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Transformation
Happens Here

AI 360:

Hold, fold, or double down?

Insights from the executive suite
to Main Street on winning with
AI in business



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AI steps up in the new normal

Artificial intelligence (AI) offers companies unrivaled opportunities for growth by enhancing the customer experience, unlocking business insights, and freeing people to focus on the most important tasks. And the latest in our series of AI 360 studies shows that the most advanced organizations have been taking advantage of these opportunities as more companies invest more heavily in AI. But as businesses face the disruption unleashed by Coronavirus, senior executives may be questioning whether to pause AI activities, walk away, or keep going.

AI can build business resilience with new models and datasets that help companies better understand and respond to an unpredictable and rapidly evolving environment. Those who know where to hold and where to double down will be best positioned to navigate this radically altered landscape.

With people working from home and intelligent automation in place, our new normal is teaching us that previously office-based tasks no longer need everyone in the office. If teams are also using collaboration

tools and cloud-based technologies, they can focus on crucial tasks, such as closing the books on time - albeit virtually. Consumer-goods companies can gain immediate visibility of customers' changing behavior and needs. And manufacturers can quickly pinpoint and act on supply chain anomalies. Businesses that adopt these capabilities and insights can make more confident decisions during the most uncertain times.

At the same time, however, organizations face pressure on cash flow and the need to cut costs. As companies take a critical lens to current investments and initiatives, AI and digital transformation projects may be considered a luxury or savings opportunity. By assessing key criteria such as an initiative's strategic fit, performance, longevity, scalability, and ethical outcome, you can determine where to hold, fold, or double down on AI (see table 1).

Projects that score highly across the board warrant ongoing investment because they will help your business stay close to customers, a step ahead of risks, and on the front foot for creating long-term resilience.

How to evaluate your AI stakes

	AI application 1	AI application 2	AI application 3
Readiness	Low	Medium	Medium
Performance	Medium	High	High
Impact	Low	High	High
Scalability	Low	Medium	High
Longevity	Low	Medium	High
Strategic Fit	Low	High	High
Ethics	Low	High	High
OUTCOME	FOLD	HOLD	DOUBLE DOWN

Table 1

Augmented intelligence and the future of decision-making

Augmented intelligence is a creative mix of data, analytics, and AI with human judgment and knowledge. This is where the analytical power and speed of AI takes over most data processing, allowing employees to combine their experience and industry knowledge with AI's data-driven insights to make smarter, more agile decisions.

Box 1

Doubling down on AI

Companies that home in on digital transformation must build on lessons from their peers. Our findings offer insights that help avoid pitfalls and deliver expected outcomes.

Genpact's third AI study captures the perspectives of 500 senior executives from large organizations and 4,000 workers and consumers to understand the levels of AI adoption, the benefits generated, and how to overcome challenges. We uncover where these groups align and where they don't so your company can realize the value from empowering people with technology - augmented intelligence (box 1) - during periods of both growth and uncertainty.

Findings at a glance

Our research reveals that a high proportion of companies are turning their AI ambitions into reality and customer experience is the top benefit. Few, however, have fully delivered the technology's transformative impact.

With 83% of senior executives acknowledging varying levels of AI adoption, and investment increasing, it's clear that AI plans have transformed into action. Most executives point to positive results, but only 28% of executives say their organizations are implementing AI extensively to fundamentally reimagine their businesses (figure 1). Over 70% of respondents' firms are failing to completely harness AI's power, potentially jeopardizing their long-term success.

Most companies are not yet harnessing AI's transformative power (%)

How would you best describe your organization's stance regarding the implementation of AI-related technologies?

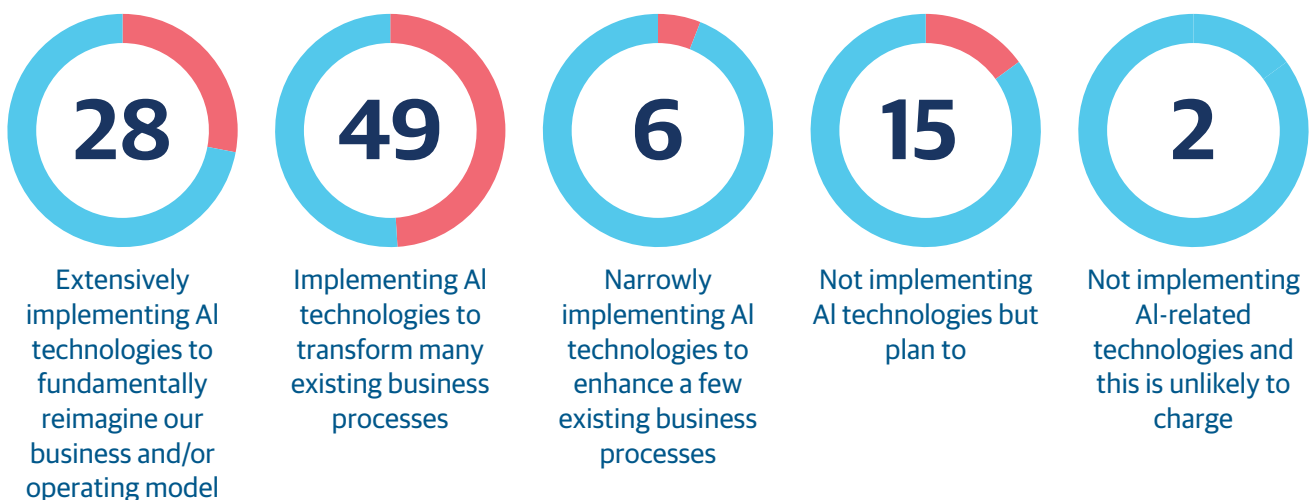


Figure 1

We see three trends that senior executives must understand if their businesses are to gain the greatest impact from AI today and in the long term:

1. Customer experience: AI is delivering a range of benefits and is most effective at helping companies improve customer experiences – a critical capability during periods of crisis and expansion – and unlock value from data and employees

2. Reskilling: Workers are generally optimistic about the career opportunities AI presents but want to be reskilled to take advantage of digital transformation. Neither men nor women, however, think that retraining is being provided equally

3. Bias: Consumers worry about AI bias affecting their lives and will reward the businesses that can show that their decisions are bias-free

As AI adoption becomes widespread, governance and digital ethics have also come to the fore. These are now viewed as must-have capabilities if organizations want to have confidence in the decisions they make, ensure that employees work effectively alongside their technology colleagues, and maintain customer trust.

