Crossing the generative AI tipping point

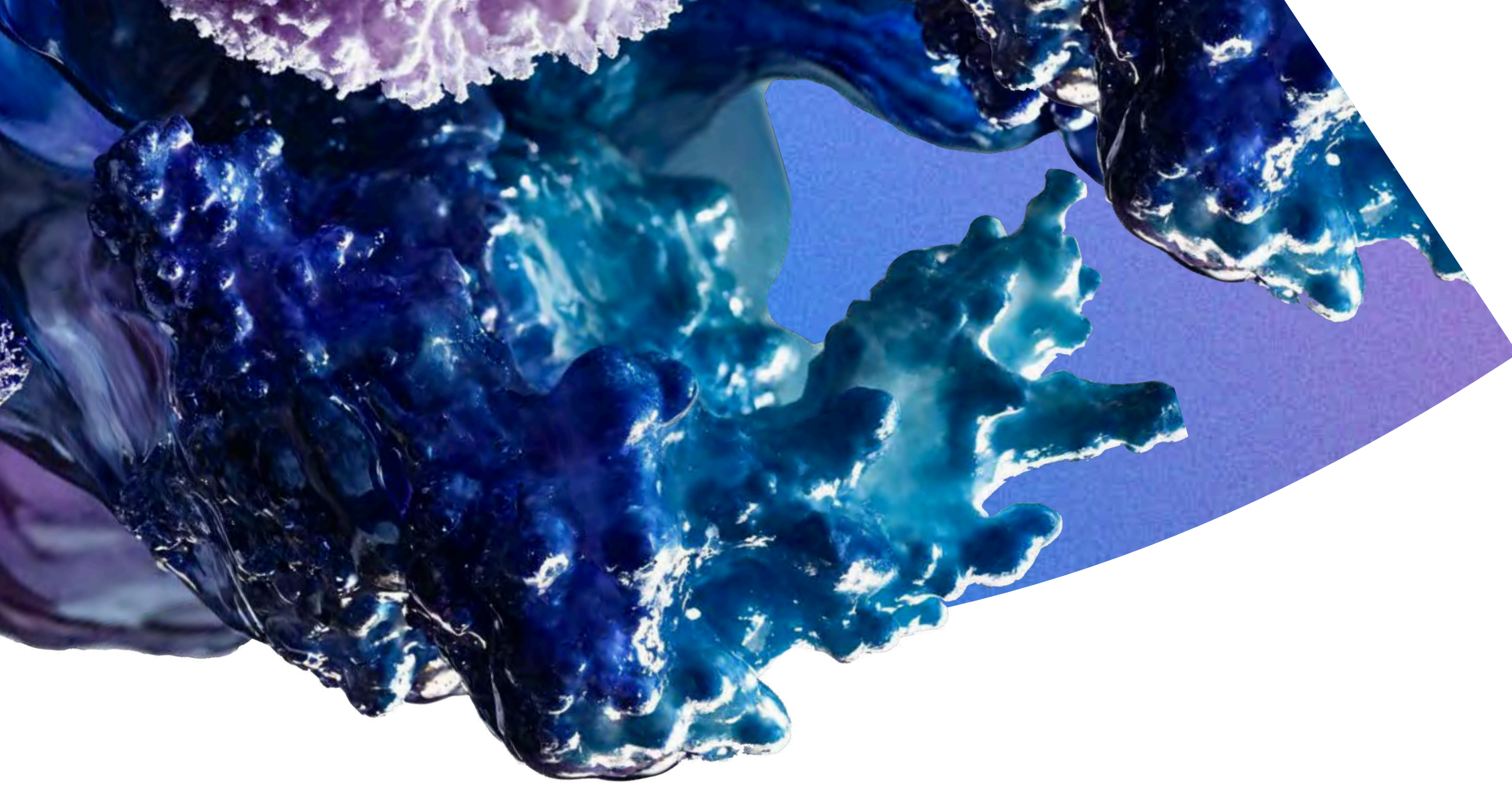## From quick wins to sustained growth

Table of contents

About this guide

Drawing on Google's gen AI best practices — built on over 20 years of internal R&D across search, databases, hardware, and AI — the guide pulls together advice from our leading AI experts, the latest Google-led customer insights, and third party research to help leaders understand the value levers of common gen AI use cases over the short, medium, and long term.

The first section outlines a simple framework to assess the risk vs. reward of gen AI use cases. Executive leaders can use it to select the right mix of use cases, with expected time to value realization ranging from 6 months to 3+ years.

The second section contains a shortlist of the top gen AI use cases driving business value today, and includes insights from C-suite leaders of global organizations — including The Estée Lauder Companies Inc., Forbes, GA Telesis, GE Appliances, and Turing — who are already seeing tangible business outcomes from these use cases.

The third section includes four best practices on how to get started.

As business leaders in this era of generative AI, we face a tricky task. We must navigate organizations through the hype cycle to begin realizing the value of gen AI.

Executive foreword

Oliver Parker — VP, Global Generative AI GTM, Google Cloud

Already, we're seeing many of our customers achieve incredible things with gen AI, particularly in three key areas.

First, there's the increase in productivity among knowledge workers and coders. Second, the ability to deliver more personalized, interactive customer experiences. And third, the automation of many back office processes.

On the productivity front, for example, Turing is automating software development to improve developer productivity by over 30%. And millions of workers at companies around the world are doing things faster using Gemini for Google Workspace.

To enhance the customer experience, Victoria's Secret is using gen AI to deliver virtual shopping with a personal touch.

On the automation front, GA Telesis is using a gen AI-powered data extraction solution to automatically synthesize purchase orders and quickly generate customer quotes.

As these examples show, early adopters are starting to see value — and you can, too.

The challenge is to invest for both now and what comes next. While potential moonshots may seem tantalizing — and their time will come — it's important to focus on quick wins and demonstrated value first.

The question is, where do you get started?

Chapter 01

The value framework:

