



# The Impact of AI: Augmenting the Workforce for a New Era of Growth

A C-Suite Guide to Successfully Transforming Business

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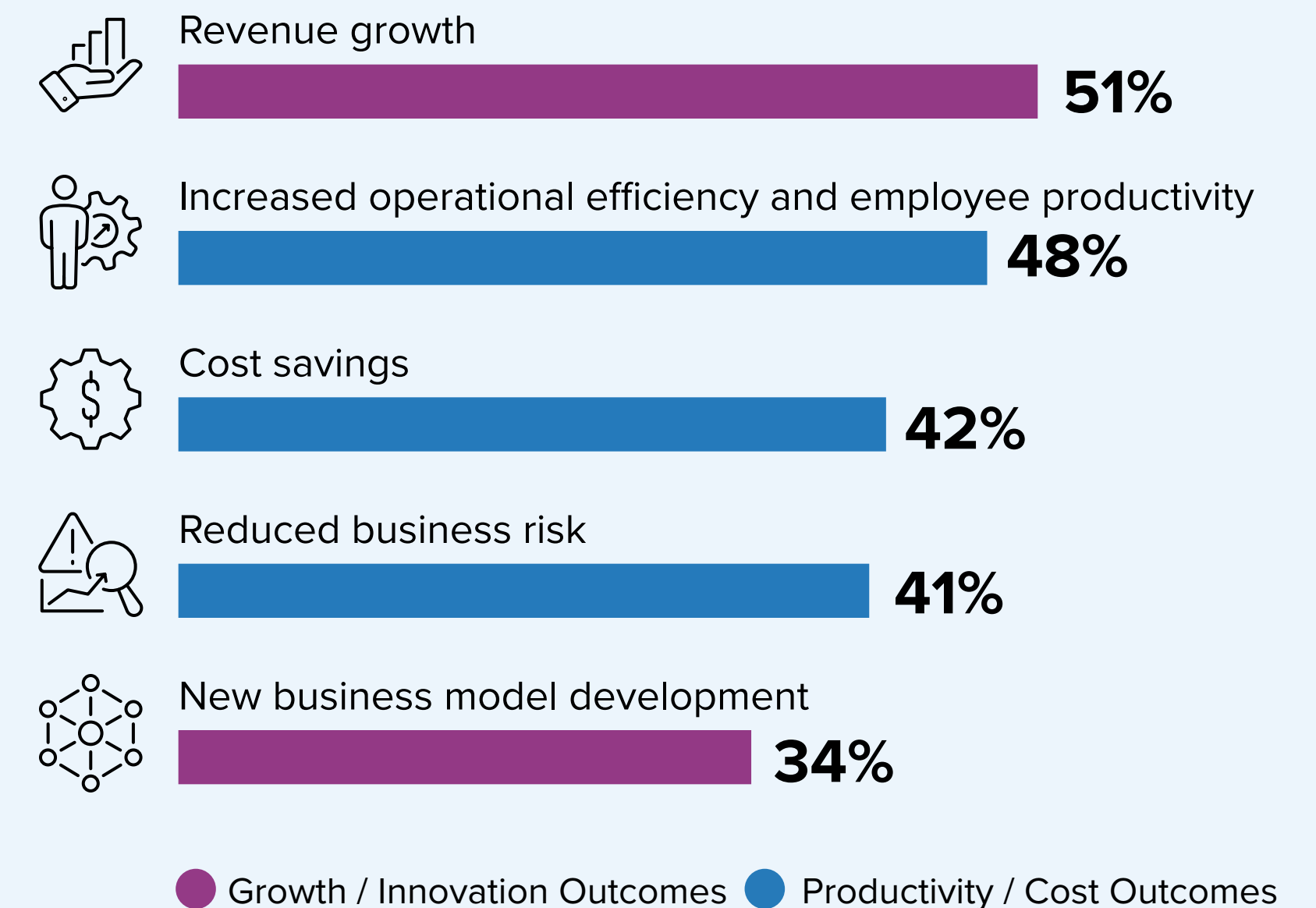
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# Executive Summary

- The AI market is expected to rapidly grow and deliver consistent economic value, effectively acting as a spending and revenue booster. Today, organizations across Europe, the Middle East, and Africa (EMEA) are investing in AI technologies to establish a competitive advantage. These investments will not only enhance competitiveness but also boost revenue, profitability, productivity, and sustainability.
- Agentic AI is next on the agenda of organizations in EMEA. Autonomous agents support employees in daily activities, acting as digital co-workers that promise to fuel productivity, support growth, and deliver new value to organizations. Customers will also experience significant benefits as they will be able to access to more autonomous and self-service options.
- To unlock value in the next 18-24 months, the C-suite will have to:
  - Carefully plan and select use cases based on a set of criteria that will help the organization deliver new value.
  - Align business priorities with technology road maps, thereby creating a unified governance approach steered by the technology function.
  - Support a business and cultural transformation that places people at the center of the organization and avoids user resistance to technological change.
  - Appoint the most suitable AI orchestrator within the C-suite, such as a tech leader, a business leader, or a C-suite committee. This will boost collaboration, ensure execution of the strategic vision, and guarantee the availability of data to power AI capabilities.

## EMEA C-suite leaders look for the following business outcomes when implementing generative AI (GenAI) and agentic AI initiatives



This InfoBrief will focus on how the C-suite should approach the AI revolution by leveraging agentic AI capabilities to enhance the organization's competitive advantage, fostering a more engaged and productive workforce, and delivering new manpower and expertise that generates new value.

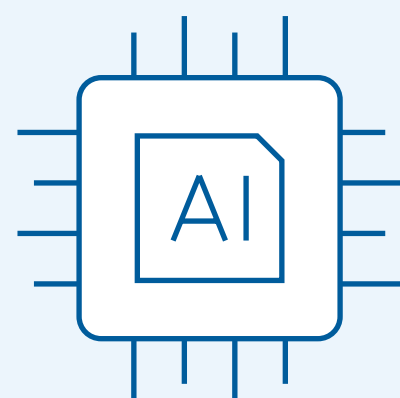
# AI in EMEA: The New Horizon to Revolutionize Businesses and Drive Economic Growth

The age of AI is here, and organizations cannot miss this boat. The expected impacts are relevant for the entire economy, and organizations ahead in adoption are already benefitting of the competitive advantages created by AI and GenAI.

## A Cumulative Economic Impact in EMEA of **\$5 Trillion by 2030**

By 2030, every new dollar spent on AI solutions and services by AI adopters will generate \$4.6 in the economy through indirect and induced effects.

