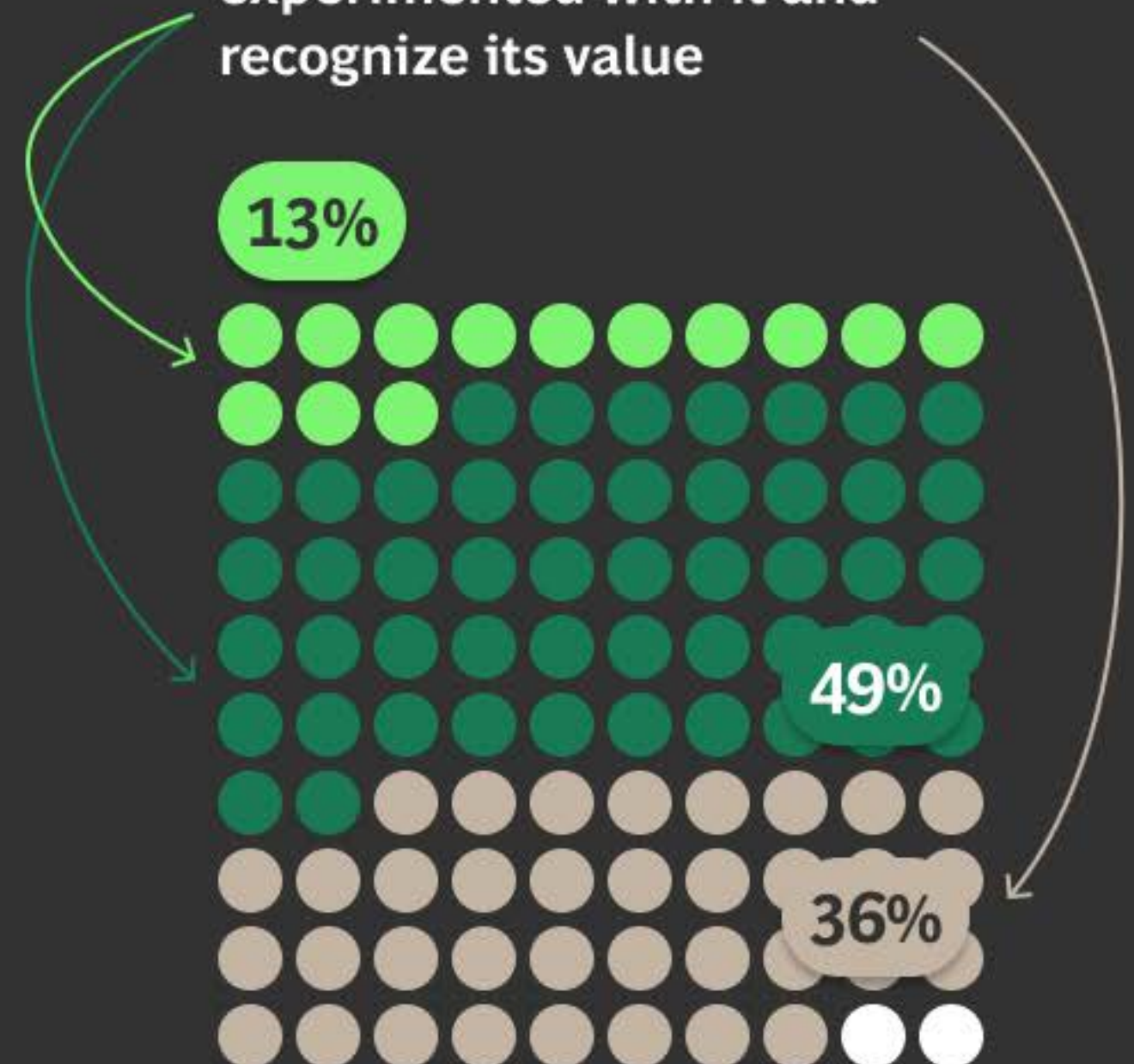
Who, What and How?

