



Executive
Perspectives

10

AI Unlocked: Value Creation with AI (Including Generative AI)

Real-Life Examples of Value and Impact

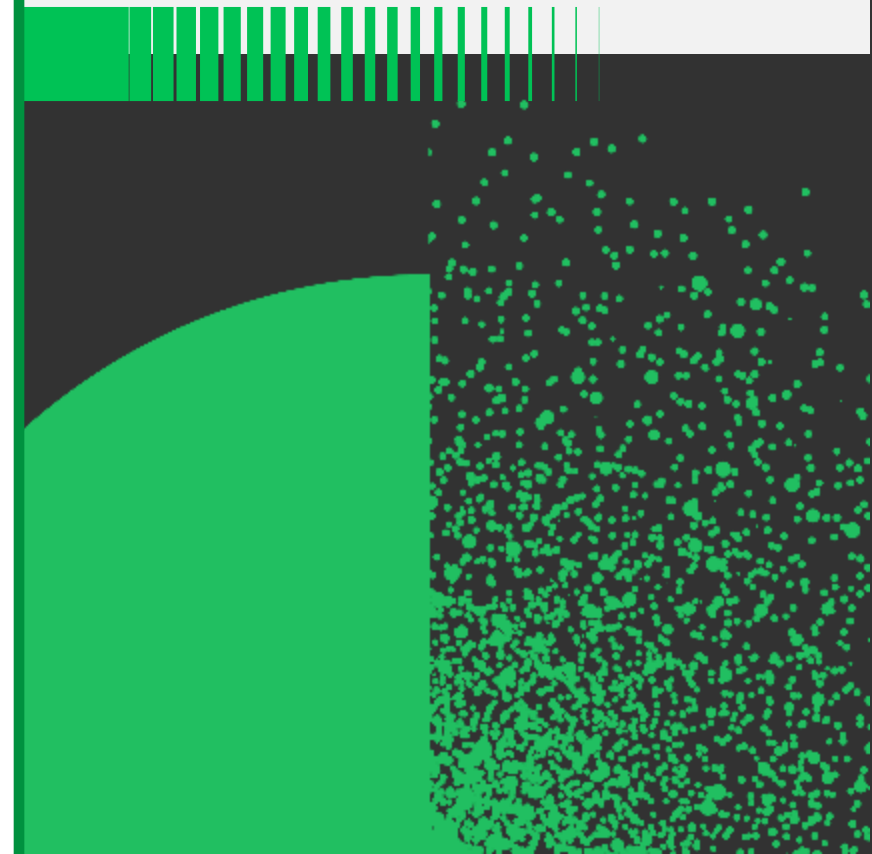
December 2024

Introduction

We meet often with CEOs to discuss AI—a topic that is both captivating *and* rapidly changing. After working with over 1,000 clients in the past year, we are **sharing our most recent learnings in a new series designed to help CEOs navigate AI**. With AI at an inflection point, the focus in 2025 continues to be turning AI's potential into *real* profit.

This document provides a set of examples for CEOs to cut through the hype around AI and witness the immense potential of AI to deliver real value, and the key success factors to executing a successful AI transformation

In this BCG Executive Perspective, we showcase the immense value from AI across a variety of topics, with real-life case examples



Three strategic plays to maximize value from AI

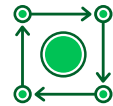


DEPLOY

Enhance efficiency with GenAI tools that streamline everyday business processes, reducing the need for additional hires & daily operating friction

Examples

- Meeting summary
- Code development
- Calendar management
- Invoice reconciliation



RESHAPE

Elevate business impact by transforming workflows with AI, enabling multi-functional reshaping and end-to-end organizational transformation

Examples

- Design and Engineering
- Marketing
- Customer Service
- Technology

AI leaders focus on reshaping functions



INVENT

Develop AI-native offerings that elevate customer value proposition and unlock new business models and revenue opportunities

Examples

- Hyper-personalized customer experience
- AI-powered services/products
- Data monetization across value chain
- Insights and innovation platform

