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Where Is Generative AI's Transformational Value Hiding?

A Guide To Finding And Unlocking Transformative Generative AI Outcomes Across Your Organization

A FORRESTER CONSULTING THOUGHT LEADERSHIP PAPER COMMISSIONED BY SOFTSERVE, JUNE 2024

Table Of Contents

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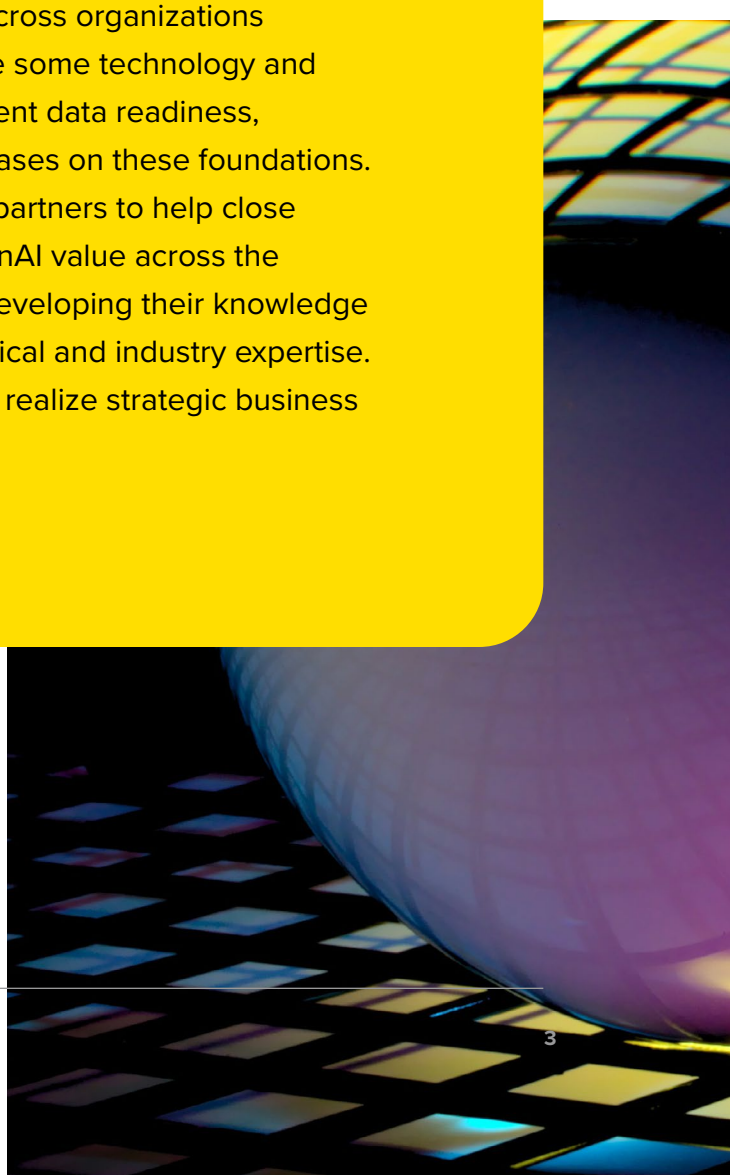
Executive Summary

The business world is reaching a point in its generative AI (genAI) transformation where the rubber is hitting the road. While genAI decision-makers have been hard at work implementing and executing their organization's adoption strategies, expectations for just how transformative genAI's use will be have continued to skyrocket. Time is running out for getting these adoption strategies right, and the effectiveness of associated people, tech, and infrastructure investments are being judged according to the strategic benefits realized — or not — across the organization.

In early 2024, SoftServe, a global IT consulting and digital services provider, commissioned Forrester Consulting to evaluate the effectiveness of current genAI adoption strategies. To explore this topic, Forrester conducted a global online survey of more than 750 decision-makers involved in genAI with authority for their organization's technology purchasing strategy.

We found genAI isn't delivering the level of value across organizations that many leaders were expecting. While most have some technology and infrastructure foundations in place, few have sufficient data readiness, governance, and technical skills to help build use cases on these foundations. Many realize they need to find more sophisticated partners to help close these execution gaps. Those who are unlocking genAI value across the business have successfully closed these gaps by developing their knowledge and capabilities, aided by partners with deep technical and industry expertise. They see a competitive advantage in their ability to realize strategic business benefits faster than their competitors.



Key Findings

A significant gap exists between genAI's expected potential and the value it currently provides. More than half of respondents saw genAI as a strategic business asset for transforming operating models; more than 80% expected its importance to increase in the next 12 months. However, just 22% said they're unlocking genAI's value across their organization today.

Most respondents have genAI tech and infrastructure in place but struggle with data, governance, and skill development. Just 42% said they can train genAI models, and 89% struggle to prepare business data. A mere 24% have rolled out a governance policy, and 75% or more face challenges around genAI understanding, soft skills and inclinations, hard skills and training, and ethics, risk, and privacy awareness.

Partners can help fill genAI knowledge and capability gaps. Deeper technical expertise is increasingly important for data integration, model optimization, use case development, and further application development, according to 88% of respondents. The vast majority also wanted partners with greater technical capabilities and better industry-specific use case understanding.

Unlocking genAI value across the business is a competitive advantage. Respondents saw quicker benefits in innovation, operational efficiency, R&D, customer engagement, and software development. They closed execution gaps by developing their genAI knowledge and capabilities, aided by partners with greater technical and industry expertise.

A Significant Gap Exists Between GenAI's Expected Potential And The Value It Currently Provides

There's little doubt that genAI will fundamentally transform today's businesses. However, successfully executing an adoption strategy that moves from implementation to transformative value is easier said than done. In surveying more than 750 decision-makers, we found that:

- **Business goals increasingly include genAI to strategically transform operating models.** Over half of respondents said their company has already established business goals for using genAI to improve research and development (R&D), software development, customer engagement, operational efficiency, and its overall business strategy. More than eight in 10 respondents said that relying on genAI to meet these goals is going to become more important over the next 12 to 18 months.
- **Less than a quarter of respondents are unlocking genAI's value across the enterprise today.** While IT/software development, R&D, and operations are seeing the most significant value so far, just 22% of respondents said their organization is currently realizing significant or even moderate genAI business value across all business functions.
- **Leaders are running out of time and patience to right the ship.** Forty-one percent of respondents reported that their organization expects to see maximum value from its current genAI initiatives in the next two years; 36% thought their organization is currently experiencing the most value; 20% said it has already experienced the most value; and just 2% thought it will experience maximum value more than two years from now.

Just 22%

of respondents' organizations are unlocking enterprise-wide genAI value.

