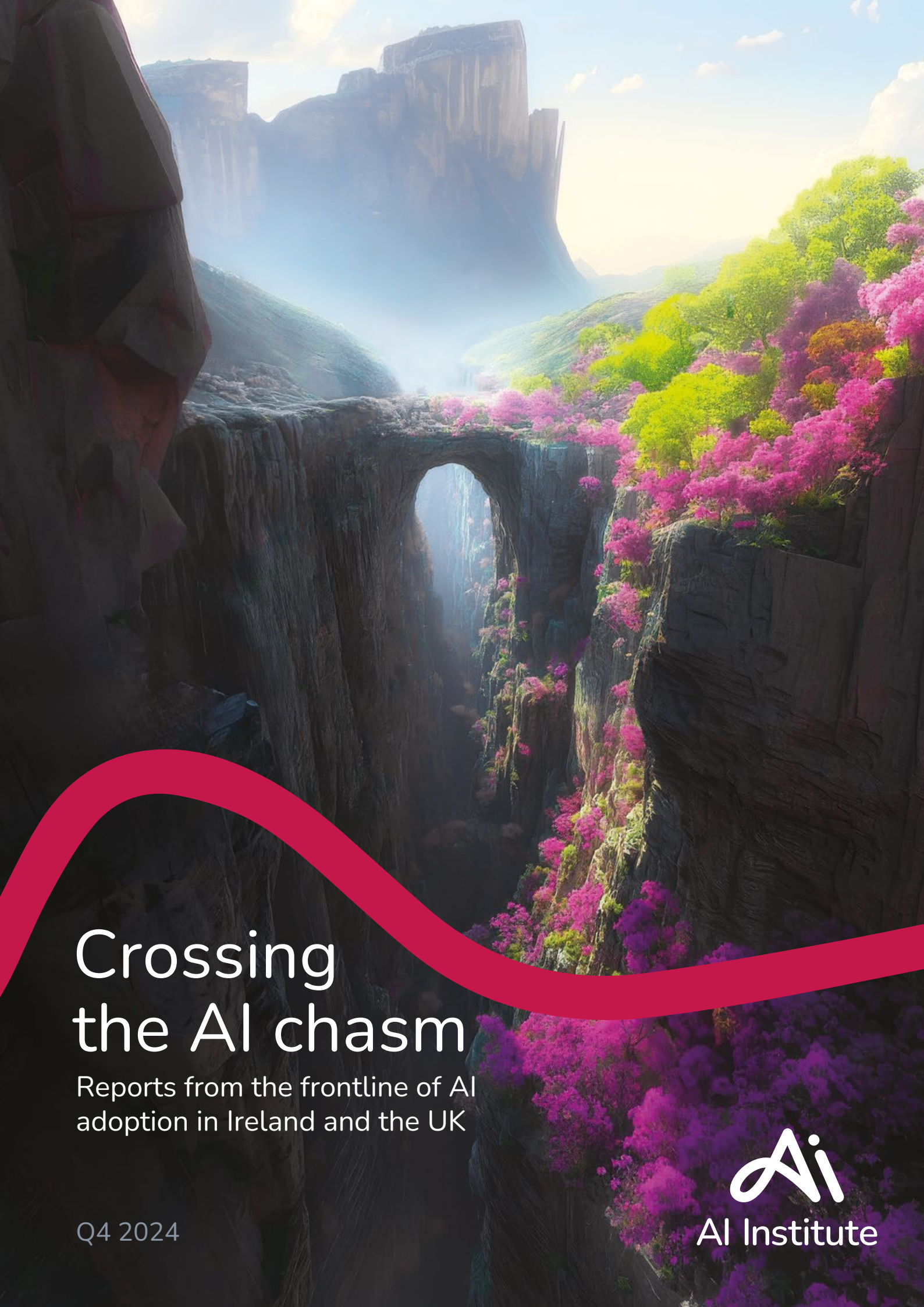


Crossing the AI chasm

Reports from the frontline of AI adoption in Ireland and the UK

Q4 2024

AI Institute

SUMMARY

- Two years after Generative AI (Gen AI) became a well-known phenomenon, a small minority of businesses have adopted the technology at a strategic level and continue to move ahead at speed.
- All other firms, more than 80% of the economy, are at risk of falling behind.
- This is set to become a major economic, political and social issue. Productivity gains by AI-fuelled rivals appear likely to make other businesses uncompetitive unless action is taken.
- In the next 12 months, the gap between the two groups is expected to widen.
- Key barriers for those slow-to-adopt include: regulatory concerns, a lack of investment cash, missing expertise, difficult-to-integrate legacy systems, competing priorities and AI-sceptical leaders.
- Ireland's entrepreneurial attitudes and behaviours appear to be creating a lead in AI adoption and this could result in economy-wide gains, ahead of the UK.
- However, the UK's other advantages – not least its size – may allow the country to pull level and overtake in the longer-run.

Two years after Gen AI went viral, it is following a familiar pattern of adoption – the classic 'chasm' model of Geoffrey Moore.

Geoffrey Moore's 'Chasm Model' has become the standard lens for understanding technology adoption.

According to the theory, technology adoption moves through five phases:

1. **Innovators:**
   Enthusiastic about the potential of new technologies and willing to take risks, innovators are undeterred by unproven products and will often adopt before formal marketing begins.
   Size: 2.5% of the market.

