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Now decides next:
Moving from potential to performance in the Nordics

Deloitte's State of Generative AI in the Enterprise
Quarter three report | Nordic cut

November 2024

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Foreword

In the rapidly evolving landscape of artificial intelligence (AI), the link between technology and value is more evident than ever. AI must drive tangible business outcomes to be truly successful. This expectation is no different for Generative AI (GenAI).

As we move beyond the initial hype, organizations are transitioning from excitement to a critical evaluation of GenAI's real impact. The focus is shifting towards understanding the true value drivers behind the initiatives and the effort required for value realization. In both the global and Nordic market, we observe some organizations are taking a strategic approach while others are leaning towards a more bottom-up approach to see what the technology can achieve. We are beginning to see some of these organizations succeeding in scaling while others are still struggling around smaller proof-of-concepts.

Regulatory considerations add complexity, and both businesses and governments are working to keep pace with technological advancements while ensuring governance and trust. The challenge lies in unlocking GenAI benefits while new regulations are forming.

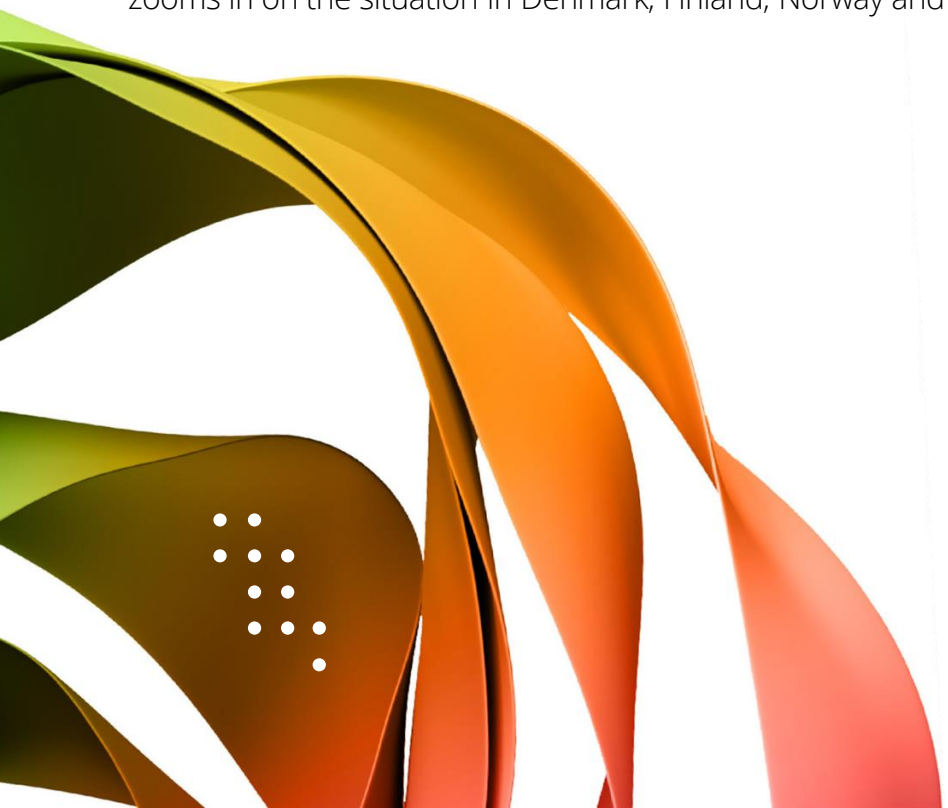
Human stakeholders remain central to decision-making, influencing how applications are developed, adopted, and managed. Upskilling and change management are crucial for driving value from GenAI programmes.

Until now, insights into the state of GenAI in Nordic enterprises have been limited, often relying on global surveys and data. This report sheds light on how Nordic organizations are adopting GenAI, highlighting areas where we lead, lag, or align with global benchmarks.

