

AI in the Enterprise: 30 Useful Charts

Compiled January 2025

About This Deck

The InnoLead team compiled this deck as a resource for professionals helping to shape AI strategy and deployments. All the data was published in 2024. Please note that some data refers to AI broadly, and some data to generative AI specifically.

If you cite data from this report or incorporate these charts in your own presentations, kindly reference the original source.

We've divided this deck into six sections:

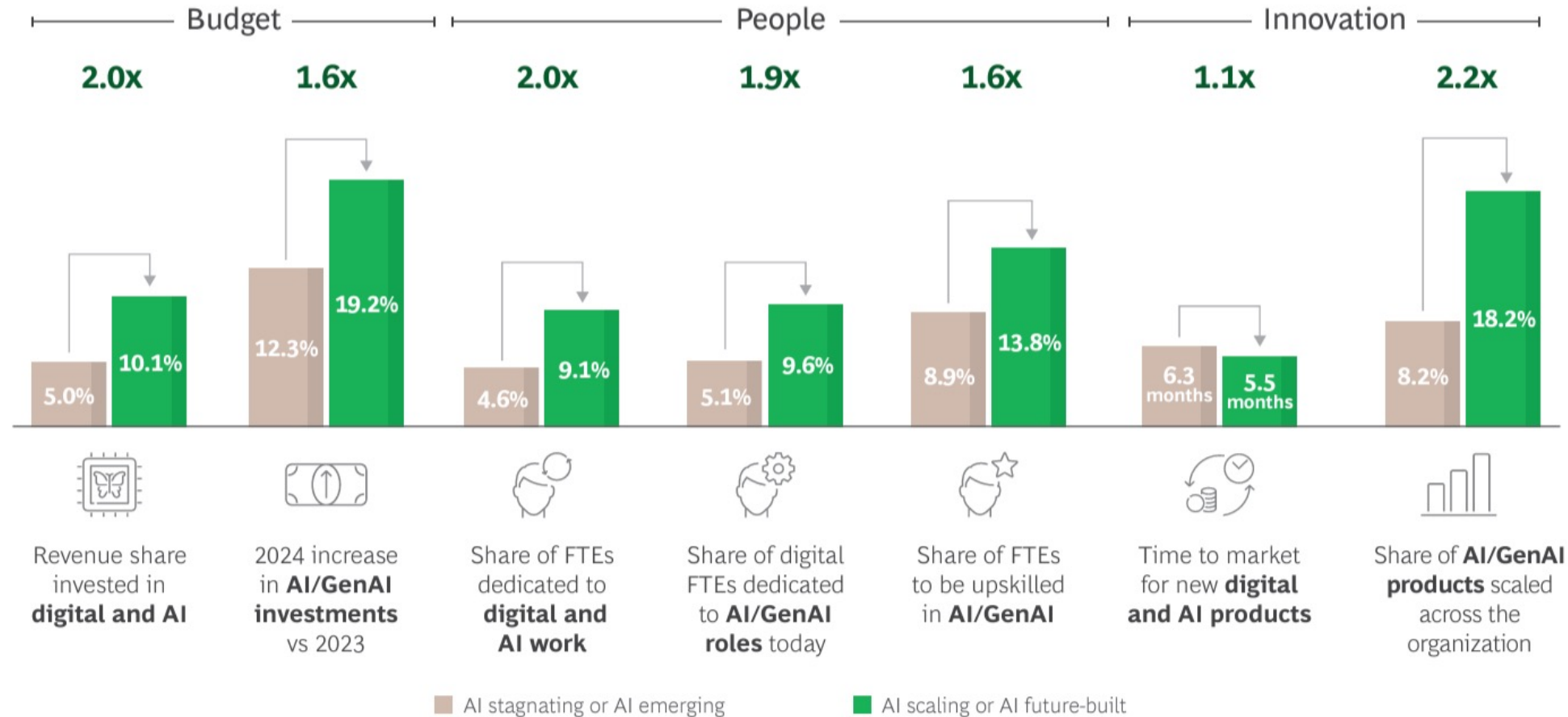
1. Spending, Strategy & Drivers
2. Use Cases and Value
3. People, Training & Upskilling
4. Leader Perspectives
5. Risk Mitigation & Metrics
6. Root Causes of Failure, Data Capabilities & More



The background of the slide is a dark field filled with numerous out-of-focus light spots, known as bokeh. These spots are primarily in shades of blue, red, and white, creating a vibrant and festive atmosphere. The lights vary in size and intensity, with some appearing as bright, sharp circles and others as softer, more diffused halos.

1. Spending, Strategy & Drivers

Exhibit 2 - Compared with Their Peers, Leaders Are Allocating More of Their Budget and Resources to Digital and AI Capabilities in 2024



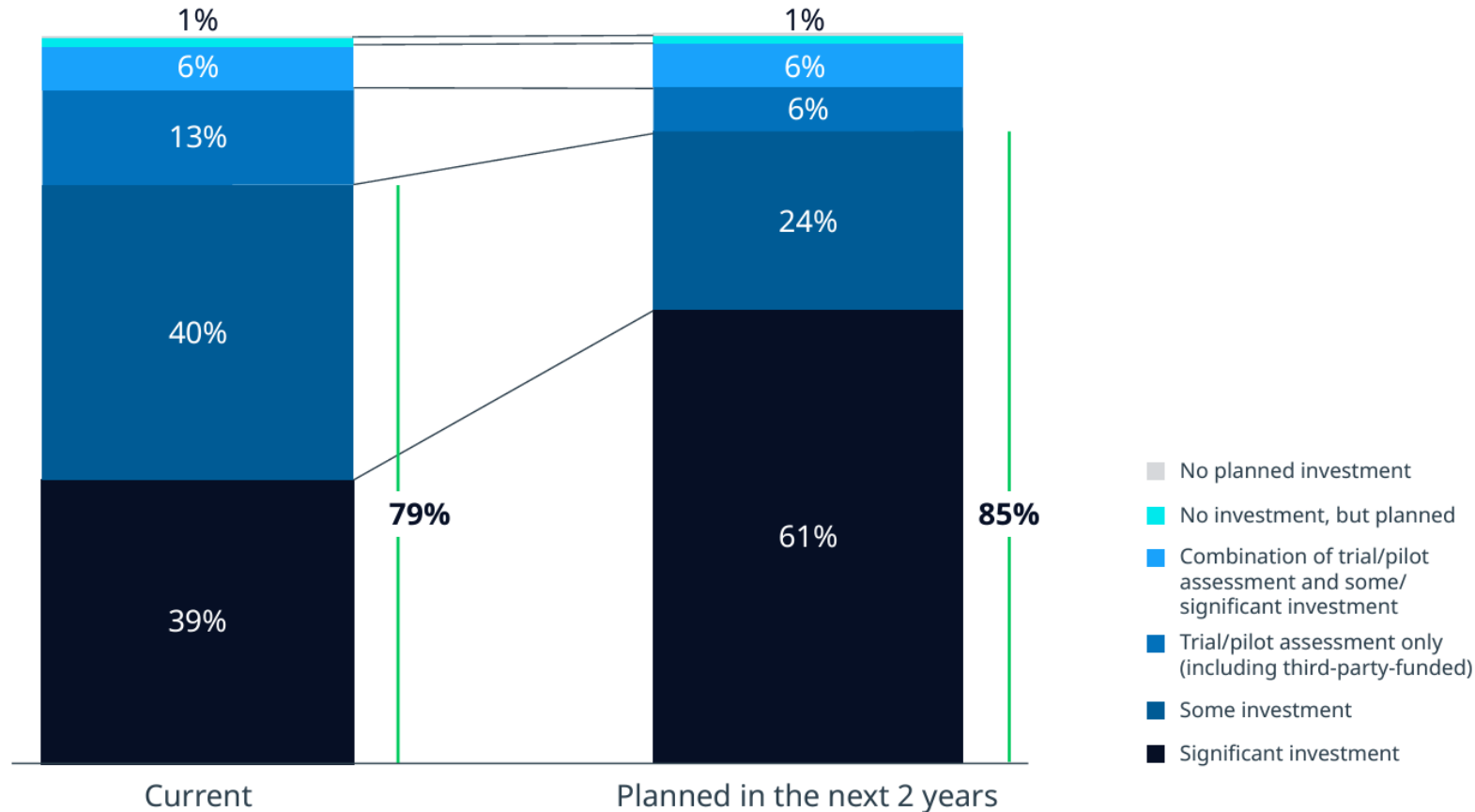
Source: BCG Build for the Future 2024 Global Study (merged with DAI).

Note: FTEs = full-time equivalent employees.

From [Where's the Value in AI?](#), published October 2024 by BCG.

Growing investment in GenAI

Globally, almost every organization in our survey is investing in GenAI. Nearly 2 in 3 plan to make a significant investment in the next two years.

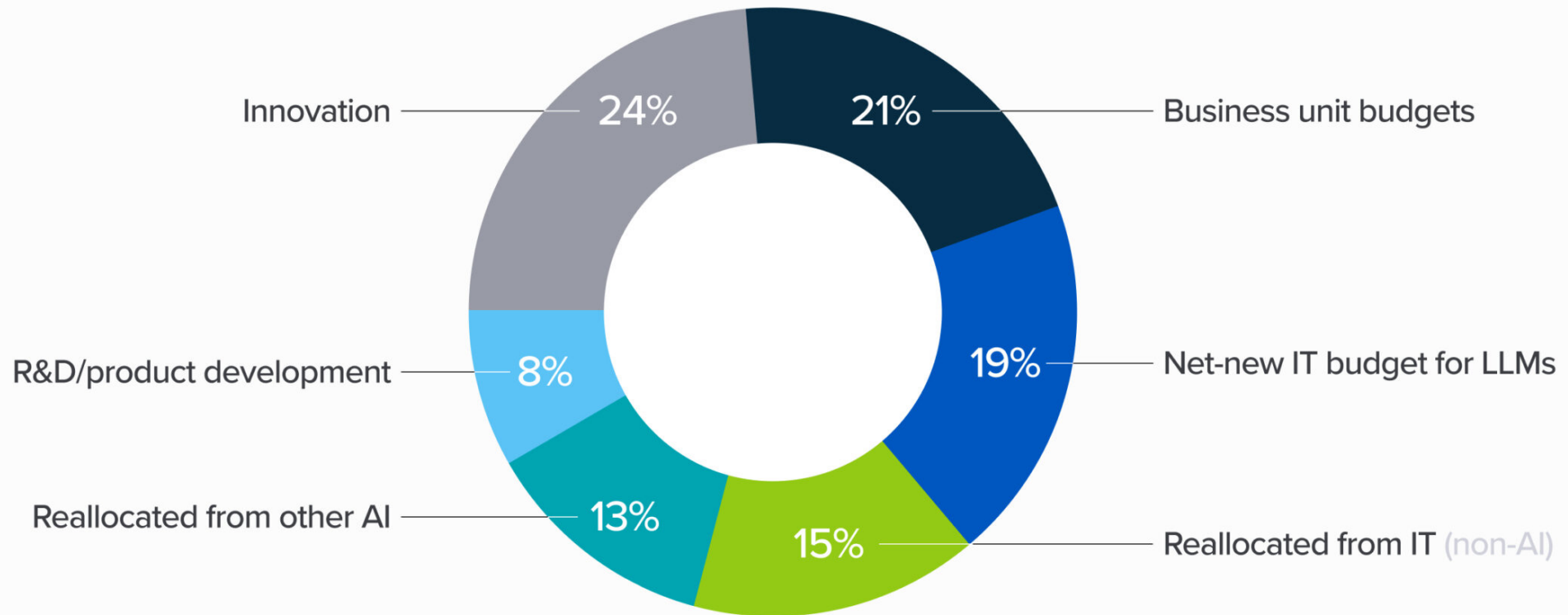


What best describes your organization's investment in GenAI? (Current and planned in next 2 years)

Base: All respondents (n=2,307)

From [The Global Gen AI Report](#), published November 2024 by NTT DATA.

