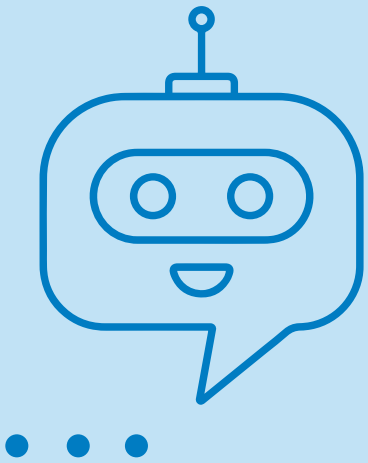
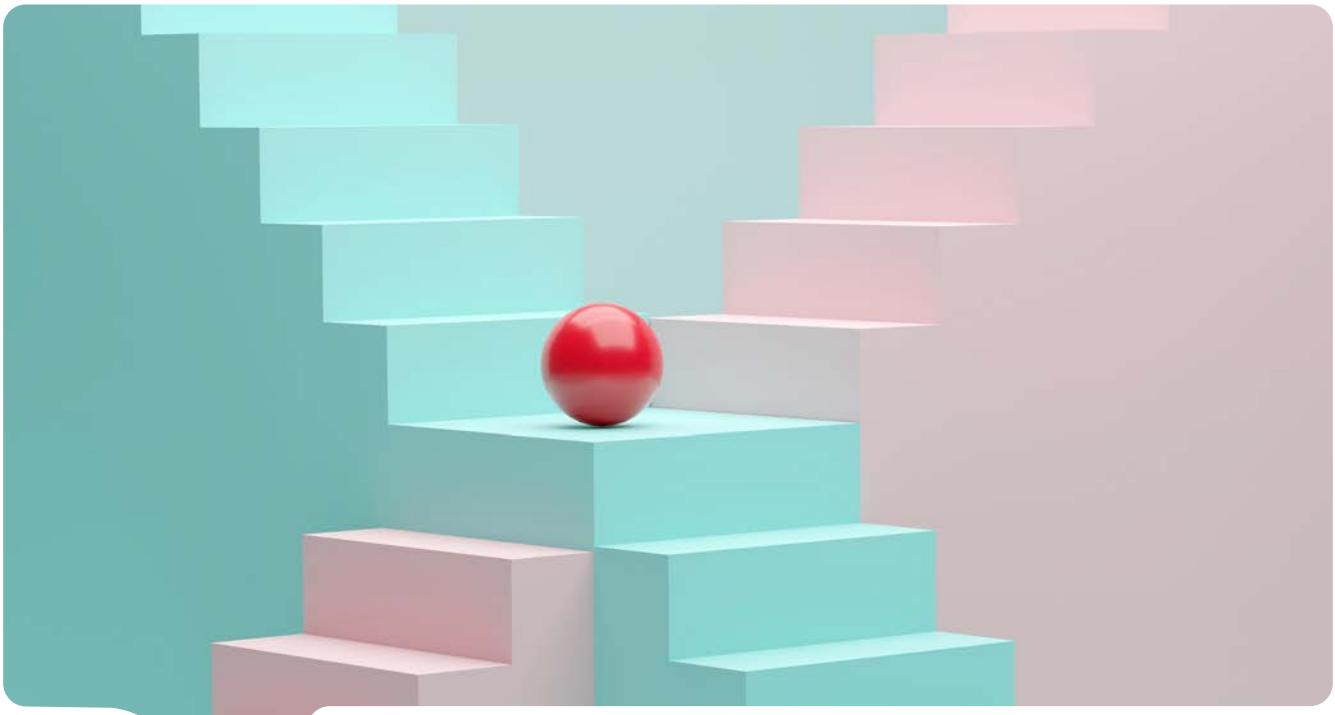
Infosys topaz

ENTERPRISE AI READINESS RADAR

Infosys® | Knowledge Institute



CONTENTS



EXECUTIVE SUMMARY

The stakes are high in the race for AI dominance. Executives view this technology as the next industrial revolution, poised to build on digital and cloud investments to transform business models, drive new AI products and services, and shape the new economy.

Beyond developing AI-based products and services, it is evident that AI will become a general-purpose technology embedded in the enterprise technology stack. This ultimate integration of AI into an enterprise's daily operations is what we define as enterprise AI.

Because AI holds so much potential, many companies are now experimenting with it. They are eager to implement enterprise AI but most are nowhere near embedding AI in their businesses, products, services and daily work — required if they are to be ready for success in the second half of this decade.

However, there are warnings that AI is overhyped and that we are in an AI bubble. Despite AI's clear potential, many companies are apprehensive about potential reputational, legal, and compliance risks, plus whether AI will generate enough value to outweigh the cost and risks.

Enterprise AI Readiness explores executive approaches and attitudes toward AI and assesses how prepared companies are to

transition from their experimentation and point solutions to system-wide change and adoption. Infosys surveyed 1,500 companies globally and interviewed more than 30 executives to determine whether companies have the foundational building blocks in place and how culture and leadership mindset influence AI adoption. Our major findings are outlined below to help leaders understand the challenges of achieving enterprise AI and consider how to apply these insights in their business context.

Executives are confident about AI. However, Infosys research indicates that they believe enterprise AI is three to five years from becoming a reality. Despite this experimentation and optimism, executives are not certain their companies will achieve all that AI promises. Additionally, many leaders worry about the many risks AI poses to their company and to their careers.

Gaps in AI readiness fuel apprehension

Underscoring the unease surrounding this hyped yet promising field, most companies lack the required foundational building blocks. We found that only 2% are ready across the five readiness dimensions we identify. However, companies show readiness in some individual areas: talent (35% are ready), strategy (23%), governance (21%), data (17%), and technology (9%).

From apprehension to adoption

To capture the mix of optimism and hesitation about enterprise AI, we classified leaders into four behavioral groups based on the intersection of company culture and leadership mindset: Ambitious Innovators, Cautious Explorers, Frustrated Mavericks, and Worried Conformists. By establishing a foundational framework and making the case for AI tailored to each company, leaders can reduce organizational friction and influence how their company approaches AI.

Steps to AI readiness

Enterprise AI is the gold at the end of the rainbow. By laying the foundations and making a case for AI, we believe companies will transform their culture and leaders' mindset from passive and skeptical to opportunistic and optimistic, achieving system-wide change instead of isolated point solutions. These are the five steps:

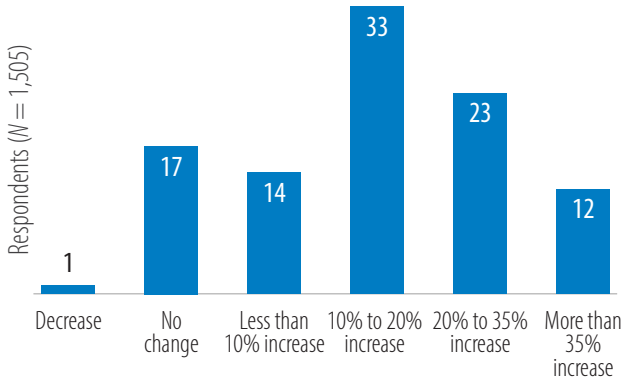
1. Develop a comprehensive AI strategy.
2. Establish responsible AI governance.
3. Upskill and build the workforce.
4. Prepare data infrastructure for AI.
5. Cultivate a culture of tech-powered innovation.

AI OPTIMISM BUT APPREHENSION

Optimism: Productivity and value

Although companies have experimented with artificial intelligence (AI) since at least the early 2000s, the launch of generative AI in 2023 proved the watershed that focused leaders on AI's potential. As we found in our Generative AI Radar reports, companies are experimenting with use cases to understand how the technology might benefit their businesses. Of the executives we interviewed for this research, most (80%) now expect a productivity boost from current AI projects (Figure 1). In fact, some believe that productivity benefits from current projects will be significant (as much as 30% to 40% for some respondents). On average, our respondents expected a 15% increase.

Figure 1. AI set to boost productivity

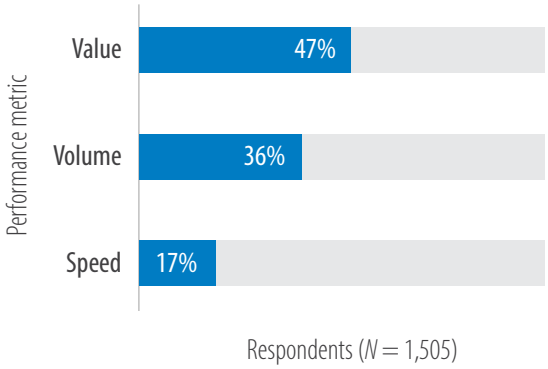


Source: Infosys Knowledge Institute

"I think the productivity boost from AI will be around 35% to 40%, because many companies are just preparing the ground and are in the nascent stages of AI," says Atul Srivastava, chief information officer at Trident Global, an e-commerce, retail, and manufacturing company.

Our study also found that companies are beginning to measure AI's value delivery (return on investment; ROI), with almost half (47%) considering it the primary metric for AI success. Other metrics include how quickly and how many AI projects are delivered (Figure 2).

