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How C-Suite Collaboration Is Critical for Sustained AI Success

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Executive Summary

Although Artificial Intelligence (AI) has been a transformative force across industries for over a decade, the advent of generative AI (GenAI) marked a significant shift, by introducing versatile capabilities that can be applied broadly across organizations. This shift has created both bottom-up and top-down pressures: Many employees are adopting GenAI tools to enhance productivity regardless of their organization's policies. At the same time, executive and management boards are pushing for rapid AI implementation to avoid missing out on the possibility of business transformation.

It might seem like AI implementation and adoption is largely a technology challenge, but the truth is that AI initiatives will fail without C-suite leadership involvement and collaboration. Leaders must play collaborative roles ensuring alignment with business strategy, fostering a culture of innovation, and prioritizing data readiness and governance. They must drive skills development and enable their teams to integrate AI into core business processes, while also influencing ethical and responsible AI use.

AT A GLANCE

KEY TAKEAWAYS

- C-suite collaboration is essential for successful and sustained AI adoption, ensuring alignment with business strategy, fostering innovation, and prioritizing data readiness and governance.
- The rise of generative AI and agentic AI is driving both bottom-up and top-down pressures for rapid experimentation and implementation, with organizations seeing measurable value across functions like marketing, HR, finance, IT, legal, and supply chain.
- To realize long-term AI value, leaders must build robust internal structures for exploration and scaling, address vendor and technology risks, and adapt their roles as organizations mature from experimentation to enterprise-wide transformation.

The potential return is significant: IDC research shows that organizations across regions and industries are seeing measurable value from business AI use cases that span functions such as marketing, HR, IT, finance, legal, and supply chain.

Lastly, C-suite leaders must also understand that AI is not a singular technology but a spectrum of related technologies, with each at different maturity levels. Successful AI adoption requires organizations to develop structured exploration and exploitation pipelines, understanding of vendor risks, and the impacts on business operating models. C-suite leaders must adapt their roles and responsibilities in relation to AI initiatives as organizations mature — starting out by acting as catalysts in early stages, but then shifting to playing deeper enablement roles over time.

AI Is Not New — But the New Wave of AI Is Different

Organizations across industries have been adopting and leveraging AI for over more than a decade. Industries as diverse as banking, manufacturing, telecommunications, retail, and utilities — as well as public sector organizations — have done most of this work by focusing on very targeted, but high-value, use cases tailored to specific operational needs. For example:

- Financial services organizations use AI for fraud detection and credit scoring.
- Public sector organizations use AI for fraud detection, citizen request servicing, and case management.
- Healthcare organizations use AI to assist with diagnostics and imaging analysis.
- Manufacturing and energy organizations use AI to enable predictive maintenance and anomaly detection.

These early applications were often built and deployed within very specific "silos", driven by domain-specific needs and supported by highly-curated datasets. They deliver measurable (sometimes very significant) ROI but are typically developed, deployed and managed by technical teams and have limited connections to other business systems or processes.

The Generative AI Shift

The emergence of GenAI at the end of 2022 marked a profound shift. Unlike earlier AI-related technologies, which needed to be implemented in very specific ways to address specific tasks and use cases, GenAI introduced general-purpose capabilities such as text generation, summarization, translation, and code synthesis that could be applied in many ways across multiple teams and departments (as well as by individuals in their lives outside of the work environment). This created a completely new dynamic in AI adoption:

- Bottom-up pressure emerged as employees began using consumer GenAI tools (like OpenAI's ChatGPT, Microsoft's Copilot tools, and Anthropic's Claude) to boost their own productivity, often without formal approval. This grassroots adoption highlighted unmet needs in knowledge work and automation.
- At the same time, top-down pressure emerged as boards and executives, driven by fear of missing out (FOMO), pushed for teams to develop GenAI strategies and find ways to implement the technology quickly. The visibility and hype around GenAI made it a boardroom priority, accelerating investment and experimentation.

As organizations have become more familiar with GenAI technologies, common clusters of business use cases have started to emerge that revolve around:

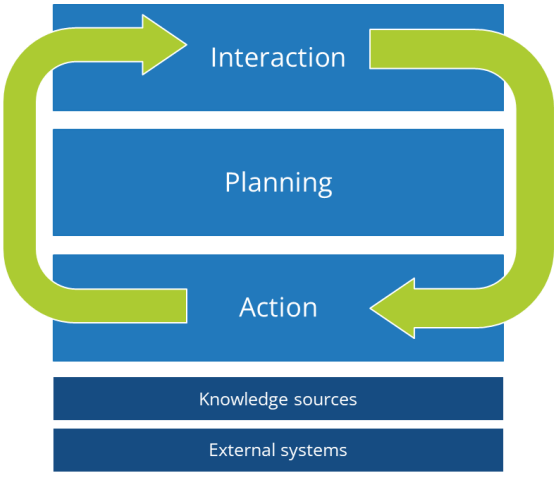
- **Knowledge management:** Automating document summarization, search, and Q&A across enterprise content.
- **Business automation:** Streamlining workflows in HR, legal, finance, and customer service through AI copilots and assistants.
- **Software development:** Enhancing developer productivity with AI code generation, debugging, and documentation tools.

