eraneos

Research paper

Generative AI in Telecom: Strategic importance with scaling challenges

November 2024

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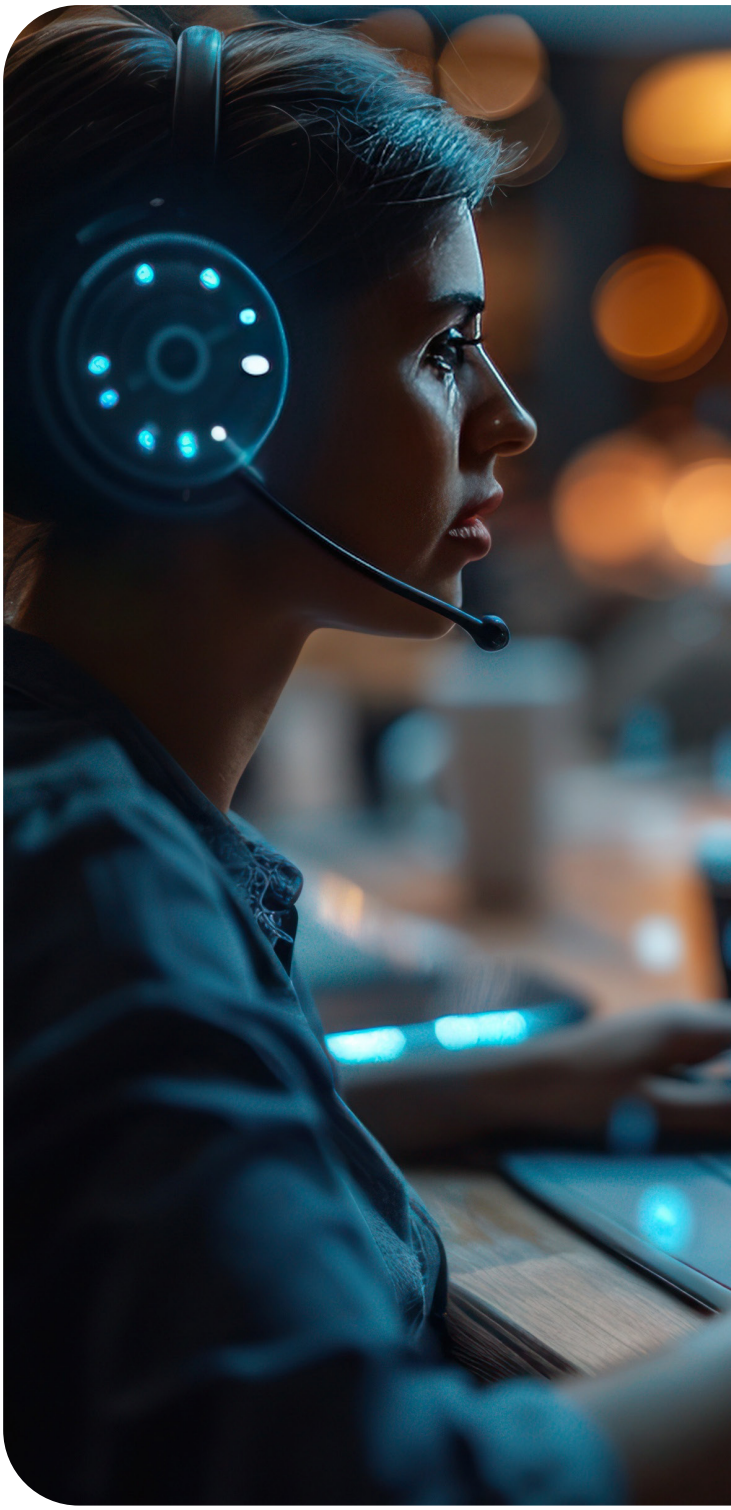
Executive summary

The 2024 Eraneos study on generative AI (GenAI) in the European telecommunications (telco) industry evaluates the current landscape, strategic importance and future potential of GenAI. This study is based on structured interviews with C-Level and SVP-Level executives from eight leading European telco companies. These structured interviews were both quantitative and qualitative and were evaluated using exploratory content analysis. The report reveals widespread recognition of GenAI's strategic significance, along with significant disparities in implementation and scaling across the industry. However, the interviews also showed that many companies entered the GenAI space with overly euphoric expectations, which have led to uncoordinated efforts and inconsistent results.

One key finding is the critical importance of having a robust data infrastructure as a foundation before implementing AI solutions. Companies often face significant challenges due to an unclear system architecture and disconnected systems, such as multiple ticketing systems.

Additionally, there is significant variation in the strategic approach among companies in the telco industry. Larger companies are making substantial investments to build strong partnerships and/or develop their own solutions, while smaller companies tend to adopt a more opportunistic approach by integrating existing GenAI solutions from suppliers into their systems. Despite these efforts, an industry-wide reality check has started to take place in 2024 as it becomes clearer that even the most well-prepared companies face substantial challenges in moving from PoCs to full-scale implementations.



Executive summary

Key findings:

- Strategic recognition: All companies surveyed recognized GenAI as strategically important, with 100% of them having identified use cases for GenAI.
- Widespread application: 88% of the companies are already applying GenAI in marketing, IT and customer service. Specifically, 75% of companies are using it for support functions such as automating repetitive tasks, while 63% have implemented GenAI in product management.
- Proof-of-concept (PoC) status: Every company (100%) has initiated PoCs, but only 25% have moved beyond PoCs to scaled applications in regular operations. This means there is a significant gap between initial experimentation and full-scale implementation, largely due to technical hurdles and organizational resistance.
- Core process integration: Only 25% of the companies surveyed have fully integrated GenAI into their core processes, reflecting the complexity and challenges associated with scaling GenAI initiatives. This suggests that while the potential of GenAI is widely recognized, its full realization remains elusive for many organizations.
- R&D investments: Investment in GenAI varies widely across the industry, with some companies committing three-digit million euros to GenAI R&D while others allocate more modest budgets of €10-15 million annually. Some companies report dedicating 100+ FTEs in specialized hubs for GenAI, which attests to the significance of these initiatives in terms of financial commitment.
- Organizational structure: 88% of companies have unified AI organizational units, bundling both predictive and generative AI competencies, while 12% have established separate units specifically for GenAI.
- Technological adoption: 75% of companies are using GenAI for customer service through chatbots and Contact Center as a Service (CCaaS) solutions, and another 75% are using it for IT-related purposes, including coding and central value creation.