What leaders do differently | Key success factors

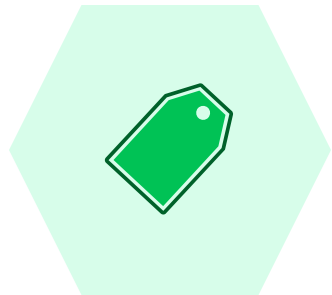
- 1 **Bold ambitions:** 80% focus on reshape/invent plays, enabled by 2x investment in AI capabilities, and 2x people in AI
- 2 **Focus on both core and support:** 62% of AI value potential comes from core business functions
- 3 **Investment in few high-priority opportunities:** Few high-value opportunities with 2x ROI impact instead hundreds of use cases
- 4 **Faster adoption of GenAI:** AI leaders leverage both predictive AI and GenAI, and rapidly adopt the latter
- 5 **Integration of AI in transformation:** 45% of leaders embed AI in cost transformation efforts & focus more on revenue growth
- 6 **Embracing the 10-20-70:** Leading companies see AI transformation as a people transformation vs. tech-only



Read our latest
publication:

**Where's the
Value in AI?**

Many functions have been reshaped end-to-end with AI



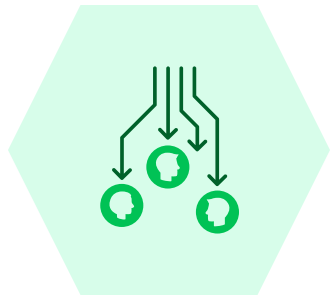
Sales



Customer Service



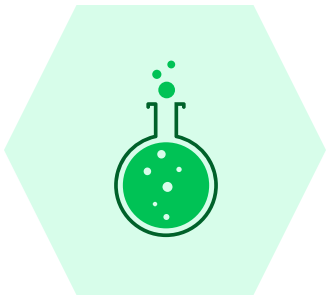
Pricing and Revenue Management



Marketing



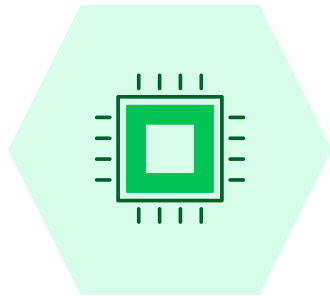
Manufacturing and Supply Chain



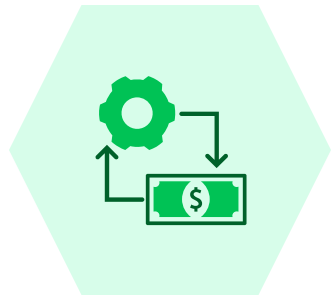
R&D



Field Forces



Technology Functions



Business Operations

Many leading organizations are driving transformative impact across multiple functions

Sales



Logistics company

Enhanced RFP process with “RFP responder”, AI-supported generation of proposals with **30% - 50% gain in efficiency**



CPG company

Reshaped customer engagement and sales with AI virtual assistant, **2x higher ROI** vs. traditional touchpoints



Technology solutions provider

Augmented call center sales with AI, **7%+ revenue growth** with **+60% productivity in outbound calls**



Universal bank

Transformed bank's wealth advisory and sales with co-pilot and pitch builder, leading to **5%–10% increase in AUM** and **3x portfolio reviews**



Telecoms provider

Uplifted customer engagement and sales with AI-enabled chatbot, leading to **+20% conversion rate** for **~1% annual revenue uplift**



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Customer service



Telecoms and media company

Augmented customer servicing with AI solutions for call agents, resulting in **20% reduction in Avg. Handling time (AHT)**



Telecoms provider

Enhanced call center operations with AI, with **25% reduction in After Call Work time**, impacting **20%–25% of customer operations cost** baseline



Business process outsourcing provider

Transformed call center customer support with AI-powered solutions for **15%–18% reduction in AHT driving up to \$200M savings**



Asset manager

Reshaped customer support with a **~35% reduction in call volume** and **~20% reduction in AHT**, leading to **OPEX reduction (~\$500M)**