How to optimize your gen AI portfolio

80%

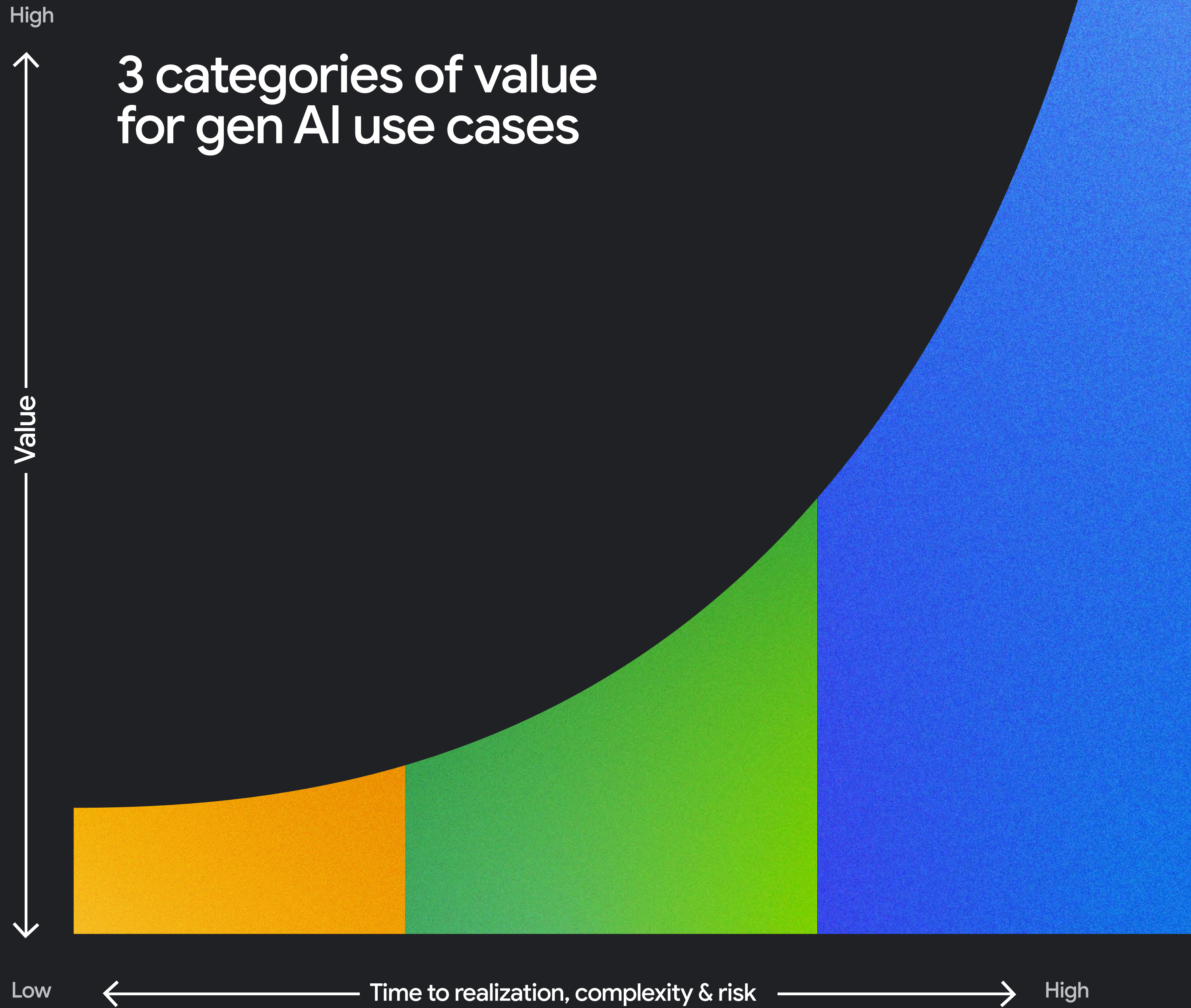of business leaders say gen AI "will increase revenue."[1]

This framework is the starting point to help leaders and management teams understand how to think critically about the near-term and long-term payoffs and complexities of gen AI use cases.

To build the optimal portfolio for their organization's gen AI investments, leaders should apply the same principles as a traditional investment portfolio — starting with <u>building a business case</u>. Careful consideration should be given to the risk-return trade-off, as well as discrete milestones with measurable goals to define success in both the near-term and future state of the organization.

Investing in organization-wide gen AI transformation initiatives is critical to long-term success. These transformative innovations can offer the highest rewards, such as unlocking new revenue streams, increasing market share, and establishing entirely new ways of working. But they take time to reach universal adoption at enterprise scale, when the impact can go from incremental to transformative. Transformation at a company-wide scale can take up to three or more years.

In the meantime, quick wins that deliver incremental gains are achievable in the short term, and may help to offset larger investments by delivering value within the first year of implementation.

3 categories of value for gen AI use cases

High

Value

Low

Time to realization, complexity & risk

High

This simple framework can help enterprise leaders build the optimal gen AI roadmap for their organization, by categorizing use cases based on potential value vs. risk of deployment:

Quick wins
(6-12 months)

Enterprise-wide intelligence
(1-2 years)

Transformative innovation
(3+ years)

Quick wins

To get started, organizations can invest in common gen AI use cases that can minimize risk and help facilitate fast and measurable returns. The focus here is on existing employee workflows that can be made more productive, business processes that reduce operational costs, or existing customer flows that may benefit from self-service or deepened personalization.

Typically, quick wins demonstrate immediate value by accelerating productivity or output of current functions. They can serve as a "proof of concept" for gen AI solutions that deliver targeted improvements to business performance, without introducing sizable risk to business critical operations.

Timeframe	6-12 months
Risk level	Low
Objectives	Increased employee productivity, improved cost efficiency of processes, assets, and staff

Enterprise-wide intelligence

In the medium term, quick wins that have increased business value across all teams and processes can then be scaled internally. Leaders can begin to test gen AI use cases for external-facing applications in risk-contained focus groups to garner customer and user feedback, and lay the groundwork for even bigger initiatives that may take time to offer concrete returns.

Timeframe	1-2 years
Risk level	Low-to-Medium
Objectives	Increased efficiency, productivity gains, faster time to market, faster time to insight, improved user experience

Transformative innovation

Building on the capital and expertise accrued over the first two stages, enterprise leaders can then accelerate investment in differentiating and innovative use cases that may not exist today. Many of these will define the next generation of human-computer interaction, such as gen AI experiences across new form factors and emerging use cases.

Leaders should focus their company's efforts and resources, as well as the internal capital gained from quick wins (e.g., cost savings, productivity gains, and skills), on a strategy for business expansion. This could include identifying and targeting niche markets, customer segments, or geographies where their gen AI use cases have the greatest opportunity to serve buyers and gain a competitive advantage.

Timeframe	3+ years
Risk level	Medium-to-High
Objectives	Business growth (e.g., increase in revenue, increased conversion, new products or services)

The secret to success? Organizations with a first-mover's advantage today have been iterating, experimenting, and building their gen AI solutions for years."