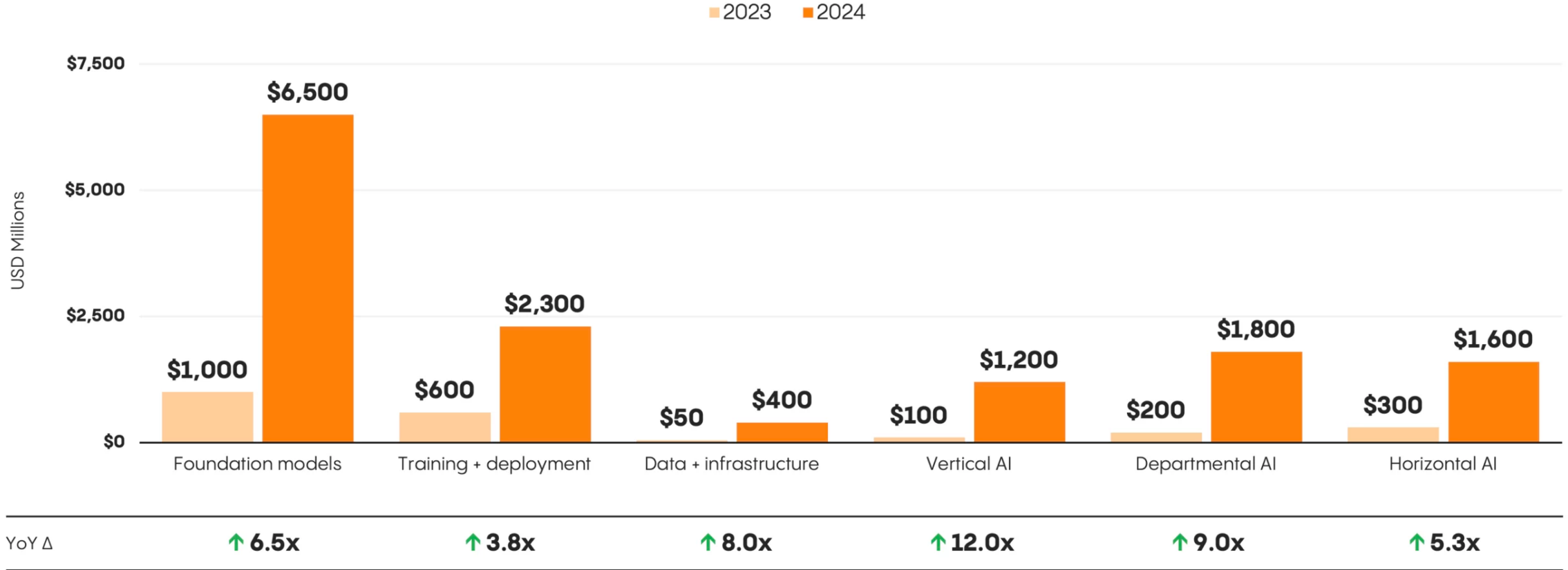
Budget allocation: where is the money for generative AI coming from?



Source: interviews conducted by a16z partners

From [16 Changes to the Way Enterprises are Building and Buying Generative AI](#), published March 2024 by a16z.

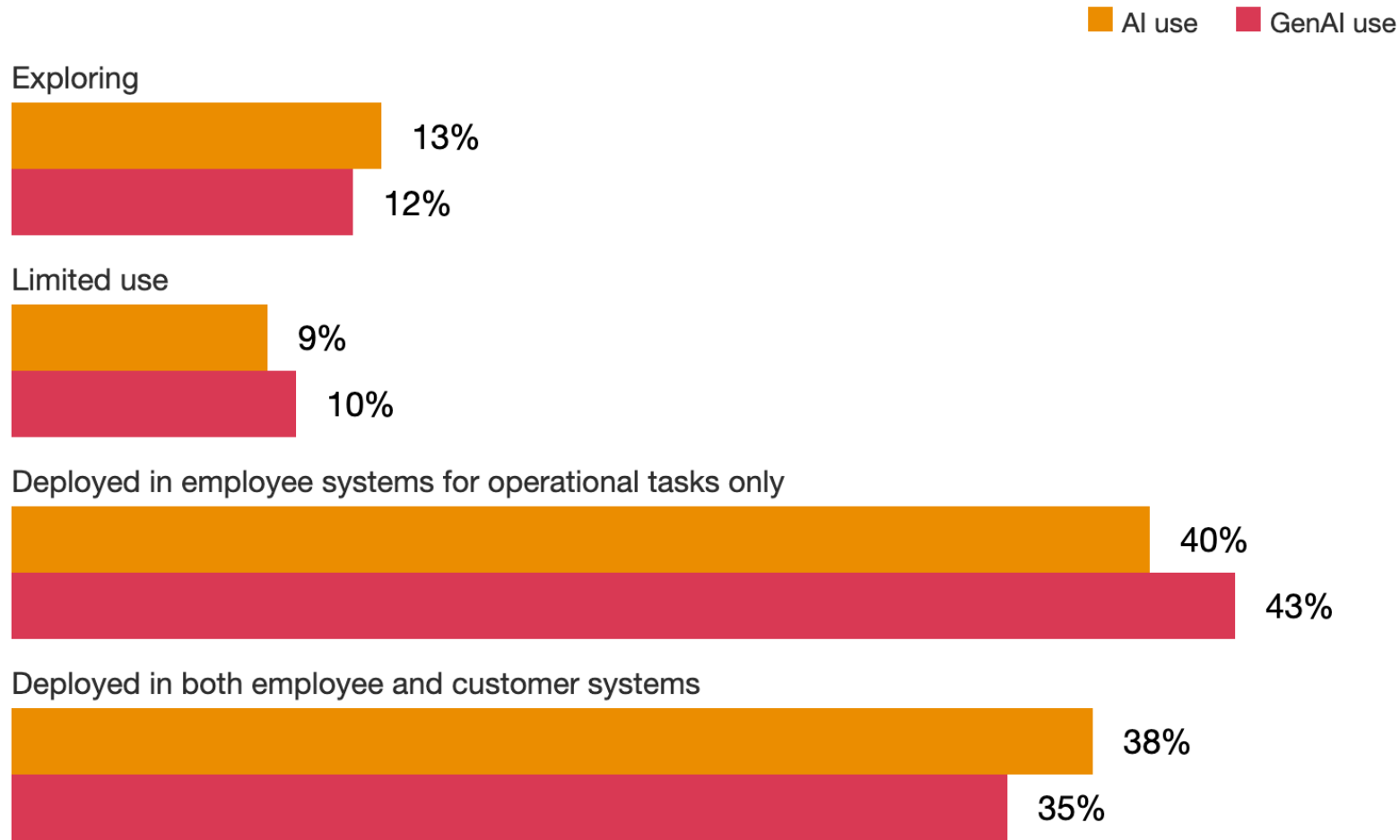
Generative AI Spend by Category: 2023 vs. 2024



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From [The State of Generative AI in the Enterprise](#), published November 2024 by Menlo Ventures. “Today, 60% of enterprise generative AI investments come from innovation budgets, reflecting the early stages of generative AI adoption. However, with 40% of generative AI spending sourced from more permanent budgets—58% of which is redirected from existing allocations—businesses are demonstrating a growing commitment to AI transformation.”

How far along businesses are with AI and GenAI



From [Responsible AI Survey](#), published August 2024 by PwC.

*Note: Responses to 'Other,' 'Unsure' and 'NA' not shown.

Qs. Which of the following best describes your organization's current status regarding the use of artificial intelligence? Which of the following best describes your organization's current status regarding the use of generative artificial intelligence?

Source: PwC's 2024 US Responsible AI Survey, August 15, 2024 base of 865 currently use or intend to use AI, base of 870 currently use or intend to use GenAI

What drives Responsible AI investment

Differentiate your organization, products and services



Holistically manage risk of AI-based technologies



Meet regulatory and compliance requirements



Build trust with external stakeholders



Drive value creation or preservation



Protect your brand



Right thing to do



Directive from board



Directive from internal stakeholders



*Note: Responses to 'Other,' 'Unsure' and 'NA' not shown.

Q. What are your organization's main objectives for investing in or planning to invest in responsible AI (RAI) practices?
(Ranked top 3)

Source: PwC's 2024 US Responsible AI Survey, August 15, 2024 base of 1,001

From [Responsible AI Survey](#),
published August 2024 by PwC.

OBJECTIVES DRIVING THE INITIATIVES

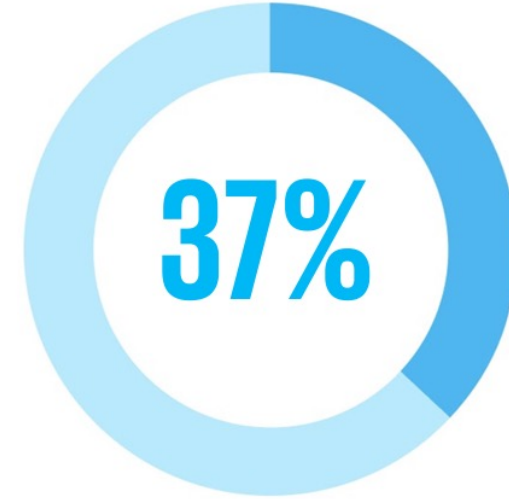


Revenue Growth
Main goal for C-suite

What were the initial objectives for getting started with Generative AI?



