



WHITE PAPER

From GenAI Ambition to Enterprise Value

What a Benchmark of More Than 500 Companies Shows About the Operating Model of GenAI Success

Based on BCG U's GenAI Capability Diagnostics Benchmark

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Executive summary

Generative AI has moved beyond experimentation, yet evidence from more than 500 companies shows that only a minority are converting ambition into measurable enterprise value. The decisive difference between leaders and the rest is not strategic intent or the number of pilots, but execution quality across a small set of operating model choices that make GenAI usable, measurable, and scalable in day-to-day work. Organizations capturing at least 75 percent of their expected AI value and operating at least five implemented use cases report more than 2.5 times the value realization of their peers, creating a performance gap that is likely to widen as GenAI capabilities mature.

The benchmark points to five levers that distinguish companies realizing higher value. Workforce enablement is the strongest differentiator: leaders allocate around 14 percent of AI spend to enablement, compared with 8 percent in the broader sample, and are materially more likely to capture high value. Fit-for-purpose tool selection also matters once companies move beyond basic rollout, especially when senior leaders are involved in aligning tool choices with actual workflow needs. Adoption depth is another critical separator: winners reach six-month usage rates of roughly 73 percent, compared with 36 percent among median companies, supported by a larger base of advanced and champion users. KPI discipline further shifts GenAI from a technology topic to a business topic by linking usage to outcomes, assigning accountability, and defining escalation paths. Finally, leading companies scale broadly, but start with focused workflows where value can be proven and then expanded.

For leaders, the implication is clear. Foundational actions such as baseline communication, defined roles, broad tool access, and standard KPIs remain necessary, but they no longer differentiate. Sustainable value creation depends on building a coherent operating model in which people, tools, governance, and rollout reinforce one another. Companies that act systematically across these areas are better positioned to turn isolated productivity gains into repeatable enterprise value.

Contents

- 06** GenAI Value Realization Is Stalling Pre-Scale
- 09** Lever 1: Workforce Enablement Is the Clearest Dividing Line
- 11** Lever 2: Tool Choice Starts to Matter Once Firms Move Beyond Basic Rollout
- 13** Lever 3: Real Value Comes from Adoption Depth, not Access
- 15** Lever 4: KPI Discipline Turns GenAI from a Technology Topic into a Business Topic
- 17** Lever 5: The Best Performers Scale Broadly, but Start with Focus

Contents

- 19** From Five Actions to a Successful Operating Model
- 20** Foundations Are Necessary but Insufficient: Winners Move Beyond Rollout into Applied, Embedded Usage
- 22** Methodology, Implications and How You Can Participate
- 24** About the Authors

Across a benchmark of more than 500 companies, only a minority are already turning generative AI into meaningful business value. The difference is not louder ambition or a larger number of pilots. It is stronger execution across a small set of operating model choices that make GenAI usable, measurable, and scalable in day-to-day work.

GenAI Value Realization Is Stalling Pre-Scale

Generative AI has moved well beyond the initial burst of experimentation. In most industries, leaders have already funded pilots, rolled out general-purpose tools, and created long lists of possible use cases. What is changing now is not the level of interest but the degree of separation in outcomes. The benchmark behind this report suggests that the market is split between a relatively small group of firms that are already capturing material value and a much larger group that is stuck with little to no progress.

In the benchmark, “winners” are defined as organizations that report capturing at least 75 percent of their expected AI value potential and that have already implemented at least five GenAI use cases (which is a proxy for moving from elementary AI value capture to fully fledged AI-driven value creation). That is a high bar. It requires both confidence in value realization and evidence that GenAI integration has moved beyond isolated pilots. “Value realization” refers to the self-reported share of GenAI value potential that companies believe they are capturing. Measured against the rest of the sample, this group stands out sharply: Winners report more than 2.5 times the value realization of other firms.

This is a meaningful performance gap, not a marginal one. It demonstrates that GenAI is becoming a source of operational advantage for a subset of companies that are learning how to scale it earlier and faster than others. As those organizations deepen adoption, build more capable user groups, and refine the way they manage GenAI across workflows, the distance to the rest of the field is likely to grow further, especially as this is not a finite skill—new skills evolve fast, like agentic AI.

Just as important, the benchmark does not point to a dramatic difference in ambition. Most companies in the sample appear to have no shortage of ideas and desire for great outcomes. They are exploring customer service, software development, content creation, knowledge work, and operational automation. The real divide opens later, when firms try to embed GenAI into how work is actually done. That is where a small group is pulling ahead.

