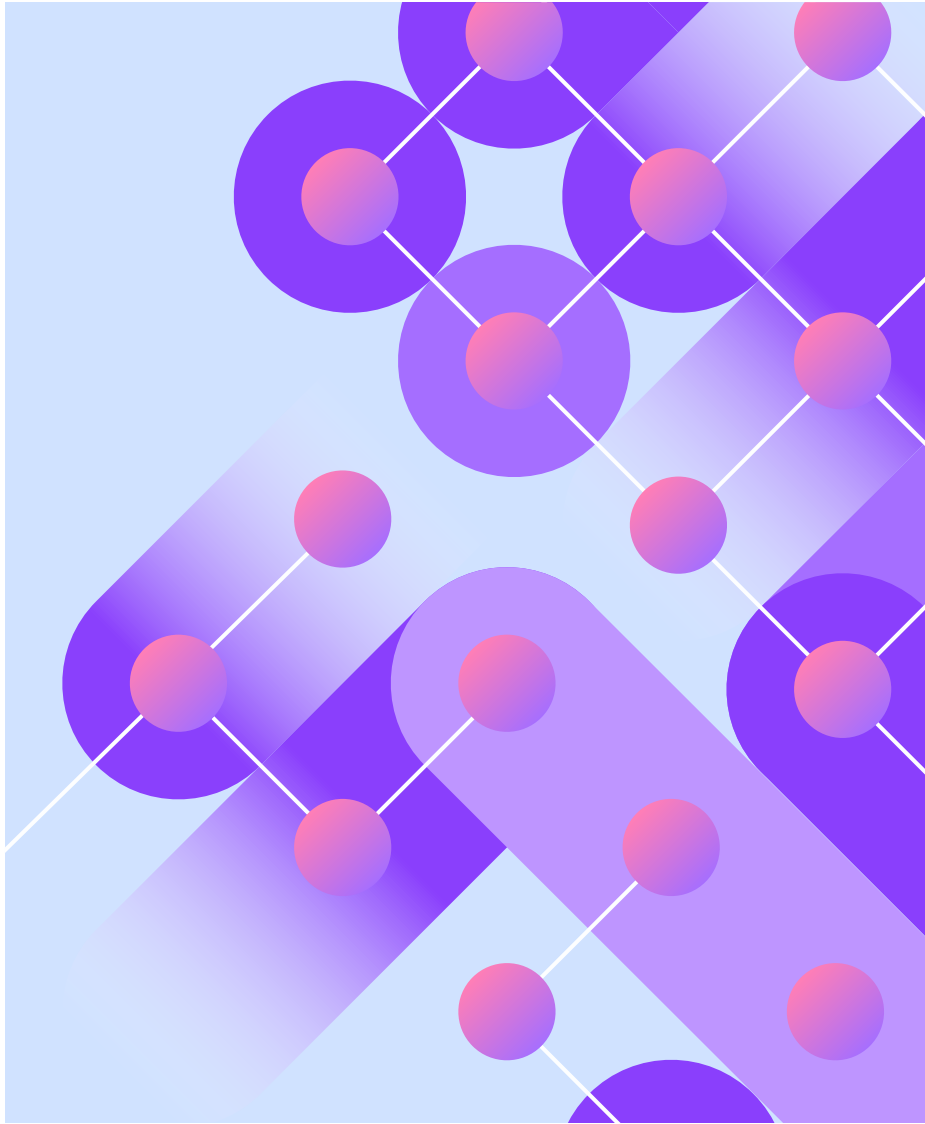
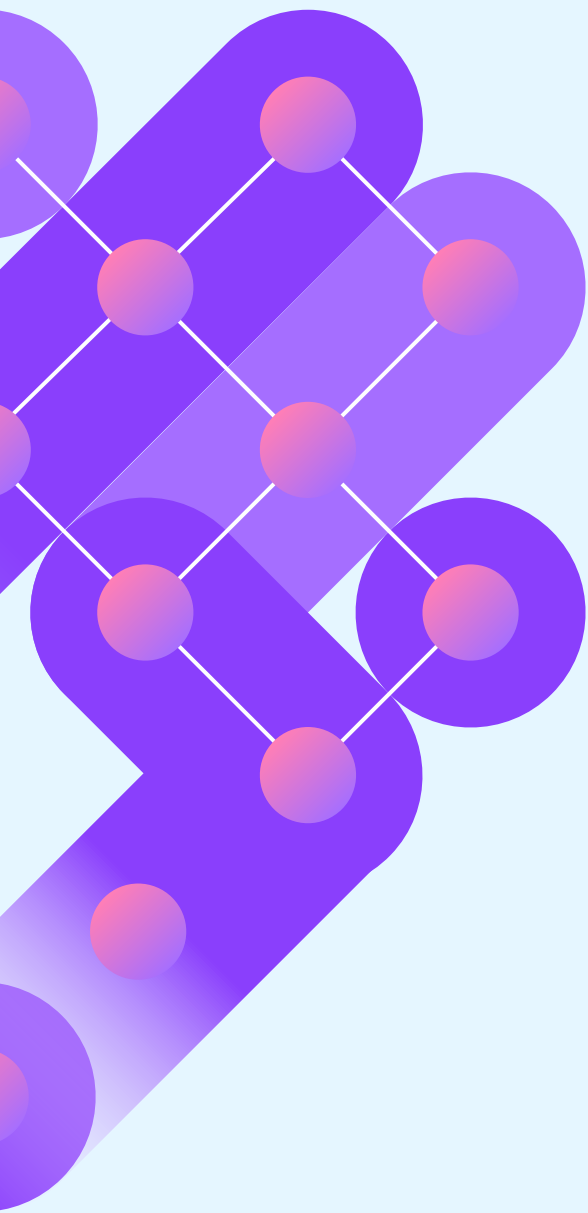




The blueprint for agentic operations

How to build an interconnected enterprise



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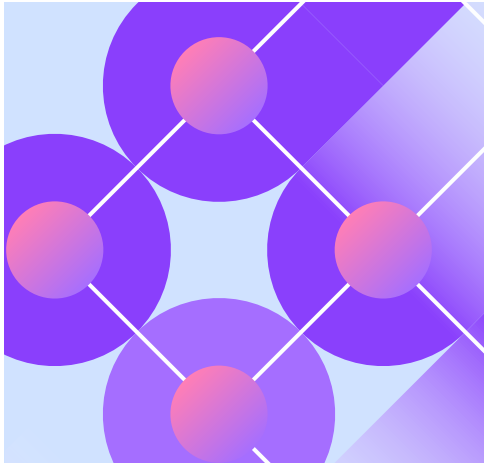
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55% of businesses are actively developing or deploying an agentic AI operating model.

Key takeaways

- **Agentic AI operating models are already here.**

Businesses developing or using these models expect agentic AI to dramatically improve outcomes by the end of 2027: +45% operational efficiency, +23% revenue growth and +37% profitability.
- **Disconnected workflows obstruct autonomous execution.**

Fragmentation—not talent or AI maturity—is the biggest constraint: 82% of leaders say siloed functions block the value autonomy delivers.

Data interoperability powers impact.
- 77% of leaders are investing in data quality and governance improvements to enable autonomous AI decision-making at scale.
- **Digital twins are tomorrow's AI control panel.**

72% of executives plan to implement real-time simulation and scenario analysis at the core of enterprise operations service delivery and management.
- **Autonomous workflow adoption accelerates 5.4 times with six core ingredients.**

Their effect is multiplicative, not additive. Change management readiness and AI governance are most impactful.

Introduction

Your operating model has become a liability

Enterprises are discovering an uncomfortable truth. Operating models they spent decades optimizing have become the primary barrier to AI value. The problem isn't talent. It isn't AI maturity. It's structure. Standalone functions—once necessary for managing complexity—are now undermining the value of AI investments.

According to new research from the IBM Institute for Business Value (IBV), 82% of C-suite executives say functional silos block value. Implication: businesses that keep them in place will stifle performance and limit the value autonomy is designed to deliver.

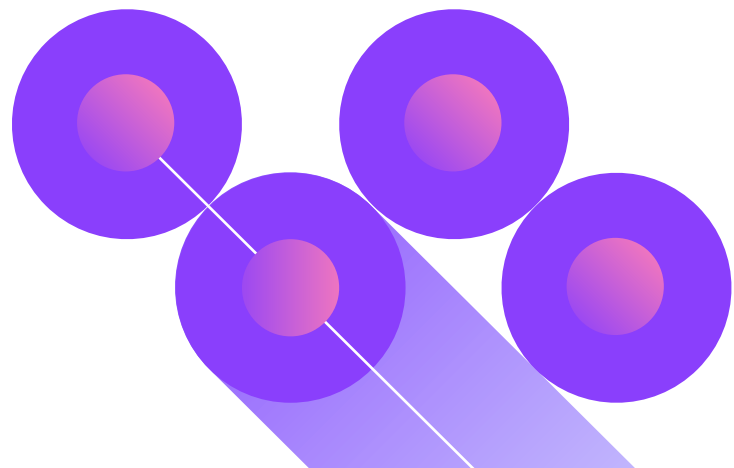
This report goes far beyond diagnosing status-quo problems, however. It details a new AI-first operating model organized around agentic workflows spanning functional domains. Its data-based insights are intended for those responsible for enterprise business operations: the CFO, COO, CHRO, CIO, CSCO, CCO, and Global Business Services (GBS) leadership. These executives own cost, resilience, talent, customer experience, technology, and enterprise wide performance.

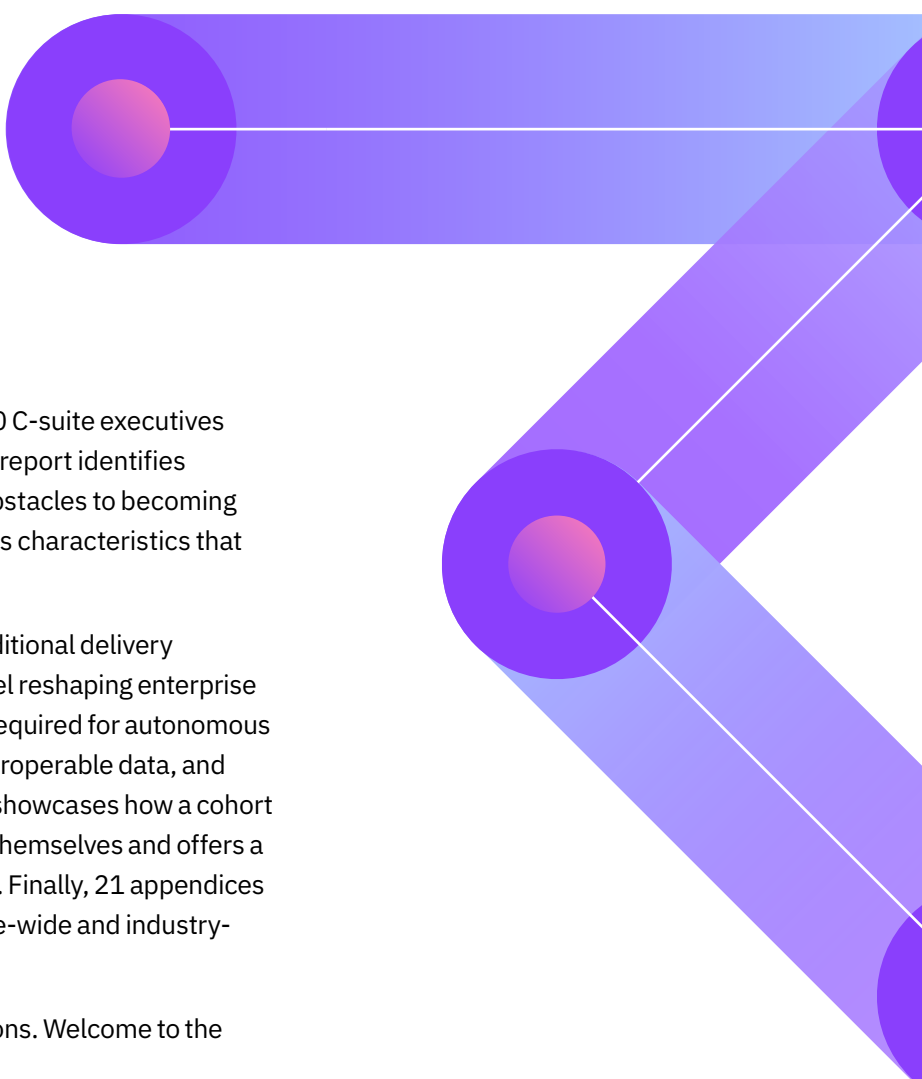
As AI agents grow capable of executing horizontal workflows, processes designed around departments become costly. Data locked inside function-specific architectures cannot power enterprise-wide intelligence and AI autonomy. Workflows built for manual coordination cannot move at AI speed. 75% of business leaders say AI will significantly redefine their global service delivery model by the end of 2026.