Source: IDC Macroeconomic Center of Excellence, 2024;

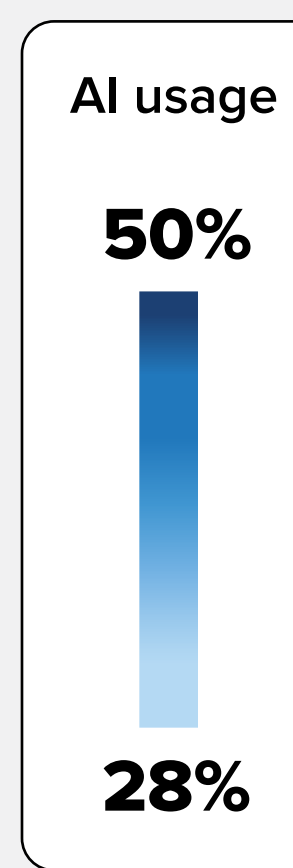
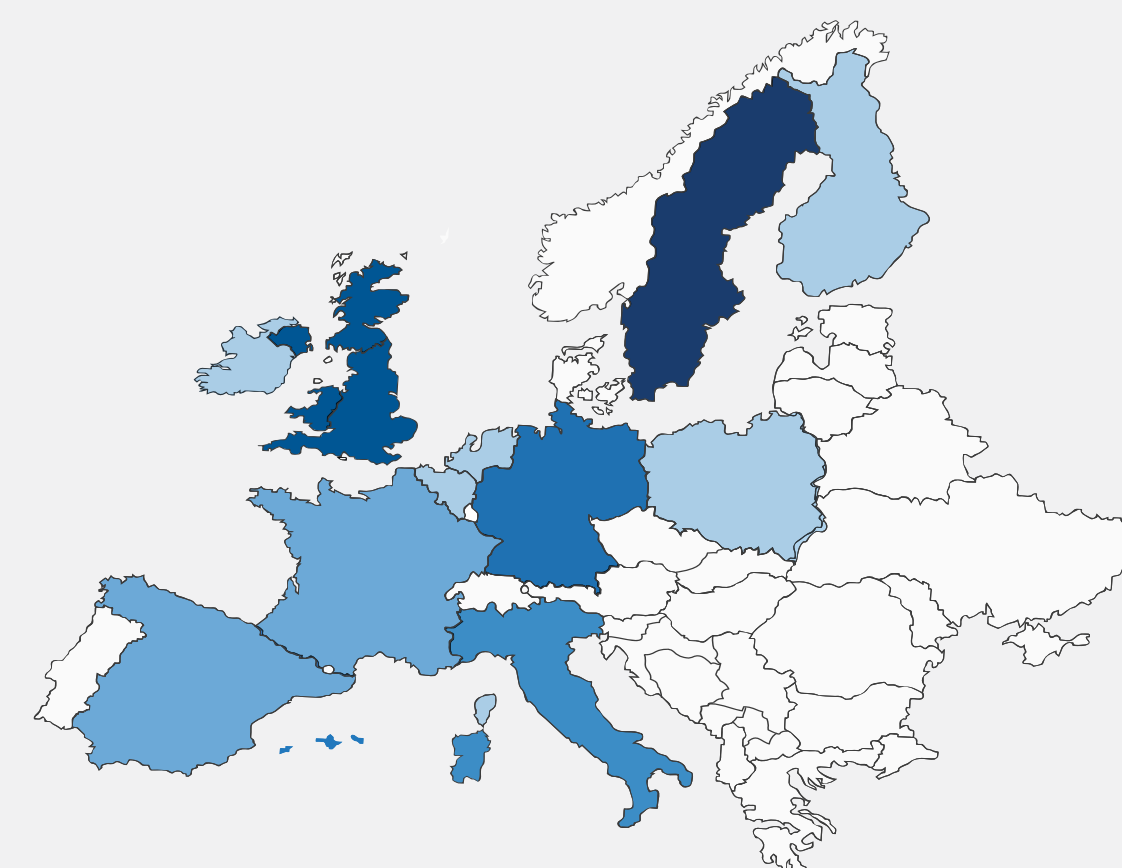


Although AI is not a new technology, new agentic AI capabilities and innovative approaches to working with AI have been developed over the past three years. This evolution has led to a massive rollout of applications, use cases, and tools for both businesses and consumers. The recent agentic AI wave, where AI agents are becoming companions for the workforce, is driven by the ease and speed by which AI agents are introduced, along with their potential for rapid deployment and quick ROI.

23% of EMEA organizations are already using AI agents to automate workflows and support productivity increases. In the next 18 months, 60% of organizations are expecting moderate to significant impacts on their competitive positions and business operating models due to the introduction of agentic AI. In fact, AI agents will increasingly play a pivotal role in quickly solving business challenges, helping organizations create larger value and accelerating economic growth.

Source: IDC's Future Enterprise Resiliency and Spending Survey Wave 11, November 2024 (EMEA n=2017)

## % of organizations currently using AI



In Europe, the United Kingdom, Sweden, and Germany lead in AI technology adoption. These countries benefit from their advanced competitive positions, having already invested in digital transformation and established AI-ready systems and infrastructures.

Source: IDC's EMEA Emerging technology Survey, September 2024 (EMEA n=800)

**IDC Predicts**

**By 2028, 40% of business professionals in the top 500 EMEA companies will rely on AI agents and orchestrators for reporting and data workflows, accelerating data access democratization to solve business challenges faster.**

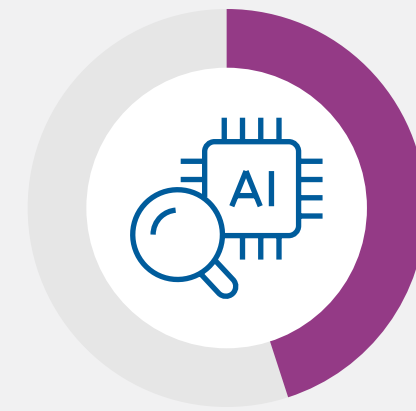
Source: EMEA FutureScape 2025: Creating the Sustainable AI-Fueled Business of the Future (IDC #EUR152838224, December 2024)

# AI is a Key Priority for C-Suite Leaders to Deliver Greater Value for the Organization



**91%**

of EMEA CEOs believe there is a significant or massive opportunity to drive differentiation and growth with AI.



**45%**

of EMEA executives says that AI is a short-term priority investment that will help their organizations remain competitive and stay ahead of the curve.

AI is not just a priority for EMEA C-suite leaders; it is also an investment that is poised to deliver significant top-line benefits and boost productivity, resiliency, and customer metrics.

Organizations that are more advanced in terms of their AI and data maturity outperform organizations in early-stage phases across multiple dimensions. Digital leaders are:

<b>128%</b>	more likely to increase profits	
<b>96%</b>	more likely to reduce business risk	
<b>94%</b>	more likely to increase sustainability posture	
<b>88%</b>	more likely to boost customer satisfaction and improve business resilience	
<b>50%</b>	more likely to improve employee productivity	

**secret escapes**

Secret Escapes was able to streamline its operations and offer a seamless, high-quality experience by resolving 30% of customer requests through live chats autonomously.

