

The Global AI Business Landscape

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Introduction

The report, "**The Global AI Business Landscape**", conducted by **Dialectica** and **ELTRUN: the eBusiness Research Center of Athens University of Economics & Business**, presents a comprehensive **global survey of 1,594 large companies** and clearly reveals how leading businesses perceive and drive major **AI developments worldwide**.

As the report illustrates, **84% of companies currently use AI technologies**, witnessing a **20% increase from 2023**. The most used AI technologies are **chatbots and virtual assistants (68%)**, **Generative AI (65%)**, and **predictive analytics (61%)**.

Key findings indicate that **only 5% of companies have achieved "AI-Transformed" status**, demonstrating the significant business impact resulting from advanced AI adoption. Meanwhile, **30% are merely "AI Adopters"**, using AI without realizing concrete business benefits.

The report further details **the expected outcomes companies aim to achieve with AI**, classifying them into **strategic, operational, consumer-centric, and decision-support categories**. It also examines **the strategic goals achieved through AI adoption**, with productivity efficiency being **the most cited operational goal at 64%**.

Ultimately, the report identifies **strategy, organization, execution, and technology** as the essential capabilities behind **successful AI adoption and transformative outcomes**.

Foreword

by the authors



Stamatis Voglis
VP, Global, B2B Surveys, Dialectica

“ AI tools, like any other disruptive innovation, face one fundamental challenge: driving adoption across the organisation and ensuring that usage translates into real, measurable outcomes. This is especially critical in more traditional industries, where delays in AI adoption — often caused by unsuccessful transformation efforts — could prove decisive for the very survival of many companies. ”



Prof. Georgios Doukidis
ELTRUN, Athens University of Economics and Business

“ Companies need more than just technological readiness to leverage AI effectively. Organizational adaptability, strategic focus, strong execution capabilities, and the right talent are also key. ”



Dr. Timoleon Farmakis
ELTRUN, Athens University of Economics and Business

“ AI adoption is becoming more widespread, but real transformation is rare. Technology on its own is not enough — companies also need the right data, infrastructure, people, and capabilities to turn potential into tangible results. ”

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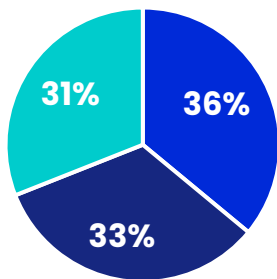
- Expectations and Achievement
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- AI Transformation
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- Driving the AI Maturity / Exploitation

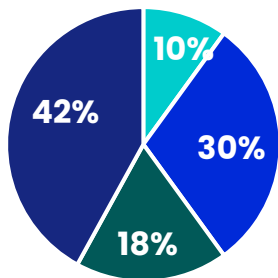
Global Survey: 1,594 Large Companies in Various Regions and Sectors

Turnover



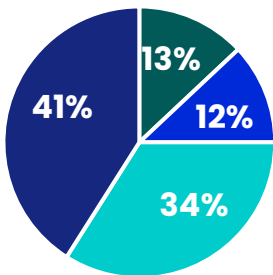
■ \$101 million to \$1 billion ■ \$1 billion to \$5 billion
■ \$5 billion or more

Number of employees



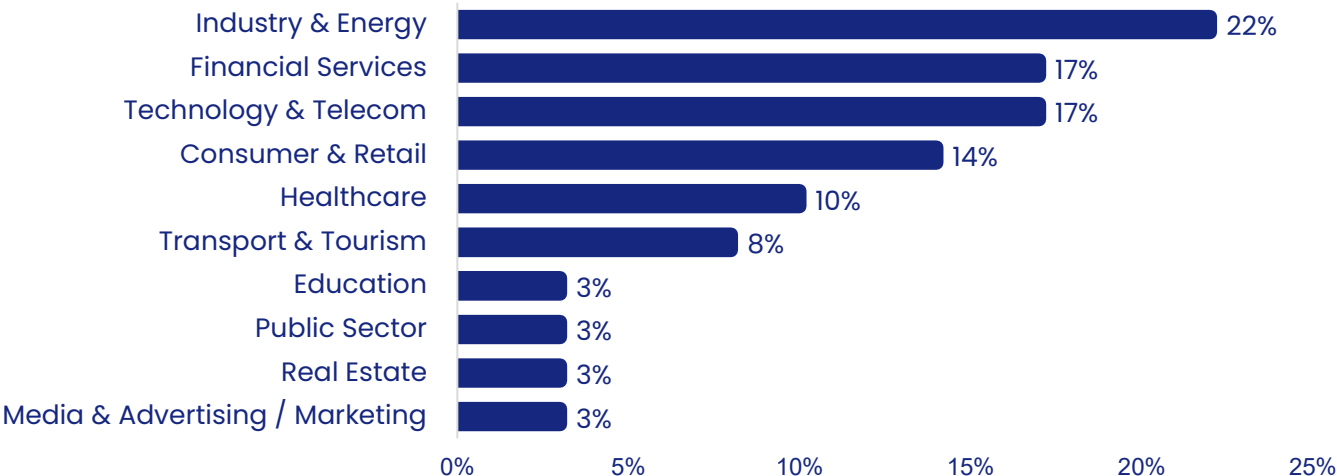
■ 1-1000 employees ■ 1001-5000 employees
■ 5001-10000 employees ■ 10001 or more employees

Region



■ Rest of the World ■ United States
■ Asia including Middle East ■ Europe including UK