- **Marketing and content creation:** Generating personalized campaigns, product descriptions, and creative assets at scale.

The Emergence of Agentic AI

At the start of 2024, a new term — Agentic AI — began to be added to the AI lexicon. AI Agents are self-contained systems that, when given goals, can make plans, execute actions, and adapt their behavior to ensure goals are reached (see Figure 1). Built around core GenAI technologies, AI agents are augmented with the ability to use external "tools" (IT systems, applications, websites, databases, and so on), and the ability to maintain memory over time. In this way, they can be thought of an automation technology; their capabilities go beyond provision of passive assistance to active execution of tasks and collaboration with human teams. Unlike existing mature business automation technologies, which are largely rule-based and optimized for automating routine work at scale in rigid ways, AI agents bring the potential to expand the scope of business automation to include less structured knowledge work.

FIGURE 1
AI Agents: Layers and Capabilities



Agents interact with their environment to receive information about a required goal and monitor the environment to receive feedback.

Given a goal and knowledge about its current environment, an agent creates a plan (a set of actions).

Actions may involve sending messages, invoking external systems, updating data and setting goals for other agents (to enable "multi-agent collaboration").

Agents can refer to external knowledge sources (such as online document libraries) and link to external systems to take actions.

Source: IDC, 2025

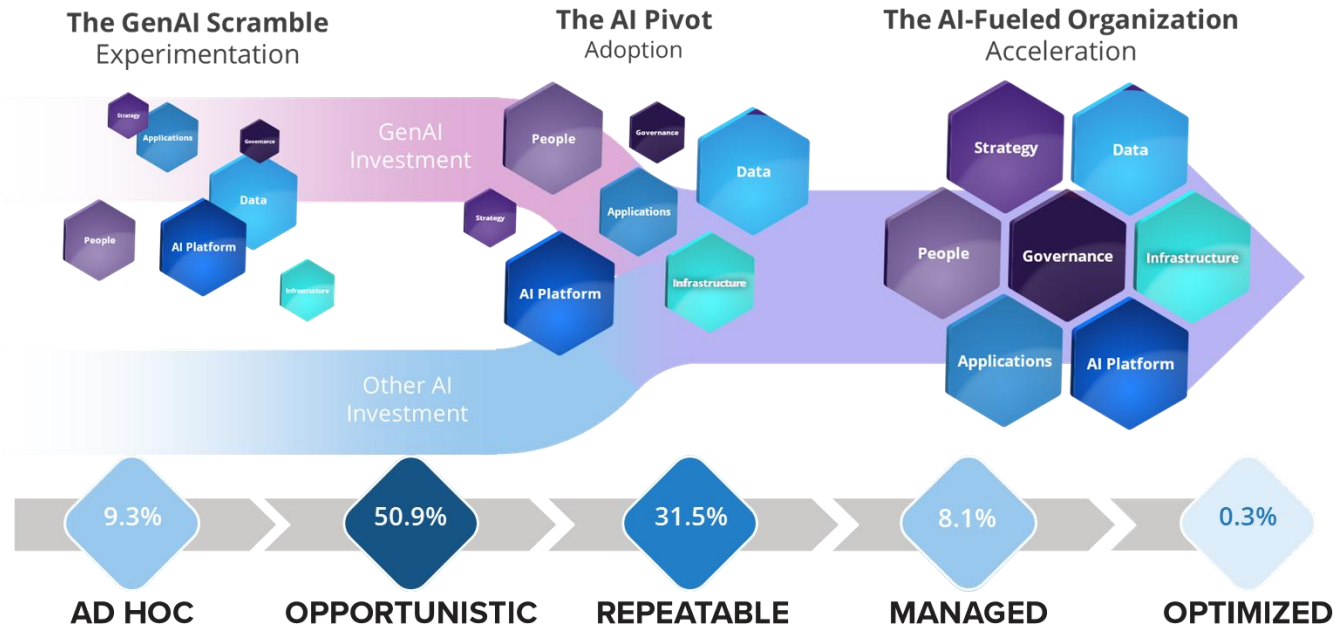
Faced with an expanded set of use case opportunities, organizations are now starting to consider how they can use AI agents to reimagine roles and workflows, with AI agents complementing human experts rather than replacing them. In IDC research from 2025, 41% of organizations said they are already investing in agentic AI.

C-Suite Leaders Play Critical Roles in Creating AI Value

The shift in dynamics brought by GenAI created a "perfect storm" for many organizations, driving accelerated (but not always very structured) experimentation. In the two years since GenAI technology first became available to mainstream organizations, we are already at the point where over three-quarters of organizations report that they are investing significantly in AI technologies. At the same time, though, many organizations have so far struggled to go beyond relatively simple implementations of generic AI Assistants that promise to help individuals and teams with productivity.