- **Organizations continue to add use cases, despite struggling to unlock value.** While many respondents remained bullish about adding new genAI use cases, they still struggled to identify which can deliver the most immediate, impactful value across the organization. On average, respondents were likely to have fully implemented three use cases; they were working on expanding the use of two more; and they said they have plans to pilot one more use case in the short term (see Figure 1). The most common current use cases included intelligent employee support, enhanced customer engagement, assisted developer support, automated insights discovery, and intelligent enterprise search.

FIGURE 1

The Number Of GenAI Use Cases By Implementation Stage

GENERATIVE AI IMPLEMENTATION STAGE	AVERAGE NUMBER OF USE CASES IN EACH STAGE
Plan to pilot: Planning to use in the next 12 to 18 months	1
Piloting: Currently piloting	2
Expanding: Currently using in this area with plans to expand use over the next 12 to 18 months	2
Full implementation: Currently using in this area with no plans to expand use over the next 12 to 18 months	3

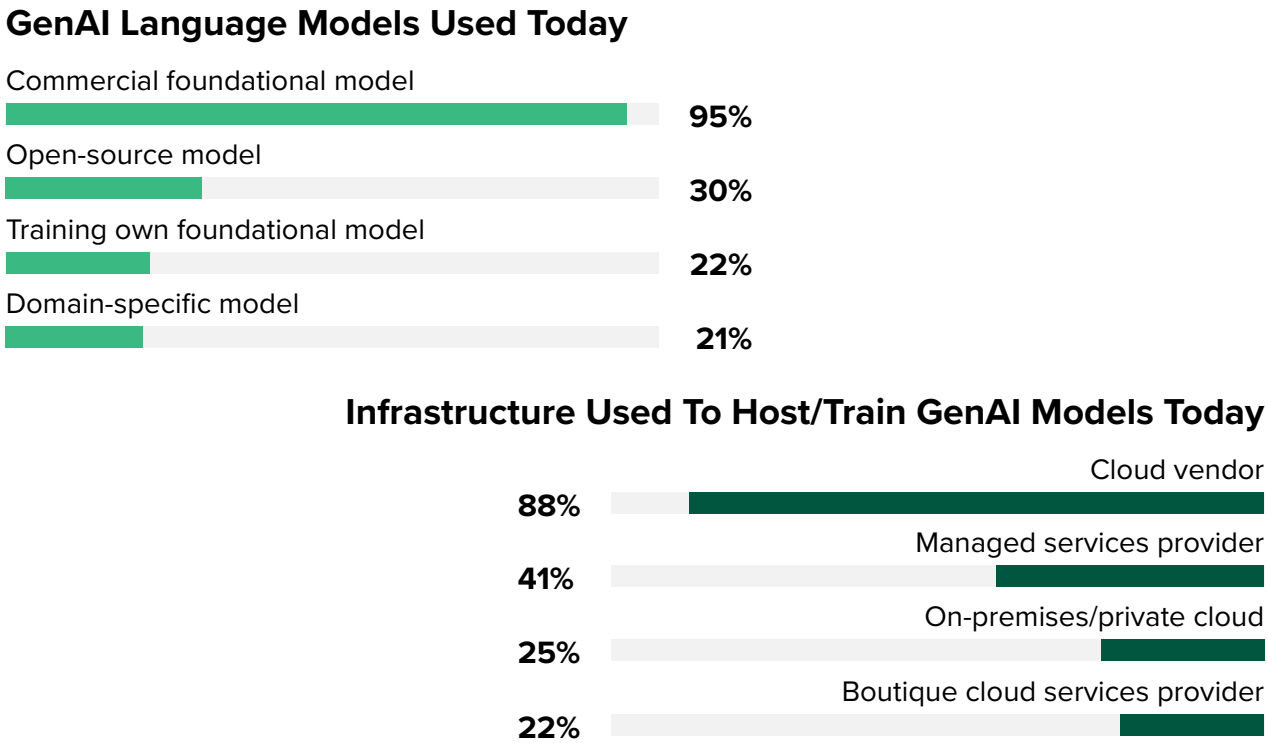
Base: 777 global technology purchasing decision-makers involved with genAI
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

Most GenAI Strategies Are Still Built On Shaky Foundations

As organizations work to quickly close the gap between the expected and actual value of their genAI initiatives, they must build on their solid technology and infrastructure foundations by closing gaps in data expertise, genAI knowledge and capabilities, and governance. We found that:

- **Nearly all respondents have established similar genAI technical and infrastructure foundations.** Some 95% of respondents said their organization is using a commercial foundation model for its genAI use cases. When it comes to the infrastructure they use to host and train genAI models, 88% said their organization is using a cloud vendor (see Figure 2).

FIGURE 2

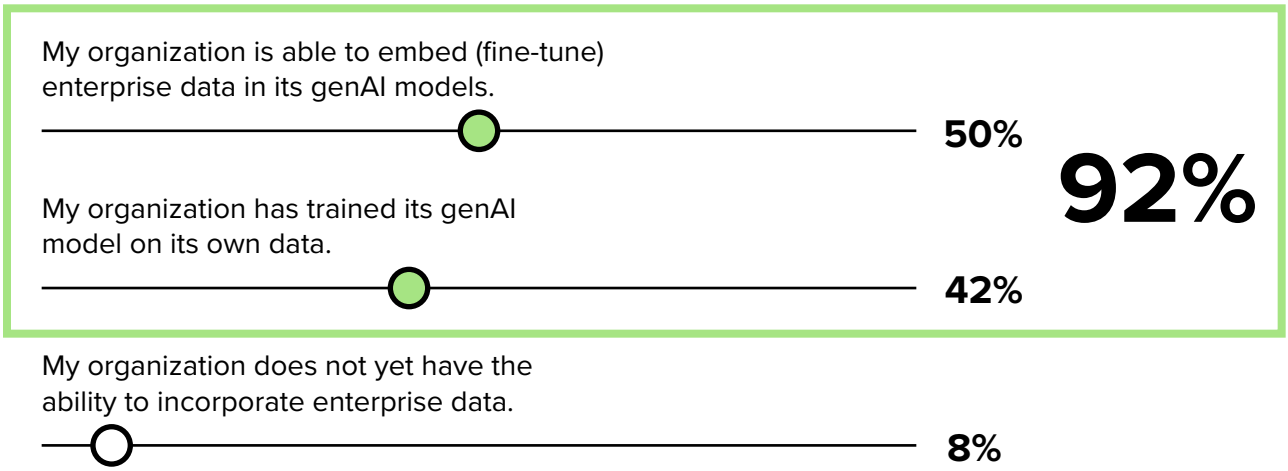


Base: 777 global technology purchasing decision-makers involved with genAI
Note: Multiple responses accepted
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Less than half of respondents can train their genAI models on enterprise data.** Overall, 92% of respondents said they use their enterprise data to align model behavior with business goals. However, just 42% said they trained their models on their organization's own data (e.g., retrieval-augmented generation). More commonly, 50% said they fine-tune or add enterprise data to their models (see Figure 3).

