



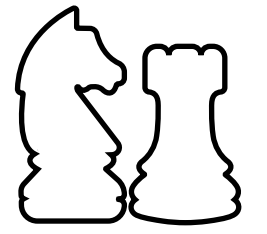
The CEO and CAIO Teaming up to Empower Responsible AI Innovation

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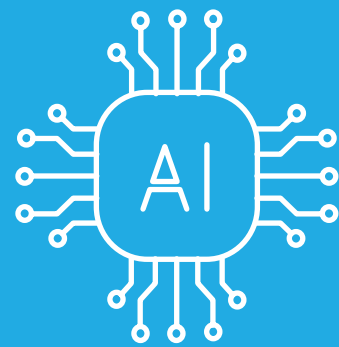


The CEO expects AI to help drive growth and differentiation, but realizing AI's value will require a programmatic approach.



91%

of CEOs in EMEA believe AI represents a “massive” or “significant” opportunity to drive differentiation and growth in the next 24 months.



As a result, investments in AI are booming:



100%

of enterprises with more than 500 employees in EMEA are already using AI or planning to use AI in the next 12 months.



81%

are using GenAI or planning to use it in the next 24 months.



62%

are investing in or testing AI agents.

However, only 25% of organizations are operationalizing AI initiatives at scale. The majority are moving with caution but have not yet executed their AI strategies with a programmatic approach.

The critical steps of a programmatic approach to AI entail:

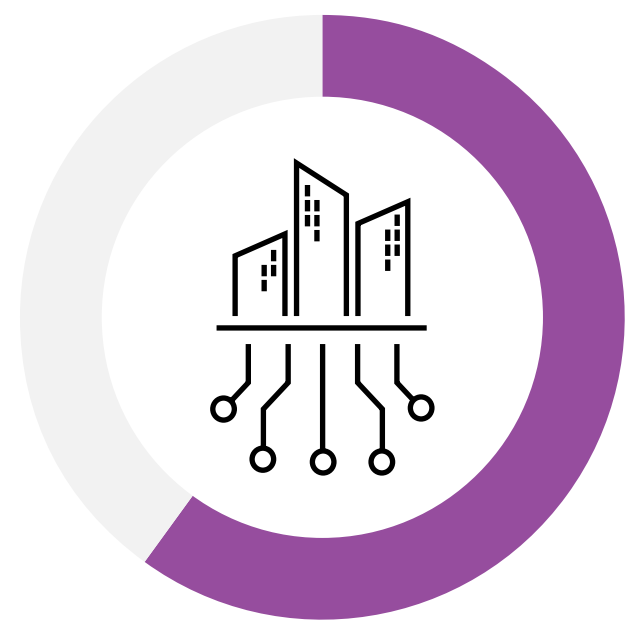
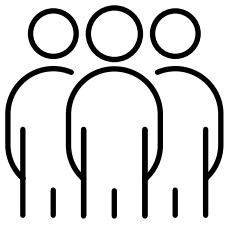


Incentivizing employees to generate ideas, experiment with practical pilots, and identify early wins



Designing a road map of use cases — from automating internal IT & business processes to cybersecurity & fraud detection and personalizing sales & marketing — that aligns with the enterprise's financial, social responsibility, and resilience goals

The CEO, CAIO, and other executive leaders will collaborate to build an AI-ready organization.



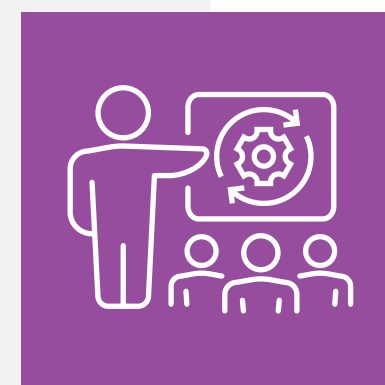
60%

of organizations in EMEA believe they are moderately or only somewhat prepared to fully exploit AI's capabilities.

The most limiting factor for further evaluating or expanding the use of GenAI is a lack of GenAI skills and expertise within the organization.

The CEO should appoint a chief artificial intelligence officer (CAIO) or assign AI responsibilities to the chief data officer (CDO): 59% of enterprises in EMEA expect to hire for the CAIO role; 37% plan to upskill within the existing team.