Future enterprises operate drastically differently. They organize around interconnected workflows that allow AI to continuously execute, optimize, and adapt across domains. We call this model the interconnected enterprise.

AI agents manage operational execution while experts focus on critical thinking, judgment, and strategic oversight. AI is no longer a bolt on tool; it's the organization's core source of operational intelligence.

This new operating paradigm is already in flight. 55% of organizations are actively developing or deploying an agentic AI operating model. 60% plan to adopt next-generation delivery structures where AI agents coordinate integrated workflows across finance, supply chain, HR, procurement, physical operations, and customer service. Enterprises moving first are already realizing the compounding benefits of cross-domain execution: faster cycle times, fewer handoffs, greater resilience, and better decisions.





Based on an IBV survey of more than 2,000 C-suite executives across 16 countries and 17 industries, this report identifies both the biggest opportunities and main obstacles to becoming an interconnected enterprise. It also details characteristics that accelerate its achievement.

Part One outlines why AI has outgrown traditional delivery structures and introduces the agentic model reshaping enterprise execution. Part Two details the key pillars required for autonomous operations: interconnected workflows, interoperable data, and enterprise-wide orchestration. Part Three showcases how a cohort of leading organizations are distinguishing themselves and offers a practical action guide for scaling autonomy. Finally, 21 appendices offer how-to blueprints, detailing enterprise-wide and industry-specific workflows.

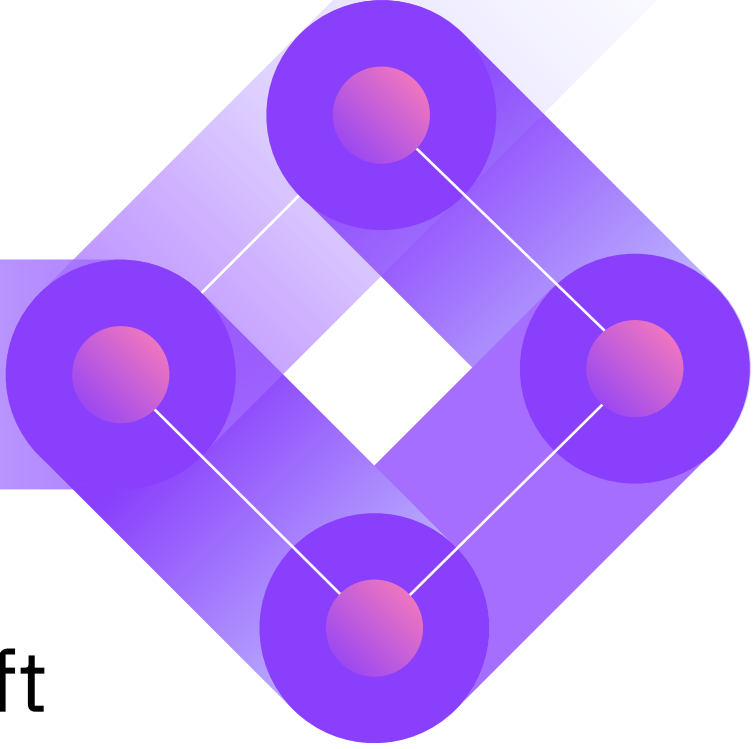
Welcome to autonomous business operations. Welcome to the interconnected enterprise.

The interconnected enterprise, defined

An operating model organized around agentic workflows spanning functional domains. Data interoperability across the enterprise lays the foundation for both specific workflows and an orchestration layer enabled by a digital twin that mirrors operations. In the interconnected enterprise, AI agents execute work while experts define and oversee how work is done. This is AI-first operations: designed from the outset for agentic AI to play a central role in how value is created.

75%

of executives agree that AI will significantly redefine their global service delivery model by the end of 2026.



Paradigm shift

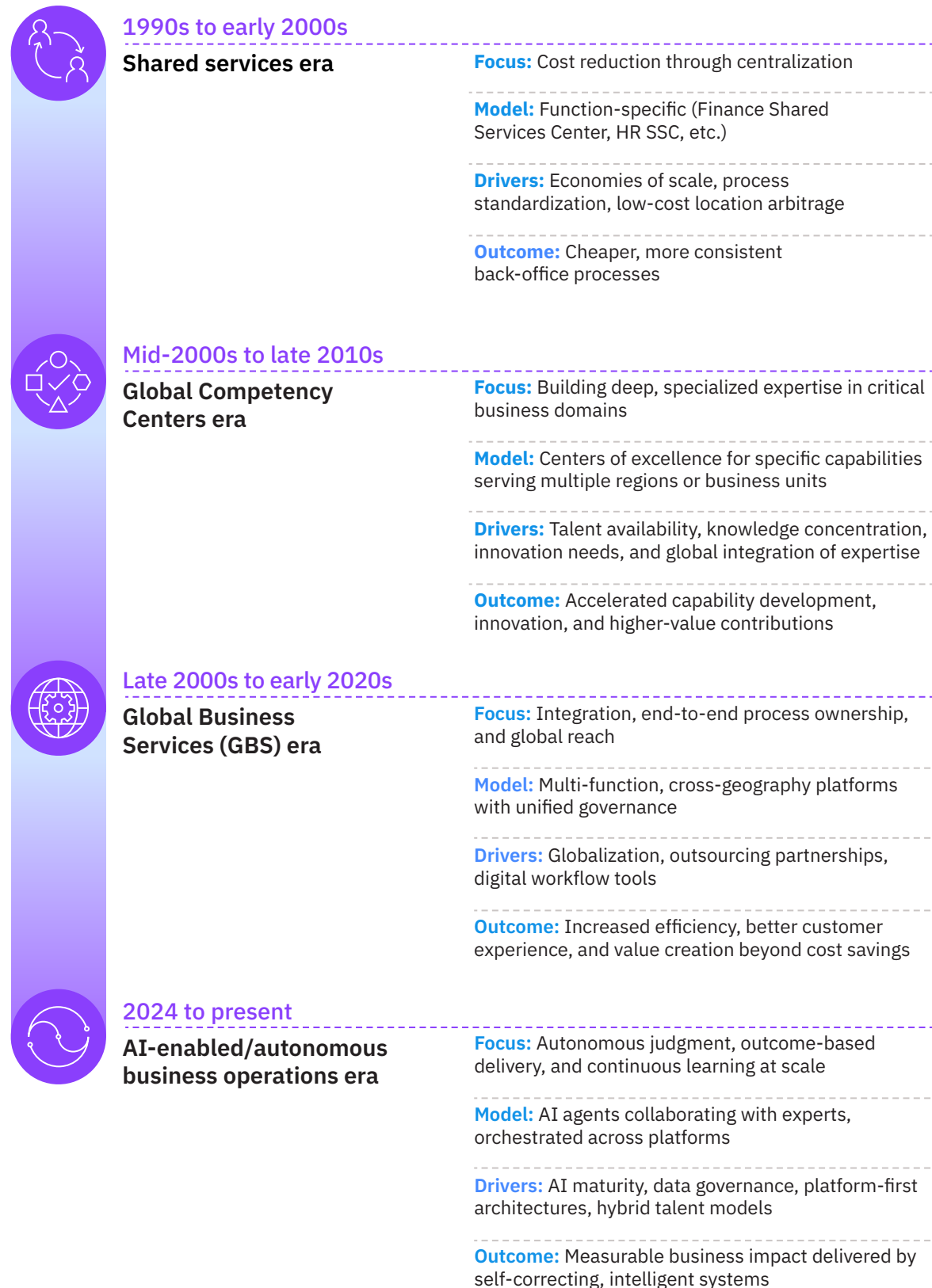
Today most enterprises are designed around functional specialization—finance, procurement, supply chain, HR, technology—in tune with the demands of analog work. But these long-standing enterprise delivery constructs are becoming obsolete (see Figure 1).

Coordination has historically required manual approvals, spreadsheets, and large teams. Functional departments used to be the most practical way to manage complexity. But there are downsides to that approach: handoffs, fragmentation, and recurring inefficiencies that organizations have spent decades trying to minimize.

Rapid maturation of AI makes these drawbacks more glaring. Fragmented workflows force AI systems to automate isolated tasks rather than drive outcomes. This leaves structural gaps between functions—and the work that slips through them—untouched. The full value of autonomous operations cannot be unlocked within traditional organizational boundaries.

Figure 1

From shared services to autonomy



AI agents will begin crossing functional boundaries even as old systems persist. Leaders are faced with a choice: control change or react to it. In our research, 59% believe agentic AI will bridge organizational silos by the end of 2026. 61% are actively dismantling functional boundaries to create a more unified digital culture.

An AI-first enterprise requires workflows engineered for continuous orchestration and teams aligned to outcomes, not departments. In this context, the old categories of shared services, outsourcing, and internal operations are not relevant. 77% of survey respondents say transforming GBS is a strategic imperative, not a back-office efficiency play. Autonomous operations do not obviate the need for GBS, however. As AI takes over routine execution, it reveals GBS' highest-value role: managing enterprise complexity. It handles exceptions, manages cross-functional breakdowns, and stewards judgment work that AI cannot safely automate.

At the core of the new operating model are interconnected workflows that cut across functions, locations, and partners. 74% of executives say AI is dissolving traditional geographic and functional boundaries. Our research shows that leaders expect cross-domain workflow teams to outperform fragmented functions on measures that drive enterprise value. Most anticipate lower costs (62%), sharper data-driven decisions (54%), and stronger competitive advantage (57%). Half expect more resilient operations, and 40% expect faster innovation cycles.

An AI-first enterprise requires workflows engineered for continuous orchestration and teams aligned to outcomes, not departments.

And more than half of executives (56%) expect their next-generation delivery model to be priced on measurable outcomes, not transactions or headcount. That means customer impact, cash flow, supply continuity, risk exposure, and ecosystem performance. Where the work happens and how many people are required to do it are no longer paramount concerns.

