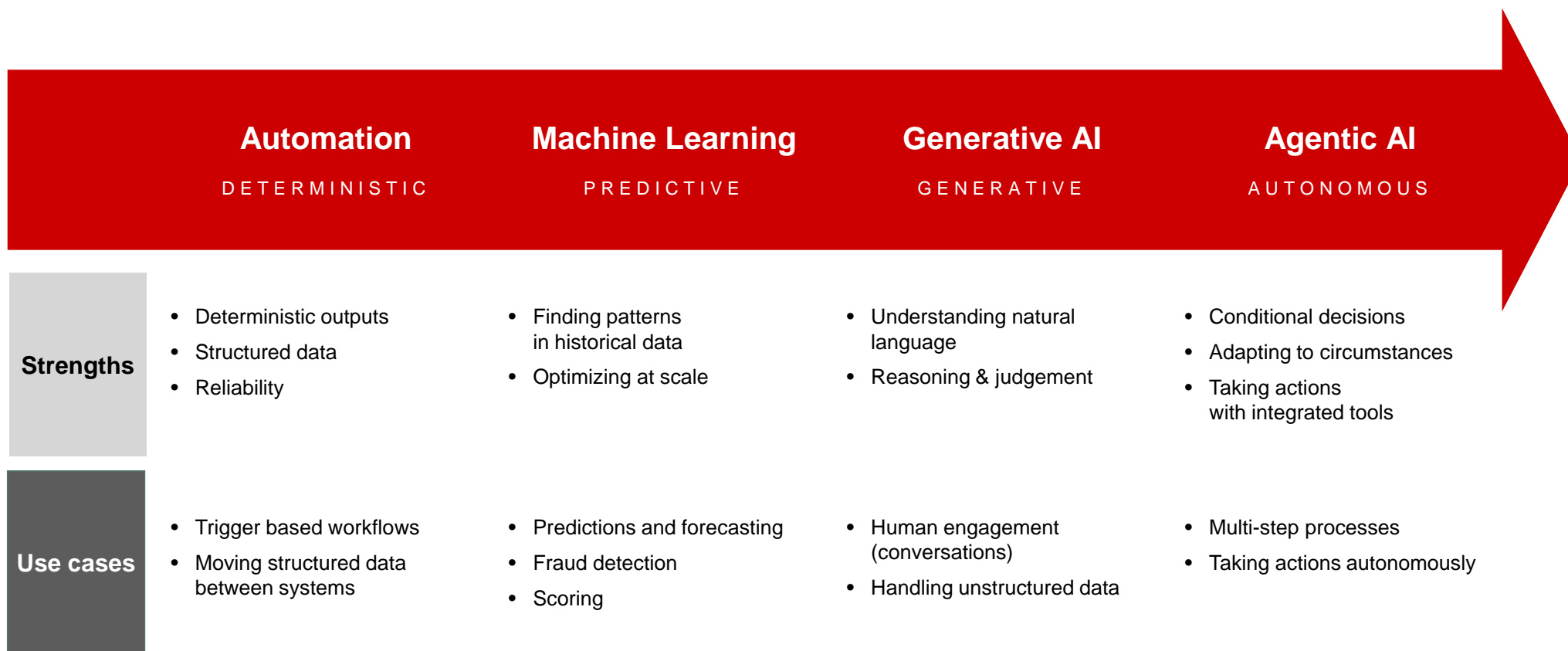


Perspectives on AI Transformation

May 2026

Which AI are we talking about?

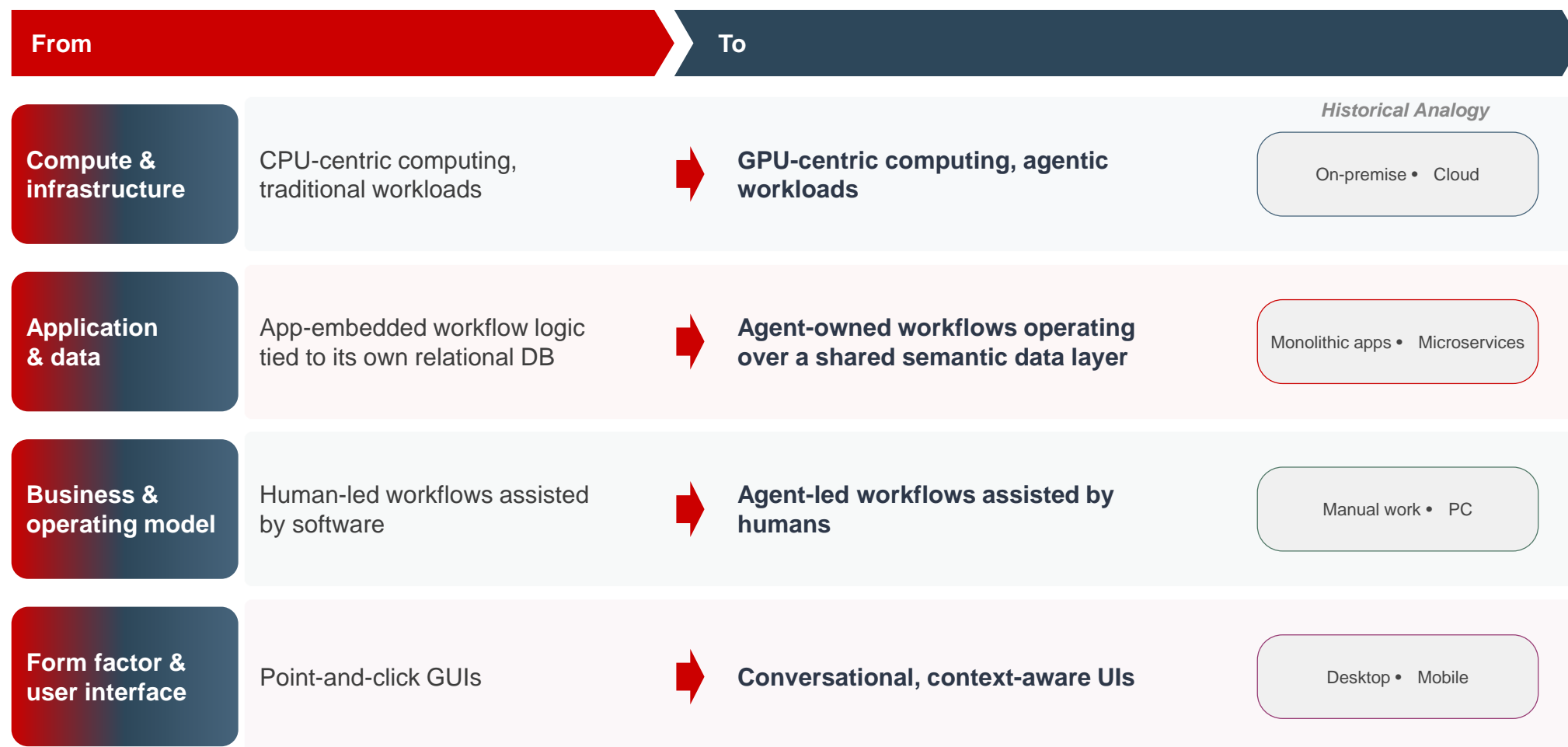
AI is a continuum of capabilities developed over the last few decades