The CAIO should collaborate with the CIO, chief HR officer (CHRO), CFO, chief legal officer (CLO), chief marketing officer (CMO), and consulting partners to:



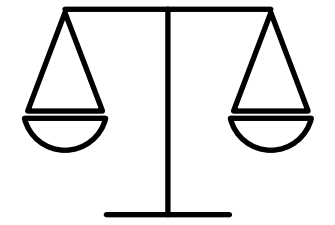
Implement AI literacy programs to establish a basic understanding of AI technology, business impact, and responsible use*



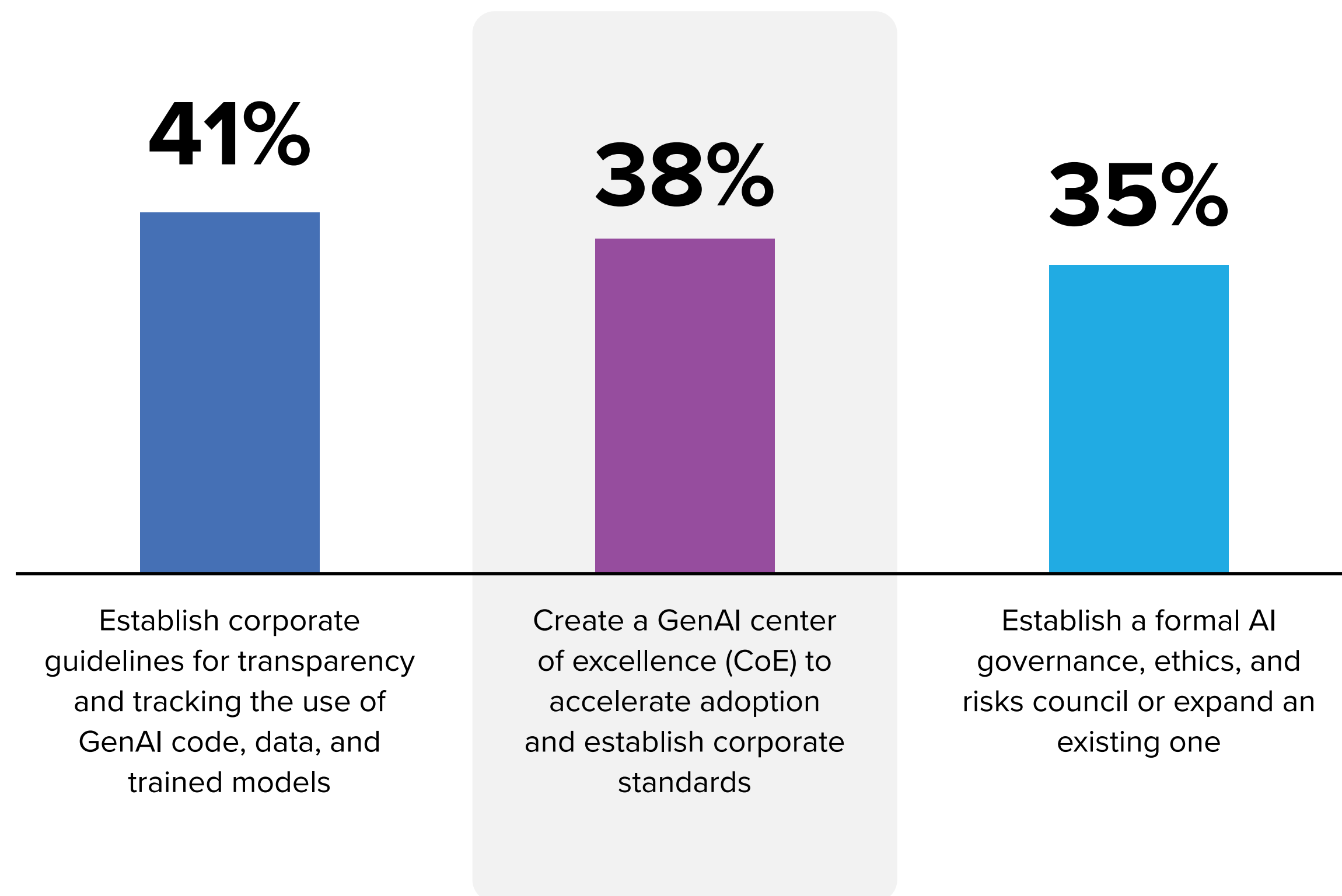
Assess the technical AI skills gaps in roles like prompt engineering, ML engineering, data science, AI ethics, and risk & compliance and prioritize the recruitment, training, and upskilling of roles that can drive AI innovation at scale