Agentic platforms become autonomous service units in the new paradigm, executing across systems and partners. They maintain enterprise context, self-optimize in real time, and elevate human experts into roles centered on oversight, interpretation, and exception leadership. This is not a future scenario: one third (33%) of organizations are developing an agentic AI operating model, and nearly a quarter (23%) have one in place today.

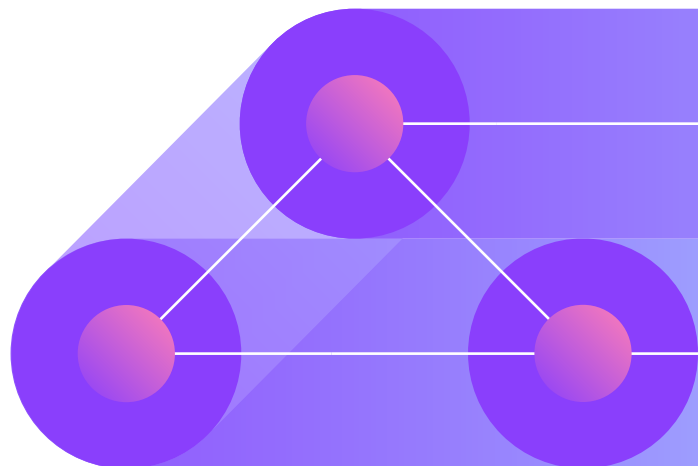
Breaking down boundaries

59%

of executives believe agentic AI will bridge organizational silos by the end of 2026

61%

are actively dismantling functional boundaries to create a more unified digital culture





Pillars of the interconnected enterprise

Workflows, data, and orchestration

In the interconnected enterprise, data, decisions,
and value flow across the organization in new ways.

Our research identifies three pillars that support the safe scaling of an agentic AI operations model: workflow architecture, data interoperability, and enterprise orchestration. Established together, these pillars allow organizations to transition from isolated function-based operations to outcome-driven, autonomous execution.

Workflow architecture

In the interconnected enterprise, the workflow—not the department or function—becomes the primary unit of value creation. Horizontal, interdependent workflows power the shift from organization charts to operating intelligence (see Figure 2). They carry accountability for measurable outcomes and create cascading, compounding benefits.

Workflows operate through a deliberate blend of professional judgment, real-time orchestration, and AI autonomy. Roles across professionals and agents are clearly delineated:

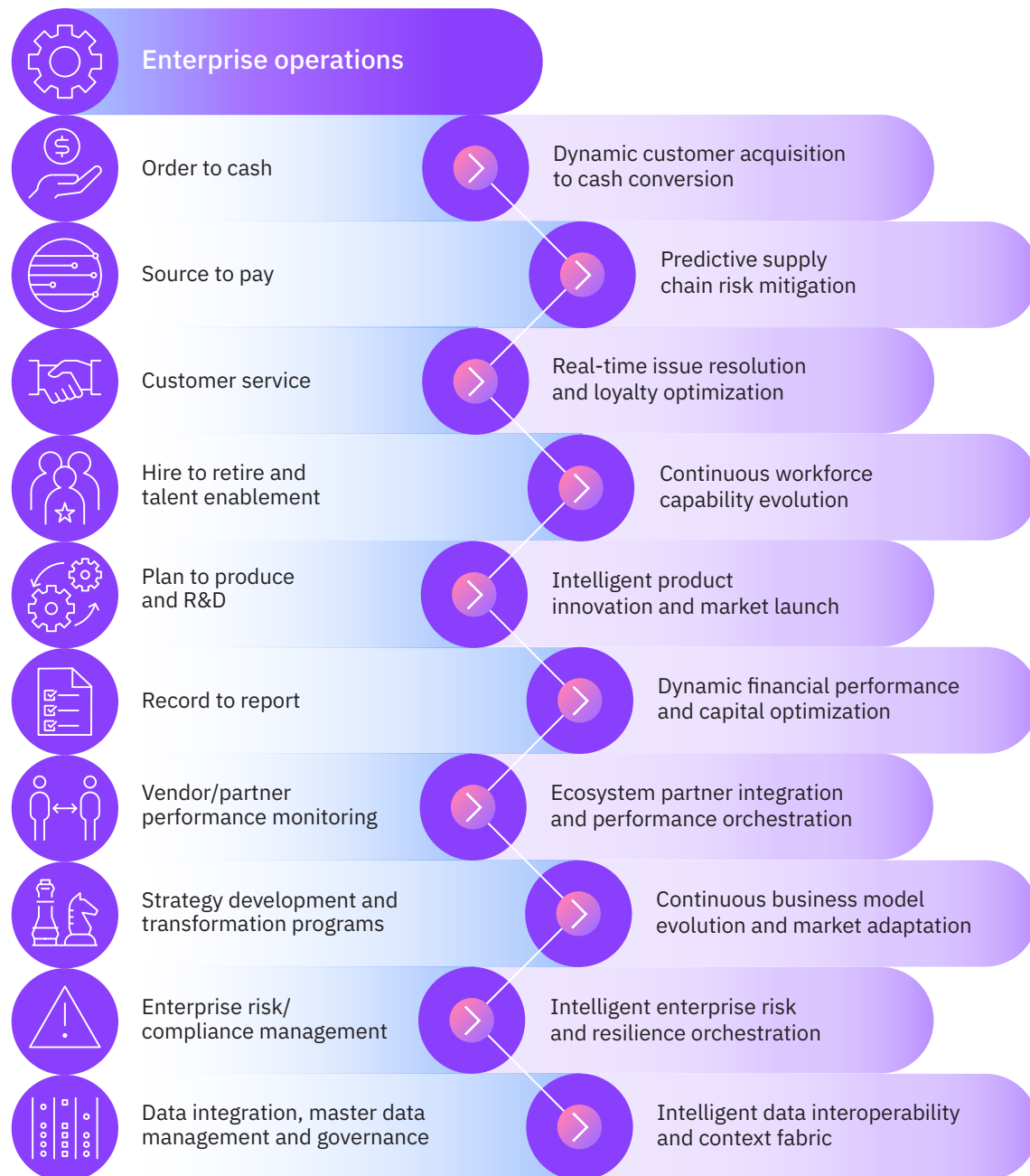
- **Autonomous AI agents** take on routine transactions and operational decisions, executing them continuously and at scale.
- **Workflow managers** are the professionals who steer the system, coordinating adjacent workflows, resolving escalations, monitoring performance, and ensuring that autonomous execution remains aligned with enterprise priorities.
- **Domain experts and skilled professionals** focus on judgments that truly matter: interpreting context, weighing trade-offs, overseeing ethical implications, and resolving complex exceptions.

Workflows are interdependent, so organizations are only as strong as their weakest workflow. But the converse is also true: Improvement in one workflow directly affects performance in others, creating compounding advantages as autonomy expands.

Figure 2

10 essential workflows

Encompassing professional judgment, real-time orchestration, and AI autonomy, these workflows power the shift to outcome-driven, autonomous execution. All are detailed in appendices.



Executives appear ready for the new distribution of work to agents, workflow managers, and domain experts. 77% are actively identifying high-value processes where autonomous AI judgment can be deployed, and 76% say AI decisioning will be a critical source of competitive advantage. Yet leaders also draw a firm line to support safe and effective autonomy: 57% say that workforce professionals should be primarily responsible for executing ethical decision-making. AI provides reasoning at scale, with precision and speed. Professionals provide interpretation and consequence analysis, ensuring decisions honor ethics, nuance, and enterprise intent.

A guiding principle of the interconnected enterprise is that workflows are interdependent. For this reason, organizations are only as strong as their weakest workflow. But the converse is also true: Improvement in one workflow directly affects performance in others, creating compounding advantages as autonomy expands. (For expected benefits, see specific workflows in appendices.)

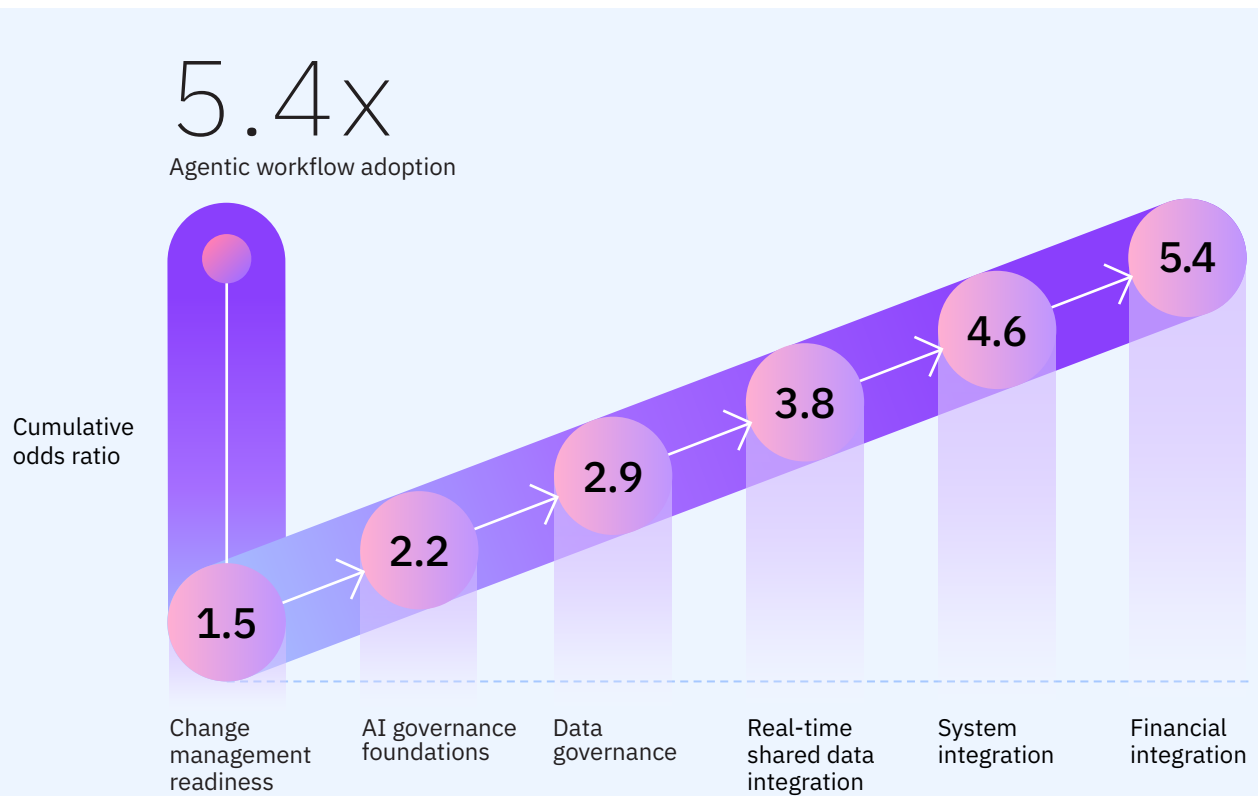
Autonomous workflow adoption is far more likely when six underlying capabilities are present: change management, AI governance, data governance, real-time data integration, interoperability, and financial integration. Each contributes independently—and change management and AI governance are most impactful—but together they lift adoption. When all six capabilities improve together, the odds of workflow adoption rise more than five times (see Figure 3).

AI provides reasoning at scale, with precision and speed. Professionals ensure decisions honor ethics, nuance, and enterprise intent.

