



From necessary evil to strategic edge: How Generative AI rewires the ROI of enterprise transformation



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Some of the **most important projects** are also the **least loved.**



Why these projects get deprioritized

Old framing

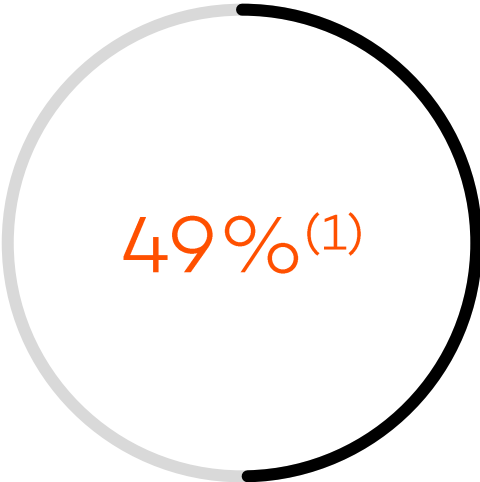
- Reduce risk
- Lower maintenance
- Avoid disruption

What executives like to fund

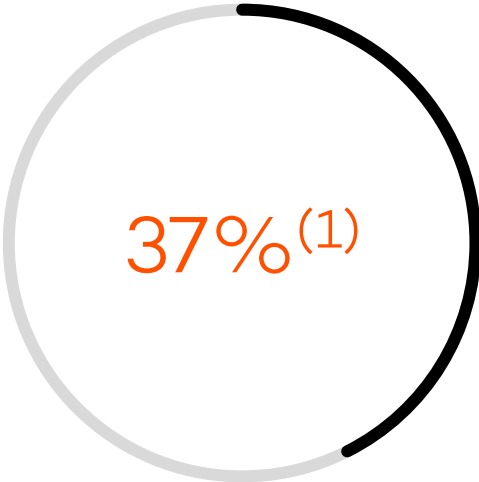
- Accelerate growth
- Improve experience
- Create capability