– Michael Winther, Nordic AI Lead

Moving from potential to performance

The clock is ticking for organizations to create significant and sustained value through their Generative AI (GenAI) initiatives and investments. Deloitte's Global Q3 State of Generative AI in the Enterprise Survey highlighted the barriers enterprises face when scaling their GenAI experiments and how they are overcoming these challenges. This Nordic cut, based on 170 responses, zooms in on the situation in Denmark, Finland, Norway and Sweden.



As global leaders in digital infrastructure and uniquely high levels of societal trust, Nordic countries have strong foundations to quicky adopt and harness the benefits of AI. However, Nordic enterprises face distinct challenges in scaling their GenAI experiments – these need to be addressed to fully realize GenAI's potential.

Developing a holistic vision and strategy for GenAI with robust support from top management is crucial. By identifying and exploring use cases that seamlessly integrate GenAI into operational business processes, and by establishing strong governance structures, Nordic enterprises can significantly advance their GenAI transformation journeys.

About the State of Generative AI in the Enterprise: Wave three survey results

From May to June 2024, Deloitte surveyed over 2,900 global leaders (directors and above) to understand their views on GenAI. Participants were required to have at least one working implementation of AI and a pilot of GenAI. The survey included respondents from the Americas (54%), Europe (30%), including the Nordics (6%), and Asia-Pacific (16%).

There were 170 Nordic business leaders from Denmark, Finland, Norway and Sweden, with most representing organizations earning over US$1 billion annually. All respondents have roles in their organization's AI and data science strategy decisions, investments, implementation approach and value measurement.

1 Value drivers

- Increasing investments but lack of top management interest: Nordic enterprises are already seeing strong value from GenAI with 77% ramping up investments, yet there is strikingly lower interest from top management, compared to executives in other regions. This disconnect could be a barrier to value realization at scale.
- Diverse value realization: Nordic respondents aim for improved efficiency (45%), innovation (34%), and enhanced client relationships (32%). However, half report achieving unexpected benefits, highlighting the diverse potential of GenAI.

2 Striving to scale

- High preparedness but lack of scaling: While more than half of Nordic enterprises express high confidence in their GenAI expertise and preparedness, only 35% have moved a significant portion (+30%) of their GenAI experiments into production, compared to 53% globally.
- Barriers to scaling: Key barriers include managing risks, lack of a governance model, and absence of a clear adoption strategy.

3 Building trust and mitigating risks

- Trust versus vigilance: Trust in GenAI is notably higher in the Nordics, with 53% having high trust, compared to 35% globally. This provides a solid foundation for adoption but could also create a false sense of security.
- Fewer risk-mitigating actions: Despite high levels of trust, Nordic enterprises are taking fewer actions to mitigate GenAI-related risks. Only 25% report training practitioners in managing GenAI risk, versus 37% globally, and just 20% have formal groups advising on risks, compared to 30% globally.

4 Evolving the workforce

- Conflicting expectations to immediate headcount changes: 38% of Nordic enterprises expect increased headcount within the next year due to the impact of GenAI. However, 28% anticipate a decrease in headcount, reflecting a dual narrative of some expecting growth and other foreseeing efficiency gains to reduce workforce needs.
- Limited access to approved tools: Over half of respondents report that less than 20% of their workforce has access to approved GenAI tools, which is much lower the global average. Limited access to tools and applications could hinder the full realization of GenAI benefits in the Nordics.

Now: Key findings

1 Value drivers

Nordic enterprises are ramping up investments in GenAI, driven by the value potential they have already experienced. However, a lack of top management interest may limit the transformative outcomes. More Nordic organizations are more focused on deploying the latest technology rather than strategically embedding GenAI into business functions and processes. Is a mindset shift from leadership needed to succeed?