As Figure 2 shows, organizations are now just starting to shift from early stages of GenAI experimentation towards more structured, scalable, and strategic approaches. IDC's large-scale AI maturity survey research from 2025[1] shows that over half of organizations are currently at an "opportunistic" stage of AI maturity, where there is the formation of an AI oversight function with supporting workgroups, structured proofs-of-concept, with AI leaders from business lines and IT focused on developing an AI road map and deploying repeatable, collaborative practices. Around 30% are now moving beyond that to a phase where they can start to deliver results in a repeatable, consistent fashion across projects.

FIGURE 2
The Pivot Towards More Strategic AI Approaches



Source: IDC, 2025

C-suite leaders — CEOs, CIOs, CTOs, COOs, CFOs, and others — have pivotal roles to play if AI initiatives are to be successful over the long term. AI is often perceived as a technological endeavor, but its real value emerges only when it is embedded into the fabric of an organization. This requires more than just deploying algorithms or purchasing platforms; it demands strategic vision, cultural transformation, and operational alignment — all of which are steered from the top.

The C-Suite's Role in Creating Strategic Vision and Alignment

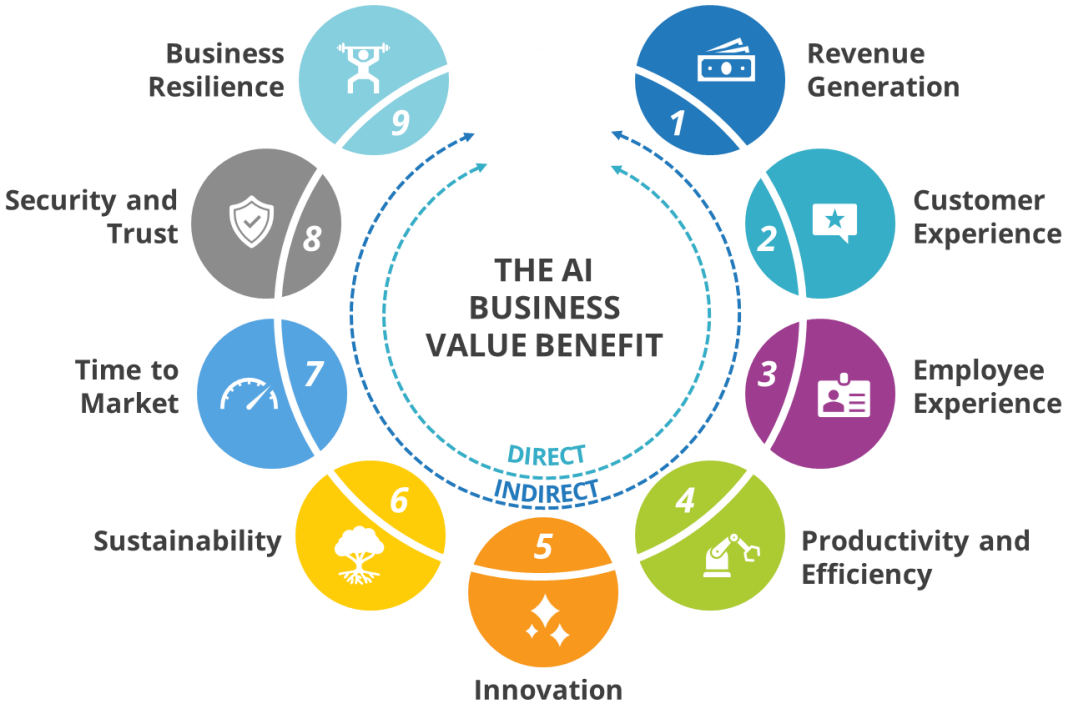
Trying to drive AI initiatives solely "bottom-up" risks expending time, cost, and effort on projects and use cases that deliver marginal or no value. To deliver meaningful value over the long term, AI initiatives must be aligned with the broader business strategy — and delivered by creating and maintaining a roadmap of business-driven use cases that are aligned with that strategy.

[1] IDC AI MaturityScape Benchmark, February 2025 (n = 1,534)

As of April 2024[2], organizations had already, on average, implemented 34 GenAI proofs-of-concept. This is perfectly acceptable when considered as an exploration of a very broad and multi-faced opportunity space; but it is not sustainable as an approach for driving material business value.

C-suite leaders are uniquely positioned to ensure this alignment by setting clear objectives for AI that support long-term goals such as improved customer experience, operational efficiency, improved time-to-market, and improved trust (see Figure 3). Without this strategic oversight, AI projects risk becoming isolated experiments that fail to deliver meaningful impact.

FIGURE 3
Multiple Lenses for AI Business Value



Source: IDC, 2025

The C-Suite's Role in Change Management and Culture

As organizations seek to implement and adopt AI use cases that aim to provide value beyond incremental improvement of personal productivity, use case implementation begins to have material impacts on the structure and nature of workflows, roles, and decision-making processes.