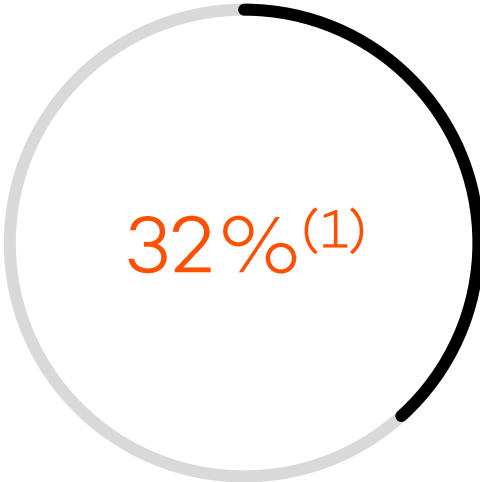
These programs start under pressure



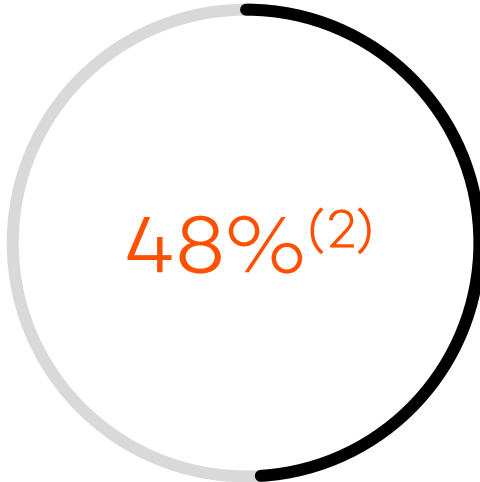
Risk



Speed



Costs

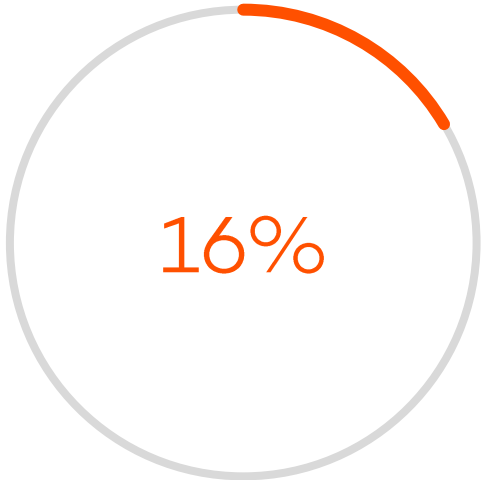


Tech debt

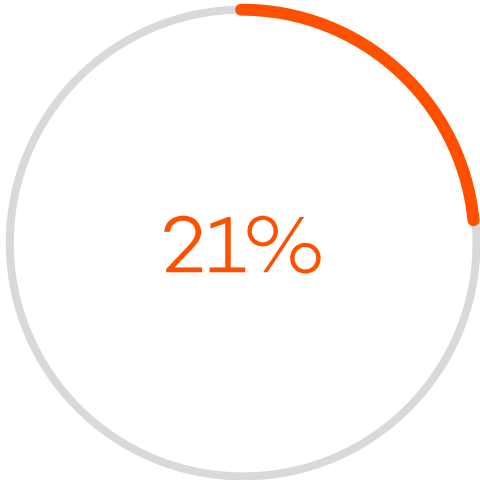
(1) Ensono's The State of IT Modernization survey report 2025

(2) SAP LeanX IT cost optimization survey report 2025

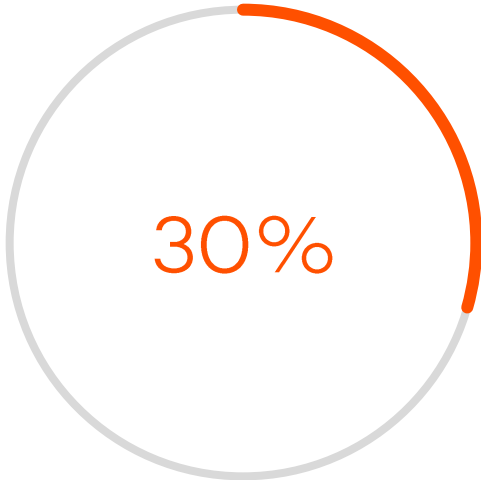
And they aren't easy to execute...



Sustained success
by McKinsey's
definition



**App modernization
success** according to
Wakefield



**Successful in BCG's
definition**

Transformation ROI =
$$\frac{(\text{Lower Risk} + \text{Lower Cost}) \times \text{Pressure}}{\text{Complexity} \times \text{Uncertainty}}$$

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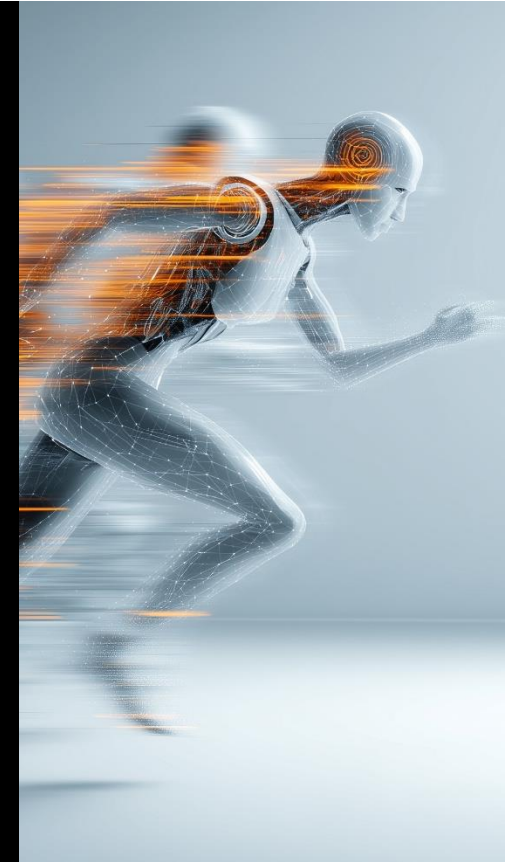
This is where generative AI changes the equation