Universal bank

Uplifted remote customer service with AI for chat support, reduced **AHT by 18%**



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Pricing and revenue management



Convenience chain

Enhanced fuel pricing optimization basis unique local conditions to see estimated **uplift of 20%–30% of annual gross profit** at full scale



Heavy machinery manufacturer

Deployed AI-powered pricing engine for aftermarket parts with **+2%–3% sales and +3%–4% profit impact**



Fashion retailer

AI solution for pricing and promotion strategy leading to **multi - hundred million \$ transformation**



Pharmacy chain

Leveraged AI solutions to transform pricing and promotions, resulting in over **\$1B+ in revenue and gross profit increase**



Spirits and wine manufacturer

Augmented advertising and promotion effectiveness with **+2%–3% FY EBIT and +20–30 pts Advertising and Promotion effectiveness**



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Marketing



Financial services company

Reshaping search, creative development and email marketing campaigns for **30 - 40% productivity increase** and **10% - 20% reduction on cost per action**



Gas and renewable energy producer

AI-supported SEO content generation leading to **95% cost reduction with 50x faster content creation**



Alcoholic beverage company

AI-assisted E2E campaign creation, leading to **~80% external agency cost saving** along with **~40% - 60% uplift in click-through rate**



Consumer health company

AI solution for insight and concept development; Productivity uplift on resulting in **20% savings in marketing costs**



Pharma and healthcare company

AI-augmented reshaping of content generation & localization resulting in **50% time saved** and **€70M–150M reduction in agency costs**



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Manufacturing and supply chain



Electronics manufacturer

Successful AI pilot across 4 use cases in transferring skills and experience in highly automated factories, reducing human intervention by **70-80%**; **estimated \$1Bn in value at full scale in global roll out**



Biotech company

AI-embedded digital supply chain which reshaped end-to-end operations, leading to **~\$750M inventory reduction, ~10% savings in transportation**



Chemicals producer

Cost transformation program across entire value chain with AI: **8%–12% reduction in cost with €420M value confirmed**



MedTech company

AI-assisted inventory reduction by **\$100M** and **improved forecasting accuracy by 15 p.p.**; **backorders reduced by 60%**



BioPharma company

AI-enabled digitized supply chain to deliver **£400M value delivered** with operational excellence



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Field Forces



Oil and gas company

Reshaped maintenance strategy and planning optimization with AI, achieving **40% reduction in preventative maintenance, 10% reduction in maintenance OPEX and 10% reliability improvement**



Integrated energy company

Developed AI/data-enabled inspection workflow optimization to achieve **62% efficiency gain (50% faster on-ground response and 67% faster reporting)**



HVAC solutions provider

Deployed AI powered product for reshaping Maintenance, Repair and Overhaul (MRO) programs; witnessed **5%–10% increase in revenue** via first year sales



Infrastructure developer and investor

AI assisted asset maintenance processes for front line workers; **productivity uplifted by 5%–10%, 15%–20% decrease in job durations; 10%–20% improvement in rework rate**



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

R&D



Eye care company

4 AI use cases prioritized to reshape marketing, software and knowledge search; Over **\$50M FTE productivity gain over 5 years**



Pharmaceutical company

AI-powered solutions enabled acceleration of **clinical trials by ~25%** and **5%–10% faster completion of site activation**



Biopharma and medtech company

10%–15% faster clinical trials with AI-based identification of high-recruitment sites and optimization of patient recruitment



Pharma and healthcare company

AI solutions to quicken medical documents generation, leading to cycle-time reduction, **3+months drug advancement, €40M+ impact**



Biopharma and healthcare company

Acceleration of drug discovery through AI; **25% cycle time reduction and \$25M cost reduction, \$50M–150M rev. uplift**



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Technology functions



Global insurer

Software development

25% productivity gain across software development life cycle; **20%–30% improvement in software quality**



Oil and gas retailer

IT operations

30%–40% productivity improvement for IT department through AI-based legacy tech modernization