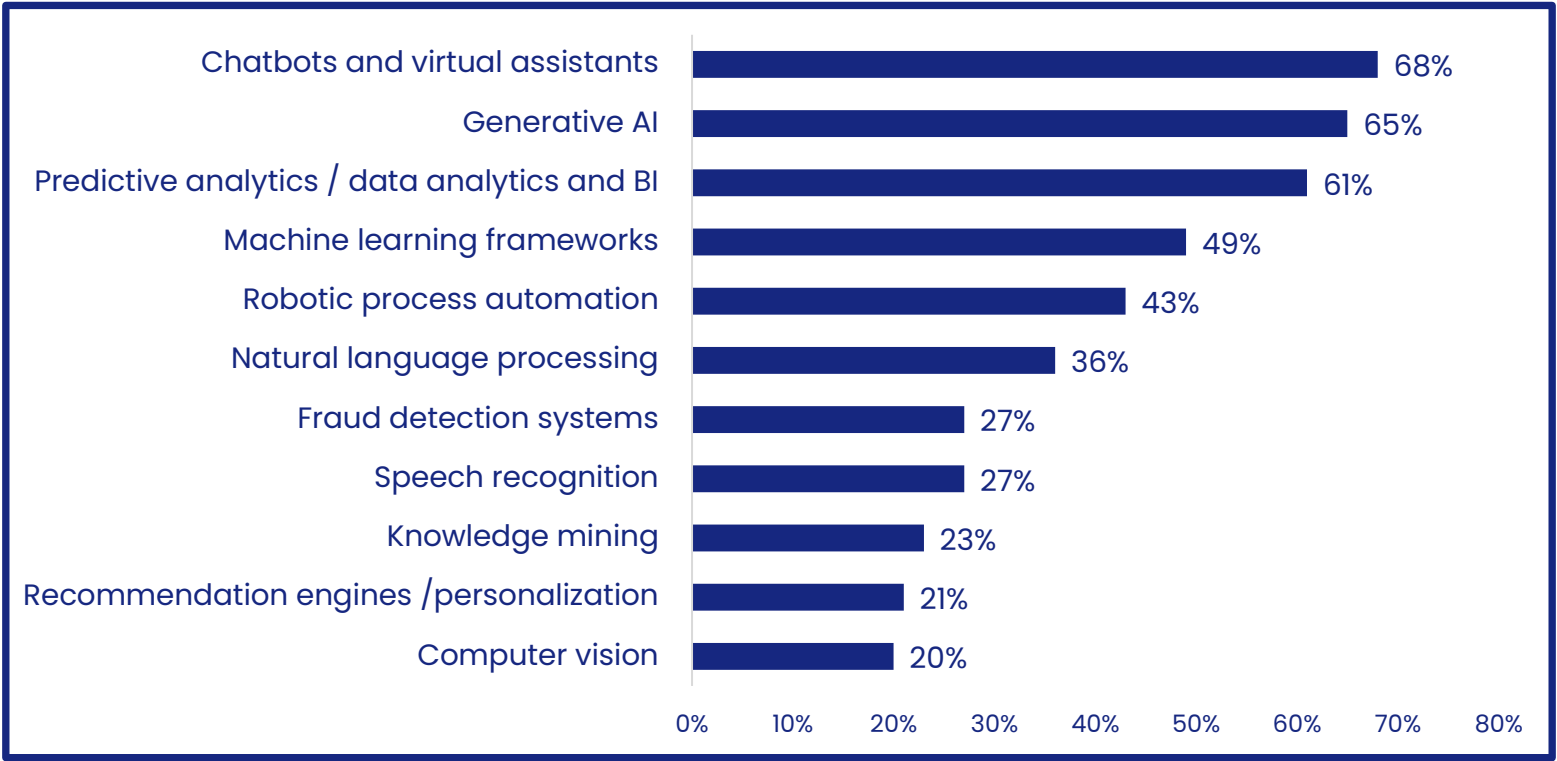
Industries/
Sector



84% of companies currently use AI technologies, reflecting a 20% increase from 2023, when adoption stood at 70%

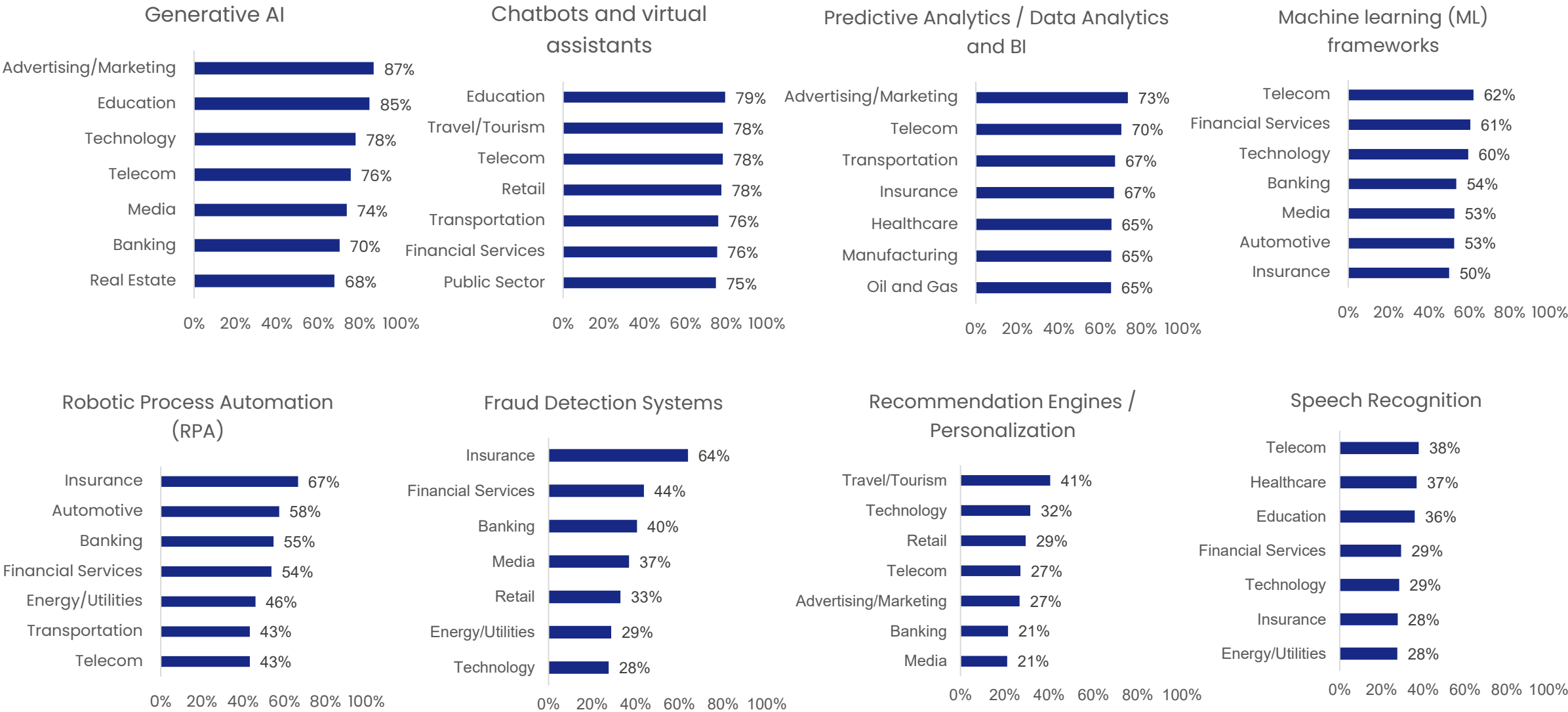
On average, companies that have adopted AI utilize 4.4 AI technologies

What type(s) of AI technologies does your organization currently use?



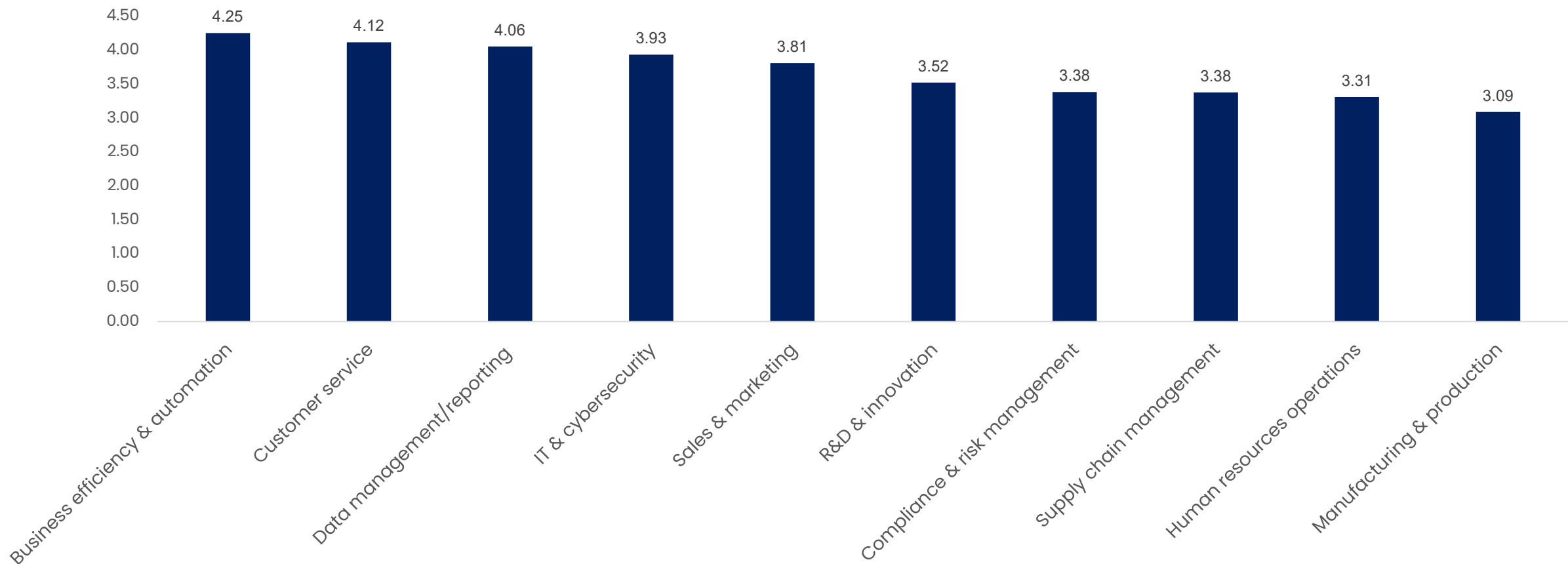
*Percentages reflect companies using AI technologies.