**WILEY**

Agentforce boosts self-service and efficiency by over 40%, outperforming Wiley's previous chatbot, alongside a 213% ROI achieved through their Service Cloud implementation.

# The Anticipated Workforce Mix – Human-AI Collaboration and C-Suite’s Role as Change Champions

The majority of EMEA workers expect some or all their tasks to be impacted by AI or automation. Only 3% fear losing their jobs as organizations are starting to realize the irreplaceable value human skills can bring to the business.

In this new context, C-suite members are asked to act as change agents. They will need to bolster innovation, understand the value of AI and create business cases for the technology, proactively promote the organizational changes, and ensure timely, open, and clear communication to mitigate the risk of employee disengagement and resistance.

In this evolving context, organizations and employees need to re-equip themselves with new skills as AI is expected to have a broad impacts on jobs.



## 2 out of 3

EMEA employees expect to see their jobs impacted by automation by end of 2025

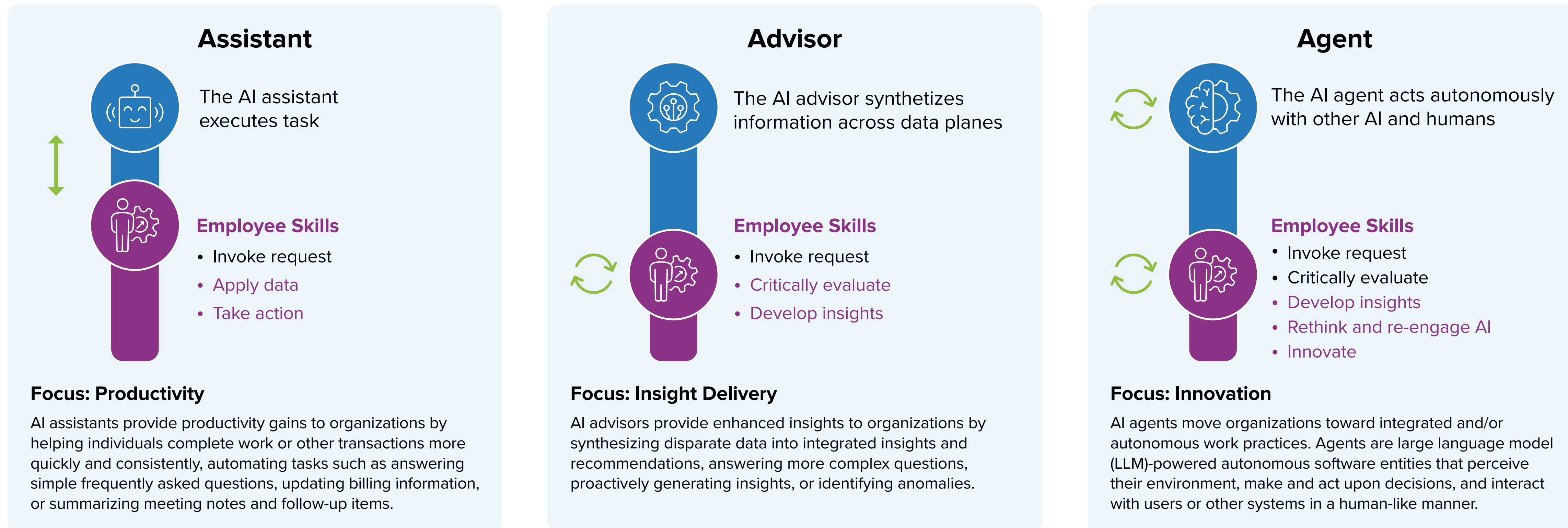
Source: IDC's Future of Work Employees Survey, June 2024. n = 4300

“ We are profoundly convinced that implementing AI is not a technological project, but a change management project... **humans should be at the center of change**”

— CIO, EMEA Bank, Italy

# With the Surge of AI, Agents Are Forever Changing the Way Organizations Do Business

In the future, agents of agents, or super agents, will act as creative partners to human workers, enabling greater automation and task intelligence.



IDC Predicts

By 2027, agentic workflows will reshape task delivery and performance, impacting at least 40% of G2000 knowledge work and doubling productivity.

Source: IDC FutureScape: Worldwide Future of Work 2025 Predictions (#US51665624, October 2024)

# What it will Take for C-Suite Leaders to Move to AI Value Realization?



## AI Use Cases and Value Realization

Organizations need to prioritize use cases based on desired business outcomes and capabilities, ensuring they attach clear key performance indicators (KPIs) to each. Additionally, as they advance, organizations should transition from siloed to cross-departmental use cases.

### Which criteria will be used to select the use cases?

- Strong sponsorship
- Right stakeholders
- Clear KPIs
- Availability of skills
- Clean and trusted data
- Low risk



## AI Technology and Governance

C-suite leaders must ensure the secure and responsible use of technologies by developing policies, governance models, and security guidelines to guarantee secure deployments and effective use cases. Policies, data protection measures, and training sessions are critical for the secure use of AI technologies.

### C-suite executives will leverage responsible AI to avoid:

- Regulatory backlash by adhering to compliance mandates
- A fall in the confidence of business decisions, which would lower credibility and impact brand trustworthiness
- Reduced customer trust in handling data in a safe and secure manner

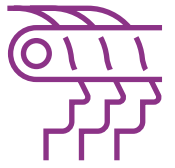


## People-Centric Transformation

New skills and roles are emerging, requiring everyone in the organization to ensure training and development activities are delivered. Growing the workforce's digital and AI literacy is crucial for maintaining business competitiveness.

### In the next 12 months, C-suite executives will be required to focus on:

- Improving the effectiveness of corporate communications, especially with the pervasiveness of AI
- Promoting a culture of innovation to effectively leverage agentic AI capabilities and sponsor usage
- Development and training of employees and business leaders in the responsible use and leveraging of new technologies



## AI Orchestration and Collaboration

Executives must appoint an AI orchestrator to coordinate investments under a single strategy. They can choose a chief AI officer, a tech leader, or a center of excellence approach. Key factors are shared responsibility, collaboration, and accountability among C-suite executives, especially for cross-departmental AI use cases.

### C-suite executives must remember that:

- AI is not a single-player game; it requires full participation and coordination across functions and organizational levels
- As AI spending and initiatives are spread across multiple functions, siloed working and a lack of orchestration can double the effort and cost
- The appointment of an AI orchestrator will be a game changer for any AI project

# CEOs Must Turn AI and Tech Into Core Assets to Drive Business Success



## Where do you need to focus on in the next 12 months?

- Improve risk management posture
- Meet environmental, social, and governance (ESG) goals
- Attract and retain the best talent

## What are the challenges that AI can help address?

- Digital business execution gap
- Economic pressure
- Changing ESG regulations

## What technology investments should you look at to be successful in transforming the business?

- Cybersecurity
- ESG/Sustainability technology
- GenAI

EMEA CEOs are undoubtedly aware of the profound changes reshaping our world and the workplace. As C-suite leaders, they must actively champion transformations within their organizations. That is why mastering AI is the top skill needed to succeed in such roles over the next three years.