FIGURE 3

How Enterprise Data Is Used In GenAI Models Today

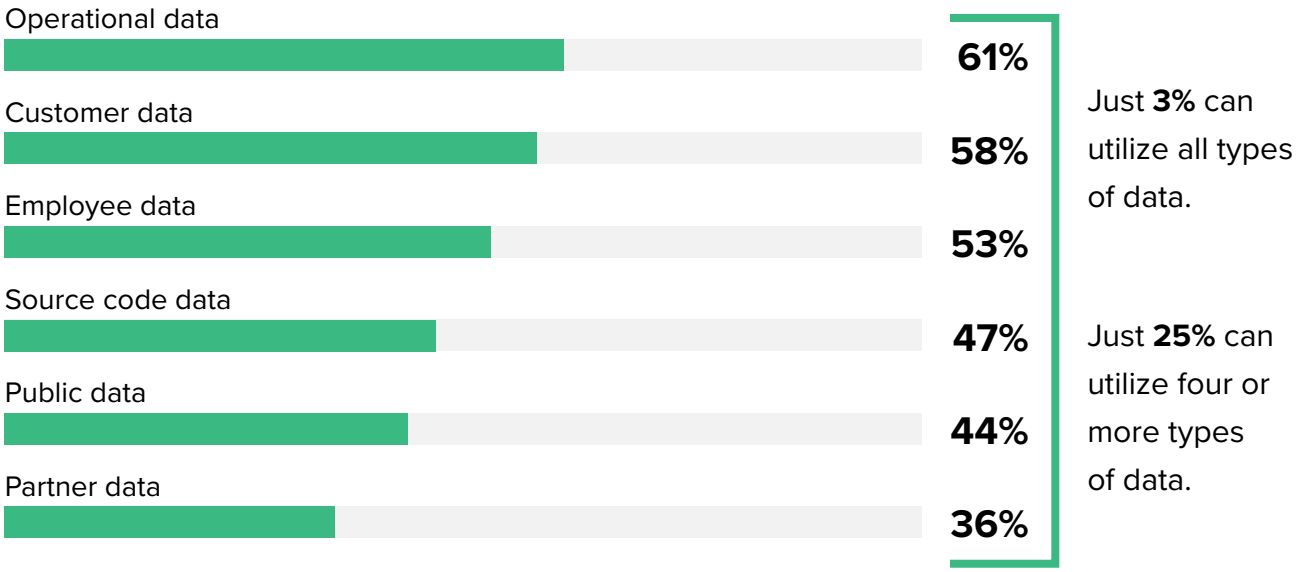


Base: 777 global technology purchasing decision-makers involved with genAI
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **The inability to leverage a full range of enterprise data renders genAI strategies ineffective.** The ability to connect foundational models to business data is paramount for accelerating growth and creating a competitive advantage, given the similar foundational models and infrastructure in place at many organizations.[1] Yet, 89% of respondents in this study said their organization needs help consolidating and streamlining enterprise data in order to use it in their genAI models. Our respondents were, on average, able to leverage just three types of data — the most common of which were operational, customer, and employee data. It's more challenging to prepare a wide range of enterprise data to fine-tune or train models: Just 3% of respondents reported that their organization's models can leverage a full range of data, such as operational, customer, employee, source code, public, and partner data. What's more, just 25% reported that they can leverage four or more types of data (see Figure 4).

FIGURE 4

Types Of Enterprise Data Used In GenAI Models Today



Base: 714 global technology purchasing decision-makers involved with genAI and who incorporate enterprise data in their genAI models
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Less than a quarter have governance plans in place.** To implement and use genAI responsibly and beneficially, organizations must have a governance plan to ensure that they have the right infrastructure, technology capabilities, and adoption and change management practices in place. Forrester defines genAI governance as practices that business leaders adopt to incorporate purpose, culture, action, and assessment in order to ensure AI delivers desired business outcomes, is responsibly used, and complies with applicable regulations.[2] While 90% of our respondents realized the importance of a governance plan, just 24% had officially rolled one out — meaning that most are exposing their organization to considerable risk (see Figure 5).

FIGURE 5

Current State Of GenAI Governance Plans

Base: 777 global technology purchasing decision-makers involved with genAI
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

ORGANIZATIONS STRUGGLE WITH EMPLOYEE READINESS FOR GENERATIVE AI

GenAI knowledge and capabilities can help leaders differentiate their tech and infrastructure foundations and, ultimately, their genAI solution offerings. Data and analytics leaders cite their organization's lack of skills in developing AI solutions as their most pressing concern when it comes to using AI technologies, ahead of technology maturity, the speed at which technology is changing, and data quality.[3]

We asked respondents about the challenges they face relating to Forrester's four employee and leader readiness competencies that organizations need in order to succeed with genAI: understanding; hard skills and training; soft skills and inclinations; and ethics, risk, and privacy awareness.[4] Our respondents faced significant challenges with each competency, from deploying prototypes through to production:

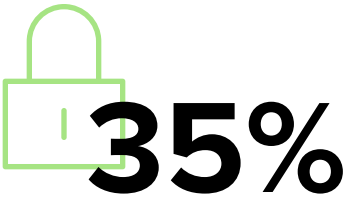
- **Understanding.** Approximately 80% of decision-makers said their employees aren't aware of certain current and future use cases and struggle to understand genAI due to its complexity.
- **Hard skills and training.** More than three-quarters of respondents faced a lack of technical skills in the form of solution/data architects, data scientists, and engineers. They also lacked resources with genAI expertise, the ability to build and fine-tune models, the ability to optimize genAI production-scale models, the ability to improve data infrastructure (including data availability and quality), and the ability to train genAI models on their own data.
- **Soft skills and inclinations.** At least three-quarters of respondents said they face challenges with employee and organizational readiness for genAI, the ability to show quantifiable business value, value stream mapping, getting executive buy-in, and securing the required budget.
- **Ethics, risk, and privacy awareness.** More than three-quarters of respondents said their organization struggles with governance and risk management, data privacy and security, and ineffective security monitoring and remediation.

Given these knowledge and capability gaps, organizations' ability to use genAI as a strategic tool to transform their operating model is at risk: 79% or more of our respondents were concerned or very concerned about their organization's ability to execute its genAI goals with its current levels of internal or external expertise.

Failing to fix these genAI expertise gaps has significant privacy, security, and financial implications. The most significant include privacy and data fines, the inability to realize value over the short or long term, and security risks stemming from the use of unsanctioned genAI models (see Figure 6).

