CIO 100
Symposium & Awards

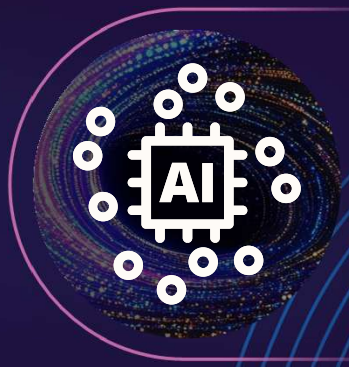
CHARTING THE PATH TO A FULLY AI-DRIVEN ENTERPRISE

Meredith Whalen
Chief Research and Data Officer
IDC

CIO 100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO 100 | CIO

In Past 12 Months, Overcame Major Barriers to Adoption

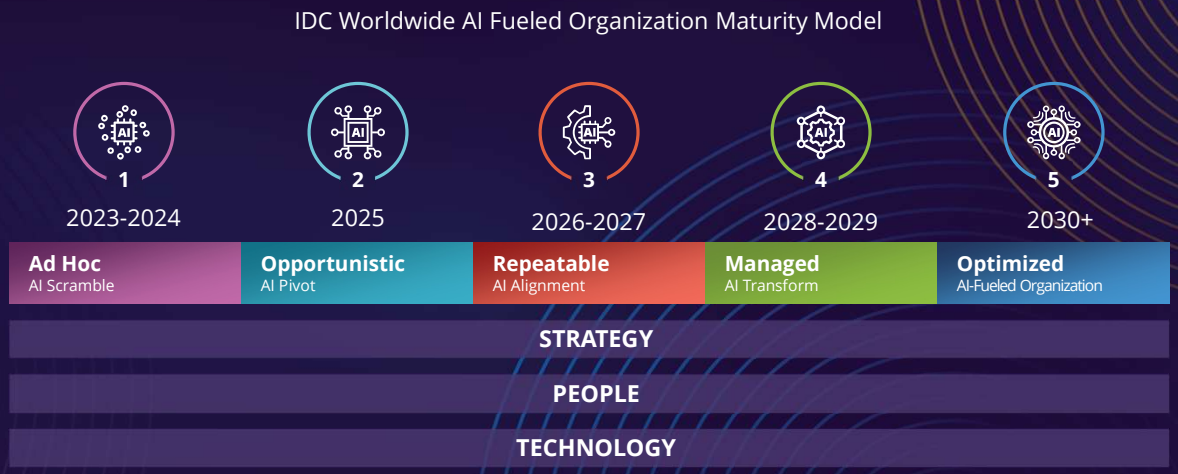
The AI Scramble



Costs	High costs to move POCs into production
Skills	Limited AI skills, especially GenAI skills
Governance and Trust	AI Governance and deployment frameworks

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

From Experimentation to AI-Fueled Organization



Source: IDC MaturityScape: AI-Fueled Organization 1.0, IDC Doc #US53209724

CIO100

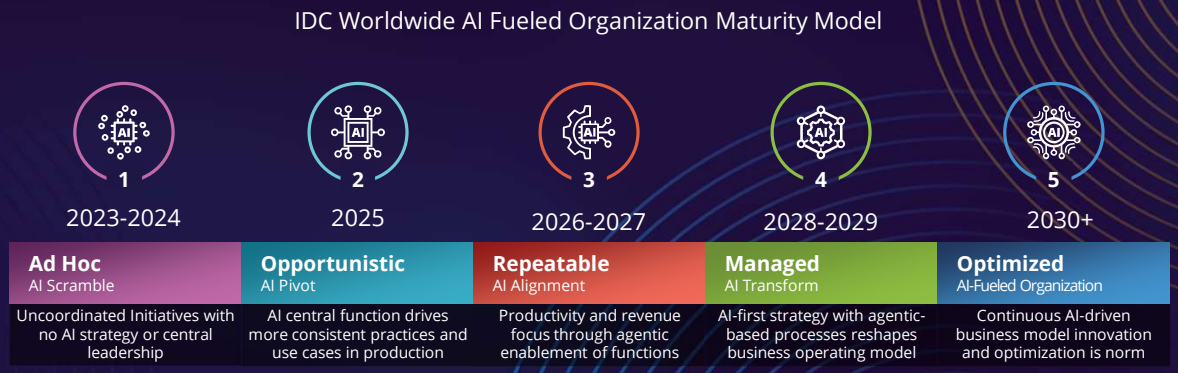
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

