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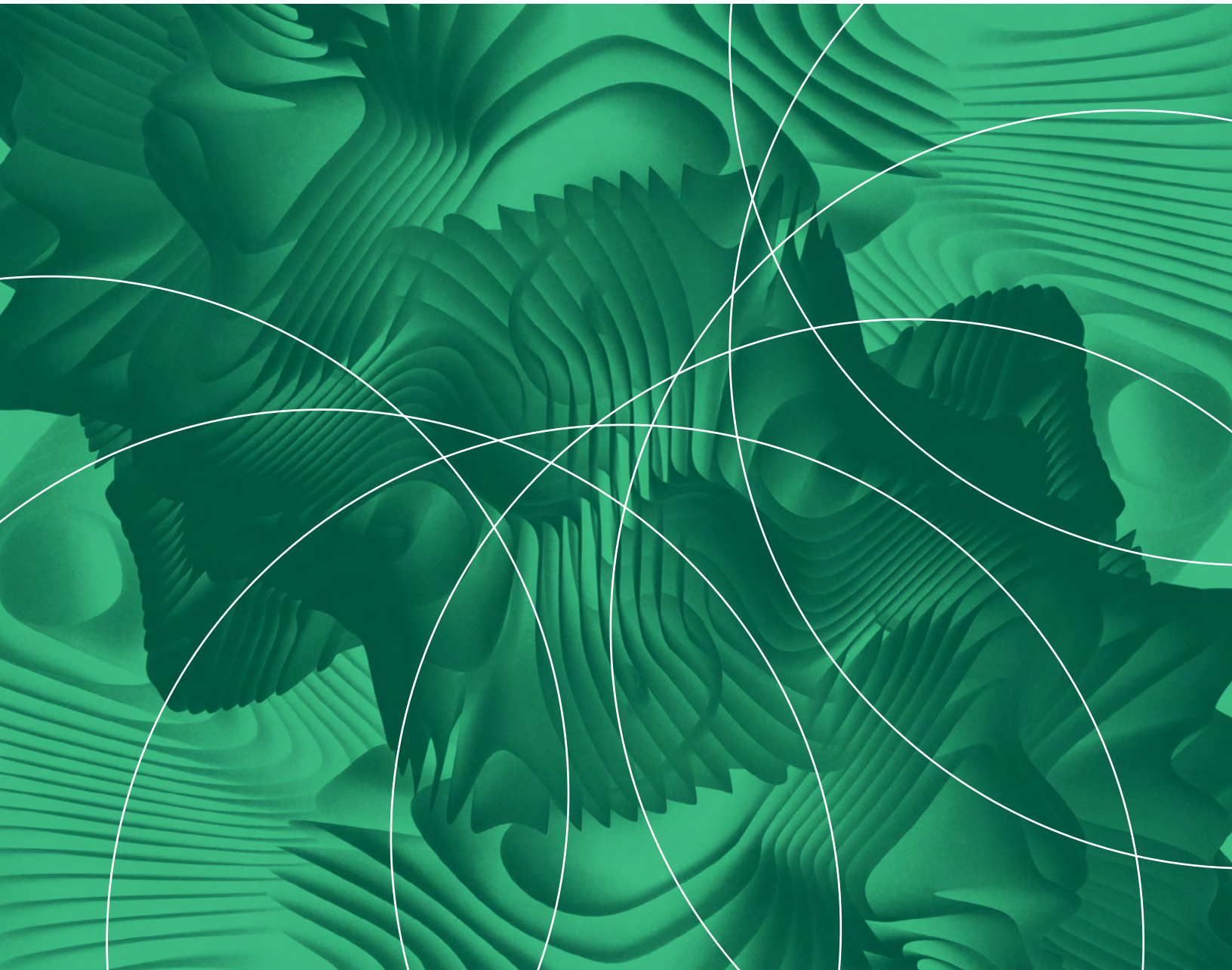
How AI Is Scaling Value Across Four Major Industries

AI Is Changing The Way People Work And Businesses Operate But Without A Robust Strategy, Expansion Will Be A Challenge

A FORRESTER CONSULTING THOUGHT LEADERSHIP PAPER COMMISSIONED BY TABLEAU FROM SALESFORCE, MARCH 2025



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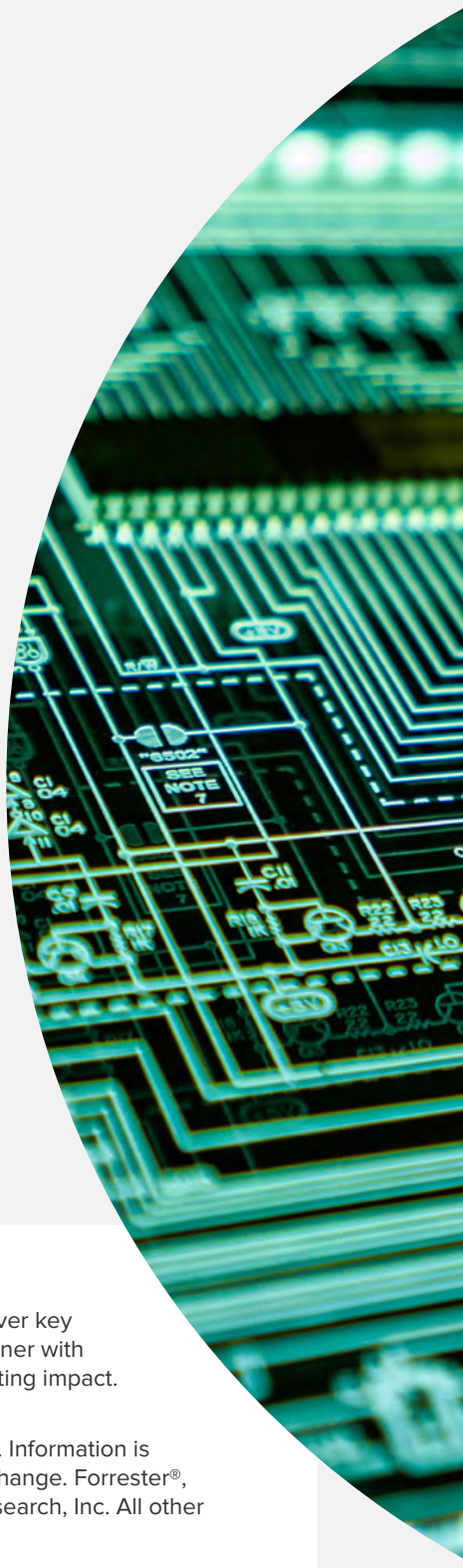