About the research

In November 2019, Genpact worked with research firm Wakefield Research to survey senior executives, workers, and consumers. The executive survey included 500 C-level and SVP-level executives in the US, UK, Australia, and Japan. Respondents are from multiple sectors, including banking, insurance, technology, life sciences, healthcare, consumer goods, retail, and industrial manufacturing. They work for companies with at least \$1 billion in annual revenue (\$50 billion in financial institutions).

Over the same period, Wakefield also executed a gender and age-balanced survey of 4,000 adults in the same countries, of which 53% work at least eight hours per week.

This research complements similar Genpact studies conducted in [2018](#) and [2017](#) in association with Wakefield, YouGov, and Fortune Knowledge Group.

These studies used online surveys with participation secured through email invitations. In each case, we ran in-depth interviews with a wide range of experts to add insights to the survey findings.

Embedded across the business? Not yet, but...

Even though most companies have yet to integrate AI throughout the fabric of their organizations – as if it were their neural wiring – investment in the technology has grown across industries. In our last report, 31% of executives said their organizations had invested \$10 million or more in AI. That group jumped to 37% in 2019 – with 15% having invested \$20 million or more – which accounted for just 4% of respondents the previous year. And 5% of respondents say that their companies have invested \$50 million or more in AI (figure 2).

With this investment, organizations are adopting AI at varying levels, with the vast majority going beyond pilot projects and making it part of an impressively diverse array of functions.

Operations, production, and IT services rank highly among the areas where companies have adopted AI most, and customer service comes out on top. To

be most effective, businesses must use AI beyond customer-facing touchpoints to support back-office processes too. For example, with augmented intelligence, companies can combine AI's ability to source the right technical documentation with their human agents' experiences to solve customer queries.

David Nutchey, director, commercial data and analytics, outlines how AI is enhancing customer experiences at eye-care specialist Alcon Vision, "We're exploring how AI can help us find better ways to provide 360-degree feedback to our customers on their purchase patterns and use of some of our surgical products so they can optimize their inventory.

"AI is really going to impact not only business decisions, but how we interact and support our customers. Our customer-service associates will offer greater value and insights to our customers. They'll provide more predictive recommendations and become

Large-scale AI investment is increasing

Approximately how much money does your organization invest annually in AI? (% of executives)

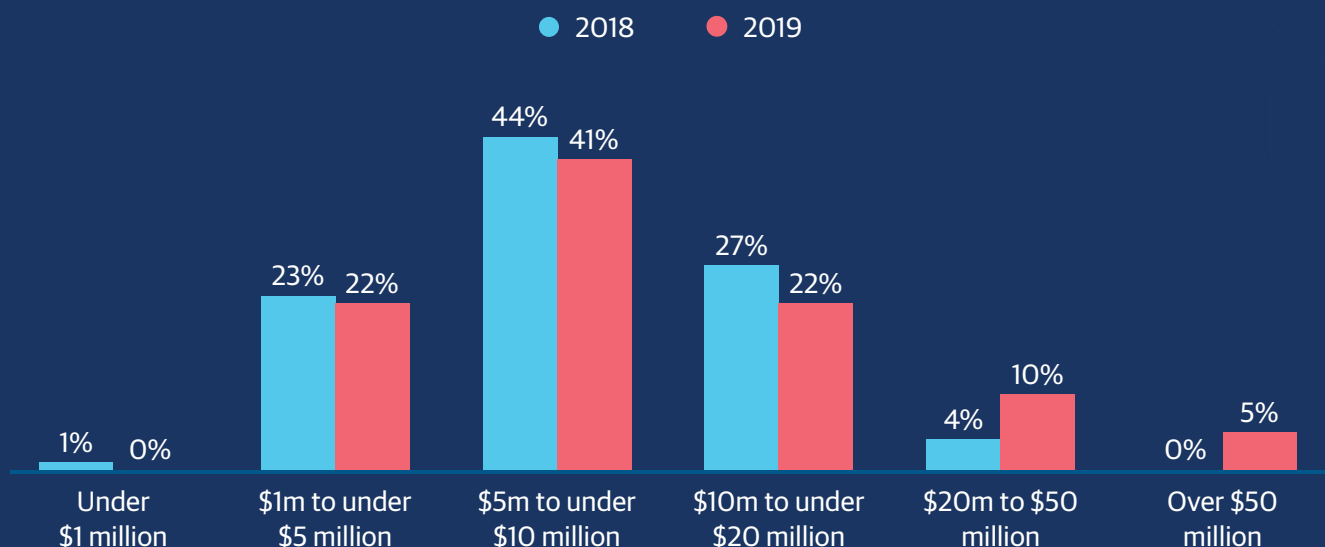


Figure 2

more proactive rather than reactive when discussing customers' orders. In our industry, that's a shift, and one that our competition has yet to take."

To capture opportunities from AI, forward-thinking organizations have built centers of excellence for AI and automation. These teams help the business create solutions that integrate technologies such as machine learning, natural-language processing, business-rule engines, computer vision, or cognitive search effectively.

Companies can learn from this intelligent-automation approach, says Sanjay Srivastava, chief digital officer at Genpact. "By taking a holistic view that integrates advanced technologies with process mining and orchestration, and a solid foundation of data management and governance, businesses will generate stronger value from AI."

In every sector, executives are realizing positive results from their AI initiatives. Nearly three-quarters

report that their AI programs have produced either 'good' or 'very good' outcomes in specific areas. Like Alcon Vision, the chief benefit is improved customer experience. Though some may consider this a benefit for periods of stability, the companies that emerge from today's challenges the strongest will have doubled down on AI to remain close to their customers, predicting and responding to their needs, and being empathetic in their actions.

Better use of data and analytics comes in a close second (figure 3), which will be making a significant difference, for example, to companies that have invested in AI to help forecast and fulfill demand effectively or detect new forms of fraud.

Though it's good news that organizations are generating positive results from AI, how they determine return on investment (ROI) and how long they take to achieve it requires careful attention.

