

The Great AI Value Expectation Crisis

Accelerate enterprise AI value
realization at scale.

Accelerate enterprise AI value realization at scale

The era of AI experimentation has matured into a mandate for measurable performance. For the CIO, the mission has shifted from exploring technology to architecting value; yet most initiatives are stalling before they can deliver on the CEO's growth agenda.

Only 20% of AI initiatives currently deliver ROI and only 2% deliver disruptive value (return on future or ROF).

AI is now a business mandate — yet most enterprises remain stuck in dead-end pilots that fail to deliver impact. CIOs can no longer tolerate slow, speculative experimentation.

Gartner's stance is clear, CIOs must:

- **Replace speculative pilots** with disciplined architecture that ties technical performance directly to financial results.
- **Demand measurable, durable P&L impact** from every model and agent — no exceptions.
- **Automate value capture and continuous refinement** to ensure AI stays accurate, scalable and profitable.

This guide equips CIOs with a disciplined, end-to-end path from AI strategy to execution — turning value goals into operational reality.



Frances Karamouzis
Distinguished Vice President

Your roadmap to success

CIOs must move beyond speculative AI pilots and adopt a disciplined architecture that links technical performance to financial outcomes. This guide begins with the most critical step — prioritizing the right use cases — but it's only the starting point.

Gartner equips CIOs with the complete value-realization system: rigorous value metrics, portfolio design, automated value-capture models and continuous refinement frameworks. With Gartner, CIOs convert AI goals into operational results backed by structure, expert guidance and measurable impact.

1. Establish use case prioritization framework

2. Establish value metrics
3. Create a high-value AI portfolio
4. Deploy, track and automate value capture
5. Continuously refine AI solutions

4 key outcomes to consider in step 1

Channel AI investment into initiatives that deliver the highest measurable business impact, ensuring resources flow to what moves the P&L.

Accelerate early, visible wins that build credibility, unlock momentum and prove AI's value to the organization.

Strengthen enterprise AI maturity from the inside out, establishing the stability and confidence needed to scale.

Maximize enterprisewide return by aligning teams around shared, high-value opportunities that eliminate duplication and amplify results.

Key questions to ask

Gartner clients can ask questions like these directly of [AskGartner](#).

What are the most valuable and feasible AI use cases, and how should organizations prioritize them? →

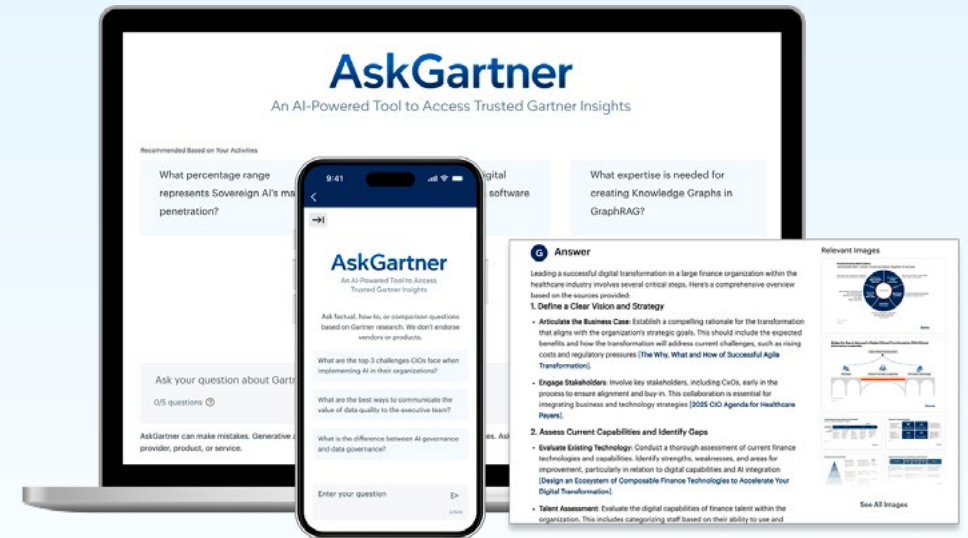
How do we transition from tracking isolated AI activities to measuring outcomes tied to growth and CEO concerns? →

How do we stop chasing every interesting AI idea and focus our resources on the fewer bets that will actually impact our bottom line? →

How do we move from one-off experiments to a repeatable process that gets AI live and proves the payoff? →

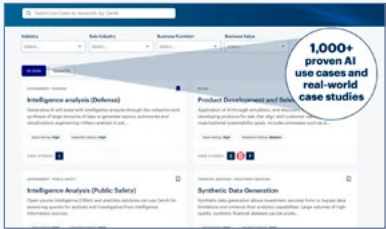


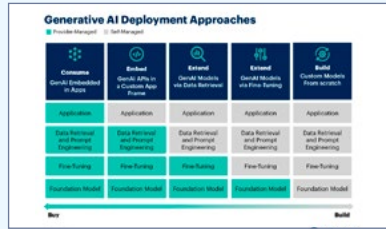

How do we manage AI as a living product, so it stays accurate and affordable, instead of a liability as it gets more complex and costly? →

Your peers use AskGartner to answer these questions in minutes.