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Executive Summary

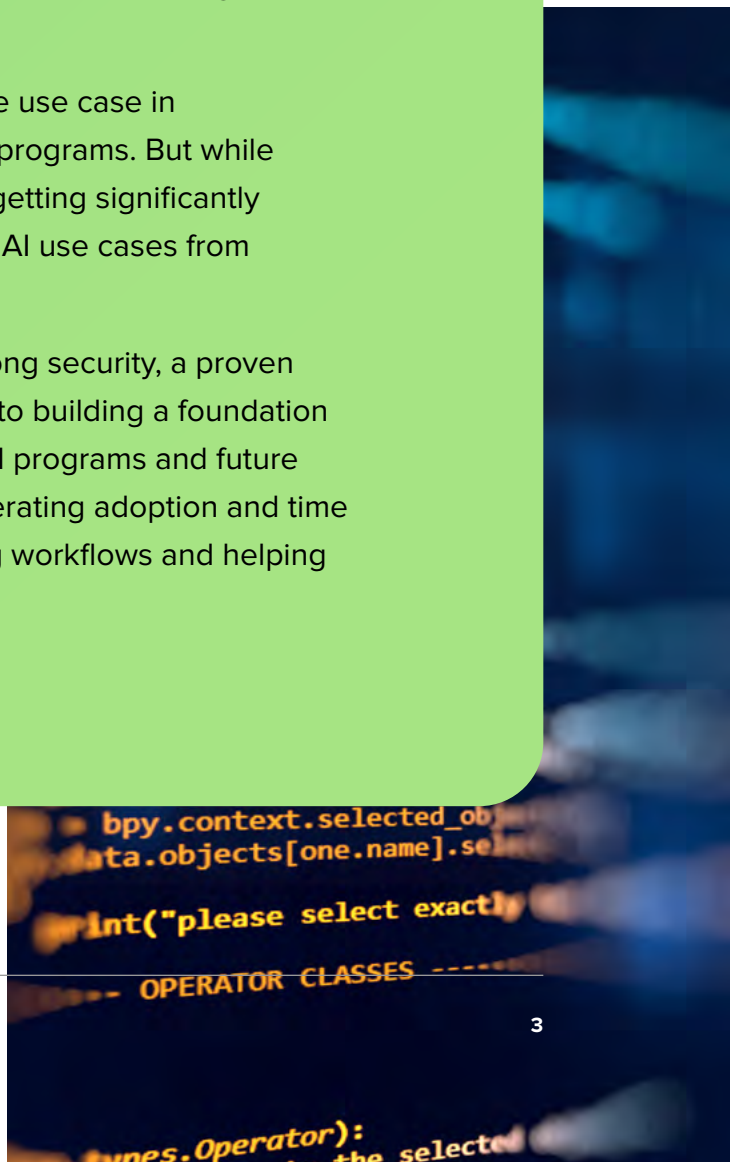
Different industries are turning to AI to create value in diverse ways, with unique balances between generative and predictive use cases, spanning customer experience, employee experience, and operational excellence. And now, with agentic AI and generative AI (genAI) evolving from words to action, they're paving the way for more advanced and versatile general-purpose AI-based apps.[1] With so many possibilities, leaders who proactively manage and prioritize use cases are adopting AI more quickly than industry peers.

But AI is not a panacea or easily adopted, and adoption will be a continuous process as technologies evolve.

In November 2024, Tableau from Salesforce commissioned Forrester Consulting to evaluate the benefits and challenges of implementing AI across four different industries: retail and consumer packaged goods (CPG), financial services, manufacturing, and tech. To explore this, Forrester conducted an online survey of 319 respondents with responsibilities for data strategies, analytics, and AI tools.

We found that 84% of organizations have at least one use case in production and most are actively expanding their AI programs. But while small achievements are being made, barriers aren't getting significantly lower, and the most widespread challenge is scaling AI use cases from prototype to production.

Working with the right vendor partners that have strong security, a proven history, and expertise in AI and analytics is essential to building a foundation that supports trusted outcomes, effectively scaling AI programs and future growth. Vendors can also play a critical role in accelerating adoption and time to value by integrating new tech directly into existing workflows and helping ensure proper training.



Key Findings

Strong security with expertise in data management and governance is the most important factor when selecting vendor partners. Of the 14 vendor selection criteria, security rose to the top, with 83% of respondents rating it critical or important. Despite spending increases, breaches are increasing.[2] Effective proactive security relies on great data management. Strong security protects near-term investments and accelerates future expansion.

Different industries are adopting different AI use cases to meet unique needs. AI provides value in diverse ways, and industries focus on different KPIs. For instance, retail and CPG focuses most on improving decision-making, while manufacturing's top measure is scaling complex business functions. And tech is most concerned with creating more personalized experiences.

Integrating AI directly into existing workflows creates the most value. Compared to standalone AI use cases, integrating accelerates adoption and time to value. It's the most common approach, with 70% reporting that their organizations look to vendors to embed AI into existing workflows.

Trusted partners help accelerate adoption and outpace peers. Enterprises that rely primarily on vendors to embed functionalities in existing apps lead their peers with faster adoption. The most effective vendors collaborate with clients not just during implementation but continuously, as AI programs grow and technologies evolve (i.e., they aid both short- and long-term goals).



The State Of AI Adoption

It's no secret that AI is now essential for enterprises to differentiate themselves in a competitive market.[3] Eighty-four percent of respondents reported that their organizations have at least one use case in production, and 67% are actively expanding their AI programs.

In surveying 319 data, analytics, and AI decision-makers at organizations around the globe in retail and CPG, financial services, manufacturing, or technology, we found that:

- **Individuals and organizations are embracing AI.** While respondents reported that enterprise leadership teams want to see value from new use cases demonstrated quickly (59%), there is strong interest from individual departments across the four industries represented in this study (see Industry Analysis for more detail). Further, 77% told us that they believe embracing AI is vital to their own personal career development.

- **Businesses anticipate that AI will deliver cross-functional value.** Understanding how businesses measure the value of implementing AI offers us a window into where enterprises think AI can create value. When asked to rank the five most important metrics for tracking the success of adoption, the top results varied from the operations-oriented goals of improving decision-making (57%) and increasing the scalability of complex business functions (52%) to the more human-centric goal of creating more personalized interactions for customers and employees (54%). With such a broad array of applications, AI implementation must be coordinated across the enterprise with a cohesive strategy to be most effective. And to penetrate the organization, integrating new use cases into existing workflows combined with ongoing training can accelerate adoption.

- **Relying on vendors is the most common approach to adoption.** While 42% of respondents reported that their organizations rely primarily on embedded functionalities introduced to existing vendor applications for their implementation, 70% say that embedding vendor capabilities into existing workflows is a component of their strategy. This underscores the importance of selecting the right partners not just for near-term success but also as AI programs expand. Investing in a strong foundation of good data practices from the beginning is essential, and the right vendor partners will support those efforts and allow AI programs to grow and evolve without avoidable barriers.

Thirty-seven percent are sourcing capabilities from a consultancy or systems integrator, while the fewest (21%) are primarily buying technology to build their own capabilities in-house.

In this context, companies that rely more on vendor partners to embed functionality are also adopting more quickly than those that are sourcing capabilities or building everything themselves. And of respondents at companies that are primarily sourcing capabilities from a consultancy or systems integrator, 42% reported that they are falling behind competitors — 1.5x more than those embedding vendor capabilities.