These findings are consistent with *recent BCG findings* which showing that companies have a clear vision and are confident in using AI in their day-to-day work, but they struggle with deep implementation and value generation. Particularly under finance executives, confidence and investment levels are high, but measurable returns remain uneven: Only 45 percent of surveyed finance executives can quantify their ROI, and the median reported ROI sits at around 10 percent—well below the 20 percent target many companies aim for. This gap between ambition and realized impact is exactly where the benchmark points to five differentiating levers.

The benchmark identifies five levers that are most closely associated with much stronger value realization: workforce enablement and reinforcement, fit-for-purpose tool selection, rapid adoption and deep user penetration, KPI tracking with clear accountability, and cross-functional rollout focused on a limited number of priority workflows. Companies excelling across all five are up to 2.5 times more likely to realize high GenAI value and become winners than the rest of the sample—with workforce enablement alone increasing that likelihood by approximately 90 percent, smart tool choices by an additional 60 percent, and strong adoption depth by a further 50 percent. These are the areas in which winners systematically set themselves apart.

EXHIBIT 1

Five levers increase the likelihood of GenAI value realization by 30–90%

1 Workforce enablement is the clearest dividing line



Allocating more money to workforce enablement increases the likelihood of achieving 2.5 times more value by

~90%

2 Tool choice starts to matter once firms move beyond basic rollout



Implementing more advanced and function-specific tools while simultaneously increasing the leadership involvement in AI tool selection increases the likelihood of achieving 2.5× more value by

~60%

3 Real value comes from adoption depth, not simple access



Scaling GenAI adoption rapidly and driving user proficiency beyond basic application increases the likelihood of achieving 2.5× more value by

~50%

4 KPI discipline turns GenAI from a technology topic into a business topic



Establishing a full end-to-end AI-KPI system with clear accountability and defined escalation paths increases the likelihood of achieving 2.5× more value by

~30%

5 The best performers scale broadly but start with focus



Rolling out GenAI broadly across all functions with a focus on data-centric workflows increases the likelihood of achieving 2.5× more value by

~30%

Additionally, the benchmark helps distinguish between foundational actions and true performance differentiators. Many actions matter and should not be ignored, but they do not intrinsically explain why some firms pull ahead. Generic communication on why AI matters, a broad enterprise license for a standard tool, or a basic set of metrics may be necessary foundations, yet the benchmark suggests that none of them is sufficient on its own. Winners treat them as a baseline and then go further in the areas where execution quality starts to separate outcomes.

When considered together, the five levers outline a repeatable pattern. Winners invest in people rather than assuming tools will do the trick by themselves. They pick solutions that suit real workflows rather than defaulting to a one-size-fits-all setup—it can be laborious but is rewarding. They push for sustained use rather than simply providing access. They manage GenAI based on business impact and metrics rather than treating it as an end in itself. And they scale broadly, but only after deciding where early focus will matter most.

The chapters that follow unpack each lever and illustrate how, taken together, they constitute the characteristics of a successful operating model for extracting tangible value from GenAI.

Lever 1: Workforce Enablement is the Clearest Dividing Line

Workforce enablement is the most distinct differentiator in the benchmark. Companies that pair strong enablement with active reinforcement are about 90 percent more likely to capture GenAI value than the rest of the sample. No other lever shows a stronger statistical separation. That alone should change how leaders think about where the real work lies. GenAI doesn't yet pay off when a tool is licensed. It starts yielding results when behavior changes at scale.

This finding is consistent with **architecture for AI transformations**: The largest share of the effort lies in people, processes, and organizational change (70%), a smaller share in technology and data (20%), and only a small share of the effort lies in algorithms (10%). Workforce enablement should therefore not be treated as a support activity around GenAI. It is one of the core mechanisms through which companies turn tool access into changed behavior, repeated use, and measurable business value.

The benchmark makes this principle tangible. Winners treat enablement as a real investment category, not as an add-on to a technical rollout. At the median, they allocate roughly 14 percent of their AI budget to enablement, compared with about 8 percent among other firms. More important than the size of the budget is the way it is allocated. Winners are more likely to invest in process redesign and training, reinforce AI-related behaviors through incentives and sponsorship, and establish mechanisms that connect usage to measured value.