Most Nordic enterprises (77%) are increasing their investment in GenAI due to the strong value achieved already, compared to 67% globally (figure 1). This enthusiasm is reflected in the expectation that AI investments will continue to rise, with 73% of Nordic respondents anticipating at least a six percent increase in overall AI technology investment during the upcoming fiscal year (figure 2).

Succeeding with AI requires investments in different technologies. Nordic enterprises report that technology investments are increasing due to the impact of their GenAI strategy, especially within the areas of cloud consumption (76% report increases), data management (76% report increases), and cyber security (83% report increases).

76% **of Nordic respondents are increasing their investments into cloud consumption because of the impact of their GenAI strategy.**

Increasing investments in GenAI, due to already proven value

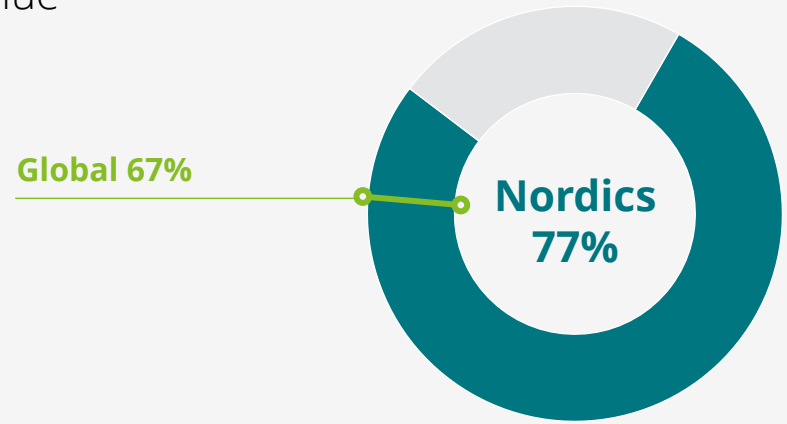


Figure 1

Q: My organization is increasing its investment in GenAI initiatives because we've seen strong value to date (percentage answering agree somewhat + agree strongly) (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.

Overall investment in AI the next year

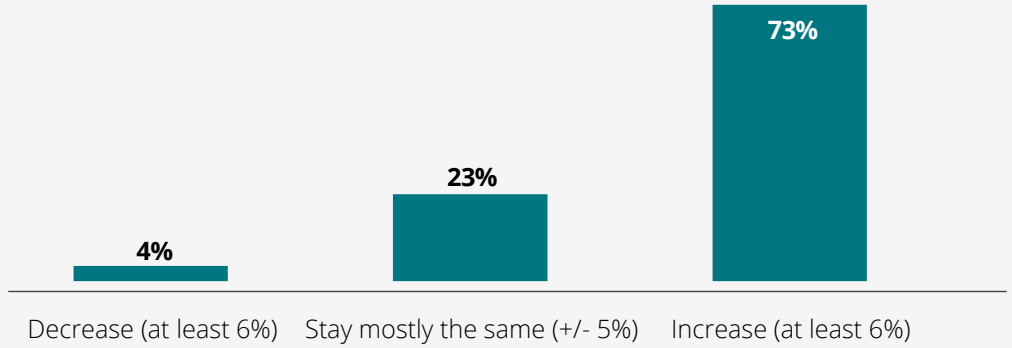


Figure 2

Q: How do you expect your organization's investment in ALL AI technologies to change in the next fiscal year? (select one) (May/June 2024) N (Nordic) = 170

However, top management interest in GenAI is lower in the Nordics. Respondents perceive that only 40% of executives and 34% of board members show high or very high interest in GenAI, compared to 63% and 53% globally, respectively (figure 3). Without support from top management, the technology may not reach its full potential. This can result in a disjointed approach that doesn't focus on achieving strategic goals. AI initiatives often struggle to gain momentum and resources without strong top management advocacy and direction, limiting their effectiveness. This is backed up, by insights from the survey which indicate that Nordic enterprises with higher perceived interest from top management are adopting GenAI faster (see the *Striving to scale* section).