Increasing productivity
Main goal for all respondents



of those that have not yet assigned a dedicated CAIO position, plan to do so within the next 12 months

Do you plan to assign a dedicated Chief Artificial Intelligence Officer (CAIO) position?

From [GenAI Survey 2024](#), published August 2024 by KPMG.

IMPACT ON BUSINESS MODEL



71%

Leveraging data in decision making

52%

Opening new revenue opportunities

47%

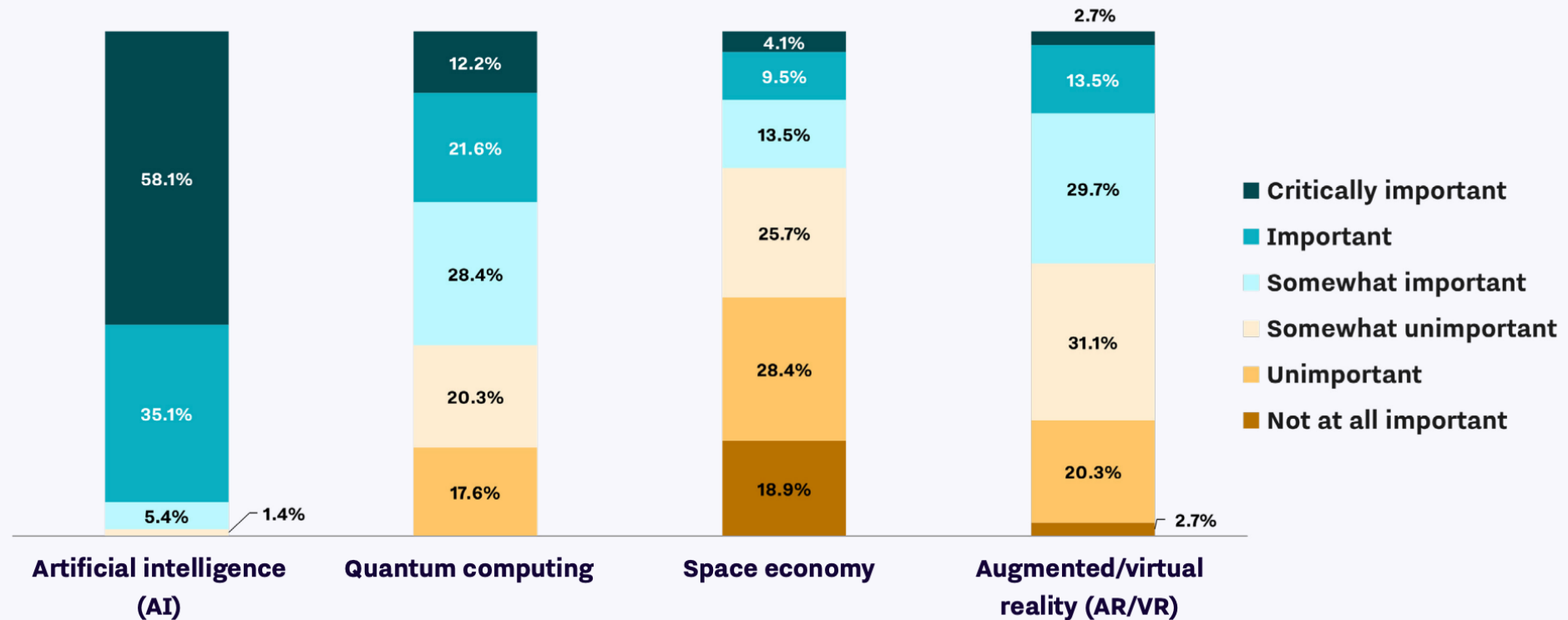
Shaping competitive positioning

How is GenAI impacting your organization's business model?

From [GenAI Survey 2024](#), published August 2024 by KPMG.

How important do you consider embracing these new technologies to achieving your value-creation objectives?

Artificial intelligence, far and away, is the technology most respondents see as important in 2024, followed by quantum computing. The space economy, augmented reality, and virtual reality were seen as somewhat less important.



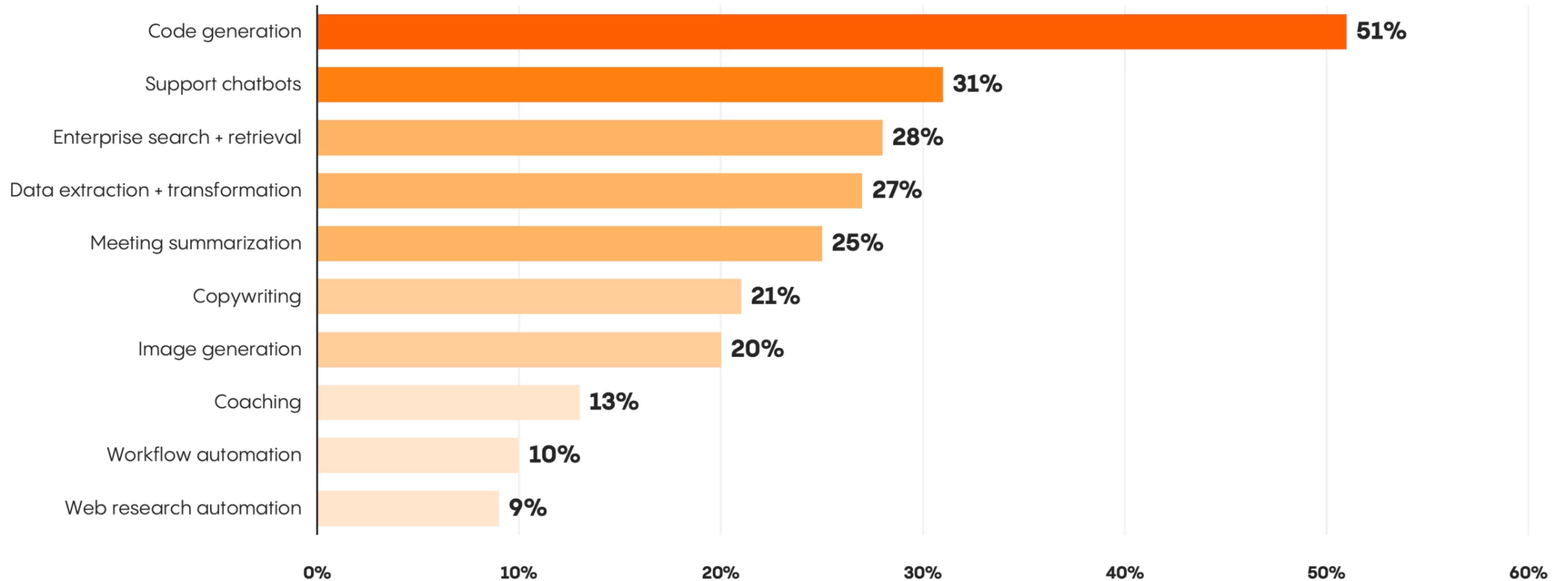
Source: InnoLead

From [Creating New Value in Large Organizations](#), published September 2024 by InnoLead and sponsored by KPMG.

The background of the slide is a dark field filled with numerous out-of-focus light spots, known as bokeh. These spots are primarily in shades of blue, red, and white, creating a vibrant and festive atmosphere. The lights vary in size and intensity, with some appearing as bright, sharp circles and others as softer, more diffused halos. The overall effect is reminiscent of a night sky filled with distant stars or a close-up of a light display.

2. Use Cases and Value

Dominant Generative AI Use Cases



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From [The State of Generative AI in the Enterprise](#), published November 2024 by Menlo Ventures. "Our data shows that organizations are primarily investing in practical, ROI-driven use cases. The top five use cases (code generation, chatbots, enterprise search, data transformation, and meeting summarization) focus on enhancing productivity and efficiency."

Highest Anticipated Value from GenAI for 2025

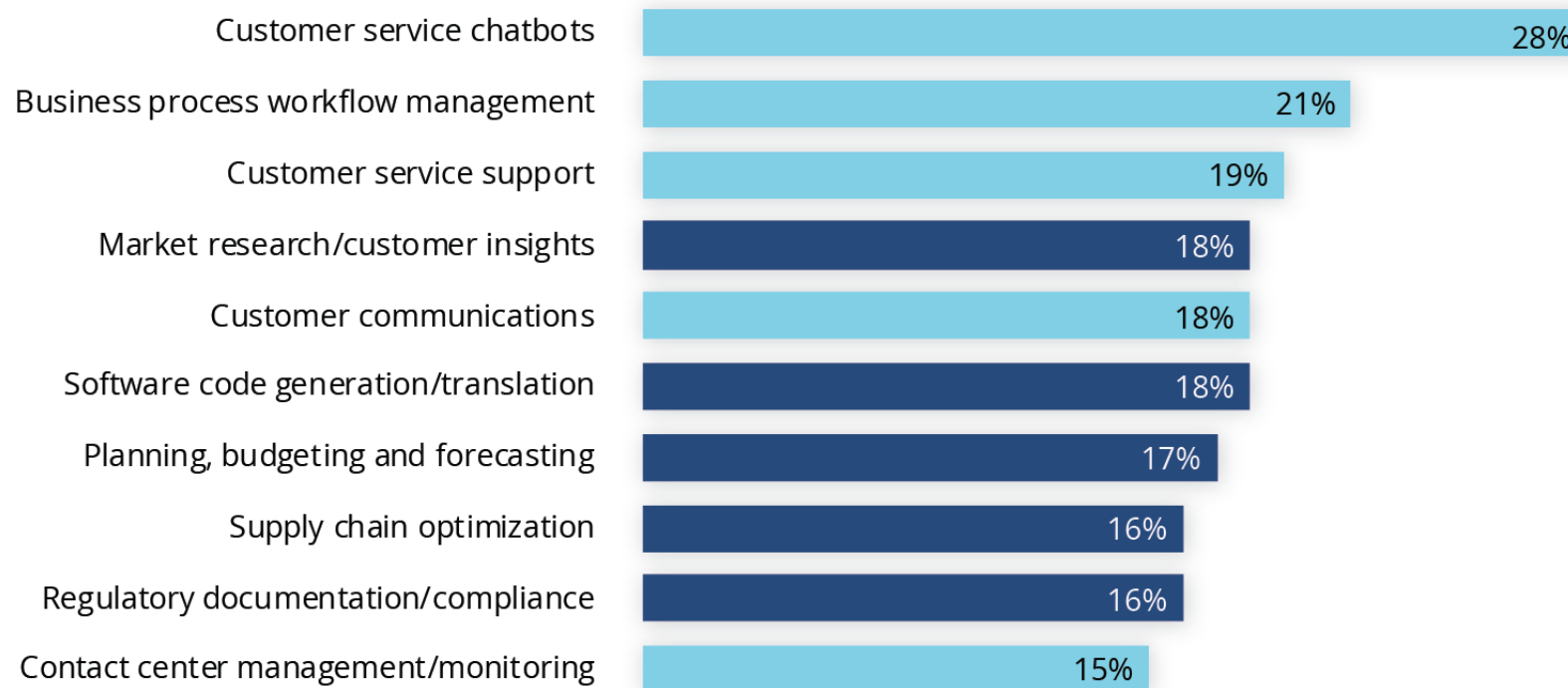


Figure 6

Source: ISG, 2024; Generative AI Use Case Study, n=201; Multiple Responses Allowed

From [Enterprise IT Priorities in 2025](#), published December 2024 by ISG. “Wave one use cases include human-in-the-loop processes like contact center and customer experience, in which GenAI provides input in real-time to drive faster resolutions and more accurate solutions... Wave two use cases will focus on augmenting expertise in areas like compliance, forecasting, market research and supply chain planning.”