Payments provider

Data management

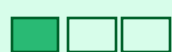
~40-70% productivity gain in processes like metadata and lineage management for roles in data management and governance



Universal bank

Software development

70% uplift in quality software testing, 60% reduction in bugs with AI-enabled testing co-pilot



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Business operations



Integrated energy company

Procurement

RFP assistant **to save 5 hrs per draft**; reduction of 1% of external spend with **\$80M–120M at full scale**



Global insurer

Underwriting

Transforming underwriting with AI for **2x productivity improvement and 10x reduction in wait time**



Universal bank

Loan processing

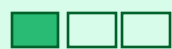
>50% FTE productivity gains with AI transformation for mortgages and consumer loans processing



Global automobile manufacturer

Procurement

50% faster tender drafting and offer comparison; **€5M–10M FTE savings and €40M–80M savings** on external services



Value delivery on pilots



Value delivery on initial scope



Value delivery at full scale



Select deep-dive ahead

Leaders with large-scale end-to-end AI transformations



Investment bank

>\$1B | program

With AI-enabled automation to achieve enterprise-wide step change in efficiency, scale, and resilience



Consumer health company

20%–30% | of cost base reduction

With company-wide Enterprise AI program



Pharma and healthcare company

~2% | EBIT gain

With E2E AI transformative use cases across 3 pillars (commercial, R&D, and manufacturing and supply chain)



Technology and consulting firm

>\$2B | program

To improve productivity in customer support, IT modernization, and HR transformation

GenAI Co-pilot for Relationship Managers in a universal bank



Wealth
Relationship
manager

Content summarization to retrieve quick & accurate customer, product, and market insights

Personalized product recommendations with AI-driven conversational assistant

Agent orchestrator calling upon relevant "virtual assistants" to perform autonomous tasks (e.g, Planner "agent" to schedule meetings & events)

5%-10% Increase in AUM

50% Reduction in pitchbook & proposal generation time

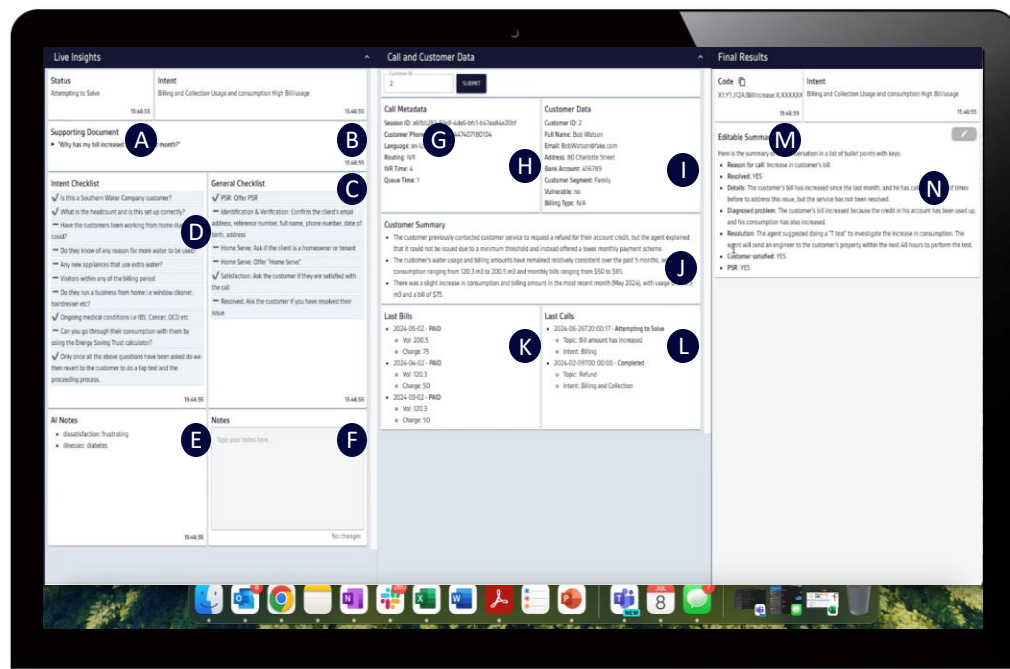
2-3x More portfolio reviews by RMs



Key unlocks to scale

- **Op model Transformation:** Shifting RMs from product pushers to bionic advisors with incentives realigned with GenAI products & workflows
- **User-Centric Design:** Embedding guided flows, smart nudges, and circuit breakers into GenAI products for behavior change and adoption
- **Robust Measurement:** Establishing North Star metrics, monitoring leading/lagging indicators, and linking inputs to outcomes effectively