Leading edge solutions typically combine multiple capabilities across this spectrum

Why does it matter?

AI is a once-in-a-generation **tectonic** platform shift



Where is the value?

How business are building sustainable competitive advantages with AI

Reimagine
the cost base



Complex activities performed
at scale with **significant**
opportunity for automation

**Back-offices, Software
engineering, Procurement,
Customer service,...**

Augment
the frontline



Our **frontline champions** who
drives most value and build
**new sources of competitive
advantage**

**Brand managers, KAM teams,
content management,
e-commerce, field force,
R&D teams ...**

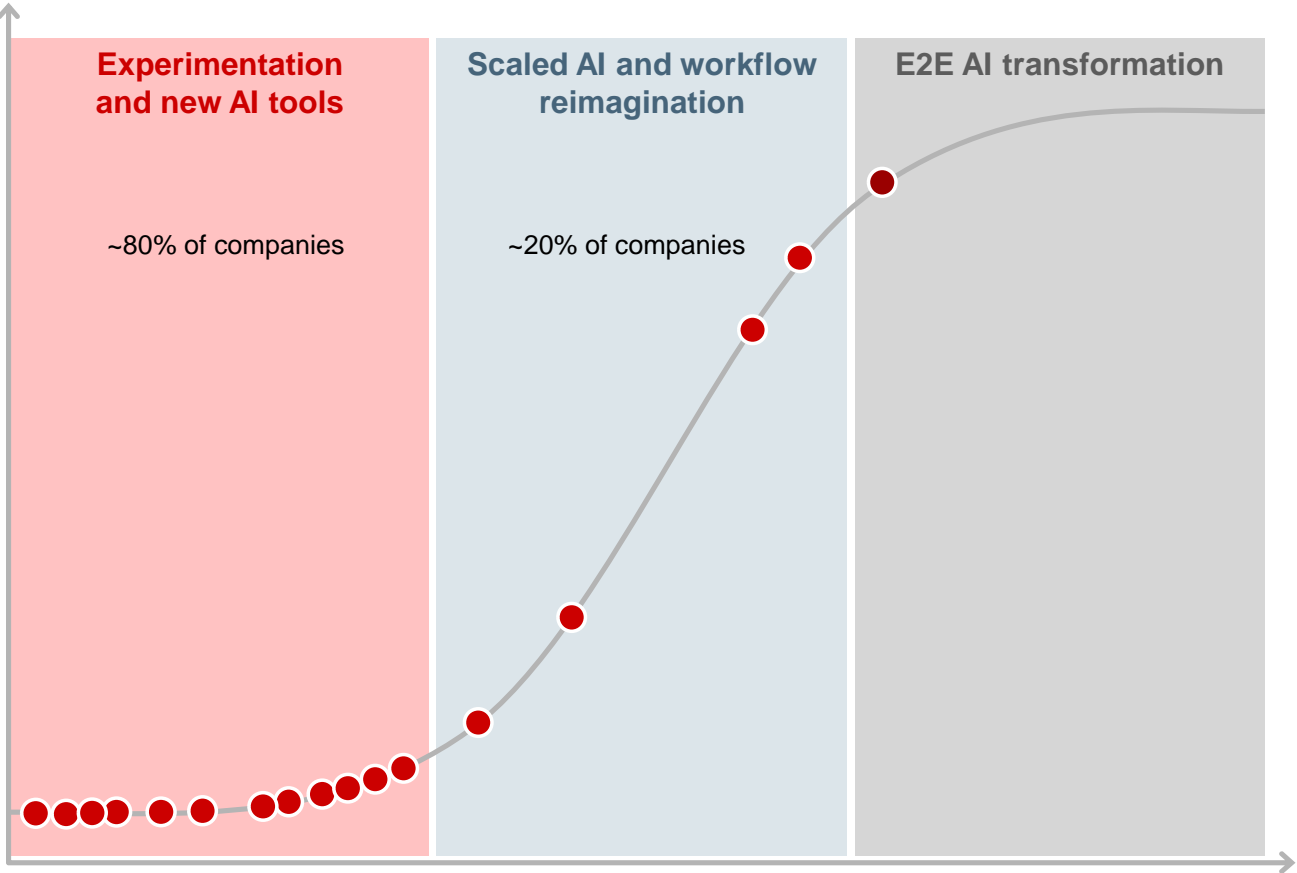
Disrupt and reinvent
the business



Activities shaping the
overall value proposition
and business model

**Change the business model
and shifting profit pools**

All companies are on the AI path; few have managed to drive transformative results

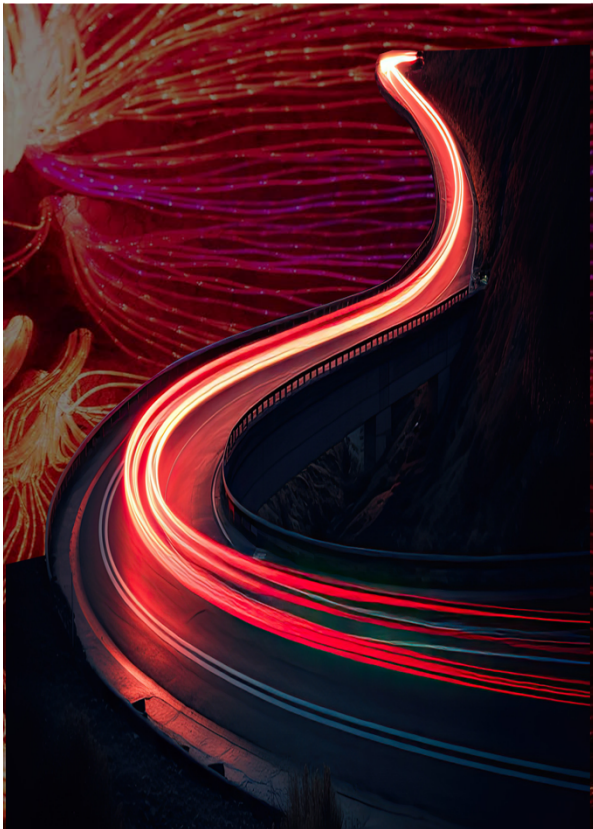


A small set of AI transformation companies are starting to break through and transform end-to-end