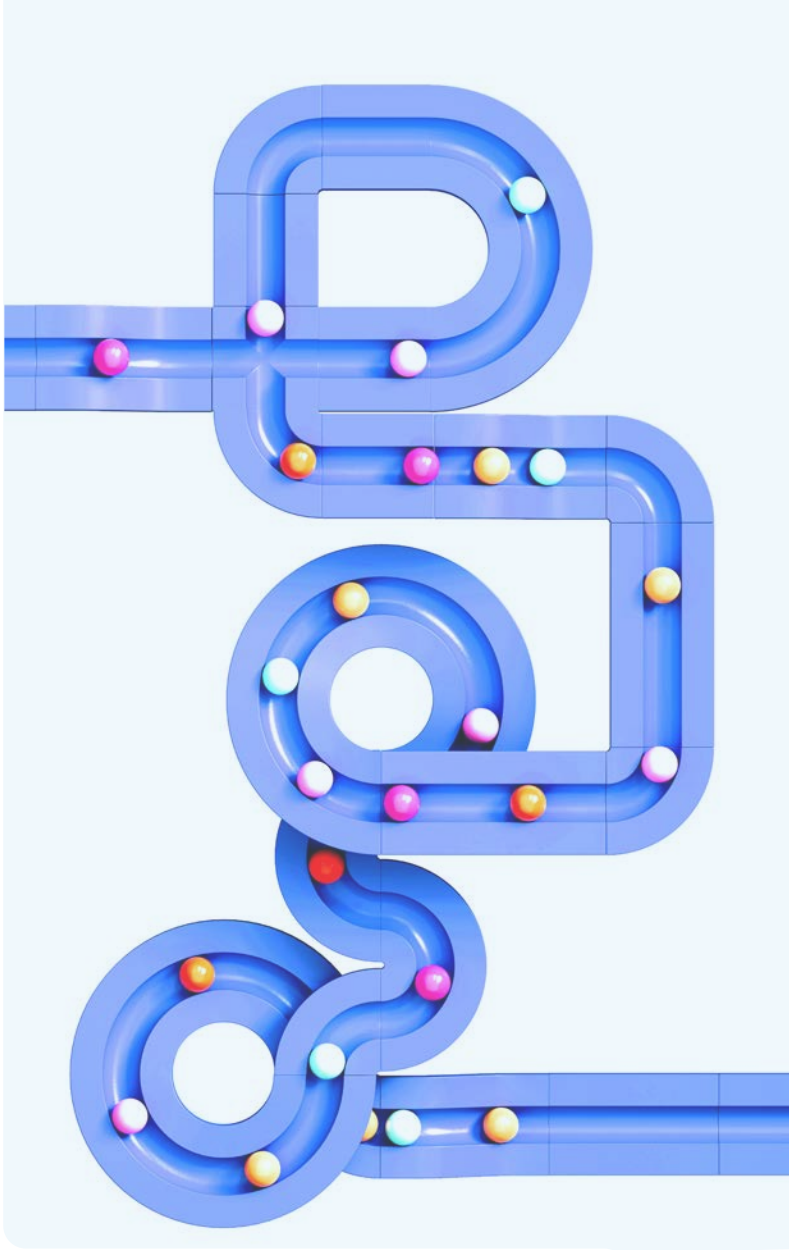
Figure 2. How AI projects are measured



Source: Infosys Knowledge Institute

Bumpy road to enterprise AI

The executives we spoke to share a common conceptual understanding of enterprise AI: AI capabilities integrated and available organization-wide, with full interoperability, learning and improving business functions over time (Figure 3). This approach embeds AI into the organization's tech stack and into the organization's mindset, in contrast to a



piecemeal, ad hoc approach that applies AI as experiments or a collection of individual use cases.

This ad hoc approach arises when employees make individual decisions about using consumer AI tools from the web, such as Midjourney or ChatGPT, rather than being provided with tools by the business that have been evaluated for ethical and practical purposes and integrated into the business. Further, enterprise AI demonstrates the hallmarks of good technology: It is secure, with risks mitigated and well-defined governance in place.

However, most respondents say AI is in its infancy, and believe their company is between three and five years from enterprise AI being a reality.

Figure 3. Defining enterprise AI

- End-to-end integration of AI capabilities: Implementation is large-scale and system-wide, rather than siloed, one-off applications.
- Interoperability: AI enables cross-referencing and exploitation of varied data sources.
- Reinforcing feedback: AI learns over time and identifies optimization opportunities.
- Widely available: AI is widely available across the organization; colleagues in all departments leverage and use AI functionality.
- Secure: Risks have been identified and mitigated against; partners have been vetted and approved.
- Strong, clear, and disseminated governance: AI governance has been developed, and colleagues are trained and aware of AI best practices.

Source: Infosys

Apprehension: Risks and reward

However, executives are not merely starry-eyed about AI's potential. They are also well aware of AI's legal, compliance, and reputational risks. In addition, investors are starting to see signs of an AI bubble. Many executives lived through, or have heard horror stories from, the dotcom bubble of the late 1990s, and are wary of a similar AI crash.

The head of global equity research at Goldman Sachs, Jim Covello, suggests that the financial risks from AI are different from those during the dotcom boom because the cost of AI is higher and the long-term benefits and ROI are more unclear. "The idea that the transformative potential of the internet and smartphones wasn't understood early on is false. The roadmap on what [those] technologies would eventually be able to do also existed at their inception. No comparable roadmap exists today", he says.

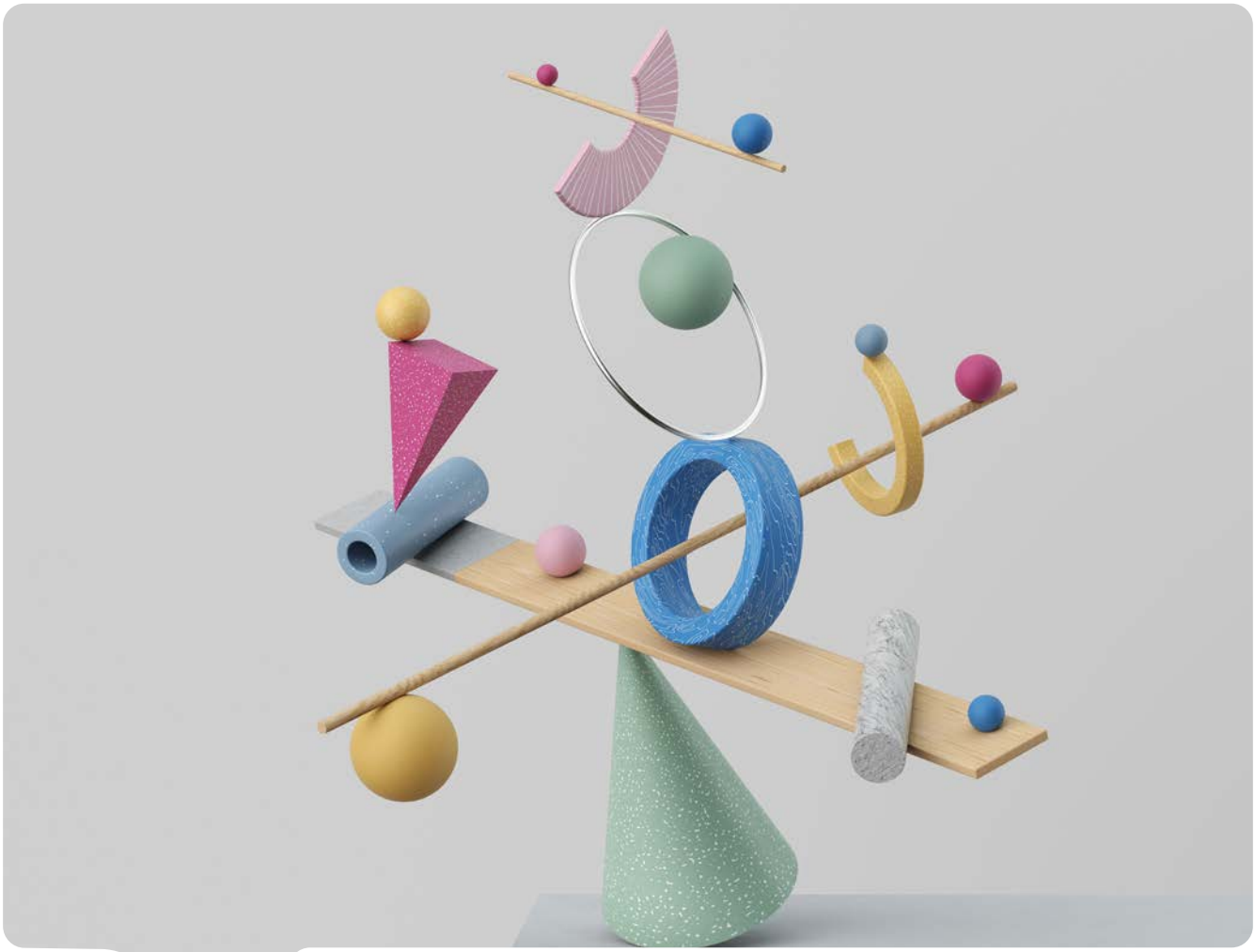
Our interviewees shared this apprehension: Even executives who are the most optimistic and eager to implement AI are concerned about the uncertain road ahead.

Together, these risks and institutional battle scars from digital transformation make many executives wary of putting their company — or their career — at risk to push an AI agenda.

As one tech leader in the UK explains: "I'm championing AI; I want to make sure it's successful, and sometimes investment in tech doesn't translate in positive impact, so I have to be careful because I'm associating my credibility with it."

The idea that the transformative potential of the internet and smartphones wasn't understood early on is false. The roadmap on what [those] technologies would eventually be able to do also existed at their inception. No comparable roadmap exists today.

Jim Covello
Head of global equity research, Goldman Sachs



READINESS GAPS FUEL CONCERN

Enterprise AI is complex and multifaceted, with much to sort out as companies move to implement it. As a US insurance company CIO says: "The CEO and COO are saying go ahead and do anything that we need to do, but it brings with it a lot of prep and consideration for security, increasing compute power in the cloud and on-premise. Having these conversations can be challenging."

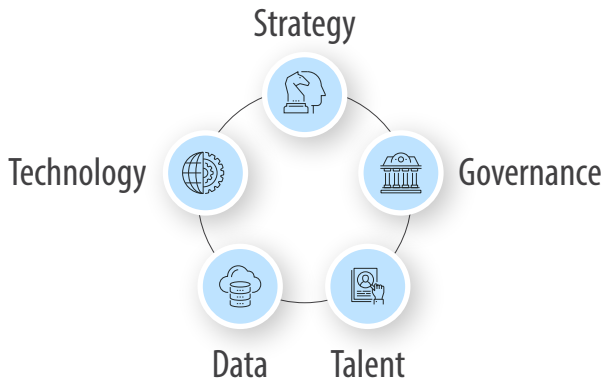
But these technological considerations are just one dimension for businesses preparing to implement AI. Companies must also understand and implement new yet unclear considerations and processes for workforce, culture, governance, leadership, and data — every aspect of their operating model.