Economics of execution

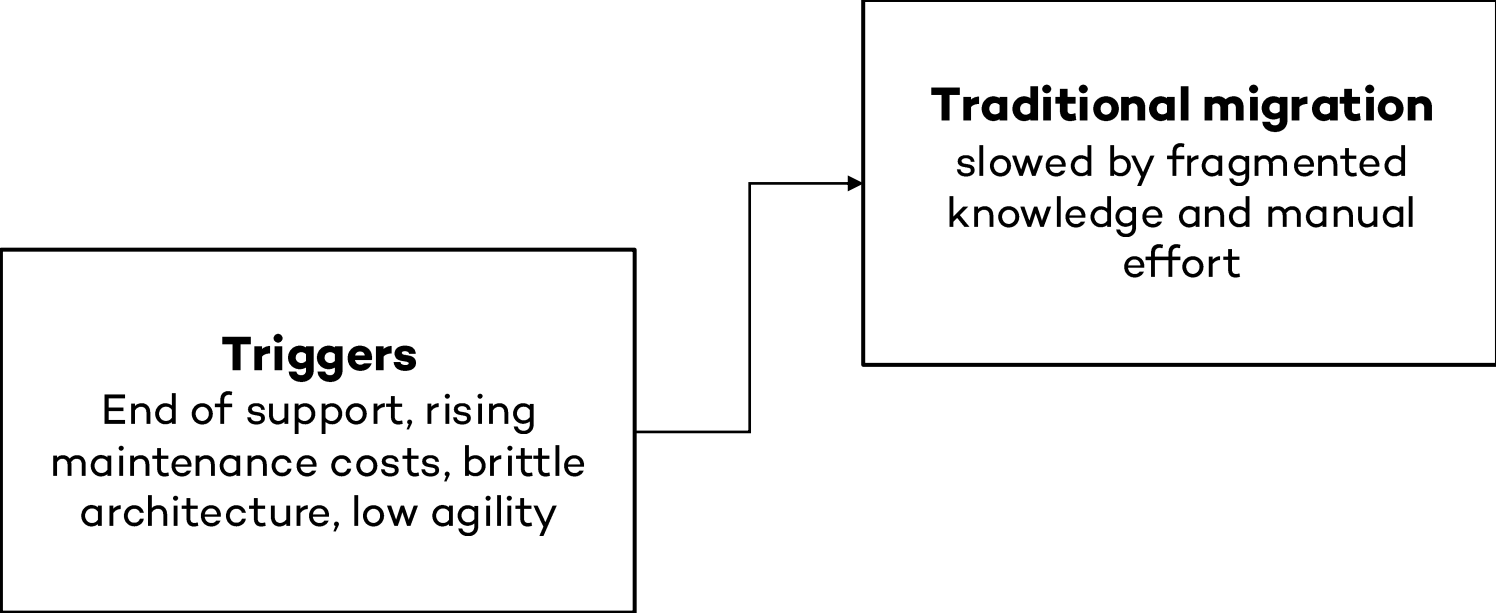
- Discovery
- Documentation
- Code understanding
- Testing
- Transition planning
- Knowledge extraction
- Skill gaps

