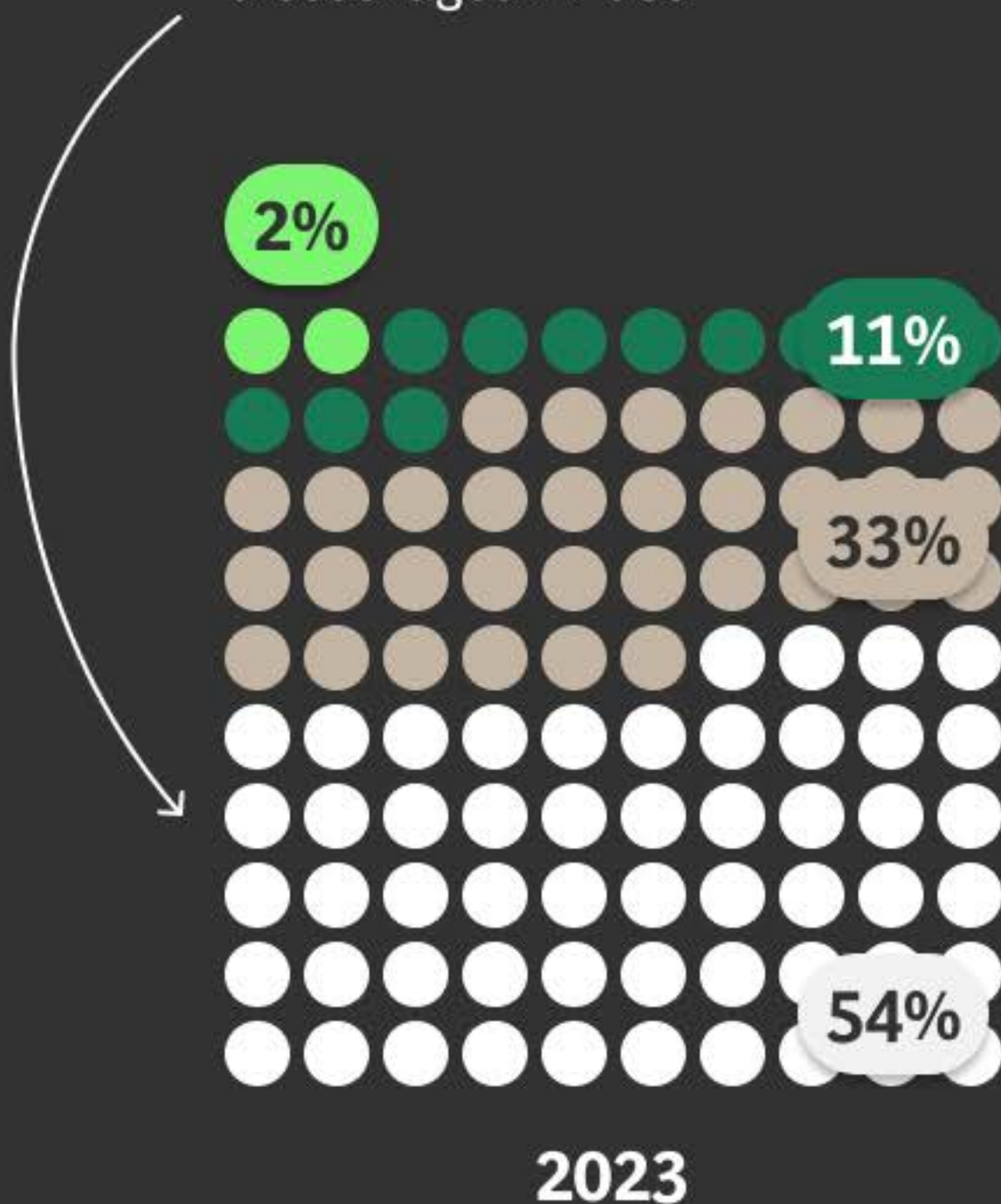


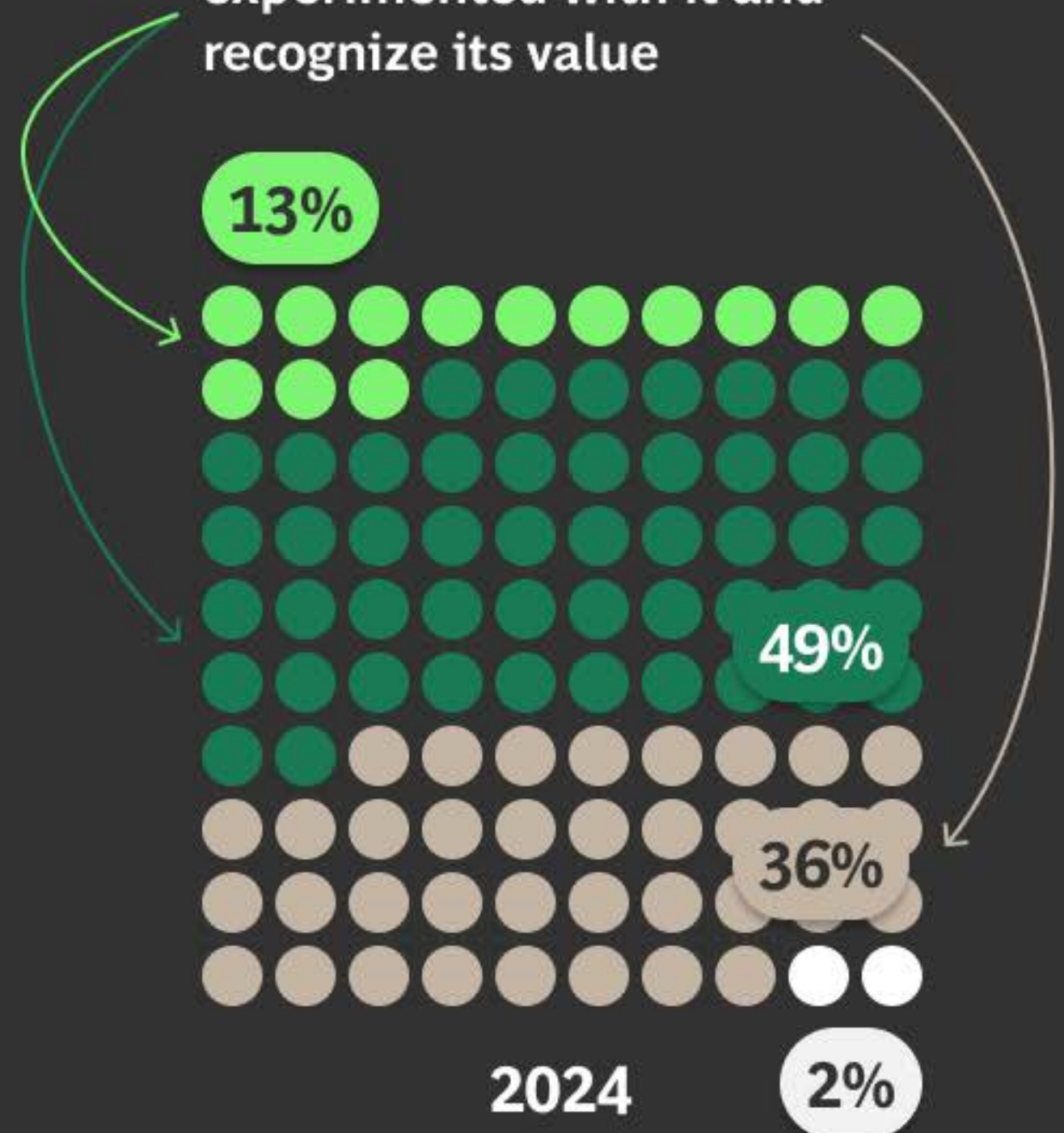
# AI-powered companies in 2024

## Who, What and How?