The AI Economy in 2030

Source: IDC's Macroeconomic Center of Excellence, March 2025

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

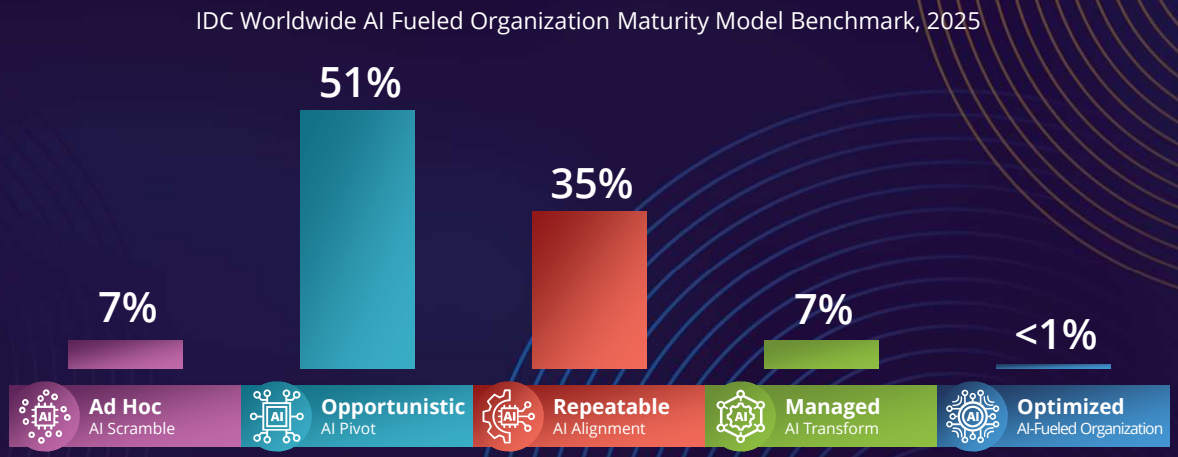
From Experimentation to AI-Fueled Organization



Source: IDC MaturityScape: AI-Fueled Organization 1.0, IDC Doc #US53209724

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

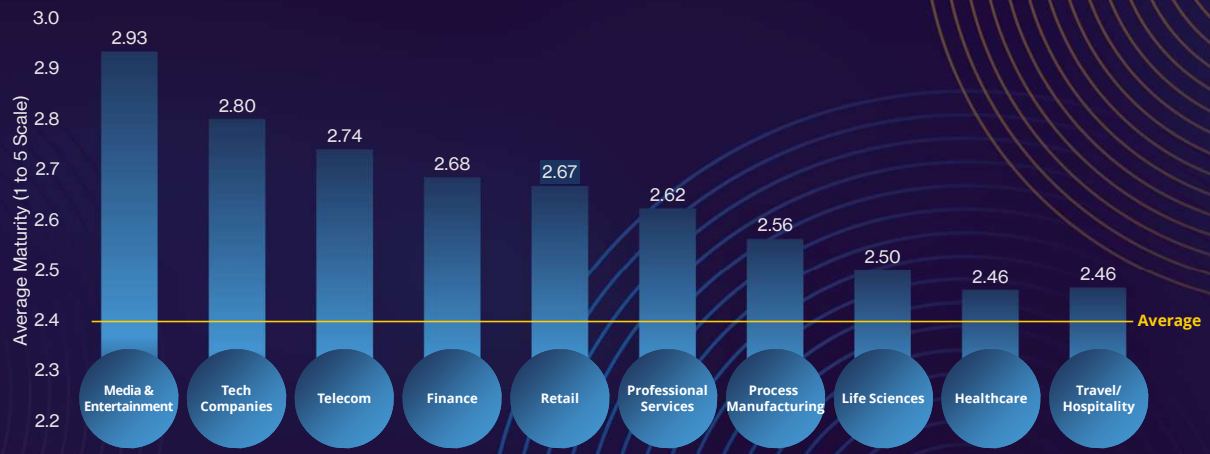
Organizations are Making the AI Pivot



Source: IDC MaturityScape: AI-Fueled Organization 1.0, Worldwide Benchmark n=1534