Our research also shed light on the ongoing debate over centralized versus decentralized AI governance within companies. Centralized governance ensures consistent AI tools, data practices, compliance and alignment with corporate strategy. Decentralized approaches offer flexibility but may cause duplicated efforts, integration challenges and uneven resource allocation.

About this study

Purpose

The primary purpose of this study is to explore the status and potential of generative AI (GenAI) within the European telecommunications industry. This research seeks to provide telecom companies with a detailed understanding of the strategic importance of GenAI, its current applications, challenges in scaling and future opportunities. By analyzing the experiences and perspectives of leading industry players, the study aims to offer actionable insights that can guide telcos in effectively leveraging GenAI for competitive advantage and operational efficiency.

Methodology

This research is grounded in structured interviews with C-Level and SVP-Level executives from eight major European telecom companies. These interviews combined both quantitative and qualitative approaches to gather comprehensive data on the adoption, implementation and strategic positioning of GenAI in the telecom sector. The evaluation of these interviews was carried out using exploratory content analysis.

Scope

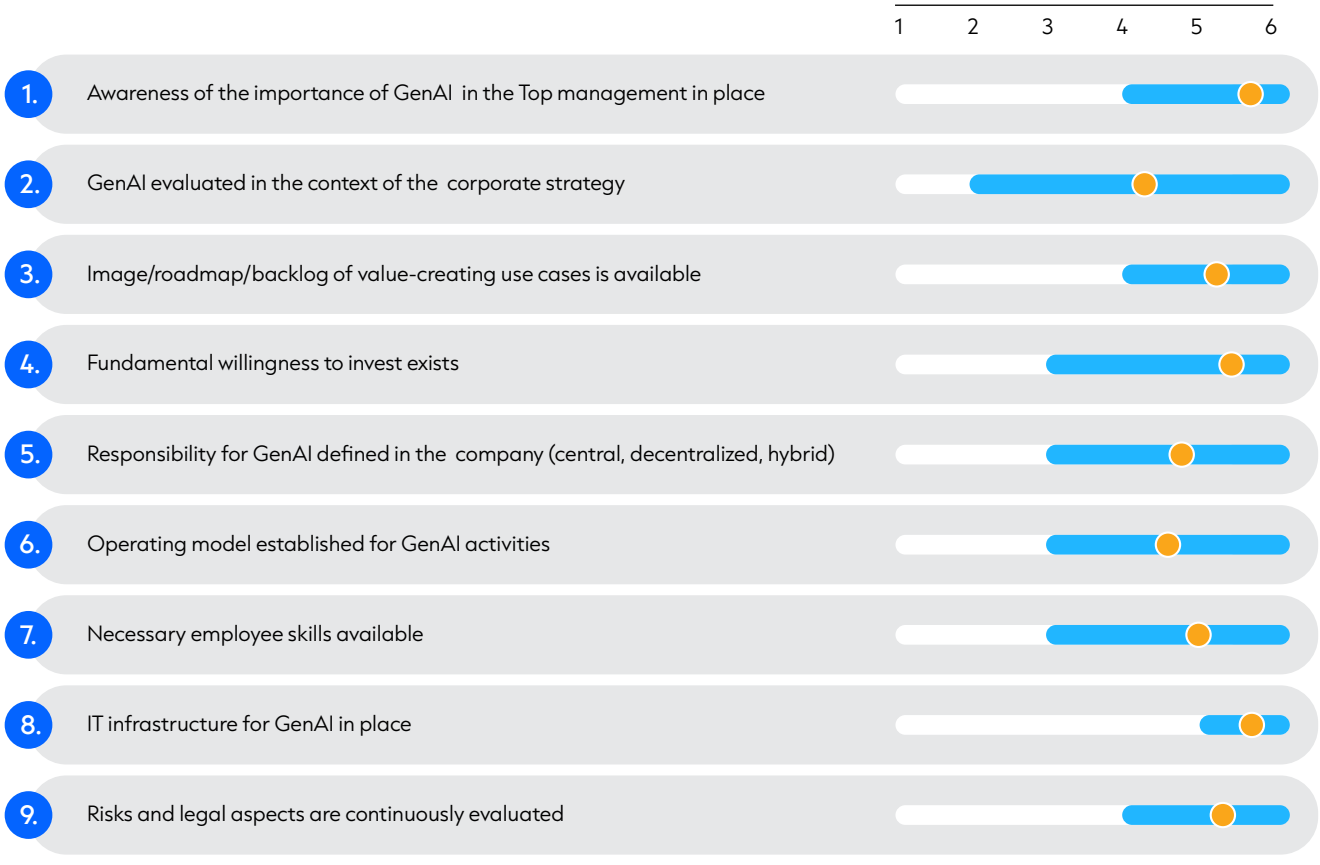
The scope of this study encompasses the entire lifecycle of GenAI within the telecom industry, from initial recognition and use case identification to full-scale implementation and integration into core business processes. The interviews cover a broad range of topics, including the strategic importance of GenAI, main applications, current implementation status, challenges in integration, operating models, skills development, technological infrastructure, role models and future outlook. This study also explores the impact of company culture and internal organization on the success or failure of AI implementations, as well as the role of system architecture and data infrastructure.

Chapter 1

Introduction: The strategic importance of GenAI

The study reveals that 100% of the companies surveyed recognize the strategic importance of GenAI. This suggests that all companies share a belief in GenAI's potential to drive significant transformation across various business functions. This widespread recognition shows that the industry is aware of the competitive pressures and the need to innovate in an increasingly data-driven market. However, despite this awareness, the interviews revealed that many companies approached GenAI with overly euphoric expectations, which have sometimes led to uncoordinated and fragmented implementation efforts.