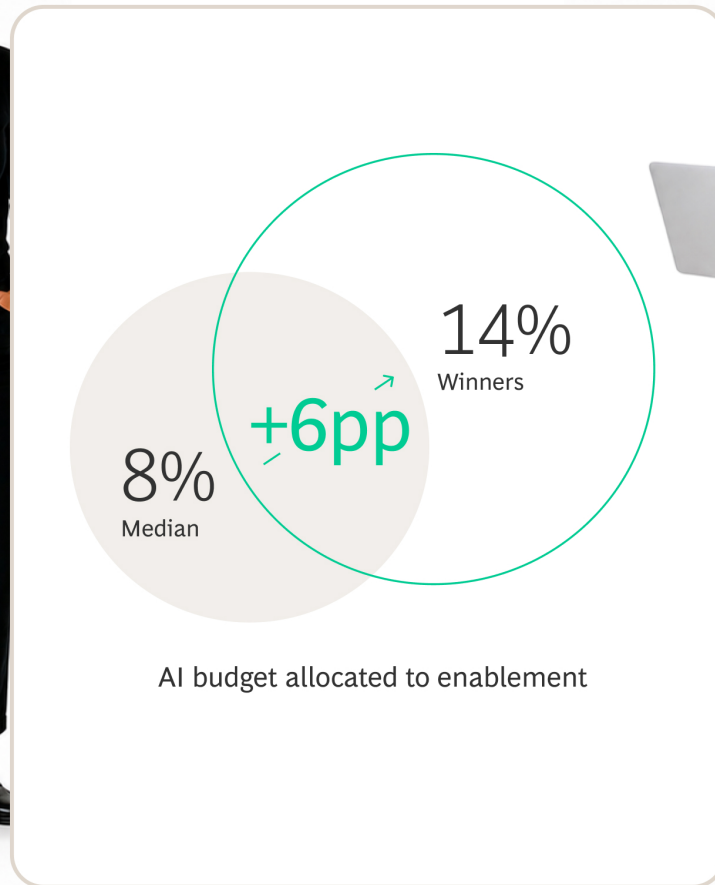
The benchmark also suggests that winners give employees far more clarity and direction. They are markedly more likely to define personas for GenAI expectations, to set up dedicated roles or teams for program design and delivery, and to reinforce the agenda through visible senior sponsorship. The pattern is straightforward: People use GenAI more confidently when they know what is expected of them, where the tool helps, and how success will be judged.

This is also a good example of the difference between hygiene and differentiation. Dedicated enablement roles and persona definitions are not glamorous topics, yet they remain foundational and cannot be neglected. At the same time, winners go beyond those basics by reinforcing the behaviors they want to see. They don't leave adoption to chance. They actively promote the change through managers, learning journeys, and clear signals that GenAI is meant to alter everyday ways of working. The biggest mistake one can make is to believe that what appears logical to decision-makers will be automatically understood and implemented by the rest of the company.

For leaders, the practical implication is simple. Enablement must be treated as a permanent organizational task: Continuously improving one's own capabilities, while actively helping others do the same, is no longer a voluntary option but an ongoing responsibility. The focus must be on highlighting the desired behavior and creating the organizational context that makes this behavior the logical choice of those concerned. A budget, named owners, role-specific content, and reinforcement after launch are all necessary. One-off awareness sessions rarely change habits, much less in the long term. The organizations pulling ahead are the ones who keep investing until GenAI usage becomes natural rather than accidental and who invest in creating a reinforcing environment.

EXHIBIT 2

Workforce enablement has the strongest impact on value creation



Biggest enablement initiatives of winners



1 Reinforcement of AI-related behaviors

Incentivize and sponsor consistent GenAI usage in daily work

Reinforce behavior change through managers and performance signals



2 Processes and people

Redesign workflows and train roles for effective GenAI adoption

Define clear personas, roles, and expectations for usage



3 Measurement and value tracking mechanisms

Link GenAI usage to measurable business value outcomes

Track adoption and impact to sustain investment and focus

Lever 2: Tool Choice Starts to Matter Once Firms Move Beyond Basic Rollout

The benchmark suggests that tooling becomes a true differentiator only after companies have moved beyond basic rollout. Firms that combine fit-for-purpose tools with leadership involvement in system selection are about 60 percent more likely to realize substantial value. That does not mean generic enterprise tools are irrelevant. It means that they stop being enough once the goal shifts from access to impact.

Winners are more likely to use advanced and function-specific tools. In the benchmark, 57 percent of winners report using function-specific solutions, compared to 43 percent of the rest of the sample. They are also more likely to use more advanced tools where the workflow demands them. This matters because the value of GenAI is often shaped by narrow operational details: the structure of a process, the type of content involved, the degree of risk, and the need for integration into existing systems. This suggests that winners are progressing to more sophisticated AI applications, likely reinforcing their lead.

Leadership involvement is another part of the difference. Winners are more likely to involve leaders directly in selecting and prioritizing AI systems. That improves the odds that tool choices will reflect actual business priorities rather than local enthusiasm or isolated experimentation. The question shifts from which model is newest to which setup best fits the work that matters most. This distinction matters because leadership visibility is still limited in many companies. For example, 40% of CFOs do not have visibility into their vendors' AI offerings. Without that visibility, companies risk scaling tools that are available but not necessarily suited to the workflows where value is created.