Source: Bain 2025 survey

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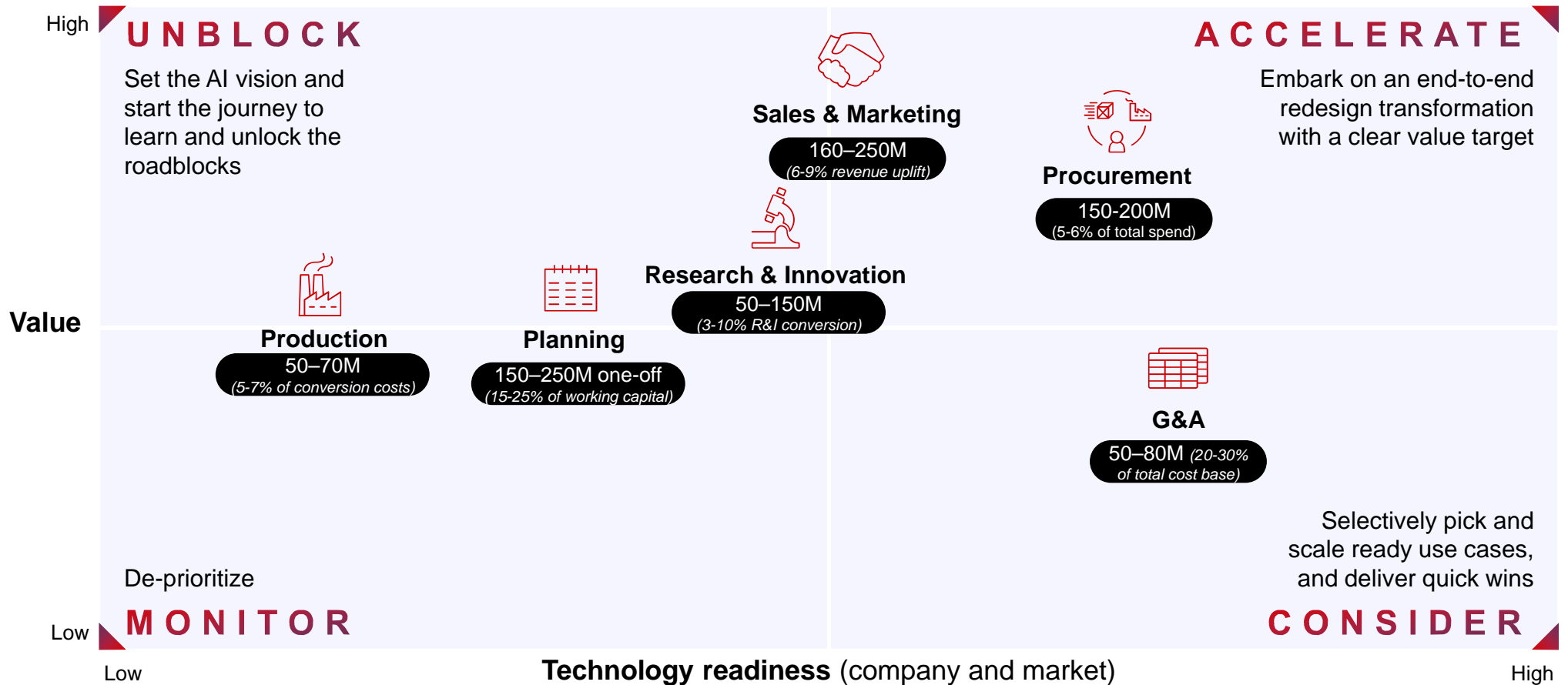
Bain beliefs of what drives success



- **Start with the value** – Bold ambition and focus on priority domains
- Choose where to drive **crowd experimentation, use case pick and scale, or full domain transformation**
- **Getting the full value requires business transformation** – i.e. redesign of processes, roles, and associated operating models with AI
- **Build a strong delivery engine** – domain squads and an AI Acceleration Office to orchestrate, govern, and track enterprise impact
- **Strengthen the platform enablers** – AI-ready tech stack, robust data foundations, and the talent and change needed to adopt AI at scale

Prioritize where to transform based on value and tech readiness

/EXAMPLE



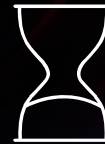
(*) including customer service, finance, HR and various other admin areas, aggregated full potential across all functions

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Transforming with AI requires three steps to identify the full potential



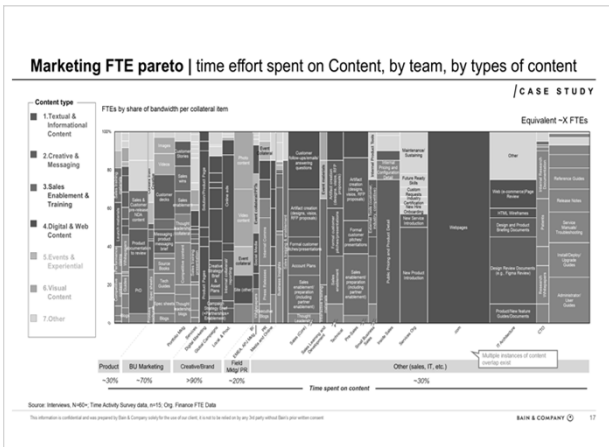
Map the process – who spends time on what