Participants consistently see a high level of importance in GenAI aspects - Top management, willingness to invest and infrastructure central
Importance of individual GenAI aspects in the company



1) Scale: 1 = completely unimportant, 6 = extremely important

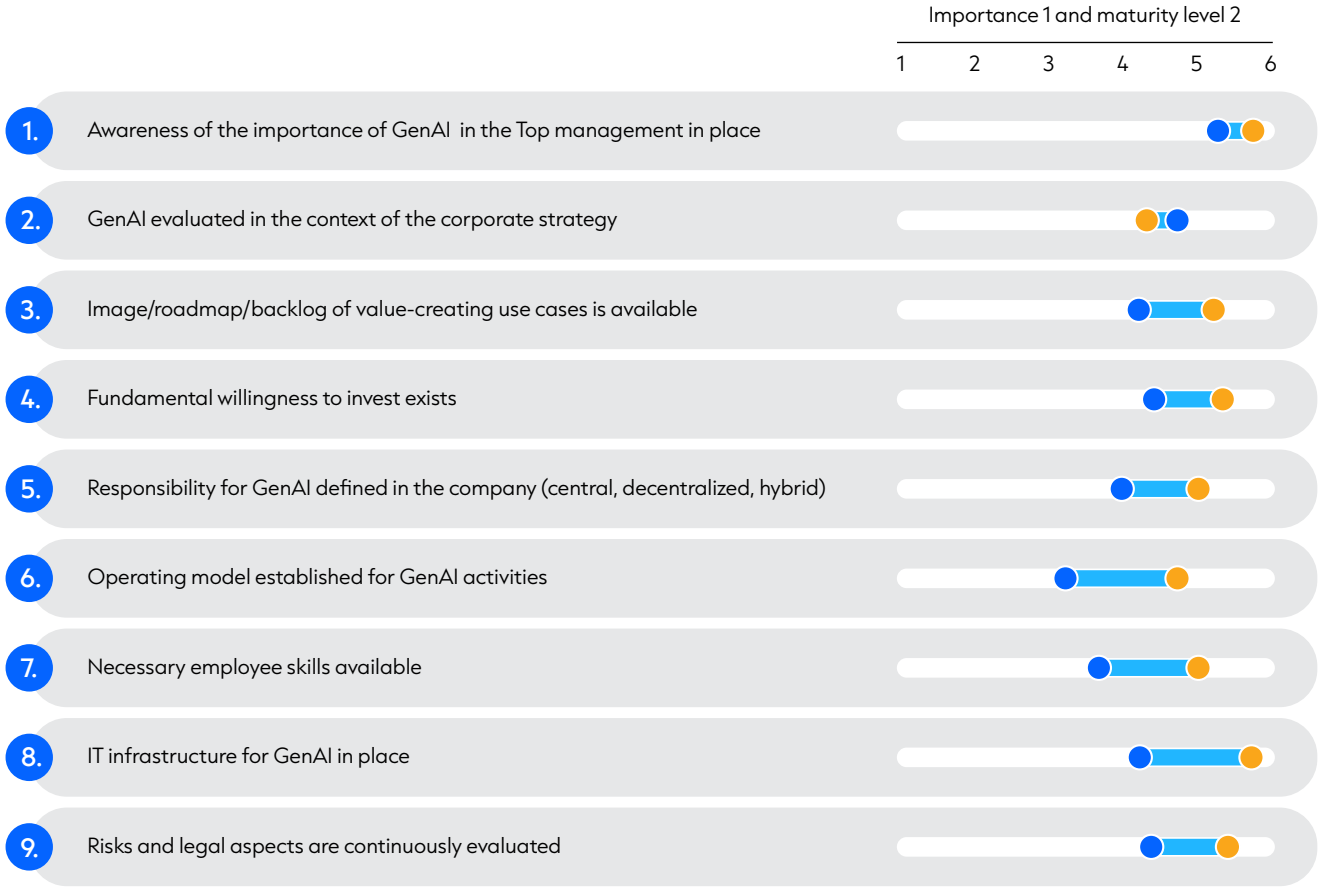
Answers

Euphoric expectations vs. practical implementations

Despite the unanimous recognition of GenAI's importance, the study also highlights a major gap between the initial euphoric expectations and the realities of practical implementation. Many companies entered the GenAI space with high expectations, driven by the technology's perceived potential to revolutionize customer experiences, optimize operations and foster innovation.

However, the study shows that these expectations often run into practical challenges, such as regulatory hurdles, the complexity of integrating GenAI into existing systems and the need for specialized skills. Scalability is another major obstacle, especially among companies that lack a clear system architecture or use disconnected systems (such as multiple ticketing systems for customer support).
While 100% of companies have identified use cases for GenAI and initiated PoCs, only 25% have succeeded in scaling these initiatives into full-fledged applications that are integrated into their core business processes. This suggests that many companies stop at the PoC stage due to the major challenges of moving beyond initial experiments, especially when they lack a strong foundation in data architecture and system integration.

For almost all individual GenAI aspects, the current status of the implementation and the importance of the respective aspect differ widely
Maturity level and importance of individual GenAI aspects in the company



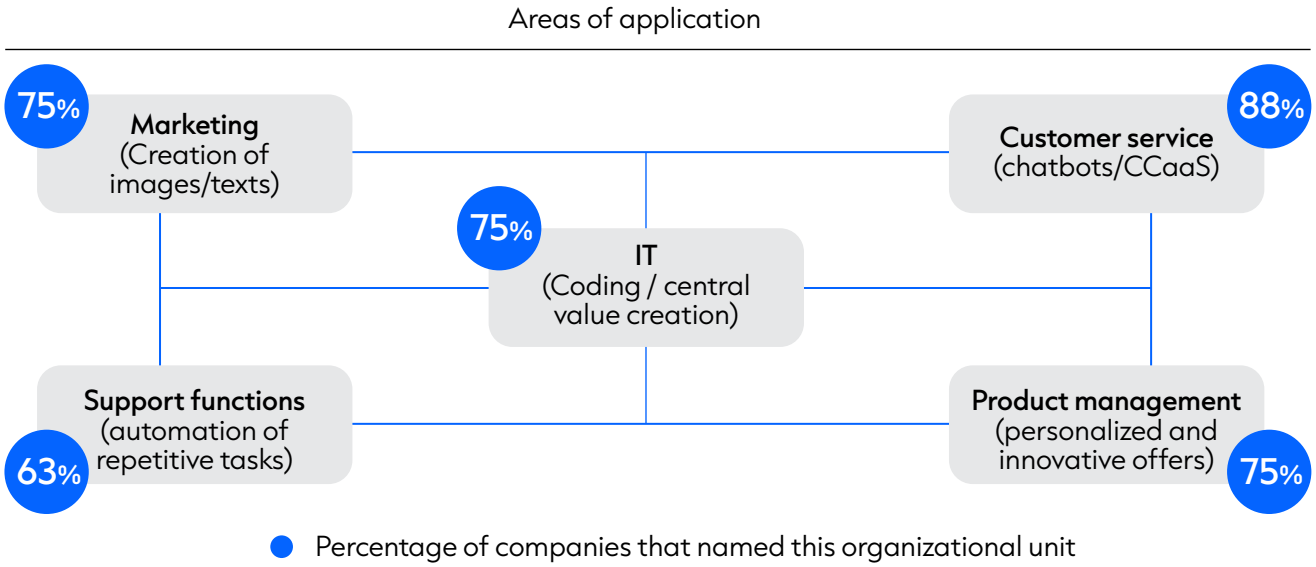
1) Scale: 1 = completely unimportant, 6 = extremely important,
2) Scale: 1 = not present at all, 6 = very well developed