In 2023, 54% of companies discouraged AI use



2023

In just one year, 98% have experimented with it and recognize its value



2024

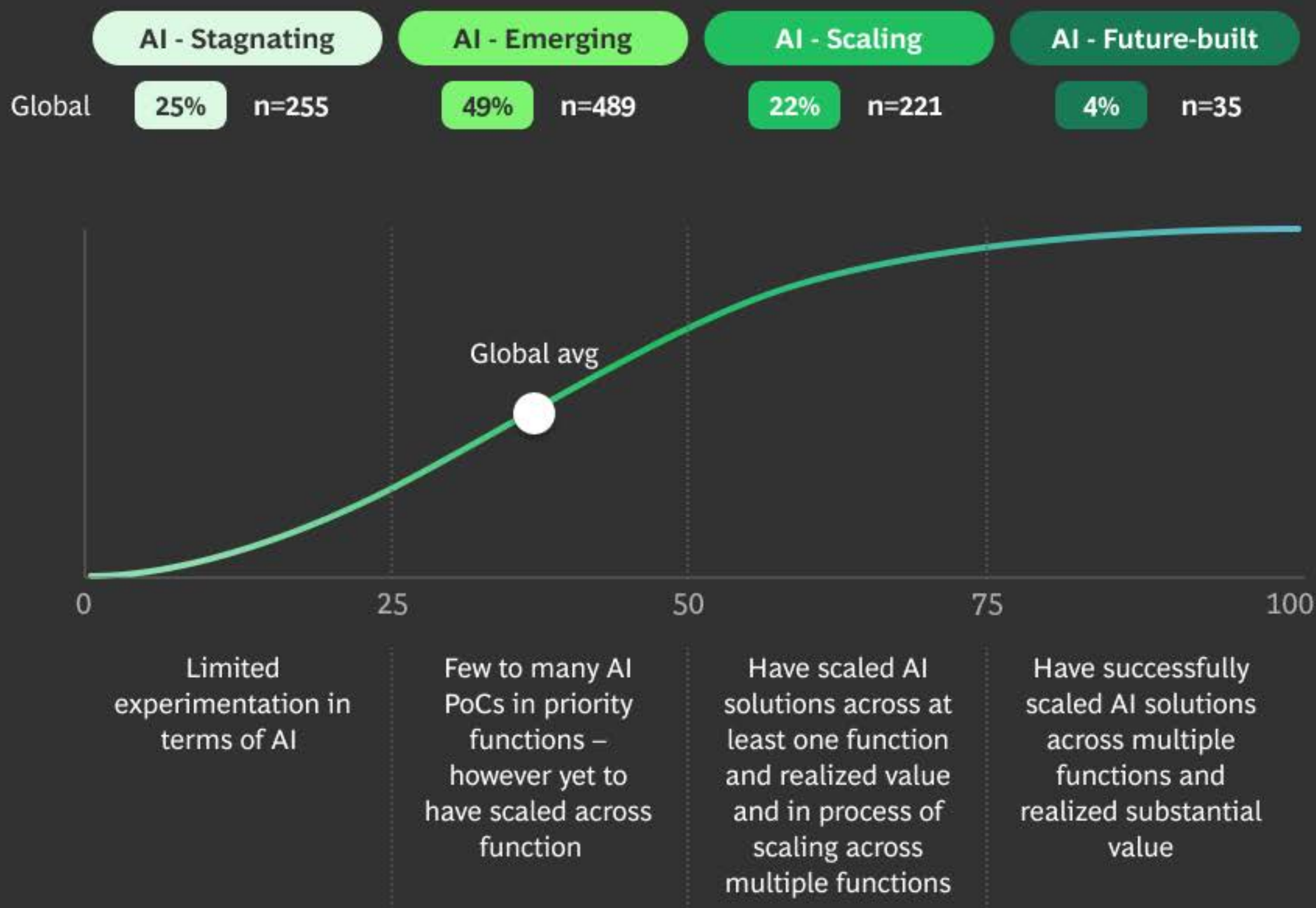
- GenAI as source of business value today, built capabilities
- See it as value source going forward, setting up guardrails
- Experimenting with it, no policies in place
- Don't fully understand it, discourage its use

Yet only 26% have developed the capabilities to move beyond proofs of concept.

Where's the Value in AI?



Few companies have unlocked AI's full value, yielding financial and non-financial benefits



Revenue

1.5x more Revenue growth (3 yr avg)

Total Share-holder Return

1.6x higher 3-yr TSR

Returns

1.4x higher RoIC (3 yr avg)