Try AskGartner

Gartner resources turn your priorities into plans and actions

| | | | | |
|---|---|---|---|---|
| <p>Establish use case prioritization framework</p> | <p>Establish value metrics</p> | <p>Create a high-value AI portfolio</p> | <p>Deploy, track and automate value capture</p> | <p>Continuously refine AI solutions</p> |
|  |  |  |  |  |
| <p>Tool: AI Use Case Insights Platform ↗</p> | <p>Insights: AI Value Metrics that Matter to the C-Suite ↗</p> | <p>Tool: AI Maturity Model & Roadmap Toolkit ↗</p> | <p>Framework: AI Opportunity Radar ↗</p> | <p>Insights: Emerging Technology Watch ↗</p> |

Engage with Gartner

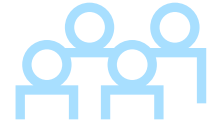
- Connect one-on-one with Gartner experts to benchmark and refine your AI portfolio and identify high-yield use cases. (Clients only)
- Get guidance from an **Executive Partner** on change management and transitioning to an AI-first operating model. (Clients only)

Expected outcomes

- A standardized prioritization framework to align AI investments with high-yield business outcomes
- An automated value-capture engine providing real-time visibility into realized P&L impact
- An AI-first operating model that leverages captured savings to fund continuous innovation

Who needs to be involved?

The most successful organizations establish cross-functional teams for their **accelerate enterprise AI value realization at scale** initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.



CIO/head of technology ↗

Sets a clear enterprisewide AI ambition, identifies use cases, quantifies benefits and risks, aligns teams and competencies, and drives innovation across the organization.

Head of AI ↗

Develops, champions and executes the organization's AI strategy by overseeing AI use case selection and scaling, establishing governance and literacy, implementing solutions, monitoring market trends, building a world-class team and reporting on business impact.

Chief data and analytics officer and team ↗

Lead the organization's AI data strategy by identifying use cases, establishing governance, developing new data value and ensuring data readiness for AI technologies.

Chief information security officer and team ↗

Integrate cybersecurity and data privacy into AI strategy by managing trust, risk, sovereignty and security; overseeing programs; anticipating threats; updating skills; and designing resilient solutions.

Head of enterprise architecture and team ↗

Align AI structure and design with organizational value by guiding use cases and requirements, governing architecture investments, leading adoption decisions and architecting AI solutions.

Software engineering leader and team ↗

Drive AI integration by clarifying desired outcomes, establishing engineering best practices, transforming services with an AI-first approach and architecting software development to support AI objectives.

Client Story

Volkswagen Group España Drives Innovation and Strategic Alignment With AI

Mission-critical priority

Volkswagen Group España's CIO needed to align AI strategy with business objectives, while strengthening cybersecurity and optimizing IT operations. These priorities directly support their mission to accelerate enterprise AI value realization at scale by ensuring AI delivers measurable business impact.



How Volkswagen leveraged Gartner resources

The CIO partnered with Gartner experts through strategy workshops, roundtables and consultations to design an AI roadmap tied to value and enterprise goals. Gartner also provided guidance on cybersecurity, data readiness, operational efficiency and vendor evaluations to ensure sound, market-aligned decisions.



Mission accomplished

With Gartner support, Volkswagen Group España developed a comprehensive AI strategy that delivered measurable business value and strengthened IT-business alignment. They enhanced cybersecurity, streamlined IT operations and built the organizational capability needed to scale AI initiatives effectively.

[Watch the full story ↗](#)



Address your other mission-critical priorities



Accelerate AI enterprise value realization at scale

Only **20%** of AI initiatives currently deliver ROI and only **2%** deliver disruptive value (return on future or ROF).



Manage costs strategically to spend smarter and scale faster

Only **18%** of CIOs currently rate themselves as effective at dynamic reprioritization of resources, which is a significant driver of their ability to derive business value from technology investments.



Build the human-AI workforce

45% more business value is driven by future-resilient talent strategies, yet only **36%** of CIOs are effective at building them.



Secure growth in the age of AI through cybersecurity

77% of CIOs rate security and risk-related factors as top challenges to successfully implementing autonomous technologies at scale in their enterprise.



Modernize enterprise platforms to enhance agility and performance

Only **54% (1 in 2)** of CIOs rate their IT organization as effective at equipping their enterprise with the required platforms and tools needed.



Redesign IT operating model for effectiveness in turbulent times

Only **24%** of CIOs report they have been highly effective at establishing an IT operating model that flexes with changing business needs.



Architect the next-generation enterprise for a tech-intensive future

Only **31%** of CIOs rate themselves as effective at fostering ongoing enterprise-wide, technology-enabled innovation.

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