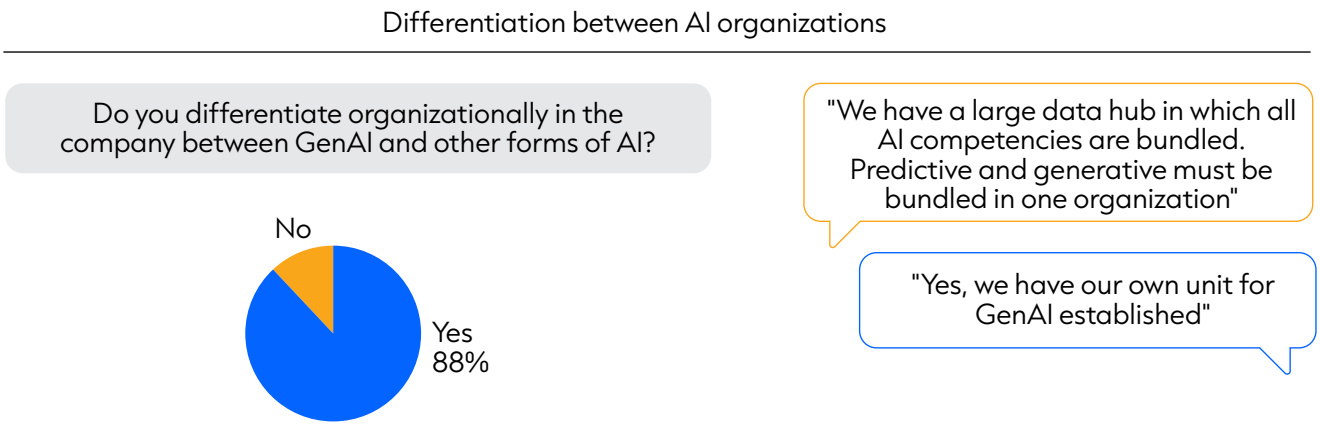
Introduction: The strategic importance of GenAI

Overview of GenAI activities launched

The study provides an overview of the wide range of GenAI activities launched by European telecom companies. These activities can be categorized into three main areas: enhancing customer experiences, improving internal efficiencies and driving innovation.

GenAI has already been used in many (mostly customer-facing) areas since 2023 - companies usually organize all AI activities holistically
Company perspective: What are the most important areas of application for GenAI?





1. Questions: "What are the most important business units/organizational units in which GenAI is used?", "Do you differentiate in the organization between GenAI and other AI-form
2. Includes all supporting areas, such as HR, Legal and Finance

Chapter 2

Main applications of GenAI

1. Enhancing customer experiences:

- Majority of companies are using GenAI to enhance customer experiences, primarily by deploying AI-driven chatbots and personalized marketing campaigns. These initiatives aim to improve customer satisfaction and retention by delivering more tailored and responsive customer interactions.
- There is some skepticism among companies regarding whether end customers see the added value of AI solutions for themselves, and AI truly enhances customer experience, as this impact is harder to quantify compared to cost savings and efficiency gains

2. Improving internal efficiencies:

- Majority of companies are leveraging GenAI to improve internal efficiencies by automating repetitive tasks and streamlining processes. For instance, GenAI is being used to automate document generation, assist with coding and optimize network management through predictive analytics.
- Some companies are planning future projects that will explore new use cases for GenAI, such as network optimization and API-driven business process management.
- The focus on cost efficiency and ROI remains a primary driver for these initiatives, as companies seek to justify their AI investments by demonstrating clear financial benefits.

3. Driving innovation:

- More than half of companies are focusing on using GenAI to drive innovation, particularly in developing new products and services. This includes initiatives such as creating AI-driven mobile devices with virtual assistants and offering AI-based services to B2B customers.

Despite the diversity of these activities, many remain isolated efforts rather than part of a coordinated, enterprise-wide strategy. Smaller companies tend to take an opportunistic approach, adopting AI tools based on immediate availability and ease of integration, in contrast to the more strategic, coordinated efforts seen in larger firms. This lack of integration poses a risk to the long-term sustainability and scalability of GenAI initiatives.

Main applications of GenAI

The companies reported a wide range of GenAI projects, many of which are already fully implemented. The activities all fell into three broad categories: enhancing the customer experience, boosting internal efficiency and driving innovation. Below, we describe many of the specific use cases where the companies are leveraging GenAI in these areas or use cases which they have already made concrete plans to explore in the near future. These applications provide a sense of GenAI's vast potential for improving core functions in virtually every area of a telco's business. However, as we will discuss further below, key factors must be in place in order for these initiatives to reach full implementation.

The experts see three overarching trends in how GenAI is influencing the industry and creating new potential for business
Market prospects and trends: where is the greatest potential?