Firms Face Dynamic Barriers Moving From Prototype To Production

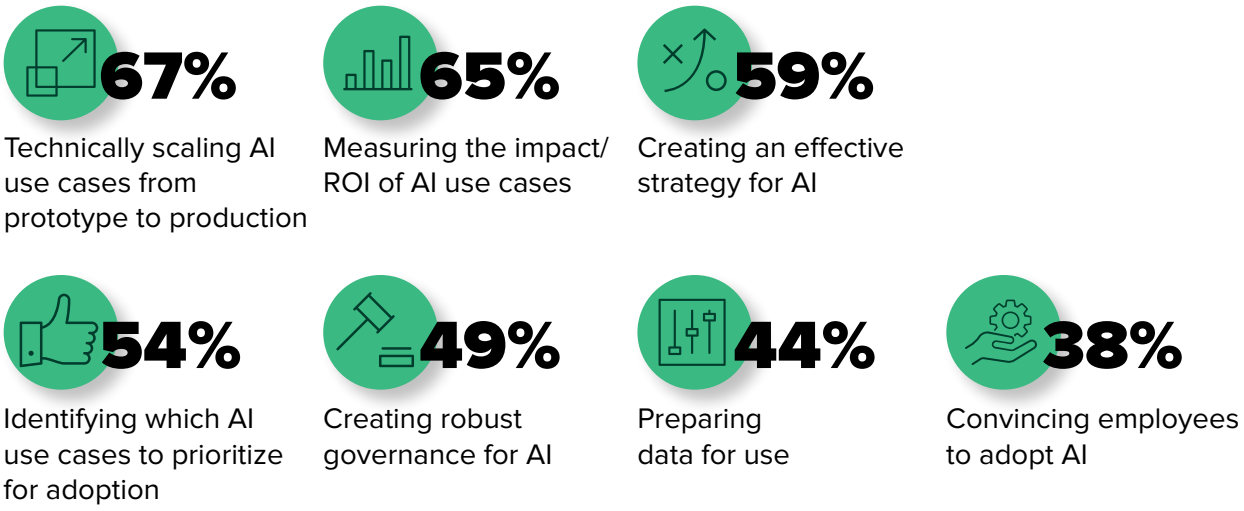
Of course, not all prototypes should go to production, but pilot purgatory is a real danger. Many enterprises struggle to move use cases from pilot to production because they fail to address fundamental requirements. Nearly two-thirds (65%) report that their organization is struggling to measure ROI for specific use cases, 59% find it challenging to create an effective AI strategy, and 54% struggle to identify which use cases to implement (see Figure 1).

While most organizations had at least one use case in production at the time of this survey (84%), the top challenge we identified is scaling use cases from prototype to production, with 67% reporting that this transition is challenging or very challenging. And fears over AI replacing jobs is a concern that companies will need to manage, especially in retail and CPG and manufacturing industries, where the fear is more common.

FIGURE 1

"How challenging are the following at your organization?"

(Showing "Challenging" and "Very challenging")



Base: 319 global directors and above in the office of information, data science, analytics, or AI at financial services, retail and consumer goods, manufacturing, and technology organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

Though they made small achievements, barriers to adoption are not significantly easing for respondents. Over the past 12 months, this study observed little change in what barriers organizations faced 12 months ago and what barriers remain. The most common are a lack of internal skills and expertise, data that is not ready to use, and technology that is hard to understand because it changes quickly.

To realize the benefits of AI, every enterprise must use a prioritization framework to transform a crowded field of proposed AI use cases into deployments that yield real business value. Enterprises must emphasize collaboration across business, technical, data, and governance stakeholders as they develop an adaptable strategy for generating measurable outcomes.[4]

Working with the right AI vendors can help enterprises overcome these challenges. The benefit of adopting new technology inevitably comes with risks, and effective partners can help ensure that adoption is secure and maximizes the benefit to employees and customers (i.e., integrated directly into existing workflows).

When defining an AI strategy or selecting a vendor, consider the following:

- **Prioritize security.** No conversation about implementing AI is complete without mentioning data security, the second-most important criterion for respondents when evaluating readiness to adopt AI (80%). In an age where security threats are evolving more quickly than ever, enterprises must ensure that they are doing everything they can to minimize risk. Moreover, AI technologies are also exposing new security risks, such as prompt injections or large language models (LLMs), unintentionally surfacing personally identifiable information (PII). Enterprises must prioritize security early and monitor it often, and a good data governance strategy that crosses the lines of business is an important first step. Further, as companies consider whether their security controls can safely accommodate the implementation of AI, they must also consider the measures that third-party AI providers take to secure customer data.

- **Data quality is the primary factor limiting AI adoption.**[5] At the foundation of all successful implementations is high-quality, usable data. As we all know, "garbage in, garbage out." Eighty-six percent of respondents' organizations said that ensuring the readiness of their data ecosystem is critical or very important in determining whether a business unit or department is ready to adopt AI use cases. Taking time in the beginning to create effective data collection and preparation processes is essential for AI program prototyping, implementation, and expansion. Data challenges will only amplify over time as organizations move deeper into adoption.

62%

of respondents reported that their organization needs help from an outside partner to implement AI.

- **Adoption without integration does not exist.** Compatibility with the existing tech stack is the third-most important criterion (79%) for respondents, reflecting the reality that new AI technologies must sit well within the preexisting ecosystem.

- **Measuring performance is a critical barrier for many organizations.** Effective measurement practices are critical because they allow organizations to demonstrate ROI and adapt their operations quickly and efficiently. They are also critical because 65% of respondents reported that their organizations struggle to measure the performance of AI use cases (e.g., ROI). To improve measurement and performance, leaders must develop a framework of the right metrics and goals that align with their organization's business objectives. But impatience with AI ROI could prompt enterprises to prematurely scale back investments, which would be a long-term disadvantage. Instead, AI leaders must establish a solid strategy aligned to their business model and aspirations.[6]

> Prioritize preparing the data ecosystem: It's the most important factor when determining readiness to adopt.