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

Industries Leading AI Transformation



Source: IDC MaturityScape: AI-Fueled Organization 1.0. Worldwide Benchmark n=1534

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

In Next 12 Months, Address the Next Barriers to AI Maturity

The AI Pivot

Enterprise AI Strategy	Prioritize core business areas to transform
AI-Ready Workforce	Plan and communicate the required changes
AI-Ready Tech Stack	Prepare tech stack for AI and agentic workflows

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

Enterprise AI Strategy

Your Priorities for 2026

Identify your top business areas to transform

Align investments and roadmap to strategy

Establish central group to align initiatives across enterprise

> *If you can answer two questions: What problem are you solving with AI? And to what process is AI best applied? you prevent endless experimentation and a more rapid path to significant AI ROI.*

John Roese,
Global Chief Technology Officer
and Chief AI Officer

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO

How the leaders are approaching their AI strategy

AI Leaders

AI Leader: Business model transformation

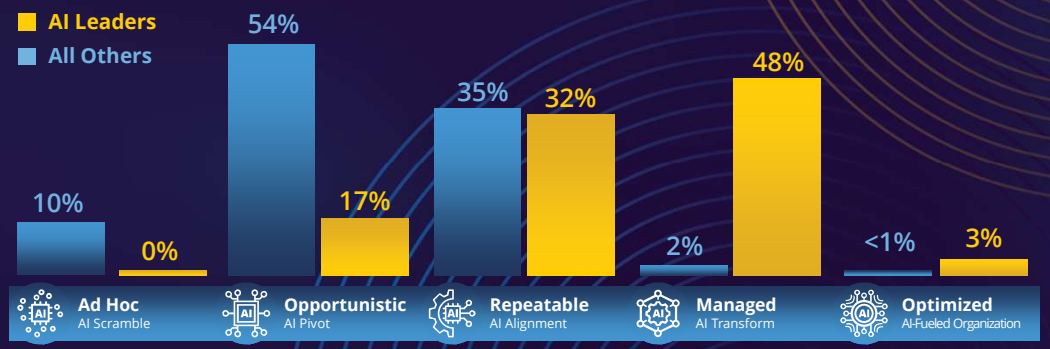
Roadmap: Transformation across functions