Creation of individual Customer experiences

- Personalization of the offer (Conception of individual offers in the context of Next Best Experience)
- Automation of customer service (individual dialog generation through service/chatbots)
- Increase in customer satisfaction/retention (development of targeted approaches in retention management)

Realization of internal Increased efficiency

- Use of GenAI as a smart everyday helper (support with content creation/internal chatbot)
- Automation of routine tasks (generating texts/knowledge management)
- Conception of training requirements on the basis of Error analyses (Identification of individual measures for weak points)

Possibility for completely new Innovations

- Expansion of the product portfolio (e.g. own mobile device with AI Companion instead of apps)
- Development of new offers (Sale of LLM-based services to B2B customers)
- Code migration/transfer (Fully automated documentation of legacy systems and further development in new environments as a service)

1. Questions: "In which areas of the telecommunications industry do you see the greatest potential in terms of GenAI?"
   "Are there any specific trends or innovations in GenAI that you are particularly focused on?"

Main applications of GenAI

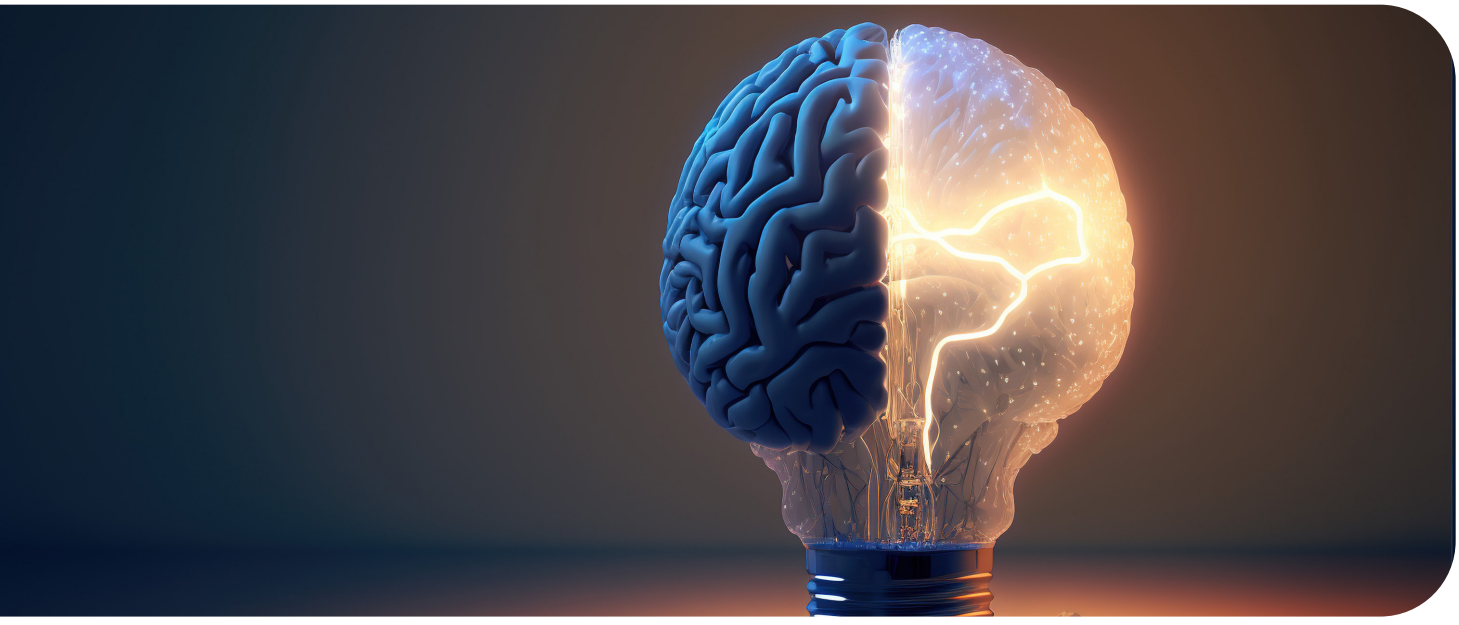
Personalizing the customer experience

The study found 88% of companies are already using GenAI in customer-facing roles, especially in customer service and marketing. One of the main focuses in these areas is to tap into GenAI's potential to enrich user experiences with measures like these:

AI-driven customer service: Many companies have implemented AI-driven chatbots that are capable of handling a wide range of customer inquiries, from simple requests to more complex troubleshooting. These chatbots use natural language processing (NLP) to understand and respond to customer queries in real-time, providing a more personalized and efficient customer service experience. In addition, some of the companies use AI to evaluate customer interaction data, which reduces the amount of manual work required (for example, using GenAI to automatically generate call logs/tickets instead of requiring customer support reps to create call logs/tickets manually).

Personalized marketing campaigns: GenAI is also being used to create personalized marketing campaigns that are tailored to individual customer preferences and behaviors. By analyzing customer data in real-time, GenAI can generate targeted offers and recommendations that are more likely to resonate with the customer.

Next-best experience (NBX) initiatives: A growing trend among telecom companies is the use of GenAI to drive next-best experience (NBX) initiatives. These initiatives aim to anticipate the next best action or offer for each customer based on their past behavior and preferences. GenAI is uniquely capable of efficiently analyzing very large volumes of customer data and identifying patterns that can be used to make more informed and timely recommendations.



Main applications of GenAI

Increasing internal efficiency

The study found that some of the companies already use GenAI to automate tasks, improve knowledge management and optimize internal processes. Some companies also reported they are planning future projects to explore further use cases in these areas. Current and planned activities include:

Automating routine tasks: One of the most common applications of GenAI in the telecom industry is the automation of routine and repetitive tasks. This includes tasks such as document generation, data entry, and report creation, which can be time-consuming and prone to human error. By automating these tasks, companies can free up their employees to focus on more strategic and value-added activities. Some companies are also exploring the use of GenAI for automating more complex processes, such as quality management and root cause analysis of problems and vulnerabilities.

Digital assistants: Some of the companies have deployed intelligent bots to serve as digital assistants for their employees. These help employees, for example, to quickly locate internal information and follow procedures more efficiently.

Knowledge management: GenAI is also being used to improve knowledge management within telecom companies. By analyzing large volumes of data and documents, GenAI can identify key insights and trends that can be used to inform decision-making and strategy development. Some companies are also using AI to analyze errors among employees and identify knowledge gaps, so they can provide more effective training.