Examples of generative AI benefits across functions



**Customer service
and contact centers**

20%-35%

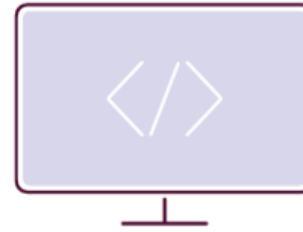
time reduction
for manual
responses



**Sales and
marketing**

30%-50%

less time spent
on content
creation



**Software product
development**

15%

time reduction
in coding-related
activities



**Back office and
other productivity**

20%-50%

task automation
for document
comparison

Source: Bain & Company

From [Technology Report 2024](#), published September 2024 by Bain & Company.

Figure 2: Back-office automation, application development, RunOps, marketing automation, and contact centers rank highly in demand across industries

What are the top three use case families your company will focus on for generative artificial intelligence (AI)?



Note: RunOps includes the running and maintenance of IT systems
 Source: Bain ITeS Survey (total N=155; n=between 19 and 21 for each vertical, November 2023)

From [Technology Report 2024](#), published September 2024 by Bain & Company.

The background of the slide is a dark field filled with numerous out-of-focus light spots, known as bokeh. These spots are primarily in shades of blue, cyan, and magenta, with some bright white and red spots scattered throughout. The lights vary in size and intensity, creating a vibrant, textured effect.

3. People, Training & Upskilling

Exhibit 6 - To Get an AI Transformation Right, 70% of the Focus Should Be on People and Processes

BCG's 10-20-70 model

Algorithms
10%

Data science capabilities to develop and implement algorithms

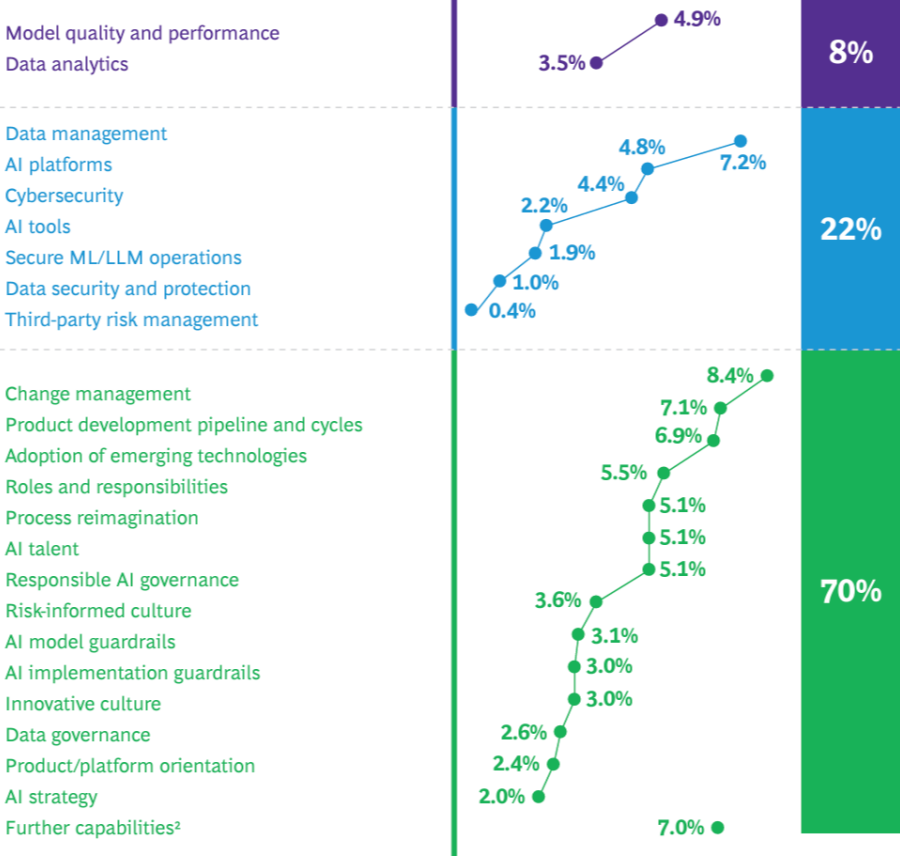
Technology
20%

Scalable and modernized stack that supports business needs

People and processes
70%

Effective processes supported by talent and change management practices

Relative importance of capabilities¹



From [Where's the Value in AI?](#), published October 2024 by BCG. "Our experience, corroborated by our new research, indicates that about 70% of the challenges relate to people and process, about 20% are technology issues, and only 10% involve AI algorithms (which often occupy a lot more organizational time and resources)."

¹Source: BCG 2024 Global Study on AI and Digital maturity; n = 1,000.

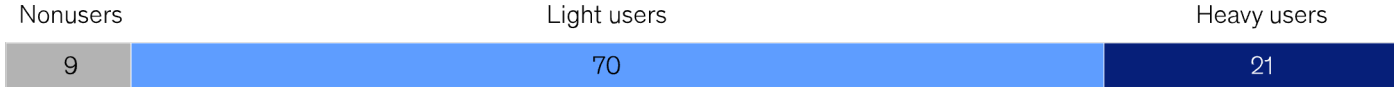
²Note: LLM = large language model; ML = machine learning.

¹Based on regression against probability of being an AI and GenAI value creator, defined as the average of expected cost savings and revenue uplift from AI and GenAI initiatives being ≥5%.

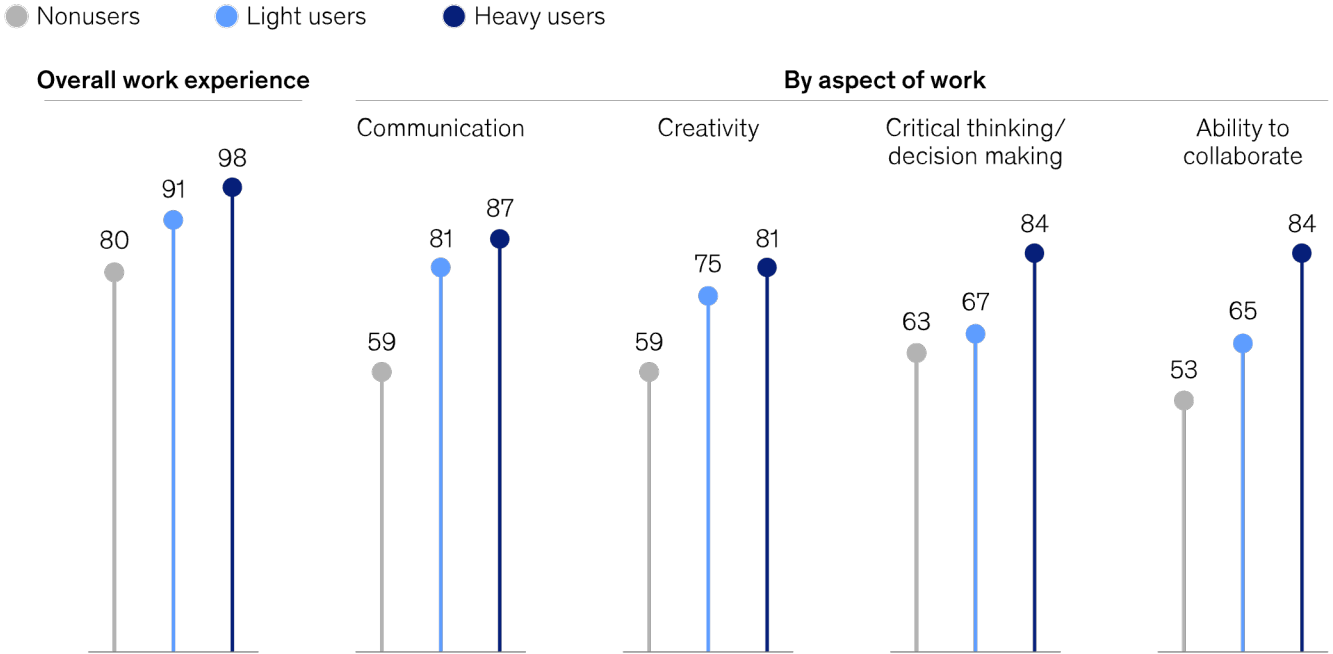
²"Further capabilities" summarizes all capabilities that fall into the "people and processes" category but individually received an importance score of less than 2%.

Nearly all respondents, both generative AI users and nonusers, are optimistic about the technology's impact on their work.