Figure 3

6 capabilities make workflow adoption 5.4x more likely

Our analysis finds that when six foundational capabilities are in place together, organizations are five times more likely to adopt autonomous workflows. Change management readiness provides the largest step up in the odds of adoption.



Methodology: Autonomous workflow adoption was analyzed using validated ordinal regression, with significant predictors, improved model fit, satisfied proportional odds assumptions, and confirmed predictive performance.

Data interoperability

Data interoperability is no longer an optimization choice. It's the survival threshold for AI-driven operations.

For decades, enterprises have invested in data programs. But most of that effort focused on data collection, storage, and department-level reporting. What the interconnected enterprise requires is fundamentally different. For data to support autonomous decisioning, it must be accessible and interoperable across domains—and extend to partners' systems. There's significant room for improvement on this front. Only 31% of organizations' proprietary data is accessible to AI models and just 13% is actually used by the models, a recent IBV study found.¹

Perspective

Cross-domain pods

In the interconnected enterprise, AI agents are the primary execution layer. They take on routine transactions, analysis, and operational decisions. Professionals shape how the work is done and track business impacts through strategically assembled pods.

A pod is a cross-disciplinary group that brings together specialists to collaboratively steward mission-critical workflows. These experts can be drawn from various areas: finance, supply chain, HR, IT, analytics, operations, risk, customer service, and customer experience. Within a pod, expertise becomes fluid and collective, supporting workflows that span the enterprise rather than reinforcing domain segmentation. Most leaders (52%) are ready for new pod-based ways of working.

Cross-domain collaboration is a key element of expert-plus-agent execution. Professionals remain firmly in the driver's seat. Their expertise dictates where and how AI intelligence is applied responsibly, outcomes are optimized, and the enterprise adapts and innovates.

Executives are taking action. 59% of C suite leaders report interoperable AI capabilities across domains are now a strategic priority, and 77% are investing directly in data quality, governance, and orchestration. Yet these investments fall short when they reinforce analytics pipelines instead of enabling autonomy. To reach AI first operational maturity, enterprises must transition to integrated, governed platforms with shared semantics, real-time availability, and enterprise-level trust. 70% of executives agree that workflow orchestration provides more valuable insights to support decision-making than periodic performance reporting.

What makes data unfit for autonomous execution? 62% of executives cite inaccuracy or bias as the biggest challenge to agentic AI automation in operations. This is not merely a data hygiene issue. Lackluster data quality and connectivity acts as a structural constraint on AI value.

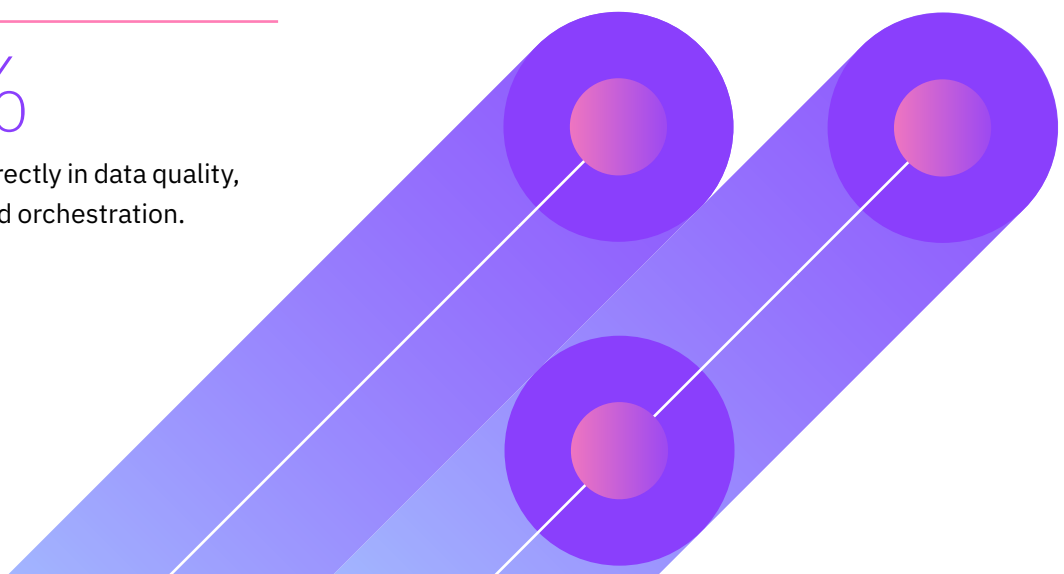
Three imperatives define the path forward. Businesses must unify data architecture instead of segmenting it; govern it continuously, at the velocity of AI; and design real-time semantics and interoperability into workflows. When data becomes interoperable, not just analytically accessible, enterprises unlock the necessary conditions for autonomous execution: consistent judgment (agent + expert), predictable outcomes, and intelligent orchestration. Without interoperable data, autonomy doesn't just stall—it fails.

59%

of executives say interoperable AI capabilities across domains are now a top strategic priority.

77%

are investing directly in data quality, governance, and orchestration.



Enterprise orchestration

Autonomous workflows move too fast, cross too many boundaries, and generate too many interdependencies for legacy reporting and functional governance to keep up. Leaders need continuous visibility and real-time control. They need to break from decades of traditional management.

The solution: an orchestration layer powered by an enterprise digital twin. This dynamic, real-time model mirrors end to end operations and becomes the enterprise's cockpit for decision making. With a digital twin, leaders can observe, simulate, optimize, and govern the business continuously.

82% of executives say a unified digital twin control plane is essential for the visibility and control required for autonomous operations. And 72% expect real-time simulation and scenario modeling to become core features of their next-generation delivery model.

At the heart of the orchestration layer, digital twin virtualization delivers five essential capabilities:

- 1. Cross-workflow impact:** Leaders instantly see how decisions in one domain, such as supply chain, generate impacts farther afield—for example: cash flow, customer outcomes, inventory levels, risk exposure, and partner performance.
- 2. Predictive scenario modeling:** AI-driven simulations optimize enterprise response plans for pricing moves, demand shocks, supply disruptions, market volatility, and regulatory changes.
- 3. Proactive bottleneck detection:** Systems identify emerging risks—staffing gaps, inventory issues, liquidity constraints, compliance exposures—before they become operational failures.
- 4. Autonomous optimization:** AI agents recommend and initiate adjustments, including repricing products, rerouting supply, reallocating financial resources, and reshaping schedules in real-time.
- 5. Dynamic governance:** Decision boundaries, risk thresholds, and escalation paths adjust continuously, with embedded compliance and ethical oversight.

Through orchestration, autonomous workflows operate in harmony, aligned to enterprise strategy, grounded in trusted data, and optimized moment-by-moment for enterprise performance. 70% of executives agree that orchestration will overtake periodic reporting as the foundation of enterprise management.

82%

of executives say
a digital twin control
plane is essential for
autonomous operations.

Perspective

Ripe for change

How are agentic workflows and digital twins reshaping leading enterprises? Here's a look at seven sectors. (For more, see appendices 14-21.)



Banking/financial services

Agentic workflow focus: autonomous credit and risk decisioning across origination, fraud detection, liquidity monitoring, and portfolio optimization.

Digital twin simulation focus: market volatility, interest rate shifts, liquidity pressure, and credit deterioration to stress test profitability and capital positions.

68%

of banking/finance organizations view cost reduction as a key driver of agentic AI in enterprise operations.



Insurance

Agentic workflow focus: Claims processing, underwriting, policy administration, regulatory compliance, and proactive identification of anomalies and fraudulent behaviors (exception pattern recognition).

Digital twin simulation focus: pricing and risk pool adjustments across geographies, products, and customer segments.

60%

of insurance organizations rank exception pattern recognition as the most valuable digital twin workflow capability.



Government

Agentic workflow focus: benefits eligibility to reduce backlogs and improve citizen access.

Digital twin simulation focus: agency caseload forecasting and policy impact modeling.

85%

of government organizations view autonomous AI judgment as a critical source of future competitive advantage.



Healthcare

Agentic workflow focus: prior authorization, referral routing, and care pathway acceleration to improve time to treatment; revenue cycle functions (e.g., coding optimization) to strengthen margins.

Digital twin simulation focus: forecasting demand surges, allocating resources, and ensuring the right care team is available at the right time.

100%

of healthcare providers rank dynamic parameter adjustment as the most valuable digital twin workflow capability.



Consumer products and retail

Agentic workflow focus: demand supply synchronization to align production, distribution, and inventory.

Digital twin simulation focus: price optimizing, promotion strategies, and channel performance as demand shifts.

44%

of consumer product and retail organizations are using agentic AI to support inventory optimization.



Energy and utilities

Agentic workflow focus: intelligent grid orchestration and real-time health monitoring across field assets and distributed energy resources.

Digital twin simulation focus: scenario modeling of weather patterns, load, and asset failure probabilities to improve reliability and service continuity.

57%

of energy organizations and utilities rank optimization recommendations as the most valuable digital twin capability.



Manufacturing

Agentic workflow focus: production routing and scheduling (supported by machine telemetry, product data, and environmental inputs).

Digital twin simulation focus: machine health and throughput support to predict quality, reduce waste, and prevent production disruption.

72%

of manufacturing organizations say their next-generation service delivery model will provide real-time simulation and analysis of operational scenarios.

Unlock potential

The interconnected enterprise is not a distant aspiration. What was experimental only a year ago is rapidly becoming the new operating model. Executives now expect autonomous workflows to become a primary source of competitive advantage, driving significant value creation by 2027.

Organizations pulling ahead are not buying more AI tools. Winners have made a structural decision: stop optimizing silos and start designing the enterprise as one interconnected system. Few organizations have built the integrated data, workflow, and orchestration foundations required for true cross-domain autonomy. But the ones that have are pulling away fast.

Our research identifies these frontrunners as autonomous operators. They aren't pulling ahead because of better technology. They're leading because they have an AI-first operating model.

Autonomous operators' progress reflects a shared set of maturity traits that allow horizontal workflows to scale safely and effectively (see Figure 4). The performance gap may quickly widen. Autonomous operators expect that agentic workflows will improve performance across all major business metrics, including operational efficiency, innovation, productivity, and profitability. These organizations foresee a 64% boost in ROI by the end of 2027, for example, compared to a 56% rise expected by all others.

Leaders believe that interconnected, AI-first workflows will become a primary engine of enterprise-level value spanning financial performance, strategic agility, operational resilience, and innovation. In other words, agentic AI doesn't only improve how the enterprise runs. It redefines what the enterprise can become.