Network optimization: Some of the companies showed interest in using GenAI to identify potential for optimizing their networks, though these initiatives are still in the planning stages. API-driven business process management: Another planned project involves developing an AI-driven BPM solution that connects the company's various systems via APIs.

API-driven business process management: Another planned project involves developing an AI-driven BPM solution that connects the company's various systems via APIs.

Driving innovation

Companies are already focusing on leveraging GenAI to develop innovative new products and services, including activities like these:

AI-driven products: Some companies expressed their interest in using GenAI to develop entirely new product offerings. These might include innovations such as new mobile devices that can be operated using an AI companion rather than individual apps.

B2B AI services: Some companies are exploring the potential of offering LLM-based services to their B2B customers. This could include services such as advanced analytics, decision support and automation solutions.

Code migration and transfer: Currently, some companies are already using AI to perform code migration and transfer tasks. This includes fully automated documentation of legacy systems and further development in new environments as a service.

Chapter 3

Current status of GenAI initiatives

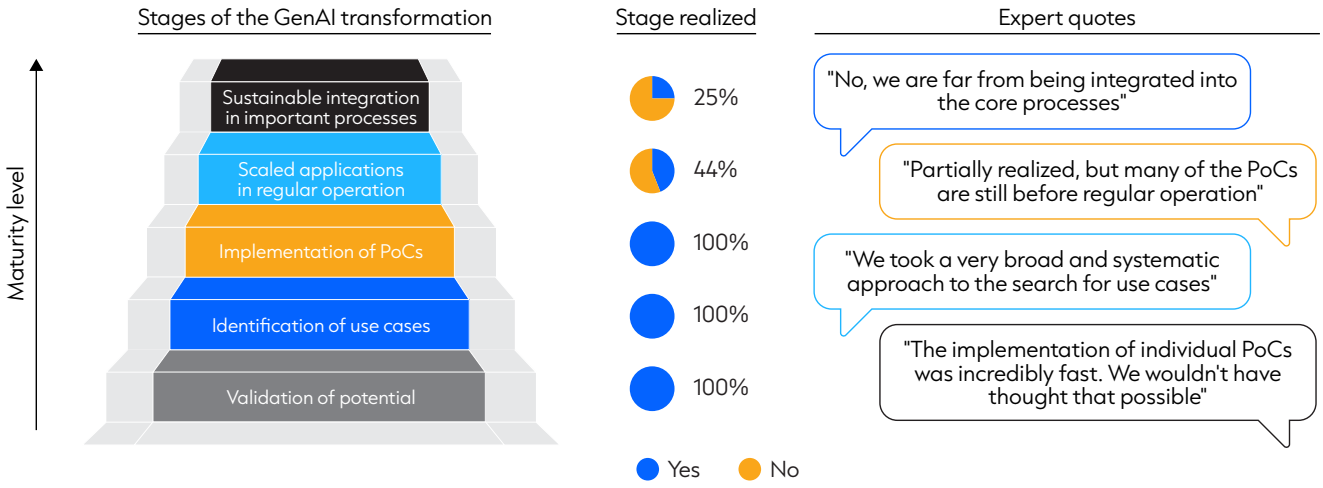
The survey reveals significant variation among the companies when it comes to successfully developing, implementing and scaling GenAI initiatives. In the sections below, we explore how companies are devoting resources to GenAI-related activities, along with factors that influence the viability of these projects. We conclude with some specific recommendations for best practices that have proven effective in getting GenAI projects past the PoC stage and on the path towards large-scale integration.

Evaluating systematic use cases

The study shows that all surveyed companies have systematically evaluated potential GenAI use cases and identified areas where GenAI can add significant value, such as in customer service, marketing and network management. This indicates that there is universal awareness of the potential for GenAI to improve operations across various business functions.

All companies are already implementing a wide range of PoCs. However, only a few companies are already operating scaled and integrated GenAI applications

Company perspective: What is the current status of the GenAI transformation?



1. Questions: "In which phase do you currently see your company in the GenAI transformation?"

Current status of GenAI initiatives

Proof-of-concept (PoC)

In addition to researching use cases, all companies have also initiated PoCs, but results vary. Only 25% of companies have successfully transitioned POCs into scaled applications integrated into core business processes. As such, there remains a significant gap between experimentation and full implementation.

Transitioning from PoCs to full-scale applications remains a challenge due to technical hurdles, organizational resistance and the complexity of integrating GenAI into existing systems. Disconnected systems and a lack of clear system architecture complicate scaling PoCs into fully-fledged applications.

Full GenAI integration

The study identifies only two companies that have fully integrated GenAI into their core business processes. These companies have developed robust AI operating models, ensuring the sustainability and scalability of their GenAI initiatives. By embedding GenAI into their operations, they stand to achieve significant operational efficiencies, cost savings and enhanced customer experiences.

Challenges and barriers to full integration

The study highlights several challenges and barriers to fully integrating GenAI into core processes, including technical, organizational and regulatory hurdles.

Technical challenges: Integrating GenAI into existing systems is complex and resource-intensive, often involving data integration, system compatibility and scalability issues.

Organizational challenges: Resistance to change within organizations is another significant barrier, with employees reluctant to adopt new technologies that they perceive as threats to their jobs. Additionally, companies may lack the necessary skills and expertise to effectively implement and manage GenAI initiatives.

Regulatory and compliance challenges: Regulatory issues, particularly related to data privacy and security, pose significant barriers to GenAI integration. The EU Artificial Intelligence Act, imposing strict regulations on AI use, presents particular challenges for telecom companies operating in Europe, such as ensuring compliance with stringent data privacy standards, navigating the complexities of AI system transparency and explainability, and managing the risks associated with deploying high-risk AI applications in critical network operations.

Current status of GenAI initiatives

Operating models for AI activities

Operating models for AI activities are crucial for telecom companies as they determine how AI initiatives are structured, managed and scaled across the organization. These models play a significant role in ensuring that AI efforts are aligned with business objectives, resources are efficiently utilized, and innovations are effectively integrated into core operations. By adopting the right operating model, telecom companies can overcome the challenges of fragmentation, enhance cross-functional collaboration and drive the successful deployment and scaling of GenAI initiatives.