2. **Early Adopters:**
   While slightly more risk averse and cautious to spend, the reservations of Early Adopters are quickly overcome, leading to speedy conversions. They often go on to become supportive and vocal opinion leaders.
   Size: 13.5% of the market.

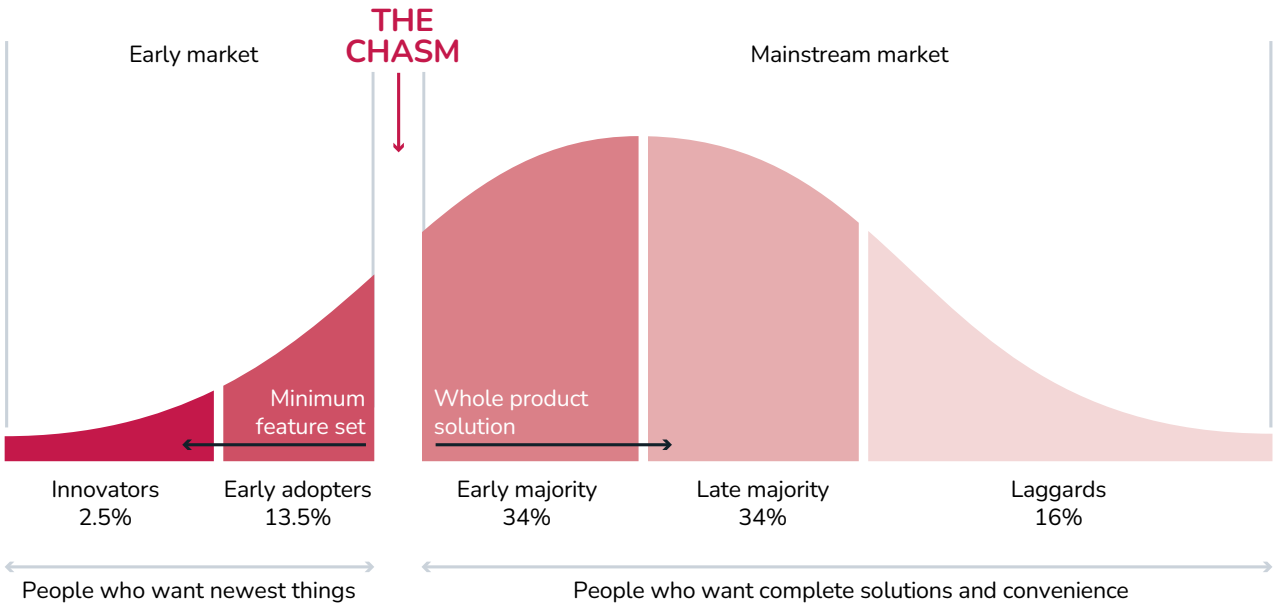
3. **Early Majority:**
   More pragmatic and in need of proof, the Early Majority is logical, practical and needs a complete, relatively bug-free product. As customers in this segment are a large slice of the audience, they are often the key which unlocks mass adoption.
   Size: 34% of the market.

4. **Late Majority:**
   More sceptical and uncomfortable with technology, the Late Majority wait for the technology to become established, only tend to buy from large companies and require extensive research to prove the change will be effective.
   Size: 34% of the market.

5. **Laggards:**
   The last adopters, Laggards may never switch to new technologies unless absolutely necessary. They are highly sceptical of change and focus on the reliability of their existing solutions.
   Size: 16% of the market.

The theory's trademark 'chasm' is an observed gap between the Early Adopters and Early Majority.

Some technologies manage to attract support from Innovators and Early Adopters but if the product is not sufficiently slick, or if proof does not materialise quickly enough, it will be rejected by the Early Majority and fail to reach mainstream adoption.



From a consumer perspective, Gen AI didn't follow the classic Chasm Model. This pattern is typical of successful 'freemium' offerings. Free versions eliminate barriers to entry for Early Adopters and the Early Majority – together making up 50% of the market. By showcasing value upfront, the free version encourages those who see the benefit to upgrade to paid plans.