Different Sectors focus on Different AI Technologies



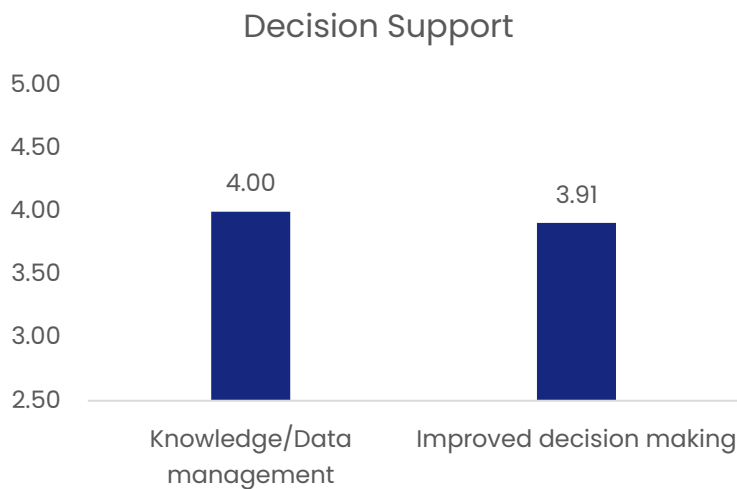
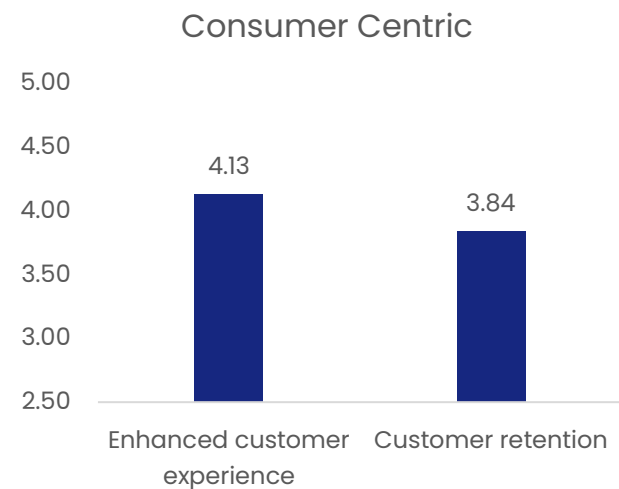
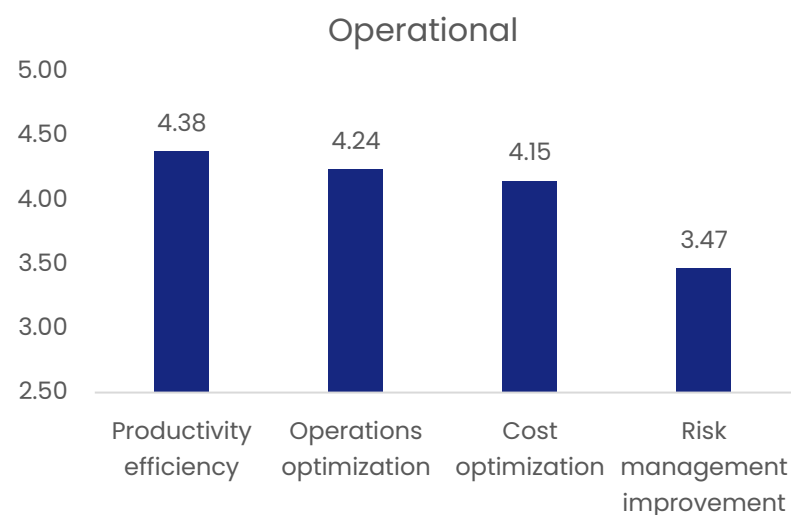
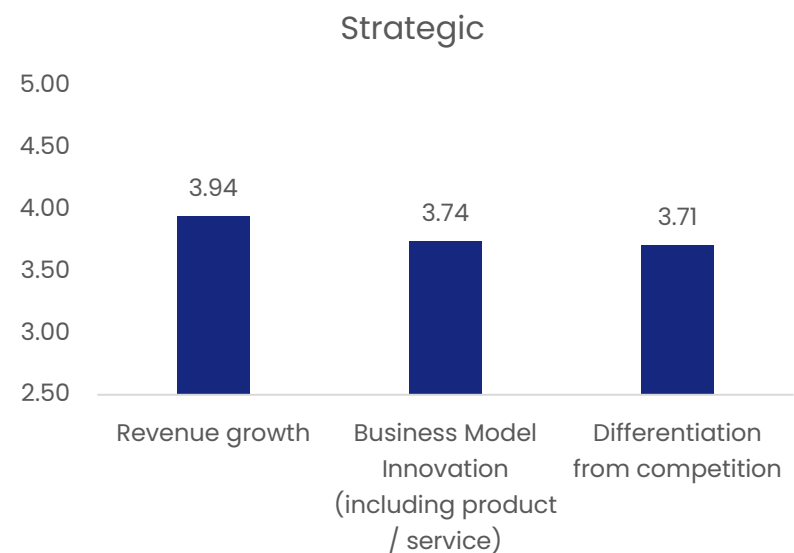
Operations | Functions expected that AI would leverage / add value

Please rate the operational areas in which you would expect that AI would most likely be leveraged/add value in your organization (Total Sample)



*Metrics reflect companies using AI technologies.