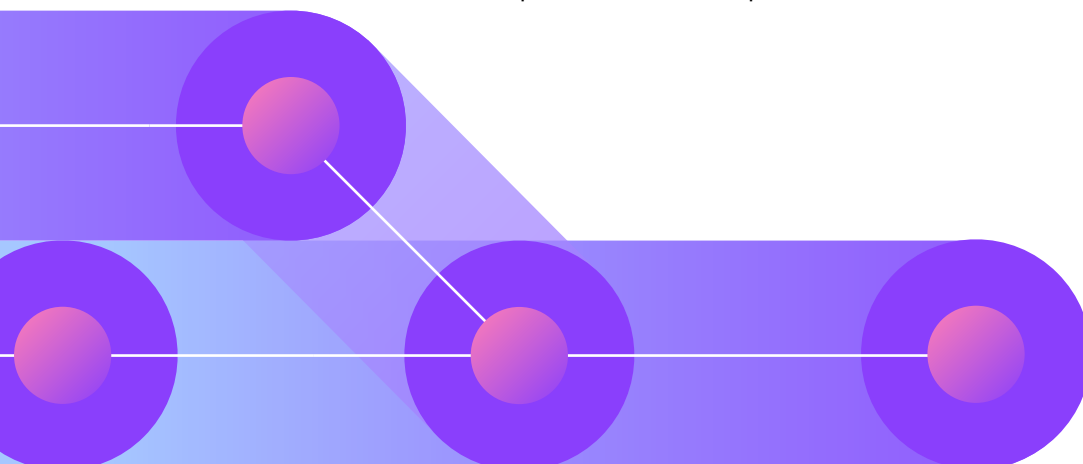
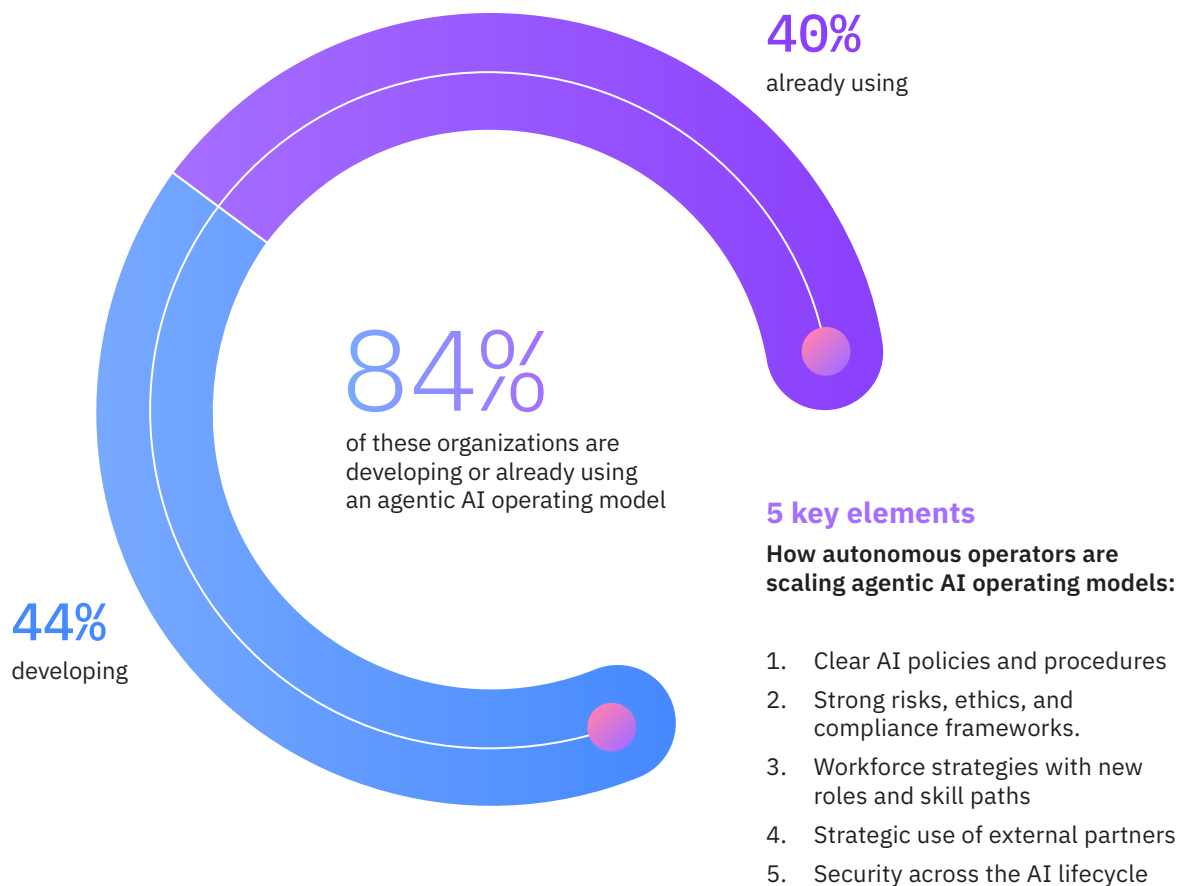


Figure 4

Autonomous operators

These AI-first frontrunners are poised to pull ahead thanks to five maturity traits that support scaling an agentic operating model.

**Improvements by end of 2027****+64%**

ROI

+54%

Innovation

+45%Operational
efficiency**+37%**

Profitability

+23%

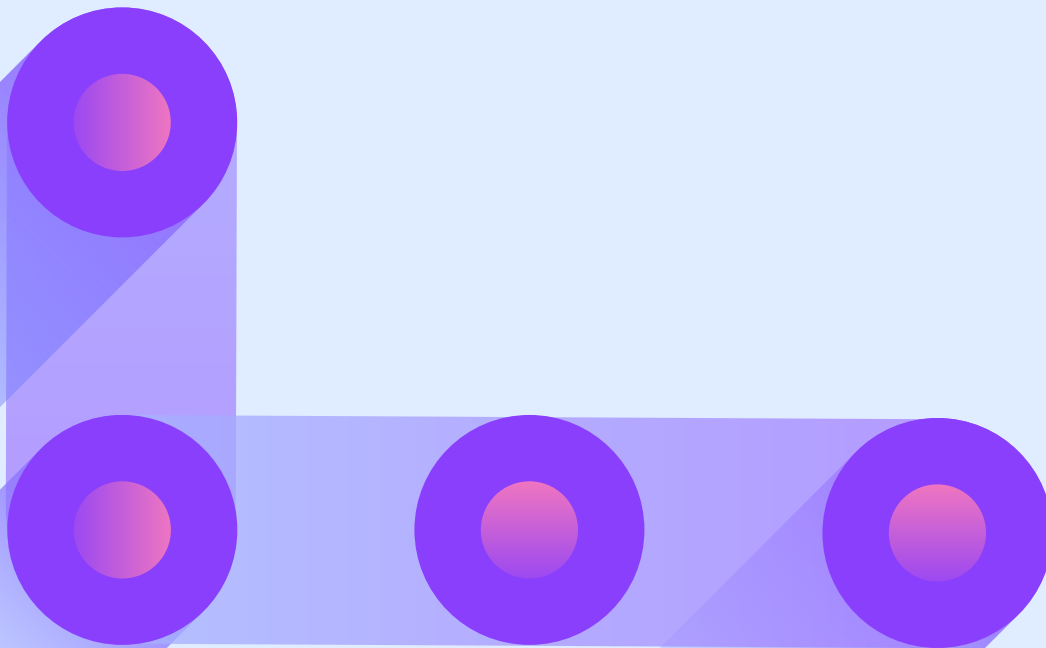
Revenue growth

Methodology: Agentic AI maturity tiers were derived without imposing predefined categories. Empirically validated factor scores and clustering revealed distinct maturity states.

Action guide

Rebuild for autonomous execution

Autonomy is no longer a technological frontier—it is a leadership test. Enterprises that reimagine their operating architecture, data, control mechanisms, and workforce will define the next era of performance. Everyone else will be hamstrung by the systems and operating models they failed to redesign. Here's how to get a jump start on the future.





1. Architect high-value workflows.

Your AI will only be as intelligent as your architecture, so stop propping up an organizational chart that AI can't use. Identify your highest-value workflows, implement them horizontally, and connect them through a shared enterprise context layer. Make interoperable data the foundation.

Your next moves:

- **Identify workflows** that create the most customer value, lock the most capital, or cause the most disruption when they fail. These are typically the processes where delays, errors, or fragmentation create enterprise-wide effects. Flatten them horizontally: remove handoffs, merge decision points, map data dependencies.
- **Establish an enterprise context layer** to standardize meaning across systems and functions so autonomous decisions are consistent, auditable, and aligned. Create a unified semantic model spanning business and IT, integrating ERP, supply chain and finance data streams. This is the real-time context layer that gives every agentic workflow a shared “source of truth.”
- **Mandate interoperability:** all domains must exchange data in real time. Require every workflow, system, and team to plug into the same live context. Turn your architecture from separate functions into an integrated operating fabric on which agents can coordinate across the enterprise.

Why this matters:

Disconnected workflows are the main obstacle to autonomous execution. Redesigning your workflow architecture is the first step to enabling agentic AI to operate across the enterprise.



2. Rewire the workforce.

Shift people away from manual task execution and communications into critical thinking, oversight, and exception leadership. Define new AI-era roles, skills and career paths. Train teams to design, direct, and govern autonomous agents, not compete with them. This is how expertise becomes the enterprise's strategic multiplier.

Your next moves:

- **Inventory where your workforce performs repetitive execution or coordination.** Start with processes where people follow rules, reconcile data, route information, or manage predictable exceptions. These are the tasks AI agents can take on immediately, freeing talent for higher-value responsibilities.
- **Shift manual work to autonomous agents.** Set a 12-month reallocation target—for example, 30%. Focus first on tasks that create bottlenecks, slow cycle times, or drain capacity. Removing this work expands workforce bandwidth for judgment-heavy decisions and cross-functional problem solving.
- **Redesign the role of professionals.** Create clear definitions of “people only” work—the areas where critical thinking, context, ethics, and creativity are required. Make expertise the center of professional roles, leaving execution to agents. Shift talent to judgment, exception management, scenario analysis, and strategic intervention.
- **Define new AI-era jobs:** agent directors, workflow managers, and digital product owners, for example. These roles lead the oversight and optimization of autonomous workflows. Articulate required skills and competencies, and detail advancement paths so your workforce sees where new specialties lead to.
- **Require every leader to demonstrate how their team partners with AI.** Embed expert-plus-agent collaboration into leadership expectations: how teams use agents, escalate issues, tune guardrails, and allocate professional attention to high-value work.

Why this matters:

Executives expect dramatic operational efficiency and innovation gains by the end of 2027 as they free talent for higher-value work. Autonomy only scales when the workforce shifts from “doing the work” to designing, guiding, and shaping how the work is done.



3. Erase functional boundaries.

Eliminate the split between business and technology. Assign workflow managers with end-to-end ownership of enterprise workflows and support them with cross-domain pods that coordinate decisions, data, and actions. Make cross-functional sponsorship the default leadership model for scaling autonomy.

Your next moves:

- **Appoint workflow managers to oversee three workflows** with the greatest impact on revenue, customer outcomes, or enterprise risk (e.g. order-to-cash, procure-to-pay, plan-to-deliver). Select leaders who understand the workflow's full value stream—not just one function. Give them authority across finance, operations, supply chain, technology, and customer impact.
- **Charge workflow managers with full end-to-end accountability:** performance, exceptions, AI guardrails, and decision authority. They govern the three workflows' performance, tune AI guardrails, and resolve exceptions that cross multiple domains.
- **Build cross-domain pods around each workflow.** These multidisciplinary pods orchestrate, optimize, and escalate. They help ensure every workflow decision is informed by the right expertise and the right time.
- **Allocate decision rights across the workflows.** AI handles routine and data-based decisions. Pods handle complex, contextual, and ambiguous issues. Workflow managers handle high-impact trade-offs, escalations, and ethical decisions. This structure prevents confusion and accelerates autonomy.
- **Rewrite incentives.** Rewards should follow workflow performance, not functional KPIs. Tie bonuses and metrics to end-to-end outcomes: cycle time, DSO, on-time delivery, customer loyalty and NPS, working capital, risk mitigation. What is rewarded is prioritized.