Building long-term customer relations with AI

*In which of the following areas, if any, is AI generating the greatest benefits for your business?
(% of executives)*

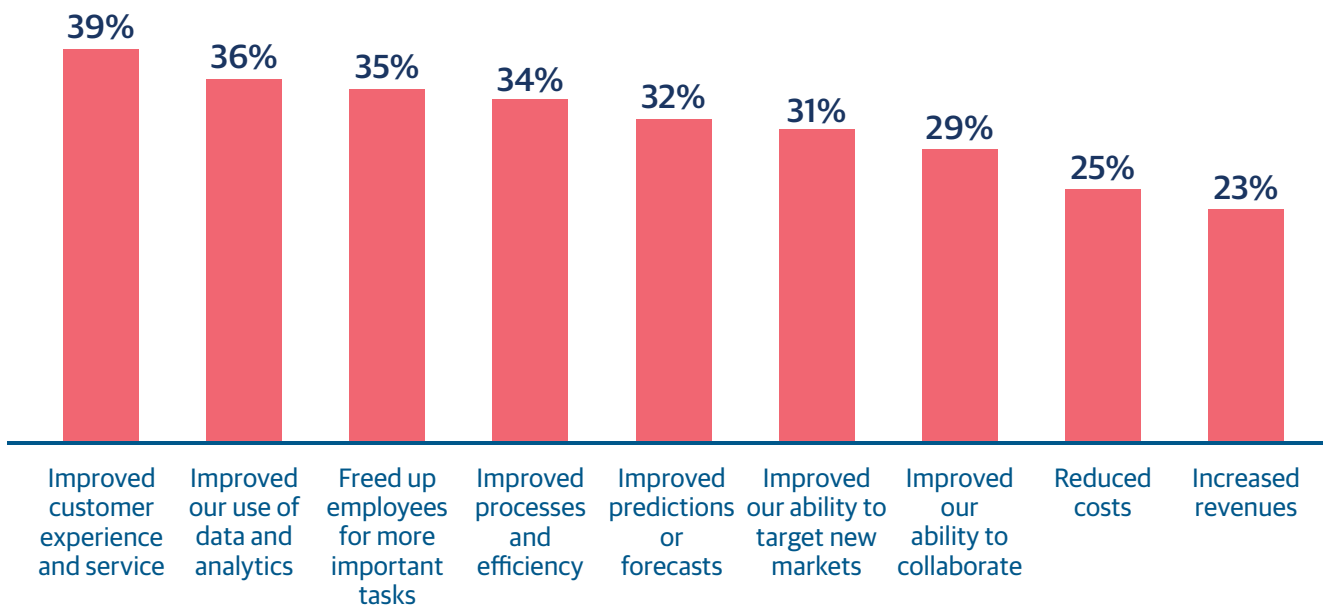


Figure 3

Rethinking ROI

By 2025, AI leaders will be 10 times more efficient and hold twice the market share of organizations that fail to embrace the technology, says Vikram Mahidhar, global head of digital transformation at Genpact. For more than half of the executives polled, it takes two years or longer for their firms to realize ROI from their AI initiatives. "Projects that take longer than a year to reach ROI risk losing steam," he says. "Breaking down the barriers to AI adoption is essential."

To get a complete and realistic picture of AI's impact, companies need to look at AI through a new lens that also reflects the importance of user experiences, the insights generated from data, and value from reusable components.

Among the respondents who are generating the highest levels of impact – the leaders (box 2) – 43% say their company achieves ROI in less than 12 months versus

11% of other respondents. Taking a modular approach to AI is one way to accelerate the journey. With interchangeable technology building blocks, or reusable pretrained AI accelerators that can plug and play into processes, businesses can eliminate the need for customized machine learning. They also democratize the adoption of technology across the enterprise.

AI's ability to predict should be in scope when measuring impact and accelerating ROI, says Mahidhar. He shares the situation many banks are in. "As collections teams work to recover debt, many are using AI to analyze customer behavior to determine the best communication channels to use," he says. "Those that have broadened the aperture will also use AI to predict which customers are most likely to respond and – more importantly – identify potentially vulnerable customers so communications are empathetic to their situations. In this way, the bank can prioritize collections efforts, build stronger customer relations, and protect the bottom line."



THE LEADERS

To help identify best practices, we asked senior executives to assess the impact of their AI initiatives.

Sixteen percent of respondents reported very positive business outcomes. We call them the leaders because their actions give us insights into valuable best practices.

For example, over twice as many leaders as other respondents (56% versus 23%) say they are extensively implementing AI-related technologies to fundamentally reimagine their businesses and/or operating models. They also report substantially better results in several key areas including effective use of data, managing governance frameworks, and overcoming skills gaps.

Box 2



Consumers: the view from the street

A flush of benefits, ambivalence, and concern

As bullish as executives have become about AI, not all consumers say they have experienced its benefits or are aware of them. And yet they are concerned about data privacy and will reward companies that can prove their AI is bias-free.

Almost half of consumers (48%) say AI makes their lives better and only a few (6%) say it makes their lives worse – but the remainder say it makes no difference or they don't know one way or another. These figures have not shifted significantly since our first study in 2017.

Similarly, two-thirds of consumers (66%) say that they personally benefit from AI, which was almost the same findings in the previous study (64%). And time saving

was the number-one area of impact. They also say AI makes them more productive, eliminates mistakes, and improves customer service. And yet more than one in three say either that they don't know what personal benefits AI offers or that it doesn't benefit them at all.

Despite seeing benefits from AI in customer service, when consumers look ahead two years, 65% say they expect they'll still prefer to be served by humans, up just 1% over the previous study, and only 16% say they'll prefer chatbots.

As in previous years, these perceptions remain out of step with senior executives, 52% of whom believe their customers will prefer dealing with chatbots rather than agents within two years. Organizations can resolve this disconnect by fully integrating bots into their services, using AI to align processes across the front, middle, and back office, and transform customer service.

Keeping personal information private

Where data privacy is concerned, consumers want to feel confident that their personal information or data is safe. And now is the time to focus most heavily on privacy as digital technologies offer opportunities to help governments and companies model and track the spread of a pandemic. But without safeguards to protect data, a technology backlash awaits.

More than half (53%) of consumers say they're comfortable with companies using AI to access their personal data to customize their experiences, but the rest are still not convinced. Indeed, most say they are only 'fairly' or 'not very' comfortable with the approach (figure 4). These findings are almost identical to those of our last report, which underlines that companies must ensure that privacy remains a major area of focus if they want to maintain customer loyalty.

Mahidhar offers an approach that can help dispel privacy concerns and accelerate adoption for businesses. By using differential privacy – a system for publicly sharing data that makes it impossible to identify individuals – companies can reassure consumers and learn from a broader pool of data.

Go all in on eliminating bias

Consumers are increasingly mindful that data from skewed samples or based on historical results add bias into programming. As such, 67% of respondents worry that technology will discriminate against them in the decisions it makes, which could be on everything from granting loans to prescribing medical treatments. Most people also worry that AI is making decisions that will affect them without their knowledge.