Identify which jobs and activities AI can augment



Redesign the full process flow with an AI-first mindset

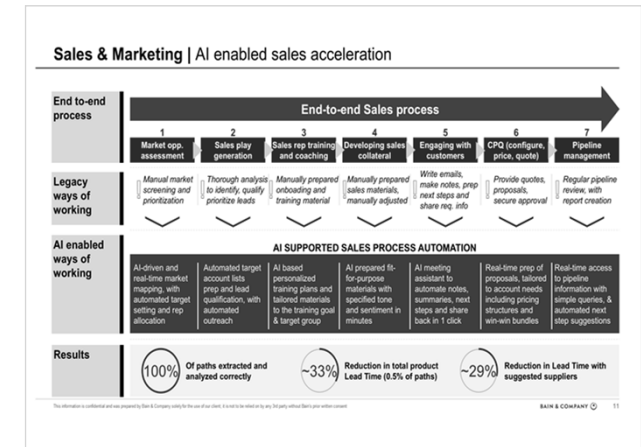


Sales & Marketing | 50% more quality leads, 35% more client time, and >5% revenue uplift

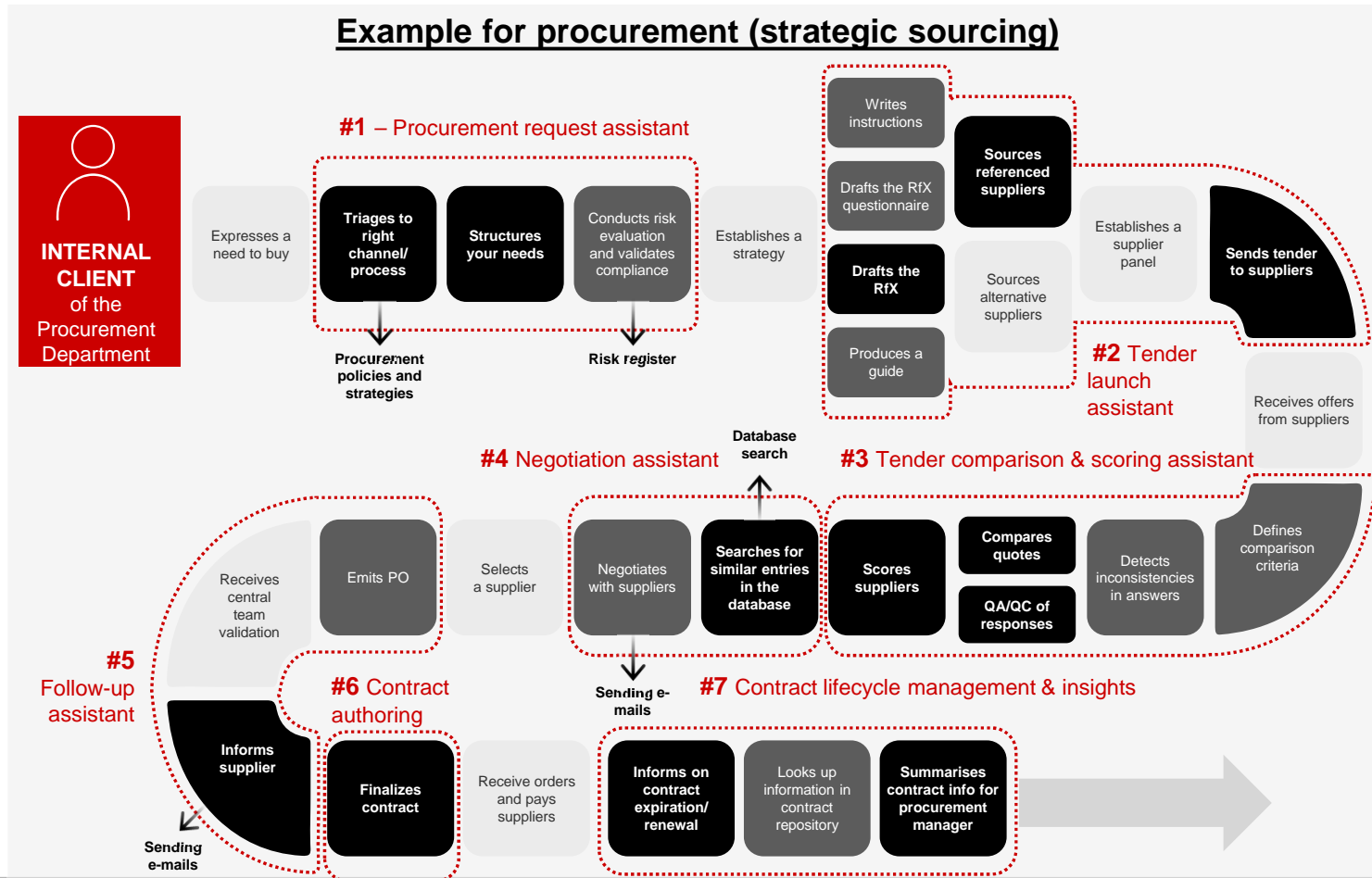
How work is being transformed...	...and typical results you can expect
Targeting (e.g., propensity models, using structured & unstructured data)	50% more high quality leads
Marketing & collateral generation (e.g., persona & play specific materials across the buying journey)	40% more top of the funnel, 40-70% FTE Time reduction
Personalized and automated lead-gen (e.g., SDR scripting tools & agents, reach-out automation, automated qualification, inbound handling)	20% more leads, 1% increase in revenue
Customer support & success agent tools (e.g., suggested response, automated knowledge base creation)	25-35% increase in efficiency
Knowledge assistants (e.g., smart search for long-tail product info or collateral)	25-35% increase in effective seller time
Contract review (e.g., AI review of contract before sale, or post-sale analysis for under-charged items)	1-3% increase in revenue
RFP response generation (e.g., create v1 of RFP, highlight similar historical documents)	50% of RFP tasks automated
Data prep (e.g., account intelligence, automated data cleansing, unstructured data transformation)	80% of data enrichment and qualification automated
Training & coaching (e.g., role-play-based just in time training)	

Source: Interview, N=40+ Sales & Marketing Survey data, n=11,000 France FTE Data

BAIN & COMPANY 18



Real value comes from redesigning full processes



- Processes typically have multiple bottlenecks to solve for
- Individual AI use cases typically tackle 1 or 2 bottlenecks, incrementally speeding up the process
- An end-to-end approach aims at solving bottlenecks across the full process flow, to step-change the overall process effectiveness

Industrial Co | End-to-end finance process mapping and redesign identified ~30% reduction in the recurring cost base and ~40% reduction in FTEs