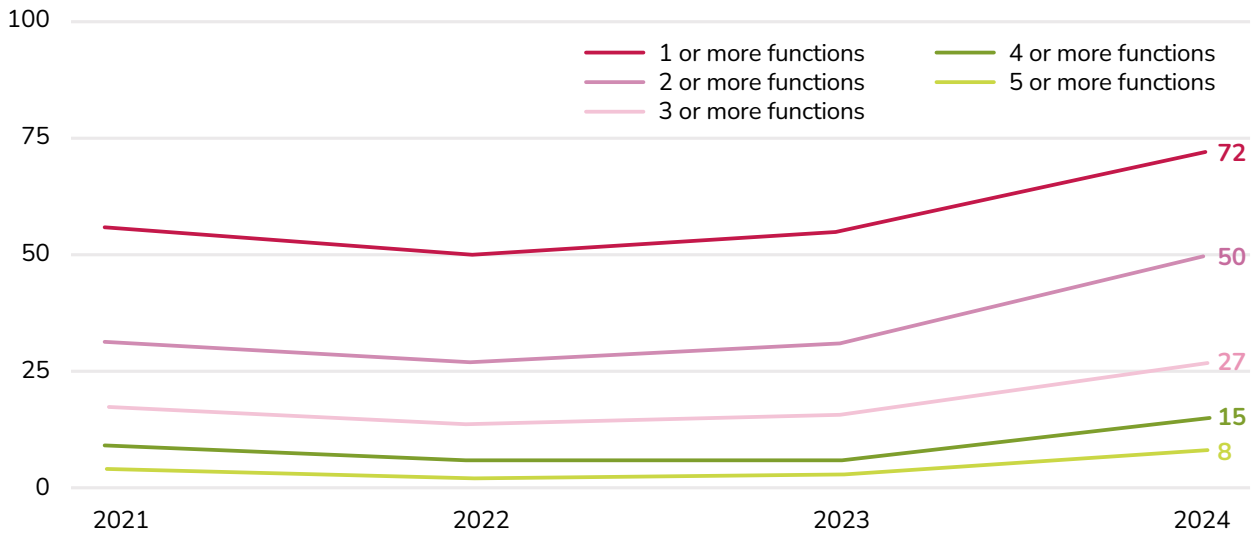
This is why Open AI's ChatGPT attracted more than a million users in its first five days and quickly began to serve around 600 times that number. Usage now seems relatively established, with no further leaps in adoption.

This flattening of that growth might suggest that while the freemium model rips through those predisposed to adoption, it struggles to reach the less inclined. Successful freemium offers may hit the Chasm late – after rather than before the Early Majority.

There are some headline figures which indicate Gen AI adoption by business has followed a similar pattern. McKinsey's Global Survey from May 2024, led on the statistic that 65% of organisations were 'regularly using' the technology – double the adoption reported less than a year before.

The impact of this surge was tempered by the fact that only 15% of respondents reported AI in use across four or more business functions, and just 8% in five or more.

Business functions at respondents' organizations that have adopted AI[1] % of respondents



In 2021, n = 1,843; in 2022, n = 1,492; in 2023, n = 1,684; in early 2024, n = 1,363.
Source: McKinsey Global Survey on AI, 1,363 participants at all levels of the organization, Feb 22-Mar 5, 2024

It was this disparity which triggered our own investigations into the depth and breadth of AI adoption within UK and Irish business.

If McKinsey's headline figure defines the market, then Gen AI has already pushed past the Chasm and is more established inside businesses than it is in the consumer space. However, if true business adoption requires AI to be deeply integrated and actively used in at least four functions, then McKinsey's data places it between Early Adoption and the Early Majority – the typical position of the Chasm.

So, which is it? We won't make you hold your breath.

It is clear from our work that broad and deep adoption of AI is essential for adding measurable business value. While most of our interviewees had used AI at work, many felt it hadn't impacted organisational performance. The outliers, those who said AI was now a core value-generator, reported it being adopted across the teams, systems and processes which were already generating most value in the business. These executives also said that AI use was widely spread across the company.

Our conversations therefore confirm that Gen AI is indeed past the Innovator stage and gaining traction with Early Adopters. However, there are signs that it may be approaching the classic Chasm, potentially struggling to fully capture the Early Majority.

Meanwhile, we talked to other businesses who were currently not considering formal adoption or integration. Scepticism, even cynicism, has arisen as the technology continues to ride high on hype.

AI is having a positive impact on the productivity of Innovators and Early Adopters.

Over many conversations in the late summer and early autumn of 2024 we became increasingly convinced that AI is in no way similar to other technologies which have promised so much but delivered so little.

Whilst the metaverse, quantum computing, web 3.0 and, in most respects, crypto have yet to create a meaningful impact on business models or the way we organise and execute our work, the same cannot be said of AI.

In fact, Innovators and Early Adopters see AI as having a far greater impact than cloud computing, SaaS or even mobile phones. With its wide application potential, they agree with opinion leaders that it could rival transformative phenomena such as personal computing, the internet or even, eventually, electricity.

Unusually for a such a young technology, our conversations also confirm that AI is already impacting daily work. As the McKinsey study noted, Gen AI adoption has not only spiked, it is beginning to generate tangible value.

Our research with businesses in Ireland and the UK suggests that, for Innovators and Early Adopters – those who have adopted the technology in a meaningful way – this trend is just as pronounced locally as elsewhere.

We have spoken to software companies integrating AI to outperform competitors. Media companies using it to deliver data-driven audience insights, and marketing teams saving time on repetitive tasks, while producing better research, more accurate strategies and content on par with the output of dedicated photographers, videographers and copywriters.

Some financial analysts have embedded it so deeply into their workflows that they are no longer aware of when they're using it and when they're not. For these users, AI is already becoming an invisible foundation of their work. It is so ubiquitous that it melts away into the background of, to quote one: 'how stuff happens'.

A common theme is that Gen AI not only ensures a range of existing tasks can be completed more quickly yet at a higher quality and lower cost – firmly smashing apart the 'iron project management triangle' of cost, scope and time – but it also empowers new abilities. This conclusion echoes the same finding highlighted by Boston Consulting Group in September.

Business leaders within Innovators and Early Adopters are also starting to quantify the benefit to their companies. They report observing individuals within departments – including sales, marketing and customer services – who are leveraging AI to become twice as productive.