Resistance to change is a common barrier whenever new technology brings the potential to affect ways of working. People who feel they are working effectively often resist change because they feel they are being penalized, and their efforts are not appreciated; people who worry that they are not fully effective often resist change because they fear for their jobs. Overcoming this resistance requires strong leadership.

[2] IDC *Future Enterprise Resiliency Survey, Wave 4,* April 2024 (n = 889)

C-suite executives must champion a culture of innovation and continuous learning, helping employees understand the value of AI and how it enhances rather than threatens their roles. This cultural shift is essential for sustainable transformation.

The C-Suite's Role in Data Readiness and Governance

AI use cases that promise more than generic productivity improvements for individuals or teams can only really deliver value if good-quality data and content are available. The old adage "garbage in, garbage out" holds true here. If, for example, an AI implementation is focused on helping an organization automate aspects of customer service, the AI system will only be able to perform well if it can refer to good-quality data about customers, their history of interactions with the organization, and their past purchases — as well as good-quality information about common customer service issues and common resolutions to those issues.

However, it is common for organizations to struggle with data silos, poor data quality, and difficulties accessing data. C-suite leaders must prioritize data readiness by investing in data infrastructure, ensuring data governance policies are in place, and fostering cross-functional collaboration. Additionally, according to IDC survey research[3], 37.3% of organizations are concerned that use of third-party AI will jeopardize control of data and IP: The responsibility of C-suite leaders to appoint roles like chief data officers and establish data stewardship programs to maintain data integrity and compliance must not be discounted.

The C-Suite's Role in Driving Skills and Literacy

A successful AI strategy requires more than just technical specialist resources like data scientists. Business leaders, managers, and frontline employees all need a baseline understanding of AI's capabilities and limitations. In IDC research from March 2025[4], 34.5% of respondents said that a lack of GenAI skills and expertise within their organizations was a limiting factor to effective AI implementation.

C-suite leaders have a key role to play in targeting investment in upskilling and reskilling programs to build AI literacy across the organization, as well as in setting clear expectations to all that upskilling and reskilling opportunities should be prioritized and not ignored. This democratization of knowledge empowers teams to identify AI opportunities and collaborate effectively with technical experts.

The C-Suite's Role in Evolving Operating Models and Driving Integration

As we discussed regarding change management above, for AI implementations to have a meaningful impact on business outcomes, AI technology cannot stand alone; it must be integrated into core business processes. Successfully integrating fast-evolving and improving AI technology into business processes often requires rethinking technology operating models — shifting away from dedicated, single-function teams that are focused on delivering technology in

[3] IDC *Future Enterprise Resiliency Survey, Wave 1*, February 2025 (n = 885)
[4] IDC *Vertical AI Use Case Survey*, March 2025 (n = 3,224)

very specific ways and towards agile, cross-functional teams that can iterate quickly and deliver value.

With 35.8% of organizations saying they are concerned about excessive costs associated with adopting AI platforms and models[5], it is clear that organizations need confidence that they can work in agile ways, delivering iteratively and aligning costs with value returned. C-suite leaders must break down silos and encourage collaboration between IT, data science teams, and business units. They also need to ensure that AI initiatives are scalable and maintainable, with clear ownership and accountability.

The C-Suite's Role in Prioritizing Ethical and Responsible AI

In many industries, the roles that automated systems can play in decision-making are already tightly constrained and controlled. Additionally, cross-industry regulations like the General Data Protection Regulation (GDPR) mandate that decisions taken based on any personal data from any EU citizens must be explainable, and citizens must have recourse to discover how such decisions have been taken. In industries such as banking, which have long used AI-related technologies to shape systems, decisions and processes, teams have become used to working diligently to minimize and manage risks associated with AI quality.

Now, as GenAI and agentic AI dramatically broaden opportunities to automate business tasks and decisions, the concerns that these experienced teams understand — working to ensure transparency, fairness, and accountability in AI applications — must be much more widely understood and acted on. With 36.3% of organizations concerned that use of GenAI technology exposes them to brand or regulatory risk[5], the imperative is strong.

C-suite leaders must play key roles in establishing governance frameworks to ensure transparency, fairness, and accountability in AI implementations, and they have roles to play in funding resources to ensure that governance frameworks are effectively and consistently applied through established processes (such as impact assessments) and teams (such as AI ethics or responsible AI boards).

Promising AI Use Cases Range Across Business Functions and Industries

As we have already laid out, although the arrival of GenAI in late 2022 created a completely new wave of interest and adoption unlike what had come before, these waves are additive: Organizations have not stopped leveraging previous waves of AI technology. Increasingly, in fact, organizations are looking to combine these technologies to bring even greater levels of innovation and automation to specific business situations.

In this section of the paper, we summarize what IDC research tells us about the most popular AI use cases across and within specific industries.

[5] IDC *Future Enterprise Resiliency Survey, Wave 1*, February 2025 (n = 885)

Business Function Use Cases Driven by CXOs

Organizations are also pushing ahead with use cases focused on the needs of individual business functions across industries. In the following sections, we focus specifically on use cases that chief marketing officers (CMOs), chief HR/people officers (CHROs), chief financial officers (CFOs), chief information officers (CIOs), chief legal counsels, and supply chain leaders are pursuing to transform their functional units. All C-suite leaders have direct opportunities to develop and demonstrate modern AI use cases within their own organizational spheres of influence.