Employees' level of generative AI (gen AI) use,¹ % of respondents



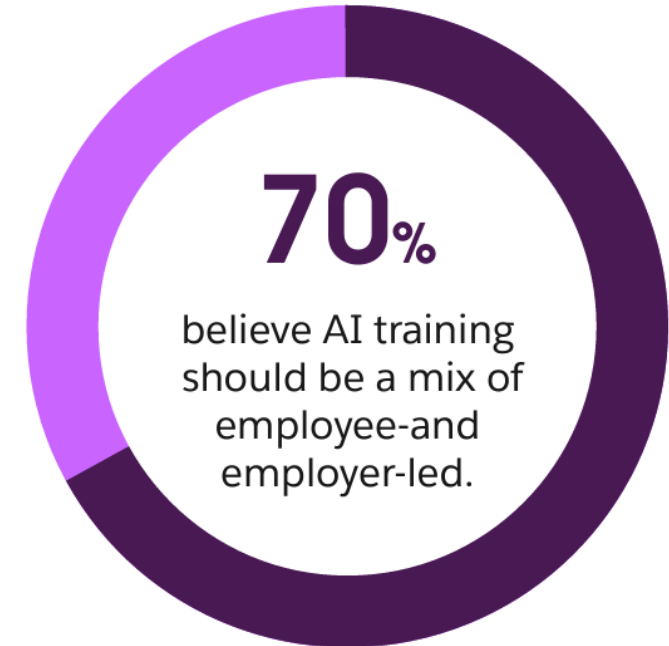
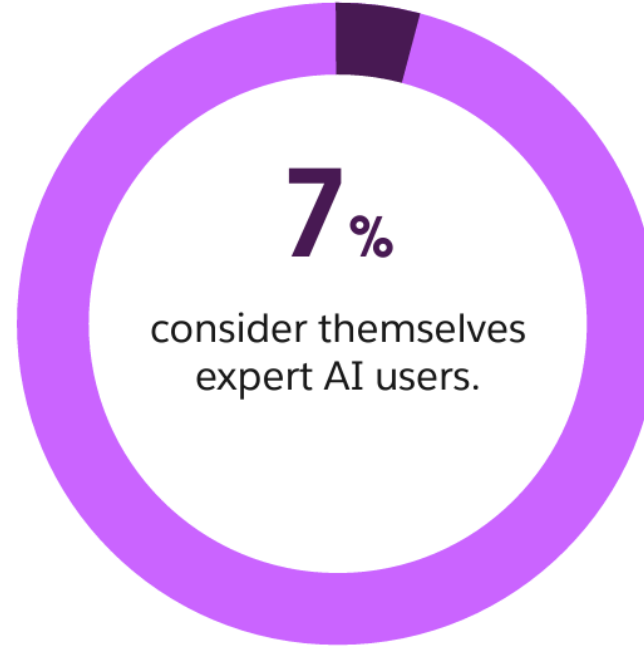
Share of respondents who anticipate that gen AI will positively affect their work experience, by employees' level of gen AI use, %



From [GenAI's Next Inflection Point](#), published August 2024 by McKinsey & Company. "...Most companies are lagging behind their employees. As high as employee usage is, organizational maturity with gen AI is strikingly low. In our survey, only 13 percent of respondents' companies have implemented multiple use cases, a group we call 'early adopters.'"

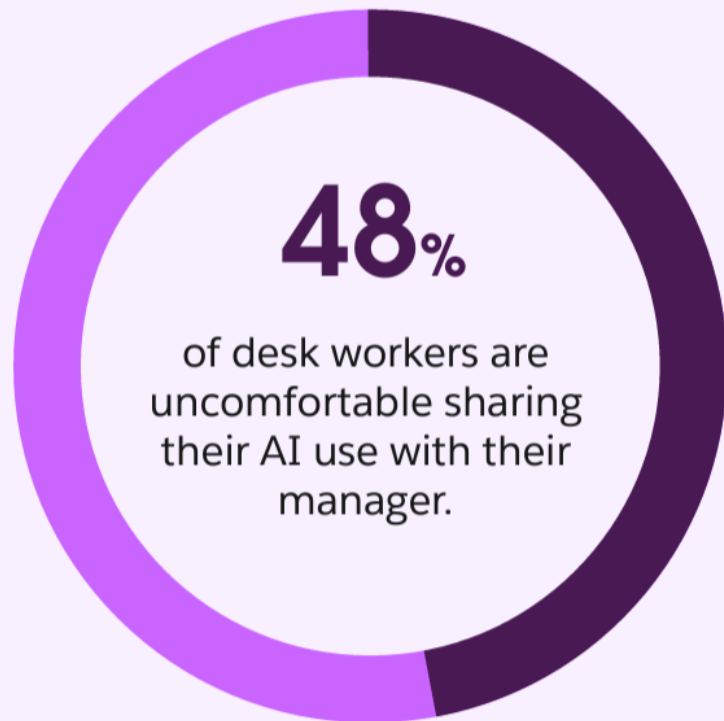
¹Nonusers are respondents who said they never or rarely use publicly available gen AI tools at work and that they never use internal gen AI tools (or that their organizations do not provide internal gen AI tools); n = 51. Light users are respondents who use either internal or public tools sometimes (ie, once per week), often (ie, 2-3 times per week), or at varying frequencies by the type of tool (ie, rarely using a private tool and often using a public tool); n = 414. Heavy users are respondents who said they use either internal or public tools almost always (ie, every day) for work; n = 127. Source: McKinsey Global Survey on gen AI use in organizations, Feb 27-Mar 8, 2024 (n = 592)

Strong need for AI skilling and training



Slack survey conducted August 2, 2024 - August 30, 2024. Number of completed responses = 17,372

From [The Fall 2024 Workforce Index](#), published November 2024 by Slack.



Top reasons workers don't want to admit they used AI:

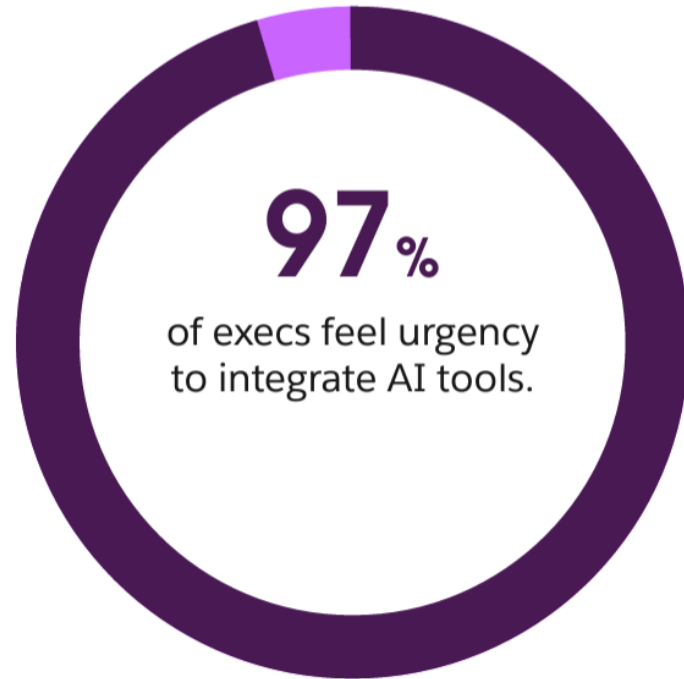
- 1 Feeling that using AI is cheating
- 2 Fear of being seen as less competent
- 3 Fear of being seen as lazy

From [The Fall 2024 Workforce Index](#), published November 2024 by Slack.

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4. Leader Perspectives

Executives are all-in on AI.



AI is now a top executive concern, above politics or the economy.

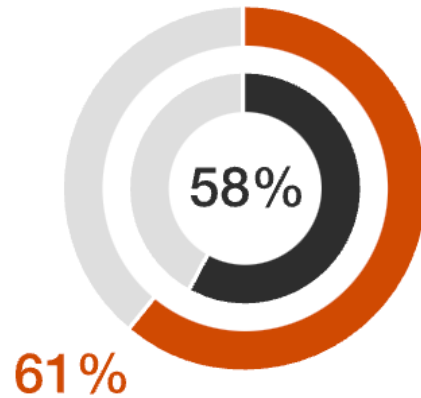


Slack survey conducted August 2, 2024 - August 30, 2024. Number of completed responses = 17,372

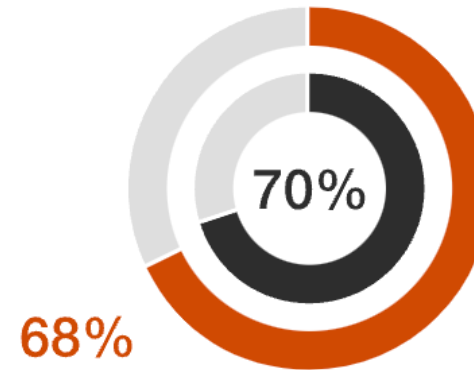
From [The Fall 2024 Workforce Index](#), published November 2024 by Slack.

Changing competitive landscape

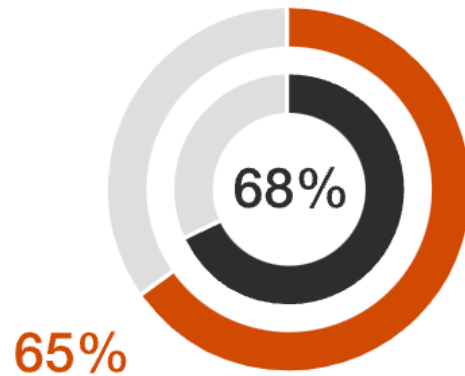
■ US CEOs ■ CEOs globally



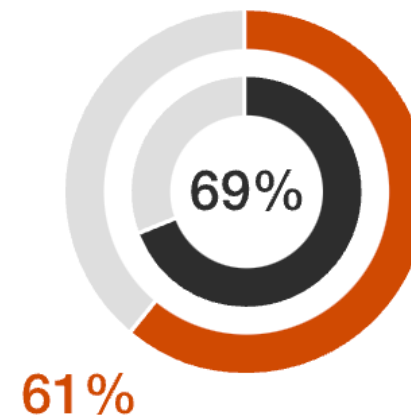
In the next 12 months, generative AI will improve the quality of my company's products or services



In the next three years, generative AI will significantly change the way my company creates, delivers and captures value



In the next three years, generative AI will increase competitive intensity in my industry