### Most critical skills that you will require to master business transformation

AI Proficiency	● ● ● ● ○
Business Strategy	● ● ● ● ○
People Leadership	● ● ● ● ○
C-Suite organizational design	● ● ● ● ○
Financial Acumen	● ● ● ○ ○

“We need to **be curious and visionary**. AI will make visible things that we haven’t seen before and give us new opportunities. In this time, it’s even more important to **challenge ourselves and look 10 years ahead to not lose sight of the future**. Otherwise, it’s just a matter of time before the company **won’t be leading anymore**.”

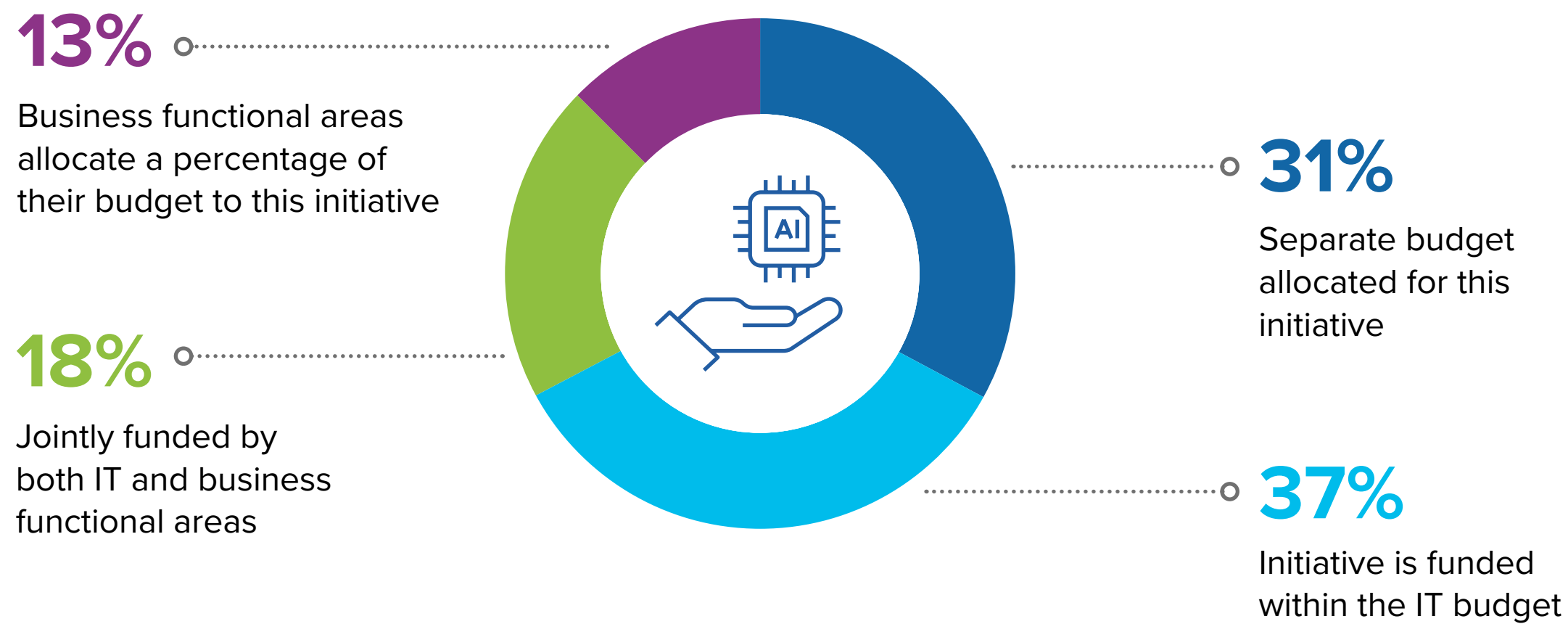
— Chairman, Manufacturing organization, EMEA Nordics



# Being a Successful CEO in the AI Everywhere Era

## CEO's Role in Balancing AI Investments and Organizational Focus

Q. What approach does your organization use to budget for AI initiatives?



### Top Three Drivers to Consider for AI Initiatives

38%



AI delivers a competitive advantage

37%



AI will disrupt our industry, and a sit-and-wait approach doesn't work

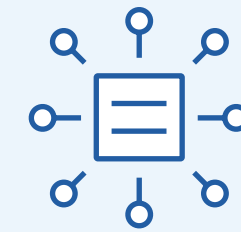
32%



AI has already been implemented by competitors

Source: IDC Worldwide CEO Survey, February 2024, (EMEA n=67)

## A Guide on How to Progress on the AI Path for CEOs



### Use Cases and Value Realization

Embracing new AI use cases is a game changer for modern CEOs. CEOs shape the strategic vision and ensure AI investments align with the organization's mission.



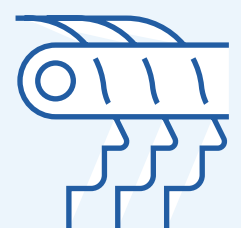
### AI and Technology Governance

CEOs must understand and discuss technology matters with IT leaders, making AI and tech proficiency essential. They also guide the C-suite in setting and adhering to directives.



### People-Centric Transformation

Change management is challenging and gradual. The CEO and chief human resource officer must collaborate to implement best practices and lead by example.