Level of generative AI interest across organization groups

Percentage rated high or very high level of interest

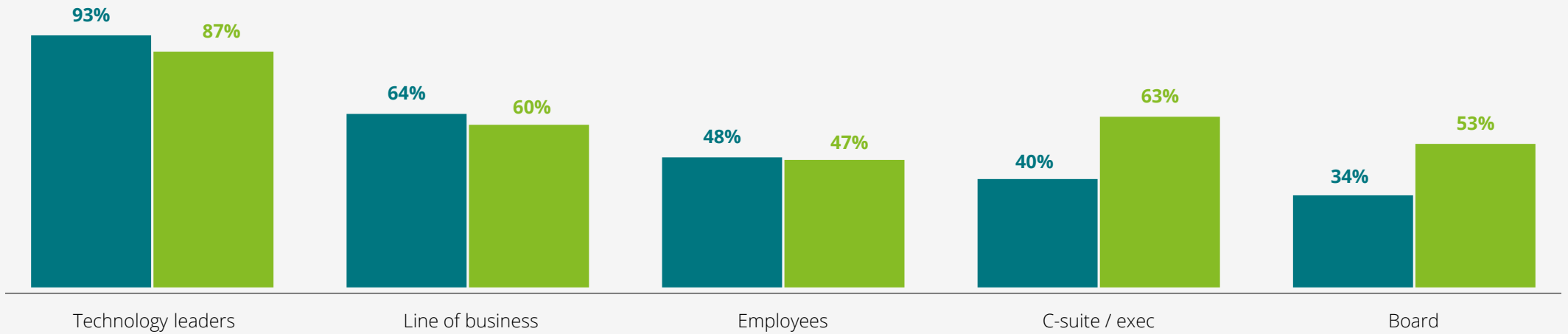


Figure 3

Q: *For the following groups in your organization, rate their overall level of interest in generative AI (percentage rated high + very high interest) (May/June 2024) N (Nordic) = 170, N (Global) = 2,770*

Which benefits are Nordic respondents hoping to achieve through their GenAI efforts? The primary sought after benefits include improved efficiency and productivity (45%), encouraged innovation (34%) and enhanced relationships with clients/customers (32%). These expectations are consistent with global trends.

However, when asked about the top benefit achieved through GenAI, half of Nordic respondents report something other than improved efficiency, innovation and enhanced client relationships. This distribution aligns with global findings and has several reasons. Organizations may be seeking efficiency and productivity but have not seen it materialize yet; they could be deriving unexpected value from less tangible areas; or they may be intentionally prioritizing alternative types of value.

However, there is a notable difference in the approach to driving value when comparing Nordic and global respondents. While global respondents emphasize “deeply embedding GenAI into functions and processes” as the behavior that will drive the most value for GenAI initiatives, Nordic respondents focus more on “deploying the latest technology” (figure 4).

This emphasis on technology deployment over process integration could indicate a stronger focus on single use cases rather than transformative applications. This may deliver short-term value but could limit long-term innovation and transformation. The survey suggests that Nordic enterprises might benefit from adopting a more holistic approach, integrating GenAI deeply into their business processes to unlock its full potential.