AI Central Group: Orchestrates across enterprise

Governance: Aligns to with strategy to manage AI models, data and security

IDC Worldwide AI Fueled Organization Maturity Model Benchmark, 2025

AI Strategy Dimension

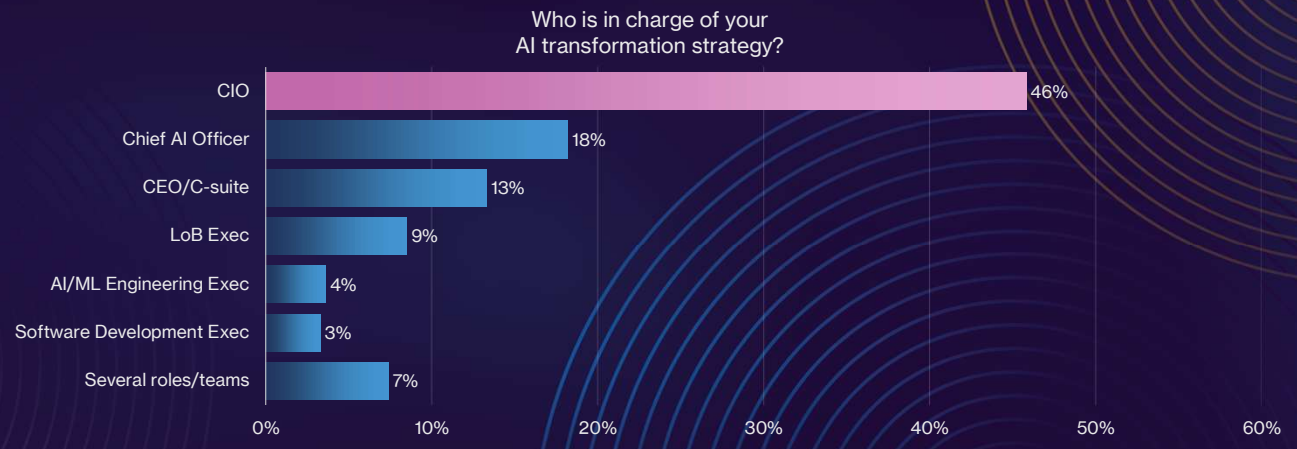


Source: IDC MaturityScape: AI-Fueled Organization 1.0. Worldwide Benchmark n=1534

CIO100

RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

CIOs are Expected to Lead the AI Transformation



Source: IDC MaturityScape: AI-Fueled Organization 1.0, Worldwide Benchmark n=1534

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

AI-Ready Workforce

Your Priorities for 2026

Plan for AI-fueled work models

Communicate about AI-fueled work models

Build skills and HR resources to support change

> *This year, my current projection is that in the next three years, we are going to shrink our workforce by **4,000, or 10%.***

DBS

Piyush Gupta
Chief Executive Officer

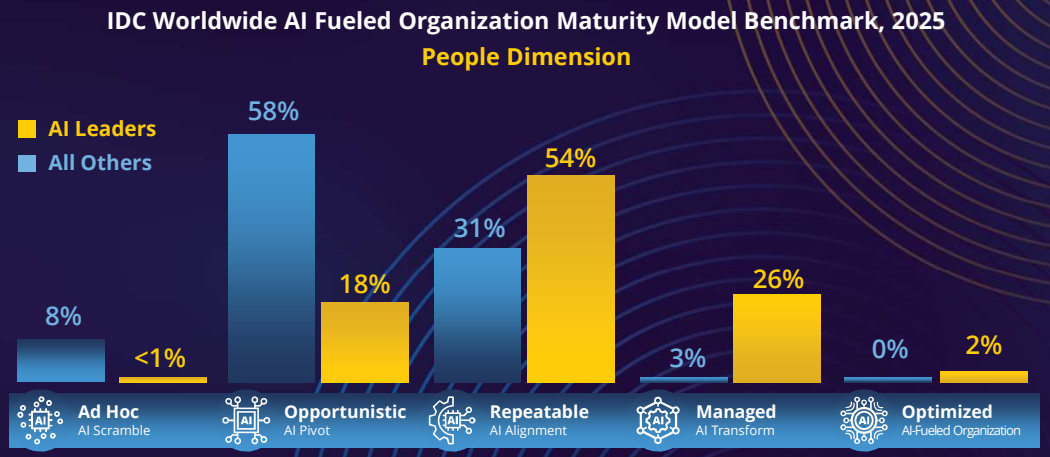
How the leaders are approaching workforce transformation

AI Leaders

Leadership: Communicates vision

Change Management: Links new tools to new skills being cultivated for success

Culture: Continuous optimization and learning



Source: IDC MaturityScape: AI-Fueled Organization 1.0, Worldwide Benchmark n=1534

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

AI-Ready Tech Stack

Your Priorities for 2026

Align AI and agent app adoption with prioritized functions

Align automation tools with degree of structure of/control over work

Develop data products for prioritized business processes

Modernize and consolidate infrastructure

> "AI is transforming work – but success requires more than tools. CIOs must align AI with business goals, **simplify tech stacks** and build workforce confidence."
>
> Ashwin Ballal, CIO of Freshworks