Why this matters:

79% of executives say autonomous operations will fail without cross-domain leadership. When workflow ownership mirrors the way work is intentionally designed to flow across finance, operations, supply chain, technology, and customer teams, autonomous workflows scale safely and quickly. The interconnected enterprise requires leaders who manage outcomes—not functions.



4. Take control.

Replace static reports with real-time visibility. Use digital-twin simulation to gauge risks, stress-test scenarios, continuously run autonomous workflows, and monitor performance. Govern operations dynamically: observe, optimize, and intervene the moment conditions change—guided by a living model of your business.

Your next moves:

Deploy a live digital twin with a live data pipeline for the three workflows established in #3. Start where the value concentrates—cash, supply, fulfillment, and service. The digital twin becomes the running replica of each workflow, capturing real time data, decisions, exceptions, and constraints. Use it to:

- **Monitor workflow health continuously.** Spot early signs of bottlenecks, delays, compliance issues, and performance drift before they impact customers or finances
- **Simulate risk and stress-test scenarios.** Model disruptions—supplier failure, demand spikes, system outages—and understand enterprise-wide impact instantly.
- **Tune autonomy thresholds.** Adjust when agents act independently versus when professional review is required, using predefined rules for risk, impact, and exception severity.
- **Trigger corrective actions.** Allow the system to initiate workflow changes across functions—rerouting, reprioritizing, reallocating—without waiting for manual escalation.

Why this matters:

In the interconnected enterprise, digital twin virtualization and modeling becomes the interface for real-time decisioning—the control plane for agentic AI.



5. Focus on change management.

Technology doesn't accelerate adoption—readiness does. Our analysis finds that change management has the single greatest impact on agentic workflow adoption among six foundational capabilities. It's the capability most likely to determine whether autonomy scales or stalls.

Your next moves:

- **Establish a Change Leadership Office dedicated to autonomous workflows.** Staff it with leaders from IT, HR, data governance, risk and compliance who understand both enterprise operations and the mechanics of agentic AI.
- **Continuously drive AI literacy in practical settings.** Move beyond classroom skills training. Provide hands-on practice with agents, scenario simulations inside the digital twin, and workflow design sessions that build real capability—not theoretical awareness.
- **Build “AI confidence” programs for executives, managers, and frontline teams.** Executives gain confidence in decision design and governance. Managers gain confidence in oversight and exception management. Frontline teams gain confidence in partnering with agents. In contrast to skill-building AI literacy trainings, these programs focus on building trust.
- **Codify governance:** ethics, guardrails, data rules, escalation paths, and exception protocols. Create an enterprise playbook that makes autonomy safe: clear decision boundaries, required professional review points, transparency, audit trails, and repeatable escalation procedures.
- **Run 90-day workflow pilot cycles** with weekly performance reviews to build organizational confidence in autonomy. Center each cycle around autonomy rates, exception volume, scenario results, and business impact. Use these insights to tune guardrails, retrain agents, and prepare the next workflow for autonomous execution.

Why this matters:

No business can redefine its operating model around agentic workflows without bold change leadership. It is the starting point for building an interconnected enterprise. Without it, workflows are unlikely to take root at scale.



C-suite playbook

What to do now

CEO

- Identify the three enterprise workflows that matter most to growth, margin, resilience, or mission. Assign an executive owner for each.
- Make AI-first operating model redesign a top business priority, not a side initiative. End to end performance, rather than functional optimization, is the goal.
- Require each executive to identify where professionals should shift from repetitive execution to higher-value judgment and intervention.

COO/GBS Leader

- Launch 30-day redesign sprints for each priority workflow.
- Map handoffs, delays, exceptions, and data breaks; identify the top friction points blocking straight through execution.

CIO/CTO/ Chief Data Officer

- Define the minimum viable enterprise context layer (shared identifiers, real-time data exchange, workflow state visibility).
- Identify systems and domains that block interoperability. Outline a plan to remediate them.

CHRO

- Identify roles and tasks most affected by AI-enabled workflow redesign.
- Draft future role profiles and initial reskilling pathways for expert-plus-agent collaboration.

CFO

- Baseline value for each priority workflow (cost, cycle time, error rates, working capital or revenue impact).
- Fund workflow redesign as an enterprise performance initiative, not a technology spend.

Risk/Legal/ Compliance Leader

- Define which decisions can be automated, which require professional review, and required guardrails relative to the initial priority workflows.
- Establish escalation paths and traceability requirements for these workflows.

Appendices

21 workflows that power the interconnected enterprise

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Experts + agents

Enterprise operations

Workflow 1

Dynamic customer acquisition to cash conversion

Agents identify prospects, analyze creditworthiness, configure optimal product bundle, negotiate pricing within parameters, generate contract or order, coordinate production scheduling, manage sourcing, track delivery, process real-time invoicing, and execute automated payment collection.

Workflow manager orchestrates exception handling when agents encounter edge cases (e.g., custom specifications, credit issues), ensures cross-workflow alignment on customer promises, and optimizes workflow based on outcome data.

Experts in pod: sales strategist, finance analyst, supply chain coordinator, procurement specialist, customer experience manager, compliance officer, technology integrator

Data flows

Inputs

- Customer and market data
- Credit files and payment history
- Inventory/supply availability
- Pricing rules and discount parameters
- Contract terms and policies
- Delivery performance data

Outputs

- Qualified opportunities
- Confirmed orders
- Fulfilled deliveries
- Issued invoices
- Collected payments
- Customer satisfaction and cash insights

Benefits executives expect by 2027

Reduction in customer acquisition cost	25%
Increase in revenue per customer	25%
Cash conversion cycle improvement	10%
Days sales outstanding improvement	20%
Invoice processing time improvement	55%
Order-to-delivery cycle time improvement	36%
Customer satisfaction improvement	15%

Workflow 2: Predictive supply chain disruption mitigation

Agents continuously monitor supplier health, weather patterns, geopolitical events, and demand signals. When risk is detected, agents automatically activate backup suppliers, adjust inventory levels, renegotiate contract terms, communicate with affected customers, and reallocate workforce resources.

Workflow manager manages escalation protocols when multiple risk scenarios converge, balances cost optimization with service-level commitments, and ensures regulatory compliance across all mitigation actions.

Experts in pod: Supply chain analyst, procurement manager, finance controller, technology specialist, compliance officer, customer service representative, HR workforce planner

Data flows

Inputs

- Supplier performance data
- Market, geopolitical, and commodity signals
- Inventory and production constraints
- Demand forecasts
- Logistics and transportation analytics
- Compliance and regulatory parameters

Outputs

- Updated risk posture
- Activated contingency plans
- Rebalanced supplier allocations
- Adjusted production and logistics plans
- Customer impact mitigation actions

Benefits executives expect by 2027

Reduction in business-impacting supply chain disruptions	26%
Cost avoidance through risk mitigation improvement	22%
Procurement cycle time improvement	49%
Supplier onboarding time improvement	49%
Cost savings realization improvement	11%
Purchase order accuracy improvement	38%
Inventory carrying costs improvement	24%
Order-to-delivery cycle time improvement	36%

Workflow 3

Real-time customer issue resolution and loyalty optimization

Agents detect customer dissatisfaction signals (assistant queries, social media, usage patterns), diagnose root causes across operational systems, execute appropriate remediation actions, source alternative solutions, and implement process improvements to prevent recurrence.

Workflow manager handles complex customer situations requiring expertise, ensures resolution actions align with brand values and legal requirements, and balances customer satisfaction with financial impact.

Experts in pod: customer experience specialist, finance analyst, supply chain coordinator, technology support, HR learning specialist, ethics advisor, procurement negotiator.

Data flows

Inputs

- Customer interaction data
- Product and supply performance data
- Billing and financial records
- Sentiment analytics
- Loyalty and behavioral history

Outputs

- Resolved customer issues
- Personalized loyalty actions
- Root cause remediation insights
- Updated customer value profiles

Benefits executives expect by 2027

Customer lifetime value increase improvement	27%
Customer satisfaction and revenue impact improvement	31%
Query resolution time improvement	55%
Customer satisfaction (CSAT) improvement	15%
Net Promoter Score improvement	10%
First-contact resolution improvement	22%
Average response time improvement	49%
Personalization uplift improvement	13%

Workflow 4

Continuous workforce capability evolution

Agents identify skill gaps by analyzing performance data and future workflow requirements, automatically source training content, schedule development programs, manage budget allocation, track certification progress, and adjust workforce deployment based on real-time demand.

Workflow manager orchestrates career development strategies across all domains, ensures training investments deliver measurable workflow improvements, and manages change management for evolving role definitions.

Experts in pod: HR development manager, technology trainer, finance budget analyst, compliance specialist, supply chain operations expert, customer insights analyst, procurement systems coordinator

Data flows

Inputs

- Workforce profiles and skill inventories
- Workflow performance data
- Training content and provider catalogs
- Budget and cost parameters
- Demand forecasts across workflows

Outputs

- Updated skills and capability maps
- Personalized development plans
- Workforce allocation adjustments
- Improved workflow readiness and agility

Benefits executives expect by 2027

Time-to-competency reduction improvement	29%
Workforce agility improvement	47%
Offer acceptance rate improvement	10%
Onboarding completion time improvement	47%
Employee satisfaction (eNPS) improvement	6%
HR query resolution time improvement	55%
Internal mobility rate improvement	16%

Workflow 5

Intelligent product innovation and market launch

Agents analyze market signals and customer feedback to identify innovation opportunities, design product specifications, source component suppliers, calculate financial projections, manage regulatory submissions, orchestrate production setup, and execute go-to-market campaigns.

Workflow manager manages trade-offs between innovation speed and risk management, ensures cross-domain alignment on market positioning, and optimizes resource allocation across concurrent innovation workflows.

Experts in pod: Technology product manager, finance investment analyst, supply chain designer, procurement sourcing specialist, customer research analyst, compliance regulatory expert, HR change management specialist

Data flows

Inputs

- Market insights and customer research
- Financial models and cost drivers
- Regulatory requirements
- Supplier and production capabilities
- Competitive benchmarks

Outputs

- Validated product concepts
- Business cases
- Production and sourcing plans
- Go-to-market execution
- Product performance insights

Benefits executives expect by 2027

Market penetration speed improvement	36%
Revenue from new innovations improvement	38%
Forecast accuracy improvement	27%
Supplier onboarding time improvement	49%
Procurement cycle time improvement	49%
Customer satisfaction improvement	15%
Personalization uplift improvement	13%

Workflow 6

Dynamic financial performance and capital optimization

Agents continuously monitor cash flow across workflows, optimize working capital, execute dynamic pricing adjustments, manage currency hedging, reallocate budgets, and trigger investment decisions within preset parameters.

Workflow manager orchestrates cross-workflow financial decisions, manages stakeholder communications, and balances short-term optimization with long-term value creation.