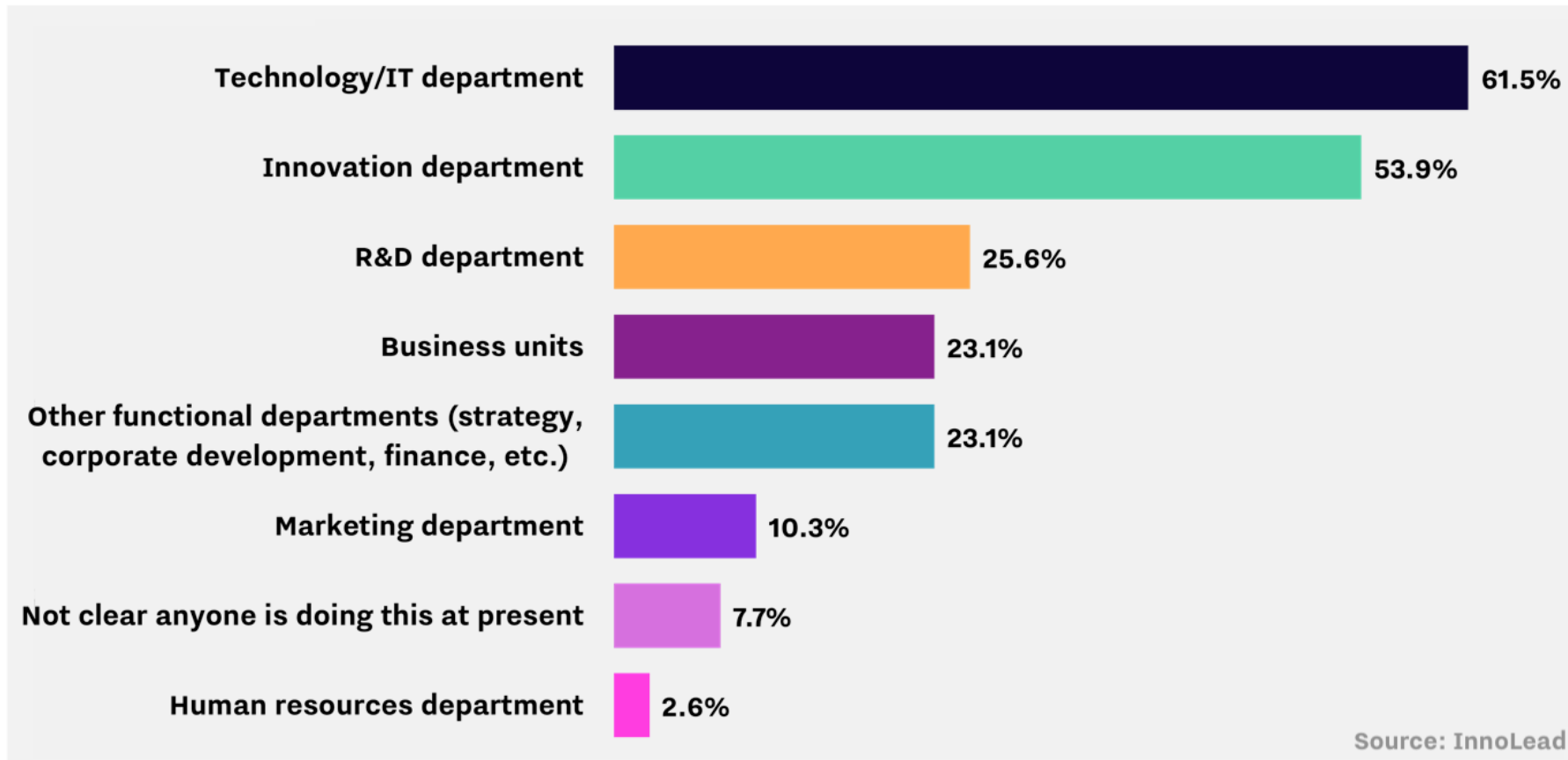


In the next three years, generative AI will require most of my workforce to develop new skills

Q: To what extent do you agree or disagree with the following statements about generative AI? (Showing responses to 'NET: Agree')
Source: PwC's 27th Annual CEO Survey, base of 4,702, US base of 231

From [Global CEO Survey](#), published January 2024 by PwC.

With regard to AI (artificial intelligence), who has significant responsibility for exploring potential use cases in your organization?



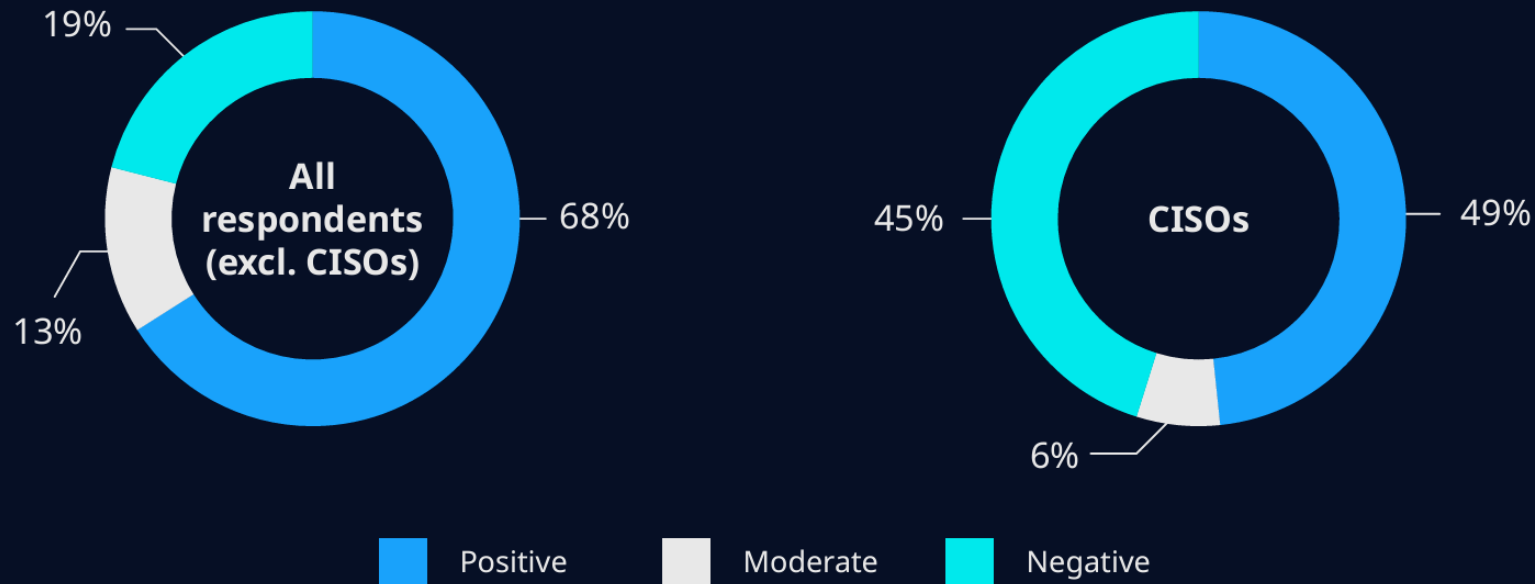
IT is in the pole position when it comes to exploring AI use cases, but the innovation department is not far behind. Research and development holds significant responsibility in one quarter of the organizations in our sample.

From [How AI is Influencing Corporate Innovation Priorities in 2024](#), published February 2024 by InnoLead and sponsored by HYPE Innovation.

CISOs stand out as expressing concern about GenAI

45% hold negative sentiments, feeling **pressured, threatened and overwhelmed**; only 19% of total respondents share the same sentiments.

Sentiment summary



What is your strongest sentiment when it comes to GenAI?

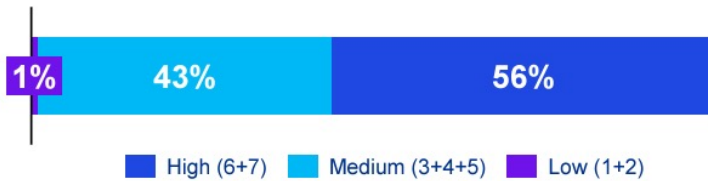
Base: All respondents, excluding "Don't know" responses (n=2,304)

The background of the slide is a dark field filled with numerous out-of-focus light spots, known as bokeh. These spots are primarily in shades of blue, red, and white, creating a vibrant and festive atmosphere. The lights vary in size and intensity, with some appearing as bright, sharp circles and others as softer, more diffused glows.

5. Risk Mitigation & Metrics

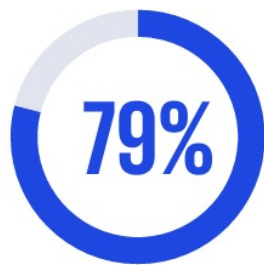
Cybersecurity and Data Quality are key focuses for risk mitigation when implementing GenAI

GENAI RISK

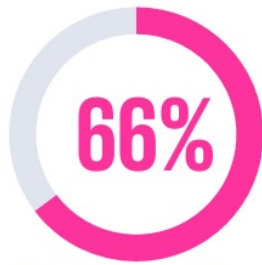


56% consider risk mitigation of high significance in Gen AI implementation

KEY AREAS OF RISK MITIGATION



Cybersecurity

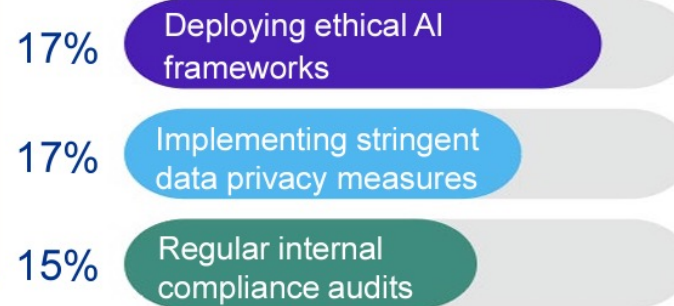


Data quality

KEY RISK AND LEGAL CHALLENGES



MANAGING THE RISKS



SAFEGUARDS EXPECTED FROM PARTNERS



MANAGING THE PARTNER RELATED RISKS



From [GenAI Survey 2024](#), published August 2024 by KPMG.

Approaches to measuring GenAI success

Surprisingly, just one-third of respondents are tracking use cases and GenAI consumption levels.



Measurement mismatch

Cost is the lowest-ranking motivator of GenAI deployments, but it is one of the top three most common measurements used to gauge the success of GenAI projects.

In GenAI, the proof of the pudding is not in the IT outcome but in the business outcome.

“That’s how you should calculate the ROI. And the long-term view for GenAI is a totally different calculation that companies aren’t even thinking about today.