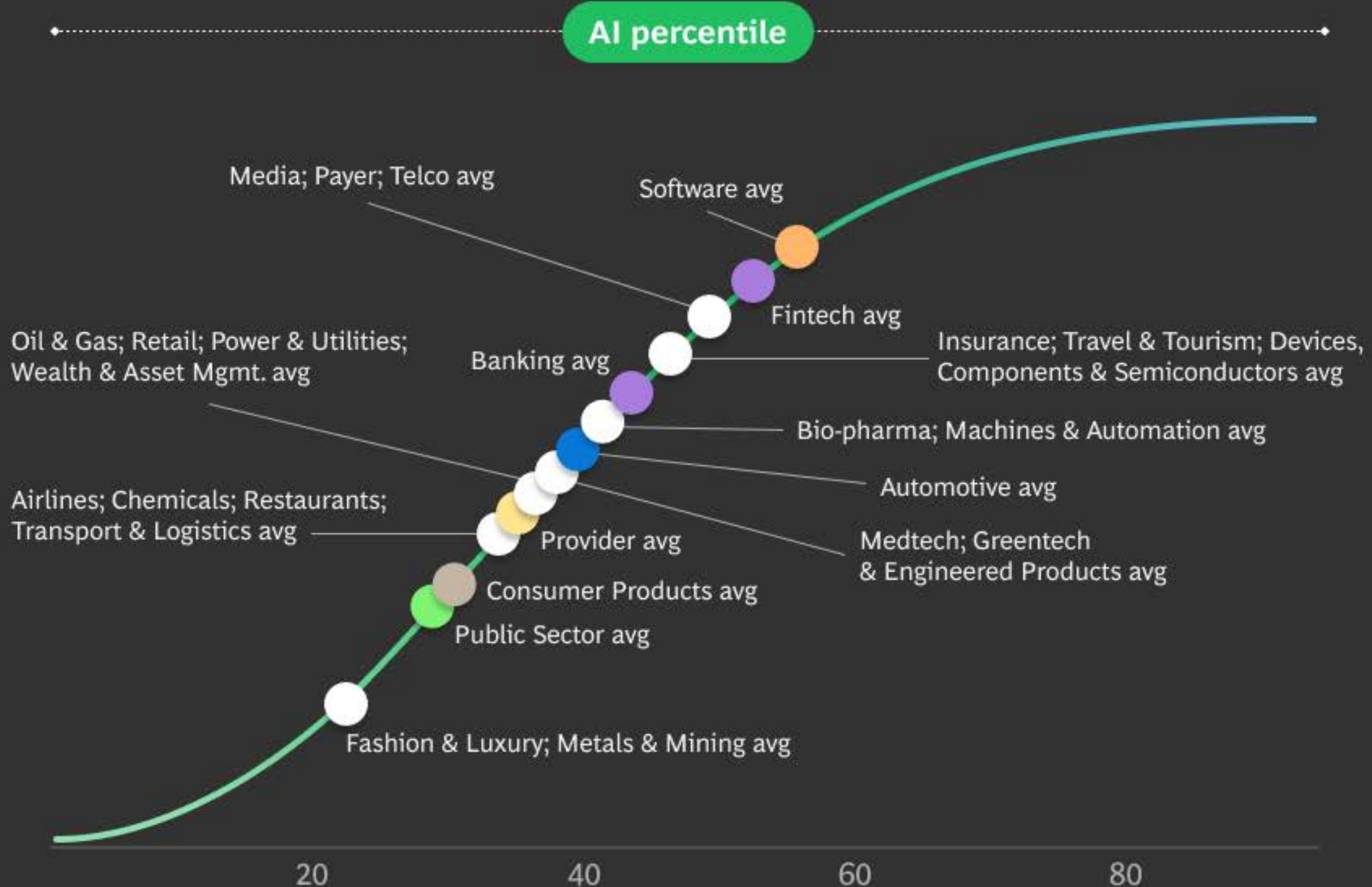
Innovation

1.9x more Patients

Employee satisfaction

1.4x better overall Glassdoor indicator

AI maturity: technology, media & telecom, and financial institutions lead, while fashion & luxury, metals & mining, and the public sector lag behind.