Top AI Use Cases for the CMO

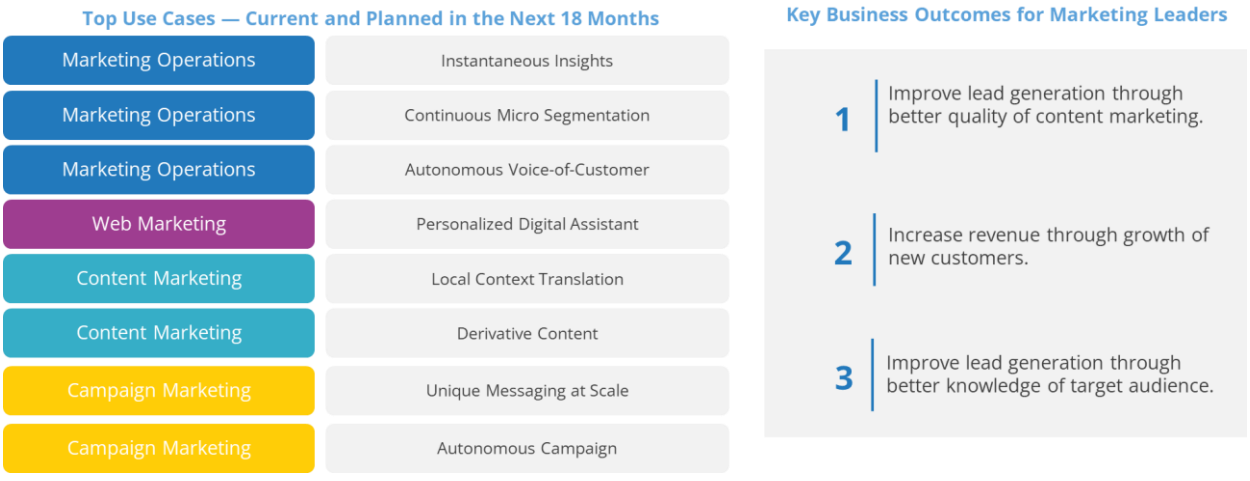
Figure 4 shows the top eight AI use cases that chief marketing officers are pursuing within their functions. These span marketing operations, web marketing, content marketing and campaign marketing activities. IDC research shows that through these use cases, CMOs are aiming for three business outcomes:

- Improved lead generation through improved quality of content marketing
- Increased revenue through acquisition of new customer logos
- Improved lead generation through better target audience understanding

Three great examples of organizations working in this area are Ferrero, Robert Bosch, and Starbucks. Food and beverage company Ferrero used AI to automatically generate 7 million unique jar labels for its product Nutella to be distributed in Italy. Robert Bosch, the world's largest automotive supplier, has created a set of specialized internal AI services that help its highly distributed marketing teams create and curate marketing content across 130 languages. In marketing operations, Starbucks has created an AI-driven voice-of-customer program called "Deep Brew" to analyze customer preferences and behavior at scale, and use the resulting insights to create personalized recommendations, as well as informing new product development and store location planning.

FIGURE 4

AI Priority Use Cases for CMOs



Source: IDC *Worldwide GenAI Use Case Survey*, July 2024

Top AI Use Cases for CHROs

Figure 5 shows the top eight AI use cases that chief HR officers are pursuing within their functions. These span recruitment and talent acquisition, HR and workforce analytics, and service delivery activities. IDC research shows that through these use cases, CHROs are aiming for three business outcomes:

- Development of the HR department's capabilities
- Improved talent and skills attraction and retention
- Improved talent acquisition effectiveness

Two great examples of organizations working in this area are Eaton and Teladoc. Global power management company Eaton has implemented an AI-powered platform to modernize its talent acquisition processes, and start to shift towards skills-based talent acquisition and management globally (across 60 countries and 90,000 employees). Telemedicine and virtual healthcare provider Teladoc, with a 90% remote workforce that had grown through mergers and acquisitions, wanted to find ways to enable employees to build greater connections with each other and learn from each other; it created a global mentorship and peer connection program using an AI-powered platform that recommends connections based on skills matches, locations, goals, and more, as well as generating needs-based discussion agendas.

FIGURE 5

AI Priority Use Cases for CHROs

Source: IDC *Worldwide GenAI Use Case Survey*, July 2024

Top AI Use Cases for CFOs

Figure 6 shows the top eight AI use cases that chief financial officers are pursuing within their functions. These span expense management, accounts payable, corporate tax & audit, and treasury & risk activities. IDC research shows that through these use cases, CFOs are aiming for three business outcomes:

- Optimized planning, budgeting and forecasting
- Improved data management for the finance function
- Improved management of financial risk

A great example of organizations working in this area are Erste Group. Financial services provider Erste Group embarked on a program to digitize and automate several back-office processes, including invoice processing. AI-powered tools were used to automate invoice classification and data extraction across a wide variety of vendor-specific invoice formats, resulting in a 40% processing efficiency improvement. Additionally, a multinational manufacturing company has implemented an AI-powered tool to categorize procurement-related emails, invoices, and contract documents, which drastically reduced the time internal audit spent on gathering and organizing information.