Carrie Tharp — VP, Google Cloud

Chapter 02

Quick wins

Driving business value today

33%

of executives are already actively working with gen AI, with the expectation that it "will be a critical piece of the corporate vision going forward."[2]
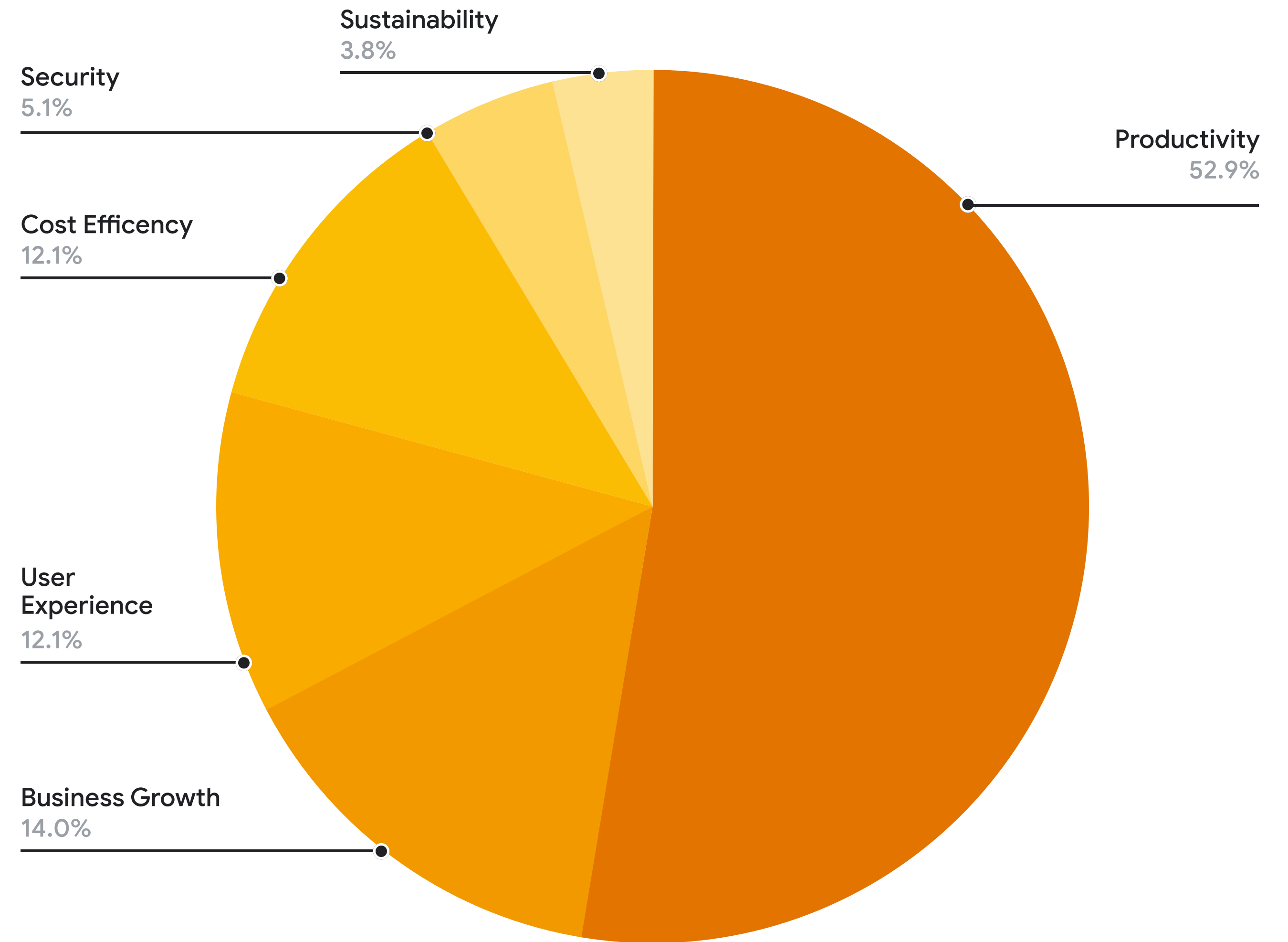
Today's best gen AI investments are commonly not headline-grabbing. Instead, they focus on making existing processes better, on reducing toil and drudgery, and on empowering developers to experiment.

Quick wins — the low-risk use cases with the shortest time to value — are critical for the business to realize tangible business benefits in the immediate term.

The business value of "quick wins"

Customers most frequently benefit from productivity gains, business growth, improved customer experience, and cost efficiency with Google AI.[3]

Sustainability
3.8%

Security
5.1%

Cost Efficency
12.1%

User
Experience
12.1%

Business Growth
14.0%

Productivity
52.9%

% of soundbites

To drive value with quick wins, organizations can start in three key areas.

01 Increased productivity among knowledge workers and coders

02 Personalized customer experiences to improve interactions

03 Automated back office processes and workflows

01

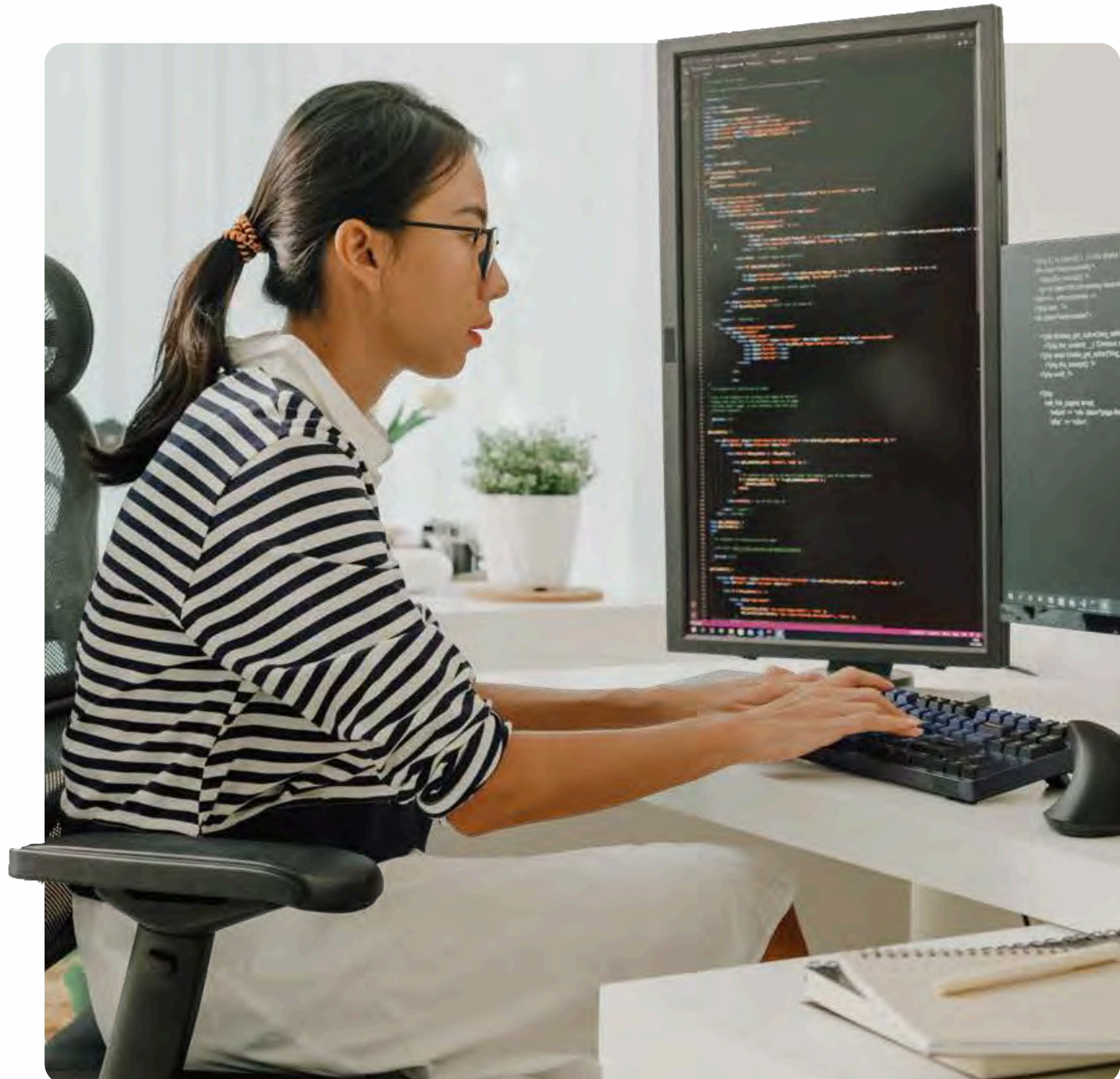# Increased productivity among knowledge workers and coders

Quick win 1

Developer productivity

Gen AI can help improve developer productivity by assisting code development, simplifying DevOps, and automating non-coding processes.