AI solution for call agents at a business process outsourcing provider



AI solution features

- A** Request status
- B** Call intent
- C** Supporting documents
- D** QA & intent checklists
- E** AI-generated notes
- F** Manual notes
- G** Account lookup
- H** Call metadata
- I** Customer data
- J** Pre-call summary
- K** Last bills information
- L** Previous calls and issues
- M** Root cause analysis code
- N** Post-call summary

~15% - 18% Reduction in avg. handling time

90% Agents reported improved efficiency

225K+ Calls supported

\$200M In cost savings



Key unlocks to scale

- Building, scaling industry-grade GenAI solutions with **clear proposition for end-clients**
- Link to broader transformation effort:** radical triple-digit million cost out and fundamental re-design of op model, ways of working and culture
- Strong working relationship and buy-in** with ExCo and broader leadership team

AI-based pricing optimization for a convenience chain

Pricing process and operating model

- Develop **best-practice fuel pricing process** with capability to tailor strategies
- **Re-define operating model**, embedding core capabilities



E2E pricing optimization tools

- Improve **transparency of recommendations and reporting**
- Evolve **price optimization engine and elasticity model**, factoring in competitor response



Enhanced capabilities

- Enable client to have **full ownership** of pricing optimization algorithm

20%–30%

Estimated uplift in Annual Gross Profit at full scale (fuel contributes >50% of gross profits)



Key unlocks to scale

- **AI-first operating model** to govern pricing, freeing capacity for strategic decisions
- **Establish in-house AI/data science capability** to own and evolve system over time

AI for insights & concept development in marketing at consumer health co.

Data retrieval & synthesis

- Connect automatically between diverse, previously disparate data sources to develop real-time, actionable insights

Concept generation & refinement

- Generate 10+ product & comms concepts at the touch of a button

Synthetic testing & final validation

- Provide qualitative feedback from focus groups in <1 min
- Narrow down list of 20+ ideas to winning idea in <1 day
- Deliver quantitative panel results in mins instead of weeks



Key unlocks to scale

- **AI program integrated into cost transformation effort:** value tracking, governance...
- **Redesign of processes & op model alongside AI deployment:** centralization of activities, reorganization of teams...
- **Build of a Marketing-specific AI app factory,** leveraging a low-code app-building platform

3–5x

Faster insights to innovation

15%

FTE savings

40%

Cost savings on qualitative research

30%–50%

Higher Marketing content ROI

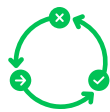
Chemical producer leveraging AI across manufacturing and supply chain



AI operator

Operations &
Site Service

Chatbot for plant
maintenance &
process control



Negotiation AI

Procurement

Automate
negotiation of
C-level supplier



Automated order entry

Customer Service

Insource and
reduce external
spend through
order automation



Engineering AI

Engineering &
Maintenance

Cost-effective
modeling and
plant digitalization



Intelligence platform

Supply Chain

GenAI assistant for
enhanced
efficiency—
inventory & safety
stock reduction



Supply chain planner

Supply Chain

MS co-pilot-
enabled efficiency
increase through
information
transparency



Key unlocks to scale

- **Lead with value** at board discussions and make it tangible with firm-specific examples
- Select **willing early adopter** units to prove value to the wider organization
- **Substantiate the value ambitions** in a short period with expert support