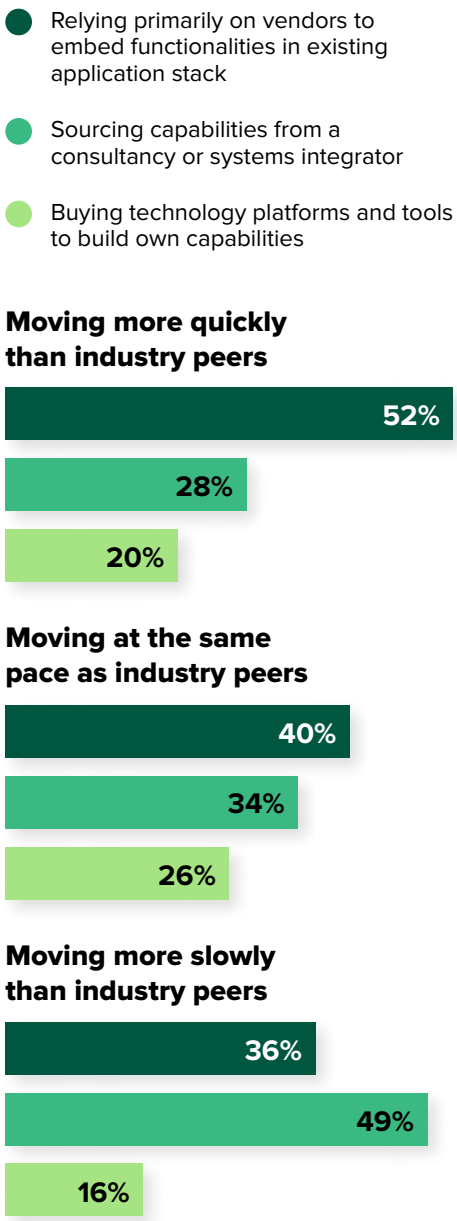
Getting To Success Faster

Twenty-eight percent of respondents told us that their organizations are moving to adopt AI more quickly than their industry peers, while thirty-two percent said that theirs is moving more slowly. (Of the four industries, retail and CPG is moving the slowest.) The remaining 40% are keeping pace with the industry average. But what characteristics do the quick adopters have? Organizations adopting more quickly:

- **Rely more heavily on vendors or implementation partners rather than building their own.** Organizations moving more quickly than industry peers are 1.9x more likely to rely primarily on vendors than source from a consultancy or systems integrator and 2.6x more likely to rely primarily on vendors than organizations building their own (see Figure 2).
- **Have an enterprise- or department-level AI strategy.** Organizations moving more quickly are 3x more likely to have an enterprisewide strategy and 2.9x more likely to at least have a department-level strategy than those building their own. This underscores the particular importance of having a high-level strategy.
- **Create a formal council or board to prioritize and manage use cases.** Of organizations moving more quickly, 67% have seated a formal council or board, 33% let each department decide, and zero report not having a clear strategy for selecting use cases. And 96% of respondents at organizations without a clear strategy report moving slower than their peers.

FIGURE 2

Approaches To Implementing AI



Base: 319 global directors and above in the office of information, data science, analytics, or AI at financial services, retail and consumer goods, manufacturing, and technology organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

The Benefits Of Effective Adoption

With the proliferation of genAI, implementation alone will not be enough. How well companies implement AI will drive competitive differentiation.

Surveyed business leaders reported that they believe that over the next five years, success will be defined by how well they leverage data (81% agree or strongly agree) and AI (70%). And organizations that effectively adopt AI will improve two of the most important metrics: customer experience (80%) and employee experience (70%).

But beyond genAI, agentic AI will weave itself into everything.[7] Agentic AI enables AI to "act" rather than just "think" — and paves the way for more advanced and versatile general-purpose, AI-based apps in fields like automation, personalized services, and intelligent systems. And while agentic AI is still in the early stages of development, it will evolve rapidly, and enterprises must be prepared for it. Forrester defines AI agents as:

> AI systems built to perform increasingly autonomous actions with humanlike intelligence.

But building agents is extremely challenging, and Forrester predicts that in 2025, 75% of enterprises that attempt to build these agents themselves will fail due to complex architectures requiring multiple models, advanced data architectures, and specialized expertise.[8] Savvy firms will lean on their vendor and systems integrator partners to build agents at the cutting edge of this technology.

Vendors Must Deliver On A Wide Range Of Qualities And Capabilities

AI may be the star of the show, but the show can't go on without vendors. The most effective vendors are more than just software providers. They are trusted partners willing and able to collaborate with an organization not just during implementation but continuously, as AI programs grow and technologies evolve (i.e., they aid both short- and long-term goals).

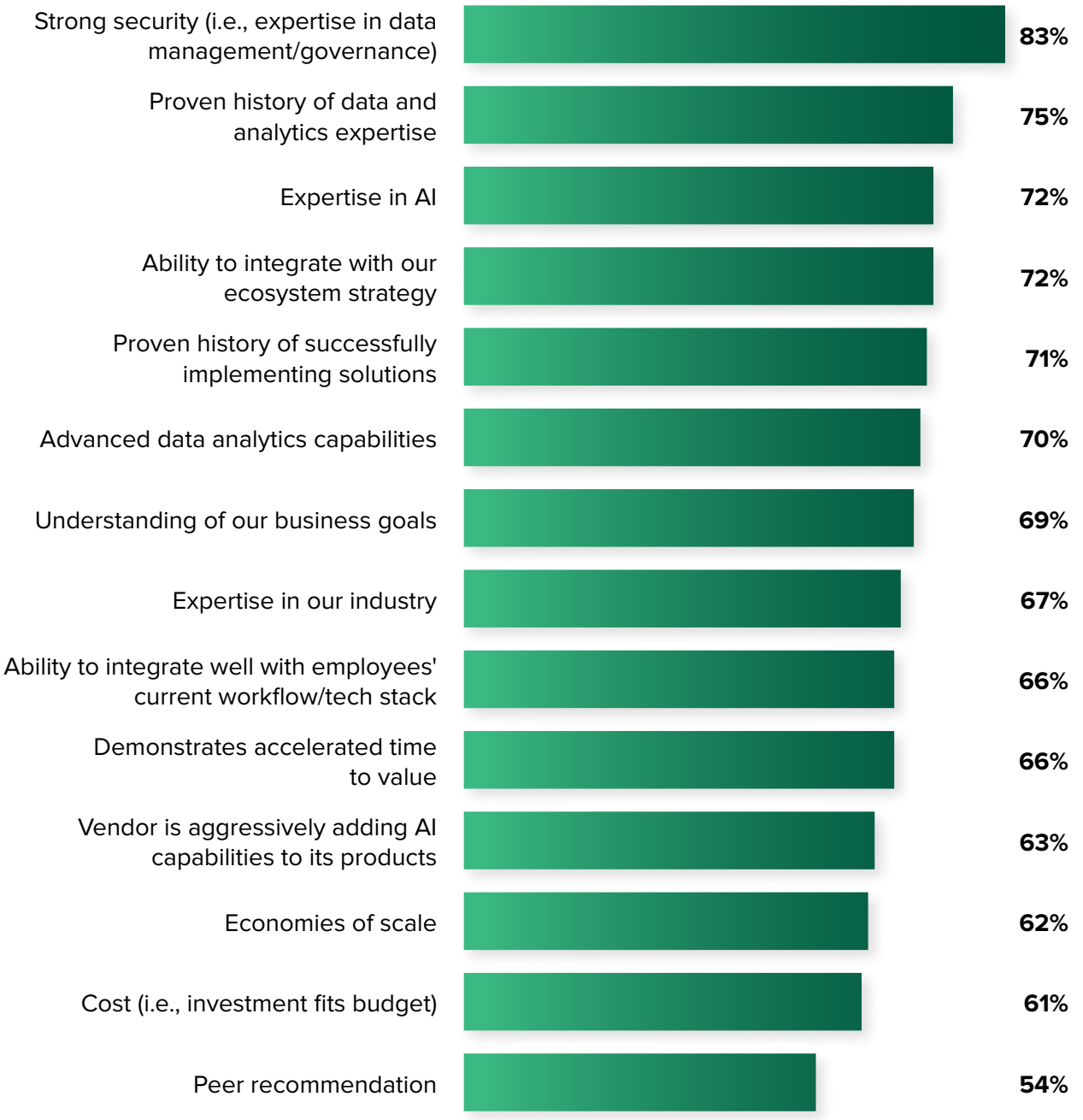
To be this trusted partner, vendors must master many domains. Over half of all respondents told us that all vendor selection criteria in this study are critical or important (see Figure 3). Top capabilities include strong security (83%), the ability to integrate with the ecosystem strategy (72%), advanced analytics (70%), and the ability to integrate well with employees' current workflows or tech stacks (66%).