Through desk research, interviews and input from AI practitioners and executives at Infosys and other companies, we developed a framework that simplifies and deconstructs

areas for companies to build foundations for enterprise AI success. This framework identifies and assesses company readiness for enterprise AI on five dimensions (Figure 4), assessed as follows:

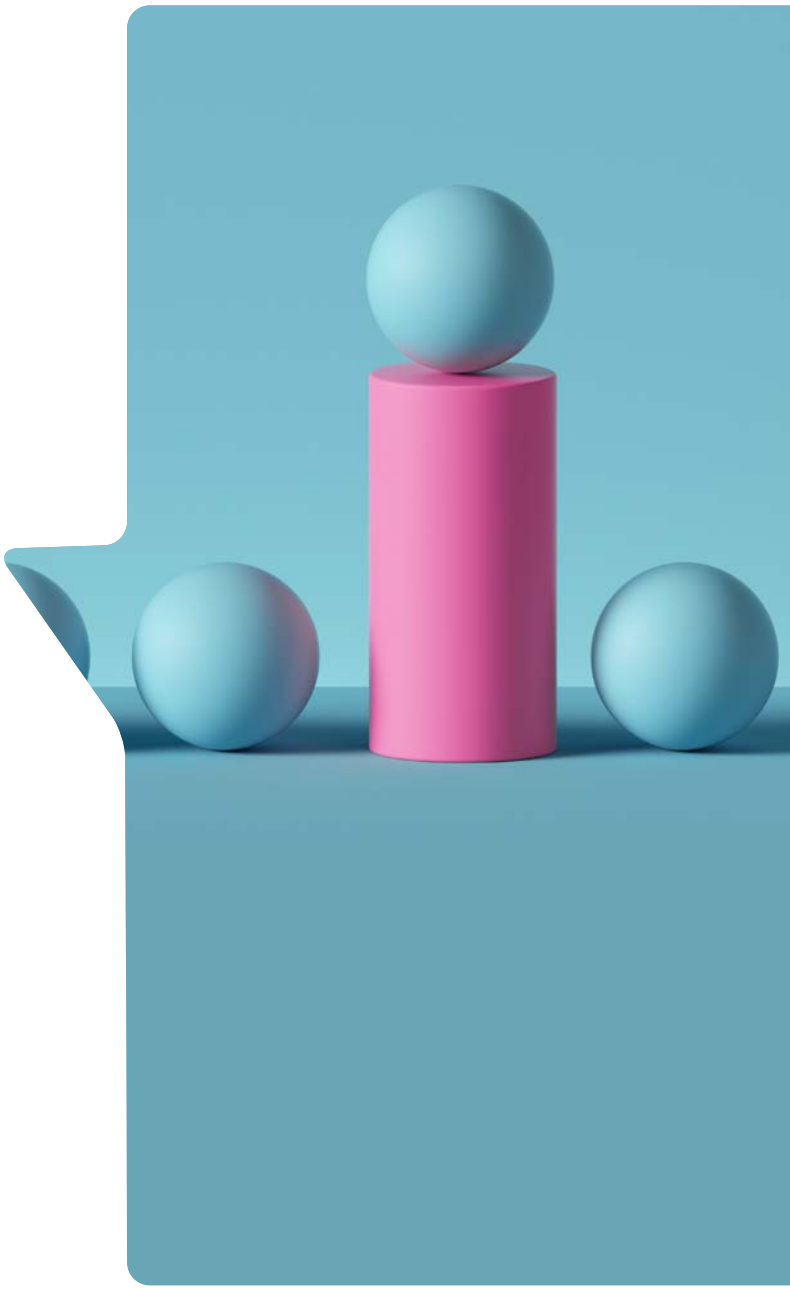
- **Strategy:** Alignment with resources and policies; value of each use case confirmed before initiation.
- **Governance:** Rigorous processes established to reduce risks from AI, including ethical, brand, and legal risks.
- **Talent:** Employees trained, knowledgeable, and have good understanding of AI.
- **Data:** Robustness and quality across all data types.
- **Technology:** The foundational technological capabilities are in place and readily accessible.

Figure 4. Five dimensions of AI readiness



Source: Infosys Knowledge Institute

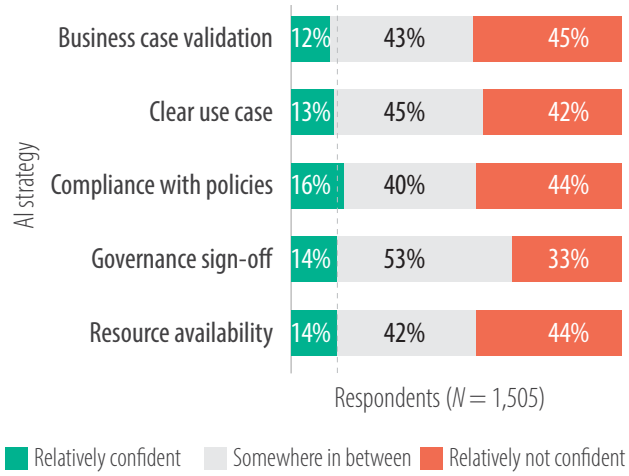
We found that only 2% of leaders are confident that they are ready on all five of these dimensions. However, companies are ready in some of these areas in isolation: talent (35% are ready), strategy (23%), governance (21%), data (17%), and technology (9%). We discuss more details in each of the subsections.



Strategy

This dimension includes how prepared companies are to sign off on AI projects with a validated business case and ROI, comply with policies, ensure resource availability, define clear use cases with target customers, and ensure sign-off with a governance council or similar. In our study, we found that only 15% of respondents were confident that their AI projects have these elements in place (Figure 5).

Figure 5. Strategic AI readiness is lacking



Source: Infosys Knowledge Institute

An AI strategy that includes these elements ensures that use cases are desirable, feasible, and viable — before they are initiated.

Because the hype surrounding AI makes it difficult to separate valuable opportunities from unrealistic promises, it is difficult to quantify the potential impact of use cases and justify AI investments. The approach we propose here strengthens the case for AI investment and builds consensus and transparency across units.

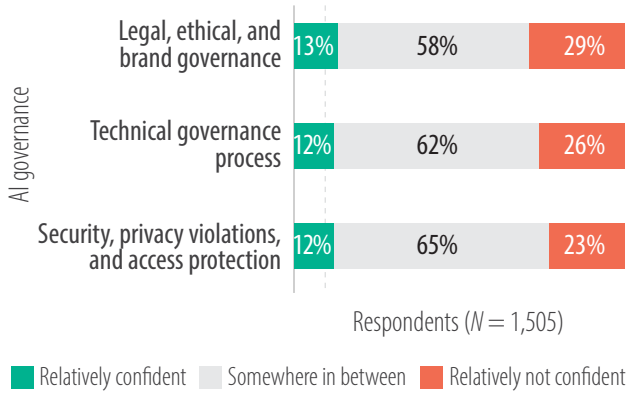
Governance

This dimension measures how well companies define governance processes to reduce risks from AI. These risks include hallucinations, bias, misuse of data, and security. This dimension also measures their legal, ethical, and brand governance processes — for example, IP theft, inappropriate model usage, harmful content, and defamation. It also includes mitigation of security threats, user privacy violations, and unauthorized access.

We found that only about 10% of respondents are confident that governance processes are well-defined, and similarly, only 10% are confident in their company's ability to protect against security and privacy risks (Figure 6).

AI in the enterprise has the potential to create significant business value, but comes with risks — the elements of governance listed below guard against risks and are essential for enterprise AI.

Figure 6. Confidence in governance is low



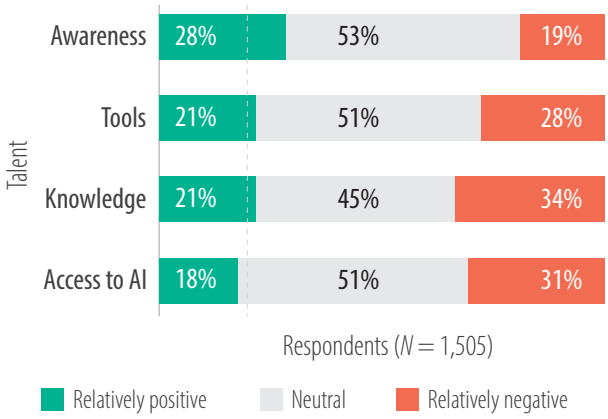
Source: Infosys Knowledge Institute

Talent

This dimension considers employee proficiency with AI tools and techniques in their work, along with available access to training and AI expertise. Although 35% are confident that their employees are ready for AI, a full 57% are not, with the remaining 8% somewhere in between.

Looking deeper at the readiness of employees, only 21% of companies say their workers have the knowledge to adopt AI, and only about 20% of companies indicate employee proficiency in AI tools and access (Figure 7).

Figure 7. Employees short on readiness

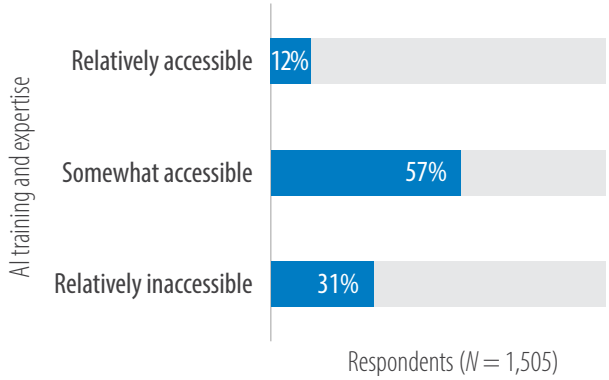


Source: Infosys Knowledge Institute

Upskilling and company expertise in AI are also problem areas. When asked about the maturity of readily accessible training, only 12% of respondents are confident they have adequate AI training and expertise in place (Figure 8).

Companies that are ready for enterprise AI train employees to work effectively with AI

Figure 8. Confidence in AI training



Source: Infosys Knowledge Institute

systems and they communicate company values about AI to increase AI awareness among their workers.

Newer roles in the digital sphere span data, engineering, and design — as well as a stronger emphasis for business and IT to collaborate throughout projects and processes. AI evangelists (or champions) who have expertise and knowledge also contribute meaningfully to a skilled environment of human-machine collaboration.