Energy company leveraging AI for end-to-end asset integrity management

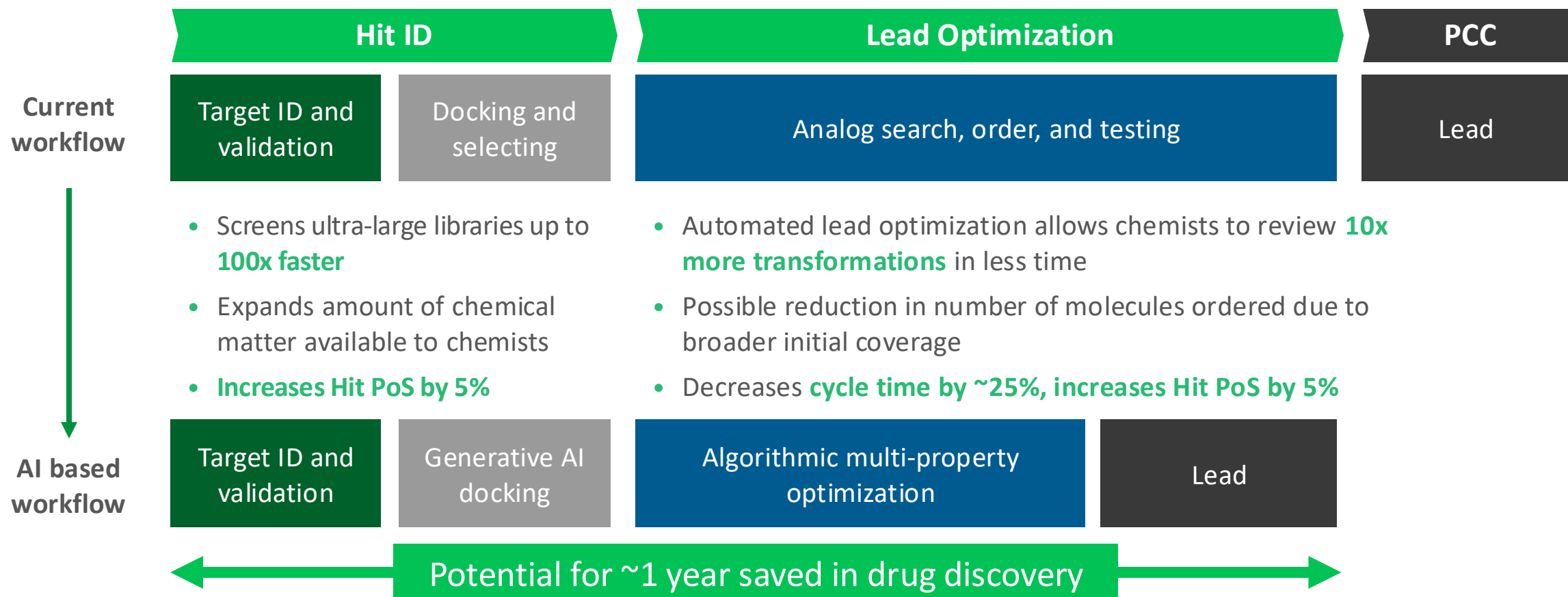
	Planning and prioritization	Execute inspections	Review and approve reports to prioritize repairs
AI/GenAI features	Historical report digitization and recommendation action optimization	Automatic defect detection and digitization of reporting with enhanced UI/UX	Semi-automated report review and approval
Impact	Clerks are 160x more efficient in large-scale data ingestion to plan inspections	Enabled inspectors to be 10x faster documenting and annotating defects	62% efficiency gain to overall inspection workflow; (50% faster on-ground, 67% faster in-office reporting)



Key unlocks to scale

- Utilize GenAI to **unlock insights from historical data** for smarter inspections
- **Digitize workflows to cut processing time** and seamlessly integrate with ERP tools