At the same time, 47% believe that judgments made by AI are no better or worse than those made by people, although looking at the results by age group is worthwhile. Interestingly, Gen Zers and millennials are more likely to trust human decision makers over machines. This could be because they're more aware of the potential for bias in algorithms.

Regardless of age, all consumers expect companies to actively combat AI bias, with more than three-quarters (78%) saying it's important. Their concern is also reflected in their actions. More than half of consumers say they would be more inclined to recommend a company that can show that the algorithms it uses for decision-making are free from bias. And two-thirds of the younger generations say they would be more likely

The public is wary about maintaining privacy

How comfortable, if at all, are you with companies using AI to access your personal data to improve your customer experience? (% of consumers)

● Not at all comfortable ● Not very comfortable ● Fairly comfortable ● Very comfortable

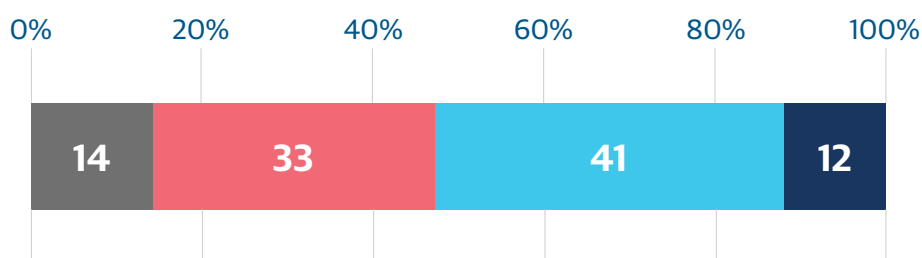


Figure 4

to purchase products or services from a business that can successfully demonstrate that its AI algorithms are unbiased.

To change this AI narrative – and as a matter of ethics – every enterprise must be open about machine-based decisions that affect their customers, says Tom Davenport, distinguished professor of information technology and management at Babson College in Massachusetts. “There’s a rational basis for making decisions with AI,” he says. “But I think it’s important for companies to reveal the primary factors in how AI is making these decisions. Businesses can provide individual consumers with an explanation of why they might have been denied a loan, for example. Smart firms won’t just provide the variables. They’ll tell you how you did on those variables and why you got the outcome you did.”

Minimizing AI bias for employees

Meanwhile, in the workplace, machine decision-making – specifically as it applies to HR – is an important topic, too. But executives and employees view it in markedly different ways.

Virtually all executives (97%) say that AI can reduce bias in recruiting, hiring, or promotion practices. For example, companies are using AI platforms to assess job descriptions and recommend ways to adjust language or tone so that they attract candidates regardless of gender identity.

Workers, however, have their doubts. More than one-third (36%) say that AI will not reduce gender bias at any point in the recruiting or promotion process. Longstanding HR processes that have typically favored men – and are perceived to be entrenched – may account for this.

Yet AI can be an effective tool for addressing gender bias at work, says Lauren Pasquarella Daley, a senior director at Catalyst, a global non-profit that works with companies to build workplaces that work for women. She says that to be effective, the algorithms built into AI decision-making must be carefully and regularly scrutinized.

Even if AI is created to be bias-free, it can develop biases if it is trained on datasets that aren’t diverse or in industries where certain talent pools are underrepresented. For example, Daley says that if AI learns that most new hires for coders at an organization are white men, it may screen out women or other underrepresented groups because they don’t fit the company’s typical successful applicant profile.

“We know that AI can be biased from the outset, or it can learn the biases of its creators and culture,” she says. “And when women and people of color are drastically underrepresented in the AI field, it’s easier for homogeneous teams and firms to bake their unconscious or conscious bias into an algorithm.”

Used correctly and with diverse teams, AI can combat bias by feeding the right behaviors into the model. A wealth-management firm, for example, had multiple teams with different skill sets train an algorithm to improve trading income. They expected data from 30-to-35-year old single male day traders to be their sweet spot. But one team also spotted that 50-to-55-year-old single women were a highly investing segment that had so far been untapped – a finding that less diverse teams would not have uncovered.



Developing an ethical AI strategy

Even though adoption is increasing, challenges remain. From information-security concerns and bias to having access to the right talent mix, businesses need to bring governance, ethics, and reskilling to the top of their agendas.

Data purity is paramount

A crucial ingredient for success with AI is high-quality data. Though it may be reassuring that roughly two-thirds (65%) of executives say their organizations find that it is at least somewhat easy to extract, clean, and use relevant internal and external data to run AI, only 11% say it's very easy. There's room for improvement.

AI leaders have found a way. They're much more likely than other executives to say that it's very easy for them to manage data (44% versus 5%). Tellingly, they say that better quality would most help them generate greater value from data.

That doesn't surprise Srivastava, who says that the only good data is clean data, without which the best-intended AI initiatives can be quickly derailed.

"Like oil, data isn't usable in the format that it is first available," he says. "You can't put crude oil in your

car, you have to refine it first. In much the same way, raw data needs to be properly cleaned, structured, classified, and have its privacy assured."

To get the most from data, he says, companies must first take a comprehensive look at the quality of the source material. Second, he says, making a concerted effort to normalize and clean the data pays off. Then determine what to keep, how to preserve it, and what to discard. Companies must also decide how to manage the rights to this data and how to keep it secure.

Building an AI governance framework

Executives are responding to consumers' strong views on the importance of robust AI governance. Nearly all executives say their company maintains some form of governance program. But keeping customer data secure and private is the hardest area to govern.

What would help their AI governance programs? AI leaders say better data quality, improved ways of managing algorithms, and more automation to keep up with changing data requirements would make a difference (figure 5).

Srivastava says building and implementing a strong digital ethics framework is key. This requires careful planning around data quality with a view to eliminating bias. And running a well-governed process around managing and maintaining data privacy.

1. Digital ethics

A company with strong digital ethics takes its data responsibilities seriously, going beyond baseline regulatory compliance when collecting, storing, and using internal and external data. Some forward-thinking companies have already welcomed digital ethics officers into their organizations to design and advance corporate values within an AI world.

JoAnn Stonier, chief data officer at Mastercard, has helped her company establish six guiding principles covering security and privacy, transparency and control, accountability, integrity, innovation, and social impact.

“Organizations have a responsibility right now to step up and innovate in a responsible way,” she says. “Part

of innovation needs to be about ethical data use. While our principles are an important guide, we know that we need to go further and focus on our data practices. We’re working with other companies to identify, publish, and amplify best practices on a range of topics, including data sharing, data minimization, and AI governance.”