FIGURE 6

The Implications Of Failing To Address GenAI Expertise Gaps



35%

Privacy and data concerns/fines

33%

Inability to realize value from genAI investments over the short term

32%

Use of unsanctioned generative AI leading to security risks

32%

Inability to realize value from genAI investments over the long term

Base: 777 global technology purchasing decision-makers involved with genAI
Note: Showing top four responses
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

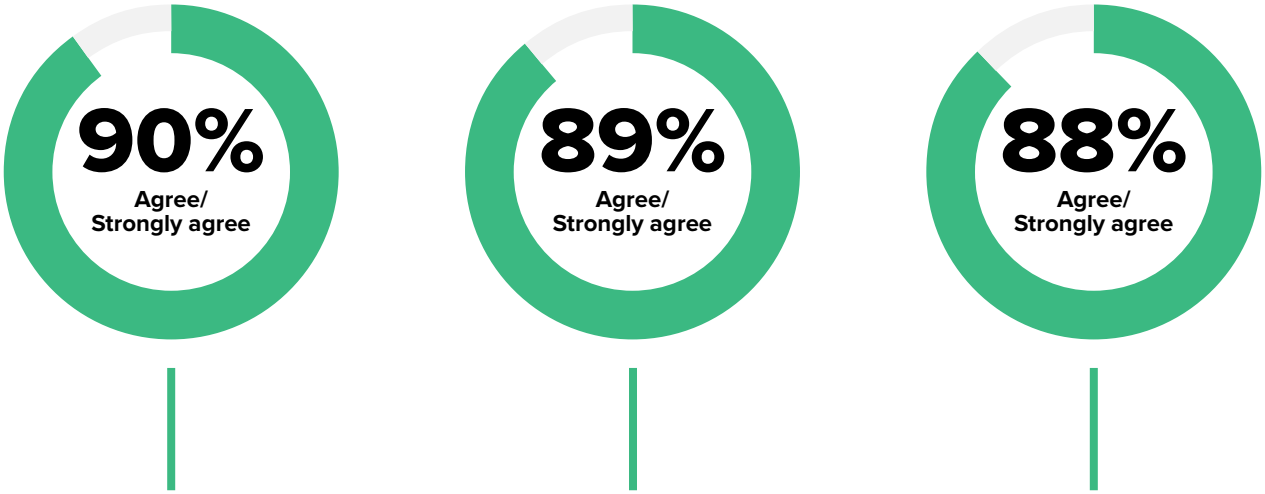
Organizations Need To Use Partners To Fill In The Gaps In Their GenAI Technical Skills And Knowledge

Organizing the ecosystem of hardware, software, and infrastructure providers needed for genAI adoption requires advanced orchestration capabilities. Our respondents realized that they would need to rely heavily on the expert knowledge and capabilities of external partners in order to solve many of their organization's implementation and execution challenges. They told us that:

- **Deep technical expertise is vital for implementation and execution success.** Eighty-eight percent of respondents said that deeper technical expertise is becoming increasingly important for data integration, model optimization, use case development, and further application development. Three-quarters believed their current partners can focus more on helping with these implementation and execution capabilities.
- **Partners must provide industry and genAI expertise to speed up implementation and execution.** Some 90% of respondents agreed that their organization needs partners with greater technical capabilities; 89% said they need partners that can help them accelerate the deployment of new use cases; and 88% said they need partners with an understanding of their organization's market and specific use cases (see Figure 7).
- **Service providers stand out in orchestrating hardware, software, and infrastructure for genAI.** Respondents were most likely to say that service providers have helped them overcome challenges in creating prototypes, building/fine-tuning genAI models, and integrating genAI into applications. They were most likely to lean on them for support in improving executive buy-in and showing quantifiable business value.

FIGURE 7

The Help Needed From External Partners



In order for my organization to see transformational value from genAI in the future, it needs partners with more advanced technical capabilities.

My organization needs partners that can help accelerate deployment times when new use cases emerge.

My organization needs partners that understand its market/use cases.

Base: 777 global technology purchasing decision-makers involved with genAI
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

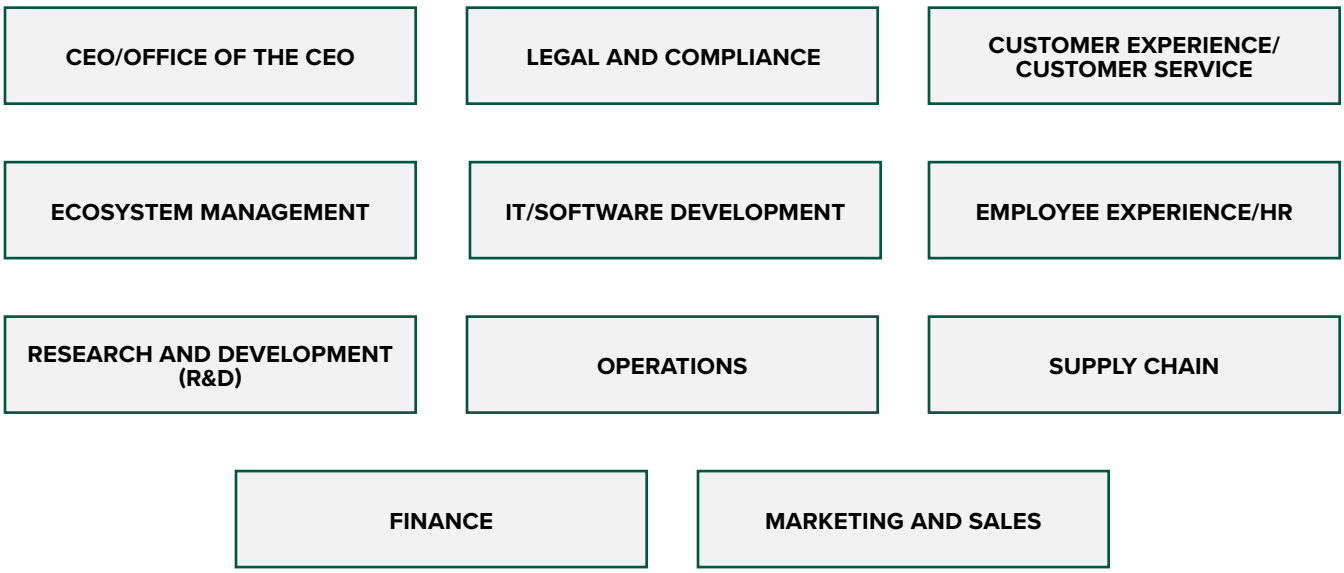
Lessons From Those Who Are Successfully Unlocking Value Across Their Organizations

To understand the strategies, benefits, and characteristics of organizations that have successfully overcome genAI value realization challenges, we created a model that compares survey respondents who said they were successfully unlocking value across their organization with those who were still working on this.