In 2023, 54% of companies discouraged AI use



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



- 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

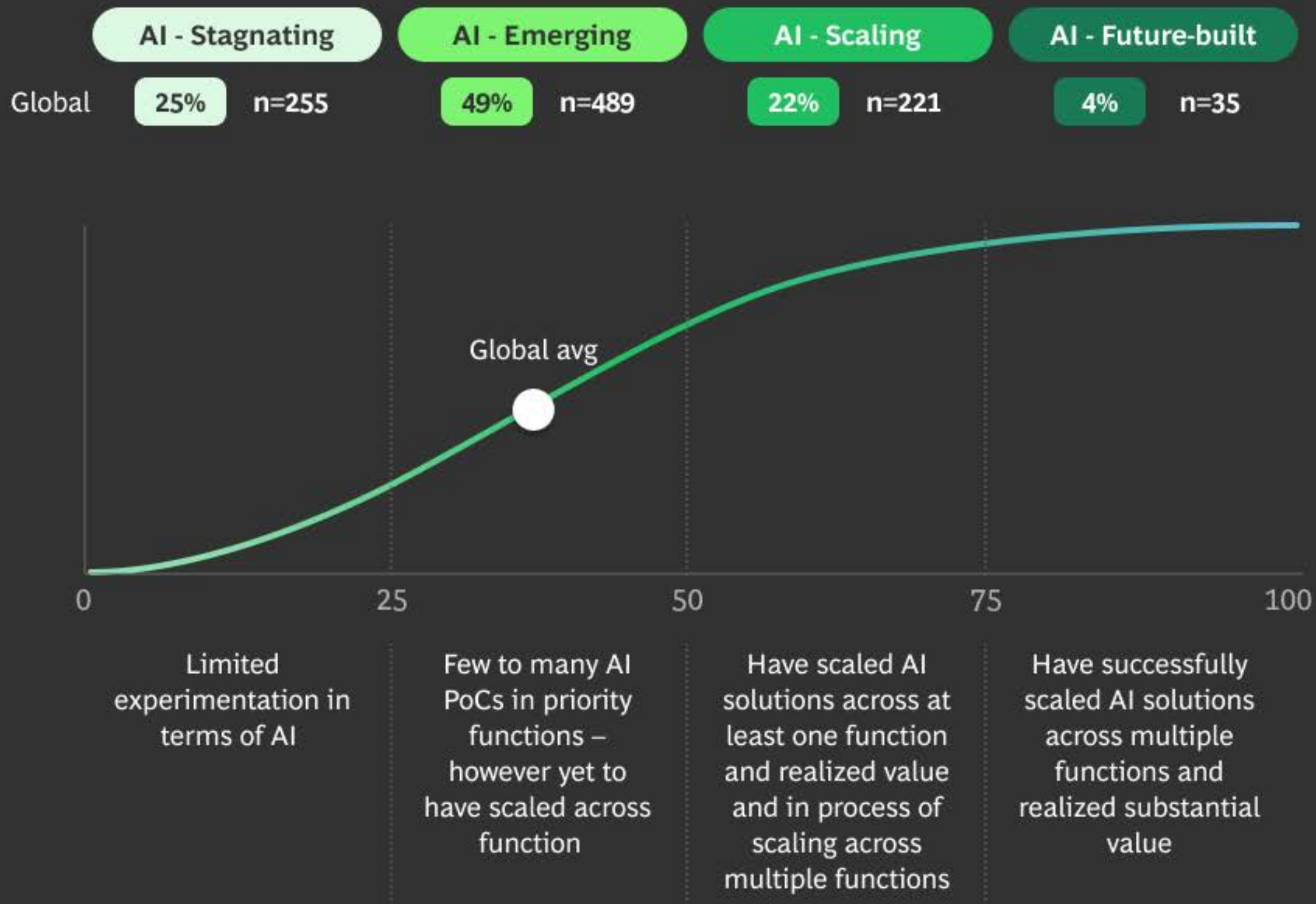
Yet only 26% have developed the capabilities to move beyond proofs of concept.