Data

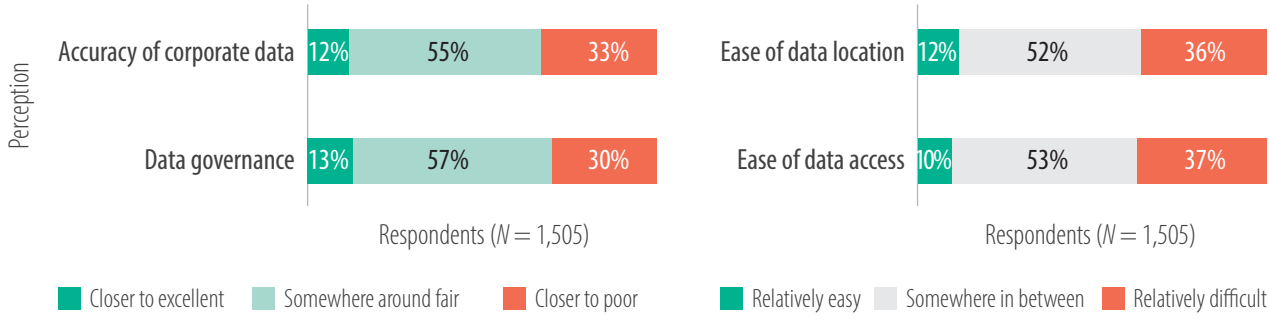
This dimension measures company readiness to locate and access data, along with data accuracy and access, including permissions, ability to track regulations, and synthetic data versioning.

In prior research, we found that data accuracy, processes, and accessibility have the most significant impact on successful AI development. We term this data health, and in the current research, we found it to be low across the board (Figure 9):

- 30% rate data accuracy and data governance processes used for AI as closer to poor, increasing AI risks.
- Only about 10% of respondents say it is relatively easy to locate data within their company.
- Likewise, only 10% say data is readily accessible for AI projects.

For enterprise AI, companies require these building blocks for all data types — structured and unstructured, including audio data, visual data, and text. Data health for enterprise AI also extends beyond traditional analytical and transactional data to include user-generated content, synthetic data, machine data, ecosystem data, and third-party data. This data has historically not been managed with the same rigor and governance as structured corporate data. Enterprise AI needs a data architecture for this proliferation of data and data types, with safeguards for bias, security, privacy, and regulations.

Figure 9. Data health low and most struggle to locate and access data



Source: Infosys Knowledge Institute

Technology

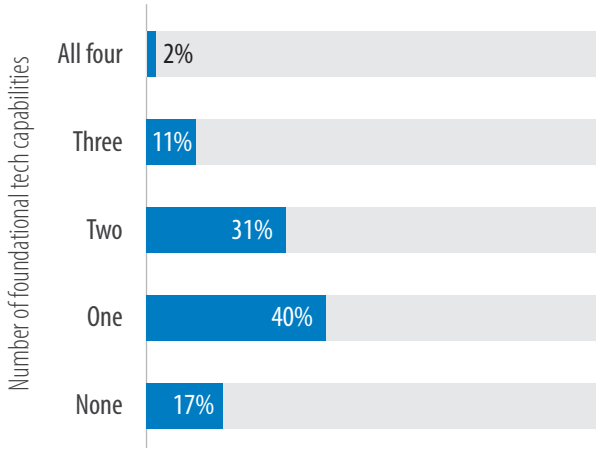
Our research showed the biggest gaps are evident in the technology dimension of enterprise AI readiness. We found that only 9% were ready on this dimension, which includes access to critical AI capabilities such as machine learning frameworks, prebuilt algorithms, and dynamic compute, along with automation within software development teams.

We evaluated four foundational technology capabilities:

- Dynamically provisioned infrastructure and compute.
- Security and rights management.
- Flexible infrastructure for open- and closed-source AI models
- Integration with AI frameworks.

Only 2% had all four of these capabilities, but more than half had either none (17%) or one (40%) (Figure 10).

Figure 10. Foundational preparedness

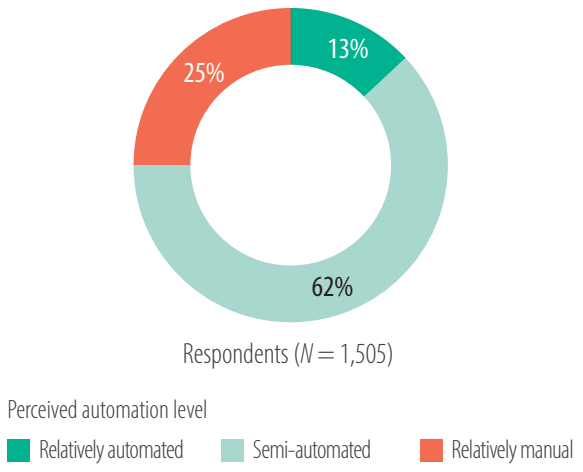


Source: Infosys Knowledge Institute

Further, we found that most companies' (62%) AI development processes are only partly automated, and 25% indicate they are mostly manual (Figure 11). Automation relegates repetitive tasks to software, which means a better experience for customers, reduced error rates, and improved compliance.

While getting the other dimensions in place is vital, a poor technology and engineering shop limits the speed and scale of AI projects. AT&T is an example of a company that puts this excellence at the heart of its operating model. Software engineers, data scientists, and thousands of citizen developers build enterprise applications as the telecoms company becomes AI-first. With technology a key pillar of its AI strategy, AT&T combines AI and a platform engineering approach to software development to optimize its networks, upgrade legacy software, and enhance contact centers. The company also uses generative AI to upskill employees around the three pillars of human-centricity, responsible AI, and secure/ethical by design.

Figure 11. Levels of automation in place



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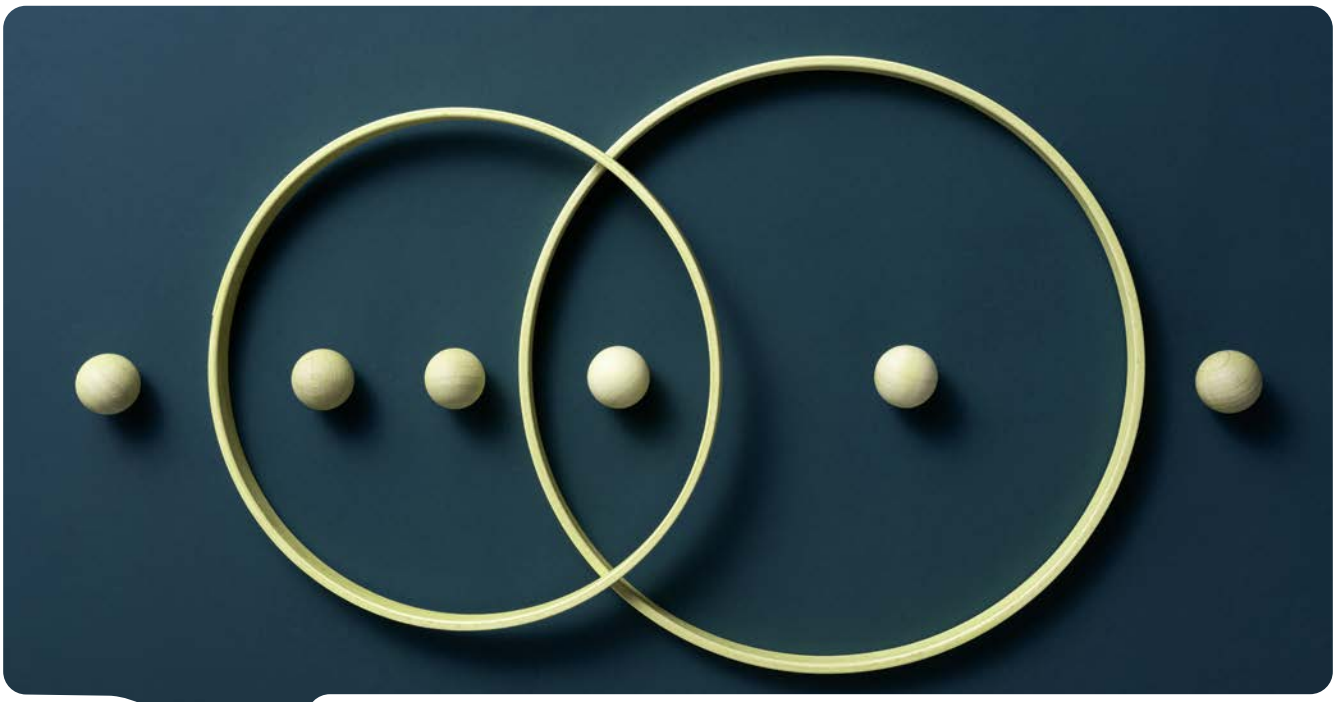
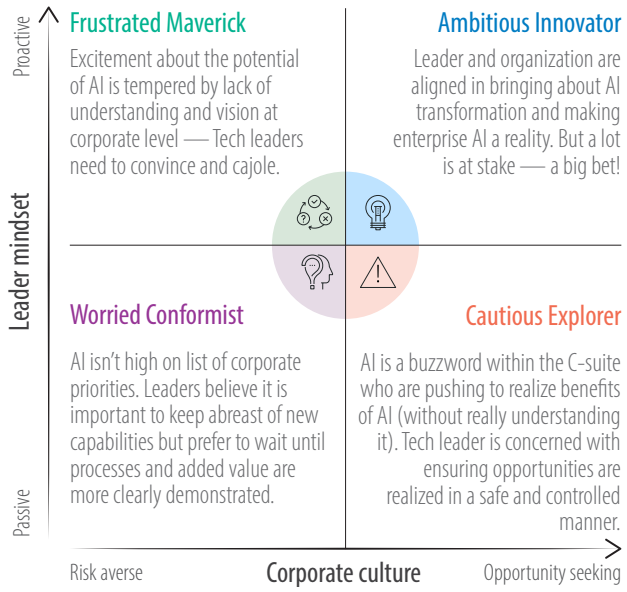


CULTURE-MINDSET ALIGNMENT INFLUENCES AI APPROACH

Along with the quantitative 1,500-person study into these five readiness dimensions, qualitative interviews were conducted with 30 executives in the US and UK to understand the needs, motivations, emotions, and tensions about enterprise AI. Companies were classified into four behavioral groups (or archetypes) based on corporate culture and leader mindset (Figure 12).