When asked for an estimate of total productivity gains across the whole business, the impact is more modest. Even the most advanced AI Innovators report numbers in the range of 5% - 20%. Which are highly significant but not yet as transformational as the AI industry claims lie ahead.

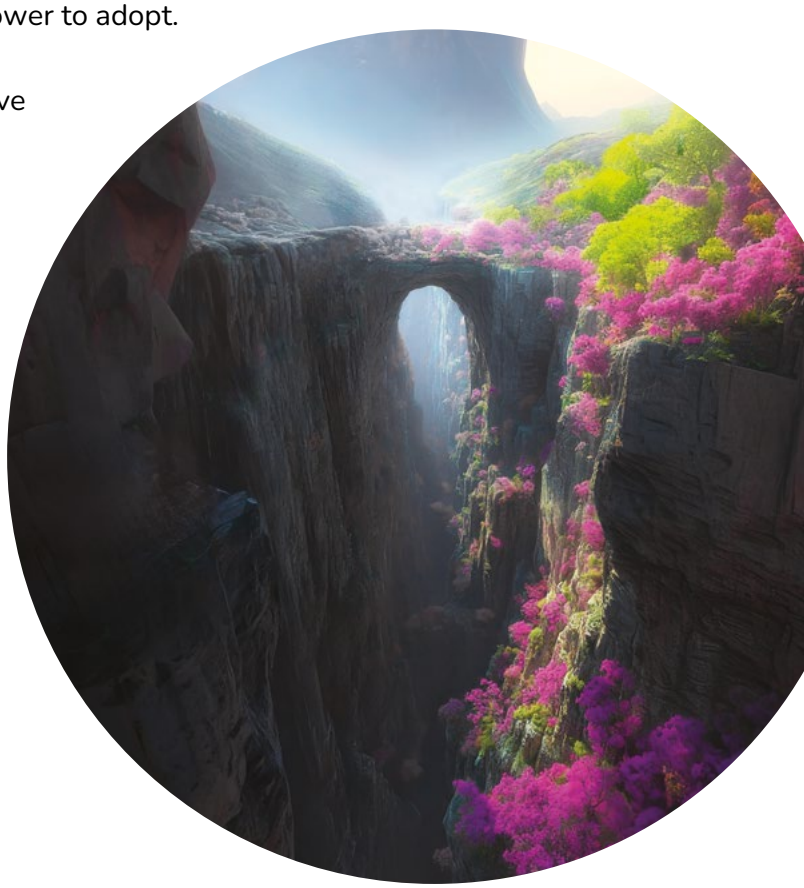
Encouragingly, it seems that the productivity gains are being used to increase levels of output and generate growth.

Salespeople are having more concurrent conversations with better targeted prospects, who are now more informed on the benefits of the solutions being sold. Meanwhile, the quantity and quality of marketing outputs are increasing, especially in the realm of digital content, social posts and emails. Customers are also having their queries answered more quickly and in greater depth, while finance teams are analysing data and getting further insight into cashflow and HR is screening CVs and improving onboarding.

Despite fears that AI will usurp the role of real people, no business included in the research admitted reducing headcount. In fact, some say it has encouraged them to hire small numbers of additional FTEs. Increased marginal output raises the economic incentive to hire when approaching capacity and, in revenue-generating roles, points towards growth. Presumably, market share is, or will be, taken from others slower to adopt.

Budgets, say Innovators and Early Adopters, have not been cut in response to gains from AI either.

However, when digging deeper it appears that some teams, most notably marketing departments, may be spending less on contractors. Newly upskilled colleagues are executing tasks once the preserve of freelancers. If this trend continues, we would expect contractor income streams to become increasingly insecure over time. Something, as Bloomberg has reported, that overseas call centre workers have already begun to experience.



Innovators and Early Adopters continue to move ahead at speed

There is little doubt that Innovators have truly embraced AI and are now building out on early success. In fact, their businesses appear to be undergoing transformation at a far faster rate than any equivalent analogue to digital transition.

Their leadership teams have seen the potential and employees have been empowered to make the change happen. These companies have the AI strategies, objectives, plans and policies to ensure the technology is being rapidly integrated into their day-to-day.

Many of the Early Adopters are also close on their heels. The key differences are the comparatively slower rate at which this group is integrating AI with legacy systems, the proportion of existing products being enhanced with the tech and whether new and unique customer solutions are being devised as a result of AI.

Larger companies, especially multinationals and those with long trading histories or deep legacy infrastructures, are necessarily taking more time to adopt AI across their workforce, platforms and product sets. In highly regulated industries, even those with Innovator instincts are often limited to adopting new technologies as part of the Early Majority. Ensuring compliance with complex regulatory requirements prevents them from being at the forefront of adoption.

Yet the market's rate of phase transition – between Innovator and Early Adopter – is quicker than might have been predicted, even 12 months ago. It would appear Gen AI's unrelenting presence in the media, and the sharing of success stories within that coverage, has been sufficient to overcome perceptions of meaningful risk – at least in the minds of Early Adopters.

This has allowed the market to seamlessly and painlessly transition from one stage of adoption to the other. The relatively low cost of adoption and often intuitive nature of the technology has, of course, also fuelled this phenomenon.