## 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

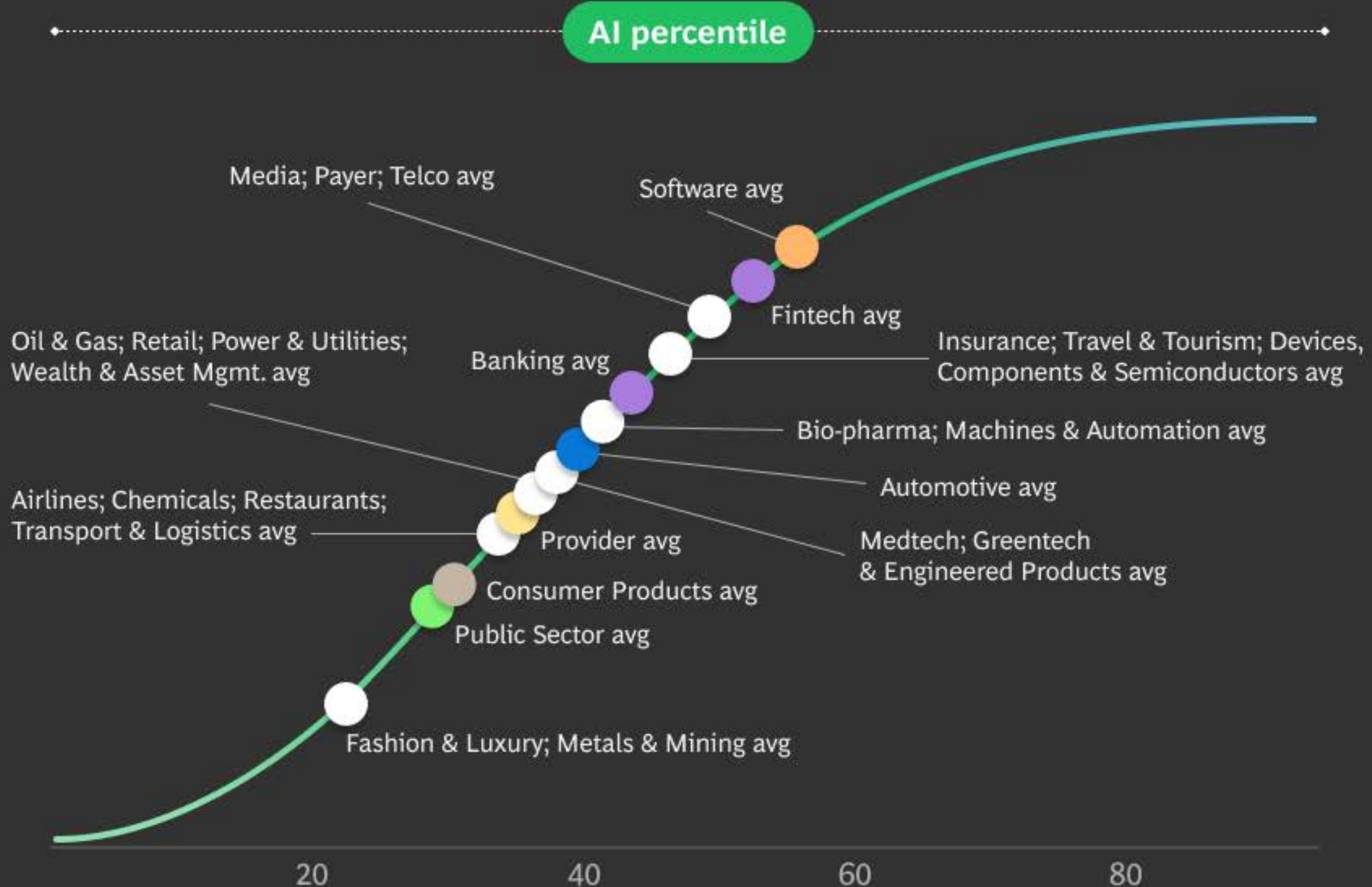
1.9x more Patents

### 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 &amp; Telco

Insurance

Multiple

Industrial goods

Public sector

Source: BCG Build for the Future 2024 Global Study (merged with DAI); n=1,000