CASE EXAMPLE

CHEMICALS CO

Context

- Finance function with many processes that were overly manual, with high leadership dedication and hard to scale
- The high volume of time required for running the business and rework limited analytical capacity, diminishing the support for decisions and operating efficiency
- The client had a very little process documentation, and no swim lanes / process diagrams mapped

Approach

- 1 **Diagnose and understand the current state**, using process taxonomy and interviews (human + AI) to map activities, pain points, and time allocation
- 2 **Map processes end-to-end in detail**, validating with stakeholders and identifying dependencies, tools, and improvement opportunities
- 3 **Identify and design value initiatives**, across process redesign, better use of systems, and AgenticAI automation
- 4 **Define the future state and quantify impact**, including to-be processes, target architecture, and estimated efficiencies (time/FTE and additional benefits)

Results



~30% reduction

potential of finance function costs



~30% freeing

potential of daily payment volume



~40% FTE

reduction potential of finance function

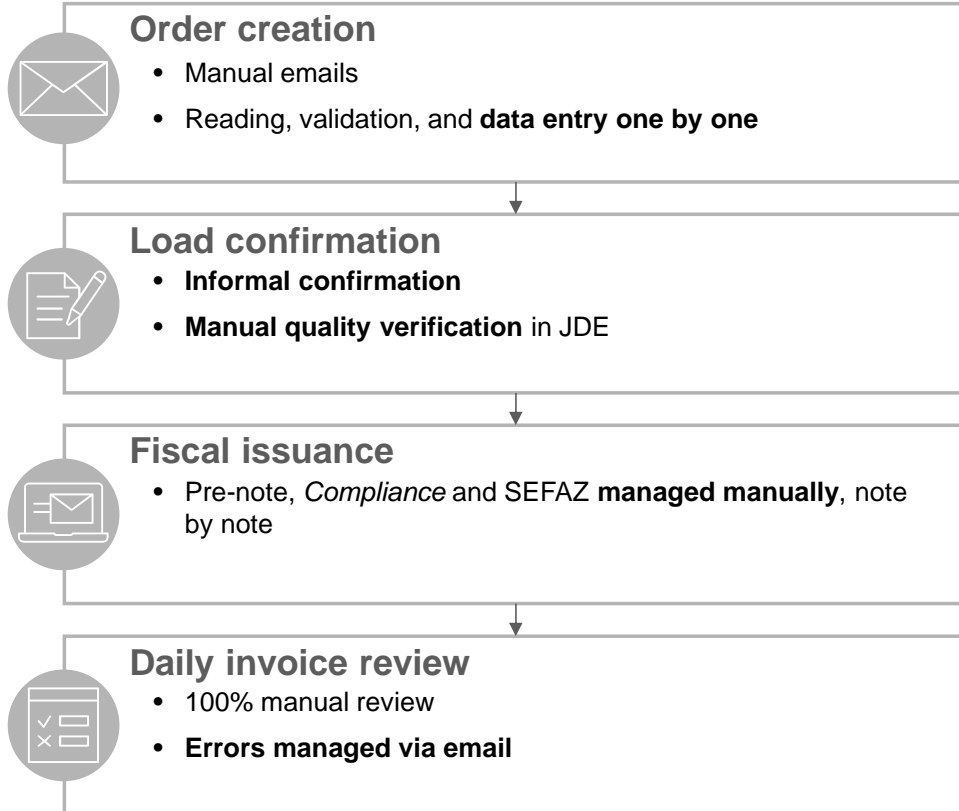
Industrial Co | Detailed example: Invoicing