### AI Orchestration and Collaboration

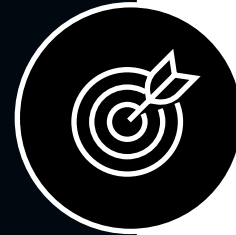
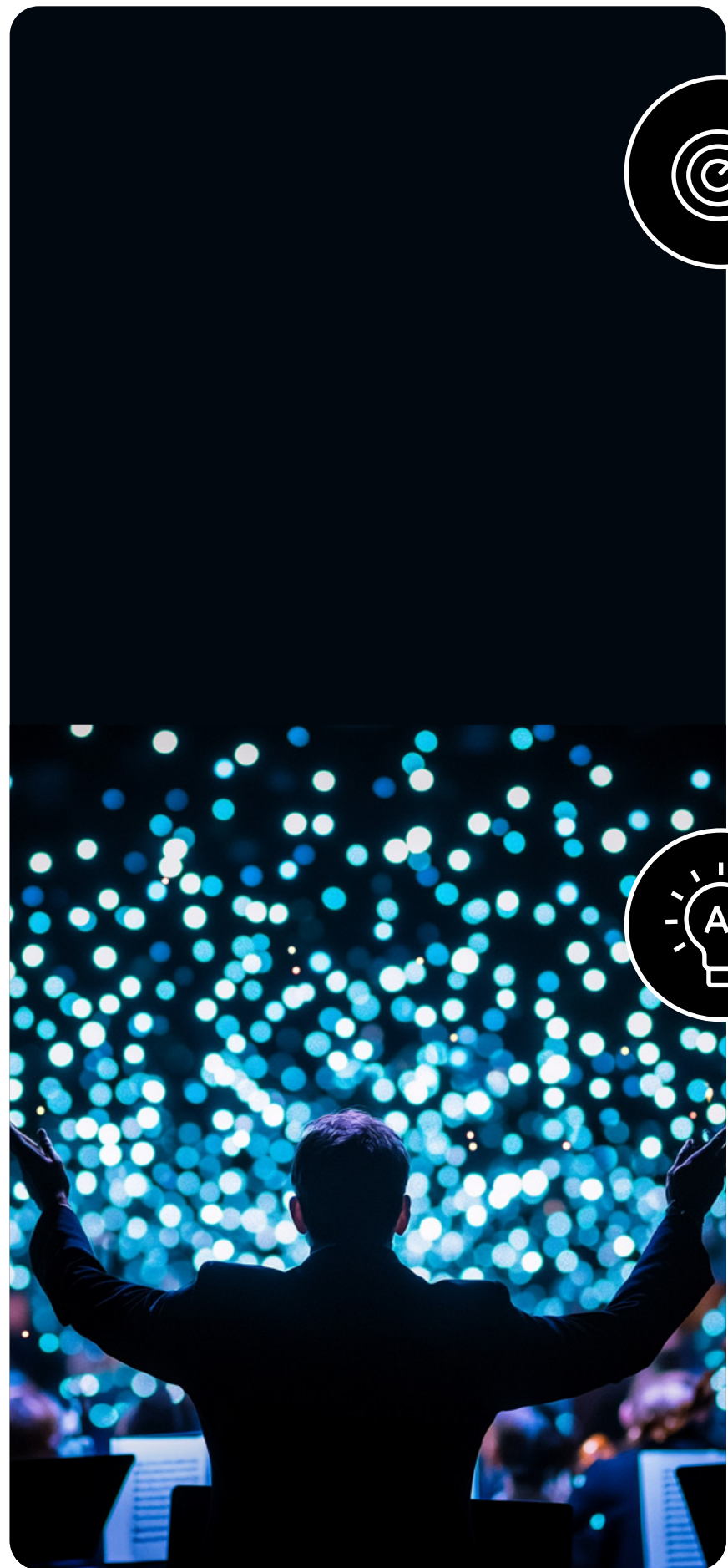
The CEO, as the organization's glue, fosters C-suite collaboration and coordination. This crucial role is essential in appointing the right AI orchestrator.



### Agentic AI to Drive Business Transformation and Value Creation

Agentic AI helps CEOs access all company data and insights in one prompt, identify trends, and determine next steps to enhance the strategic vision and mission.

# CIOs and CTOs Must Orchestrate the AI Evolution to Meet Business Expectations and Deliver Business Value



## Where do you need to focus on in the next 12 months?

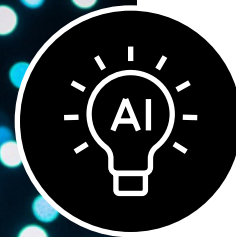
Improve technology staff competencies via in-house training, skilling, and talent recruitment initiatives



Create/improve customer-focused digital experience



Increase the use of APIs and other IT tools to better connect, collaborate, and co-create with ecosystem partners



## Key metrics you need to consider to evaluate technology investments

Metrics	Ranking
IT development teams' productivity	<b>36%</b>
Employee usage of digital tools and services	<b>34%</b>
Applications and service availability	<b>31%</b>

% of survey respondents (n=320)

*Survey respondents highlight the pressing pain points faced by IT Leaders that AI can solve.*







“ We are facing challenges in integrating different technologies across the business that effectively support functions and avoid investment duplication.”

“ We are struggling with creating new digital business models and leveraging technologies and data to deliver better products and services more in line with customers needs.”

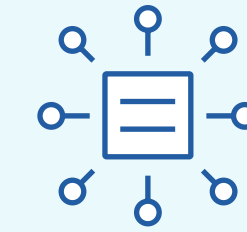
“ We are not fully delivering a return from technology investments as employees across functions use a wide variety of formats to report on how they use technologies.”

# Being a Successful CIO/CTO in the AI Everywhere Era

## Examples of key use cases for the IT function to focus on:

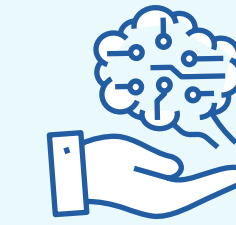
Use Case	Description
<b>Application Maintenance</b> 	Updates to software by means of patches, bug fixes, and other enhancements.
<b>Intelligent IT Service Desk Response</b> 	Increased agent situational awareness and response times.
<b>Pipeline Efficiency Optimization</b> 	Using a continuous integration/continuous delivery pipeline to optimize DevOps flow and capabilities.
<b>Root Cause Analysis and Anomaly Detection</b> 	Identify and analyze performance data deviations and correlations to find the cause of issues.
<b>Service Observability</b>	Full stack performance and reliability monitoring and data analysis.
<b>Virtual Agent/ Conversational AI</b> 	Context-aware virtual conversations for business and technology issues.
<b>Agentic AI Use Cases</b> 	

## A Guide on How to Progress on the AI Path for IT Leaders



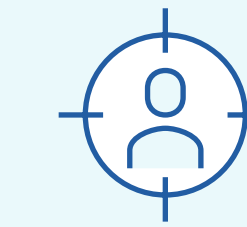
### Use Cases and Value Realization

CIOs and IT Leaders should help business leaders identify and prioritize AI use cases, highlight key metrics, evaluate use cases to avoid duplication, coordinate unified development, and ensure alignment with the digital road map.



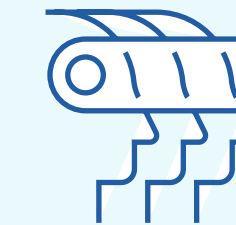
### AI and Technology Governance

From day one, setting expectations and requirements is crucial for AI implementation. IT leaders and the CISO shape governance, legal compliance, and data protection strategies to meet organizational and industry regulatory requirements.



### People-Centric Transformation

CIOs should shift from usage KPIs to satisfaction KPIs for technology adoption, especially AI adoption. They can drive bottom-up participation and foster a culture of innovation as change agents by focusing on complex and creative tasks.



### AI Orchestration and Collaboration

Technology leaders, such as CIOs, CTOs, and chief data/digital officers, are likely AI orchestrators. They must establish collaboration guidelines, set priorities based on business needs, and implement a detailed technology road map alongside AI deployments.



### Agentic AI to Drive Business Transformation and Value Creation

Technology leaders will be called to arrange and manage the new workforce of agents used across different functions, ensuring the right guardrails are in place and data is clean, actionable, and secure.