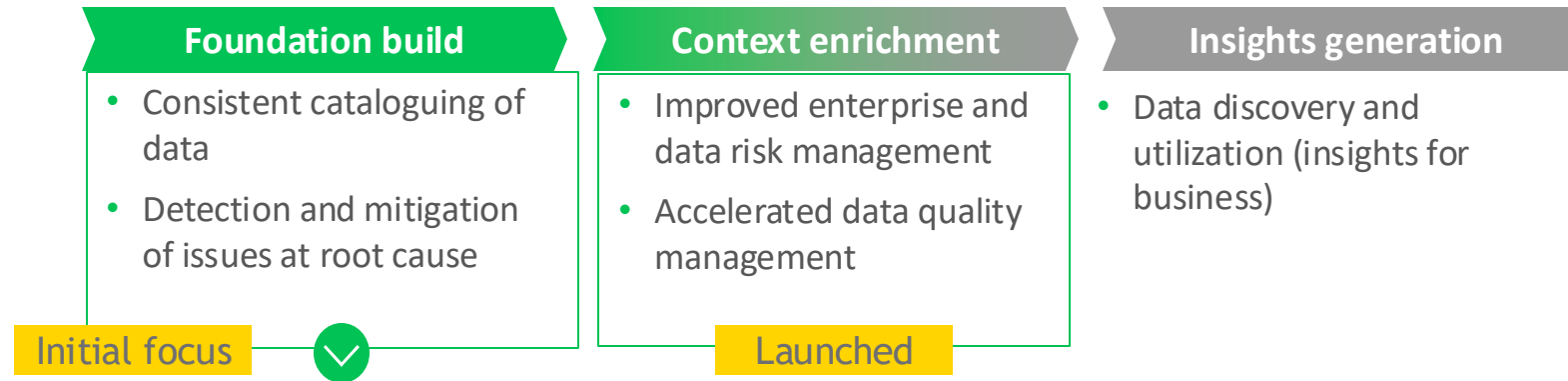
Global pharmaceutical leveraging AI for R&D cycle-time reduction



Key unlocks to scale

- **Show early proof of technology (MVP via impact in R&D)** by bringing together deep scientific and GenAI expertise
- **Detailed process (re)design** to achieving best-in-class cycle time at scale

Payments provider using GenAI to strengthen data governance



Two use cases completed and deployed in production

1 Lineage annotation

- Accelerated data lineage capture by generating initial suspected lineage and expanding code parsing
- Speed up debugging/data quality issue resolution leveraging diagnostics tool

2 Metadata labeling

- AI generated "first draft" of metadata...
- ...and was refined through human feedback



Key unlocks to scale

- **Alignment of the operating model alongside the deployment**, streamlining processes and integration into adjacent capabilities

Impact

40-70%

Productivity gain in processes like metadata and lineage management

~50%

% lead time reduction for critical data management activities

5-6 yrs.

Accelerated timeline to full data governance

European bank leveraging AI to transform credit processing

Context

- **Unstructured information** on credit worthiness
- Collateral checked and **processed manually**
- Complex processes leading to **long handling times, errors, costs, and low client satisfaction**

Transformation initiatives

GenAI automation: Development of DokAI to support the credit process

- Documents **automatically categorized, structured, and scanned**
- **Real-time** fraud **checks** and **communication** with customers for missing documents
- **Escalation of tasks** for manual review