Importance of an integrated target operating model (TOM): The study found that 88% of companies are striving to achieve an integrated TOM for their AI activities. This means they are seeking to integrate GenAI into a unified AI framework, ensuring efficient resource use and alignment with broader business objectives.

Unified AI strategy: The majority of surveyed companies (88%) have adopted a unified AI strategy, integrating both predictive and generative AI competencies. This approach leverages synergies between different AI technologies and ensures alignment with overall business strategy.

Avoiding fragmentation: An integrated TOM helps avoid fragmentation in AI initiatives, preventing inefficiencies, duplication of effort and misalignment with business objectives.

Analysis of current operating models

The study provides an analysis of current AI operating models, with the hub-and-spoke model being among the most common. This model allows flexibility while maintaining coherence in AI strategy.

Hub-and-spoke model: A central AI hub is responsible for coordinating and managing AI activities across the organization, providing strategic direction, resources and support.

Centralized vs. decentralized models: The study also examines centralized and decentralized AI operating models. Centralized models offer consistency and streamlined processes, while decentralized models provide flexibility, allowing departments to tailor AI tools to their needs. However, this flexibility can lead to inefficiencies and higher costs.

Best practices and recommendations for successful implementations

Based on the practical experiences shared by the companies we surveyed, we can identify seven best practices for successful GenAI implementations:

1. **Set realistic expectations:** Clearly define and communicate realistic timelines and economic impacts for GenAI implementation to manage stakeholder expectations effectively.

2. **Foster a lab environment for exploration:** Maintain and expand the experimental lab environment to explore diverse use cases and short-term proof-of-concepts (PoCs). This approach helps generate enthusiasm and buy-in across the organization.

3. **Build a strong bridge from POC to scale:** Develop a robust process for converting PoCs into scalable business cases with tangible economic value, ensuring that innovative ideas are not lost in the transition from the lab to full-scale deployment.

4. **Implement an integrated AI operating model:** Prioritize the establishment of an integrated AI operating model, such as a hub-and-spoke structure, to avoid wasting resources and to maintain a unified approach to GenAI initiatives.

5. **Balance internal and external resources:** Ensure a balanced approach by investing in the training and development of internal talent while also strategically sourcing external expertise as needed.

6. **Leverage cloud-based platforms:** Focus on using advanced cloud-based platforms rather than developing in-house solutions for infrastructure and models. Invest in custom pipelines and front-ends instead of proprietary large language models (LLMs).

7. **Stay agile with technological developments:** Continuously monitor and test new technological advancements, maintaining flexibility to adapt to the rapidly evolving landscape of AI technologies and pricing models.

Chapter 4

Future fields of action

As the companies continue to explore new use cases and launch new GenAI projects, they widely agree that their future success in these areas will rely on two key factors: the necessary skills and adequate infrastructure.

Developing internal skills and leveraging external expertise

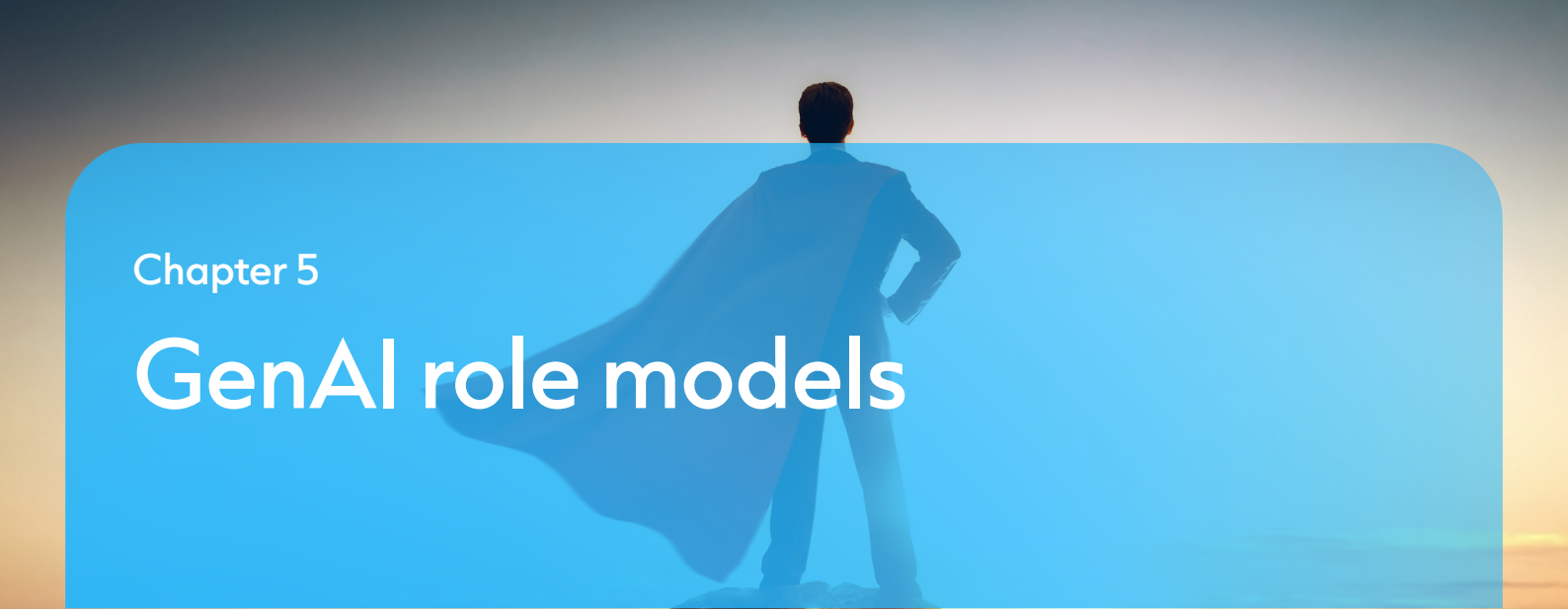
As the companies continue to integrate GenAI into their business operations, their need for specialized skills will also grow. Some of the companies reported challenges in developing the necessary expertise to implement and manage GenAI effectively. The most effective approach is to develop internal talent while also leveraging external expertise to remain innovative.