Industries

Consumer

Energy

Financial Institutions

Healthcare

Tech, Media & Telco

Insurance

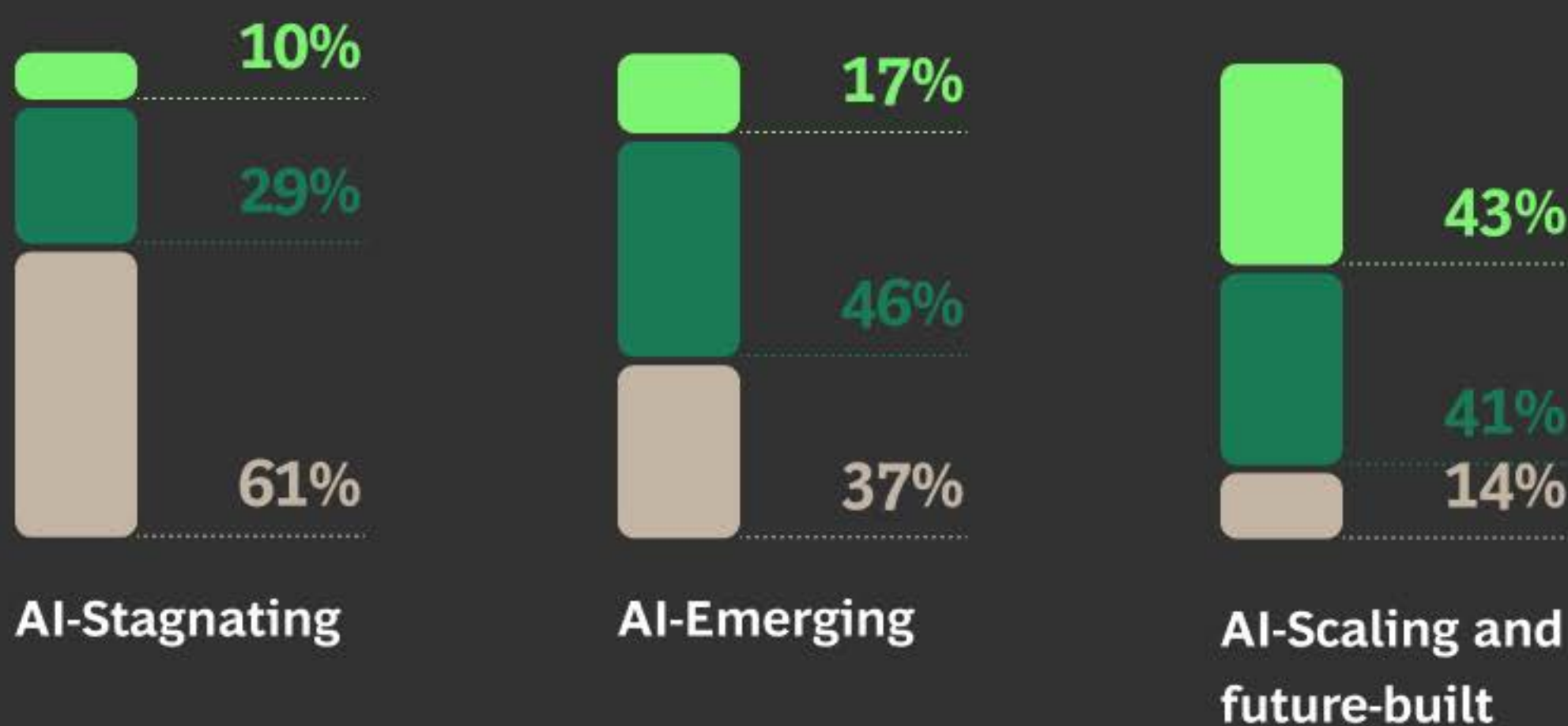
Multiple

Industrial goods

Public sector

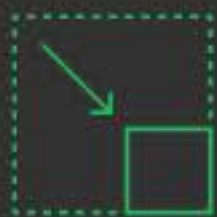
Leading companies boost productivity by optimizing key functions for efficiency, speed, ROI, and growth, focusing on cost reduction and revenue opportunities

Focus of AI initiatives



- **DEPLOY** - Individual-productivity focused
- **RESHAPE** - Process-level productivity aimed at reshaping critical functions
- **INVENT** - Company-level innovation core to the business

To succeed, leading companies target investments on prioritized opportunities to scale and maximize value



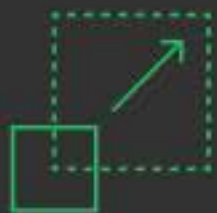
Leaders invest in Dig Deeper into few for value...

Average number of opportunities explored by function (e.g., Customer Service)



...focus on specific ones...

Average adoption of individual opportunities



...and scale them for value in org

AI leaders¹ scaled...

2.2x

More AI products across the org. than AI laggards²

AI leaders¹ anticipate...