The benchmark also offers a useful warning. Some widely discussed actions are important but do not distinguish winners. A mass rollout of off-the-shelf solutions appears to be a baseline rather than a separator, and generic prioritization of AI around strategic themes does not by itself create advantage. Both are still needful. But they are better understood as hygiene levers: necessary foundations that need to be followed by sharper decisions on workflow fit.

For most firms, the practical takeaway is to stop treating tool choice as a platform decision alone. GenAI portfolios should be built from the workflow backward. Which tasks need reasoning, drafting, summarization, extraction, or orchestration? Where is risk highest? Where are handoffs slowing work down? The winners in the benchmark answer these questions before they scale, rather than after.

EXHIBIT 3

Leadership involvement
in AI tool selection

AI initiatives perform better
when leaders **align AI system
choices with business
priorities.**

Median
leadership
involvement in
AI tool selection

40%

Median companies

Winners pull ahead
of the median by

+17pp

in senior-leadership
involvement
when selecting
AI systems.

Winners

57%

Leadership
involvement
among top-
performing
AI initiatives



Lever 3: Real Value Comes from Adoption Depth, not Access

One of the clearest messages in the benchmark is that access alone does not create value. What separates winners is how quickly and how deeply they drive adoption after launch. Companies with strong early adoption and deeper user penetration are about 55 percent more likely to extract high value from GenAI. The issue is not whether people can log in. It is whether they are using GenAI often enough—and well enough—for it to matter.

The pace difference is striking. After six months, winners report usage rates of roughly 73 percent for newly introduced tools, while the rest of the sample has a median around 36 percent. That gap matters, since slow adoption usually means the tool remains detached from the core workflow. The faster GenAI becomes part of how work is executed the quicker its benefits can compound through better output quality, faster cycle times, and reduced manual effort.

Winners also build more depth in their user base. They report a higher share of advanced users who use GenAI routinely and a higher share of champion users who help spread best practices across teams. In the benchmark, advanced users account for 42 percent among winners versus 30 percent among others, while champion users account for 23 percent versus 15 percent. This is a key distinction. Broad but shallow usage may create visibility, but it rarely creates lasting value. Advanced and champion users are the groups that turn new tools into embedded working habits.

Here again, the benchmark separates basics from differentiators. It is necessary to explain the purpose of AI adoption and communicate expectations from the top, but these actions do not appear to distinguish winners. Communication is therefore a starting point, not a finishing point. The harder work entails making usage relevant enough, so that employees return to the tool because it materially improves their tasks. For this to happen, leaders must engage in leadership training programs designed to build the capabilities needed to drive and sustain GenAI adoption across the organization.

The leadership implication is that adoption should be measured as a workflow outcome, not as a launch metric. It also means that operating model shifts are necessary to make the desired behaviors logical, such as changes in governance, decision rights, process flows, role descriptions, and performance metrics.

Firms need to know where routine use is taking hold, which teams have built advanced capabilities, where champions are emerging, and where nominal access is masking weak practical uptake. Winners manage these questions actively rather than assuming usage will rise on its own.

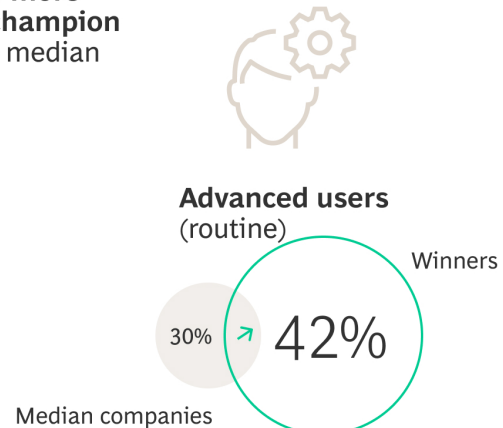
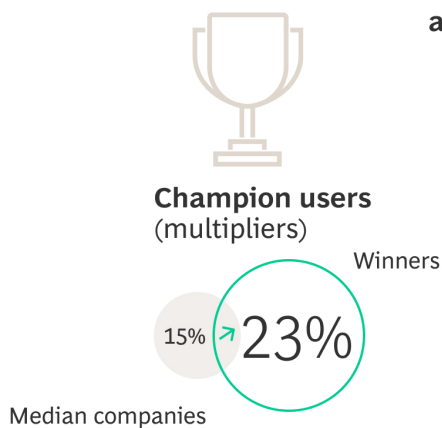
EXHIBIT 4

Adoption rate as key differentiator between winners and median firms

Winners achieve a **much higher adoption rate after 6 months of implementation**



Winners have **more advanced and champion users** than the median



Lever 4: KPI Discipline Turns GenAI from a technology Topic into a Business Topic

KPI discipline is not the most dramatic differentiator in the benchmark, but it is one of the most telling. Firms with end-to-end KPI tracking and clear accountability are about 30 percent more likely to realize high GenAI value. The reason is intuitive. GenAI starts to scale only when it is managed with the same seriousness as any other transformation that is expected to deliver business results.