Value of the destination

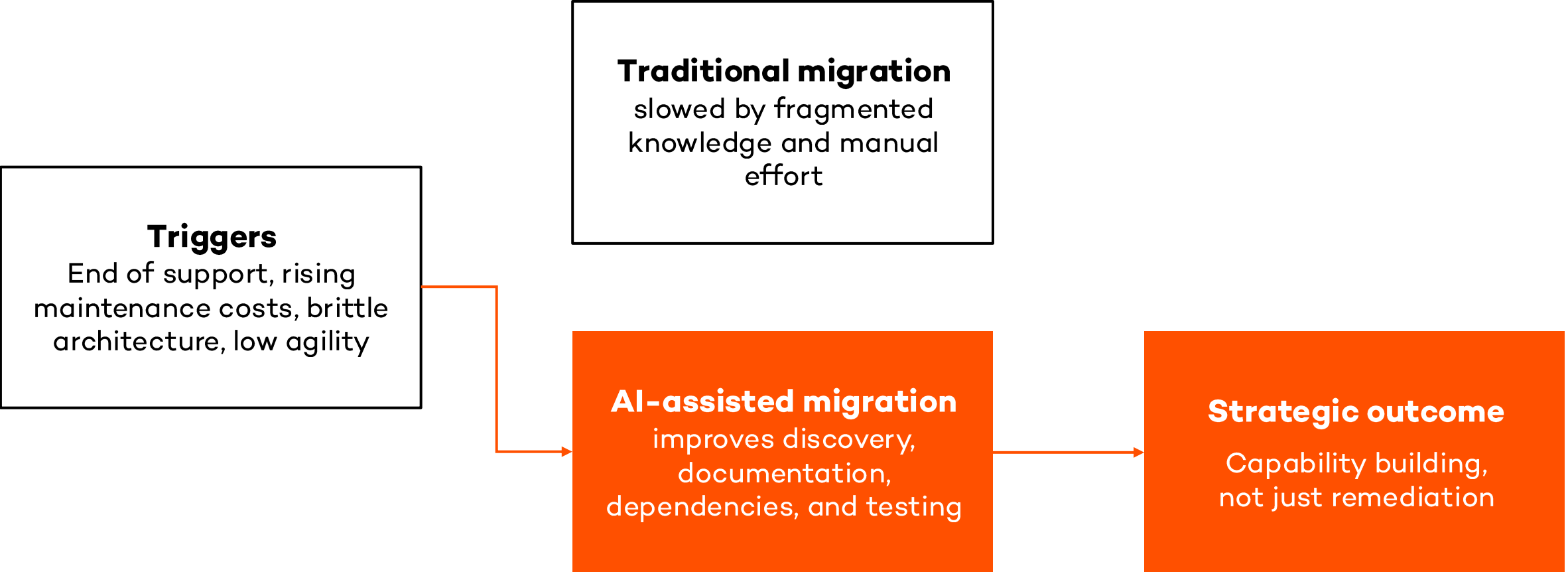
- Automation
- Scalability
- AI readiness
- Modularity
- Better decision support
- Future adaptability