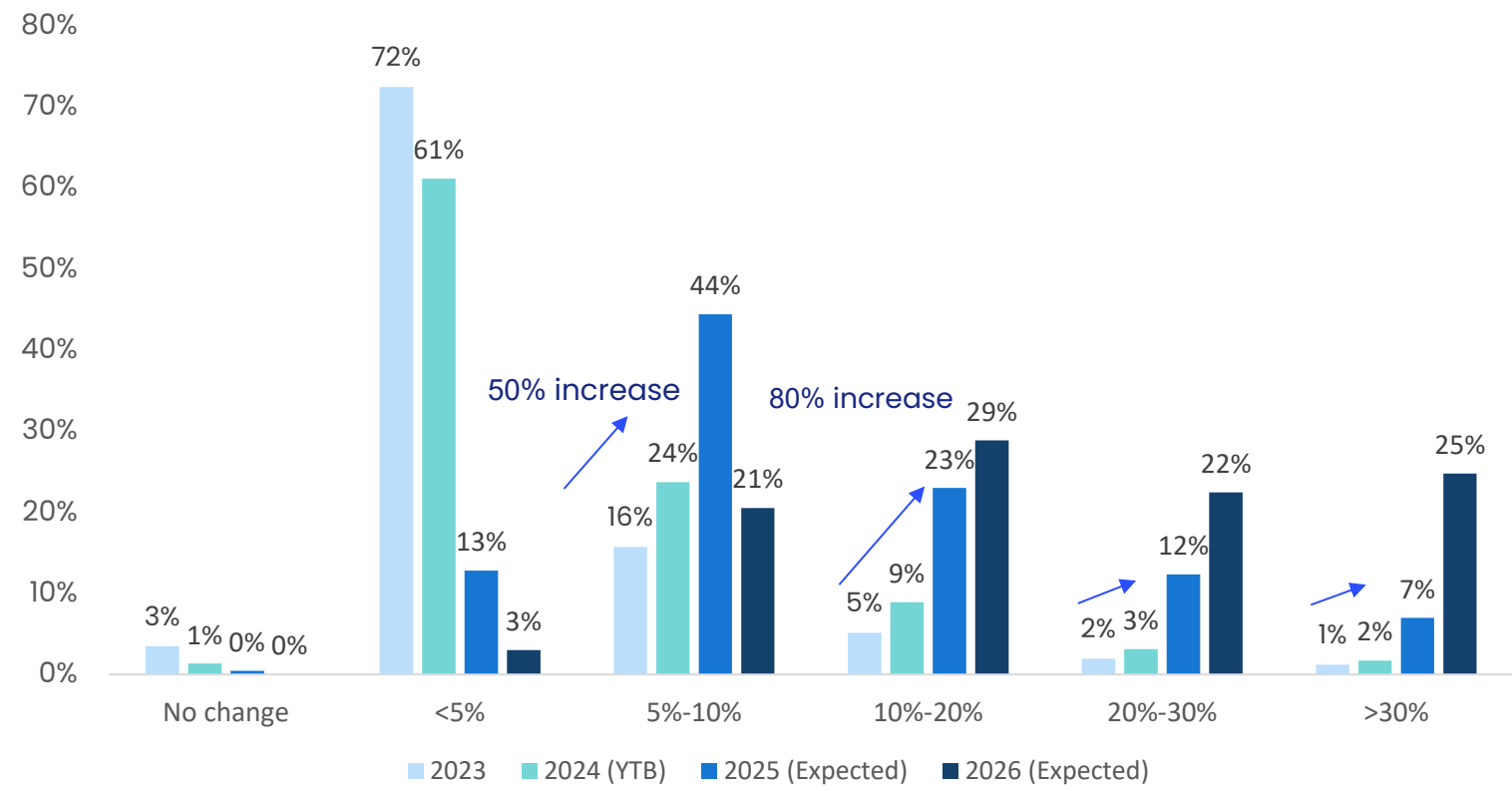
Expected outcomes companies aim to achieve with AI



*Percentages reflect companies using AI technologies.

Only 1 in 8 Achieved Noticeable Automation with GenAI, but there are High Expectations in the Near Future

What percent of your work has been automated now due to GenAI and how do you expect that to change?



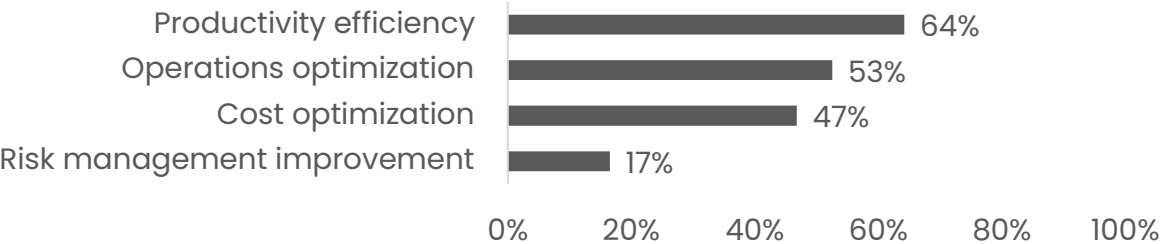
Notable jumps: The 5%-10% category grew by 50%, and the 10%-20% category almost doubled (80% increase), showing a clear trend toward deeper automation.

Future expectations: By 2026, 25% of companies expect to automate >30% of work, a substantial leap from just 1%-2% in previous years.

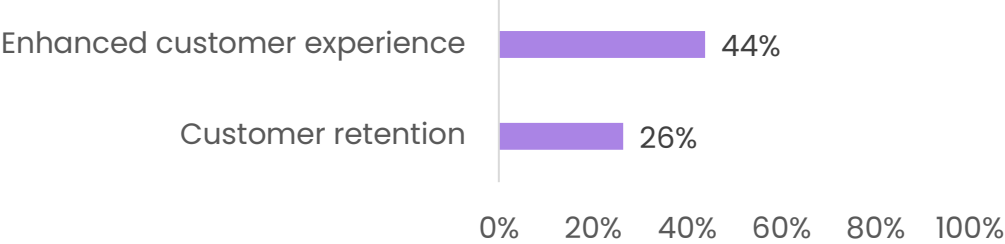
*Percentages reflect companies using AI technologies.