Winners are more likely to measure both AI usage and business impact to track results regularly and to assign clear accountability for performance. In the benchmark, 67 percent of winners report measuring usage and business impact versus 50 percent of the rest of the sample. Regular tracking and reporting also differ materially, as does the presence of clear accountability. These are not minor process choices. They determine whether leaders can tell which initiatives are delivering, which ones have stalled, and where action is needed.

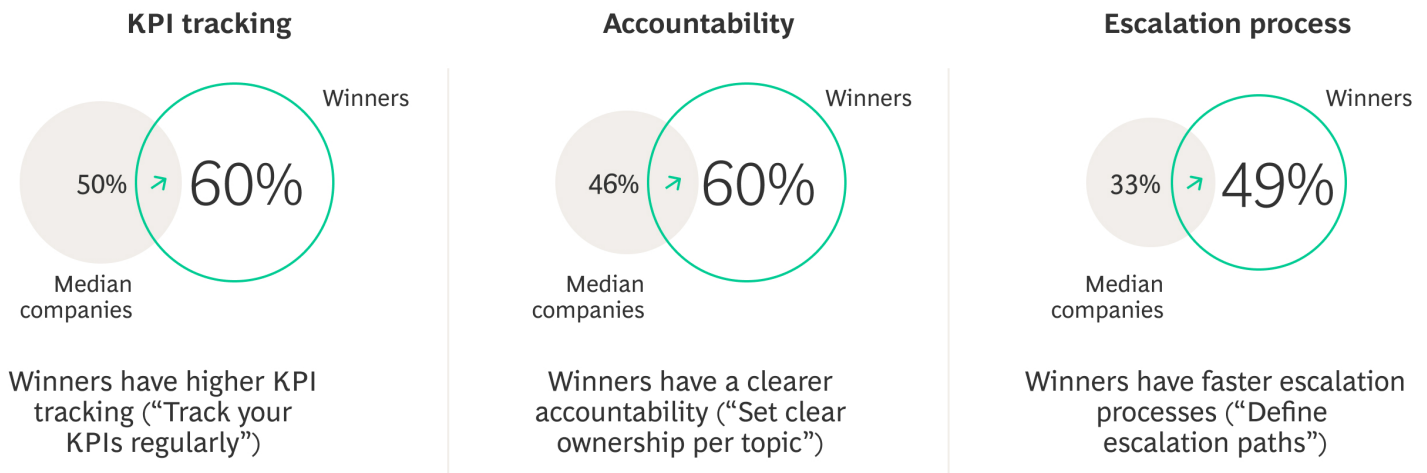
This finding is consistent with evidence on **AI implementation tactics in finance**. KPI tracking is not only a reporting mechanism; it is one of the practical routines that helps companies turn AI activity into measurable value. Among more than 30 implementation tactics tested, “Systematically track AI and GenAI impact” was the second-highest ranked tactic overall, with 30 percent of respondents reporting “great success” with AI and GenAI. It was also the highest-ranked value-focused tactic.

Escalation paths are another important marker of maturity. Winners are more likely to define what happens when AI-related KPIs are not met. That sounds administrative, but it changes the nature of the topic. Once there is a named owner, a review rhythm, and defined mitigation measures if KPIs are not met, GenAI stops being a loosely managed innovation theme and becomes part of the operating cadence of the business—a means to an end rather than an ad hoc topic driven by interest.

The benchmark again highlights the distinction between basics and differentiators. Quantitative and qualitative KPIs remain essential, but they do not by themselves explain why some firms perform much better than others. Many organizations can list the metrics they intend to track. Few build a management system that uses those metrics to steer decisions, reallocate effort, and hold teams accountable for outcomes.

EXHIBIT 5

Three levers differentiate winners from median KPI management



For senior leaders, the message is straightforward: If GenAI is meant to deliver value, its usage needs to be linked to business metrics and, ultimately, to business outcomes. It is not enough to know that employees are using GenAI more often; leaders need to understand whether that usage is improving sales, raising productivity, improving cycle times, or delivering other measurable sources of value. That requires a management approach that connects usage data to outcome metrics in a disciplined way, so that firms can see not only where GenAI is being adopted but where it is improving performance.