Vendor selection is key. Organizations must work with vendors that tailor their approach to meet clients' goals, understand their data, and integrate across the business wherever possible. The right vendors can help accelerate ROI, scale pilots, and upskill internal employees.

FIGURE 3

Importance Of Vendor Selection Criteria

(Showing “Important” and “Critical”)



Base: 319 global directors and above in the office of information, data science, analytics, or AI at financial services, retail and consumer goods, manufacturing, and technology organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

Meet Employees Where They Are: Integrate Into Existing Workflows

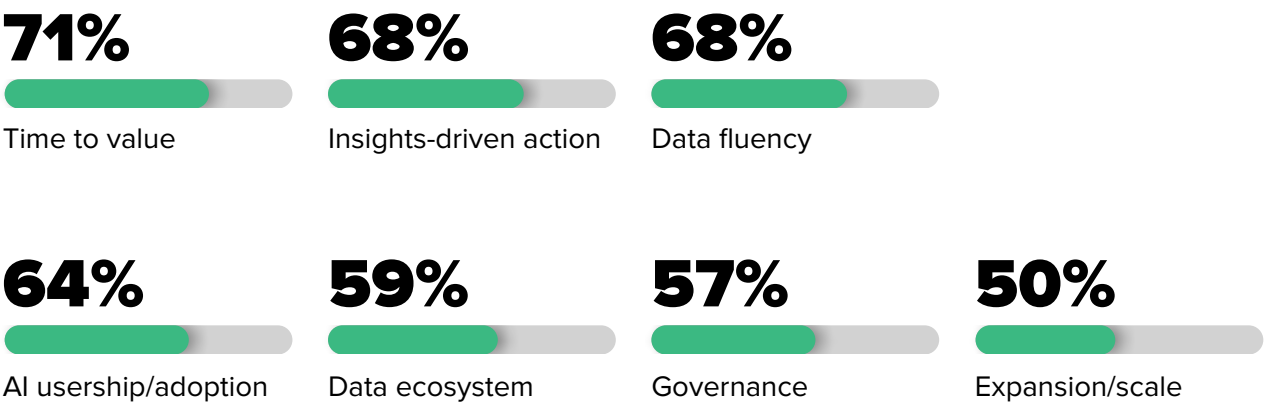
Enterprise leaders expect that integrating AI capabilities directly into existing workflows will deliver significant benefits to their organizations (see Figure 4). By comparison, standalone AI solutions require significantly more effort both from technology teams (to build or deploy unfamiliar technology) and business teams (to reskill and adapt to the new applications and tools). Leaders expect that integrating AI capabilities directly into existing workflows will benefit their business many ways, including:

- **Shortening time to value.** Surveyed leaders expect that integrating AI into existing workflows will have more impact on time to value (i.e., quicker ROI) than all other tested aspects of adoption. Integrating with existing workflows can accelerate adoption because employees aren't required to learn entirely new systems, just get up to speed on additions to what they already know. And leaders are looking to vendors for that benefit: 66% said that a demonstrated ability to accelerate time to value is a critical or important consideration when selecting a vendor.

FIGURE 4

Top Benefits Of AI Capabilities Integration

(Showing "Large benefit" and "Transformational benefit")



Base: 319 global directors and above in the office of information, data science, analytics, or AI at financial services, retail and consumer goods, manufacturing, and technology organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

- **Improving insights-driven action.** We found that the most common KPI across industries is how much AI is improving and accelerating decision-making. For decades, data dashboards were the source of truth that businesses used to make decisions. But dashboards will become less important as generative and agentic AI evolve. Integrating insights and recommendations directly into existing workflows brings AI to employees without the need for dashboards, reducing the burden of adoption.

- **Increasing data fluency.** Data literacy transcends mere technical ability, embodying a suite of human behaviors that are interwoven with business challenges, data, software, and technology. Being data fluent implies mastery of these behaviors in such a way that they are leveraged frequently and without excess energy or effort. Data literacy matters to everyone's job, and data literacy competency across the organization rolls up to the company's success. Data literacy goes hand in hand with data democratization — expanding access to data — and that can drive value, but only if more employees can apply more insights from data in their work. Integrating AI into existing workflows helps employees do just that.

Industry Analysis: AI's Value Is Determined By Industries And Departments

We asked respondents to pick the internal departments at their organizations that they expect will gain the most value from AI. Respondents then reported where each department was along the adoption curve and ranked the highest-value use cases across their organizations.

For current implementations, this study found that the rate of adoption is not uniform across industries. Specifically, technology companies are outpacing other industries with broader adoption on average. Conversely, manufacturing is moving the slowest.

Further, the rate of departmental adoption and the expected value from AI do not always align. For instance, in financial services, compliance has the widest adoption, with 25% reporting that vendor-supplied AI capabilities are currently deployed and running, but it is the fourth department as ranked by AI value. And while only 11% reported that the risk department has deployed AI, they also believe that risk stands to gain the most value from AI of all departments in the financial services industry. This represents a critical opportunity for financial services.

The 2024 Forrester Opportunity Snapshot "Applications Of AI In Health And Life Sciences," commissioned by Salesforce to study AI trends in healthcare and life sciences (HCLS), found similar trends, with different verticals within HCLS reporting that AI will impact their businesses in very different ways. For example, the top use case for payers/insurers was managing risk, while for med tech it was improving regulatory compliance. (See appendix E.)

RETAIL AND CPG

The top measure of business value for AI in retail and CPG is improved and accelerated decision-making.