Experts in pod: Finance controller, technology data analyst, HR compensation specialist, supply chain cost manager, customer profitability analyst, compliance tax expert, procurement spend optimizer

Data flows

Inputs

- Revenue, cost, and cash positions
- Production, supply, and customer performance data
- Market and economic indicators
- Contractual obligations
- Investment and portfolio data

Outputs

- Optimized capital allocations
- Adjusted budgets and pricing strategies
- Financial risk insights
- Stakeholder reporting

Benefits executives expect by 2027

Investment decision speed improvement	43%
Stakeholder trust score improvement	24%
Working capital efficiency improvement	25%
Cash conversion cycle improvement	10%
Days sales outstanding improvement	20%
Invoice processing time improvement	54%
Financial transaction error reduction improvement	45%

Workflow 7

Ecosystem partner integration and performance orchestration

Agents evaluate partner performance, adjust service-level agreements, manage renewals, coordinate data-sharing, optimize partner workload distribution, and identify new partnership opportunities.

Workflow manager manages multi-party relationships, negotiates strategic partnership terms, and ensures ecosystem coordination delivers superior outcomes.

Experts in pod: Procurement partnership manager, technology integration specialist, finance contract analyst, compliance vendor auditor, supply chain coordinator, customer experience liaison, HR vendor workforce coordinator

Data flows

Inputs

- Partner performance metrics
- Contract terms and SLAs
- Compliance and risk reports
- Financial and operational data
- Customer and supply chain indicators

Outputs

- Updated partner allocations
- Performance dashboards
- Risk and compliance insights
- Innovation opportunities
- Contract and renewal recommendations

Benefits executives expect by 2027

Ecosystem-driven revenue improvement	35%
Partnership ROI improvement	32%
Supplier onboarding time improvement	49%
Spend under management improvement	23%
Cost savings realization improvement	11%
Procurement cycle time improvement	49%
Compliance accuracy rate improvement	25%

Workflow 8

Continuous business model evolution and market adaptation

Agents monitor market signals, competitive moves, and regulatory changes, model business scenarios, test new configurations, manage pilots, and scale successful innovations.

Workflow manager orchestrates strategic pivots across workflows and manages enterprise-wide change initiatives.

Experts in pod: Strategy analyst, technology architecture planner, finance investment evaluator, customer insights researcher, supply chain scenario modeler, HR capability forecaster, compliance regulatory tracker

Data flows

Inputs

- Market and competitive data
- Customer insight trends
- Financial and operational metrics
- Regulatory updates
- Workforce capability insights

Outputs

- Strategy adjustments
- Pilot results and scaling plans
- Updated business models
- Enterprise-readiness assessments

Benefits executives expect by 2027

Integration efficiency improvement	41%
Strategic pivot speed improvement	30%
Forecast accuracy improvement	27%
Incident detection speed improvement	55%
Policy alignment rate improvement	21%
Audit readiness improvement	34%
Working capital efficiency improvement	25%

Workflow 9

Intelligent enterprise risk and resilience orchestration

Agents enforce policy controls, flag compliance gaps, trigger continuity playbooks, adjust risk scores, and reroute decisions when thresholds are breached.

Workflow manager defines risk appetite, validates AI-flagged exceptions, and manages high-impact cross-functional risks.

Experts in pod: Chief risk strategist, cybersecurity lead, regulatory compliance officer, operational continuity manager, data privacy steward, supply chain risk analyst, financial exposure analyst, ESG and reputational risk advisor.

Data flows

Inputs

- Financial exposure and liquidity indicators
- Ecosystem risk signals
- Cybersecurity and threat intelligence data
- Market and geopolitical indicators
- Compliance rule libraries
- ESG and safety data

Outputs

- Enterprise risk scores
- Early-warning alerts
- Mitigation actions
- Scenario simulation insights
- Updated continuity plans

Benefits executives expect by 2027

Business-user AI adoption improvement	42%
Productivity gains from business-created automations improvement	20%
Incident detection speed improvement	55%
Compliance accuracy rate improvement	25%
Risk mitigation success rate improvement	24%
Audit readiness improvement	34%
Model drift detection improvement	44%

Workflow 10

Intelligent data interoperability and context fabric

Agents harmonize enterprise data, resolve schema conflicts, propagate shared context, enforce lineage, and ensure privacy-compliant usage.

Workflow manager sets governance boundaries, resolves data conflicts, and approves cross-domain data contracts.

Experts in pod: chief data officer, data architect, data governance lead, privacy and compliance officer, API/platform engineer, enterprise architect, domain data stewards

Data flows

Inputs

- Workflow data and system integrations
- Security and privacy standards
- Agent development templates and rules
- Cost and capacity thresholds

Outputs

- Harmonized enterprise data fabric
- Governance dashboards
- Performance benchmarks
- Risk and compliance insights

Benefits executives expect by 2027

Compliance violation reduction improvement	39%
AI risk detection and resolution speed improvement	50%
Model drift detection improvement	44%
AI decision accuracy improvement	27%
Self-optimization frequency improvement	44%
Incident detection speed improvement	55%
Audit readiness improvement	34%

Experts + agents

Enterprise orchestration workflows

Workflow 11

Democratized agent development and enterprise AI governance

Agents support the safe expansion of business developed AI, operating as an oversight layer.

Workflow manager balances innovation velocity with enterprise coherence, security, and risk management.

Experts in pod: CIO or technology strategist, business workflow owners, compliance AI auditor, finance cost controller, HR capability manager, customer data privacy officer, procurement AI vendor specialist

Specific capabilities:

- **Agent lifecycle governance:** AI monitors expert-developed agents from creation through retirement, ensuring compliance and regulatory standards.
- **Automatic guardrail enforcement:** Real-time monitoring to ensure business-created agents operate within security, privacy, and regulatory boundaries.
- **Enterprise integration orchestration:** AI prepares business-created agents for integration (experts approve final activation).
- **Cost and resource optimization:** AI tracks compute usage and identifies optimization opportunities (IT and workflow managers determine allocations).
- **Capability and redundancy management:** AI identifies overlapping agent functionality and suggests consolidation and other enhancement opportunities.

Data flows

Inputs

- AI agent decision logs
- Regulatory rule libraries
- Ethical frameworks
- Model documentation and training data
- Customer consent and privacy data
- Incident history and risk thresholds

Outputs

- Compliance and audit documentation
- Bias and safety reports
- Trust dashboards
- Risk escalations
- Governance recommendations

Benefits executives expect by 2027

AI task autonomy improvement	27%
Expert override rate improvement	31%
AI decision accuracy improvement	27%
Self-optimization frequency improvement	44%
Audit readiness improvement	34%

Workflow 12

Autonomous AI ethics and compliance

Agents monitor agents across workflows to detect bias patterns, track decision accuracy, and measure compliance adherence, among other actions.

Workflow manager orchestrates responses to ethical dilemmas across workflows, and evolves governance frameworks as AI capabilities expand.

Experts in pod: Ethics officer, technology risk manager, compliance specialist, finance audit analyst, HR workforce advocate, customer privacy expert, procurement supplier manager

Specific capabilities:

- **Real-time bias detection:** AI monitors hiring, lending, and customer service decisions across all workflows.
- **Autonomous compliance checking:** Agents verify regulatory adherence before any transaction executes.
- **Predictive risk modeling:** AI forecasts potential governance failures and preemptively adjusts operational parameters.
- **Stakeholder transparency:** Automated generation of explainable AI reports for customers, regulators, and internal leadership.
- **Partner AI oversight:** Continuous monitoring of third-party AI systems integrated into workflows.

Data flows

Inputs

- AI agent decision logs
- Regulatory rule libraries
- Privacy policies and consent records
- Bias and fairness benchmarks
- Security and access data
- Historical incidents and audit findings

Outputs

- Bias, fairness, and safety assessments
- Compliance validations and audit documentation
- Real-time alerts for rule violations
- Policy and model adjustment recommendations
- Privacy compliance reports
- Executive and regulator dashboards

Benefits executives expect by 2027

Compliance accuracy rate improvement	25%
Incident detection speed improvement	55%
Audit readiness score improvement	34%
Policy alignment rate improvement	21%
Model drift detection improvement	44%

Workflow 13

Digital twin real-time enterprise orchestration

Agents mirror workflows, simulate scenarios, predict downstream impacts, optimize parameters, and learn from outcomes.

Workflow manager intervenes proactively to manage cross-workflow dependencies and approve autonomous optimizations.

Experts in pod: Workflow managers, finance analysts, HR planners, operations leaders, risk specialists, technology architects

Specific capabilities:

- **Workflow interconnection mapping:** Visual representation showing how decisions in one workflow affect others, with modeling of potential outcomes.
- **Real-time performance orchestration:** Live metrics showing both individual workflow performance and enterprise-wide outcome achievement—customer lifetime value, cash conversion cycles, innovation velocity.
- **Predictive bottleneck prevention:** Identifies emerging constraints before they impact operations.
- **Autonomous optimization engine:** Actively recommends and—within preset parameters—implements workflow changes without professional intervention.

Data flows

Inputs

- Cross-workflow performance data
- Operational and financial metrics
- Risk and compliance signals
- Capacity and constraint data
- Customer consent and privacy data

Outputs

- Predictive scenario insights
- Optimization recommendations
- Cross-workflow performance dashboards
- Exception forecasts

Benefits executives expect by 2027

Forecast accuracy improvement	27%
Incident detection speed improvement	55%
Self-optimization frequency improvement	44%
AI decision accuracy improvement	27%
Exception handling rate improvement	49%

Experts + agents

Industry-specific workflows

Banking and financial markets

Workflow 14

Autonomous credit and risk decisioning

Agents ingest financial, behavioral, and market data to make real-time credit decisions, predict defaults, adjust pricing, detect anomalous patterns, and optimize capital allocation.

Workflow manager sets risk appetite, reviews AI-flagged exceptions, and balances profitability with compliance and portfolio health.

Experts in pod: Credit risk strategist, portfolio risk analyst, regulatory compliance officer, fraud and AML specialist, finance capital allocation analyst, customer relationship manager

Data flows

Inputs

- Credit bureau data
- Financial statements and transaction history
- Behavioral and alternative data
- Fraud and AML databases
- Regulatory capital requirements
- Macroeconomic indicators

Outputs

- Credit approvals and declines
- Risk-adjusted pricing
- Continuous customer risk scores
- Portfolio forecasts and capital alerts
- Compliance documentation

Benefits executives expect by 2027

AI decision accuracy improvement	27%
Model drift detection improvement	44%
Incident detection speed improvement	55%
Financial transaction error rate reduction improvement	45%
Compliance accuracy rate improvement	25%

Insurance

Workflow 15
Claims orchestration and processing

Agents autonomously triage claims, assess severity, verify coverage, detect fraud patterns, prioritize high-risk cases, and recommend optimal settlement paths. They surface anomalies, ensure consistent judgment, and maintain real-time coordination across adjusters, investigators, and service partners.

Workflow manager oversees fairness, transparency, and regulatory compliance, and escalates sensitive claims requiring expert interpretation or multi-party negotiation.

Experts in pod: Claims strategist, actuarial analyst, claims strategist, fraud detection specialist, regulatory officer, customer experience lead

Data flows

Inputs	Outputs
– Claims records and adjuster input – Policy rules and coverage terms – Fraud indicators and third-party verification data – Medical, repair, or loss documentation – Regulatory and jurisdictional requirements – ESG and safety data	– Underwriting decisions – Settled claims and recommended settlement paths – Fraud alerts and case escalations – Updated reserves and loss forecasts – Risk and trend insights – Customer experience signals and service recommendations

Benefits executives expect by 2027

Improvement in AI-driven decision accuracy	27%
Faster incident detection and triage	55%
Compliance accuracy improvement	25%
Increase in customer satisfaction	15%
Uplift in personalization	13%

Healthcare providers

Workflow 16

Intelligent prior authorization and care pathway acceleration

Agents analyze clinical notes and payer rules, predict denial risk, generate compliant authorization requests, flag missing documentation, and accelerate care coordination.