This also makes enablement economically visible. Once GenAI usage is linked to business outcomes, firms can begin to quantify how specific interventions such as training, reinforcement, or targeted support affect results. For example, they can compare teams with and without a given enablement measure and estimate how much additional revenue, productivity, or other value is associated with that difference in usage. In that sense, KPI discipline does more than track adoption; it makes enablement measurable by showing the return on learning and reinforcement. The firms ahead in the benchmark are the ones that have already made this shift.

Lever 5: The Best Performers Scale Broadly but Start with Focus

The final differentiator is rollout. The benchmark suggests that firms are about 30 percent more likely to unlock considerable value when GenAI is scaled broadly across functions—but with early transformation focused on a limited number of key workflows. This combination may look contradictory at first. In practice, it is one of the clearest strategic choices winners make: They do not confuse enterprise ambition with unfocused execution.

Winners are further ahead in rolling GenAI into multiple functions, especially areas with a high concentration of data, documents, and repetitive knowledge work. The gap is particularly visible in IT, procurement, customer service, and marketing. In the benchmark, 95 percent of winners report augmented workflows in IT, versus 62 percent among the others. The equivalent figures are 94 percent versus 56 percent in procurement, 80 percent versus 40 percent in customer service, and 69 percent versus 47 percent in marketing. The direction is clear: Leaders scale where the workflow conditions are favorable and the value pools are visible.

At the same time, winners are selective. They aim future efforts at a limited set of key workflows rather than attempting a broad, diffuse rollout from the start. That focus helps concentrate sponsorship, tool decisions, enablement, and KPI management around areas where the business case can be proved quickly and where repeated use is realistic.

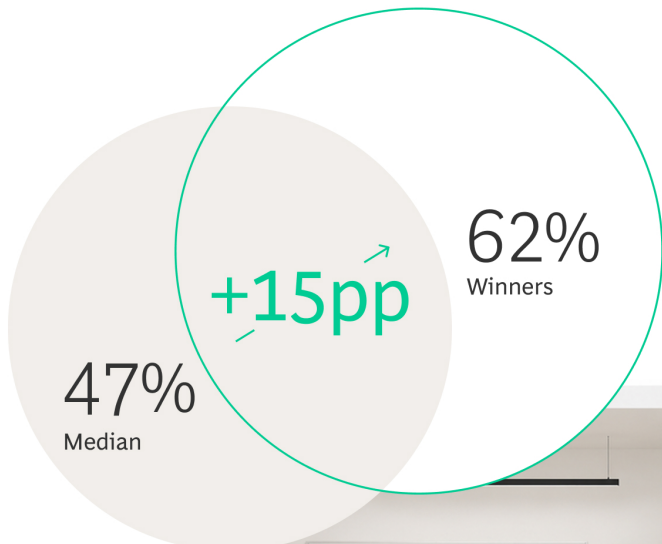
The data also suggests that some common rollout measures are helpful but not decisive on their own. Defined GenAI adoption roles for workflows and cross-functional change management both matter, yet they indicate only limited separation between winners and the rest. As in the other levers, they are best seen as supporting conditions. The real difference appears when organizations combine those basics with disciplined prioritization of where early scaling will happen.

The practical lesson is to scale broadly through focused early wins. Firms should identify a small set of workflows where GenAI can materially improve speed, quality, or cost; build momentum there; and then expand with proof in hand. Applying such string-of-pearl approaches is associated with connecting individual initiatives, which when combined generate higher value in the **finance sector**.

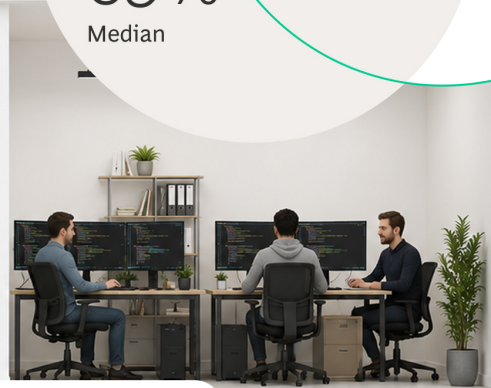
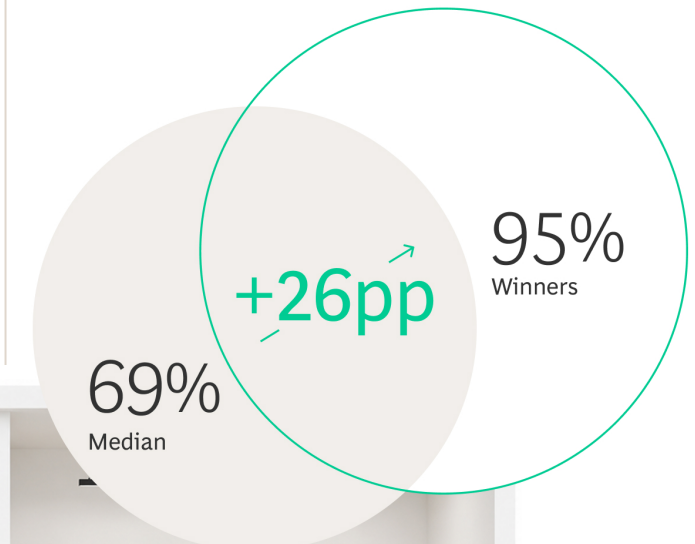
EXHIBIT 6