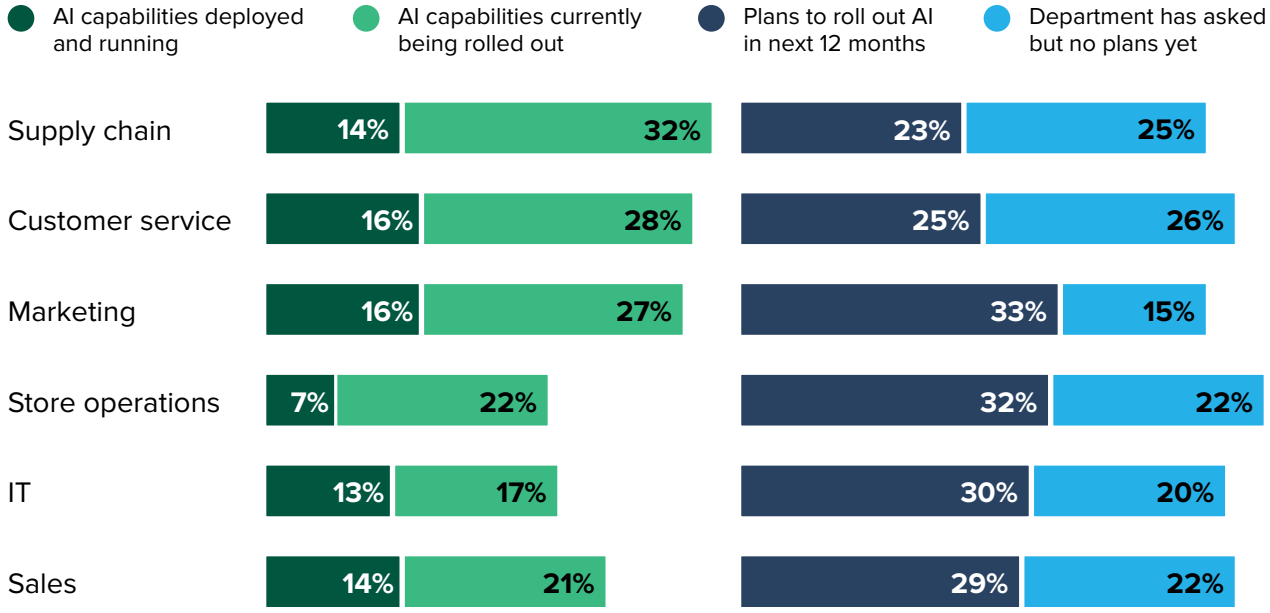
Job replacement is a major concern, with 78% of retail and CPG respondents believing that AI will result in significant job replacement at their organization. While there will be some, enterprises should focus their leadership and investment efforts into leveraging the existing skills and knowledge of their employees into a partnership with AI and continue to build their talent pipelines for the next generation of workers.

Further, relative to the other three industries in this study, retail and CPG is moving slowest to adopt AI. However, the industry's AI initiatives are much more likely to be aligned with organizational goals, which is critical to ensuring ROI. (See Figure 5 for departmental AI adoption and use cases among retail and CPG organizations.)

FIGURE 5

Departmental Adoption Of Vendor AI Solutions (Retail and CPG)

(Sorted by departments respondents expect to gain the most value from AI)



Top Five Highest-Value AI Use Cases For Retail And CPG Firms

1. Demand forecasting/predictive inventory optimization
2. Supplier risk management
3. Real-time inventory tracking
4. Personalized product recommendations and communications
5. AI-powered chatbots for customer service

Base: 105 global directors and above in the office of information, data science, analytics, or AI at retail and consumer goods organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

FINANCIAL SERVICES

The top measure of business value across financial services is improved and accelerated decision-making.

Financial services respondents, along with tech, expect AI to change employees' day-to-day experiences, but job replacement is not as much of a concern as it is for those in retail and CPG and manufacturing.

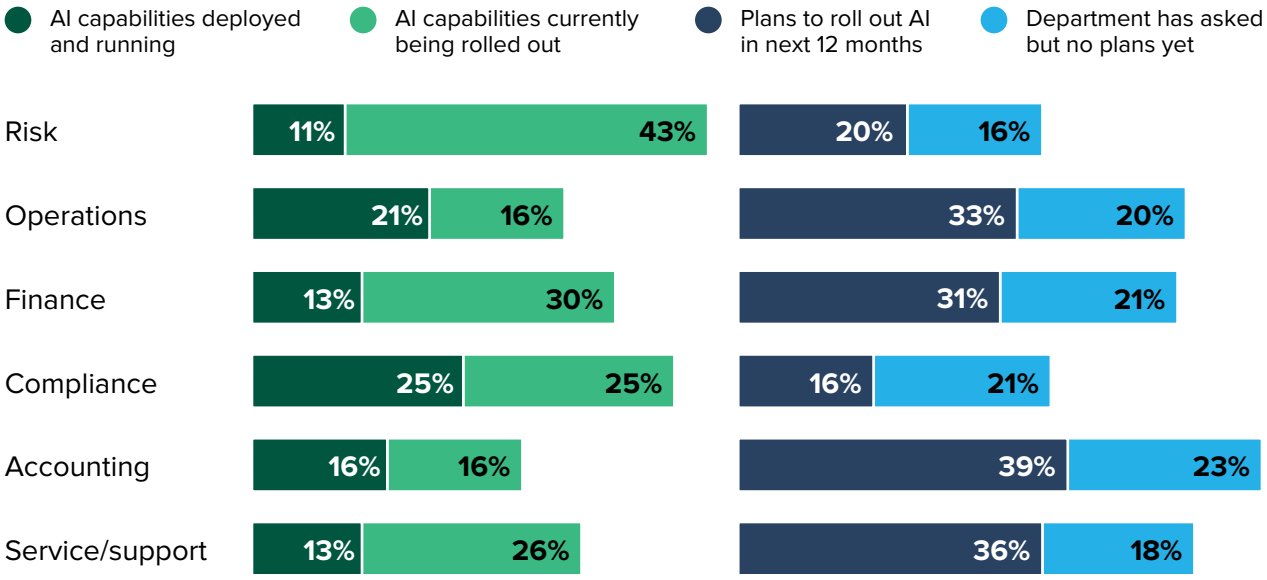
Financial services is facing a disproportionate level of difficulty with some of the fundamentals of AI: preparing data for use, creating robust governance, and creating an effective strategy. Further, financial services battles a lack of skills more than any other industry. This may explain why the industry also struggles the most to understand quickly changing technology.

More leaders in financial services expect quick wins, but finding a solution that can integrate with the existing ecosystem is of particular importance and shouldn't be rushed. (See Figure 6 for departmental AI adoption and use cases among financial services firms.)

FIGURE 6

Departmental Adoption Of Vendor AI Solutions (Financial Services)

(Sorted by departments respondents expect to gain the most value from AI)



Top Five Highest-Value AI Use Cases At Financial Services Firms

1. Risk management/fraud detection and prevention
2. Financial forecasting and planning
3. Regulatory compliance
4. Operational efficiency
5. Client acquisition and onboarding

Base: 61 global directors and above in the office of information, data science, analytics, or AI at financial services organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

MANUFACTURING

The top measure of business value in manufacturing is improved scalability of complex business functions.

On the other side of the scalability coin is job loss, a major concern for manufacturing, with 78% of respondents expecting it to be a significant force. Like those in retail and CPG, manufacturing leadership should focus efforts and investments into leveraging employees' existing skills and knowledge to partner with AI and continue to build talent pipelines for the next generation of workers.