Survey respondents recognize this. Executives say it’s crucial to foresee critical issues before they arise, and to train all staff on ethics, transparency, and how to create algorithms that reflect diversity.

2. Mitigating and eliminating bias

As for AI bias in decisions, executives cite a number of measures that are effective at mitigating this risk. In addition to comprehensive governance, they also discuss data-bias issues with employees. Modifying algorithms to eliminate bias and forming diverse teams with different genders, cultures, and backgrounds to select samples and train algorithms also play key roles.

Governance needs less cost and more quality

Which of the following changes to your company’s AI governance program, if any, would most help your company generate greater value from data? (% of executives)

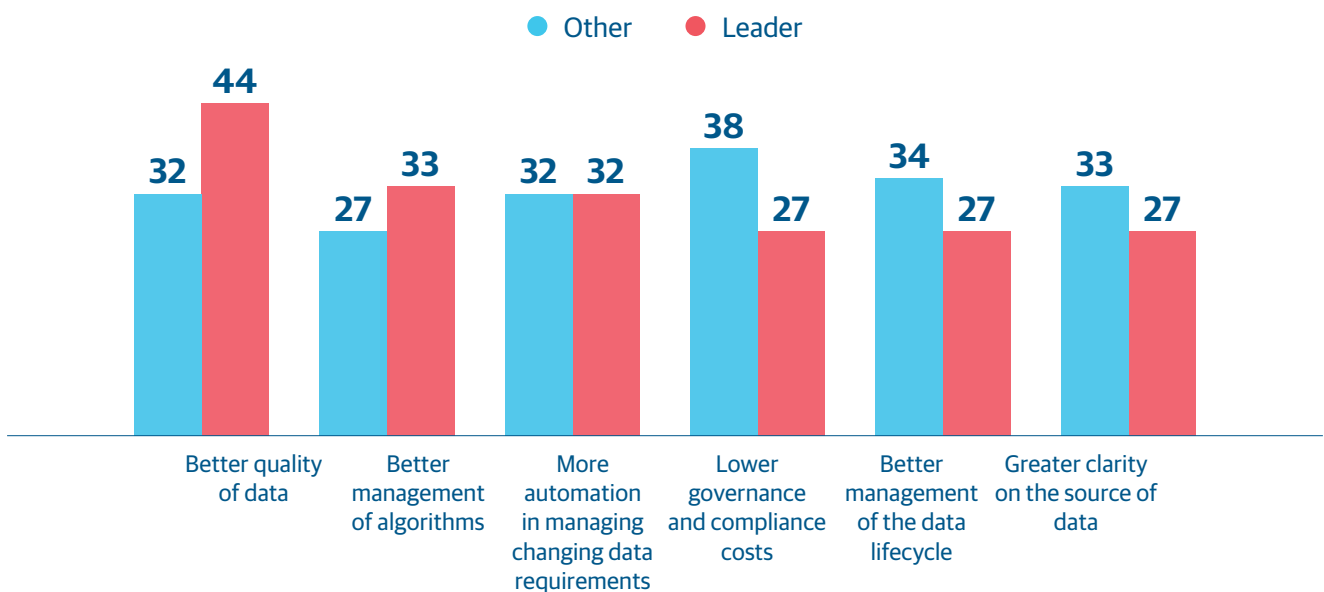


Figure 5

As Stonier says, “You need to ask the right questions about your data. Is it of the right quality, is it fit for purpose for the analysis? Algorithms are only as good as the data and people who design them. If your scientists possess a biased point of view, they may follow that bias to prove their point of view.

“Our team at Mastercard is very diverse. It’s purposely so because we want people to have a seat at the table who will bring different points of view into the data discussion because the next generation of thinking needs diversity. Otherwise we wind up in a place where we have designed a future that does not work for everyone.”

To keep bias out of AI, says Srivastava, avoid using historical intelligence, cultural information, or other sources that may skew algorithms. “That’s how data drifts,” he says. “Data changes over time and what applied yesterday may not apply tomorrow. You need to keep updating your AI models to be more relevant.”

3. Data privacy

Information security has been a top-three AI challenge since our first report in 2017. The need for data privacy has never been under dispute, but it’s not straightforward to deliver. As discussed, it’s the area of governance that’s hardest to get right. But that’s where the consensus ends.

When asked about the biggest barrier to data privacy, executives point to a range of challenges (figure 6). Having a holistic governance framework comes out on top for executives, closely followed by changing regulations around the world, and only using the correct data externally. Ensuring that data is only used for its stated purposes and a lack of technology to manage privacy are bottom-of-the-list challenges, but they only trail by a few percentage points.

As Mahidhar says, these findings reflect the complex task that maintaining data privacy presents.

Privacy challenges from data governance and changing regulations

Which of the following, if any, constitutes the main challenge your company faces with customer data privacy? (% of executives)

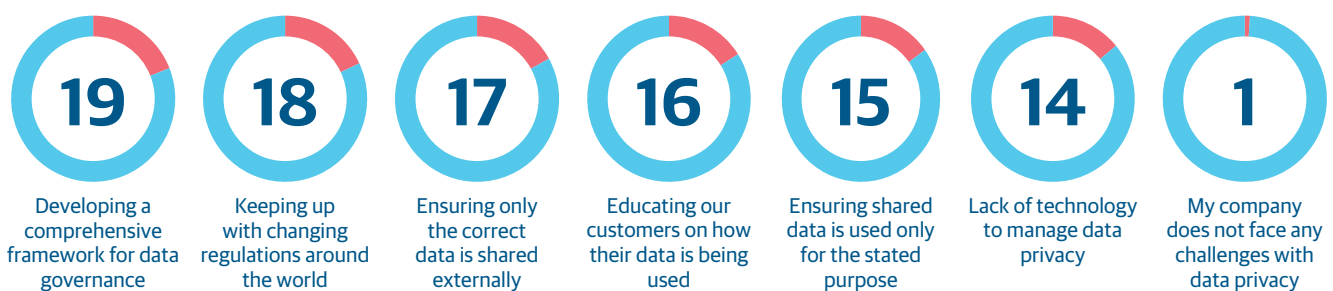


Figure 6



Managing change and shifting barriers

In 2017, senior executives said the C-suite were the biggest source of pushback, reflecting the difficulty of presenting compelling business cases for an emerging technology. By 2018, resistance moved largely to frontline employees, apparently as a result of uncertainty because more people became exposed to the technology. Now that AI has matured, the barriers have shifted to mid-level workers and management. It's not surprising, says Mahidhar, that managers feel as if they're in the crosshairs.