# Chief Marketing Officers are Required to Leverage AI to Personalize Customer Experience in Real Time and At Scale, Delivering Greater Conversion.



## Where do you need to focus on in the next 12 months?

Reduce costs and streamline marketing operations



Increase revenue through growth of new customers



Improve quality of lead generation through more precise segmentation of ideal target audience



## Key metrics you need to consider to evaluate technology investments

Metrics	Ranking
Marketing-impacted revenue (closed or booked revenue influenced by marketing)	59%
Engagement metrics (e.g., web traffic, social interactions, app downloads, active users)	38%
Marketing-influenced pipeline (opportunities in the pipeline influenced by marketing activities)	34%

% of survey respondents (n=320)

*Survey respondents highlight the pressing pain points faced by Marketing Leaders that AI can solve.*



We have a ‘one-size-fits-all’ marketing approach with little personalization that is hindering our activities.”








We possess a wide and differentiated range of content, but we are unsure of its effectiveness and impact on customers and prospects.”



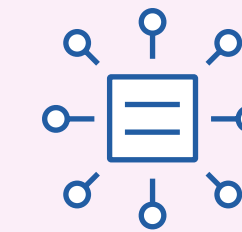
We have no tool or capability to track the ROI of activities and campaigns, and therefore we are not able to articulate our department’s full impact.”

# Being a Successful Chief Marketing Officer in the AI Everywhere Era

## Examples of key use cases for the marketing function to focus on:

Use Case	Description
<b>Autonomous Voice-of-Customer</b>	Interpreting text-based signals from customers and prospects to assess brand/product perception and the affinity to buy or promote.
<b>Continuous Micro Segmentation</b>	Continuously evaluate segment membership using real-time behavioral signals, transactional data, and customer attributes to optimize audience activation.
<b>Derivative Content</b> 	Create new versions of content from existing content (i.e., text, images, videos) through reformatting, resizing, clipping, or transforming the source item into a variety of new forms.
<b>Instantaneous Insights</b> 	Continuously consolidate data from disparate systems in real time to create a dynamically customized view of marketing performance.
<b>Personalized Digital Assistant</b> 	Customer-facing agents answer questions, offer product recommendations, and guide website journeys using customer data and past wins.
<b>Unique Messaging at Scale</b> 	Real-time, at scale, autonomous personalization of messaging components (e.g., subject line, offer, timing) based on behavioral and transactional attributes.
<b>Agentic AI Use Cases</b> 	

## A Guide on How to Progress on the AI Path for Marketing Leaders



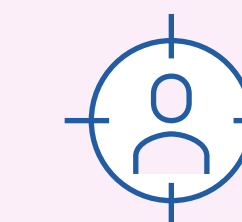
### Use Cases and Value Realization

Marketing executives should collaborate across departments to create a unified customer view and channel feedback to production and IT units. This fosters innovative, tech-based, and customer-centric products and new use cases.



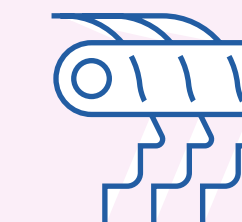
### AI and Technology Governance

AI is revolutionizing marketing, from search engine optimization to personalized campaigns. Marketing leaders must protect customer data and ensure privacy while personalizing and interpreting behaviors.



### People-Centric Transformation

AI and agentic AI are transforming marketing and enhancing human creativity. Marketing leaders must ensure the workforce embraces, executes, and uses this technology effectively to generate new ideas and projects.



### AI Orchestration and Collaboration

Marketing leaders must understand how technologies, especially AI, are used by the workforce to deliver data-heavy, cross-functional use cases. This knowledge helps share insights with stakeholders.



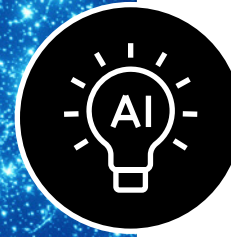
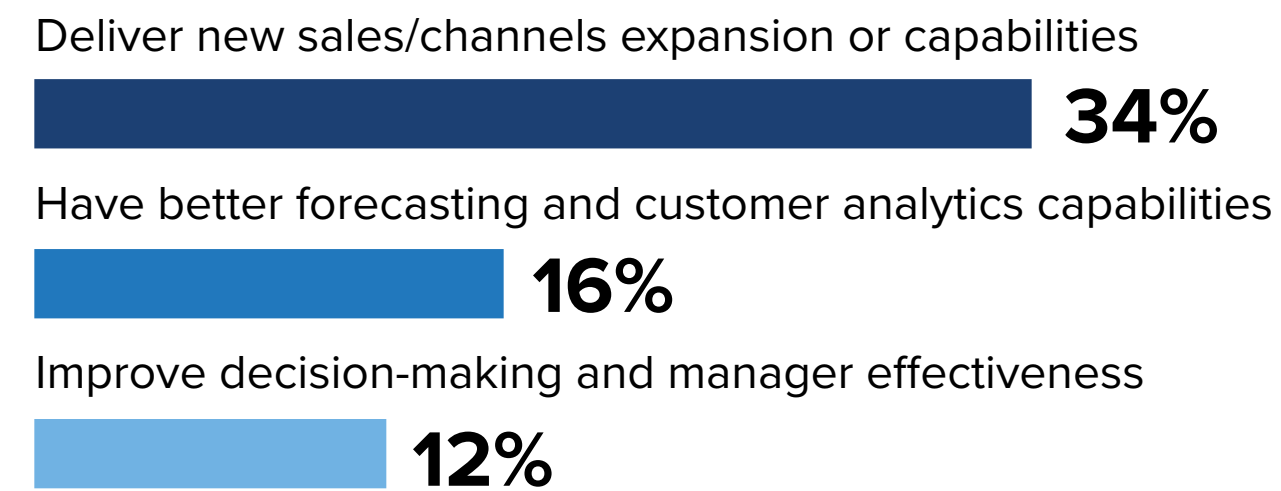
### Agentic AI to Drive Business Transformation and Value Creation

Agentic AI can refine customer insights and deliver targeted campaigns. Marketing leaders must identify processes to transition to agentic workflows and enhance staff productivity and results.

# Chief Revenue Officers Must Use AI to Identify and Open New Sales Opportunities While Filling the Talent Gap With Agentic AI Capabilities



## Where do you need to focus on in the next 12 months?



## Key metrics you need to consider to evaluate technology investments

Metrics	Ranking
Sales pipeline conversion	34%
Revenue and booking growth vs. prior year	34%
Filling the sales pipeline	34%

% of survey respondents (n=320)

*Survey respondents highlight the pressing pain points faced by Commercial Leaders that AI can solve.*







“ We cannot find the right selling points and insights to differentiate from our competition.”

“ Finding, hiring, and retaining sales personas is a full-time job that diverts senior sales leaders from active selling.”