FIGURE 6
AI Priority Use Cases for CFOs

Source: IDC *Worldwide GenAI Use Case Survey*, July 2024

Top AI Use Cases for CIOs

Figure 7 shows the top eight AI use cases that chief information officers are pursuing within their functions. These span software development, software quality, service management, and service automation activities. IDC research shows that through these use cases, CIOs are aiming for three business outcomes:

- Improved technology competencies
- Increased software quality
- Creating opportunities for developers to focus on higher-value tasks

Great examples of organizations working in this area include BT Group and a large European automotive manufacturer. BT Group, one of the world's largest telecom operators, is using AI to help engineers predict and prevent network service outages and drastically cut issue resolution times from hours to minutes. AI is also being used to auto-generate case summaries and resolution notes. The European automotive manufacturer has used AI-powered tools to accelerate its work reverse-engineering a 15-million line legacy codebase. The manufacturer had fallen nine months behind schedule working manually, but using AI tools to help make sense of legacy code and create documentation, it reduced the time required to reverse-engineer the code by two-thirds.

FIGURE 7

AI Priority Use Cases for CIOs

Source: IDC *Worldwide GenAI Use Case Survey*, July 2024

Top AI Use Cases for Chief Legal Counsels

Figure 8 shows the top eight AI use cases that chief legal counsels are pursuing within their functions. These span case management, contract management, and litigation support activities. IDC research shows that through these use cases, chief legal counsels are aiming for three business outcomes:

- Automation of governance, risk and compliance activities
- Enhanced task routing and knowledge management
- Enhanced analytical capabilities

Great examples of work in this area include the Adecco Group and Deutsche Telekom. The Adecco Group, a global business services provider, is using AI tools to help it automate analysis of third-party contracts as well as contract drafting — saving time as well as improving the quality and consistency of legal work. Deutsche Telekom, one of the world's largest telecoms operators, uses AI across its German legal, compliance, and data protection departments, with a particular focus on litigation support, compliance analysis, and accelerating the tendering process.

FIGURE 8

AI Priority Use Cases for Chief Legal Counsels

Source: IDC *Worldwide GenAI Use Case Survey*, July 2024

Top AI Use Cases for Supply Chain Leaders

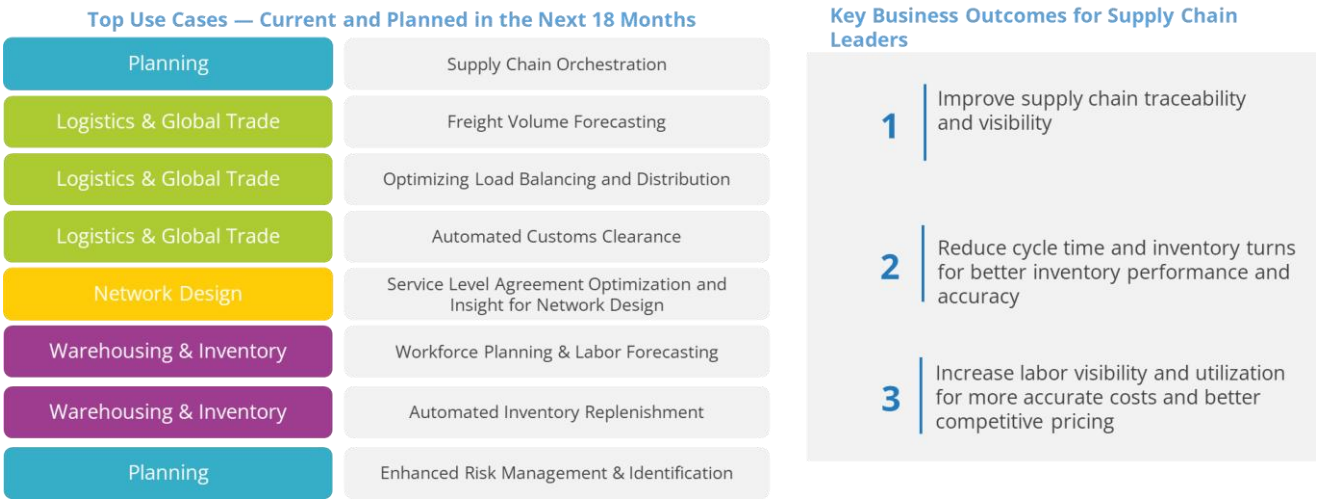
Figure 9 shows the top eight AI use cases that supply chain leaders are pursuing within their functions. These span planning, logistics & global trade, network design, and warehousing & inventory management activities. IDC research shows that through these use cases, supply chain leaders are aiming for three business outcomes:

- Improved supply chain traceability and visibility
- Reduced cycle time and inventory turns
- Increased labor visibility and utilization

Great examples of work in this area include Unilever and a large online retailer. Unilever, one of the world's largest consumer goods companies, has used AI to build a sophisticated collaborative planning, forecasting, and replenishment tool that it shares with customers to drive highly granular optimizations. A large online retailer, facing challenges in maintaining optimal inventory levels, implemented an AI-driven inventory management system that created automated recommendations for optimal inventory replenishment — leading to a 30% reduction in overstocking and a 20% improvement in order fulfilment rates.