The Chasm between those at the forefront of AI adoption and everyone else can be characterised by five specific differences:

1. **Strategic Integration**
   Whilst most organisations have individuals using AI to a certain extent, those reporting gains in company productivity have implemented the technologies in a thoughtful and deliberate manner, in alignment with their other strategies and objectives. The overall impact across the business has been considered – and AI has often become a core part of decision-making and other processes.

2. **Breadth and Depth of Use Cases**
   As a fundamental platform technology, AI's potential stretches across all major functions within a business. Consequently, leaders driving AI adoption are now implementing it strategically in at least four departments, each leveraging it for various use cases.

3. **Employee Training and Literacy**
   Effective AI implementation is impossible without colleagues who are upskilled to use it. Innovators and Early Adopters have provided formal training – or have given time and budget for teams to select training for themselves.

4. **Data Readiness and Systems Integration**
   Whilst our evidence is not comprehensive enough to be conclusive, it seems that organisations who are already fully digital are far more likely to be in the advance guard of AI adoption. These businesses mostly have data ready and available for plugging into AI applications. In addition, they are more likely to be running platforms which are interoperable – with each other and new AI systems. These elements are key in ensuring AI adoption happens quickly and effectively.

5. **Fearless Approach to Test and Learn**
   A key cultural benefit of the digitally-adept is a predilection for 'test and learn' methods – in which multiple solutions to a problem may be tried before the most compelling is selected. This also tends to breed a 'Fearless Organisation', in which colleagues are ready to share ideas, admit what failed and collaborate to achieve success as a team. Such openness to experimentation appears key when adopting AI.

The Early Majority may be watching the train leave the station.

Given the rate of adoption and transformation within Innovators and Early Adopters, there is evidence to suggest that the Early Majority may be further behind than might otherwise have been expected.

Our conversations suggest that there are two distinct groups forming within the would-be Early Majority. The first is positive towards AI, keen to adapt and adopt. The barriers they present are all-too real. There is also palpable confidence – backed by concrete plans – that they can be solved in the mid-term. This group will often readily admit that individuals within the company are using AI without sufficient direction, policy or oversight, and they often suspect use is more extensive than leadership is aware of.

Then, there is a second group. A group which says they consider themselves to have the disposition of Early Adopters. They have allowed individuals to dabble with AI and continue to do so. But for this group, they have concluded that, for all the hype, the results of their AI experimentation are unimpressive.

Within this group, there is now less urgency to adopt Gen AI in a strategic and methodical manner – it therefore seems unlikely they will begin moving towards meaningful organisational change. And, given the speed at which those at the sharp end of adoption are transforming, their reluctance to cross the Chasm any time soon suggests they might be left behind.

Their experiences of failure and disappointment with the technology are palpable. They highlight that whilst chatbots and other Gen AI apps can appear intuitive, this appearance is often deceptive.

Natural language inputs might disguise the need for a deeper skill set but whatever is being generated, the AI needs a detailed set of instructions. It cannot read minds. The way in which the instructions are given – along with the associated settings which are selected – will determine whether the output elicits a user reaction of ‘meh’ or ‘wow’. In other words, effective training is a vital ingredient for success.

Our conversations suggest that it does not seem to take long for ‘meh’ reactions to colour a business’ perception of what value AI can add to its operations. Coupled with other barriers to adoption, AI then struggles be a credible candidate in the boardroom for triggering growth and transformation.

Unlike other technologies, this is less a function of AI’s true potential and more a consequence of its deceptive simplicity – which leads to underinvestment in education and training. Not necessarily on the grounds of cost. It is often just not something which is considered necessary at the outset as ‘we can all use AI’.

Key barriers to adoption include regulatory concerns, lack of technological expertise, difficult-to-integrate legacy systems, competing change management priorities, restricted budgets and AI-sceptical leaders.

It must be acknowledged that the Innovators and Early Adopters have experienced an element of good fortune with regards to AI. Whilst in many instances their luck may have been engineered by strategic design and years of hard work, others have found themselves free of barriers by dint of their innate situation. Companies born in the last decade, for instance, are more likely to be natively digital.

As the first tranche of the Early Majority work to overcome their issues, this leaves more than half of all businesses in potentially deeper waters.

It must be acknowledged that the Innovators and Early Adopters have experienced an element of good fortune with regards to AI.

There is no question that regulatory concerns pose a significant obstacle to AI adoption in sectors including finance, insurance, pharma and healthcare. The good news for those industries is that it is mostly a level playing field with rivals and adoption of AI will take a longer time for all.