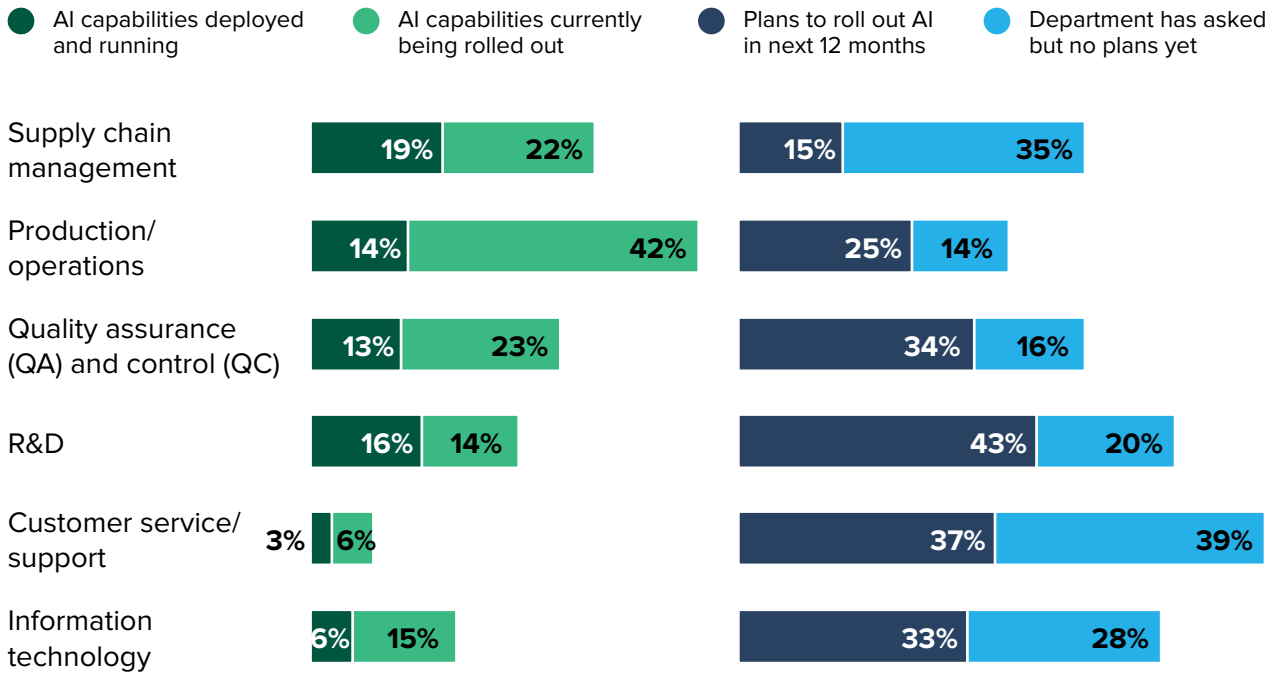
While manufacturing's highest-value cases are operational, companies can differentiate themselves from their competitors by optimizing maintenance to reduce downtime and improving supply chain management with better visibility.

Regarding adoption, manufacturing is least likely to rely on vendor partners to embed functionalities into existing workflows, which the most rapid adopters are doing. The industry is also having a particularly hard time preparing data for use, a foundational step that cannot be skipped. These factors likely play a role in manufacturing being in the bottom half for speed of adoption. One way that vendor partners can help is through data management. (See Figure 7 for departmental AI adoption and use cases among manufacturing organizations.)

FIGURE 7

Departmental Adoption Of Vendor AI Solutions (Manufacturing)

(Sorted by departments respondents expect to gain the most value from AI)



Top Five Highest-Value AI Use Cases For Manufacturing Firms

1. Optimize maintenance/reduce downtime
2. Supply chain management and visibility
3. Dynamic pricing based on supply, demand, and competition
4. Manage entire book of business
5. Aftermarket sales and/or field service

Base: 79 global directors and above in the office of information, data science, analytics, or AI at manufacturing organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

TECH

The top measure of business value in tech is more personalized experiences.

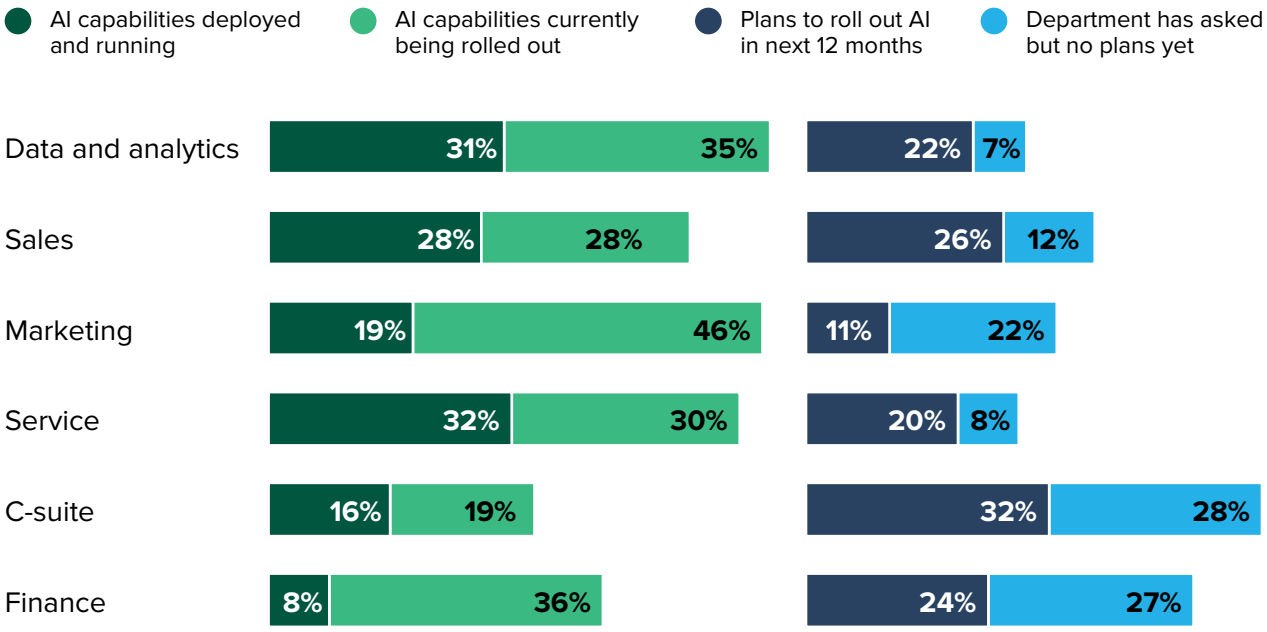
While tech companies appear to be adopting AI the fastest and are more likely to have a formal council managing use cases, they're still having a harder time creating robust governance for AI. Even with formal management, fewer tech companies have their AI initiatives aligned to organizational goals, which is critical to tracking and improving ROI.

Despite expecting AI to change employees' daily lives rather than replace them, tech, along with financial services, is struggling more to convince employees to adopt AI. Change management and employee training are essential components to adoption. (See Figure 8 for departmental AI adoption and use cases among tech companies.)