CASE EXAMPLE

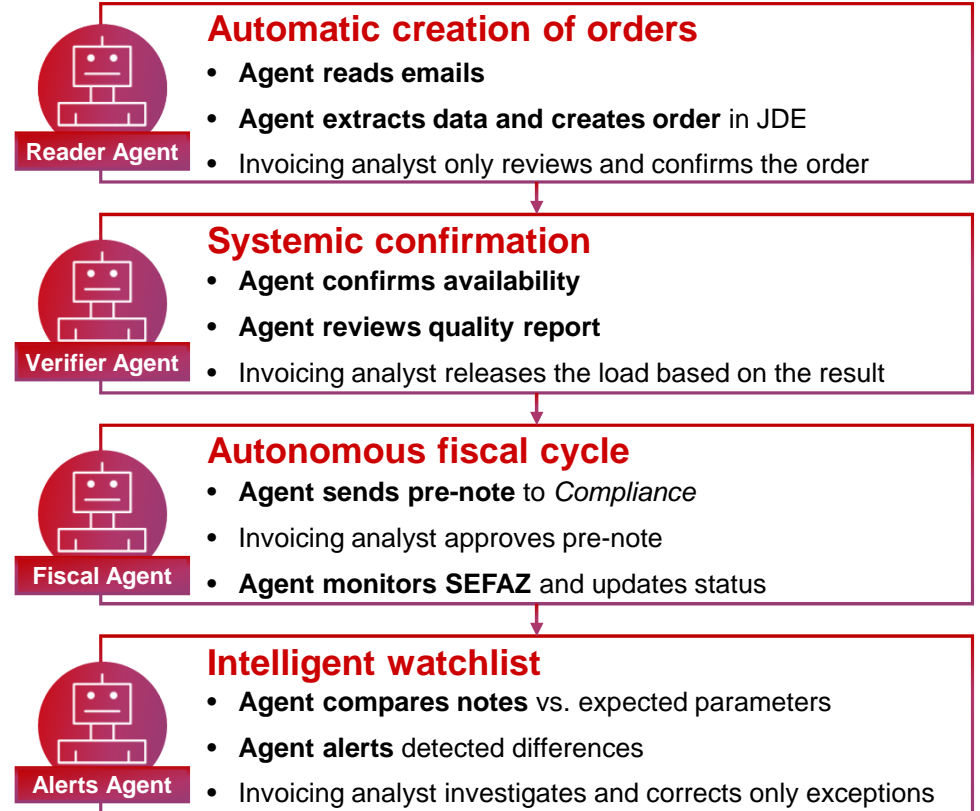
CHEMICALS CO

Current invoicing process



Total FTEs: ~20 FTEs

Optimized invoicing process



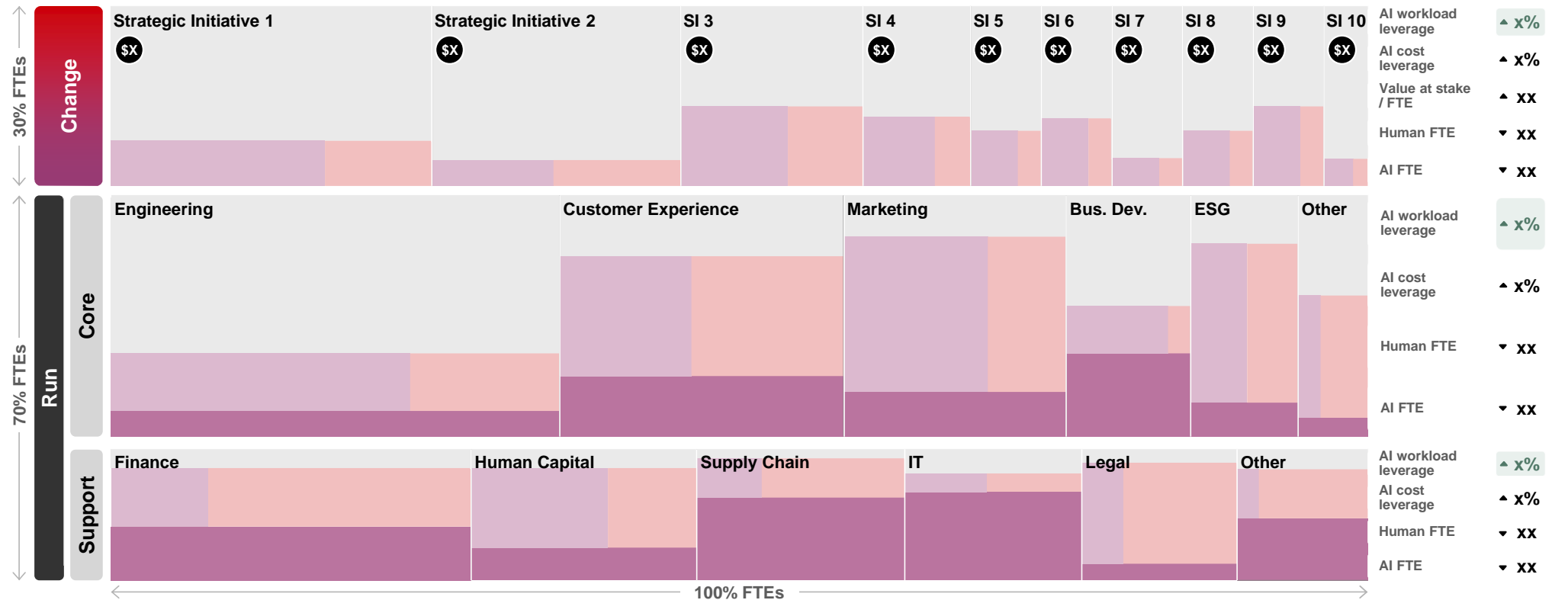
Total FTEs: ~10 FTEs

All areas of the organization will be impacted; mix of humans vs. agents will vary depending on the nature of the work

Human FTEs not augmented by AI
 Human FTEs augmented by AI
 AI agents augmented by Humans
 Autonomous AI agents

\$X Value at stake per FTE

AI workload leverage x%	AI cost leverage x%	Human FTEs xx	AI FTEs xx	Human Opex xx	AI Opex xx	Change FTE / Run FTE x%	Change Opex / Run Opex x%	Trend indicated in last 12 months
AI workload leverage ▲xpp	AI cost leverage ▲xpp	Human FTEs ▲x%	AI FTEs ▲x%	Human Opex ▲\$x	AI Opex ▲\$x	Change FTE / Run FTE ▲xpp	Change Opex / Run Opex ▲xpp	



Workflow and workforce modernization must be synchronous endeavors

Raise the Floor



- AI within existing workflows — same team structures, just faster
- Changes to workflows but **not the operating model**
- Team sizes, reporting lines, role definitions stay the same
- Where most enterprises plateau

15–25% productivity gain

Raise the Ceiling



- AI as the starting point for **redesigning the workflow itself**
- The **structure changes**, not just the tools
- Pods of 1–3 instead of 15+ person teams
- Requires a leader willing to make people uncomfortable

2–3x productivity gain

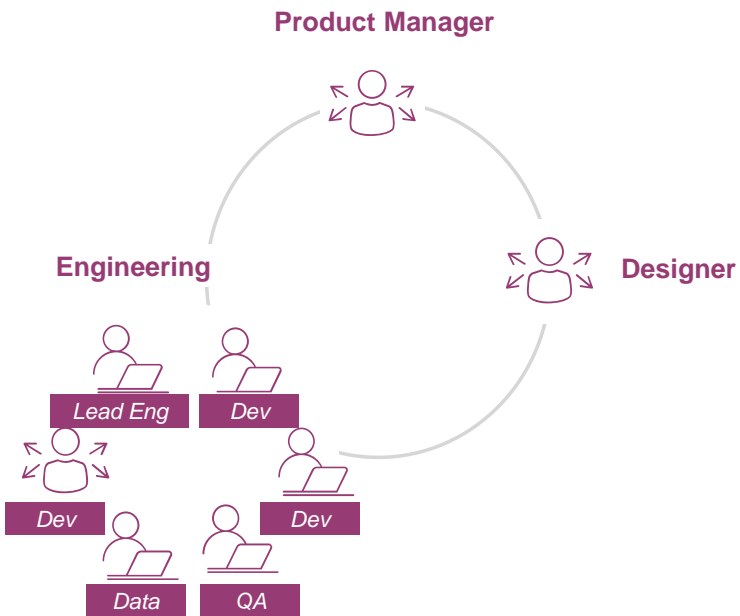
The pragmatic answer: Let the frontier team run unconstrained while raising the pressure on everyone else to move. The frontier inspires. The pressure ensures nobody mistakes this for optional.