Strategic Goals Achieved Through AI Adoption

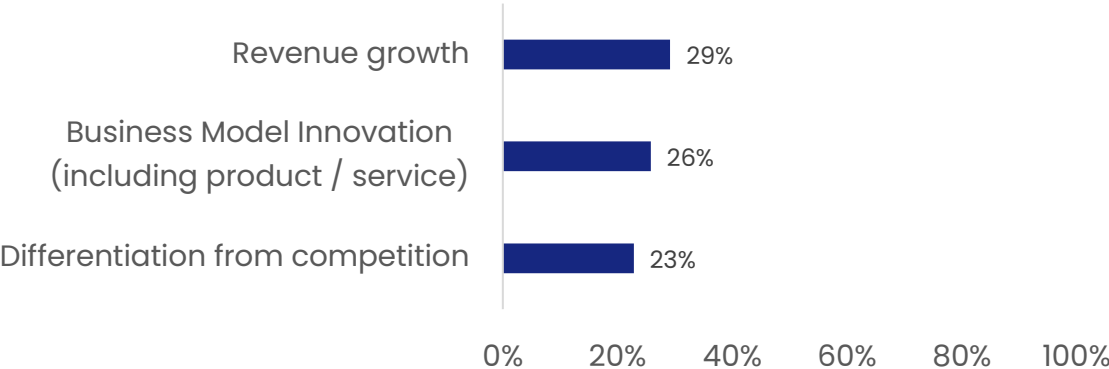
Operational



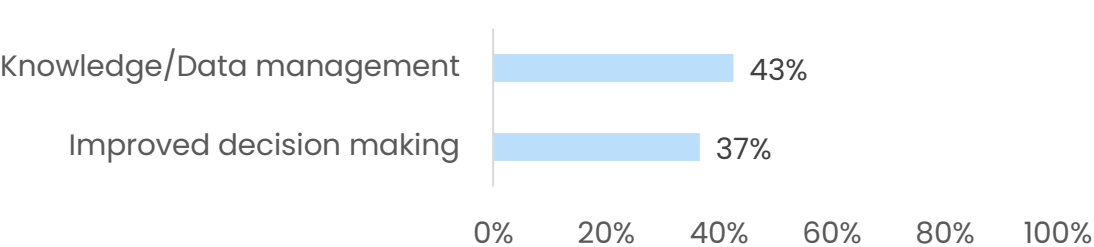
Customer Centric



Strategic

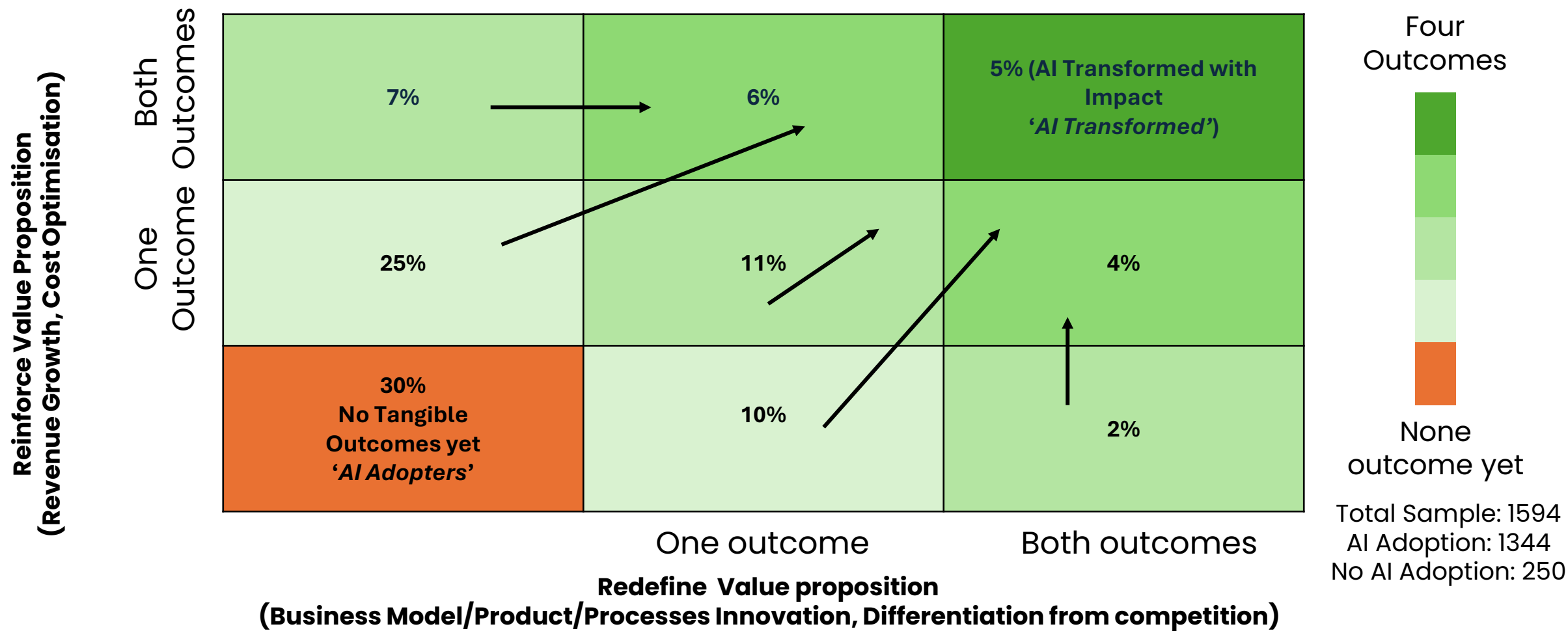


Decision Support

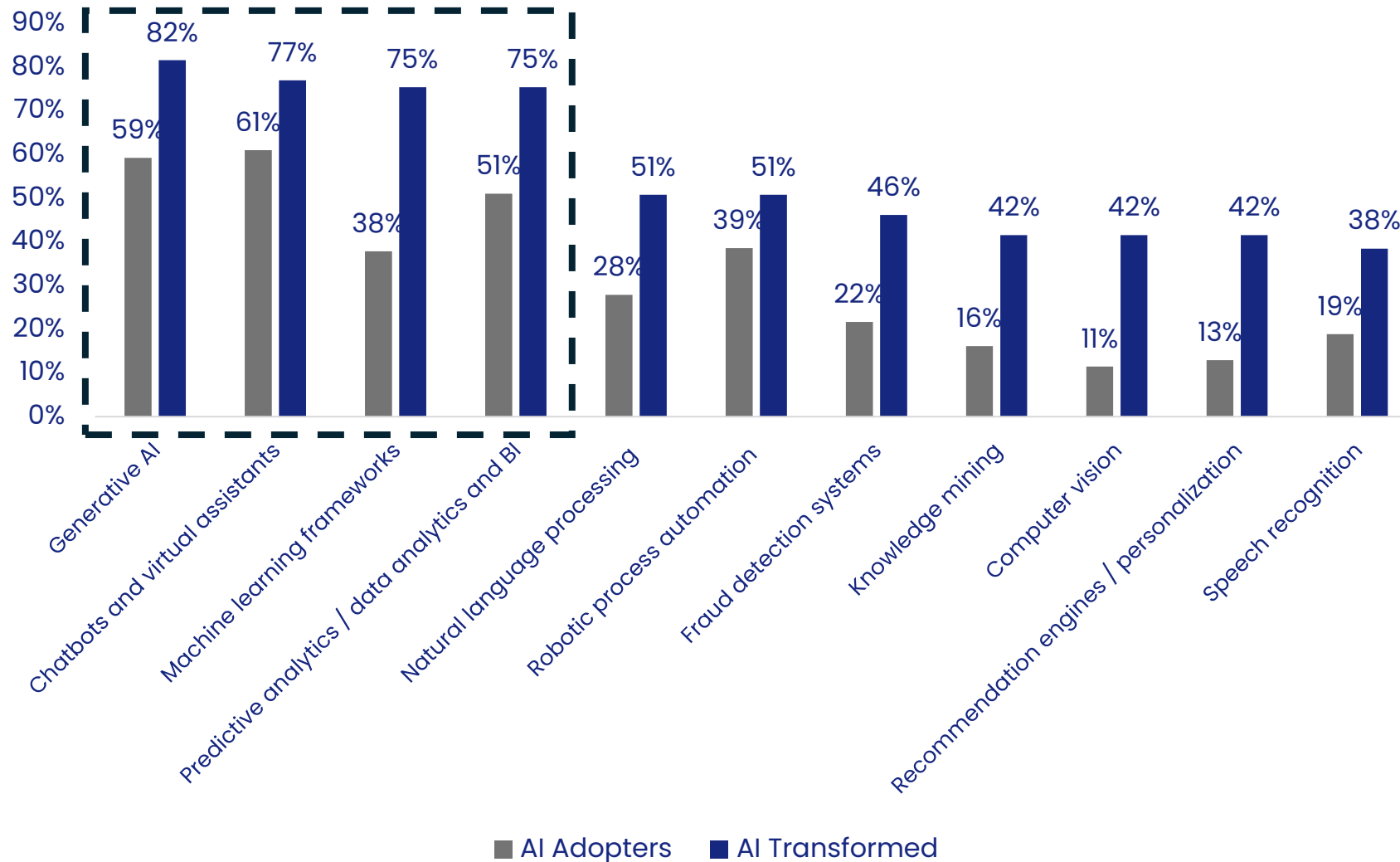


Only 5% are in AI Transformation State

30% of companies have adopted AI but have yet to achieve tangible business benefits (gap between AI implementation and real impact)