FIGURE 8

Departmental Adoption Of Vendor AI Solutions (Tech)

(Sorted by departments respondents expect to gain the most value from AI)



Top Five Highest-Value AI Use Cases At Tech Firms

1. Intelligent chatbots for service agents
2. Real-time fraud detection
3. Personalizing campaigns and product recommendations
4. Augmenting sales capabilities
5. Automatic data lineage and alerts

Base: 74 global directors and above in the office of information, data science, analytics, or AI at technology organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Tableau by Salesforce, November 2024

Key Recommendations

Leaders should carefully consider which use cases to invest in based on their unique needs and opportunities. What works for one company or one industry won't necessarily be the right choice for another.

Forrester's in-depth survey of 319 decision-makers (director-level and above) at organizations in Japan, Latin America, Europe, and the United States about the value that AI offers different industries and how organizations are adopting AI yielded several important recommendations:

AI impacts the entire enterprise, and strategies must reflect that. For enterprises that want to ensure their edge in AI, initiatives cannot be isolated projects within a team or department. Because AI tools and functionality permeate every application and area of the business, any AI strategy must be similarly comprehensive. A clearly documented enterprise-level strategy for AI needs to address a number of crucial components, including: organizational principles with regard to AI, KPIs, and ROI goals for the initiatives; plans for AI literacy and training; data governance and security; and a portfolio-driven approach to how use cases will help develop organizational knowledge and maturity for future use cases (e.g., improved understanding of risk management). An enterprise AI strategy must also address needs at the levels of the enterprise, line of business, and individual employee, as each has distinct needs and contributions to make to enterprise AI success. Notably, implementing AI directly into existing workflows is expected to most impact time to value and improve decision-making through insights-driven action.

Make data and skills the foundation for your bridge out of pilot purgatory. Many organizations become stuck with a dozen prototypes and no strategy to scale them because they rushed into AI projects without first laying the proper foundation. Enterprises that are rapidly and successfully rolling out AI use cases are doing so on top of the hard work of ingesting and preparing the needed data — and in such a way that does not create new data silos.



Proper data and AI governance are essential. As agentic AI grows, effective data practices will become more important. Data cleaning and preparation initiatives are key feeders for success in enterprise AI, and well-documented data sources enable a broad set of potential use cases. Human skills are another core component of this foundation for successful rollouts. On the data and quality side, human subject matter experts will be essential for the initial development and postdeployment support of many AI use cases — to help improve behavior, increase accuracy, and mature the user experience. Deliberate and iterative training is needed with new AI tools.

Use technology and application vendor partners to keep pace with the speed of change. The pace of change in AI can make it hard for anyone to keep up with the most cutting-edge technologies and best practices for application. Organizations should rely on trusted partners with strong security and a roadmap that aligns with AI goals to help keep them on track with the capabilities that will differentiate in their industry. These partner resources can be technology vendors, systems integrators, consulting and research firms, user groups and conferences, and more. In 2023 and 2024, we saw many attempts at homegrown AI applications, and because of the nuances of the new technologies and the rapidly evolving tooling landscape, many of those apps that did reach production were quickly outpaced by vendor-provided capabilities. Working closely with partners will allow organizations to adapt their strategies for custom AI development to what is required from the market.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 319 decision-makers at the director level and above at organizations in Japan, Latin America, Europe, and the United States to evaluate current approaches to AI and AI readiness. Survey participants included decision-makers in IT, data and analytics, and AI departments. Respondents were offered a small incentive as a thank-you for time spent on the survey. The study began and was completed in November 2024.

Appendix B: Demographics

REGION	
Japan	**17%**
Latin America	**16%**
UK and Germany	**17%**
US	**50%**

RESPONDENT LEVEL	
C-level	**21%**
Vice president	**29%**
Director	**50%**

COMPANY SIZE	
5,000 or more employees	**10%**
1,000 to 4,999 employees	**27%**
500 to 999 employees	**34%**
100 to 499 employees	**29%**

DEPARTMENT	
IT	**56%**
Data and analytics	**33%**
Artificial intelligence	**11%**

INDUSTRY	
Financial services	**19%**
Manufacturing	**25%**
Retail and CPG	**33%**
Tech	**23%**

Note: Percentages may not total 100 due to rounding.

Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

Enterprises Must Invest In AI Platforms To Empower Multirole AI Teams, Forrester Research, Inc., August 26, 2022.

Scale AI Value With The Use Case Selection Framework, Forrester Research, Inc., August 12, 2024.

Predictions 2025: Artificial Intelligence, Forrester Research, Inc., September 9, 2024.

With Agentic AI, Generative AI Is Evolving From Words To Actions, Forrester Research, Inc., August 8, 2024.

ADDITIONAL RESOURCES

Brett Kahnke and Michele Goetz, Data Quality Is Now The Primary Factor Limiting GenAI Adoption, Forrester Blogs.

Appendix D: Endnotes

[1] Source: With Agentic AI, Generative AI Is Evolving From Words To Actions, Forrester Research, Inc., August 8, 2024.

[2] Source: The Three Principles Of Proactive Security, Forrester Research, Inc., May 1, 2024.

[3] Source: Enterprises Must Invest In AI Platforms To Empower Multirole AI Teams, Forrester Research, Inc., August 26, 2022.

[4] Source: Scale AI Value With The Use Case Selection Framework, Forrester Research, Inc., August 12, 2024.

[5] Source: Brett Kahnke and Michele Goetz, Data Quality Is Now The Primary Factor Limiting GenAI Adoption, Forrester Blogs.

[6] Source: Predictions 2025: Artificial Intelligence, Forrester Research, Inc., September 9, 2024.

[7] Source: With Agentic AI, Generative AI Is Evolving From Words To Actions, Forrester Research, Inc., August 8, 2024.

[8] Source: Predictions 2025: Artificial Intelligence, Forrester Research, Inc., September 9, 2024.

Appendix E: Applications of AI In Health And Life Sciences

TOP SUBVERTICAL USE CASES

(Showing “Large impact” or “Transformational impact”)

Payer/Insurer	
75%	Risk management
73%	Member engagement or satisfaction
72%	Shop and enroll
69%	Supply chain management
67%	Forecasting medical cost of claims

Provider*	
79%	Customer service
67%	Risk management
66%	Appointment scheduling
65%	Internet of medical things
63%	Predicting patient outcomes

Pharmaceutical†	
68%	Supply chain management
66%	Clinical trials
62%	Optimize order fulfilment
59%	Target identification and prioritization
58%	Literature review

Medical Technology‡	
69%	Improve regulatory compliance
67%	Improve supply chain
63%	Improve R&D
56%	Model innovation investment and risks
51%	Sales targeting and strategy

Base: 134 decision-makers at the director level or higher with responsibility for CRM or analytics strategy at payer/health insurer companies
*Base: 139 decision-makers at the director level or higher with responsibility for CRM or analytics strategy at provider companies
†Base: 125 decision-makers at the director level or higher with responsibility for CRM or analytics strategy at pharmaceutical and life science companies
‡Base: 120 decision-makers at the director level or higher with responsibility for CRM or analytics strategy at medical technology companies
Source: A commissioned study conducted by Forrester Consulting on behalf of Salesforce, December 2023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