For the purposes of this study, we used the term "value reapers" for those who were successfully unlocking genAI's value across their organization; they saw moderate or significant value in 10 or 11 of the 11 departments we asked about. "Value seekers" are those who were still working on unlocking value across their organization; they saw moderate or significant value in zero to six of the 11 departments we asked about (see Figure 8).

FIGURE 8

Departments Across The Organization In Which GenAI Value Was Assessed



Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

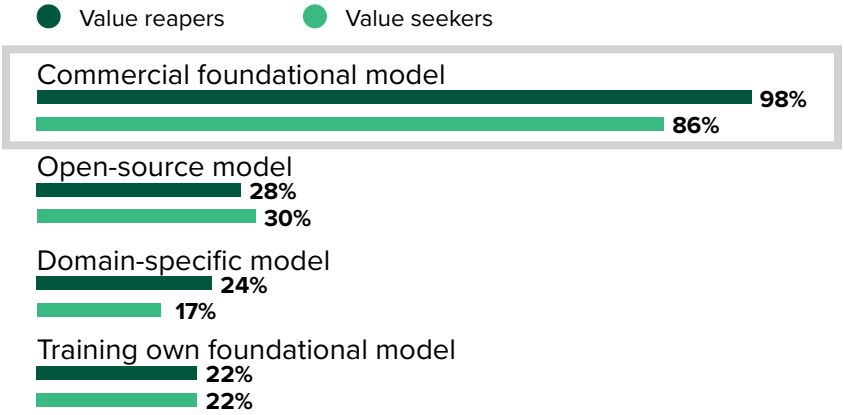
VALUE REAPERS FOCUS MORE ON DEVELOPING THEIR KNOWLEDGE AND CAPABILITIES AS WELL AS USING TECHNICAL PARTNERS FOR SUCCESSFUL GENERATIVE AI IMPLEMENTATION

We found that value reapers were more likely to:

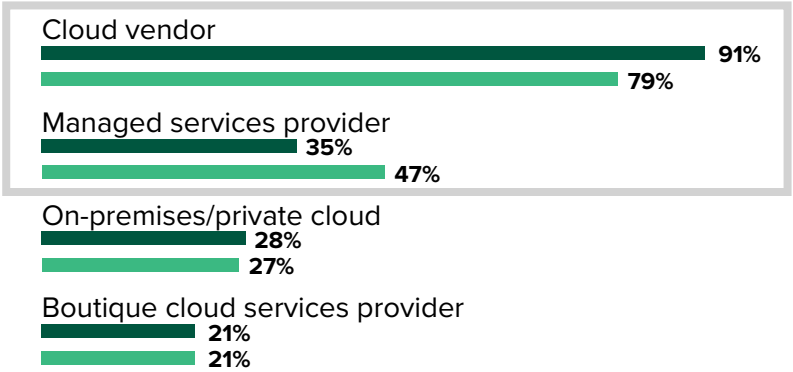
- **Use a commercial foundational model and a cloud vendor to host/train models.** GenAI value reapers were more likely to use a commercial foundational model than value seekers were. Value reapers were also much more likely to use a cloud vendor for the infrastructure used to host their data, while value seekers were more likely to use a managed service provider (see Figure 9).

FIGURE 9

The GenAI Language Models That Value Reapers And Value Seekers Use Today



The Infrastructure That Value Reapers And Value Seekers Use To Host/Train GenAI Models Today

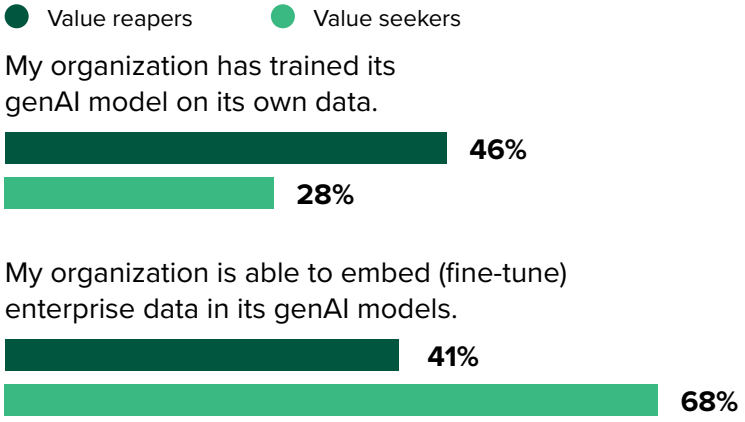


Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are “Value reapers”; 229 decision-makers at organizations that are “Value seekers”
Note: Multiple responses accepted
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Have more advanced data capabilities and skills.** GenAI value reapers were more likely to have the technical skills needed to fully train models on their organization's data; value seekers were more likely to fine-tune models with their organization's data (see Figure 10). Value reapers were also better at preparing, managing, and leveraging a wide range of enterprise data for use in their genAI language models: 37% of value reapers said they could utilize four or more types of data versus just 16% of value seekers.

FIGURE 10

How Value Reapers And Value Seekers Use Enterprise Data In GenAI Models Today

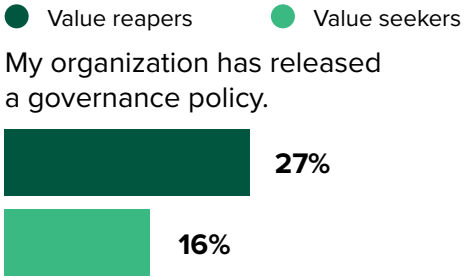


Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Have rolled out genAI governance.** Value reapers were significantly more likely than value seekers to understand the importance of a governance policy for the success of their genAI strategy. As a result, they were more likely to have already rolled out a governance policy and less likely to indicate that they need help in this area in order to move their genAI strategies forward (see Figure 11).

FIGURE 11

The Current State Of GenAI Governance Plans Among Value Reapers And Value Seekers

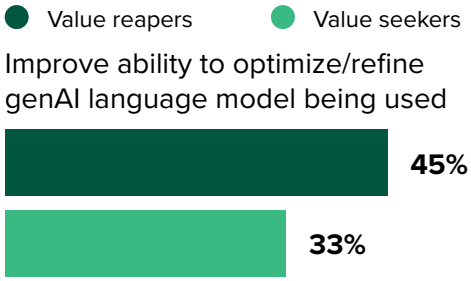


Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Accelerate genAI adoption through knowledge and capability development.** Value reapers were significantly more likely than value seekers to agree that deeper technical expertise is increasingly important for data integration, model optimization, use case development, and further application development. As a result, they were more likely to focus on improving their technical skills to optimize and refine their use of genAI in language models (see Figure 12).

FIGURE 12

How Value Reapers And Value Seekers Are Accelerating GenAI Adoption



Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Have partners that are more effective at helping with implementation and execution.** Value reapers were more likely than value seekers to look for partners that can help accelerate deployment times for new use cases, have more advanced technical capabilities, and have a deep understanding of their market and use cases (see Figure 13).