"If you're a manager, you might be thinking, 'Hmm, I have fewer people answering to me now. Does that mean my job is at risk? Do I need to reskill myself?' There are lots of questions that need to be answered and require a massive change-management effort," he says.

Even as AI becomes a recognized co-worker within firms, similarly to our last report, comparatively few workers believe that AI threatens their job (32%). Their bigger fear is for the jobs of future generations (50%). In addition, more workers (38%) believe AI will present them with new career opportunities than

it will jeopardize their roles today. And as they see the benefits of combining their judgment, experience, and knowledge with AI's insights, we anticipate that this figure will rise.

Looking at workers' responses by gender, however, reveals that women are less sure that AI offers career opportunities. Nearly half of male workers see opportunities (46%) compared to less than one-third of female workers (31%). In fact, women tend to perceive fewer benefits from AI both on and off the job (figure 7).

This may be explained by women's experiences in fields traditionally dominated by men, says Catalyst's Daley. "I go back to the complex, multifaceted reasons that women off-ramp from STEM careers – that is in science, technology, engineering, or math – as an example of the gender stereotypes and bias inherent in the tech arena," she says.

"Research has found that women leave STEM career paths due to a variety of reasons: being underrepresented, a lack of women mentors,

Women perceive fewer benefits from AI
In which of the following ways, if any, does AI personally benefit you?
 (% of consumers)

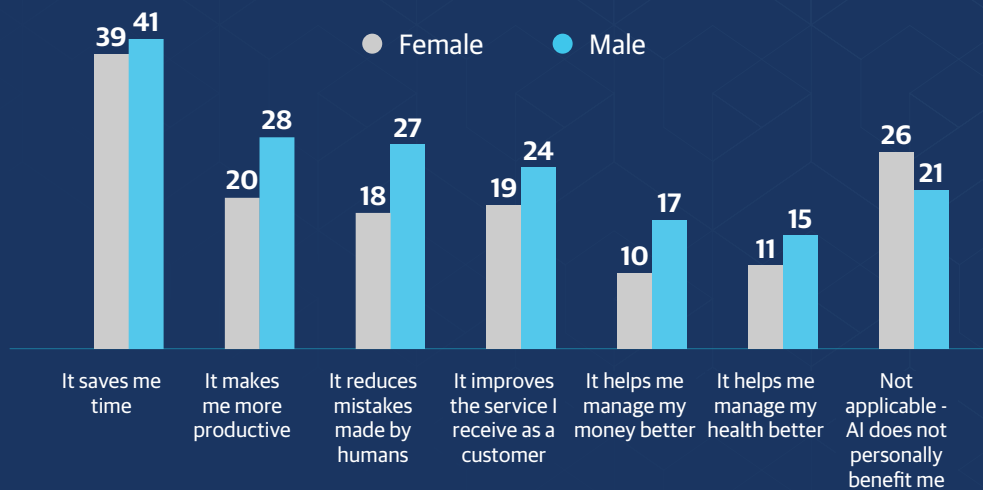


Figure 7

experiencing bias and discrimination, and desire for more work-life effectiveness. And the impact is daunting for women of color: the combined effects of gender and racial bias create unique barriers that must be addressed head-on.”

Gianni Giacomelli, chief innovation leader at Genpact and head of innovation design at MIT’s Collective Intelligence Design Lab, makes an additional point. “Digital and tech aren’t just a geek thing. It’s about the collective intelligence of cognitively diverse people,” he says.

“Just because there is a lower proportion of women in STEM that doesn’t mean fewer women should be involved in digital transformation. We should also place more value on non-STEM elements such as change management and experience design.”

Building AI skill sets for the future

While many workers see opportunities in AI, they may not find that their employers offer the necessary

retraining to take advantage of new digital technologies. Findings from previous Genpact studies suggested that when workers had access to the on-site reskilling they needed, companies were more likely to report very positive outcomes. Our latest research shows that efforts to address the training gap remain incomplete. And now is the time to double down on reskilling plans.

But there’s a disconnect. The second most frequently cited obstacle to AI adoption is a lack of the employee skills needed to design, implement, and maintain AI solutions. Yet only 35% of respondents’ companies provide employees with reskilling, despite a willingness among three-quarters of their workers to learn new skills to take advantage of AI. That gap could soon close, though, because 60% of senior executives say they’re talking about providing employees with training.

Adding to this challenge is the view that training is not offered fairly. Male and female executives agree (75% women, 77% men) that companies generally don’t provide equal reskilling opportunities for digital technologies to men and women.

Women are less incentivized to engage with AI

If your company offers training opportunities to account for there being more AI technology in the workplace, which of the following best describes your participation? (% of consumers)

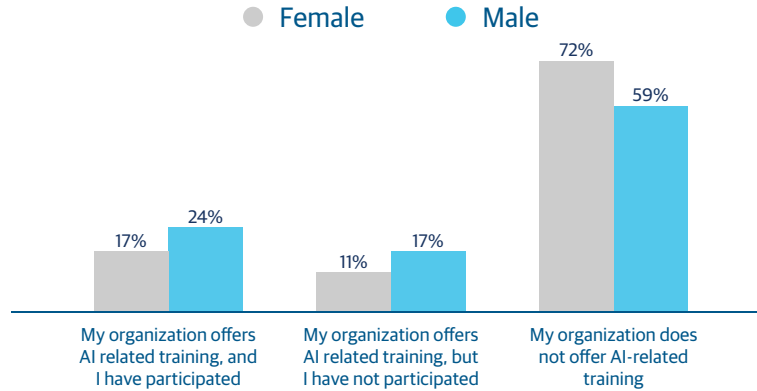


Figure 8

Yet when businesses offer reskilling, only 17% of female workers have participated versus 24% of men (figure 8). And only 22% of female workers have invested in their own training compared to 34% of men.

“It may simply be that women have received a message loud and clear about not being welcome in tech fields,” says Catalyst’s Daley. “We must fix the systems that perpetuate bias and put up barriers, keeping women from seeking reskilling or advancing in a variety of fields, industries, and roles. A major advantage of reskilling is that it may mitigate and bypass the many

reasons women may not pursue a STEM path, providing opportunities to those who did not receive a formal education or degree in tech. Reskilling is one way to lessen gender imbalance in these fields.”