Sai Sekar, Senior Vice President, Head of Global Industries, NTT DATA

Improved customer experience (and retention)

46%

Number of GenAI products or features developed (including accelerated R&D)

44%

Cost savings (including improved productivity)

43%

Improved employee experience (and retention)

42%

Community benefits (such as sustainability and environmental, social and governance goals)

41%

Business growth/improved revenue

39%

Improved compliance

35%

Number of use cases (user consumption levels)

35%

Reduced security threat

34%

We can't yet measure the success of our GenAI deployments

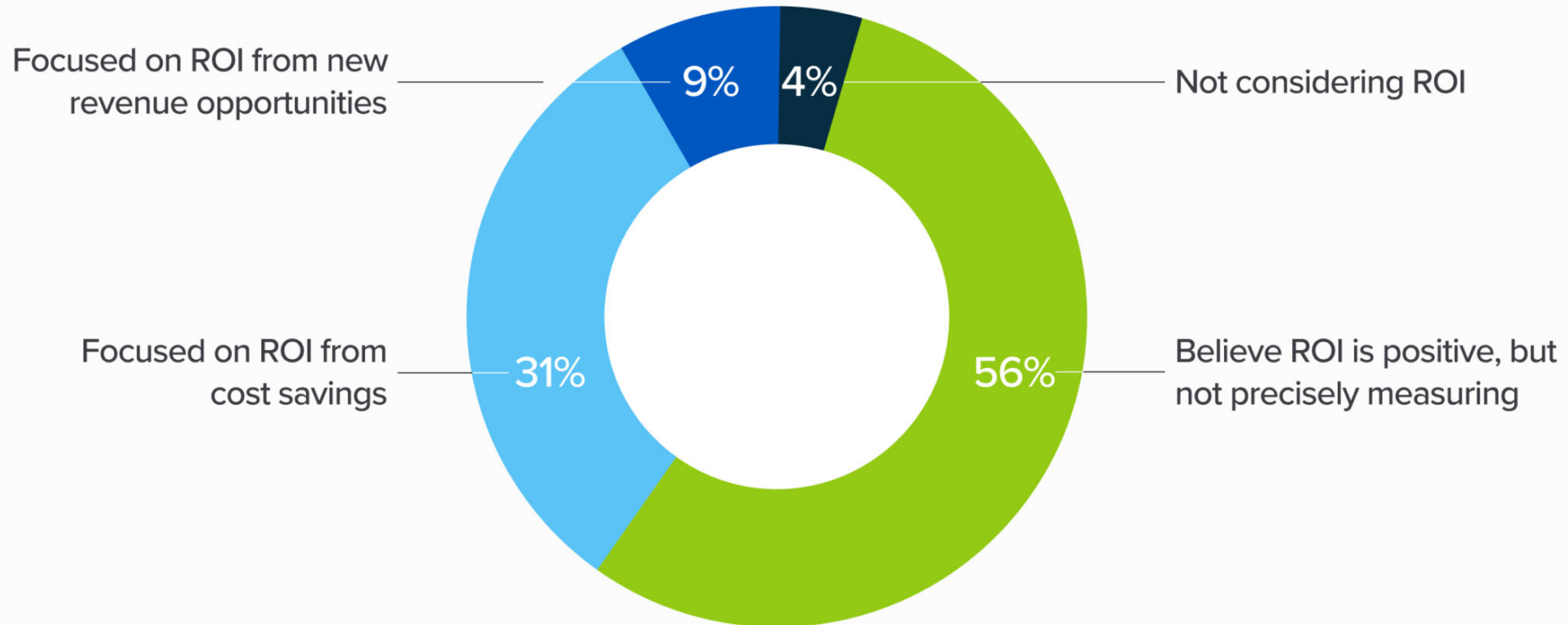
0%

How is the success of a GenAI implementation typically measured in your organization?

Base: All respondents currently investing in AI, excluding "Don't know" responses (n=2,270)

From [The Global Gen AI Report](#), published November 2024 by NTT DATA.

ROI: how do enterprises measure ROI on LLM spending?



Source: a16z survey of 70 enterprise AI decision makers

From [16 Changes to the Way Enterprises are Building and Buying Generative AI](#), published March 2024 by a16z.



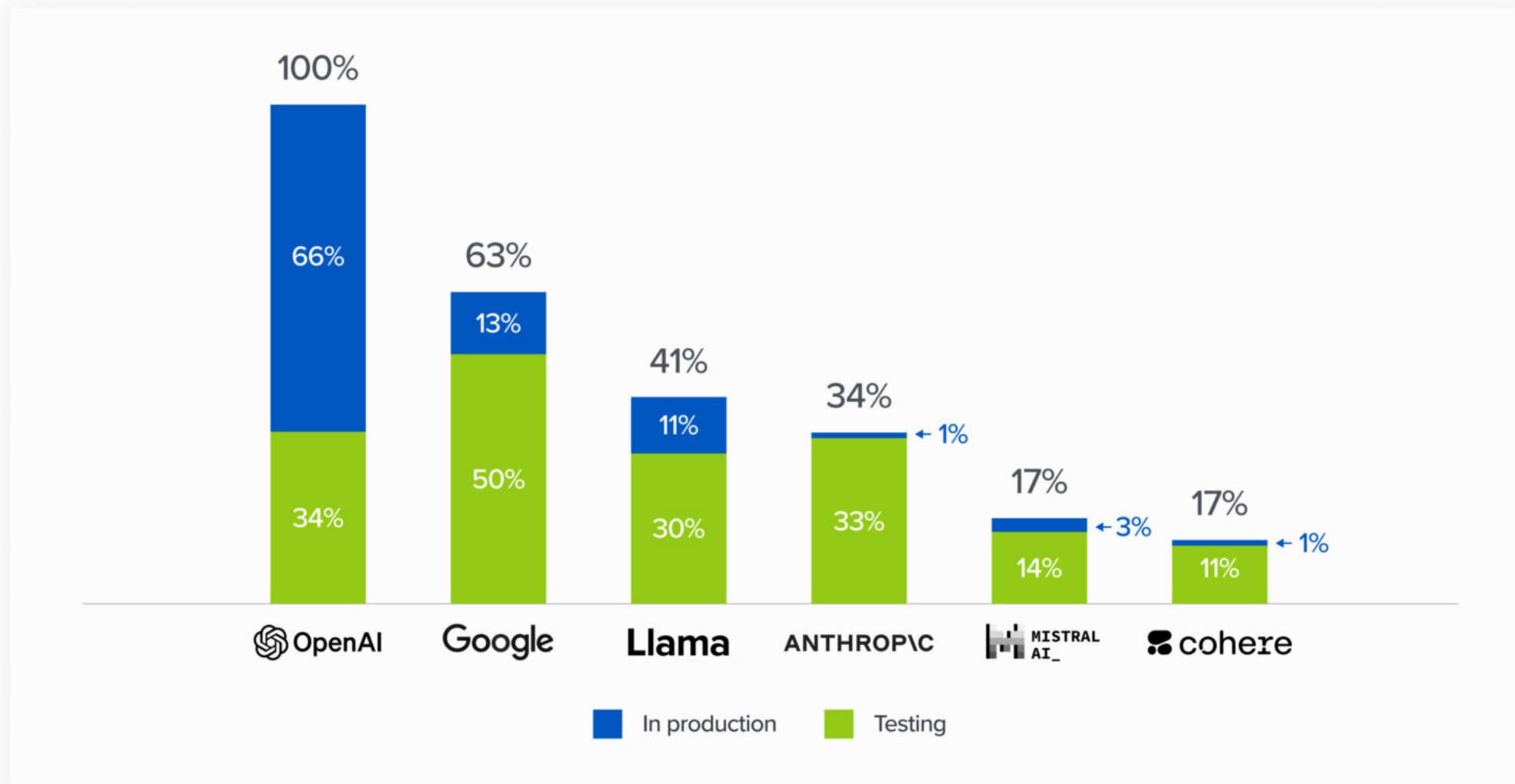
6. Root Causes of Failure, Data Capabilities & More

Five leading root causes of the failure of AI projects were identified

- First, industry stakeholders often misunderstand – or miscommunicate – what problem needs to be solved using AI.
- Second, many AI projects fail because the organization lacks the necessary data to adequately train an effective AI model.
- Third, in some cases, AI projects fail because the organization focuses more on using the latest and greatest technology than on solving real problems for their intended users.
- Fourth, organizations might not have adequate infrastructure to manage their data and deploy completed AI models, which increases the likelihood of project failure.
- Finally, in some cases, AI projects fail because the technology is applied to problems that are too difficult for AI to solve.

From [The Root Causes of Failure for Artificial Intelligence Projects and How They Can Succeed](#), published August 2024 by RAND.

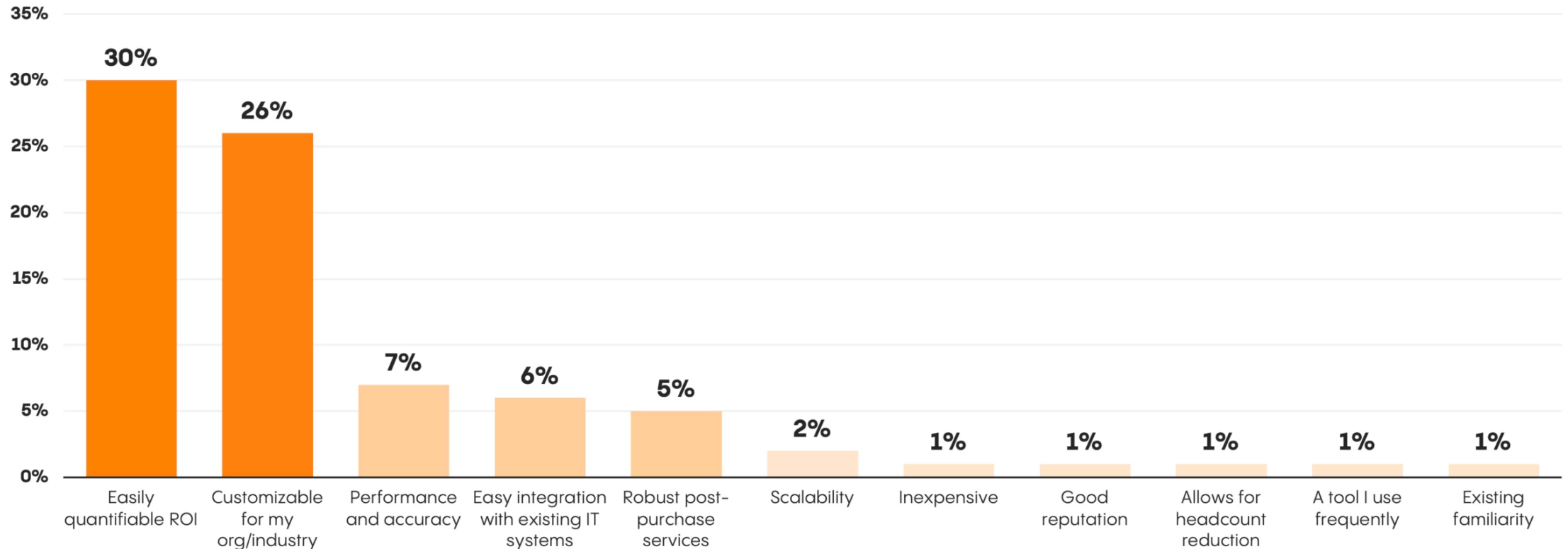
Which model providers are enterprises using?



Source: a16z survey of 70 enterprise AI decision makers

From [16 Changes to the Way Enterprises are Building and Buying Generative AI](#), published March 2024 by a16z.

Selection Criteria for Generative AI Tools



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From [The State of Generative AI in the Enterprise](#), published November 2024 by Menlo Ventures. “When selecting generative AI applications, enterprises have clear priorities: Return on investment and industry-specific customization matter most when selecting new tools. Surprisingly, price isn’t a major issue; just 1% of the enterprise leaders we surveyed mentioned price as a selection concern.”

To Use or Not to Use an MSP for GenAI Projects?