Workflow manager balances speed, clinical appropriateness, and regulatory risk while resolving payer escalations.

Experts in pod: Clinical operations lead, utilization management nurse, physician advisor, revenue cycle specialist, payer relations manager, compliance expert

Data flows**Inputs**

- Electronic health records
- Clinical and regulatory guidelines
- Policies and procedures (federal + state)
- Payer policy libraries
- Claims and eligibility data
- Patient risk profiles
- Scheduling availability

Outputs

- Automated authorization decisions
- Medical necessity
- Clinical review packets
- Care pathway recommendations
- Compliance-ready audit trails

Benefits executives expect by 2027

Incident detection speed improvement	55%
Compliance accuracy rate improvement	25%
Audit readiness improvement	34%
Forecast accuracy improvement	27%
Average response time improvement	49%

Government**Workflow 17****Intelligent benefits determination
and citizen service orchestration**

Agents evaluate eligibility, detect fraud, automate citizen communication, manage renewals, and simulate policy impacts.

Workflow manager ensures equitable service delivery, regulatory compliance, and cross-agency alignment.

Experts in pod: Benefits program administrator, eligibility specialist, caseworker supervisor, fraud officer, financial analyst, data privacy steward

Data flows**Inputs**

- Citizen application data
- Identity verification records
- Tax and wage databases
- Policy rule libraries
- Fraud detection signals

Outputs

- Eligibility determinations
- Benefit calculations and payments
- Fraud alerts
- Compliance records
- Service performance insights

Benefits executives expect by 2027

Average response time improvement	49%
First-contact resolution improvement	22%
Compliance accuracy rate improvement	25%
Incident detection speed improvement	55%
Audit readiness improvement	34%

Life sciences

Workflow 18

Intelligent clinical trial design and execution

Agents optimize trial design, predict enrollment challenges, automate site selection, monitor compliance, and adjust protocols in real time.

Workflow manager validates AI-driven changes while ensuring scientific and regulatory integrity.

Experts in pod: Clinical trial designer, regulatory strategist, biostatistician, patient recruitment specialist, supply chain coordinator, medical affairs lead

Data flows

Inputs	Outputs
– Trial performance data – Protocol requirements – Regulatory submission checklists – Site performance metrics – Safety and pharmacovigilance data	– Trial performance dashboards – Deviation alerts – Enrollment forecasts – Regulatory submission packets

Benefits executives expect by 2027

Forecast accuracy improvement	27%
Incident detection speed improvement	55%
Compliance accuracy rate improvement	25%
Audit readiness improvement	34%
Model drift detection improvement	44%

Consumer products/retail

Workflow 19

Intelligent demand shaping and omnichannel fulfillment

Agents forecast demand, adjust pricing, synchronize promotions, optimize inventory placement, and orchestrate omnichannel fulfillment.

Workflow manager manages margin-versus-velocity trade-offs and validates AI decisions during volatile demand periods.

Experts in pod: Merchandising strategist, supply chain planner, pricing analyst, marketing activation lead, store operations manager, customer insights specialist

Data flows**Inputs**

- POS and ecommerce transaction data
- Marketing and loyalty interactions
- Inventory availability
- Pricing elasticity models
- Customer sentiment data

Outputs

- Demand forecasts
- Pricing and promotion actions
- Inventory rebalancing triggers
- Fulfillment orchestration signals

Benefits executives expect by 2027

Forecast accuracy improvement	27%
Order-to-delivery cycle time improvement	36%
On-time delivery rate improvement	13%
Exception handling rate improvement	49%
Personalization uplift improvement	13%
Customer satisfaction improvement	15%

Automotive and heavy manufacturing

Workflow 20

Intelligent production scheduling and quality optimization

Agents dynamically adjust production schedules, predict failures, detect quality deviations, trigger maintenance, and optimize energy usage.

Workflow manager balances throughput, quality, safety, and sustainability across plants.

Experts in pod: Plant operations leader, production scheduler, maintenance engineer, quality assurance specialist, supply chain coordinator, safety officer

Data flows

Inputs	Outputs
– Equipment sensor data – Manufacturing execution system data – Supplier quality data – Energy and sustainability metrics	– Predictive maintenance alerts – Production schedule adjustments – Quality deviation insights – Sustainability reports

Benefits executives expect by 2027

Forecast accuracy improvement	27%
Inventory carrying costs improvement	24%
On-time delivery rate improvement	13%
Incident detection speed improvement	55%
Exception handling rate improvement	49%

Heavy asset management

Workflow 21 Intelligent asset lifecycle optimization

Agents predict failures, optimize maintenance windows, automate spare-parts sourcing, simulate lifecycle scenarios, and monitor safety thresholds.

Workflow manager guides trade-offs between uptime, safety, cost efficiency, and regulatory exposure.

Experts in pod: Asset lifecycle strategist, reliability engineer, operations supervisor, finance analyst, safety officer, sustainability analyst

Data flows

Inputs

- Sensor and equipment data
- Maintenance logs
- Environmental and safety metrics
- Regulatory requirements

Outputs

- Predictive maintenance alerts
- Optimized maintenance schedules
- Asset performance dashboards
- Compliance documentation

Benefits executives expect by 2027

Incident detection speed improvement	55%
Forecast accuracy improvement	27%
Inventory carrying costs improvement	24%
Exception handling rate improvement	49%
Compliance accuracy rate improvement	25%

Research methodology

The IBM Institute for Business Value conducted two surveys among 1,000 senior executives and decision makers (total n-count 2,000) responsible for enterprise operations across customer, information technology, finance, supply chain, talent, and procurement. Respondents represented 17 industries and 16 countries, ensuring broad geographic and sector coverage.

Measures and modeling approach

Capability measures in both surveys were collected using a combination of ordinal response scales and multiple response questions to reflect degrees of operational and AI maturity rather than binary adoption.

Survey 1: Agentic AI operations analysis

Survey 1 was used to model agentic AI and orchestration maturity. Items capturing stages of AI automation and autonomous decision making were analyzed using ordinal appropriate factor modeling to identify latent capability dimensions spanning data foundations, automation, orchestration, and execution.

Factor scores from the primary latent dimension were used to derive an interpretable agentic maturity signal, which informed downstream cluster based segmentation. Organizations were grouped into ordered maturity tiers ranging from low to high agentic AI operations. These segments were used for profiling, benchmarking, and performance comparison. They are interpreted as descriptive maturity groupings, not causal classes.

Cluster validation included ANOVA tests on anchor items, effect-size estimation, and linear-trend analysis across ordered maturity levels.

Survey 2: Interconnected workflows analysis

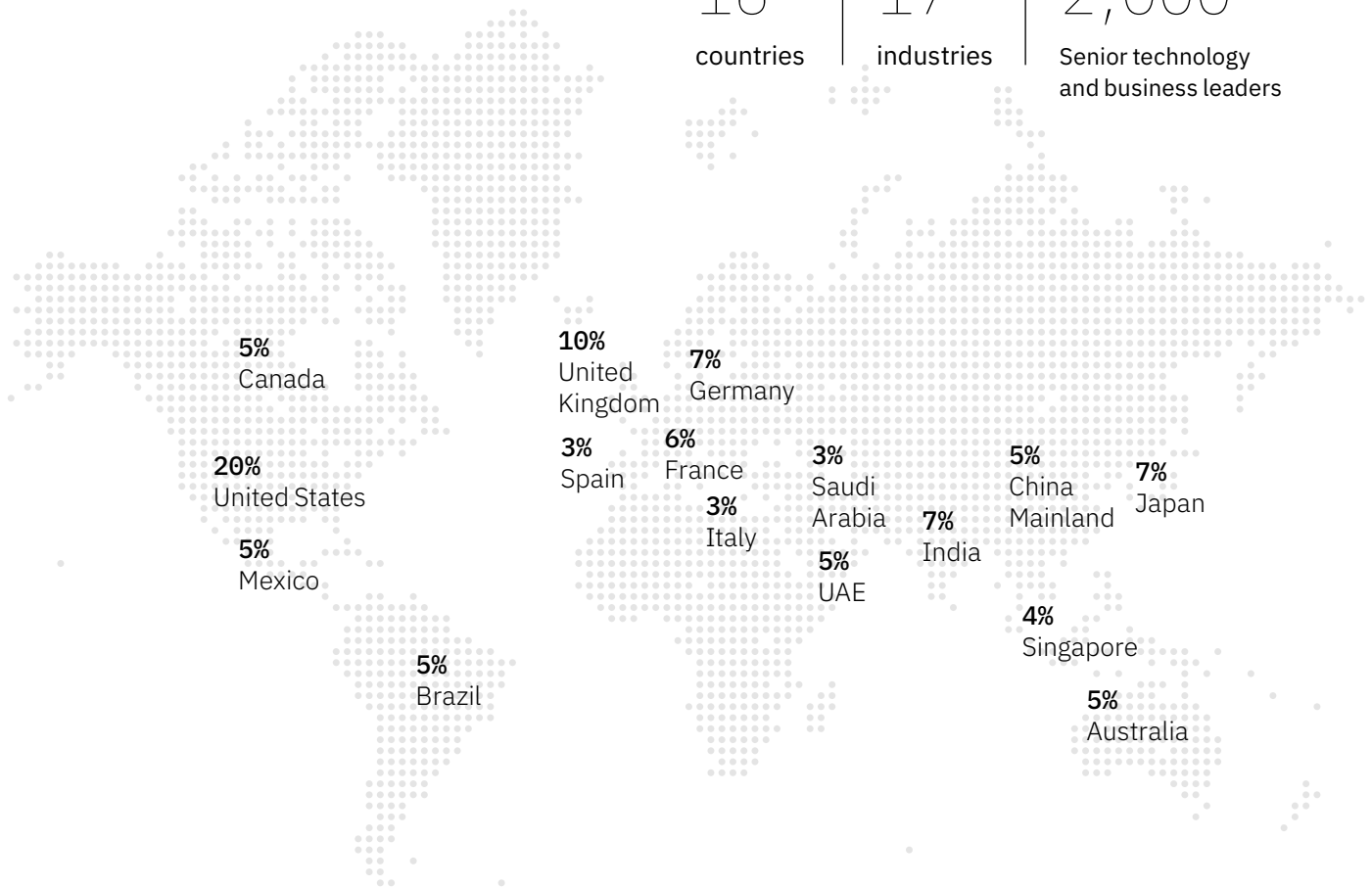
An ordinary least squares (OLS) regression framework was used to examine statistical relationships between foundational workflow capabilities (data integration, workflow automation, governance readiness, cross functional execution) and higher levels of interconnected workflow maturity. Predictor effects were evaluated using standard significance tests and coefficient directionality checks.

The ordinal regression model shows strong and interpretable effects on autonomous workflow adoption. The proportional odds assumption is satisfied for all retained predictors, confirming that the model is statistically well specified. All included predictors are statistically significant and directionally consistent, indicating a robust and meaningful model.

16
countries

17
industries

2,000
Senior technology
and business leaders



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Notes and sources

1. IBM Institute for Business Value. 5 Trends for 2026. December 1, 2025. <https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/business-trends-2026>



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