> Gen AI can help software engineers develop code **35-45% faster**[4]

→ Learn more about <u>generative AI for developer productivity</u>.

Gen AI can have immediate impact on developer productivity.

01 Improve and accelerate code development

02 Simplify DevOps

03 Automate non-coding processes

Use cases

- Automate routine developer tasks
- Explain code in natural language
- Suggest test plan and detect errors
- Provide code license attribution

Value

- Improve code quality
- Free up time for strategic work

Use cases

- Monitor software performance and investigate issues
- Summarize and help remediate security findings

Value

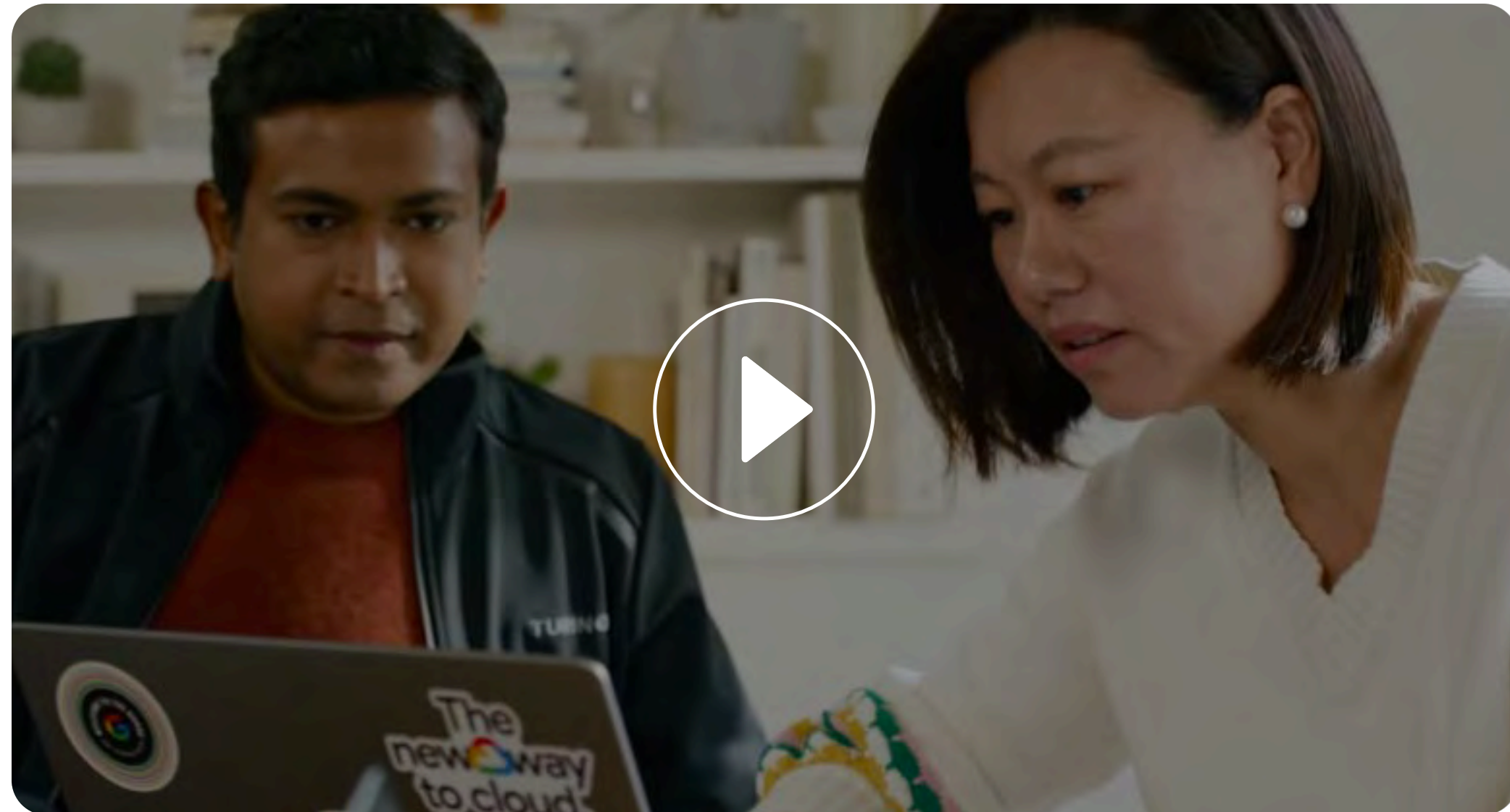- Improve developer velocity
- Expedite onboarding

Use cases

- Improve code discoverability with Enterprise Search
- Streamline compliance with developer chatbots that provide regulatory and business context
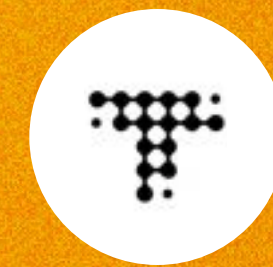
Value

- Speed up time to market
- Reduce development costs
- Improve developer efficiency

Turing

Watch this video to find out how Turing increased developer productivity by over 30% with Gemini for Workspace.

"Our early experience with Gemini Code Assist has been very promising with productivity gains around 33%. We're trying out newer features right now like indexing and debugging, which we expect to push productivity even higher."

Kai Du — Director of Engineering, Turing

Pfizer

→ Read more

"We are excited about Gemini's potential to dramatically increase the effectiveness of our team. The ability to use natural language queries to perform complex analysis will help new analysts on-board faster and let seasoned analysts rapidly pursue advanced threats across our complex environment."

Guy Delp — VP,
Global Information Security, Pfizer

Quick win 2

Gen AI for marketing

While the fundamentals of marketing remain unchanged, gen AI can now help supercharge creativity, productivity, and impact at a scale never seen before.

5-15%
gen AI's financial impact via increase in marketing productivity[5]

Gen AI can have immediate impact on marketing.

01 Creative and content generation

Use cases

- Text-to-text / image
- Multi-channel marketing
- Site assets / product descriptions
- Localization and translation
- Creative brief writing

Value

- Accelerate time-to-value
- Increase creative capacity
- Expedite channel expansion

02 Personalization and media performance

Use cases

- Site content
- Brand and performance campaigns
- Prompt-based and ML-generated segmentation

Value

- Enhance customer conversion
- Increase ROI / ROAS
- Improve customer loyalty

03 Insights and measurement

Use cases

- Insights and analytics
- Conversational insights
- Process assistance
- Customer service chatbot

Value

- Improve efficiency
- Expedite time-to-market
- Reduce cost base

Estée Lauder Companies Inc.

The Estée Lauder Companies Inc. is using **Gemini 1.0 Pro** to power their Estée Lauder Language Assistant (ELLA), an internal tool that puts gen AI into the hands of brand leaders, allowing them to explore a variety of different use cases, including language translations, generating different variants of ad copy, summarizing meetings, and more.