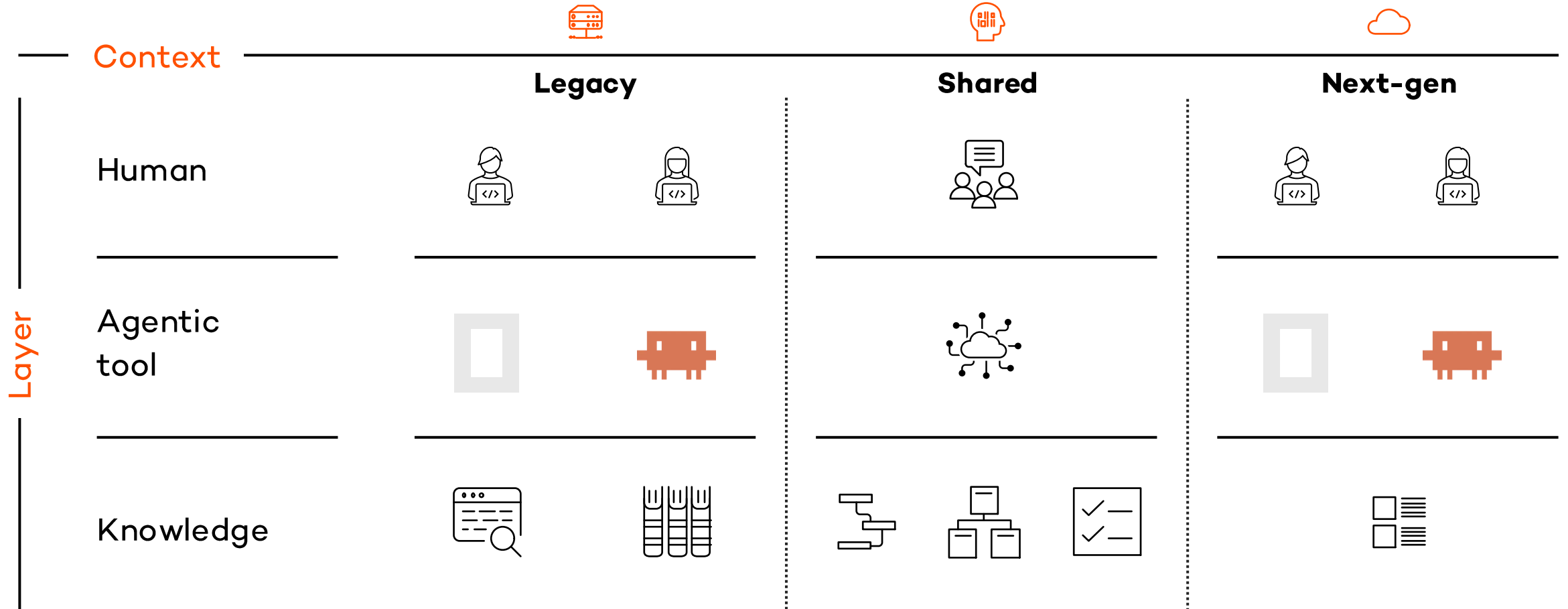
System migration: Where the shift becomes tangible



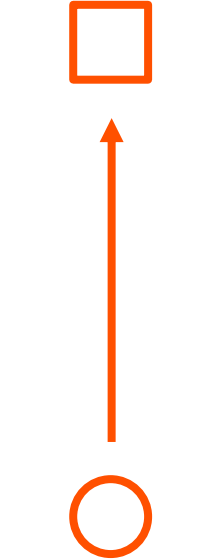
System migration: Where the shift becomes tangible



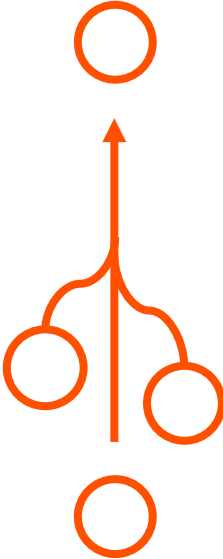
A new systems migration blueprint



The “forced transformation” portfolio



Migrations



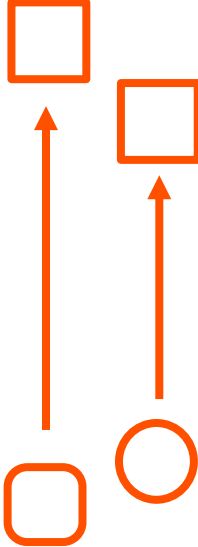
Process harmonization



Legacy decommissioning



Test modernization



Compliance transformation

Transformation ROI =

(↓ Risk + ↓ Cost + ↑ Speed + ↑ Readiness + ↑ Flexibility) X Pressure

Complexity / (Clarity X Agility)

Destination

Execution

A new executive playbook for enterprise transformation: 4 questions leaders should ask

What is triggering this program?

.....

Where can GenAI reduce execution friction immediately?

.....

What future capabilities does the target state unlock?

.....

Are we measuring savings only or strategic flexibility too?



Want to know more?
Check out this
blog article.



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