Impact

10x

Faster time-to-yes, up to 90 % straight-through processing

>50%

FTE productivity gains

<12

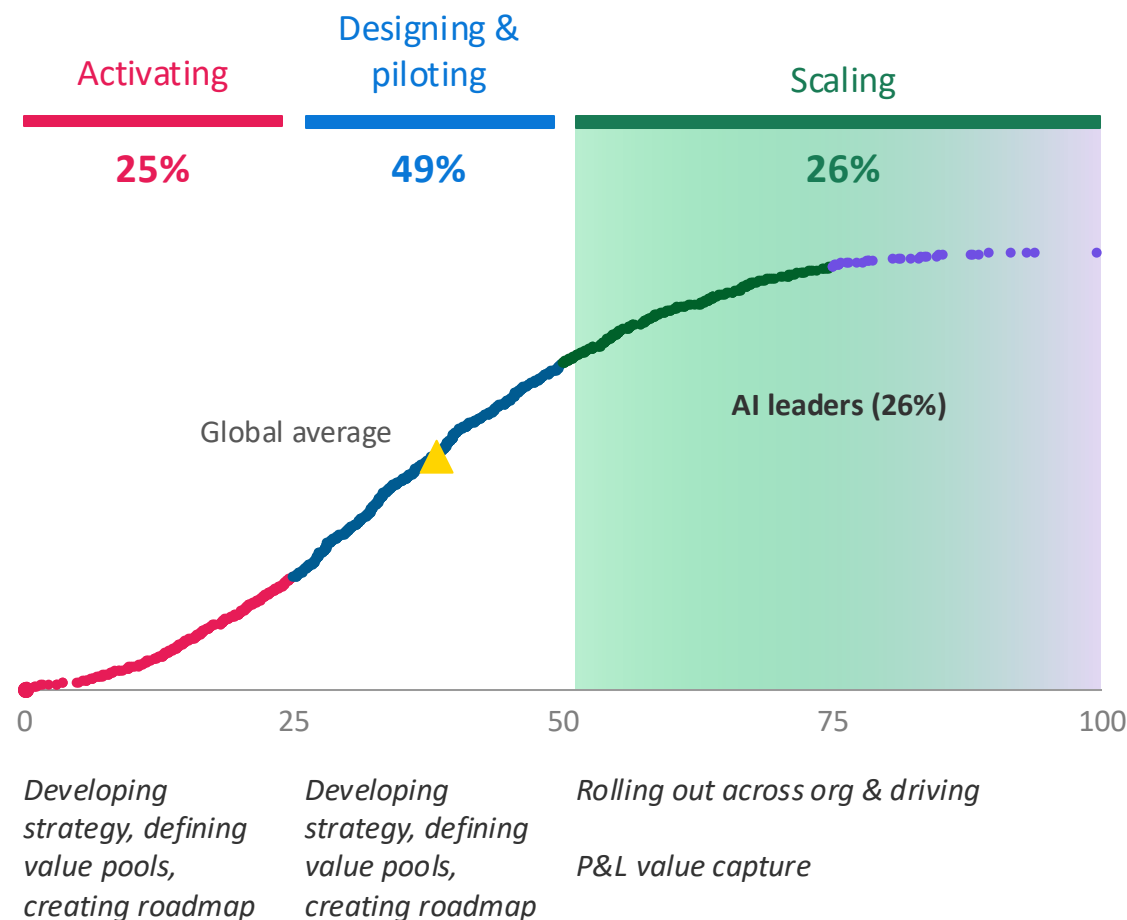
Months payback period



Key unlocks to scale

- **GenAI-powered Zero Ops:** Focus on standard products, ease verification steps, zero-base all requirements
- **Client-focus:** Aim for superior service efficiency and reduced errors
- **Enhanced productivity** leveraging automatically generated outputs

Only 26% of companies have managed to scale value from AI



Revenue

1.5x

More revenue growth (3 yr avg)



Total shareholder return (TSR)

1.6x

Higher 3 yr TSR



Returns

1.4x

Higher ROIC (3 yr avg)



Innovation

1.9x

More patents



Employee satisfaction

1.4x

Better overall glassdoor indicator

BCG Experts | Key contacts for AI transformation

NAMR



Dylan
Bolden



Vladimir
Lukic



David
Martin



Amanda
Luther



Matthew
Kropp



Sesh
Iyer



Julie
Bedard



Beth
Viner



Djon
Kleine



Steve
Mills



Dan
Martines



Japjit
Ghai



Justin
McBride



Michael
Demyttenaere



Silvio
Palumbo



Dustin
Burke



Andy
Lin



Tauseef
Charanya

EMESA



Nicolas
De Bellefonds



Jessica Apotheke



Marc
Schuurin



Dan
Sack



Andrej
Levin



Marcus
Wittig



Robert
Xu



Tristan
Mallet



Mikael Le
Mouëllic



Chris
Meier

APAC



Jeff
Walters



Romain de
Laubier



Julian
King



Aparna
Kapoor



Akira
Abe



Nipun
Kalra

BCG