Example: Development team composition is evolving as hybrid-agentic teams mature

/ ILLUSTRATIVE

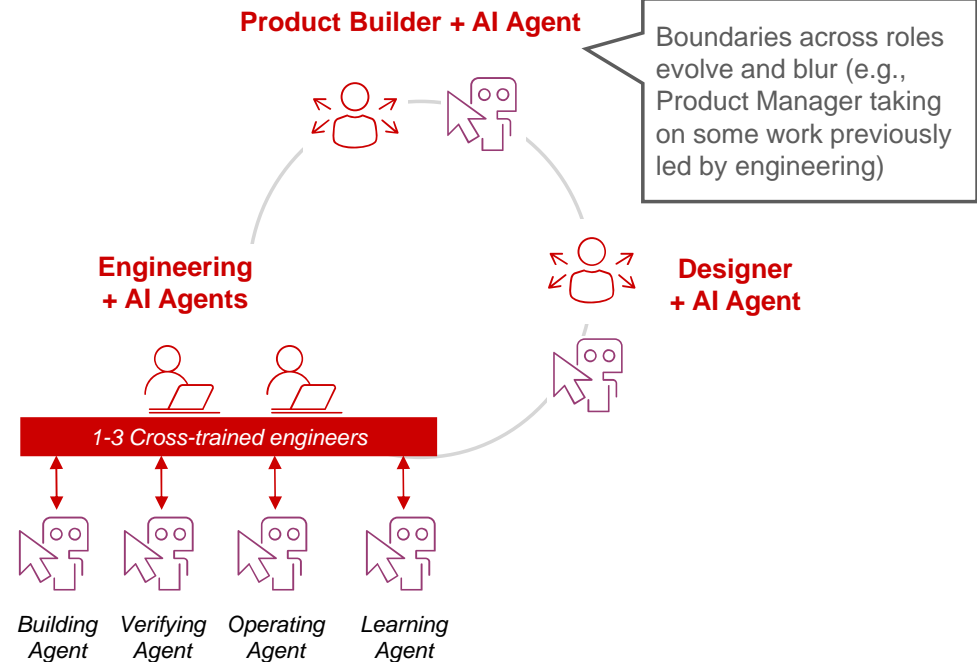
From (agile way of today)

Standard "pizza" team (Leads with 6-8 members)



To (AI-first product acceleration)

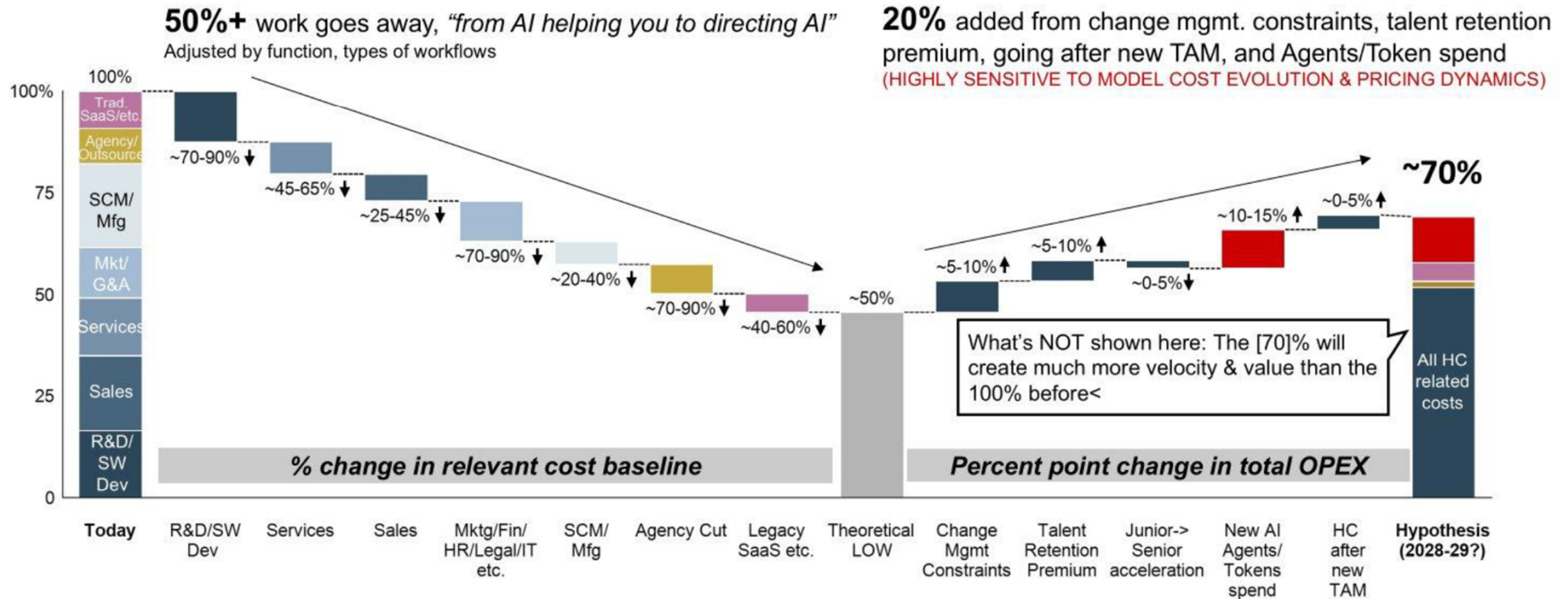
Hybrid-agentic teams in delivery phase



What a future agentic company might look like... how fast we go from payroll to tokens?

Large TechCo OPEX

(Normalized to today's level) – mix of HW, SW, Services portfolio. 20-100K employees



Key enablers in an AI transformation

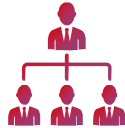
Tech
Tech stack, architecture and strategy; vendor & partner strategy



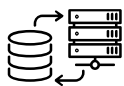
Data
Proprietary data assets, architecture and stack, data governance



People
Talent and capabilities; Change management; Operating model evolution



Tech stack



Tech architecture including agentic architecture

Shared capabilities



AI and automation **platforms, applications** and **agents**

Vendor strategy



Strategic **build vs buy** choices; **Partnership ecosystem**

Data assets



Proprietary **data assets** that can be consumed to drive business outcomes

Data architecture



Data **architecture** that ensures **scalable delivery**

Data governance



Policies, standards and processes to ensure quality, security, and accessibility of data assets