Half of the executives interviewed were Cautious Explorers, leaders taking baby steps in firms trying to move quickly. One fifth were Ambitious Innovators, placing big bets on transformation through enterprise AI. Both groups had medium levels of AI

Figure 12. AI leader archetypes



Source: Infosys

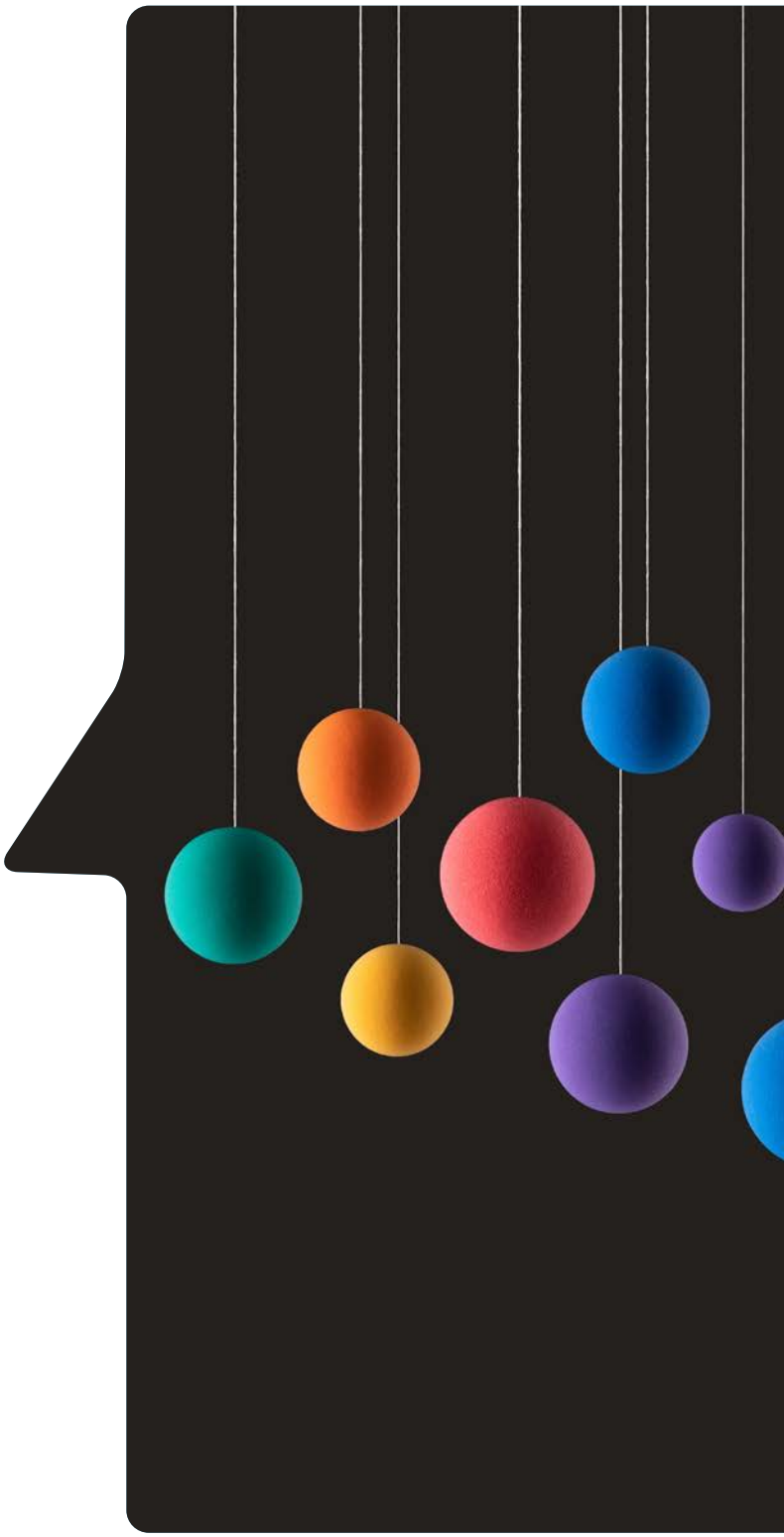
implementation. The rest struggled in risk-averse environments that lack a "burning platform" priority. These laggards, Worried Conformists and Frustrated Mavericks, had implemented few AI projects.

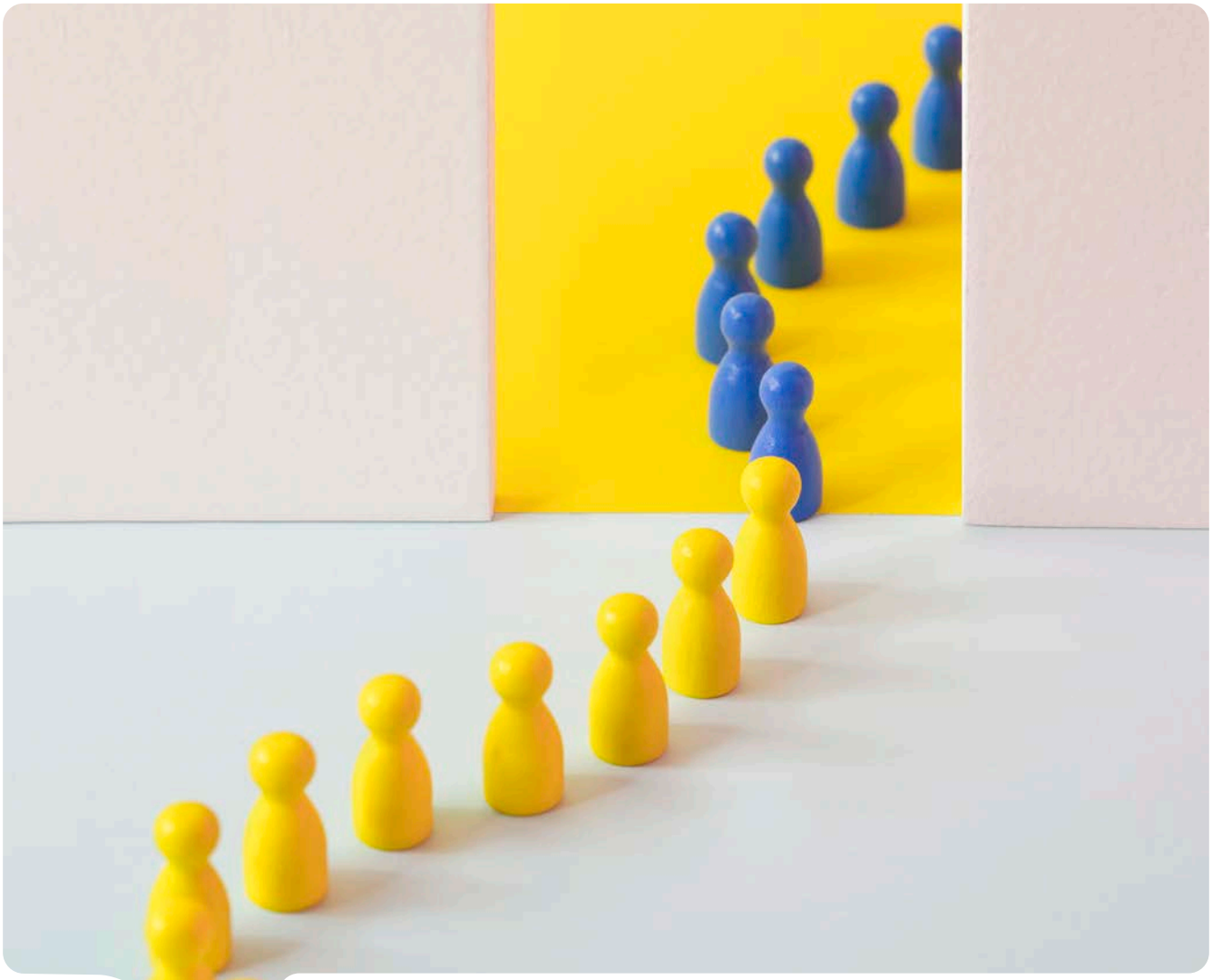
- **Ambitious Innovator:** These companies are already making big decisions and are willing to take risks. They currently have medium levels of AI implementation. To move faster and more safely, they should assess readiness and identify gaps across the five dimensions.

- **Cautious Explorer:** Like ambitious innovators, these companies have medium levels of AI implementation but are wary of the risks and so have fewer pilots than Ambitious Innovators. To move toward, achieve success through emphasizing automation, which our interviewees indicated is something that the culture at this archetype is sold on.

- **Frustrated Maverick:** These companies have made strides toward AI in small, safe steps, and have low levels of AI implementation. CIOs at these companies should communicate AI successes to the rest of the company and get buy-in for moving ahead with AI.

- **Worried Conformist:** These companies have low levels of AI implementation, sometimes with employees just experimenting with ChatGPT, and the company as a whole discouraging use of AI. CIOs in these companies should find low- or zero-cost ways to gather facts to convince other leaders — for instance, sharing public case studies or attending an event and talking with other companies about AI successes.





THE CASE FOR ENTERPRISE AI READINESS

Expectations for AI are high, but executives believe they are years away from achieving enterprise AI, our research found. Regardless of their pursuit of AI projects, companies do not have the foundational building blocks in place across strategy, governance, talent, data, and technology.

Yet they must forge ahead. Even those apprehensive about AI believe their companies will move to enterprise AI — eventually — and they need to be on board. In the words of a banking industry CIO: "I need to be able to adapt — otherwise I'll become obsolete. I need to do it."

This plays out at the enterprise level as well: "Big tech companies have no choice but to engage in the AI arms race right now given the hype around the space and FOMO," says Jim Covello of Goldman Sachs.