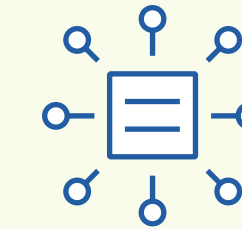
“ We struggle to keep the pipeline full to consistently fuel our revenue and drive top-line growth for the organization.”

# Being a Successful Chief Revenue Officer in the AI Everywhere Era

## Examples of key use cases for the sales function to focus on:

Use Case	Description
<b>Enhanced Sales Forecasting</b> 	The autonomous and intelligent monitoring of prospect inflow, loss analysis, and deal velocity.
<b>Drafting Contracts</b> 	The automated creation of contracts based on a company's standard terms and conditions.
<b>Generative Content Creation</b> 	Intelligent and prompt-based creation of sales scripts, brochures, playbooks, and presentations.
<b>Generative Recommendations</b> 	Intelligent product recommendations based on purchase history, buying behavior, and stated preferences.
<b>Personalized Training and Coaching</b> 	Self-adaptable and customized sales training materials, coaching, and real-time simulation activities.
<b>Task Automation</b>	Intelligent automation of repetitive tasks (such as creating proposals, email templates, CRM updates, data entry forms, meeting summaries, etc.)
<b>Agentic AI Use Cases</b> 	

## A Guide on How to Progress on the AI Path for Commercial Leaders



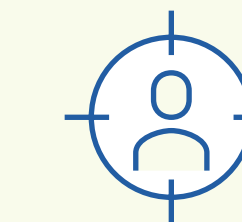
### Use Cases and Value Realization

Sales leaders must prioritize high-value use cases to boost the organization's top line. Using the right metrics is crucial for evaluating ROI in the sales function.



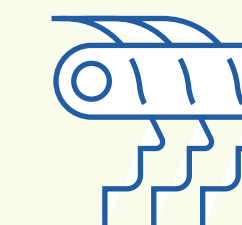
### AI and Technology Governance

Sales leaders must ensure the safe use of data on customers and past deals to deliver insights and plan strategies. AI use should be regularly reviewed with IT leaders for compliance.



### People-Centric Transformation

Sales leaders must support AI deployment to automate mundane tasks, freeing time for valuable activities like prospecting. The chief revenue officer should act as a change agent.



### AI Orchestration and Collaboration

Sales leaders must consider data handling when selecting AI-embedded customer relationship management (CRM) tools. Collaborate with IT and other departments to modernize infrastructure and integrate current data sources.



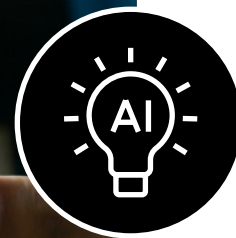
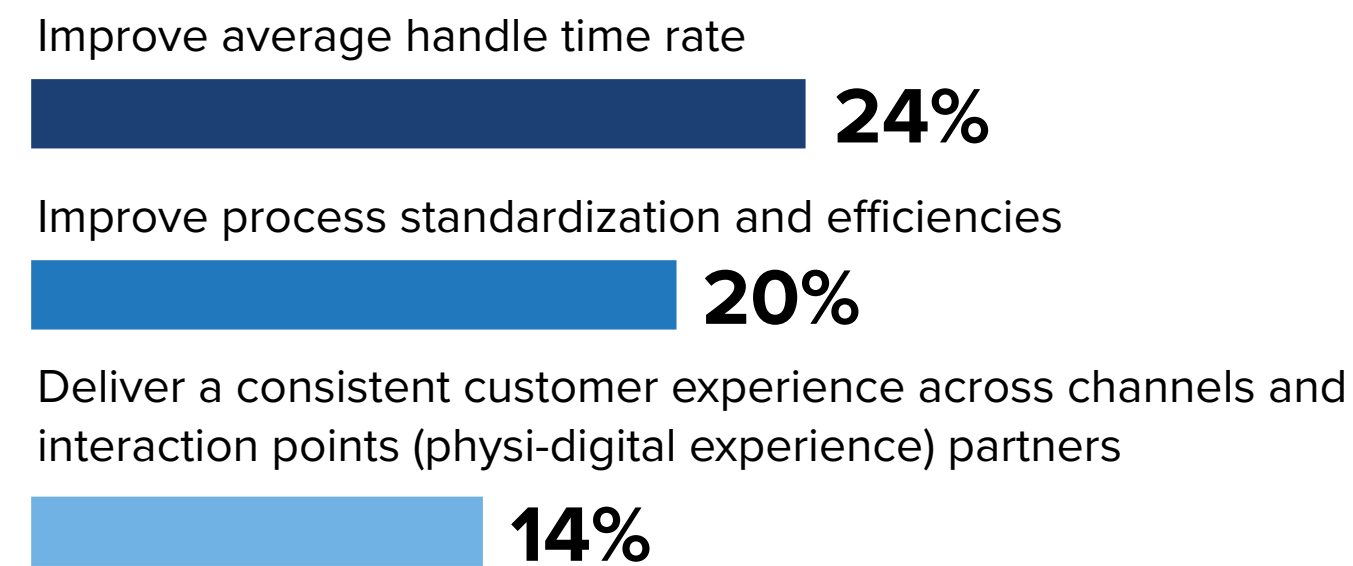
### Agentic AI to Drive Business Transformation and Value Creation

Sales leaders should adopt agentic workflows to help sales representatives understand current and future customers, generate insights, connect market sources with internal data, and enhance profiling and strategies.

# Customer Service Leaders Are Expected to Drive Greater Personalization, Content Quality, and Channel Coordination With AI



## Where do you need to focus on in the next 12 months?



## Key metrics you need to consider to evaluate technology investments

Metrics	Ranking
Indicators linked to delivering a consistent customer experience	<b>73%</b>
Indicators linked to performance on various steps of the digital-first customer journey	<b>53%</b>
Indicators linked to customer satisfaction (CSAT)	<b>39%</b>

% of survey respondents (n=320)

*Survey respondents highlight the pressing pain points faced by Customer Service Leaders that AI can solve.*

“ We have a ‘one-size-fits-all’ customer service strategy that does not allow for significant personalization.”






“ We have no access to user-friendly self-service channels that support a more autonomous and independent customer journey.”

“ We lack cross-channels visibility, and we have an incomplete view across the different interaction points during the customer journey.”