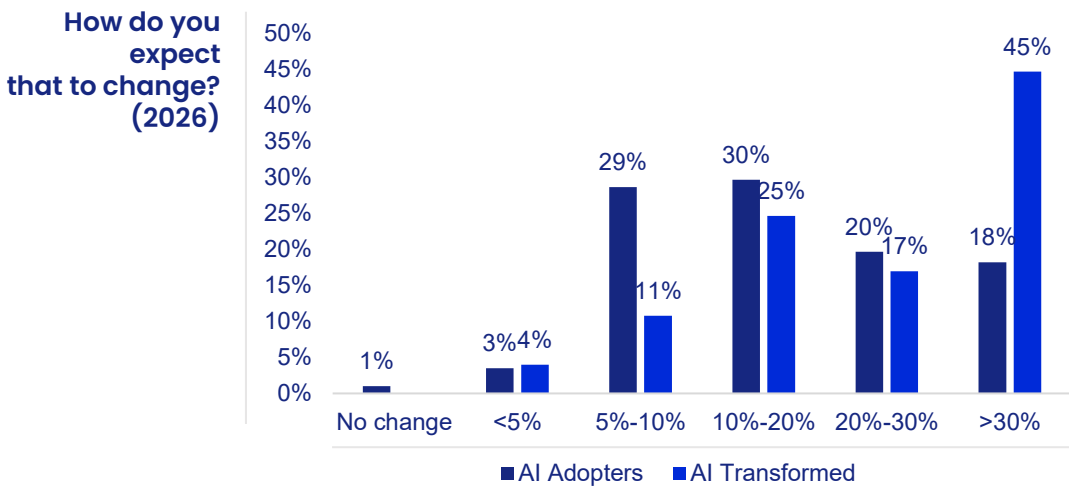
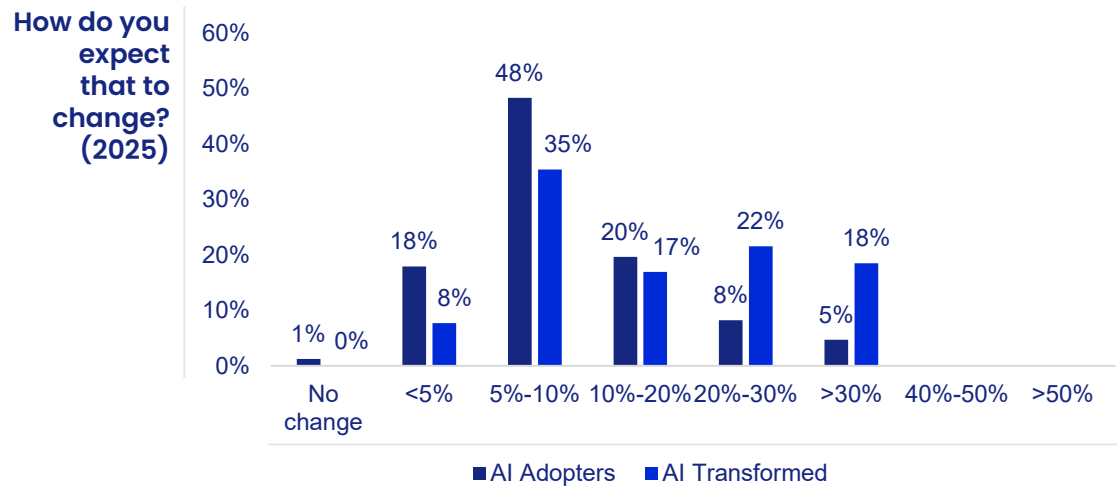
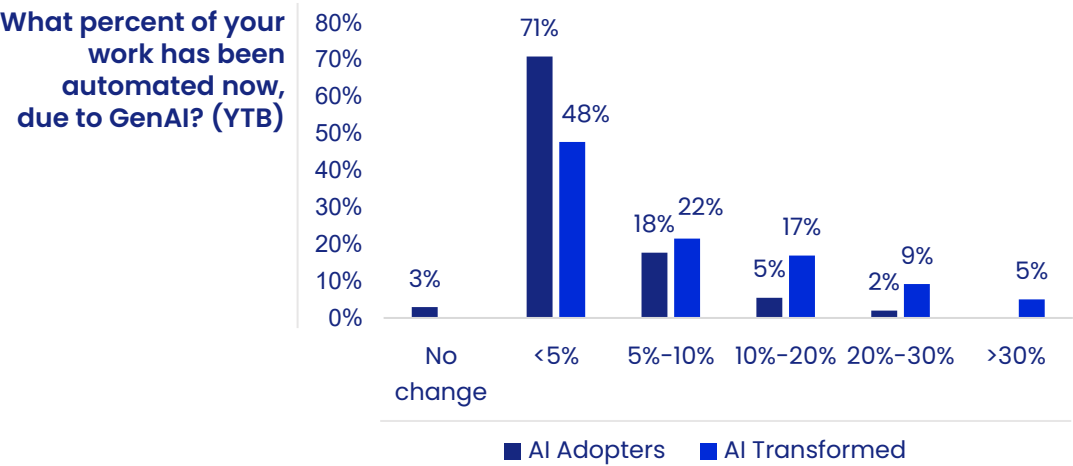


AI Technologies Enabling Transformation



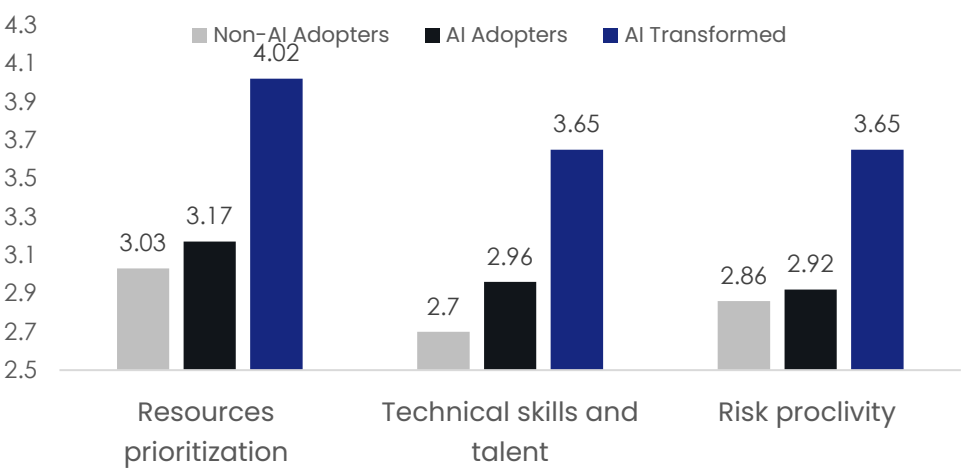
- **Generative AI, Chatbots, Machine Learning, and Data Analytics** are the most prominent AI technologies that drive Impact
- **AI Adopters tend** to focus more on Generative AI and Chatbots while **adopting fewer complex technologies**

AI adopters are lagging in fully leveraging Generative AI, while work automation depends on AI Transformation maturity

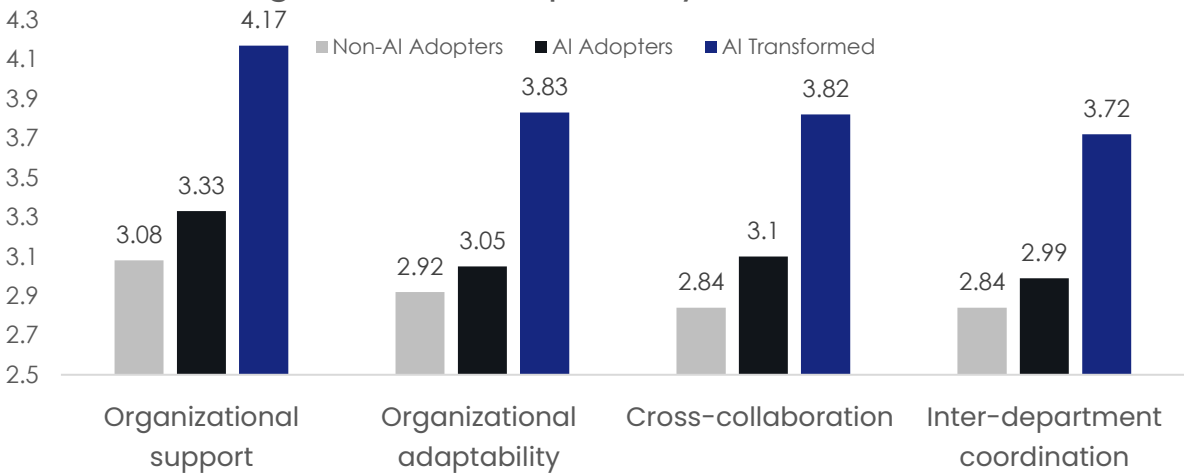


Capabilities (Strategy, Organization, Execution, Technology) for Successful AI Adoption