FIGURE 13

The Help That Value Reapers And Value Seekers Need From External Partners

Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

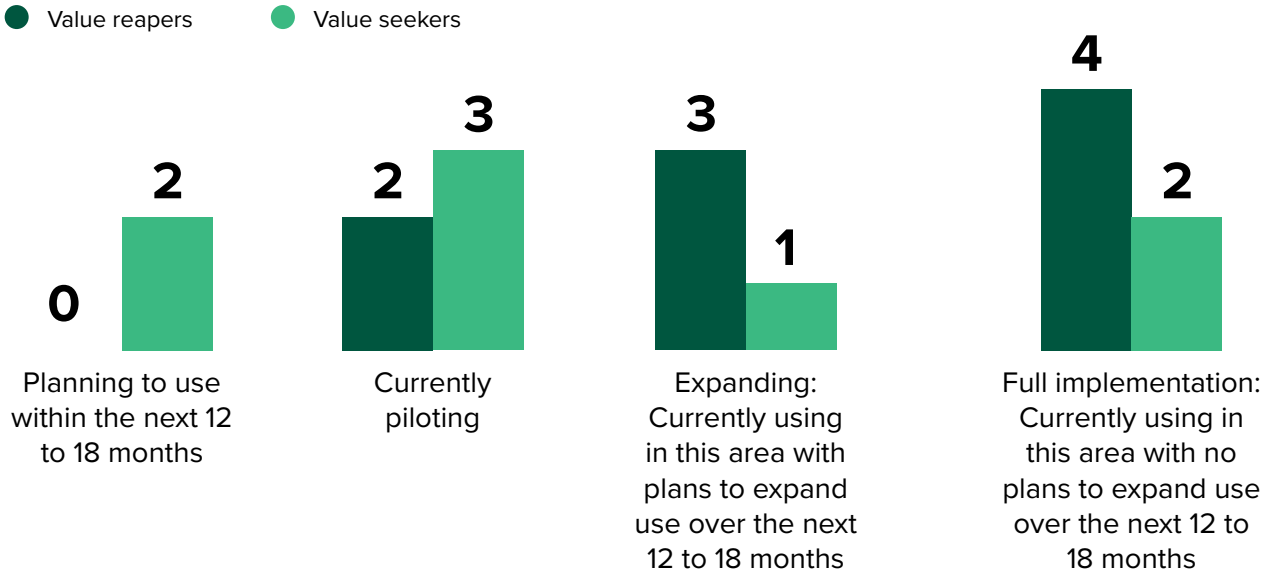
VALUE REAPERS' FOCUS ON KNOWLEDGE AND CAPABILITY DEVELOPMENT AND STRONG PARTNERS PAYS OFF

Value reapers' more robust focus on data capabilities, governance, skills development, and finding partners to drive implementation and execution pays significant dividends when it comes to successfully deploying use cases, deriving benefits, and preparing for future use cases. Our study showed that value reapers were more likely to have:

- **Adopted more use cases.** Value reapers said that their organizations have successfully rolled out more than twice as many use cases, on average, than value seekers. They were also in the process of adding more use cases and were less likely to be in the planning or pilot stages for any current use case (see Figure 14).

FIGURE 14

Value Reapers' And Value Seekers' Average Number Of Use Cases By GenAI Adoption Stage

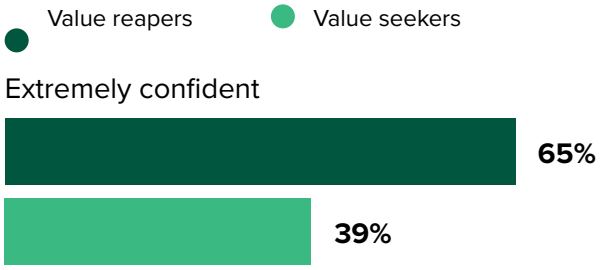


Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Note: Averages rounded to the nearest whole number
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

- **Prepared for future use cases.** Value reapers were much more confident about their ability to derive business value from future use cases (see Figure 15).
- **Experienced more significant benefits in terms of business performance.** Value reapers were more likely than value seekers to experience significant gains in business performance. The leading benefits included improvements in innovation, R&D, operational efficiency, software development, customer engagement, and employee productivity (see Figure 16).

FIGURE 15

Value Reapers' And Value Seekers' Confidence In Their Ability To Derive Maximum Value From Future GenAI Initiatives Based On Current Challenges