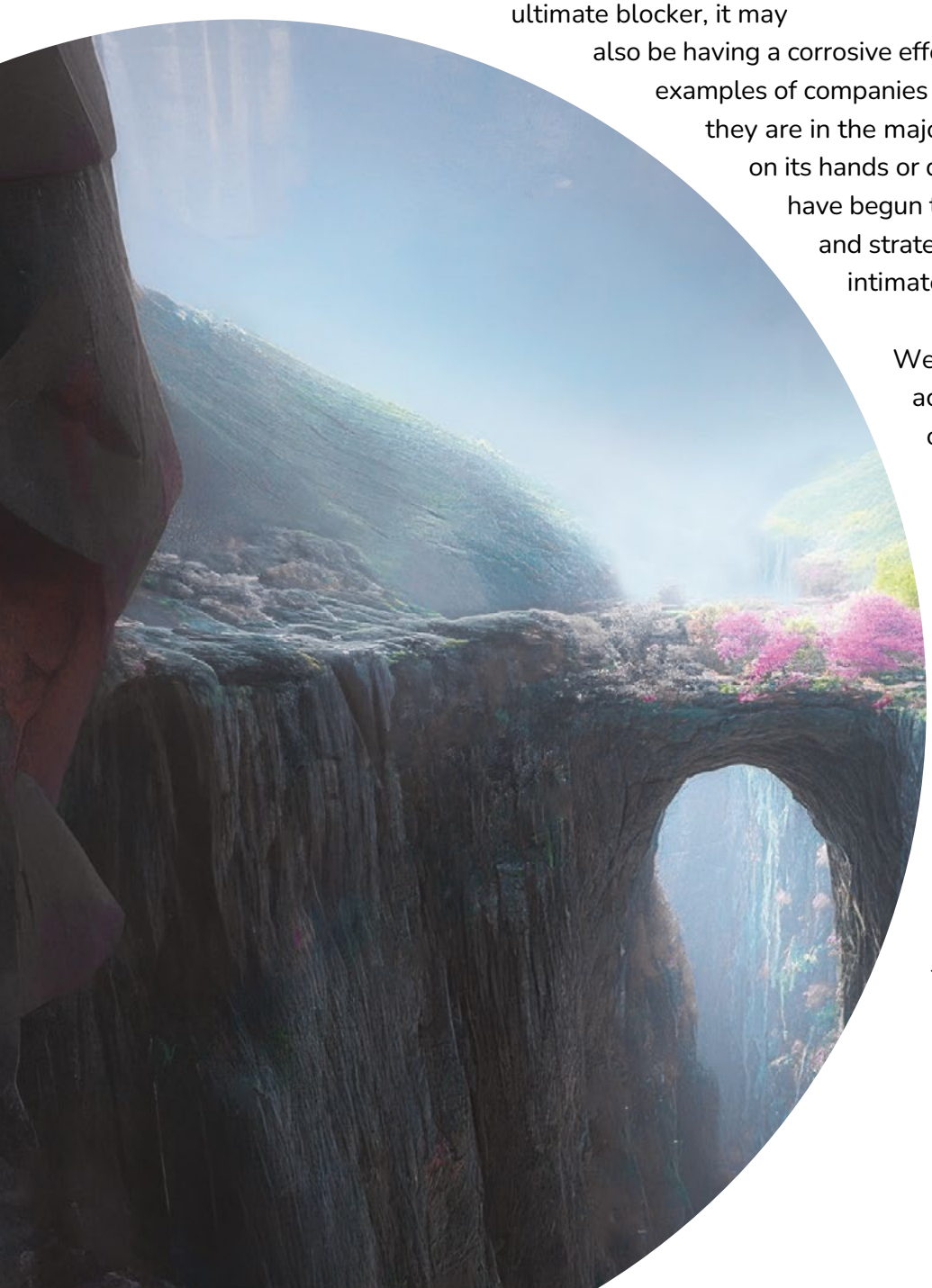
However, our discussions with heavily regulated organisations suggest many are hesitant to fully embrace AI, especially while regulatory landscapes are uncertain. The fear of potential legal and compliance issues down the line is a rational one – although there is plenty they can do with AI whilst firmly colouring within the lines.

Outside of those industries, shortages of the 'right' type of technology priority is also proving a major hurdle. CTOs and other senior technology leaders have told us they feel most pressure to stay on top of security, squeeze ROI from recently launched programmes and keep existing infrastructure running optimally. In many instances this leaves insufficient resource to implement AI. Given demand for specialised knowledge in data science and AI integration is high, cost is also perceived to be a factor.

These issues are magnified for those with older systems which lack flexibility or compatibility. Some businesses are even concluding they need to replace core systems before AI can be implemented on a strategic, company-wide basis.

Meanwhile, others are being stymied by existing change initiatives. With management sensible to arguments that too much change results in chaos and losses to productivity – and where sunk costs in alternative projects have been committed – AI champions can find their programmes cancelled or deprioritised. Some are also being told to implement without change management support, risking poor adoption and suboptimal outcomes, which provide a false negative for future investment. The fear of these internal champions is that poor implementation creates a self-fulfilling prophecy.

However, perhaps the most profound barrier to adoption currently reported is leaders suffering from AI inertia or scepticism. Apart from leadership inaction being the ultimate blocker, it may also be having a corrosive effect on culture. There are examples of companies where AI optimists believe they are in the majority. And as leadership sits on its hands or digs in its heels, colleagues have begun to question other decisions and strategic priorities. One CTO even intimated it may be time to leave.



We expect these trends to accelerate next year. So many organisations who continue to resist adoption may find that the very colleagues who would have been best at leading the evolution have already jumped ship.

Meanwhile, these same knowledge workers – who are currently building a bank of proven experience helping integrate AI into businesses – will be able to command a premium for their services.

Productivity gains by the few may leave the many unable to compete.

Leading business schools teach executives how to create and run firms which leave others unable to compete. Technology is a significant theme throughout these lessons. Not least because it improves economies of scale, especially when applied to networked technologies. Which is why it plays a starring role in the increasing concentration of revenues in a smaller number of companies.