Talent



Types of talent needed for the org; **Leadership & sponsorship**

Change mgmt



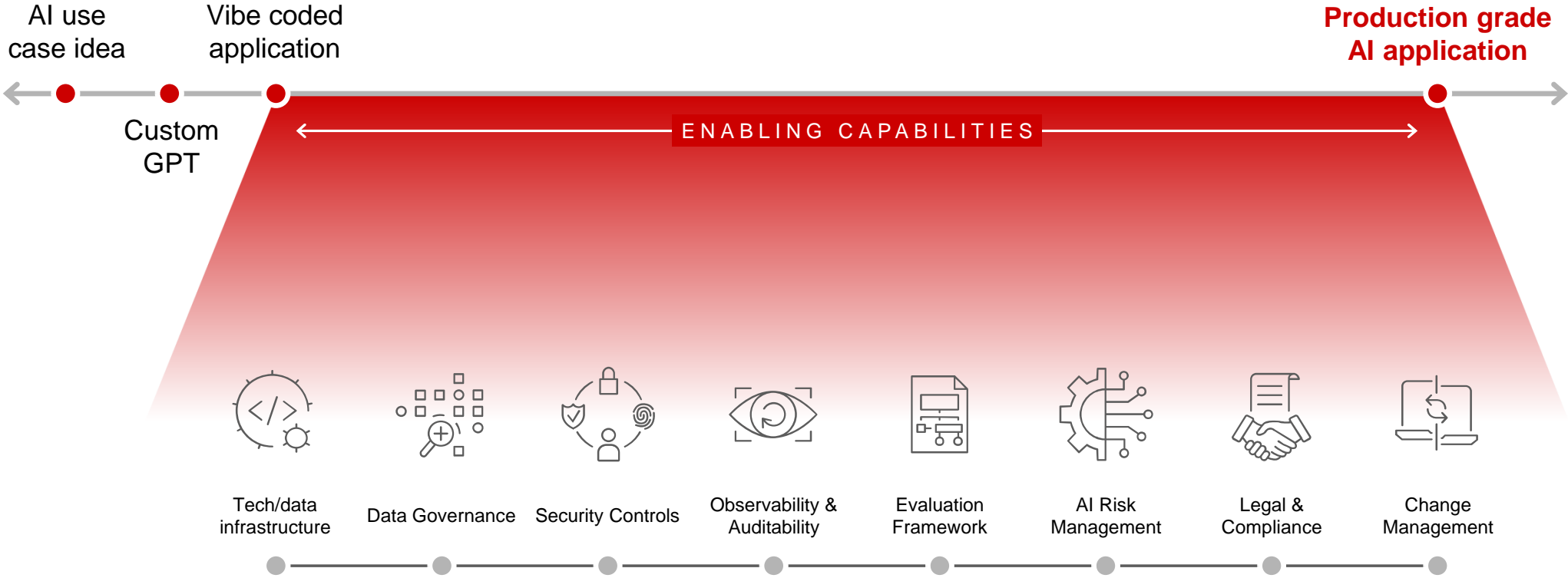
Best practices on how to **embed change** (new processes within domains or new ways of working amongst the broader org)

Op model

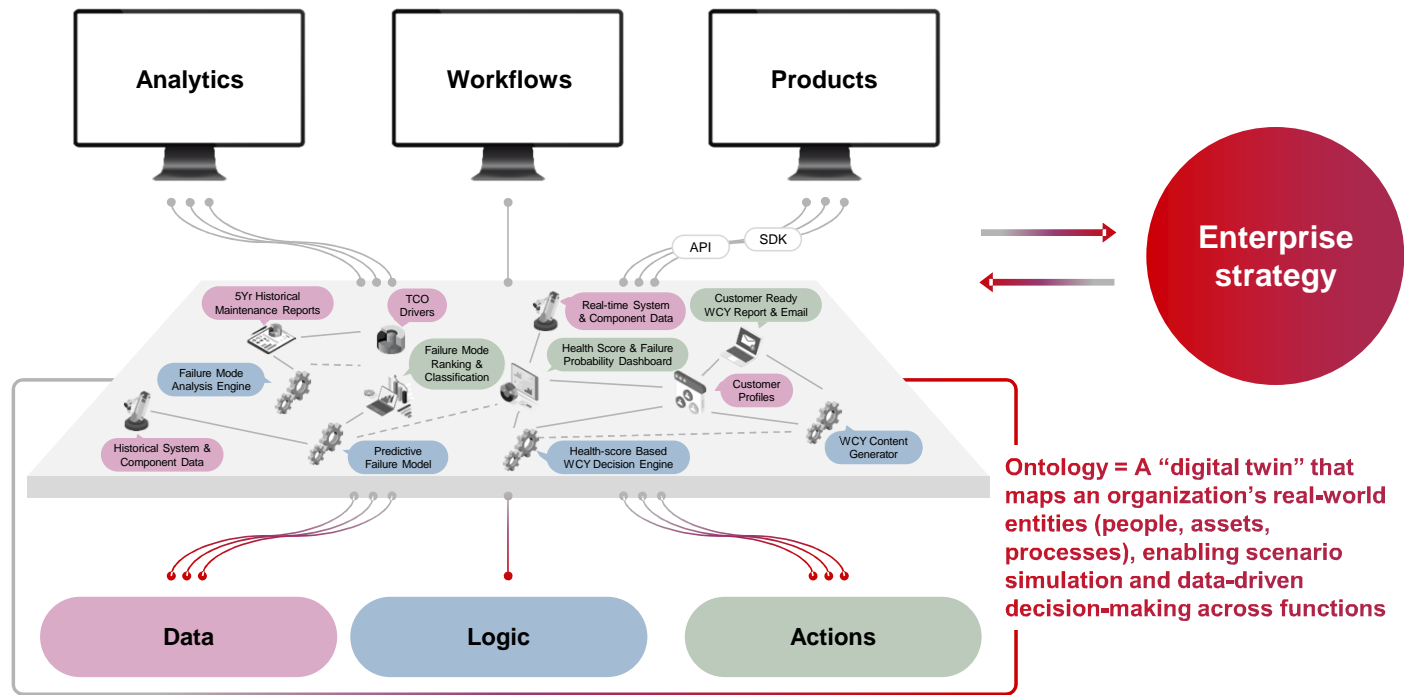


Evolution of org and talent as AI and agents are embedded in workflows

Vibe coding accelerates prototyping, but many capabilities still required to go from prototype to scale production



Will the enterprise operating layer of the future be different with AI?



Many companies are following a modernization path from a monolithic core to a digital core, data-centric and ecosystem rich architecture