By engaging with ELLA, The Estée Lauder Companies Inc. has been able to identify what is really driving value with stakeholders through their action and through their direct feedback.

→ Read more

02

Personalized customer experiences to improve interactions

Quick win 1

Customer service and sales modernization

Gen AI holds enormous potential to improve the customer experience while driving operational and cost efficiencies. Across a range of engagement models, it can enhance everything from agent and employee productivity, to self-service and deflection rates.

30-45% increase in productivity with gen AI in customer service functions[6]

86% revenue uplift in North America with Google Cloud Contact Center AI[5]

Up to 50% reduction in the volume of human-serviced tasks with gen AI[5]

Gen AI can have immediate impact on customer service and sales.

01 | **Boost agent and employee productivity**

02 | **Improve self-service and deflection rates**

03 | **Modernize chat and voice infrastructure**

04 | **Enhance insights and customer predictions**

Use cases

- Knowledge Assist based on internal data
- Summarize call transcripts or emails
- Connect customer experience cross-channel
- Live transcription with multi-lingual translation
- Smart reply and coach agents
- Build internal customer service (e.g., internal helpdesk)

Value

- 28% increase in calls handled per agent with Google Cloud Contact Center AI's Agent Assist[7]

Use cases

- Enable customers to get answers faster via self-service with AI-powered virtual agents that seamlessly switch between topics, handle supplemental questions, and operate 24/7
- Generative steering based on customer intent
- Multi-modality (text and voice) to enhance conversations

Value

- Up to 50% reduction in customer abandon rate with Google Cloud Contact Center AI's Dialogflow[6]
- Deflect 60% of calls not relevant to sellers with Google Cloud Contact Center AI[6]

Use cases

- Intelligent lead routing
- Empower human agents to resolve customer issues faster and with high-quality responses by automating the handoff from self-service channels to live agent

Value

- 143% increase in conversion rate via intelligent lead routing with Google Cloud Contact Center AI[6]

Use cases

- Measure customer service responses and quality metrics
- Customer segmentation to enable VIP routing
- Customer 360 to provide more personalized responses
- Suggest answer based on centralized knowledge base and insights gleaned from high-performing agent interactions

Value

- $5.5M total savings within the first year of CCAI Insights implementation for a large global telco company. Cost savings driven by increased digital self-serve and reduction in repeat calls.

Victoria's Secret & Co.

Victoria's Secret & Co. is leveraging Google Cloud's AI and gen AI technologies to create more personalized and inclusive online shopping experiences at scale for its global customers.

The brand is exploring a new gen AI-powered conversational assistant, created with Vertex AI, to provide shoppers with tailored product recommendations and helpful advice based on personal preferences and life experiences — whether a customer is a sports enthusiast, a nursing mother, a breast cancer survivor recovering from a mastectomy, or simply ready for a new bra.

VS&Co
VICTORIA'S SECRET & CO.

The speed of change driven by gen AI is incredibly fast. We approach this by focusing on getting to a minimum viable product, learning from feedback, and keep moving. I'm starting with customer experience because as a team, we know how to do it, and do it well. I tell my team the most important thing is to make progress, learn, and adapt as you move forward."

VS&Co
VICTORIA'S SECRET & CO.

Murali Sundarajan —
CIO, Victoria's Secret & Co.

GE Appliances

GE Appliances is partnering with Google Cloud's gen AI to help troubleshoot and also utilize their appliances in a better way. Consumers can simply ask the SmartHQ Assistant questions related to registered connected appliances, and it will quickly offer the answers (e.g., water filter replacement recommendations, cleaning tips).

→ **Read more**

Combining machine learning algorithms, machine-shop knowledge, and customer connections has allowed us to create a truly customized and integrated cooking experience far surpassing what separate industrial and AI experts could have developed independently."

Kevin Nolan —
CEO, GE Appliances

Quick win 2

Gen AI for digital commerce

Most consumers today expect both personalization and seamless omnichannel experiences from their brands. At the same time, retailers are battling rising economic pressures and market demands. With more agility and operational efficiencies needed than ever, no wonder 62% of retail and consumer executives are interested in using gen AI for product summaries and marketing content.[8]

Gen AI can have immediate impact on digital commerce.

01 Catalog and content enrichment

Use cases

- Generate product content
- Leverage chatbots to expedite operations

Value

- Reduce time on manual tasks
- Improve the employee experience
- Increase speed-to-launch
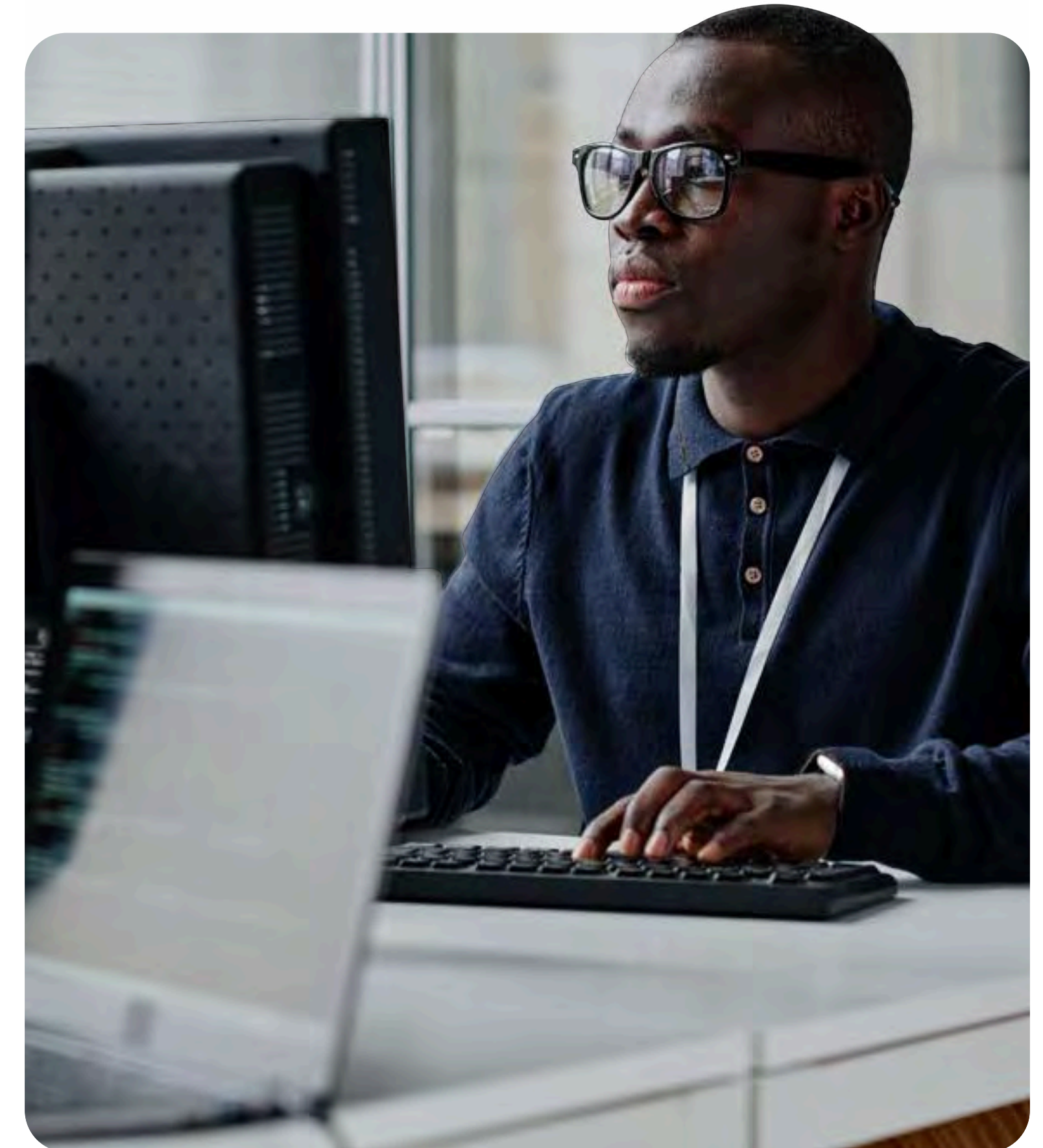- Reduce creativity costs
- Decrease return rate