Internal skills development: Recruiting the right talent and developing internal skills is crucial for GenAI success, including continuous training in areas such as AI technologies, data science and machine learning.

Leveraging external expertise: In addition to internal development, companies should leverage external expertise by partnering with GenAI technology providers and consulting firms to access the latest insights, technologies and best practices.

Establishing robust GenAI IT infrastructure

In addition to advanced skills, companies need a robust IT infrastructure to successfully implement and scale GenAI solutions. Many of the companies said they are investing in scalable cloud platforms and cutting-edge AI technologies, but building and maintaining this infrastructure remains complex. Cloud platforms are essential for large-scale data processing and machine learning, with companies increasingly turning to providers like AWS, Google Cloud and Microsoft Azure to support their GenAI initiatives.



Chapter 5

GenAI role models

When asked which companies they considered role models for their own GenAI initiatives, the telcos pointed a wide range of different success stories, including:

Global hyperscalers: AWS, Google, Microsoft

Companies widely regard AI innovators like AWS, Google and Microsoft as the primary role models for GenAI in the telecom industry. These companies have developed robust GenAI solutions and platforms that serve as the backbone for many AI-driven initiatives across industries, including telecommunications. Their ability to scale AI applications quickly and effectively, combined with their leadership in AI research and development, makes them a source of inspiration and a key resource for telecom companies aiming to leverage GenAI for competitive advantage. These companies are not only platform providers but also exemplify best practices in integrating AI into their operations, from customer service to process optimization to product innovation and beyond.

Telecom pioneers: Elisa, SK Telecom, Airtel

Within the telecom sector, certain companies have established themselves as leaders in GenAI adoption. Their GenAI activities focus mainly on customer support. Finland's Elisa is widely recognized for its innovative use of GenAI, particularly in releasing Annika, one of the industry's first advanced AI-driven customer service chatbots, in 2018. The company continues to expand its GenAI capabilities, making it a benchmark for other telecom companies.

South Korea's SK Telecom is also widely seen as a role model for GenAI innovation, particularly because of its joint venture with Deutsche Telekom which focuses on building telco-specific large language models (LLMs). These models are used to train digital assistants for customer service. India's Airtel is also highly regarded within the industry, particularly for its collaboration with NVIDIA to develop an automatic speech recognition (ASR) solution for customer management.

Software and hardware producers

In addition to these leaders, the companies also look up to various hardware and software manufacturers who are helping to push further innovation in the field of GenAI. Companies like NVIDIA, for example, provide the computing power necessary for processing vast amounts of data, which is essential for the effective deployment of GenAI solutions. Swisscom, for example, has just recently entered a partnership with NVIDIA. Meanwhile, specialized software vendors offer tools that enable telecom companies to implement and manage their AI-driven initiatives more efficiently.

GenAI role models

The global hyperscalers are seen as the primary role models for GenAI, followed by a selective selection of telco companies
Market prospects and trends: Who are the biggest role models for GenAI?

Role models for GenAI activities

- The global hyperscalers are the providers of the central GenAI platforms, but are also regarded as role models for the use of GenAI
- The Finnish telco company Elisa is seen as a role model. For example, it has long offered a co-pilot for Microsoft 365 Office applications and intelligent voice/chatbots
- India's Airtel is considered the leader in automatic speech recognition in customer management
- The South Korean SK Telecom is working on a telco-specific LLM offer - also with the participation of DTAG

Expert quotes

"Although we are the leader in the telco industry compared to other industries, nothing has knocked me off my chair, except for Elisa in Finland"

"Globally, companies in Asia are certainly further ahead than we are here in Europe"

"Clearly, Microsoft and Google"

"There are some market competitors who communicate and promise a lot. It remains to be seen whether they will actually do all this and put it into practice"

1. Question: "Which companies do you see as role models for GenAI activities? (also outside your industry)"

Why telcos see themselves as GenAI leaders

Our interviews also revealed that many telecom companies see themselves as uniquely positioned to benefit from GenAI. This is due to their vast data resources and direct access to customers. These factors provide telecom companies with a competitive edge in delivering personalized experiences and optimizing operations through AI. As a result, many telco leaders believe their industry has higher potential than other industries when it comes to integrating GenAI into their operations.

Chapter 6

Reality check and future outlook

After gaining initial experiences with GenAI over the past two years, the companies we spoke with reported having developed a more realistic view of the technology's potential, limitations and obstacles for implementation. The euphoria of the early days of GenAI has now settled into a "reality check" in which companies are learning from past mistakes and making more pragmatic decisions about how to move forward.

Expected developments and future investment plans

The coming years are expected to bring more visible and economically impactful results from GenAI initiatives, with companies planning to continue investing heavily in scaling successful PoCs and integrating them into core business processes.

Scaling successful PoCs: A key focus for telecom companies will be scaling successful PoCs into full-scale applications, requiring significant investment in infrastructure, skills development and organizational change management.

Integration into core business processes: Companies will need to invest in developing robust AI operating models, building scalable IT infrastructure and overcoming organizational resistance to successfully integrate GenAI into core operations.

Potential visible effects in the coming years

As telecom companies continue to prioritize GenAI, the next few years should bring demonstrable improvements in customer experiences, operational efficiency gains and new product innovations, positioning these companies to capitalize on their early investments.

Chapter 7

Conclusion: Today's experimentation is tomorrow's expertise

Our study reveals the universal awareness within Europe's telecom industry about GenAI's transformative potential. All companies are now actively exploring use cases and launching PoCs. Though telecom leaders are eager to leverage the new capabilities that GenAI offers, they are also increasingly mindful of the significant challenges that hinder successful implementation. The companies still face a major gap between launching PoCs and implementing solutions at scale. Only a minority (25%) of companies have succeeded so far in fully integrating GenAI solutions into their core business functions.

To fully leverage GenAI, companies must adopt a unified strategic approach, invest in infrastructure and skills and remain agile in their approach to developing solutions. Now is the time to reflect on lessons learned, apply best practices, set pragmatic investment priorities and define realistic strategies moving forward. GenAI will rapidly become the standard solution in the key areas of customer service, process optimization and product innovation. Those who invest now will gain valuable experiences that translate to competitive advantages in the years ahead.

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