AI leaders are much more likely to provide reskilling options (63% versus 34%) and as a result are less likely to report that the lack of AI skills is an obstacle (24% versus 32%). Yet they are still equally likely to say they struggle to find external partners with experience in both AI and their industry (figure 9).

AI adoption is hampered by skill and experience gaps

In your organization, which of the following, if any, are the greatest barriers to the adoption of AI-related technologies? (% of executives)

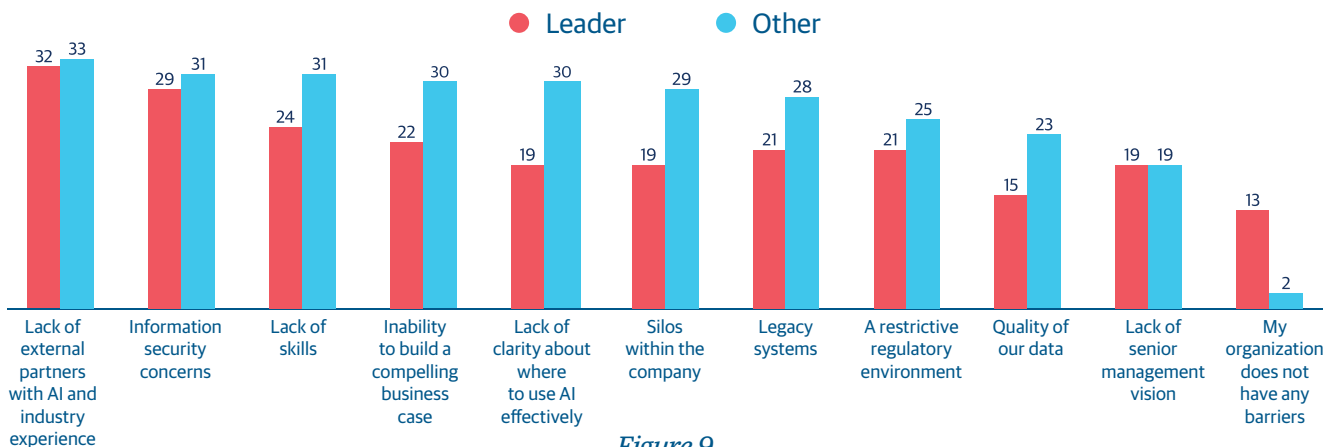


Figure 9

Skills disconnect between managers and workers

The skills that executives say organizations need for AI adoption to succeed are generally the same as the ones they say their organizations value: technical skills, critical thinking and problem-solving abilities, business skills, and adaptability.

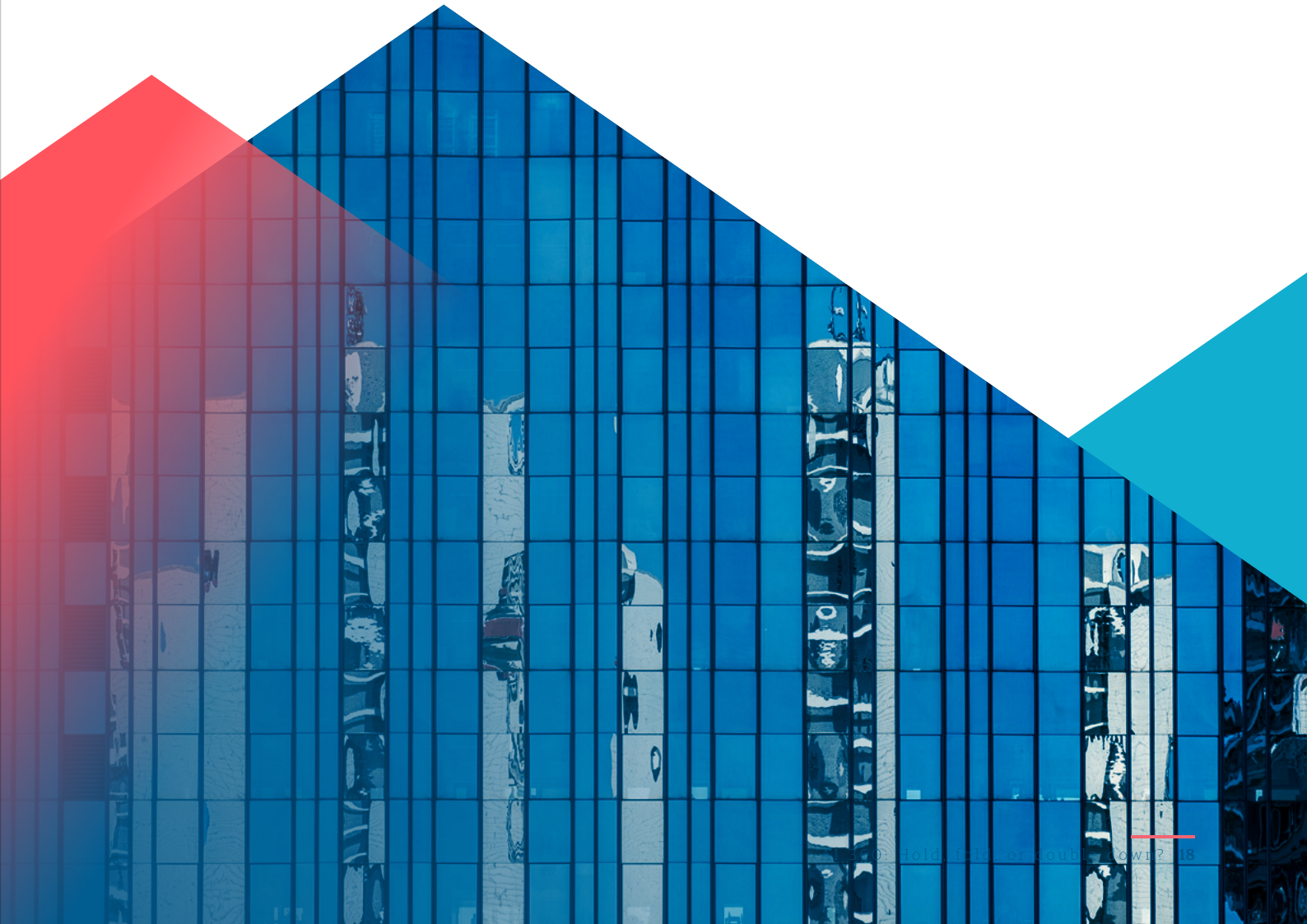
But employees tend to see the capabilities needed for AI differently, and this may explain the continuing skills gaps.