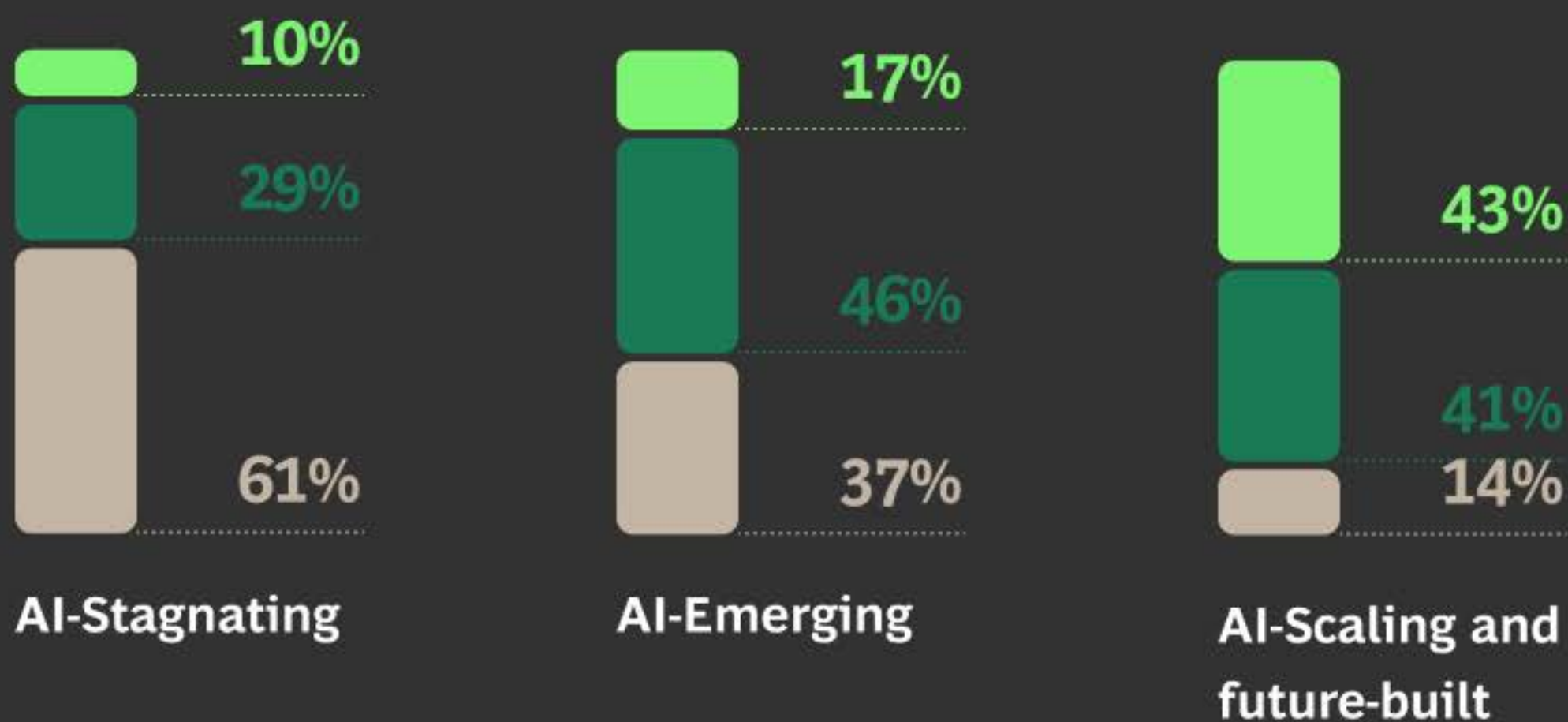


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**Leading companies** boost productivity by optimizing key functions for efficiency, speed, ROI, and growth, focusing on cost reduction and revenue opportunities