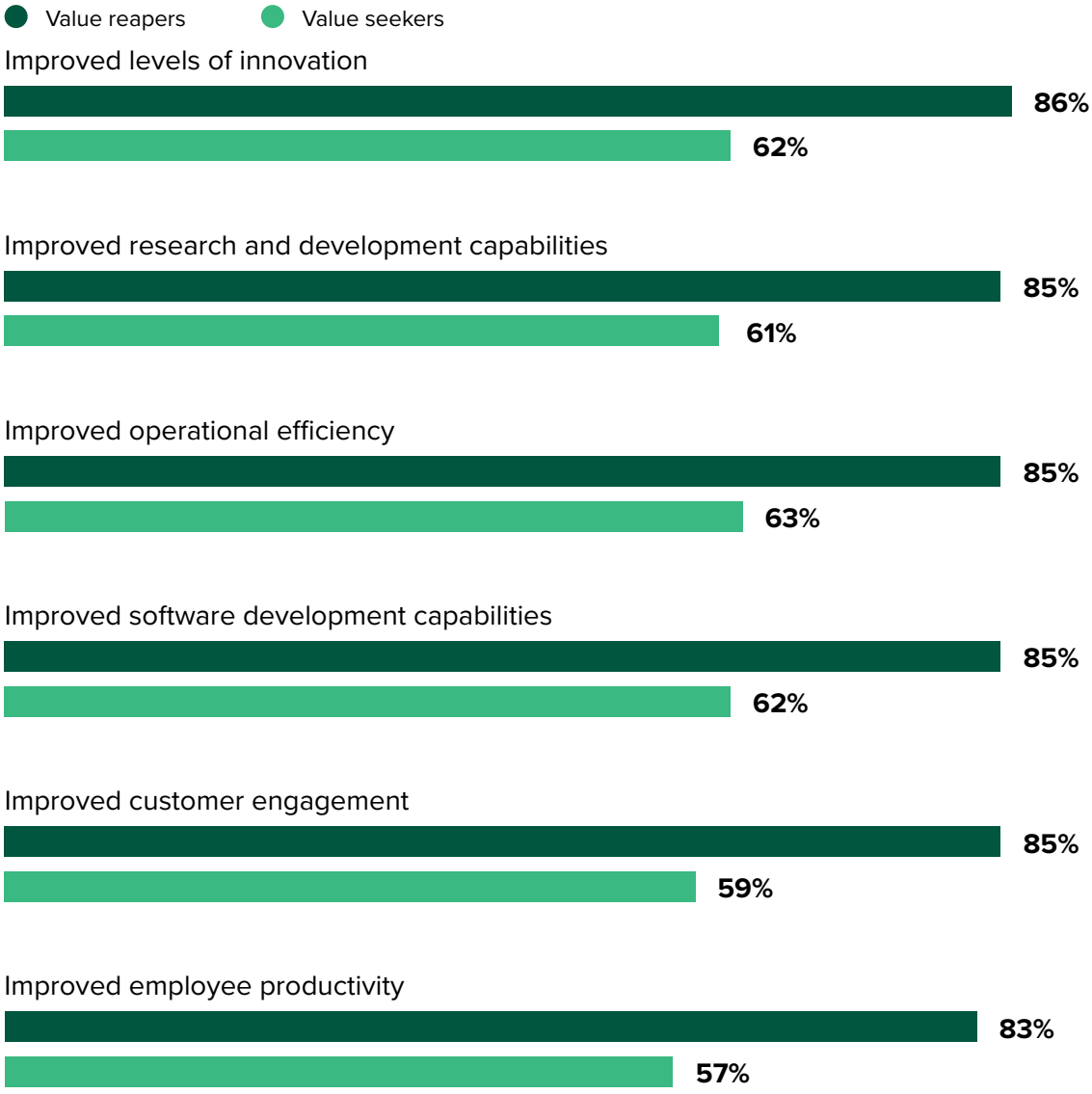


Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Note: Responses of 9 and 10 on a scale of 1 (Not at all confident) to 10 (Extremely confident).
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

FIGURE 16

The Benefits That Value Reapers And Value Seekers Unlock From GenAI Initiatives

(Showing “Seeing a significant level of benefit today”)



Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are “Value reapers”; 229 decision-makers at organizations that are “Value seekers”
Note: Showing top six responses
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

VALUE REAPERS' KEY ATTRIBUTES INCLUDE GEOGRAPHY, INDUSTRY, AND COMPANY SIZE

Our study revealed several attributes of value reapers' organizations. We found that (see Figure 17):

- **US respondents led the pack.** US respondents were more likely to unlock genAI's value across their organizations. Respondents in Germany were more likely to be value seekers; those in Singapore and the UK were evenly split between value reapers and value seekers. Compared with their German peers, US respondents said their organization's partners have been more effective at helping them with implementation and execution. And US respondents weren't only seeing more value today; they also had a more positive view of their organization's ability to derive business value from future genAI use cases than respondents in the other countries we surveyed.
- **Retail stood out, while financial services/insurance (FSI) struggled when it comes to unlocking value.** Respondents at retail organizations were much more likely to be value reapers than their FSI counterparts. FSI respondents were much less likely to report that their organizations have released governance plans than their retail peers. Retail respondents were also much more likely to report that they have already trained their genAI models on their own data than FSI respondents were. Respondents in the healthcare, life sciences, oil and gas, manufacturing industries, at independent software vendors (ISVs), and in enterprise technology groups were evenly split between value reapers and value seekers.

- **Respondents at larger organizations found it harder to unlock value.** Those at organizations with $5 billion-plus in revenue were significantly less likely to show success in unlocking value across their ecosystem; respondents at companies with less than $200 million in revenue were significantly more likely to manage this. Why? Larger organizations have a harder time organizing the required capabilities across their broad hardware, software, and infrastructure landscapes. As a result, their need for advanced orchestration capabilities is even more critical. Respondents at organizations with $1 billion-plus in revenue were nearly 5x more likely to say that they don't yet have the ability to incorporate enterprise data in their genAI models than those at companies with less than $200 million in revenue. They were also much more likely to report challenges in rolling out genAI governance plans.

FIGURE 17

The Key Attributes Of Value Reapers' And Value Seekers' Organizations In Unlocking GenAI's Value Across The Business

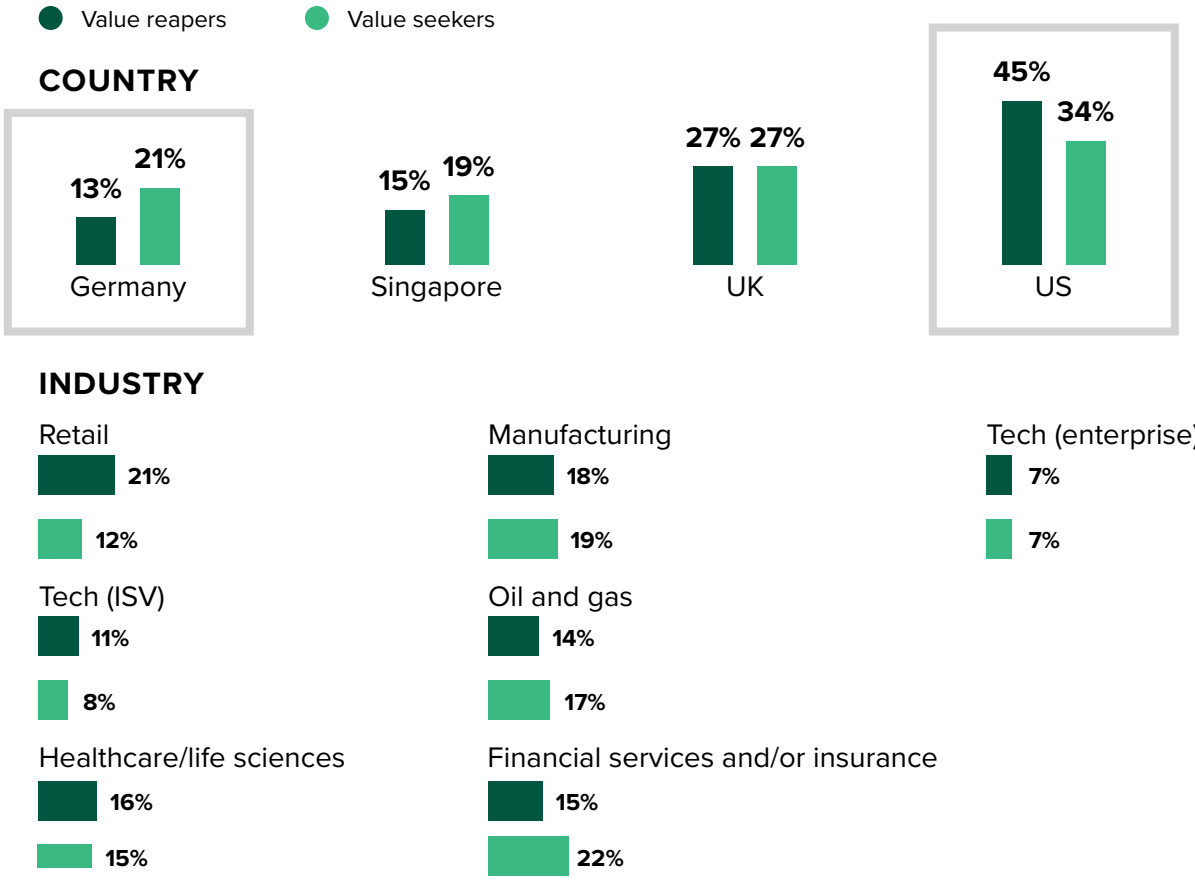
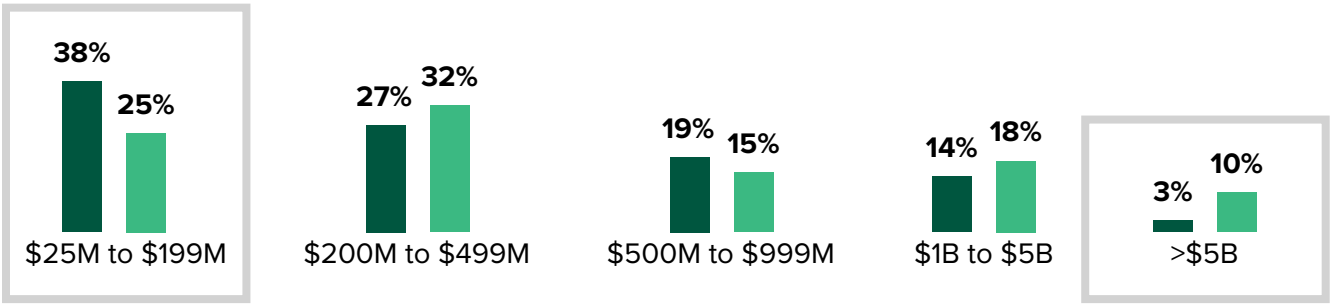