Workers don't think that their businesses value technical skills highly or that they are among the top capabilities people will need to succeed professionally in the workplace as AI becomes more prevalent. Senior

executives do, however, rate technical skills highly for AI adoption. Executives also say that business skills, such as understanding industries or functions, are key to succeeding with AI, but workers place it at the bottom of the list of skills they think they will need.

All of these skills are necessary in today's AI environment, says Srivastava. What's really called for are 'bilingual' workers.

"These bilinguals live at an interesting intersection," he says. "Their first 'language' is a deep understanding of a business process or the nuances of an industry. Their second language makes them able to see opportunities and how to apply different technical approaches to bring about long-term transformation. This is the skill set and training we advise companies to provide."





Double down to stay ahead

As companies assess their progress with AI and digital transformation, those that hold, fold, and double down on the right initiatives based on their strategic fit, impact, and longevity will stay ahead. AI adoption is generating positive impact for almost three-quarters of respondents' organizations. But if companies want to take full advantage of its transformative capabilities and build resilient, future-ready businesses, then there is still more to be done.

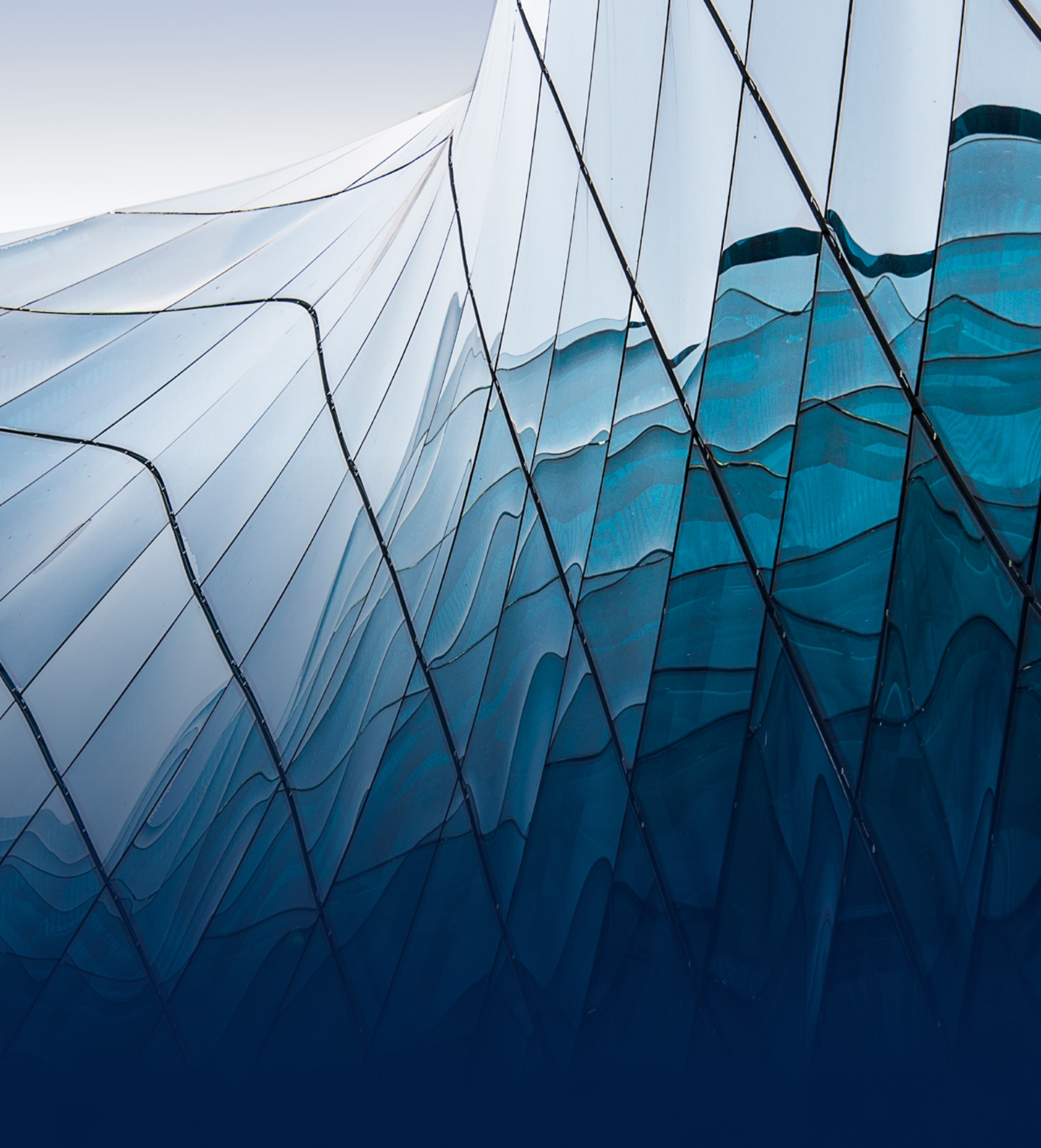
The digital choices organizations make today will help them weather the storm and prepare for a future in which they will need a more holistic outlook, act more transparently and ethically, and deliver hyper-personalized experiences. AI is the enabler, but only if it is embedded as a company's neural wiring, enabling it to connect, predict, and adapt at speed. This is an instinctive enterprise – the next generation of business – that will thrive in the future through its ability to make fast, fully informed decisions.

These findings from executives, workers, and consumers will help your businesses fully harness AI

and evolve, using augmented intelligence to grasp opportunities and mitigate risk. It is vital to get a few key elements right today:

- Act and reassure consumers about the **security and privacy of their personal information**
- Invest in generating **clean data**
- **Double down on governance and digital ethics** – there are challenges, but persevere to overcome them
- Be transparent with customers and employees about how AI-influenced decisions are made and **demonstrate that they are free from bias**. Remember, customers will respond with their feet
- **Couple AI adoption with diversity** in the workforce to include all points of view
- **Help all employees take advantage of AI** and offer reskilling equally

As companies navigate volatility and identify opportunities for future growth, bringing together machine intelligence with human judgment is key. Use our AI 360 insights to deliver an integrated strategy that builds resilience today and value for tomorrow.



About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes primarily for Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. Combining our expertise in end-to-end operations and our AI-based platform, Genpact Cora, we focus on the details – all 90,000+ of us. From New York to New Delhi and more than 30 countries in between, we connect every dot, reimagine every process, and reinvent companies' ways of working. We know that reimagining each step from start to finish creates better business outcomes. Whatever it is, we'll be there with you – accelerating digital transformation to create bold, lasting results – because transformation happens here.

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