***35% of enterprises globally are mandating GenAI awareness training.**

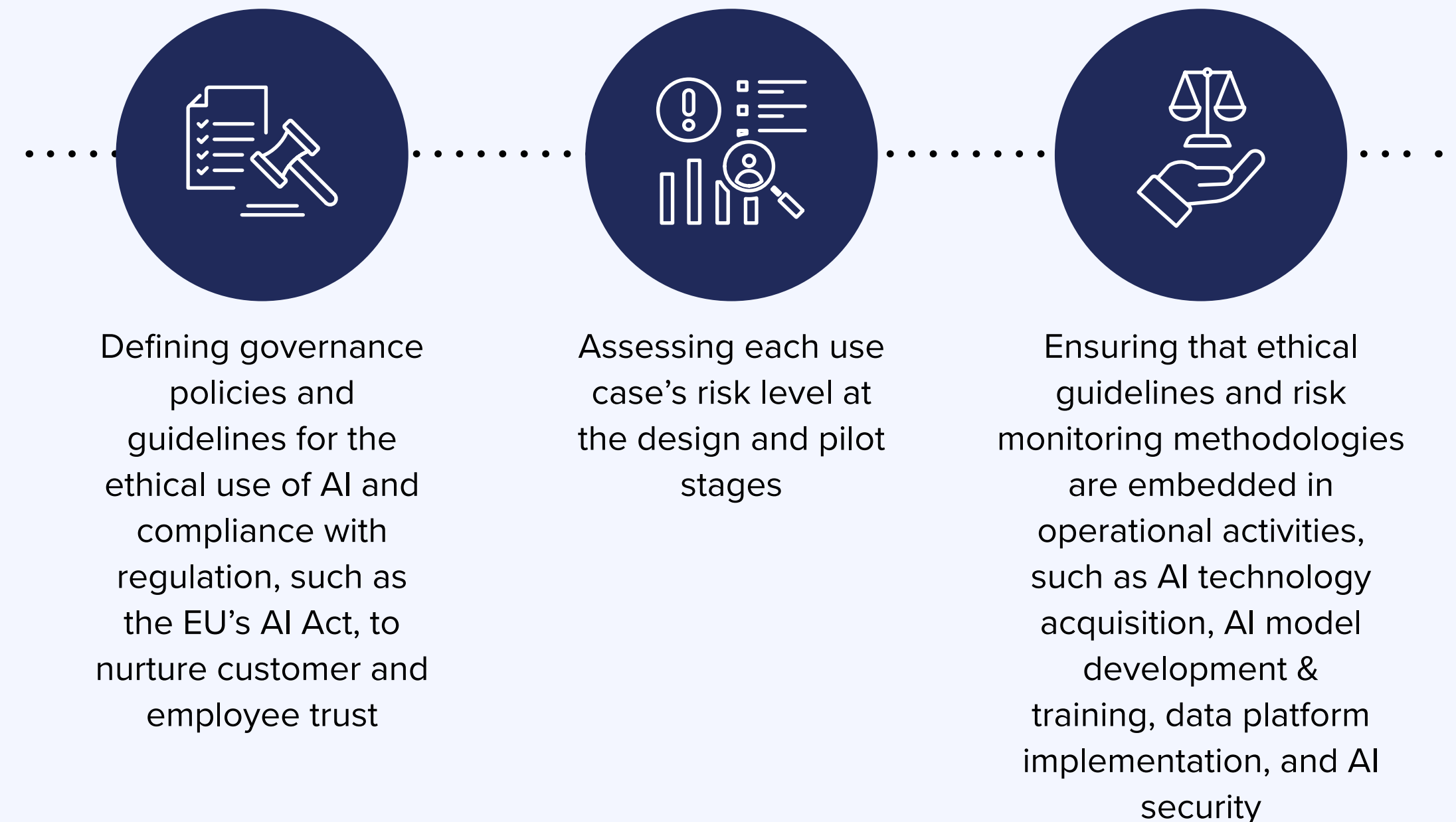
CEOs should ensure their organizations erect guardrails for responsible AI innovation.