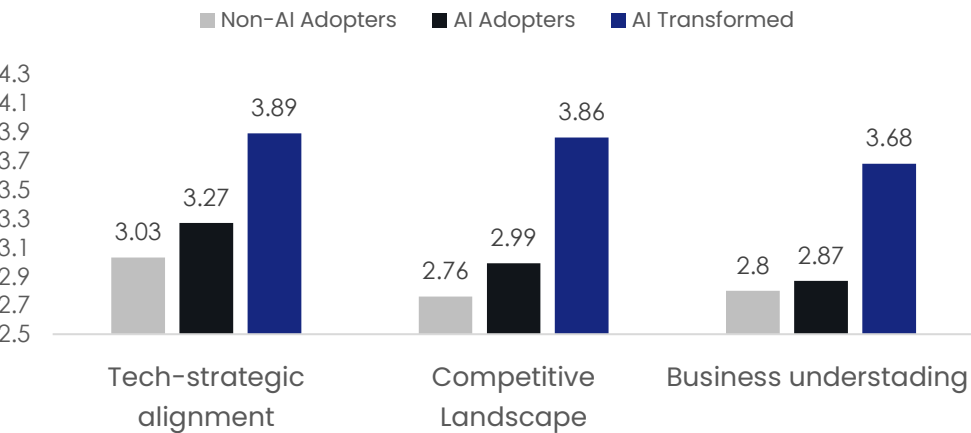
Execution Ability



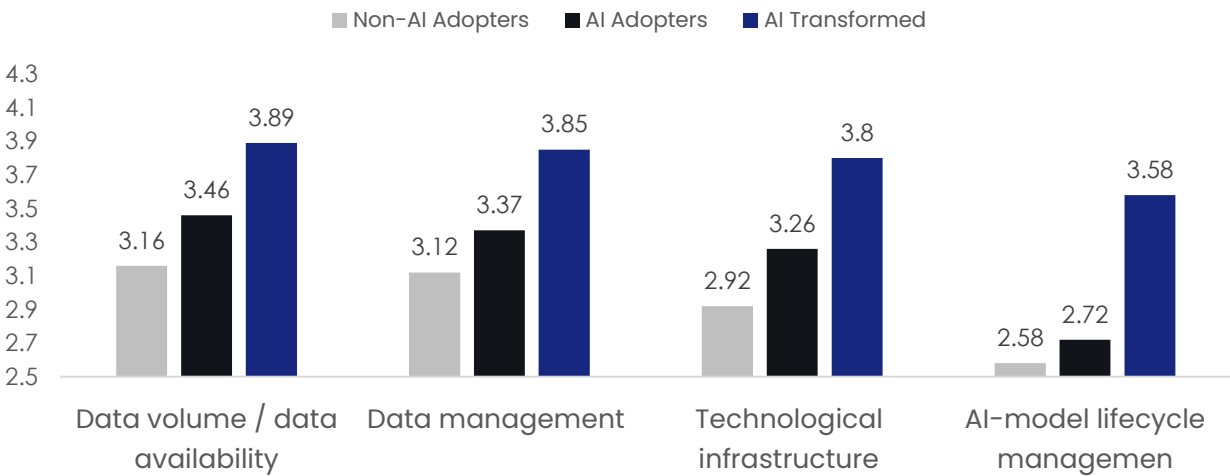
Organization Adaptability



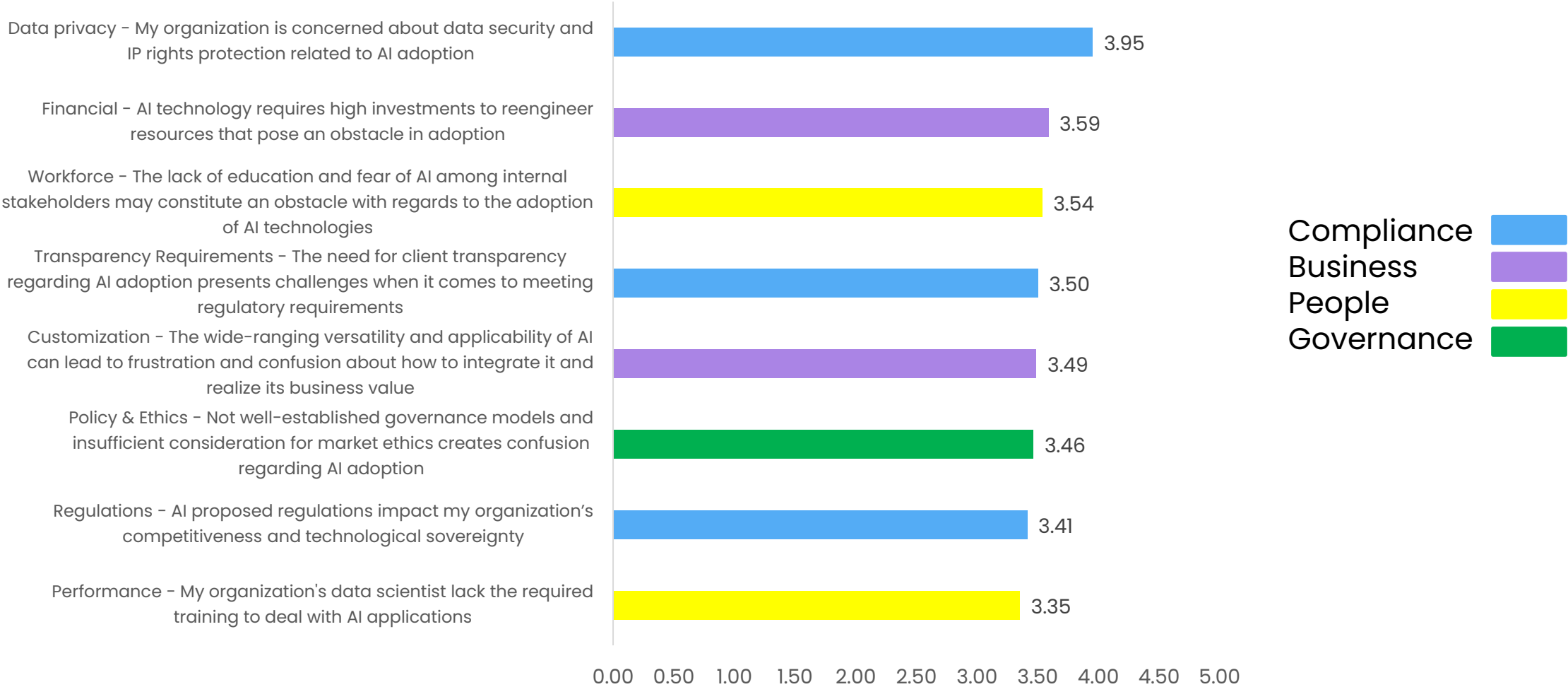
Strategy focus



Technology Readiness

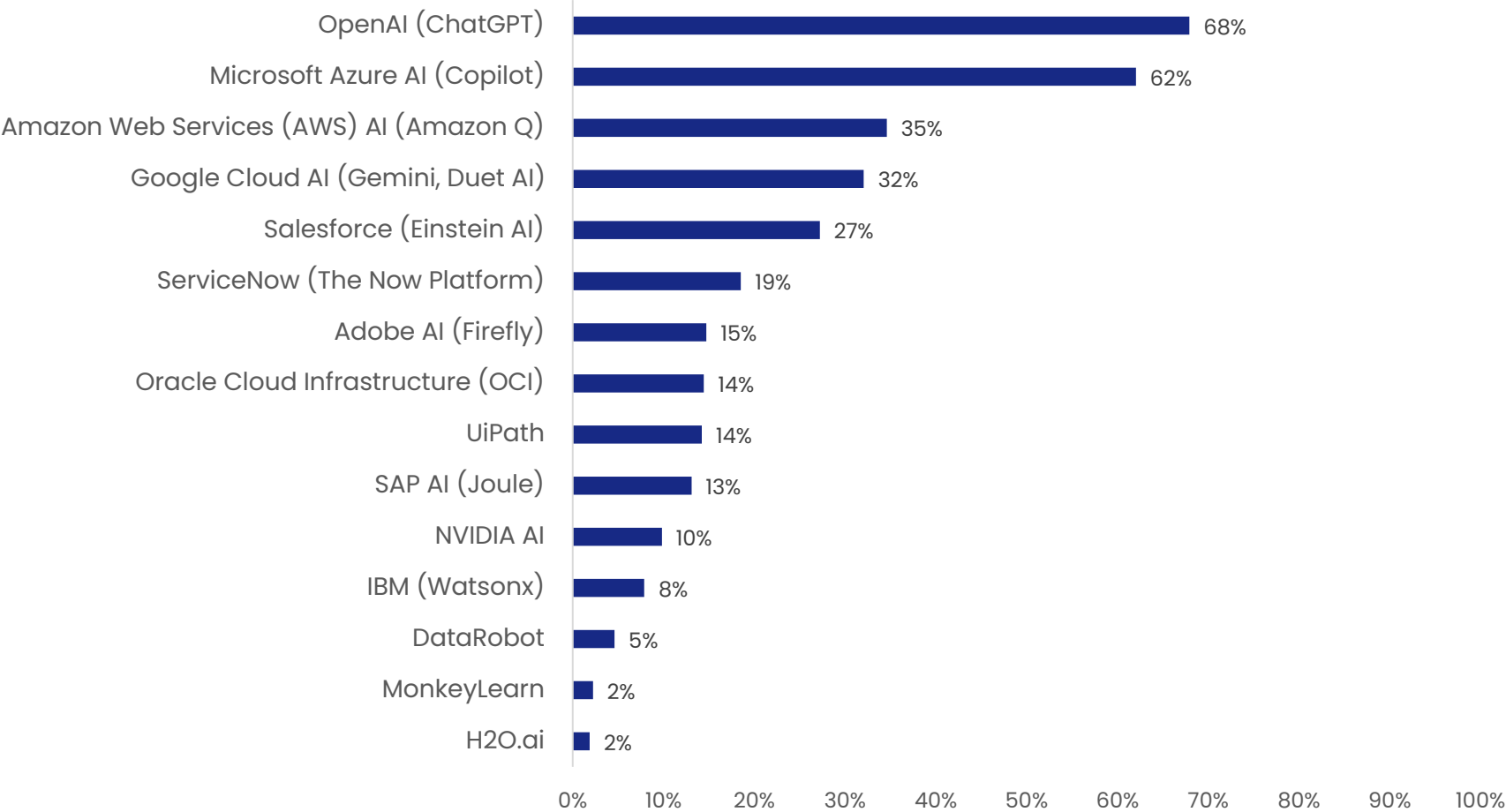


Important Considerations/Pain Points for AI Adoption are Multifacet



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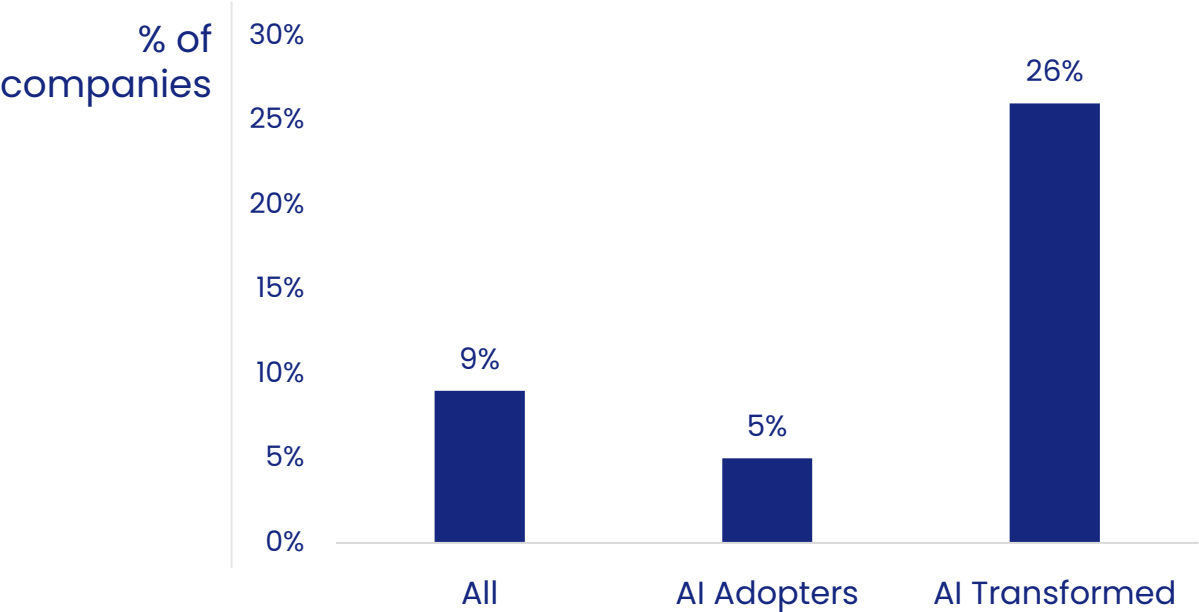
Currently Used AI Products/Service Vendors



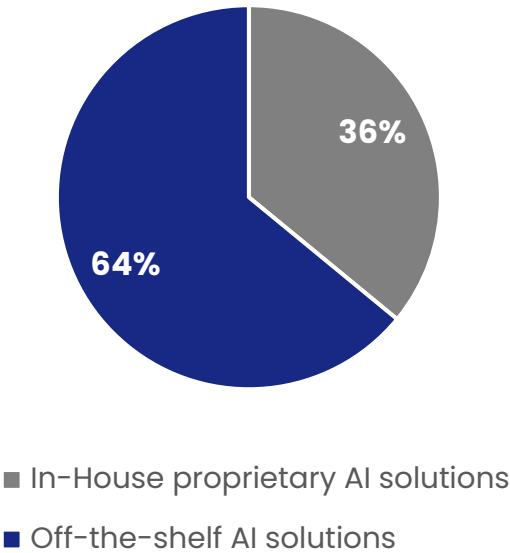
*Percentages reflect companies using AI technologies.

Proprietary AI: A Key Driver for AI-Transformed Companies

Proprietary AI (2024)



In the next 1-3 years, what percentage (%) of your AI Solutions investments will be focused in...



About

Dialectica

Dialectica is a leading information services firm that enhances the decision-making processes of major investment firms, consulting firms, and Fortune 500 companies by enabling them to gather real-time information. Founded in Athens in 2015, Dialectica has grown into an international organization with a presence on three continents, six offices, over 1,500 employees, and annual revenues exceeding \$100 million. Since 2020, the company has consistently been listed among Europe's fastest-growing companies by the Financial Times and Statista, with an impressive average annual growth rate of 70%. Today, Dialectica serves more than 70,000 users across over 165 countries and 200 industries, ranking among the top five companies in its field—a market valued at over \$100 billion.

Athens University of Economics & Business

With more than hundred-year brilliant tradition of contributing to education, science, economics and society, the Athens University of Economics and Business (AUEB) enjoys high international recognition in the fields of Economics, Management and Information Technology. The international prestige and reputation of the University reflects the high level of teaching and research staff, the modern curricula it offers, the international collaborations, the achievements of students during their studies, the high employability of its graduates in the labor market and its distinct social and economic contribution.

ELTRUN is the E-Business Research Center off the Department of Management Science and Technology at AUEB. ELTRUN with its more than 40 researchers (including 5 members of the academic staff of AUEB and 20 Post-Doc and academic staff of other Institutions) is the largest eBusiness center in all European Business Schools. ELTRUN has successfully produced state-of-the-art research in areas such digital transformation, AI, digital innovation, e-commerce, completed more than 40 international research projects (most of them funded by the European Commission) and collaborated with more than 100 international organizations.

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