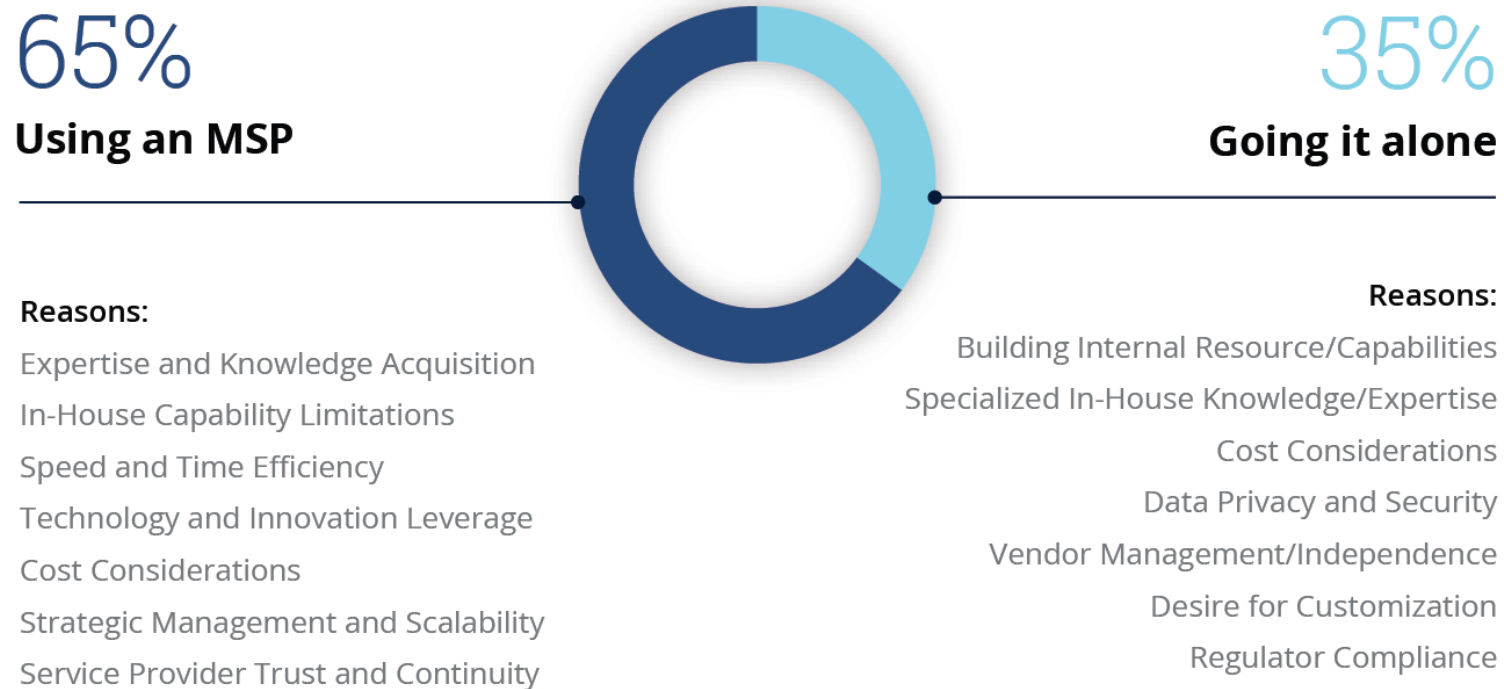


Figure 3

Source: ISG Market Lens™ Generative AI Use Case Study, n=201

From [Enterprise IT Priorities in 2025](#), published December 2024 by ISG. MSP = Managed Service Provider. “Most enterprises lack the internal capability to execute on their AI initiatives. This is leading to a search – often global in nature – to find that expertise... In 2025, enterprises will keep looking for AI expertise from their providers while also trying to build or strengthen their own expertise.”

Improving data-related capabilities

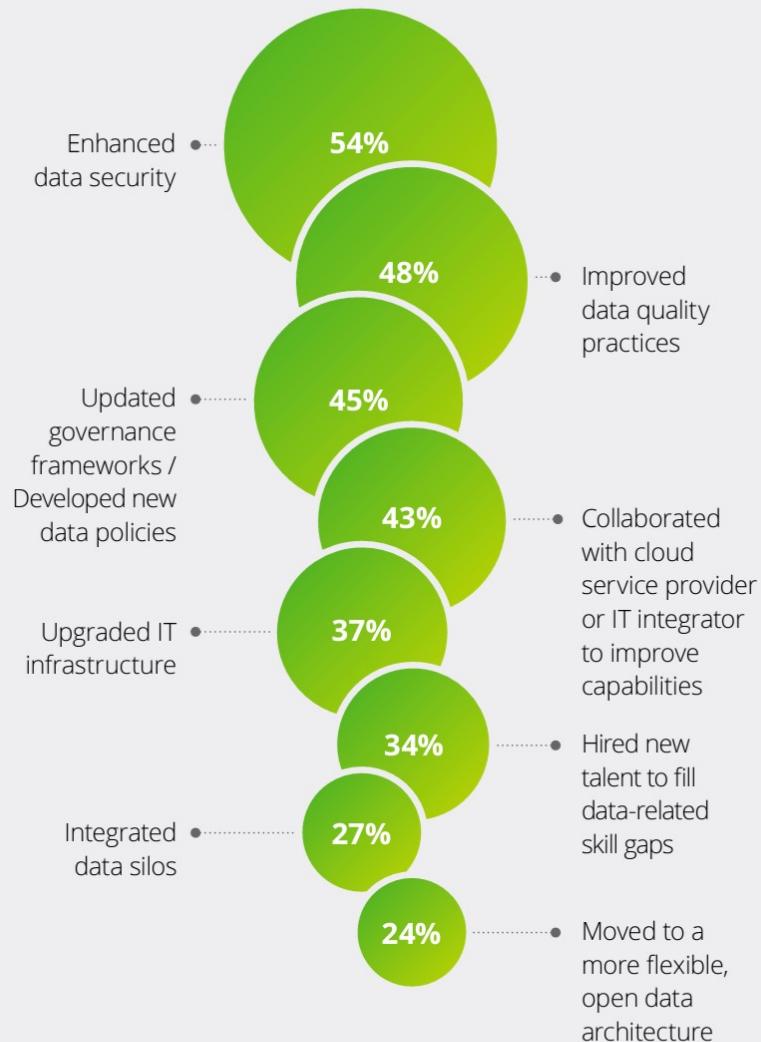


Figure 8

Q: What specific actions has your organization taken to improve its data-related capabilities to support its Generative AI initiatives?

(May/June 2024) N (Total) = 2,770

From [State of Generative AI in the Enterprise Q3](#), published August 2024 by Deloitte.

"Data-related issues could be hindering organizations in their quests for getting the levels of value that they are seeking. Data-related issues have caused 55% of the organizations we surveyed to avoid certain Generative AI use cases."

How are different industries approaching Generative AI?

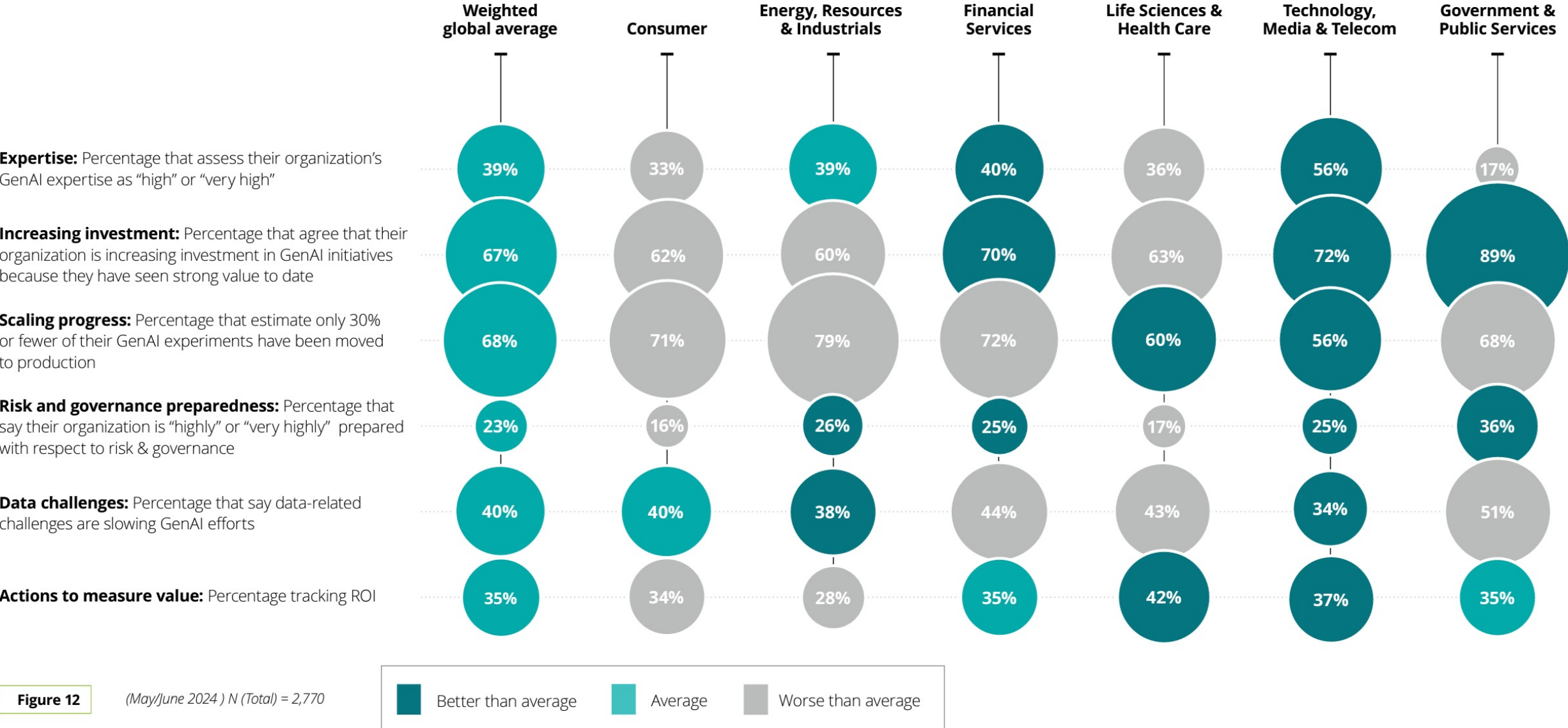


Figure 12 (May/June 2024) N (Total) = 2,770

From [State of Generative AI in the Enterprise Q3](#), published August 2024 by Deloitte.

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