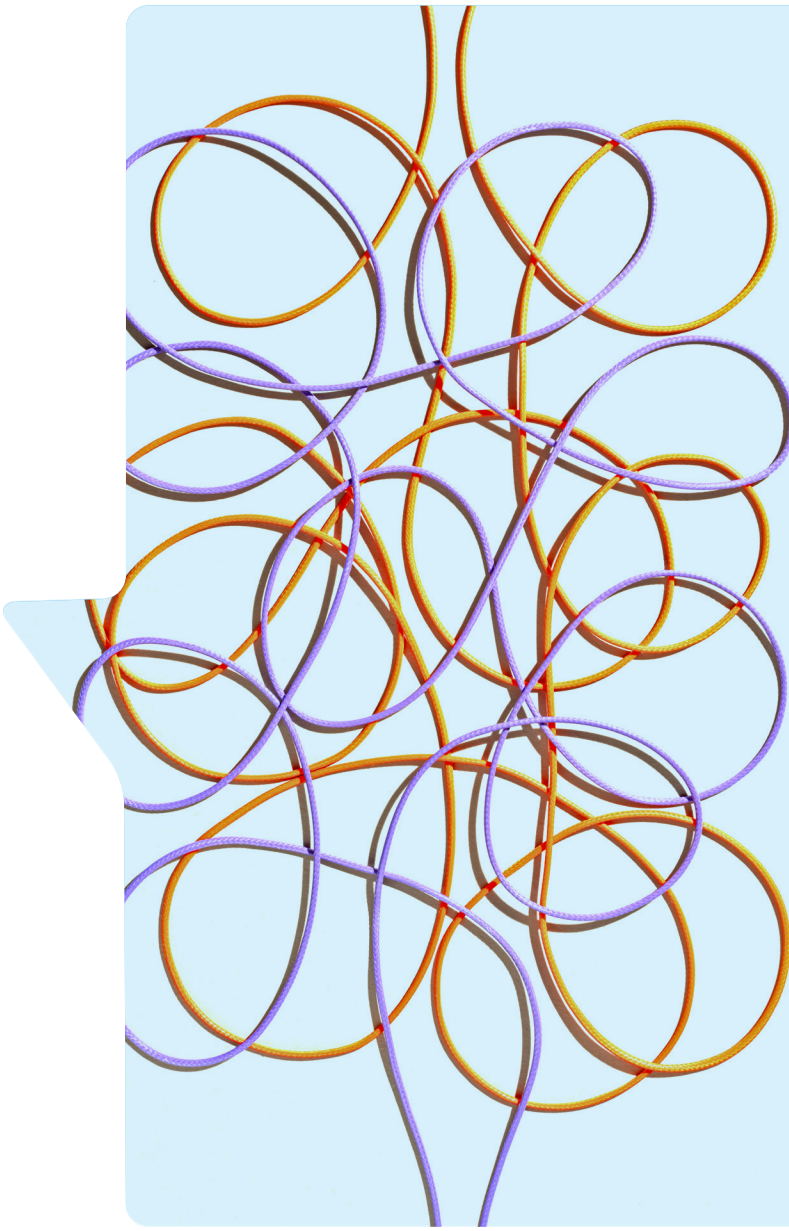
Our research on generative AI over the past year shows that even smaller companies, including those with revenues of only $500 million, are in the same situation and so are experimenting with AI and ramping up investments. A recent article in Harvard Business Review argued that "palpable fear of missing out" spurred companies to explore generative AI, but companies are struggling to realize cost and efficiency benefits.

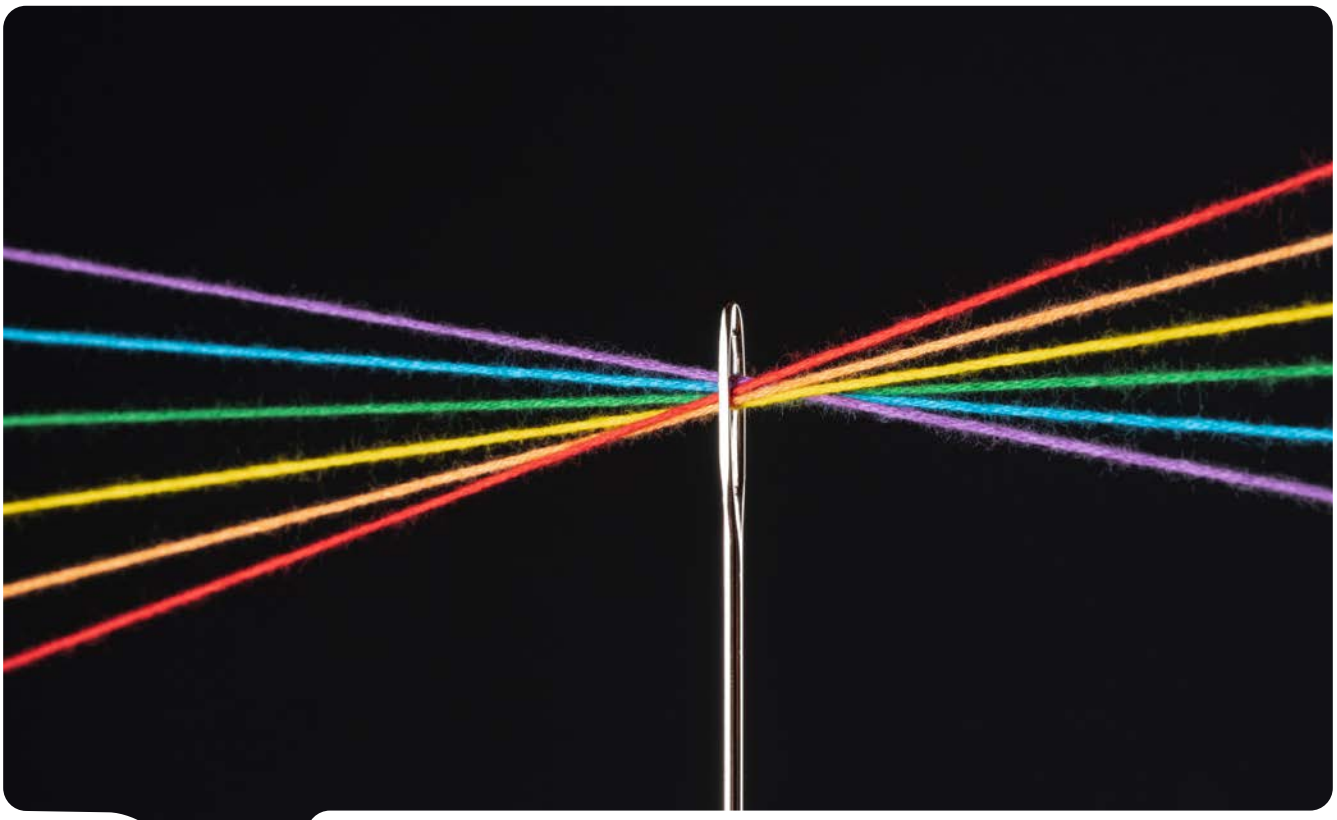
In the face of uncertainty, companies should establish an AI readiness framework as discussed in this research. This means when they decide to press ahead with specific AI projects, they can be confident in their AI strategy, governance, talent, technology, and data.

Our research also sheds light on the complexity of the cultural dimension of AI readiness. Specifically, executive mindsets about AI don't always match company culture, which impacts progress on AI. For instance, in the case of Cautious Explorers, the company may push to implement AI, but tech leaders often want to move slower.

We believe that a strong foundation for AI readiness, as outlined in this report, will provide leaders the confidence to move forward, aligned in working to transform the enterprise.

Companies ready for enterprise AI will differentiate themselves in this new business era, which is defined by innovation, uncertainty, and disruption. It is also defined by a degree of delayed gratification. While leaders take the time to identify AI technologies and projects to adopt in pursuit of productivity gains and ROI, the business must press on to establish readiness building blocks, and lay a firm foundation for enterprise AI.





FROM APPREHENSION TO ADOPTION

We found that most companies are not ready for enterprise AI because they do not have the foundational building blocks in place. They believe enterprise AI is three to five years from being a reality at their company. But by putting the work in now, they can ensure they don't become tomorrow's laggards.

Companies face a duality of significant risk and reward as they adopt AI, as well as uncertainty about how it will impact all aspects of their enterprise, from the workplace to R&D to their workforce talent mix. In addition to building the case for AI fitted to company culture and leadership, companies need to close gaps in the five dimensions of our framework: strategy, governance, talent, data, and technology.

Five specific steps will reduce apprehension about AI, close gaps, and garner more benefits from AI. Embedding these practices will help companies join the 2% of their peers that demonstrate readiness across all five dimensions.

1. Develop a comprehensive AI strategy.
2. Establish responsible AI governance.
3. Upskill and build the workforce.
4. Prepare data infrastructure for AI.
5. Nurture a culture of tech-powered innovation.

A comprehensive AI strategy

Companies should create a clear AI strategy that aligns with their business objectives and outlines how AI can drive value. This strategy should encompass technology investments, talent acquisition, and ethical considerations.

Our previous research found that an effective AI strategy can add nearly $467 billion in profit growth collectively. And according to recent research, companies with a well-defined AI strategy achieve three times the revenue growth compared to peers.

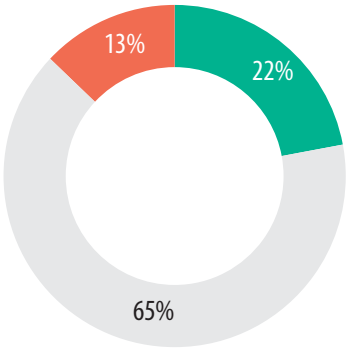
The importance of having an AI strategy cannot be overstated: "If you're a [corporation] and you don't have an AI strategy, you don't have a strategy," says Mike Mayo, head of Wells Fargo's large-cap bank research.

The primary challenge is ensuring alignment across diverse business units, which can be overcome by involving cross-functional teams in the strategy development process. Our research found that less than a quarter of companies positively rate the ability of IT and business teams to work together (Figure 13).

Companies should create an AI value office, responsible for structure and to govern AI's impact on the modern data estate, emerging technology; generative AI experimentation; integrating AI into operations; and overseeing responsibility, regulations, culture, and ethics. It uses value to prioritize investments and project greenlighting, with outcomes tied to reputational, legal, and compliance risks.

"We use a strategic value framework to launch AI projects," says Bradley Schaufenbuel, chief information security officer at Paychex, a human capital management company. "It assesses AI projects for viability, feasibility, desirability, compliance, and governance. And it helps with the success of the implementation."

Figure 13. Business and IT collaboration



Respondents ($N = 1,505$)

Sentiment about business-IT collaboration

Relatively positive | Somewhere in between | Relatively negative

Source: Infosys Knowledge Institute

Responsible AI governance

Responsible AI is not a monolithic approach, but a tailored set of guardrails based on industry and geographic regulatory considerations.

Companies should create a centralized responsible AI team to safeguard technical, legal, ethical, and reputational risks. Indeed, our research indicates that only 10% of companies establish governance that provides these guardrails (Figure 14).

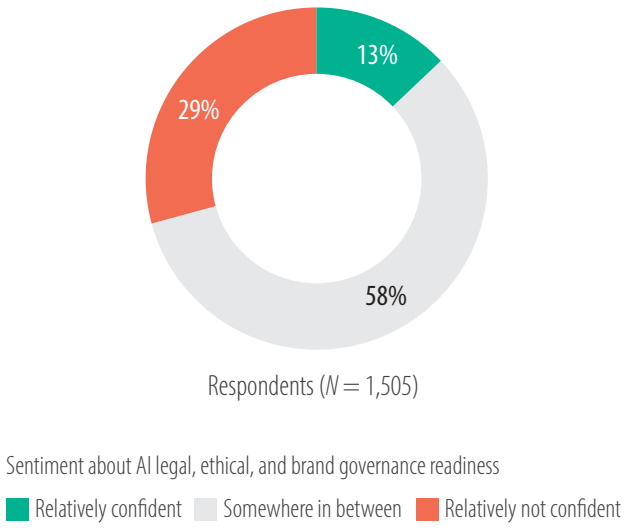
Governance guardrails for AI are vital in the data-driven landscape. Data models become secure as companies institute responsible-AI-by-design principles into their processes. Secure-by-design principles establish processes that reduce risks of hallucinations, bias, misuse of data, IP theft, inappropriate usage, and defamation.