How the leaders are approaching tech-stack prep

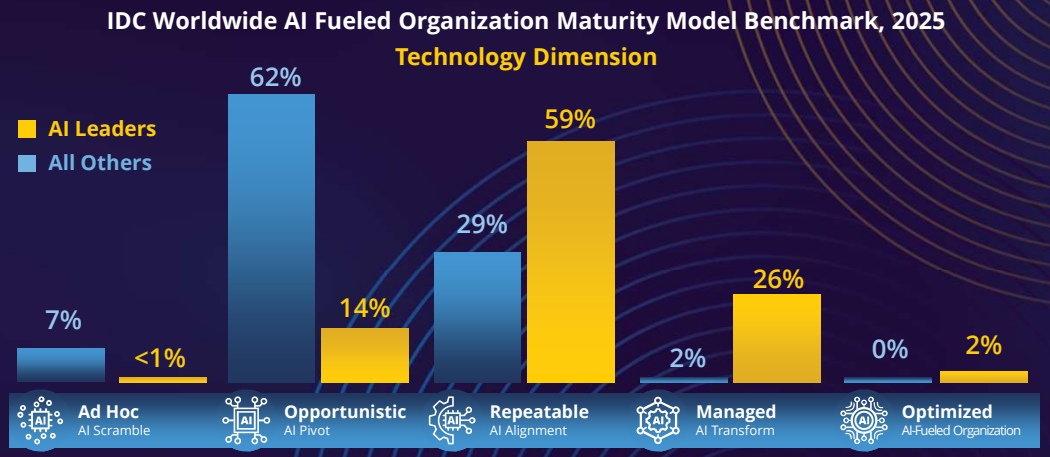
AI Leaders

Apps: Investments that transform workflows within function

AI Model: Use-case dependent

Data: AI-ready data products

Infrastructure: Fit-for-purpose infra. across cloud and on prem.



Source: IDC MaturityScape: AI-Fueled Organization 1.0, Worldwide Benchmark n=1534

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

Prepping the Tech Stack for Agentic AI

80%

Eliminating manual and semi-manual workflows and business processes is a top priority for our agentic AI investments

76%

The current geopolitical uncertainties including changing tariff frameworks will accelerate our efforts to eliminate manual and semi manual workflows

Source: Future Enterprise Resiliency & Spending Survey Wave 4, IDC, May, 2025 n=1007

CIO100

RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

Applications for Agentic AI Era

AI agents eventually become apps

- AI agents connect data and workflows within apps
- AI agents become the workflow across apps

How to prepare

- Determine where AI apps adds value
- Reimagine end-to-end workflows spanning siloed applications and functional areas

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO

Automation for Agentic AI Era

AI agents eventually orchestrate work

- 6-12 months: AI assistants gain agentic function
- 12-24 months: Coordinate activities
- 24+ months: Orchestrate work

How to prepare

- Agents in existing business automation tools
- AI agents orchestrating and eventually automating multi-step business workflows

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

Data for Agentic AI Era

Real-time event driven

- **Data synthesis**: automated workflows and insights
- **Data control**: continuous intelligence and policy enforcement
- **Data management**: multi-modal data in motion

How to prepare

- Identify data products required for critical business processes
- Unify data synthesis, control and management technology

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

Infrastructure for Agentic AI Era

Machine scale

- AI-ready infrastructure based on fit-for-purpose operating models
- From human-center IT Ops to AI Ops

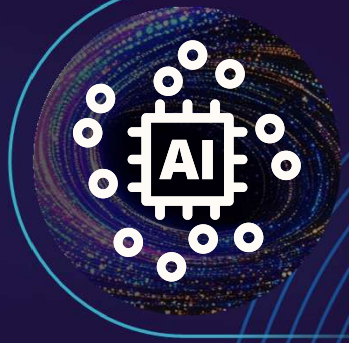
How to prepare

- Invest in infrastructure modernization
- ROI that holistically considers requirements for each workload
- AI-assisted and agent driven IT Ops automation

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO100 |CIO

In Past 12 Months, Overcame Major Barriers to Adoption

The AI Scramble



Costs	High costs to move POCs into production
Skills	Limited AI skills, especially GenAI skills
Governance and Trust	AI governance and deployment frameworks

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

In Next 12 Months, Address the Next Barriers to AI Maturity

The AI Pivot

Enterprise AI Strategy	Prioritize core business areas to transform
AI Ready Workforce	Plan and communicate required changes
AI Ready Tech Stack	Prepare tech stack for AI and agentic workflows

CIO100
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO

CIO 100
Symposium & Awards
Celebrating Nearly 30 Years
of IT Excellence
RDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWARDS | SYMPOSIUM & AWA
O100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO100 | CIO