FIGURE 9

AI Priority Use Cases for Supply Chain leaders



Source: IDC *Worldwide GenAI Use Case Survey*, July 2024

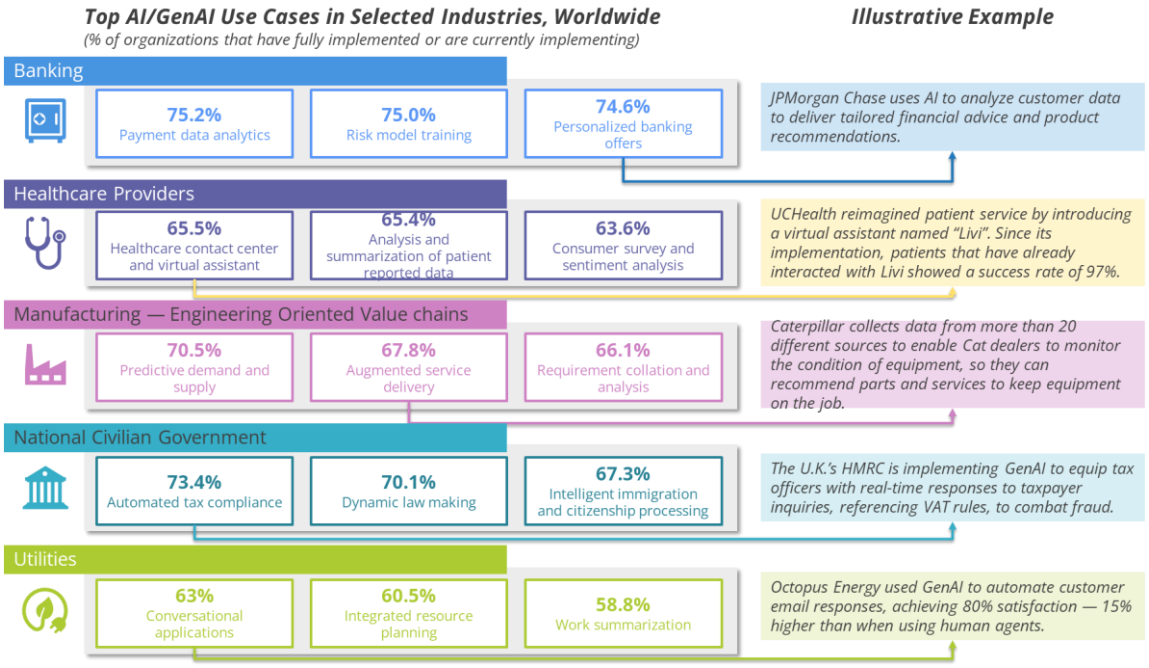
Key Industry-Specific AI Use Cases

In addition to the cross-industry use cases mentioned above, which are primarily driven by individual C-suite leaders, organizations are also beginning to explore industry-specific use cases — a variety of which are shown in overview in Figure 10.

Some of these industry-specific use cases will align to one individual C-suite leader's scope; but many, to be successful, will need input and support from multiple CXOs.

FIGURE 10

Top AI/GenAI Use Cases in Selected Industries, Worldwide



Source: IDC *Vertical AI Use Case Survey 2025*, March, 2025 (banking, n = 159; healthcare providers, n = 154; manufacturing — engineering oriented value chains, n = 159; national civilian government, n = 152; utilities, n = 151)

The Road to Sustainable AI Value

For C-suite leaders, realizing long-term value from AI requires more than just investing in the latest tools or hiring data scientists. It demands a strategic understanding of AI as a dynamic and multifaceted domain. To lead effectively, executives must grasp the evolving nature of AI technologies, build robust internal structures to support innovation, and navigate complex vendor and sovereignty risks.

Here is how these three dimensions shape the "big picture" of AI value realization.

AI Is Not One Thing

AI is not a single technology — it is an umbrella term encompassing a wide range of capabilities, including machine learning, natural language processing, computer vision, generative AI, and agentic systems. Each of these technologies is at a different stage of maturity and enterprise readiness. For example, predictive analytics is well-established in many industries, while agentic AI is still emerging and experimental.

C-suite leaders must embrace this complexity rather than oversimplify it. This means understanding that different AI technologies require different infrastructure, talent, governance, and risk management approaches. It also means staying informed about rapid advancements and being prepared to pivot strategies as the landscape evolves. A nuanced understanding of AI's diversity enables better decision-making and more realistic expectations about timelines, ROI, and scalability.