02 Conversational commerce

Use cases

- Create engaging, personalized shopping experiences
- Help customers make informed purchase decisions

Value

- Increase engagement
- Increase cart size
- Boost loyalty
- Reduce returns

Forbes

Forbes recently announced the beta launch of Adelaide, its purpose-built news search. The tool offers visitors AI-driven personalized recommendations and insights from Forbes' trusted journalism. Adelaide's search- and conversation-based approach makes content discovery easier and more intuitive for Forbes' global audience. The tool generates individualized responses to user queries based exclusively on Forbes articles.

→ **Read more**

As we look to the future, we are enabling our audiences to better understand how AI can be a tool for good and enhance their lives. Adelaide is poised to revolutionize how Forbes audiences engage with news and media content, offering a more personalized and insightful experience from start to finish."

Forbes

Vadim Supitskiy —
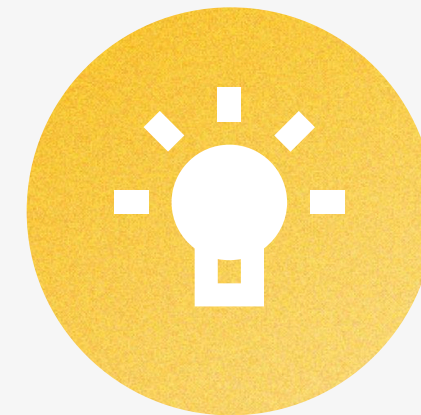Chief Digital and Information Officer, Forbes

How to get started

Align on goals for digital commerce experience and key use cases

Review reference architecture and implementation checklist

Engage with Google Cloud Consulting or a certified Google Cloud Partner

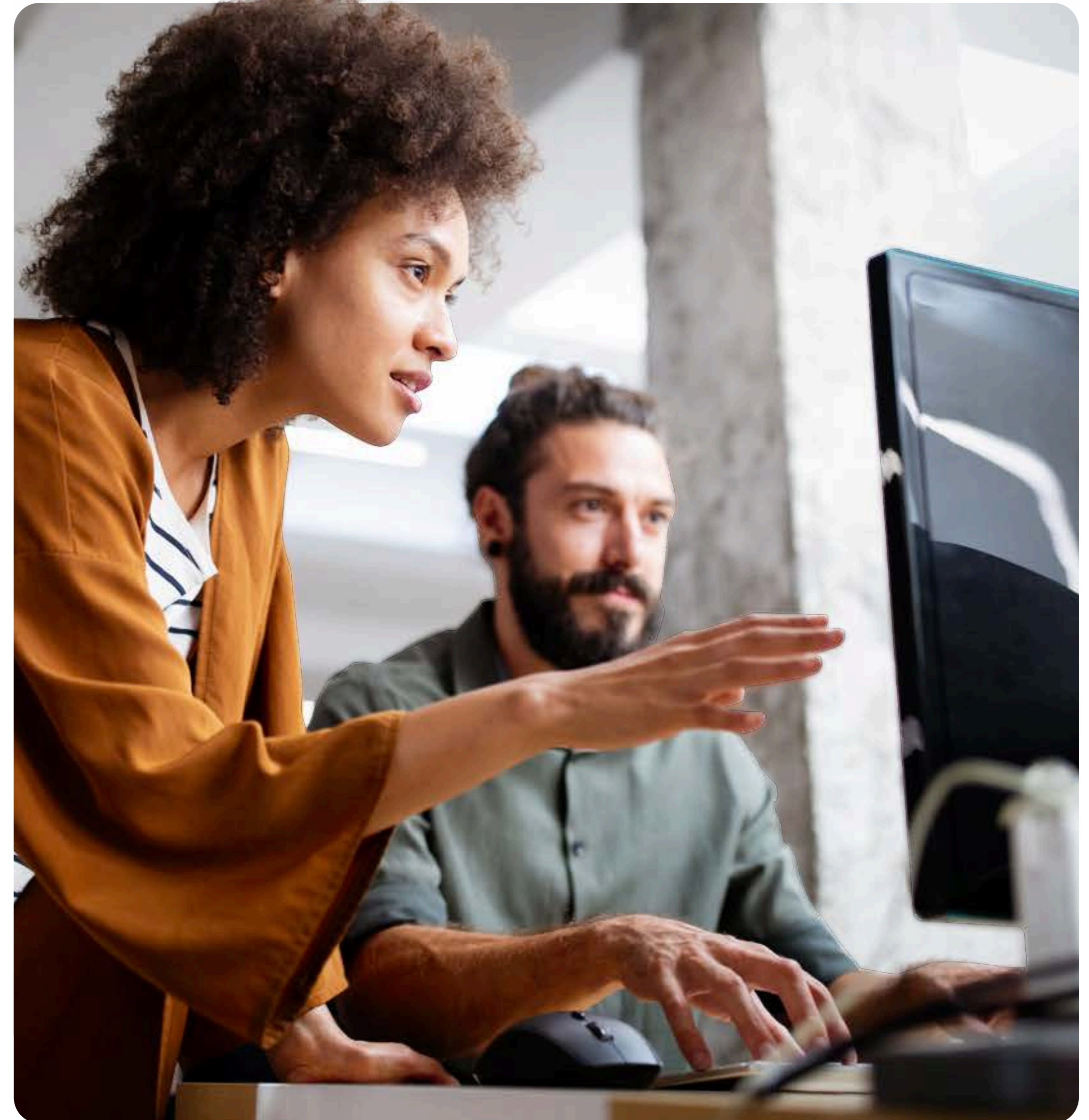Activate Google Cloud Partners or Consulting services packages to streamline implementation