### 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



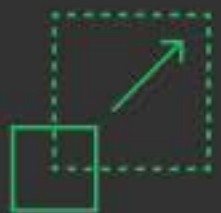
**Leaders invest in Dig Deeper into few for value...**

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 leaders<sup>1</sup> scaled...**

**2.2x**

More AI products across the org. than AI laggards<sup>2</sup>

**AI leaders<sup>1</sup> anticipate...**

**2.2x**

More ROI for AI in 2024 than AI laggards<sup>2</sup>

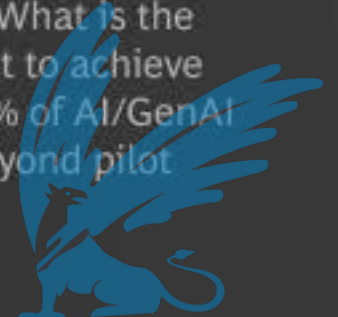
💡 AI-Stagnating and AI-Emerging

🔍 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

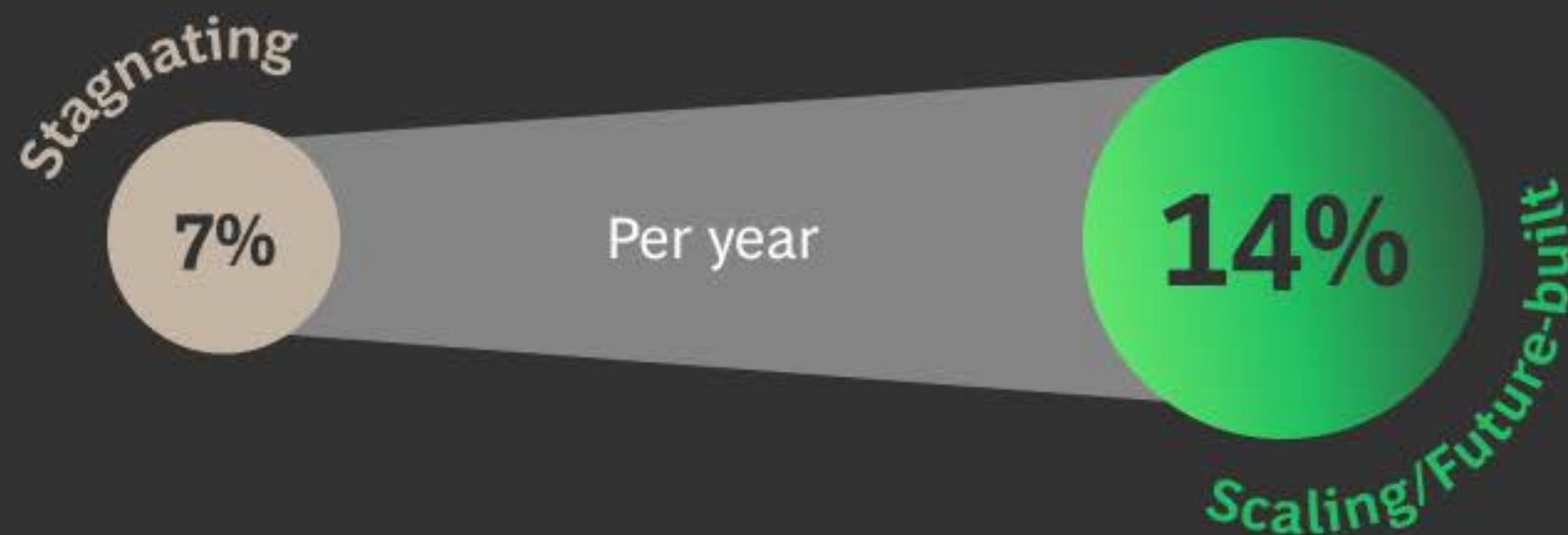
~60%

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](https://on.bcg.com/WhereistheValueinAI)**