FIGURE 17

The Key Attributes Of Value Reapers' And Value Seekers' Organizations In Unlocking GenAI's Value Across The Business (cont.)

REVENUE



Base: 484 global technology purchasing decision-makers involved with genAI; 255 decision-makers at organizations that are "Value reapers"; 229 decision-makers at organizations that are "Value seekers"
Note: Boxes show the significant differences between value reapers and value seekers.
Source: A commissioned study conducted by Forrester Consulting on behalf of SoftServe, February 2024

Key Recommendations

As leaders work to enhance their organization's ability to orchestrate genAI strategies that deliver transformative value across their organization, they must focus on improving execution and filling gaps in knowledge and capabilities. Forrester's in-depth survey of more than 750 technology purchasing decision-makers involved with genAI yielded several important recommendations:

Update ROI and impact assessments periodically as your organization matures.

The race isn't over, even for those who have successfully adopted genAI. Creating ROI models and organizational impact models that you can revisit and update over time will allow you to more accurately assess value and understand your organization's changing needs and appetites. For example, you'll be better able to identify future use cases as your organization becomes more familiar with securing genAI applications.

Make data preparation a foundation of your strategy.

Respondents who saw success with genAI today did so by differentiating on data. Preparing data for genAI applications can take the form of generating questions and answers for fine-tuning; ingesting and indexing documents for retrieval-augmented generation; or unsupervised fine-tuning. Understand the data preparation you'll need to do when selecting genAI use cases that will produce value.

Track progress in organizational readiness and skills.

You won't close your gaps in hard and soft genAI skills overnight, as those skills are still evolving. A comprehensive strategy should support end users in developing the skills they need to use genAI applications; it should also help the developers and data scientists who will build these applications. Each case will involve continuous learning as skills and techniques in the genAI space are refined.

Find partners that can broker a genAI strategy across the organization.

A successful genAI adoption strategy addresses your entire department or enterprise. You need strong buy-in from leaders to ensure project approvals, and you must involve key stakeholders from areas like legal and compliance to ensure that risk assessments happen early in the process. Developing cross-functional collaboration will also enable your organization to take a more portfolio-oriented approach, with initial use cases forming the basis for subsequent ones. External partners can act as third-party brokers to unite stakeholders across your organization under a single genAI strategy that addresses the entire enterprise.

Appendix A: Methodology

In this study, Forrester conducted a global, cross industry online survey of 777 technology purchasing decision-makers involved with their organization's use of generative AI (genAI) to evaluate the effectiveness of their current adoption strategies. We asked the participants about their organization's genAI technology, infrastructure, skill development, and governance strategies as well as the value that their organization was deriving from its current use of genAI. Respondents were offered a small incentive as a thank you for time spent on the survey. The study began in January and was completed in February 2024.

Appendix B: Demographics

COUNTRY	
US	**41%**
UK	**26%**
Germany	**20%**
Singapore	**13%**

INDUSTRY	
Manufacturing	**18%**
Oil and gas	**17%**
Retail	**17%**
Tech/tech services	**16%**
Healthcare/life sciences	**17%**
Financial services/insurance	**15%**

POSITION	
C-level	**19%**
Vice president	**52%**
Director	**29%**

REVENUE	
$25M to $199M	**33%**
$200M to $499M	**33%**
$500M to $999M	**15%**
$1B or more	**19%**

ROLE REPORTING TO	
IT	**25%**
Data and analytics	**24%**
Technology and engineering	**18%**
Digital transformation	**10%**
Product management	**10%**
Research and development	**10%**
Innovation	**3%**

TECHNOLOGY BREAKDOWN	
Independent software vendor ($25M to $199M)	**51%**
Enterprise ($200M+)	**49%**

Note: Percentages may not total 100 due to rounding.

Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

The Generative AI Advantage, Forrester Research, Inc., November 29, 2023.

Prepare Your Entire Workforce For AI Now, Forrester Research, Inc., March 27, 2024.

Get AI Governance Just Right, Forrester Research Inc., July 5, 2023.

The Technology Leader' s Primer For AI Foundation Models, Forrester Research Inc., April 4, 2024.

ADDITIONAL RESOURCES

Rowan Curran, GenAI For Tech Leaders: Q&A, Forrester Blogs

May 16, 2024, The High-Performance Payoff Of Artificial Intelligence, Webinar

July 11, 2024, AI Strategy Across The Enterprise, Webinar

August 8, 2024, AI Architecture — Connecting Models, Platforms, And Infrastructure, Webinar

Appendix D: Endnotes

[1] Source: The Generative AI Advantage, Forrester Research, Inc., November 29, 2023.

[2] Source: Get AI Governance Just Right, Forrester Research Inc., July 5, 2023.

[3] Source: Prepare Your Entire Workforce For AI Now, Forrester Research, Inc., March 27, 2024.

[4] Ibid.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