03

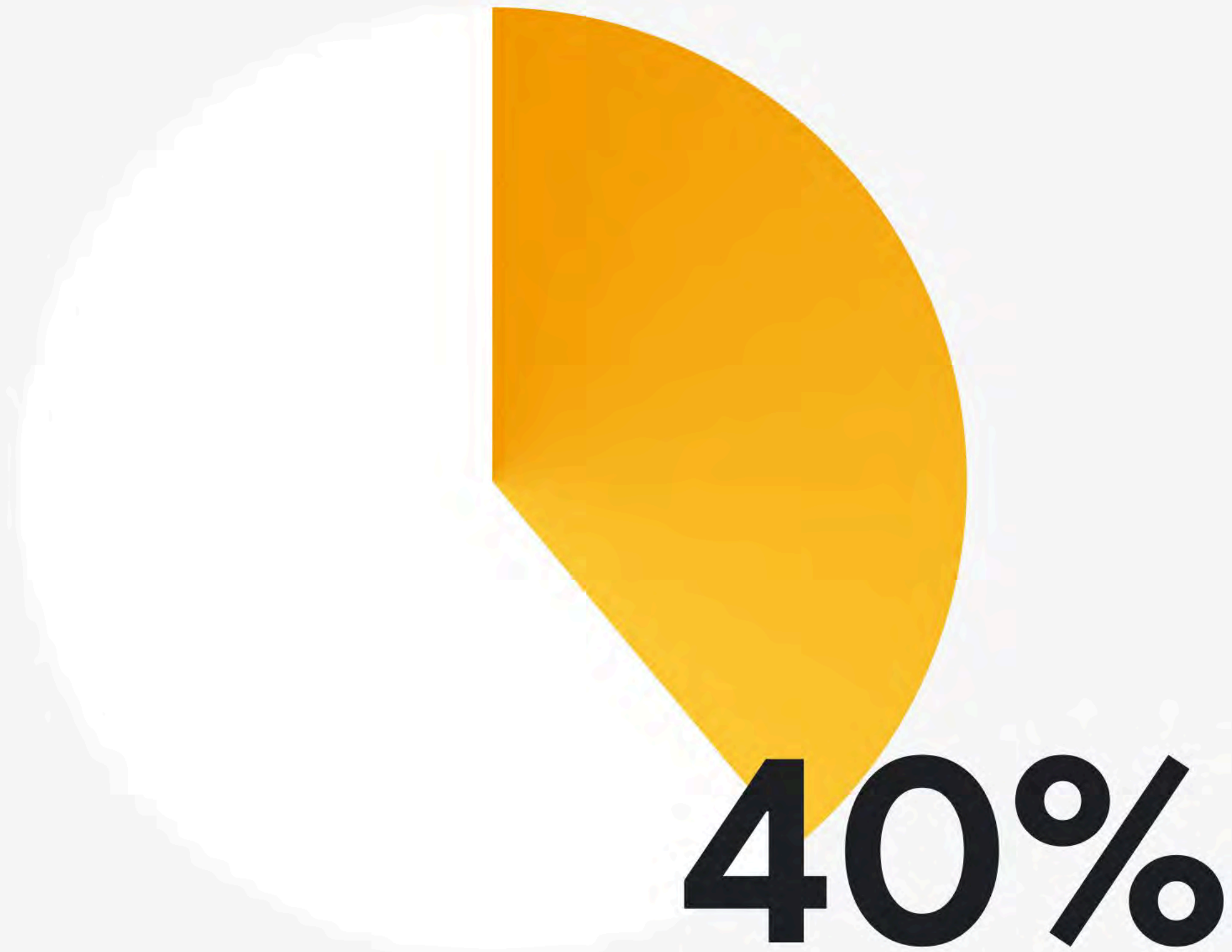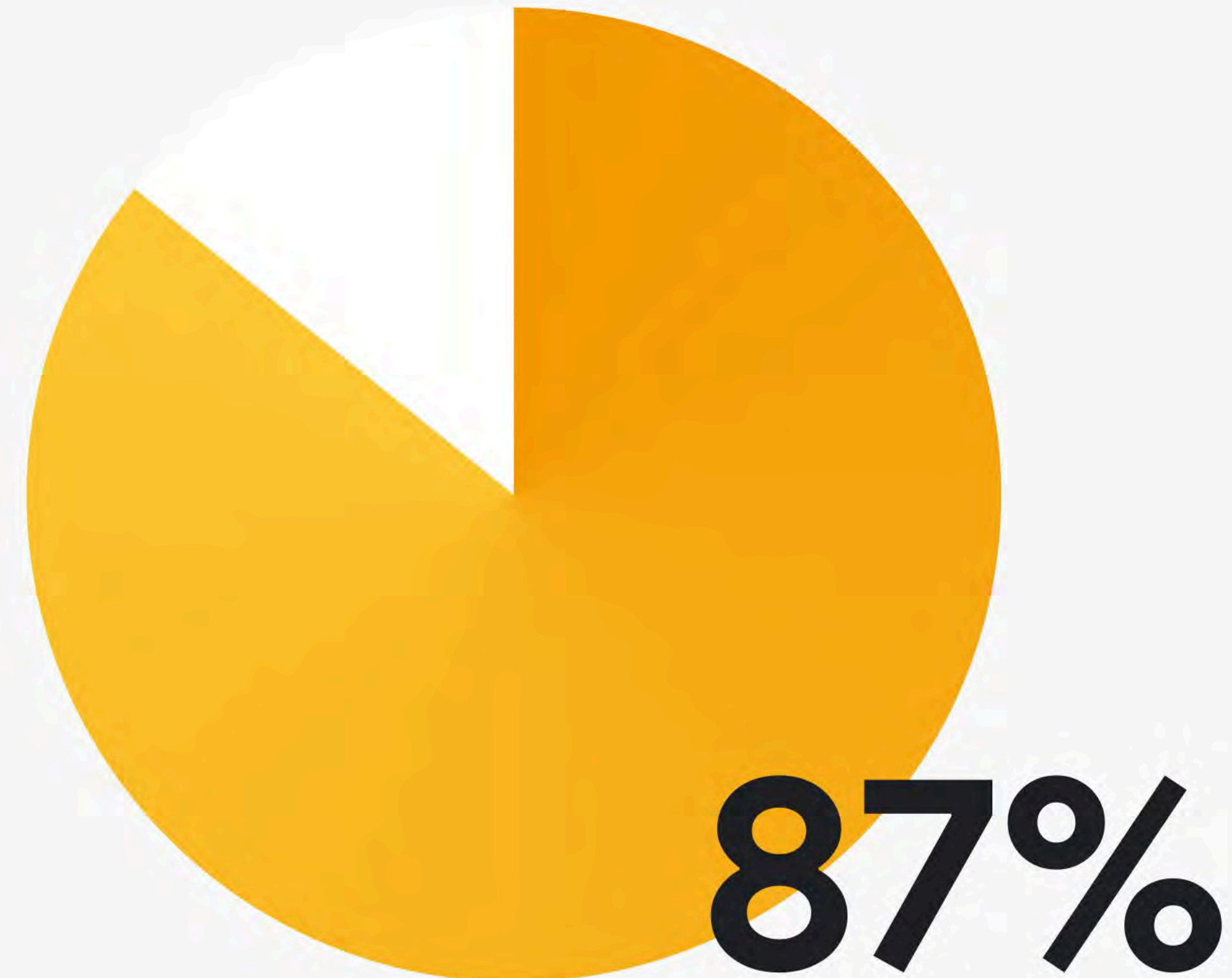# Automated back office processes and workflows