At the time of writing Apple, Microsoft, Alphabet, Amazon, NVIDIA, Meta and Tesla – 'The Magnificent Seven' were collectively worth around $15.4 trillion, with their valuation increasing 2.4x faster than the rest of the market. The rest of the market was worth around $40 trillion once the Magnificent Seven's market cap was deducted. AI is a major part of their technology mix and goes a long way to explaining this performance and their dominance.

As these innovators of earlier and current forms of AI technology have demonstrated, the application of AI to business is capable of producing a tiny number of winners at the expense of a far greater number of also-rans. Could Gen AI impose a similar effect across much of the economy? Might markets become less competitive?

AI is a major part of their technology mix and goes a long way to explaining this performance and their dominance.

Pairing the quantitative data from Gartner, Boston Consulting Group and others, with the qualitative insight our conversations have uncovered, it seems reasonable to hypothesise that a continuation of the market concentration trend seems more likely than not.

Here is one set of assumptions which would make that projection true:

- Innovators and Early Adopters are correct that their current productivity gains are in the region of 5 - 20%;
- The same firms continue to implement AI and deliver similar benefits across multiple years – from extending their existing implementations and adopting new Gen AI tools as they become available; and
- Competitors continue to lag, never working out how to improve at a faster rate than the market leaders.

The final assumption points to the nub of the problem for those in the Early Majority and beyond. To catch up they need to replicate everything the Innovators and Early Adopters have achieved. However, by that point their fast-moving competitors are likely to have moved ahead again, raising the bar for competitiveness. Having been the type of organisation that failed to get off the starting blocks quickly, the Early Majority business needs to become the kind of company that sprints a lot faster for the rest of the race.

This is because adopting AI does not appear to be like having a well-designed website that it is likely to deliver more sales but ultimately is not the critical factor in competitiveness. It is shaping up to being the difference which enables the entire organisation to be significantly more productive. This equates to market power. It means being able to decrease the price of the products you are selling. Or increasing their quality, whilst holding the price steady. You may even be able to do both simultaneously. Rivals struggling to adopt AI at the same rate will only be able to watch as you joyfully consumer their lunch.

A look at the maths makes this thought compelling.

If a company becomes 7.5% more productive every year compared to competitors, compound interest means it only take three years for it to become 25% more productive. Its productivity lead will reach 50% another two-and-a-half years after that. Which will inevitably lead to market dominance.

It also raises the somewhat odd possibility that AI will kill off much of its current marketplace. If it empowers the Innovators, Early Adopters and the most nimble of the Early Majority, the Late Majority and Laggards may no longer exist.

This, of course, is a basic thought experiment around one set of assumptions. The future will be far more varied, subtle and complex. It could unfold in a myriad different ways in different industries. However, based on current trends, the thought experiment is worth bearing in mind. Especially given the precedent of the Magnificent Seven.

And, when we consider our recent conversations, we would be surprised if the implementation gap between the Early Adopters and Early Majority narrowed over the next 12 months.

The good news is that the first gains may be the hardest of yards.

During our research we asked interviewees to score, on a scale of 0 - 10, various aspects and attitudes towards AI adoption. Among these measures was the extent to which AI had been adopted across their team and their business, as well as the future potential of AI for their business.

Because sample sizes were small and sampling not random, the numerical results of are limited significance. The rating scale was primarily used as a technique to close discussions about a topic and trigger the interviewee to settle on a position and conclusion. However, with this strong caveat in mind, it is interesting to note that the data suggests a positive correlation between the extent of AI adoption and the perception of its future potential for a business.

Organisations low on the scale of adoption were also pessimistic about its future potential. Whereas the Innovators and Early Adopters were distinctly more optimistic. In fact, for every additional point reported on the adoption scale, optimism rose by an average of 0.7 points.

Interviewees reported that they had become more optimistic about the future of AI after implementation.

We ignored this entirely at first because we had not expected any correlation. And, a priori, we could also have made a case for a negative correlation. If AI implementation was not meeting the hype, as the Gartner Hype Cycle would predict it might not, experience would dampen rather than increase enthusiasm.

However, going back to the transcripts we found qualitative signals supporting the positive correlation. Interviewees reported that they had become more optimistic about the future of AI after implementation. And the more they learned, and the more the business adopted, the more convinced they became that AI was going to transform their organisations.

This suggests not just correlation but also a causal relationship.

If, therefore, businesses which have yet to adopt AI in a broad, deep and strategic fashion are able to get over the initial hump, optimism may be generated amongst colleagues which could help sustain or even improve momentum towards further adoption.

When implemented well, it is therefore possible that belief in the success of AI becomes a self-fulfilling prophecy.

Ireland's entrepreneurial attitudes suggest a lead in AI adoption which could improve productivity faster than in the UK.

The UK and Ireland are considered by economists and policymakers to be entrepreneurial countries.

PwC measures the extent to which the economic and political environments are conducive to start-up success in 33 countries across Europe, the Middle East and Africa. In its 2024 report PwC puts the UK in 7th place and Ireland in 9th. However, the direction of travel is also interesting. The UK has fallen from 3rd in 2021. Ireland has ranked up from 14th.