At Infosys, the Responsible AI Office is the custodian of AI governance and facilitates collaboration across functions.

This office establishes and maintains a governance framework and defines policies, procedures, and decision-making processes related to enterprise AI. While the office serves many functions, these can be grouped into the broad categories of scan, shield, and steer.

Schaufenbuel describes the importance of this type of office: "In the long run, with help from a governance office, we want to put every AI governance issue through an automated AI governance review. This would provide insights on bias and explainability issues. We'd love to build a real AI governance platform that assesses things like bias and explainability for all AI models used in our enterprise, tracked that over time. At present, our mechanism is more like an approval gate, and we cannot go back to the model or track changes over time."

Figure 14. Preparedness of governance



Source: Infosys Knowledge Institute

If you're a [corporation] and you don't have an AI strategy, you don't have a strategy.

Mike Mayo
Head of Wells Fargo large-cap bank research

Upskill and build the workforce

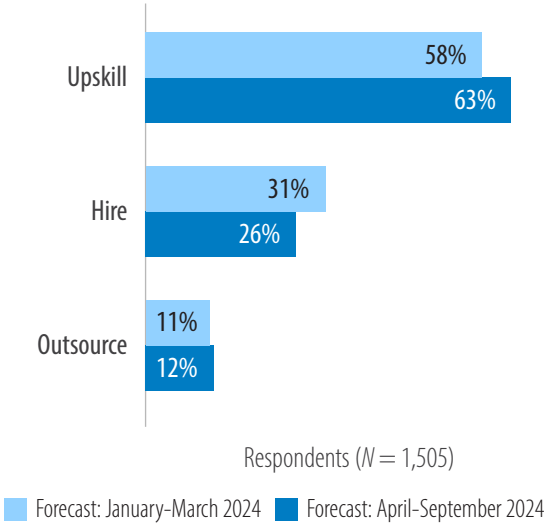
Talent is the AI arbitrage dimension — all companies have employees, yet few develop their workforce strategically to close gaps and maximize ROI for the other dimensions such as data and tech.

Talent is more than skills — motivation leads to adoption and institutional capabilities. To make this happen, executives should communicate the benefits for employee career development and job security, along with the benefits that technology brings.

The AI upskilling opportunity is unprecedented. As AI knowledge is disseminated, tool proficiency and access increases, and business and IT professionals will speak each other's language: "A real skill gap in our organization is finding people that can translate geek-speak into business terminology — this skillset is pretty hard to find," according to one executive we spoke to.

Our research found that only 12% of companies are confident that they are providing employees with sufficient training opportunities. However, our recent research on technology, skill, and AI adoption trends showed signs that banking firms now rely more on upskilling than hiring or outsourcing. Figure 15 shows that for key technologies such as machine learning, large language models, and cybersecurity, companies expect to close skills gaps through upskilling in the next six months. Our future research will explore whether this trend is pervasive across industries.

Figure 15. Banking relies on upskilling



Note. Percentages do not sum to 100 due to rounding.

Source: Infosys Knowledge Institute

Forward-thinking companies are creating AI skill categories and providing learning paths to build these skills and ensure readiness. For example, Infosys has classified generative AI skills across a ladder of capabilities, starting with AI Aware (nearly all employees), AI Builder (larger number of practitioners), and AI Master (small number of specialists).

Prepare data infrastructure

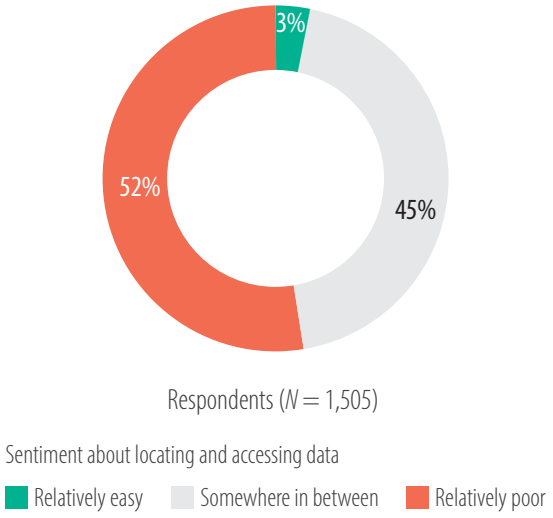
Data quality and accessibility remain a perennial challenge for companies, and respondents rated it as the biggest barrier to AI success. The relationship between data quality and data infrastructure is key, and in the words of one of our interviewees, "Data is nothing more than an outcome of how your internal systems are arranged."

Companies should assess current systems, including hardware, applications, and integrations. Assessments should include whether hardware is fit to run an AI application, interoperability, and infrastructure complexity. Part of this assessment also includes where data is stored — it should all be brought together. To bring all data under management could require changing the data ecosystem.

Preparing data infrastructure includes having systems to cleanse and then fingerprint data so it is transparent, and companies know what is present where (in each piece of data) across data stores. Companies can use this fingerprint to establish data correlations and conduct governance activities.

Additionally, companies must know how to handle structured and unstructured data, including traditional analytic data, transactional data, synthetic data, and data from the ecosystem, generated by users or machines. Only about one in 10 said it was easy to locate or access this data in their company, while 3% said they could both easily locate and access data (Figure 16).

Figure 16. Locating and accessing data



Source: Infosys Knowledge Institute

"We spent millions on master data management and governance," says Kendall Knight, chief information officer at Loomis, a Swedish financial services company. "If you don't manage your data in a structured way across the portfolio, AI is just going to exacerbate the problem. If you have a data governance team, then they can become your AI governance team as well."

Tech-powered innovation

Organizational culture often lags behind process changes, such as the quick move to remote work in 2020 and again now with the rapid implementation of AI.

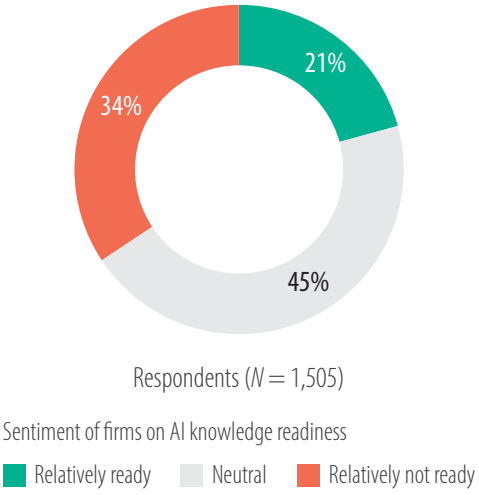
Culture, often defined as "the normative glue" that holds a company together, evolves through behaviors repeated over time that eventually come to be seen as "how we do things around here." A culture of innovation is built through repeated experimentation with AI that values both failures and successes.

Our research indicates that this culture is not yet present at most companies, as only 43% of respondents indicate that they have fully prepared their employees for AI. Further, only 21% of our respondents said that their employees have the requisite knowledge to adopt AI tools and techniques (Figure 17).

To facilitate experimentation and provide employees with the knowledge to adopt AI tools and techniques, companies should enable access to these tools. They can establish policies for and access to generative AI tools.

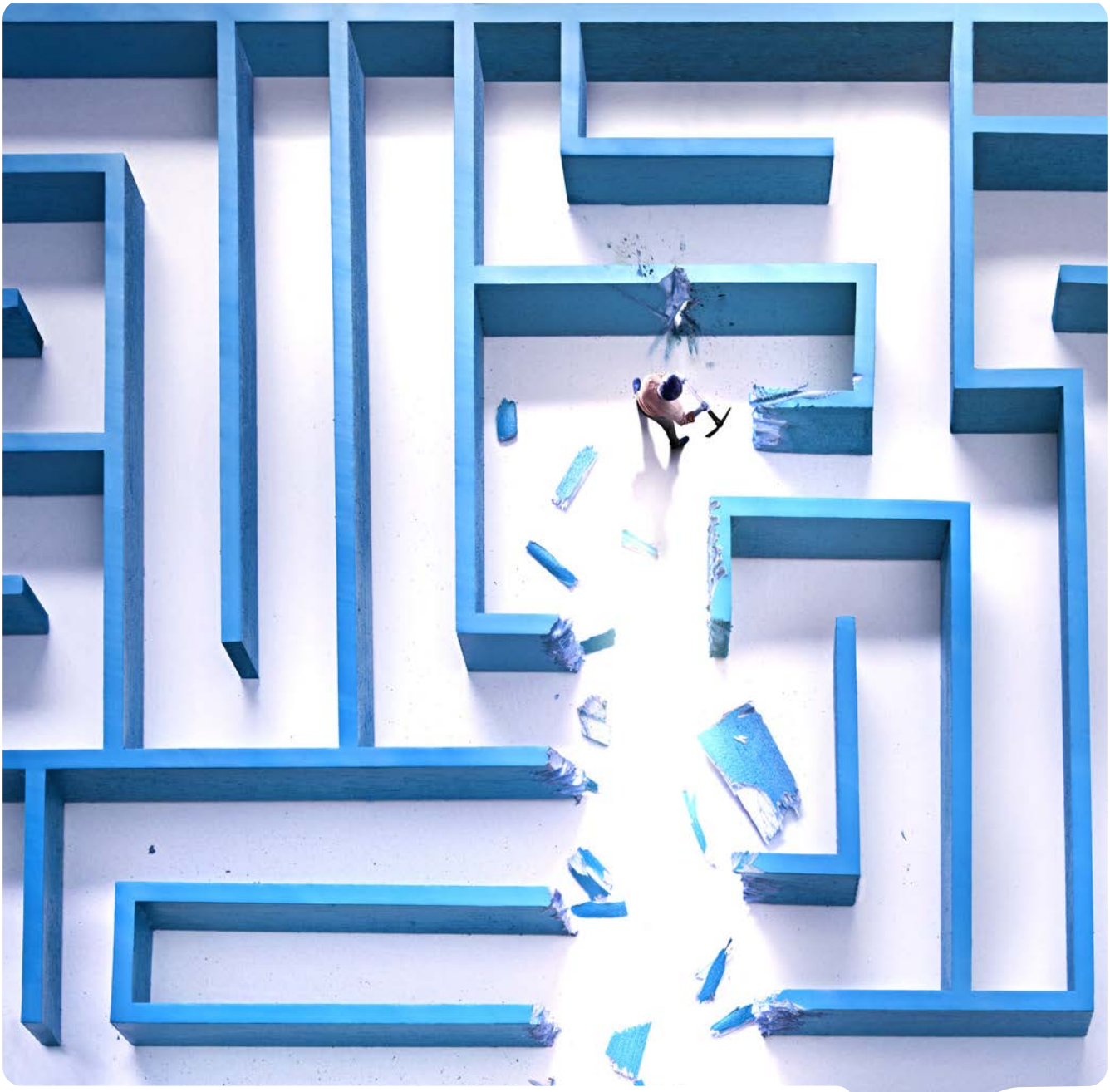
"It is about getting the technology into people's hands so that they understand what it is and how to work with it. This enables the technology teams to work on bigger applications that can create much more impact down the road," says Cameron Gwinn, a senior director at KPMG.