Quick win 1

Back office of the future

Gen AI has the potential to create a revolutionary shift in jobs across all sectors and industries by augmenting and/or automating complex tasks to enhance employee output. Organizations can seize the transformational opportunity to galvanize, not alienate, employees. In doing so, they could yield incredible benefits — the organizations that deliver the best employee experiences outperform others by a remarkable 31% in revenue growth.[9]

40%

of working hours across industries can be impacted by LLMs[10]

87%

of executives anticipate job roles being augmented, rather than replaced, by gen AI[11]

6 back office applications to start integrating with generative AI

01 Procurement Contract Management

Help reduce indemnification risk, improve terms, and reduce supply chain risks

02 HR Help Desk

Help lower costs for HR teams via self-service bots

03 Compliance Processes

Can improve document search / recall for compliance and risk processes

04 Travel Booking

Can improve employee experience through natural language business travel booking

05 Sales & Marketing

Can increase sales opportunities with AI powered assistance

06 Accounts Payable

Can improve accuracy of invoice / PO matching for Accounts Payable when sourcing across systems

GA Telesis

→ Read more

Responding quickly to customer requests on a person-to-person level is an absolutely critical part of our business and a key way we're differentiated. As we've grown, the number of inquiries for service and parts has increased exponentially, and we needed a way to scale our responsiveness without removing the personalized service we provide.

The accuracy of Google Cloud's generative AI solution and practicality of the Vertex AI platform gives us the confidence we needed to implement this cutting-edge technology into the heart of our business and achieve our long-term goal of a zero-minute response time."

Abdol Moabery — CEO, GA Telesis

Chapter 03

Best practices for sustained growth

52%

[2]Google Cloud, The state of generative AI adoption survey, October 2023

of leaders are actively testing gen AI and expect it to produce sustained value.[2]

Focus on enhancing current capabilities.

Organizations can achieve incremental gains by focusing on making existing workflows and capabilities more efficient, effective, and productive.

This can free up resources — paving the way for bigger, faster gen AI transformations in the future.

Don't build an internal gen AI MLOps platform team if you don't know your use cases. If you're being ruthless with priorities, maybe the public-facing chatbot waits until you figure out some internal versions.

The best projects right now are things like an upgraded internal knowledge base, so employees can get answers to both data and process questions using fine-tuned models. This kind of internal agent is absolutely something organizations should do today."

Richard Seroter —
Chief Evangelist and Head of
Developer Relations at Google Cloud

Train and upskill talent to speed up adoption.

Dedicating resources to knowledge transfer, onboarding, and upskilling their workforce is an often-overlooked value driver for organizations.

Gen AI can be the difference between people doing their jobs and looking for the information to do their jobs. For instance, gen AI is perfect for roles in which paperwork distracts from other tasks.

Think about all of the people in your HR department doing paperwork instead of developing and training employees with the skills needed to adopt organization-wide gen AI. Reducing the paperwork load with AI can switch up how HR professionals spend their time, helping to make employees more productive and happy over time."

Carrie Tharp — VP, Google Cloud

Look for leading indicators.

Be mindful of measurement challenges. Even in areas where gen AI represents a clear upgrade from existing approaches, it can be hard to quantify the improvement.

Early on, it's important to look for leading indicators, rather than expecting immediate bottomline results. When organizations deploy code generation capabilities, for example, developer satisfaction often improves first, with efficiency metrics following after. Or, when a gen AI chatbot builds trust and loyalty across upper-funnel experiences, it may take time to see an increase in sales and revenue.

It's really hard to measure that flow. Leaders tend to focus on lower-funnel metrics because they are easier to measure. But the more complex measurements, with the longer paths to value, are also how, say, a retailer that sells lots of low-margin products can build the trust to transition customers toward higher-margin products too."

Carrie Tharp — VP, Google Cloud

Plan ahead before quick wins become table stakes.

Quick wins won't be wins forever — at some point, those use cases become the status quo. This emphasizes the risk of inactivity.

In media right now, a lot of gen AI use cases might involve summarization of videos, recommendations, finding particular video clips — but in the future, the use case might not be finding existing content so much as generating bespoke content on the fly based on view habits or requests. Five years ago, it was differentiated for streaming services to have really good recommendation algorithms. That is now a table stakes expectation that consumers bring to all such services."

Carrie Tharp — VP, Google Cloud

Why Google Cloud for gen AI

Google Cloud helps organizations build transformative gen AI experiences with confidence and speed.

For over a decade, we've been applying AI to make our products and services radically more helpful. Our in-house AI research has been at the forefront of the AI field, helping develop gen AI and numerous AI technologies powering core products that help billions of people every day.

Thanks to this strong AI foundation — along with Google's advances in hardware, models, and safety — Google Cloud is uniquely positioned to help make AI accessible and useful for everyone.

With our unified AI stack, it is easier for customers to easily train and serve models on AI-optimized infrastructure, access and customize some of the best foundation models from both Google and the industry, build advanced AI agents with an integrated developer platform, and increase productivity with an AI collaborator.

Google Cloud can also help customers boost productivity, gain competitive advantages, work more securely, and ultimately improve their bottom line with Gemini for Google Cloud and Gemini for Google Workspace. Gemini provides users with AI-powered assistance where and when they need it in Google Workspace and Google Cloud, including development and operations, security management, data analytics, databases, and collaboration.

From retail to manufacturing to healthcare to financial services and beyond, Google Cloud is helping organizations across industries propel the next era of innovation and turn AI's promises into reality.

Doing AI efficiently at Google-scale is a feat few other companies in the world are capable of. Google brings that experience and infrastructure to Google Cloud AI infrastructure."

FORRESTER

Forrester Research Inc. — The Forrester Wave™: AI Infrastructure Solutions, Q1 2024

How organizations benefit from our AI partner ecosystem

To maximize customer innovation and solution choice, gen AI requires an open ecosystem of partners to deliver a breadth of solutions. Our trusted community of partners provides expert guidance and support for a wide range of AI initiatives — helping organizations move from experimentation, to acceleration, to scale.

With over 100,000 companies in our Partner Advantage Program and a fast-growing pool of new gen AI partners, customers can engage infrastructure partners, model builders, business application providers, data providers, and services partners. Today, our global systems integrators have committed to train more than 150,000 consultants on Google Cloud's generative AI ecosystem and are ready to help you accelerate your AI deployment.

Google Cloud

Hit the ground running with generative AI.

Contact us to book your gen AI value consultation today.

Resources

1 Salesforce, New research: Over half of workers say generative AI will help advance their career, but most lack the skills, July 2023

2 Google Cloud, The state of generative AI adoption survey, October 2023

3 Google Cloud, Customer Value and Transformation, Measuring the business value customers generate with Google AI, February 2024

4 McKinsey, A CIO and CTO technology guide to generative AI, July 2023

5 McKinsey, The Economic Potential of Generative AI (as % of total marketing spending), June 2023

6 Google Cloud, How Google Cloud improved customer support with Contact Center AI, August 2023

7 Google Cloud, Agent Assist

8 KPMG, Gen AI consumer retail report, June 2023

9 IBM, The CEO's guide to generative AI: Customer & employee experience, August 2023

10 Accenture, A new era of generative AI for everyone, May 2023

11 IBM, Augmented work for an automated AI-driven world, August 2023