2.2x

More ROI for AI in 2024 than AI laggards²

💡 AI-Stagnating and AI-Emerging

🔍 AI-Scaling and AI-Future-built

1. AI-Scaling and AI-Future-built
2. AI Emerging & AI-Stagnating

Source: BCG Build for the Future 2024 Global Study (merged with DAI), n=1000 Questions:

(A) Please select up to 3 key AI/GenAI domains, and for each, specify details for opportunities you have already adopted; (B) What is the average return on investment you have delivered/expect to achieve through AI/GenAI application development?; (C) What % of AI/GenAI products and solutions in your portfolio have moved beyond pilot phase and are scaled across the org as of today?

Leaders better anticipate change and people impacts

How leaders mitigate challenges

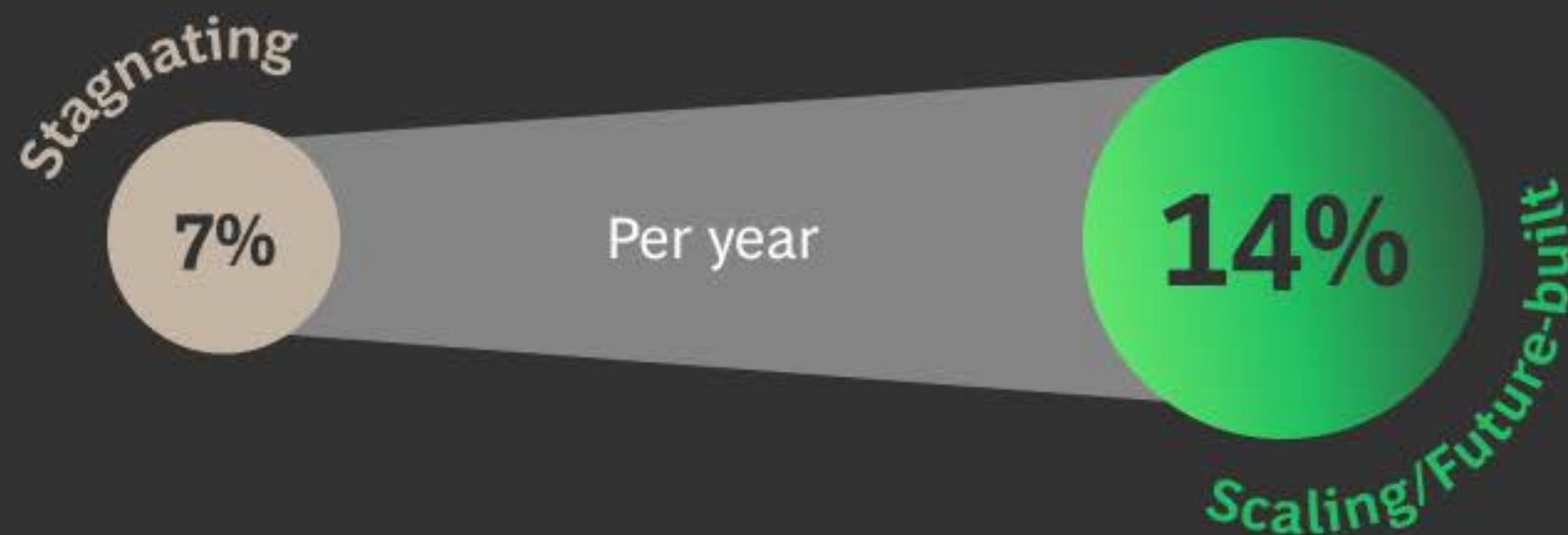
~60%

Leaders are more prepared for talent gaps with workforce plans at a functional level

3.5X

More leaders have regular training and upskilling available than laggards

Average FTEs to be upskilled in (Gen)AI topics



Source: AI at Work (2024), n=4,085; BCG Build for the Future 2024 Global Study (merged with DAI), n=1000

Questions: (A) Does your company have an effective strategy in place to attract and retain talent, and to tailor jobs to your staff?; (B) Does your company understand current state and future requirements for tech, IT, and digital skills (including ability to up-skill)?

What are the leaders doing differently?

1

Leaders do less: they focus on rewiring half the workflows, driving adoption and scaling for double the returns.

2

Manage a limited set of opportunities with about 80% dedicated to reshaping and inventing.

3

Anticipate change and impacts on people.

4

Focus on core vs. support functions for value (~65%) and competitive advantage vs. support functions.

5

Leverage both predictive and generative AI to maximize value potential from AI.

6

Lean into the 70: Leaders view this as a people transformation, not just a tech transformation.



AI-Powered Companies in 2024: Who, What, and How?

Read the full report to find out more:
on.bcg.com/WhereistheValueinAI