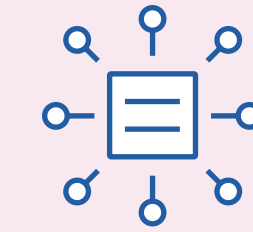


# Being a Successful Customer Service Leader in the AI Everywhere Era

## Examples of key use cases for the customer service function to focus on:

Use Case	Description
<b>Automated 24/7 Customer Service</b> 	Customer issues and/or concerns can be addressed and resolved in real time via generated responses without intervention by a live agent.
<b>Autonomous Escalation</b> 	Escalation of an issue or customer interaction and resultant response generated to steer to resolution.
<b>Contextualized Responses to Customer Queries</b>	Ability to draw from a wider repository of customer data across stages of the customer journey to maintain context while providing response suggestions.
<b>Generative Curated Knowledge Content</b>	Ability to surface relevant knowledge articles, suggest new knowledge articles from responses, and identify knowledge gaps.
<b>'Voice of the Customer' Closed Loops Insights – Product and Service Development</b> 	Autonomous recommendations to product development and design teams for improvements to future products.
<b>Workforce Optimization/ Workforce Management</b> 	Optimal agent schedules by taking into factors such as time of day, workload, employee preferences, skill level, seniority, and training/skill building/coaching (quality management).
<b>Agentic AI Use Cases</b> 	

## A Guide on How to Progress on the AI Path for Customer Service Leaders



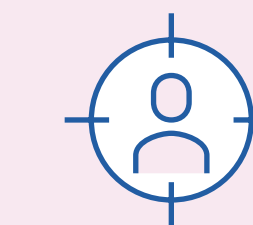
### Use Cases and Value Realization

Customers expect personalized experiences. Externally, the customer function should be more intelligent and self service-oriented with AI. Internally, customer service leaders should prepare second and third response lines for AI-augmented human interactions.



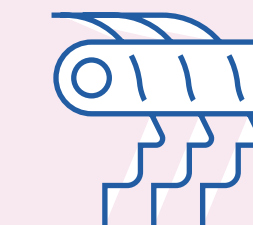
### AI and Technology Governance

Customer service leaders should be aware of the risk of model hallucination and the requirement to stick to company and regulatory guardrails before using AI and agentic AI capabilities on customer data.



### People-Centric Transformation

Empowering customer service employees to leverage AI for prompt and accurate responses reduces the burden of mundane tasks, enabling workers to focus on higher value-added activities. This boosts employee morale, provides better customer service, and generates larger revenue.



### AI Orchestration and Collaboration

Customer service leaders should enable platform-based collaboration with marketing and sales for a unified customer view based on a curated customer dataset. They also need to work with product and IT to improve offerings using AI insights.

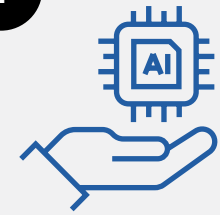


### Agentic AI to Drive Business Transformation and Value Creation

Agentic AI is crucial for creating a personalized and unique customer experience. Leaders must gauge customer willingness to interact with AI, balancing AI and human interactions as needed.

# Recommendations for the C-Suite That is Eager to Play in the AI Era with Generative and Agentic AI

1



## Double down on efforts to deliver a return from AI investments

AI investments need to be carefully assessed, especially when budgets are often constrained and shifted from other projects and activities. Building the right capabilities to evaluate ROI, and communicating it promptly to all involved stakeholders, is critical. This ensures continued funding and buy-in for AI initiatives.

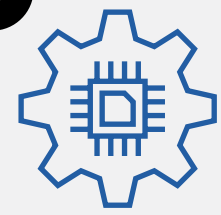
2



## Agree on a single governance framework and policies

The C-suite should implement a robust governance framework that includes risk management procedures, accountability structures, and continuous monitoring measures, all while developing a comprehensive set of AI policies that outline ethical guidelines, data privacy standards, and compliance requirements. With such frameworks and policies, unbiased models with trusted and fair outcomes can be created.

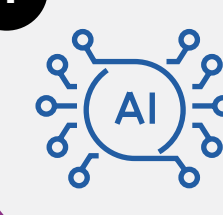
3



## Plan for and appoint an AI orchestrator

Organizations should appoint an AI orchestrator to coordinate investments under a unified strategy. Some organizations may opt for a chief AI officer, while others might transition IT or line-of-business roles into AI orchestrators or establish centers of excellence or committees. Moving forward, a shared sense of responsibility, collaboration, and budget accountability among C-suites is essential.

4



## Invest in cross-department use cases

Agentic AI will be the primary driver for connecting information and sources across multiple functions and departments, enabling new and shared use cases. It is critical that employees, according to their function, are granted access to such tools to ease their daily activities and enhance their capabilities. Executives must agree on a single, common, and unified road map and strategy to fully leverage this new opportunity.

5



## Plan for the advent of agentic AI

Business and IT functions have successfully partnered to establish programs where business users build applications and automate tasks for their units or teams. These programs should extend to support agentic workflows. A good starting point is to develop agentic workflow proofs of concept from a designated center of excellence, with business teams providing ideas.

# About the Analysts



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Erica Spinoni is a senior research analyst for the European Research Team. Based in Milan, Spinoni supports IDC's European Digital Business Strategies and IDC's European Future of Work practices. In her role she advises ICT players on European digital business and future of work market trends, supporting them in their planning, go-to-market and sales cycles with market research, custom projects, as well as honoraria.

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# Additional Insights

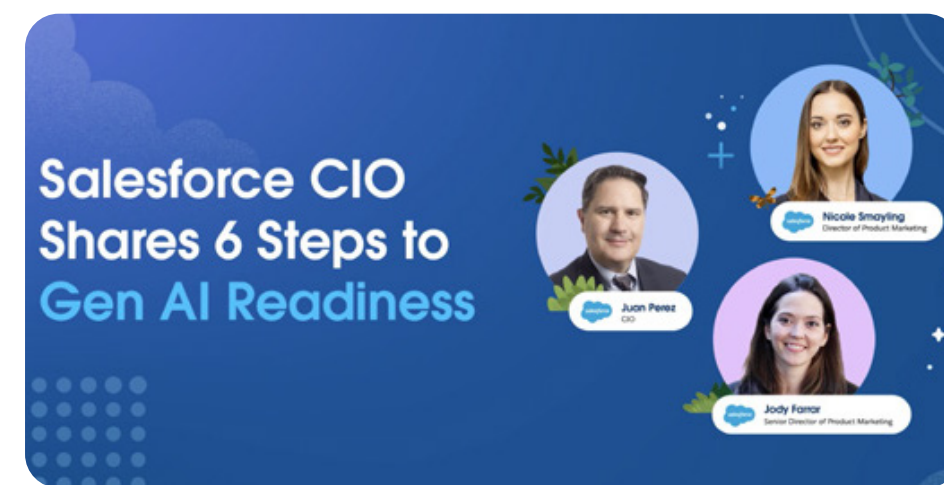
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## EXPLORE

Explore our Survey - The CIO's AI Dilemma - to get a snapshot of the state of enterprise AI and CIO's challenges today.

DISCOVER MORE



## HEAR FROM EXPERTS

Tune into Salesforce+ and hear from CIOs and thought leaders on how to make your enterprise AI ready.

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## GET THE GUIDE

Trust is the cornerstone of every successful business. Learn how to build a strong governance framework for AI Innovation.

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