Building the Exploration-to-Exploitation Pipeline

To move from experimentation to scaled impact, organizations need a structured approach to AI innovation. This requires C-suite collaboration to design and support an operating model that nurtures both exploration and exploitation. Key components include:

- Internal research labs or incubators to test emerging technologies and explore novel use cases
- Centers of excellence (CoEs) to consolidate expertise, share best practices, and accelerate adoption across business units
- Governance and oversight boards to ensure ethical, secure, and compliant AI use
- Steering committees to align AI initiatives with strategic priorities and allocate resources effectively

These structures help organizations avoid the common pitfall of isolated pilots that never scale. They also foster cross-functional collaboration, ensuring that AI solutions are not only technically sound but also aligned with business needs and user expectations.

Understanding Vendor and Technology Risks

As organizations increasingly rely on third-party AI platforms and models, C-suite leaders must develop a sophisticated understanding of vendor and technology risks. This includes:

- **Data sovereignty:** Where is data stored and processed? Are there legal or regulatory implications for cross-border data flows?
- **AI sovereignty:** Who controls the AI models and algorithms? Can the organization audit, fine-tune or retrain them?
- **Vendor lock-in:** How dependent is the organization on a single provider? What are the exit strategies or alternatives?

These considerations are especially critical in regulated industries or jurisdictions with strict data protection laws. Leaders must ensure that procurement and implementation decisions are informed by legal, ethical, and strategic perspectives — not just technical capabilities.

As a result, many organizations are looking for choices about the technology environments in which they build and deploy AI systems: for example, more than 80% of European enterprises want the flexibility to deploy AI workloads outside of shared public cloud environments[6], particularly where AI use cases involve some custom development (rather than simply taking a prebuilt system "off the shelf"). So-called "private AI" deployment options are increasingly desirable, particularly for organizations in regulated industries.

Crawl, Walk, Run: How Leaders' Roles Must Change Over Time

We've already seen multiple ways that C-suite leaders' roles are indispensable in driving AI value — but there is one more twist: The key roles that leaders must play change as the organization matures from the initial phases of AI exploration to the scaled delivery of value from multiple AI-enabled transformation programs. Table 1 provides an overview of the inevitable shifts.

[6] IDC *EMEA AI-Ready Infrastructure Survey*, June 2024 (n = 1,590)

TABLE 1
How Leaders' Roles Must Change Over Time

Stage	Key Roles	The Need for Collaboration
Early stages of AI implementation — "Crawl"	**Catalyst**. C-suite leaders' primary roles at the early stages of AI experimentation and implementation revolve around acting as a catalyst and ensuring that the risks of AI experimentation and implementation are well-understood and managed.	Ensure that resources are directed where the largest initial opportunities for experimentation are located. Create a coherent, rounded approach to AI governance that is informed by and aligned with business strategy.
Beginning AI implementation at scale — "Walk"	**Smart Customer**. C-suite Leaders' primary roles as AI implementation starts to scale, revolve around championing effective AI implementation within their own domains (e.g., marketing, HR, finance, IT, legal, supply chain) — while still ensuring risks are effectively managed.	Help to resource a CoE that can scale effective AI implementation across business functions. Help encourage and facilitate learning and experience-sharing across AI projects (and across functions). Ensure technology and non-technology executives stay connected to resource "hybrid teams" that can deliver business-driven projects.
Delivering AI value at scale — "Run"	**Enabler**. As organizations begin to deliver value from AI implementation at scale, C-suite leaders' roles shift beyond acting as "smart customers" — championing implementation and adoption within their own domains — to also bringing skills and capabilities from their domains to enable wider AI transformations.	Share specialist knowledge and resources to ensure that AI strategy and implementation can be as effective as possible at scale — for example, leveraging existing procurement, legal, security, workforce transformation, process change, and risk management capabilities.

Conclusion

At first glance, it might seem like the delivery of value from AI implementation and adoption is largely an exercise in technology wrangling. But in reality, the greater part of the endeavor revolves around the effective development of skilled workforces, governance frameworks, and change management programs as well as technology-focused capabilities (such as data readiness). The active involvement of C-suite leaders in these capability development areas is not a "nice-to-have" factor — it is indispensable. Moreover, C-suite leaders must collaborate with each other if they are to have maximum impact.

MESSAGE FROM THE SPONSOR

Engineering Group is a leading digital transformation company in Italy, which is expanding its global footprint, with around 14,000 associates and over 80 offices. The group began exploring artificial intelligence in the 1990s, and today, in an increasingly AI-driven landscape, it stands out as a strategic partner for organizational evolution through AI and advanced analytics tools. It promotes a data-first culture, essential for driving innovation and creating value, and supports each client through the various stages of adopting tailored AI solutions. EngGPT, Engineering's large language model based on private generative AI, enables companies and institutions to harness the power of AI while ensuring full data control, privacy, regulatory compliance, and perfect alignment with specific contexts.

More info at AI & Data

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