Winners scale GenAI broadly, starting with focused workflows

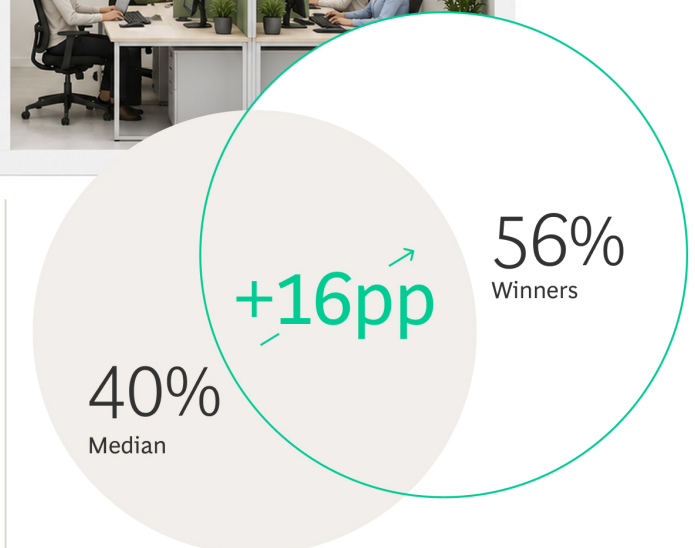
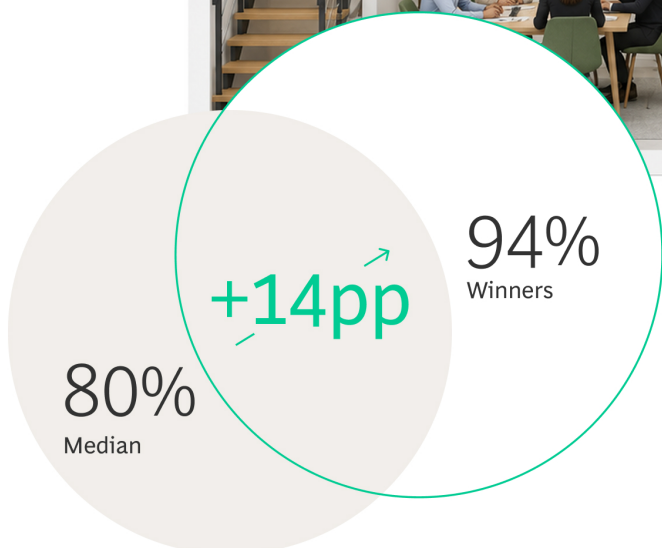
Marketing



Internet technology



Leading transformation areas



Procurement

Customer service

From Five Actions to a Successful Operating Model

Taken one by one, the five levers each tell a useful story. Taken together, they reveal something more important: GenAI leaders are building a repeatable operating rhythm and operating model. The benchmark does not outline a random bundle of best practices. It describes the dimensions of a system in which each element reinforces the others.

Enablement makes deeper adoption possible because employees understand what the tools are for and how they fit into their work. Fit-for-purpose tools make adoption more durable because the experience feels relevant rather than generic. KPI discipline creates management attention, which helps sustain sponsorship and sharpen priorities. Focused rollout channels effort into workflows where real usage can emerge, which in turn produces evidence that can justify broader scaling. Seen this way, the five levers are not a checklist. They are the characteristics of an operating model that links people, tools, governance, and rollout into one coherent approach. This also explains why winners are not best described as the firms with the loudest GenAI narrative. Their advantage is more practical. They have translated GenAI from a topic of promise into a topic of execution. They invest in the conditions that make usage real, measurable, and repeatable. That is what turns isolated examples of productivity into enterprise value.

For leaders planning the next phase of their GenAI effort, five actions stand out:

1

Choose a small number of high-value workflows before trying to scale everywhere.

2

Build role-specific enablement with named owners and visible leadership sponsorship.

3

Select tools from the workflow backward rather than defaulting to a single standard setup.

4

Track both usage and business impact, with clear accountability and escalation when KPIs are not met.

5

Use early wins to create champions, refine the model, and expand across functions in a deliberate sequence.