Figure 17. Low readiness on AI knowledge



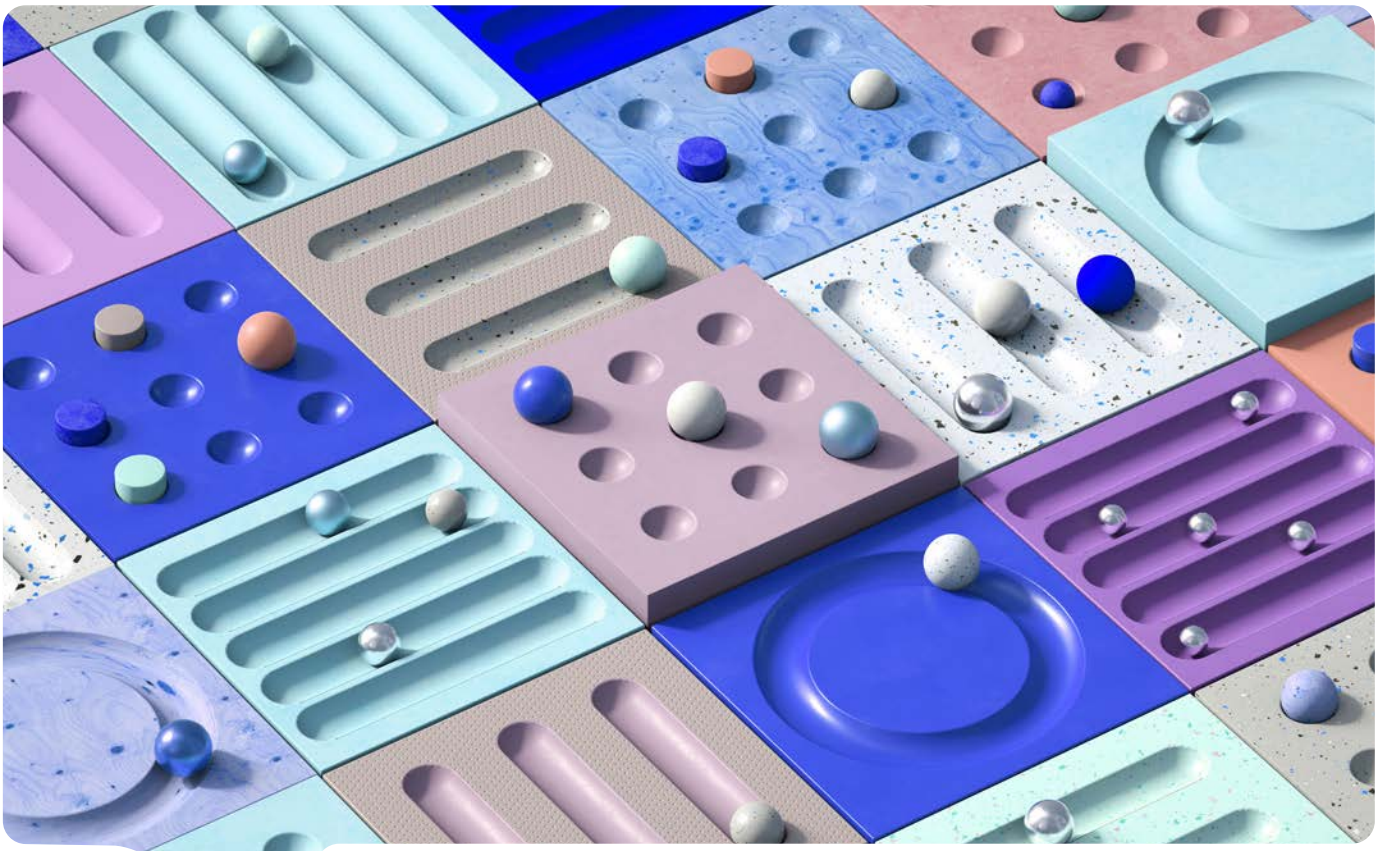
Source: Infosys Knowledge Institute

The most effective access can be through a repository of self-service tools. This access can be as simple as an internal development marketplace, or a full-blown platform engineering squad that curates the user interface with important AI capabilities, including prebuilt algorithms, machine learning frameworks, and templates for developing agents and chatbots.



It is about getting the technology into people's hands so that they understand what it is and how to work with it. This enables the technology teams to work on bigger applications that can create much more impact down the road.

Cameron Gwinn
Senior director, KPMG



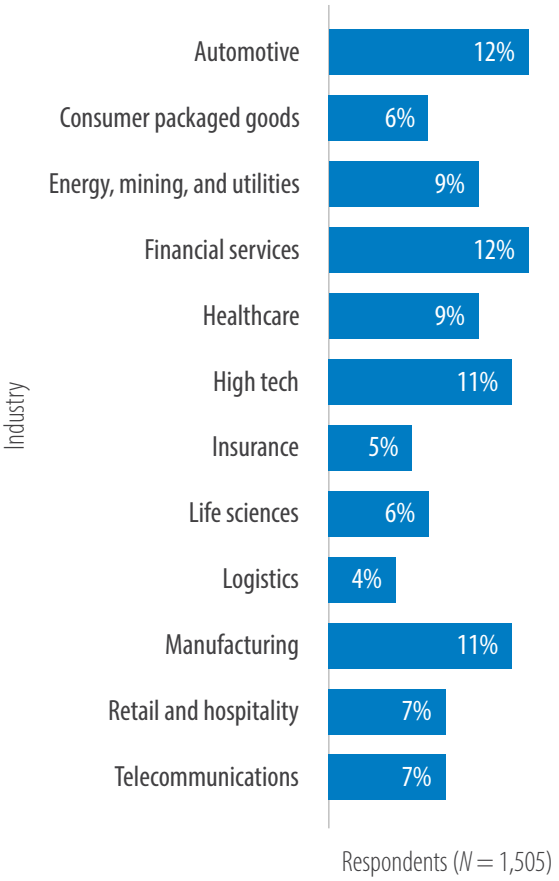
APPENDIX: RESEARCH METHODOLOGY

Infosys commissioned a survey of 1,505 executives at companies in Australia, France, Germany, New Zealand, the United Kingdom, and the United States during June and July 2024 to gauge the level of readiness for enterprise AI. The survey looked at 12 sectors: automotive; consumer packaged goods; energy, mining, or utilities; financial services; healthcare; high tech; insurance; life sciences; logistics or supply chain; manufacturing; retail or hospitality; and telecommunications. To enrich insights, the research also included phone interviews with 40 industry practitioners, executives, and subject matter experts.

We asked respondents about factors that indicate readiness for enterprise AI, the challenges they face in implementing AI, and what outcomes they expect from their AI projects. Many of the questions about readiness involved asking about sentiment.

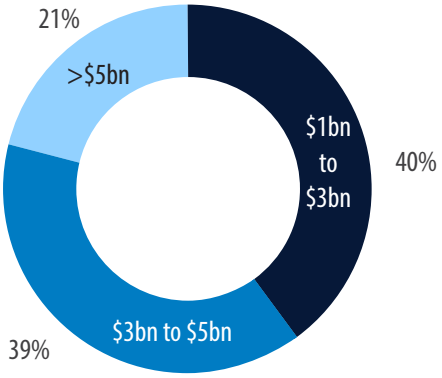
To mitigate individual bias in these responses, we compared each response to an individual's most common response across sentiment questions. We then arrived at a relative sentiment for each question asked, and classified each response as some form of positive, neutral, or negative and aggregated those categories for reporting.

Respondents by industry



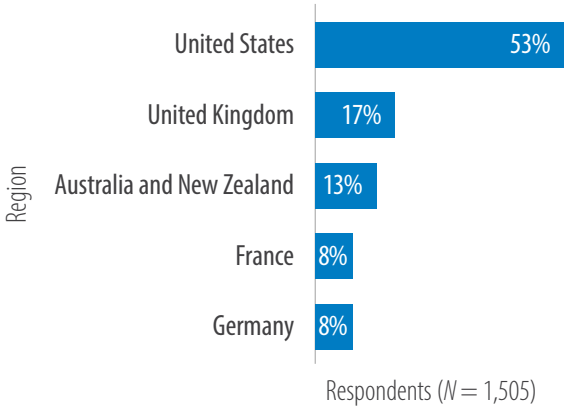
Source: Infosys Knowledge Institute

Revenue of companies in the survey



Source: Infosys Knowledge Institute

Respondents by region



Source: Infosys Knowledge Institute

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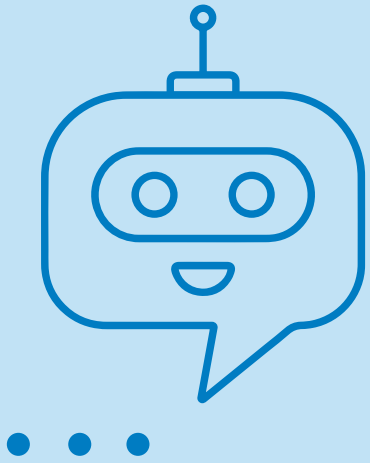

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