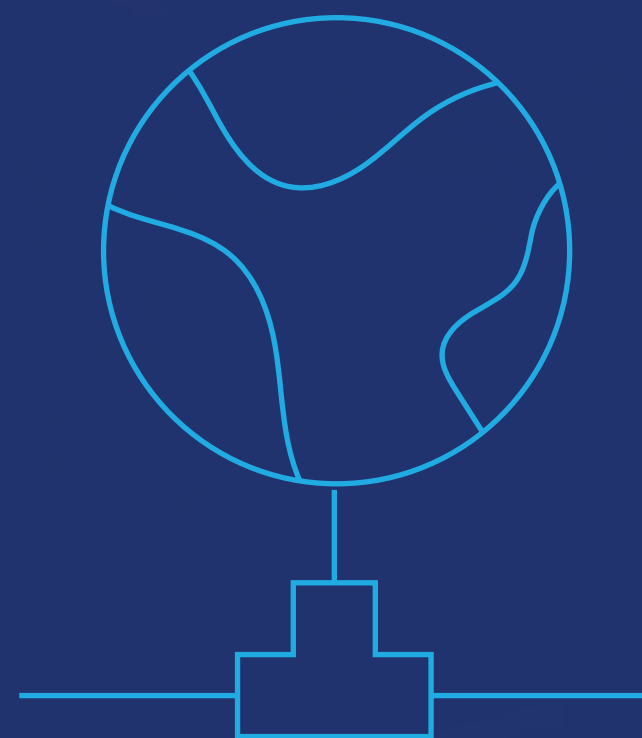
Most Important Processes and Policies to Implement to Ensure Success with GenAI



The CAIO should collaborate with other leaders — such as the CIO, chief information security officer (CISO), chief risk officer, and chief legal officer — to establish a center of excellence to guide the organization in:



Only organizations with good-quality data will be able to scale AI innovation.



For executives globally, **implementing data sharing and operations practices that ensure data integrity for LLMs** is the most important step for success with GenAI.

The CAIO and CDO are responsible for:



Assessing existing datasets for quality, integrity, and regulatory compliance

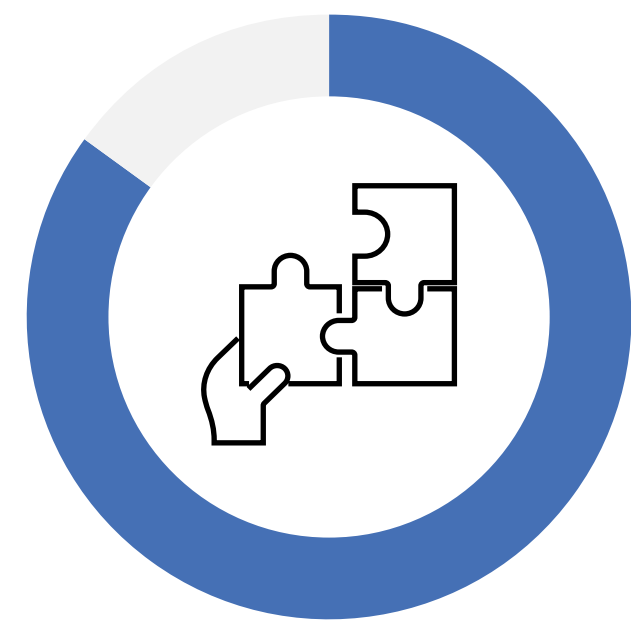
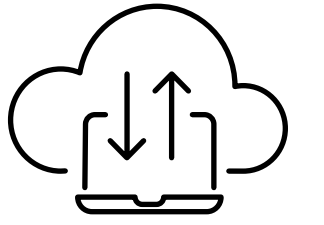


Identifying opportunities to acquire data and data control plane solutions to improve data quality for AI training, grounding/fine-tuning, and inferencing



Leveraging the expertise of consultants and systems integrators to understand data management best practices in the context of specific industries and use cases

Organizations should collaborate with technology partners to scale infrastructure and platforms to realize the value of AI/GenAI.



85%

of executives globally agree or strongly agree that they require a **dedicated vendor/partner strategy** across infrastructure, software, data, cloud, and services to support strategic GenAI workloads.

Executives understand that they need to work with an ecosystem of tech partners, such as consultants and systems integrators, to realize the value of AI/GenAI at scale. Such partners can provide critical expertise to:



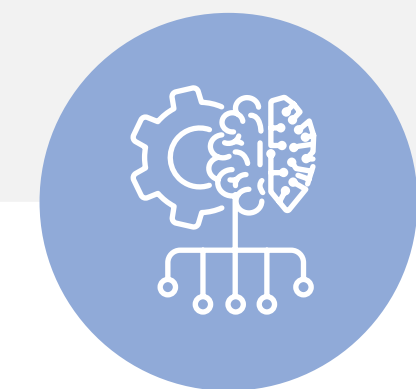
Assess existing infrastructure and platforms against AI use-case road maps



Select technology vendors that can offer scalable, agile, and trusted AI infrastructure and platforms



Transfer hard and soft skills to help the organization upgrade AI competencies and capacity



Orchestrate the AI ecosystem to realize the value of AI and control related costs

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