Across the five levers, the strongest companies do one thing consistently: They make GenAI concrete for the organization. They define where it should create value, how work should change, who owns progress, and how success will be recognized. This shared frame helps prevent GenAI from becoming a collection of disconnected pilots and turns it into a managed shift in how the business operates.

None of these steps is exotic. That's part of the point. The benchmark shows that GenAI advantage is now being built less through spectacular technical bets and more through disciplined management of adoption, tooling, accountability, and rollout. The organizations that recognize this shift earliest are the ones most likely to pull further ahead.

Foundations Are Necessary but Insufficient: Winners Move Beyond Rollout into Applied, Embedded Usage

Just as important as knowing where to focus is knowing which foundations to keep solidly in place. Across the five levers, several subtopics show roughly the same prevalence among winners and the rest of the sample. Both groups invest in them, and both groups need to. These are the basics that allow a GenAI program to function: foundational roles, baseline communication, broad tool access, standard KPIs, and cross-functional change. They are necessary across the board, but they are not where the gap between winners and the rest opens.

These subtopics are best understood as hygiene levers (see exhibit 7). Getting them wrong creates avoidable inefficiencies: A program without basic communication, defined roles, baseline KPIs, or a credible enterprise tool will struggle regardless of how strong the rest of the operating model looks. At the same time, doing more of them does not move a company from average to winner. Extensive communication, more elaborate persona frameworks, or additional baseline KPIs do not appear in the data as differentiators. Winners and the rest invest in them at similar levels, which is exactly why they should be managed for reliability rather than for advantage.

For leaders, the implication is clear: GenAI foundations are now table stakes. Defined roles, broad tool access, baseline communication, standard KPIs, and cross-functional change support are necessary for any credible program, but they do not explain why winners pull ahead. The performance gap opens when companies move beyond rollout and embed GenAI into real workflows - reinforced through incentives, manager routines, clear accountability, and regular performance management. Firms that fail to make this shift risk remaining in pilot mode while faster-moving competitors turn early usage into compounding enterprise value.

EXHIBIT 7

Hygiene factors: Foundations equally adopted by winners and the rest

Necessary across any credible GenAI program—
but not where the performance gap opens

**Workforce enablement**

Establishing dedicated roles and teams for GenAI program design and delivery

Defining user personas to clarify GenAI adoption expectations

**Tool choice**

Rolling out off-the-shelf GenAI solutions at scale to provide universal access

Anchoring AI initiatives in broader strategic business priorities

**Adoption depth**

Communicating the overall purpose and expected benefits of AI adoption

Setting top-down leadership expectations for GenAI usage

**KPI discipline**

Tracking GenAI adoption and performance with quantitative KPIs

Capturing both qualitative and quantitative feedback on usage

**Clear focus**

Assigning GenAI adoption roles to specific workflows and business processes

Coordinating cross-functional change management across affected teams

Methodology, Implications, and How You Can Participate

This report draws on BCG U's GenAI Capability Diagnostics benchmark, a self-reported global survey of more than 500 firms across industries and regions. The survey covers roughly 100 questions on GenAI capabilities, enablement, adoption, tooling, KPI management, and rollout. The analysis compares a subgroup of winners to the rest of the sample. Winners are defined as firms that report capturing at least 75 percent of expected AI value and that have implemented at least five GenAI use cases.

Because the benchmark is self-reported, it should be read with the right level of caution, as any benchmark study. The results exhibit patterns of association rather than proof of causation. Even so, the consistency of the findings across the five differentiators is strong. They provide a practical picture of what high-performing organizations tend to do differently when they move from experimentation to scaled value.

For senior executives, the message is clear. GenAI can no longer be managed as a loose collection of pilots, licenses, and innovation stories. The organizations capturing the most value appear to be the ones that treat it as a business transformation with a clear operating model: investing in workforce enablement, matching tools to workflows, driving deep adoption, managing performance through KPIs, and scaling broadly through focused early wins.

That does not make the challenge easy. It does, however, make it more concrete. The question for most firms is no longer whether GenAI matters. It is whether the organization is laying the foundation required to turn interest into enduring business value. On that question, the benchmark offers a practical starting point for action.

Companies that want to understand how they compare to the benchmark can participate in BCG U's GenAI Capability Diagnostics.

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BCG U is the upskilling and capability building unit of Boston Consulting Group. BCG U delivers scalable, high-impact upskilling that enables enterprise-wide transformation. Grounded in learning science and strategic execution, BCG U's capability-building and enablement solutions help organizations build future-ready workforces—supporting sustained organizational talent that's ready to deliver on strategic ambition.

Scan to open survey: BCG U: Global Enablement Benchmark and Diagnostics

Scan to open survey



Global Enablement Benchmark
and Diagnostics



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