ANSR Leadership Forum

Bridging the Gap: AI Hype to AI-Enabled

AI investment is accelerating across enterprises, but measurable business impact remains elusive. As organizations accelerate their journey into the AI era, the focus has firmly shifted from experimentation to scale. Yet, beneath the momentum, a deeper challenge is emerging. Nearly 87% of enterprises are investing in AI faster than they can measure or prove its impact, signaling a growing disconnect between ambition and value realization.

Our recent ANSR Leadership Forum explored a critical tension at the heart of this gap: Are Global Capability Centers (GCCs) redesigning work for an AI-first world, or simply accelerating legacy models? The discussion revealed that the challenge is no longer access to AI technology it is the ability to redesign operating models, measure outcomes, and prepare organizations for AI-native ways of working. At the same time, many organizations continue to apply AI to workflows originally designed around human limitations. They are optimizing coordination delays, repetitive reviews, and manual handoffs that may not have a place in an AI-first model.

Together, these patterns point to a broader issue: organizations are scaling AI without rethinking the systems and processes it is meant to transform. As expectations for tangible AI outcomes rise, leaders are grappling with the gap between AI's potential and the limits of current operating models while exploring how to move from incremental gains to meaningful, measurable transformation.

> *We're not facing an AI problem; we're facing a challenge of preparing our organizations to adopt AI effectively.*

Saurabh Gupta
President, Research & Advisory, HFS Research

The Biggest Challenge Isn't AI. It's Organizational Readiness.

One of the clearest challenges is the difficulty organizations face in measuring AI impact. Nearly 64% identified measurement as their biggest AI leak, while 47% cited the lack of a framework to prove impact as the primary blocker preventing GCCs from leading enterprise AI agendas.

- Most organizations have moved beyond AI awareness and into experimentation, but few can confidently connect AI initiatives to business outcomes.
- The challenge is not that AI isn't working. The challenge is that organizations often lack the frameworks, metrics, and governance models needed to demonstrate value.
- Scaling AI without measurement creates a cycle of endless pilots, making it difficult to secure long-term investment and organizational commitment.
- Successful AI adoption requires moving beyond activity metrics and focusing on business impact metrics such as decision quality, customer experience, revenue growth, and operational effectiveness.

AI Transformation Requires Redesigning Work, Not Accelerating Existing

A recurring theme throughout the discussion was the distinction between AI acceleration and AI transformation. Results reflected this shift, with 38% of participants saying their next action would be auditing workflows to identify processes that should not exist in an AI-first world.

- Many organizations are using AI to make existing workflows faster rather than questioning whether those workflows should exist at all.
- Accelerating broken processes simply allows organizations to reach inefficiencies faster.
- True transformation starts by redesigning work from first principles, assuming AI capabilities are available from the outset.
- Organizations that achieve meaningful impact will focus less on automating individual tasks and more on reimagining end-to-end processes and operating models.

> *"Organizations are realizing that context and organizational knowledge are becoming the real moat in an AI-first world."*

Ashish Grover
Co-Founder, Navera Ventures | Ex-CIO/CTO, Falabella Group

Organizational Context Is the Missing Ingredient in Enterprise AI

The discussion emphasized that AI models may possess intelligence, but they lack organizational context.

- Enterprise knowledge remains fragmented across people, systems, documents, and applications.
- Large organizations often possess thousands of applications and decades of institutional knowledge that AI cannot automatically understand.
- The competitive advantage will not come from access to AI models, which are increasingly becoming commodities. It will come from how effectively organizations capture, structure, and operationalize proprietary business knowledge.
- GCCs are uniquely positioned to bridge this gap because they sit at the intersection of business functions, technology teams, and enterprise processes.

GCCs Must Evolve from Execution Centers to Transformation Engines

One of the strongest messages from the session was that GCCs have an opportunity to become central drivers of enterprise AI strategy. This challenge is evident in the fact that only 5% said their GCC is already leading the enterprise AI agenda.

- Traditional GCC success metrics centered on scale, efficiency, and headcount are becoming less relevant.
- Future-ready GCCs will be measured by their ability to generate business value, accelerate innovation, and drive enterprise transformation.
- GCCs possess a unique advantage because they combine domain expertise, technology capabilities, operational knowledge, and change management experience in one location.
- To unlock greater influence, GCC leaders must actively position themselves as strategic transformation partners rather than execution teams.

Talent and Culture Will Determine AI Success More Than Technology

Rethinking hiring and talent development for an AI-native GCC is becoming a priority, with 38% planning changes in this area.

- AI is increasing the importance of judgment, context, critical thinking, and business understanding.

- The most valuable professionals will be those who can combine technical fluency with deep business expertise.
- Rather than eliminating talent layers entirely, AI is reshaping the skills required at every level of the organization.
- Future GCC workforces will rely less on task execution and more on orchestration, validation, decision-making, and business problem-solving.
- Leaders must focus on preparing people to work alongside AI rather than viewing AI solely as a workforce reduction tool.

The Future Belongs to Organizations That Move Beyond Pilot Mode

A consistent picture emerged: most organizations remain stuck between experimentation and enterprise-scale impact.

- AI readiness is no longer a technology challenge.
- The greatest barriers are measurement, process design, organizational context, governance, and talent readiness.
- Organizations that continue accumulating pilots without clear business outcomes risk creating AI theater rather than transformation.
- The next phase of enterprise AI will be defined not by how many pilots' organizations launch, but by how effectively they scale measurable business impact.

Closing Thought

The gap between AI hype and AI enabled is not a technology gap. It is a design gap, a measurement gap, and a leadership gap. GCCs are uniquely positioned to close all three. The organizations that focus on proving value, redesigning work, and building AI-native talent models today will define the next generation of enterprise capability.