

## **Transforming the Poetry of GenAI into the Prose of Business**

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A famous US politician once said, “You campaign in poetry. You govern in prose.” Business leaders too can talk poetically about their strategies and goals but ultimately are judged by their prose—what they accomplish.

At the start of 2024, GenAI is moving from the realm of potential and promise to the reality of business plans and profitability. 2023 was the year of experimentation. 2024 has to be the year of business impact. CEOs and their executive teams will be judged on whether they can get the human part of the equation right—capabilities, processes, organizational setup, incentives, leadership models, and more.

There is still so much work to be done. BCG recently surveyed more than [1,400 C-suite executives](#) across 50 markets:

- Nine out of ten of these executives say that GenAI is a top technology priority for their company in 2024.
- But fewer than one in ten companies, just 6%, have trained one-quarter of their workforce on GenAI tools.

In a world full of change and disruption, wait-and-see is not a viable option. And yet that is the path most organizations have adopted.

- 90% of organizations are on the sidelines or still only experimenting with GenAI.
- Unsurprisingly, 66% of executives are ambivalent or dissatisfied with their organization’s progress on AI and GenAI.

I empathize with many of these respondents. At BCG, we have had to make some of the same tradeoffs and decisions as our clients. How much do we invest in GenAI? Should we build or buy GenAI solutions? How much freedom do we give employees to experiment? How fast can and should we train our staff? How do we mitigate risks like overreliance?

We have decided to move boldly—partnering with large and small tech companies on a few comprehensive platforms that we’re scaling rapidly and training large numbers of our staff on new ways of working. Just as important, we are implementing responsible AI policies every day.

I worry that too many C-suite executives continue to treat GenAI as a new technology to be delegated to the experts rather than a new way of working. More than half of leaders surveyed, 59%, say that they have limited or no confidence in their executive teams’ proficiency in GenAI.

To kick off 2024, I encourage you to:

- Become familiar with GenAI tools and incorporate them into your workday.
- Think big. How can you deliver on your top business priorities even more boldly and faster with AI?
- Obsess about your people. Take a zero-based approach to defining the skills you need tomorrow and start training today.
- Build a safe technological environment. The financial and reputational costs of AI can be significant.
- Spend time with your legal, regulatory, and risk staffs. The ethical decisions tied with this technology need to be steered from the top.

Embrace the uncertainty.

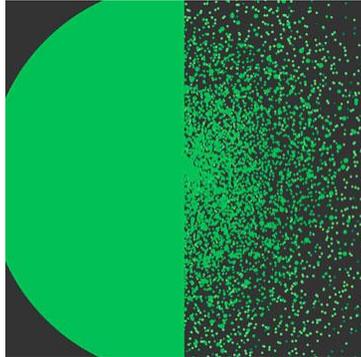
Until next time,



**Christoph Schweizer**  
Chief Executive Officer

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## Further Reading



### [BCG AI Radar: From Potential to Profit with GenAI](#)

BCG's survey of 1,400+ C-suite executives reveals that GenAI is quickly changing the way companies do business—and big gaps are emerging between the winners and the observers.

[READ MORE](#)



### [Introducing L'Oréal Paris Beauty Genius](#)

BCG is proud to have been a part of L'Oréal's journey in creating this personalized, GenAI-powered beauty advisor.

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### [Our Global Chair and GenAI Explore the CEO Agenda](#)

Join BCG's Global Chair Rich Lesser and GENE, BCG's new GenAI conversational agent, for a wide-ranging exploration of the CEO agenda as world leaders gather at Davos.

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