Whilst sample bias cannot be entirely dismissed as an alternative explanation, our conversations with Irish businesses had a distinctly more entrepreneurial tone than those in the UK. This was most evident when discussing Gen AI adoption.

The two most well-progressed businesses were large businesses – a global financial services business and a software developer, both based in London. Their lead is due to their innovation in AI ahead of the current Gen AI wave. Having been implementing AI for more than half a decade, and the investment case long-proven, the integration of Gen AI was seen as a natural and obvious progression when it came along. They were both beyond the point of entrepreneurial vigour and into the stage of systemising processes at scale.

After this, however, it was Irish businesses that stood out as being more prevalent among the Innovators and Early Adopters. One large, family-owned business with a history stretching back several generations, reported one of the highest levels of Gen AI adoption. Other smaller outfits were not far behind.

Our conclusion is that Ireland's business leaders seem to have grasped the need for adoption to be strategic, spread throughout the business, integrated with existing systems and accompanied with training. They also appeared more open to failure during test and learn processes, expecting ups and downs along the journey.

In contrast, whilst most UK businesses we spoke to had trialled Gen AI in some form, a greater proportion were in the Early Majority – with others showing signs of being in the Late Majority or even Laggards group. These businesses confessed to a distinctly fragmented and more cautious approach.

Given our analysis of the importance of AI and the relevance of the speed at which it is adopted, it therefore seems Ireland is well-placed, perhaps even better placed than the UK, to take advantage of the growth slipstream we would expect the technology to deliver.

The UK's other advantages may allow it to level up and possibly overtake Ireland in the long run.

Whilst it appears that the first tranche of businesses to achieve full strategic adoption of Gen AI into their operations are gaining a significant competitive advantage, the complexity of established economic and trading environments is such that it remains entirely possible that other trends will continue to dull the impact. Certainly when netted up to the national and international scales.

Not only does the UK have a higher ranking in the PwC index but it has scale on its side GlobalData reports that UK start-ups raised $6.8 billion of venture capital in the first five months of 2024. Their Irish counterparts, meanwhile, raised just €752.6 million in the first six months, 22% down on the same period in 2023.

It is therefore easy to construct an argument that AI will ultimately improve UK productivity more than Ireland's. This is an especially attractive argument when married to the recognition that a proportion of the UK's larger and well-established businesses seem to be as firmly in the Innovator and Early Adopter space as Ireland's smaller and more entrepreneurial operations.

As we have seen in the case of the Magnificent Seven, relative size is a key determinant of future growth. There is ample evidence to suggest that the Mathew Effect – the phenemonon of the richer getting richer – quickly generates market dominance.

As the UK economy begins with an advantage in size and average business valuation, it would not be a surprise if it extended its lead.

Of course, national, social, institutional and political challenges may prevent any economy moving forward at the pace its current position may suggest is possible.

The future is not yet written. But Gen AI will be influential in its outcome.

The ultimate truth is that at the country level many Gen AI outcomes remain all to play for. Governments would therefore do well to consider what levers and pulleys could be used to support the technology's integration across the private and public sector. Based on all collected evidence, it seems that Irish and UK economies will see an uptick in productivity from AI. But how could there be even more benefit?

At the level of individual firms, in contrast, it seems there is already a tightening of possible outcomes. If Innovators and Early Adopters maintain their momentum, they appear poised to dominate the more productive markets of the future. And if those who have yet to find the ways in which Gen AI will make productive improvements continue to lag, they are likely to find themselves outcompeted.

Given that the Chasm between those which have already integrated AI and those who have not can be expected to widen in the next year, those who have yet to act might be well-advised to do so now.

Whilst not simple in practice, the road to adoption is simple to understand and it echoes the observations of what currently divides businesses and defines the Chasm.

1. Decide to begin strategic integration of Gen AI
2. Work with teams across the organisation to develop a breadth and depth of use cases
3. Prioritise implementation against size and speed of payback
4. Implement priorities, integrating with existing systems and processes as well as creating new ones
5. Ensure all employees are fully trained and literate
6. Test and learn as you go, remaining open to failure but not allowing it to deter further progress

Our conversations suggest that businesses which have kept these principles in mind have found that Gen AI is an easier and immediately more productive technology than any other they have experienced.

Embracing the journey is also rewarding and enjoyable for most, which tends to improve optimism throughout the business. Good luck!

About this report

This report was based on the results of a series of interviews and conversations with more than 60 Irish and UK corporates between early August and late September 2024. All materials were anonymised, then transcribed and analysed, with the help of digital intelligence.

About AI Institute

The AI Institute helps business transform to take advantage of the unprecedented opportunities of digital intelligence. Our method blends change management with hands-on expert-led coaching to deliver measurable results. By partnering with the AI Institute, you will:

- Accelerate digital intelligence adoption across your enterprise, while maintaining full control of your transformation
- Equip your teams – from C-suite to frontline – with the skills to leverage digital intelligence effectively
- Drive operational excellence through AI-enhanced workflows that multiply human potential
- Outpace competitors by embedding new capabilities exactly where they create maximum value

We work across all sectors and segments of the economy – from industries as diverse as finance and engineering, to healthcare, consumer brands, chemicals and telecoms. The results are, our clients confirm, 'game changing'.

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