Behaviours driving the most value for Generative AI initiatives

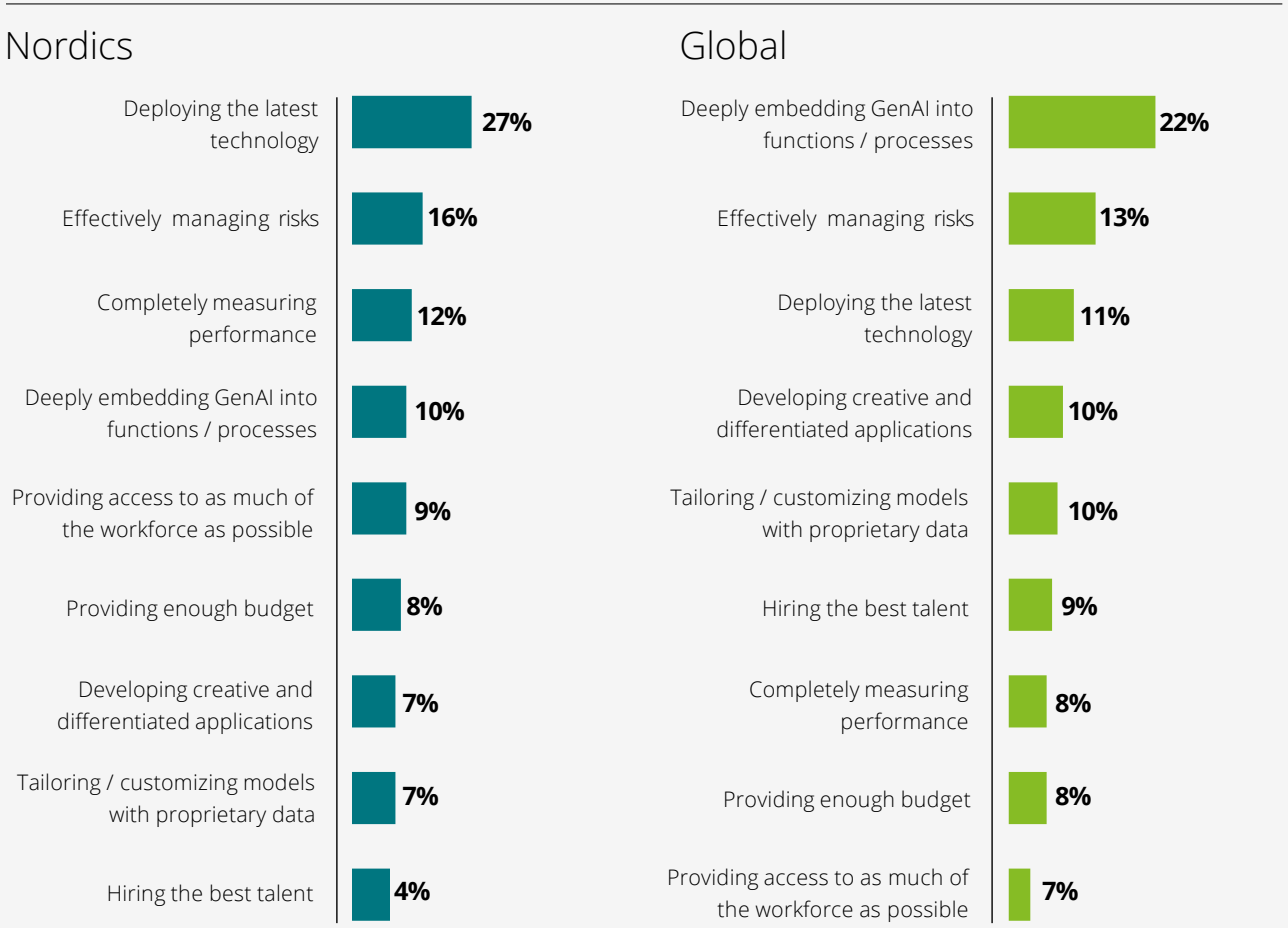


Figure 4

Q: Which behaviour / action do you think will drive the most value for the Generative AI initiatives in your organization? (select one) (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.

Overall, it is important that Nordic enterprises connect the dots in relation to the value drivers behind their GenAI initiatives. What is the 'why'—what do management and leadership want to achieve with their initiatives and how is this aligned with investments, behavior drivers and expected benefits (the dots)? Is the GenAI ambition clear to all? If not, this could be a place to start or revisit. In addition, is top management investing the needed focus and support to succeed, which is known as a critical datapoint from those succeeding with GenAI? From the survey this could indicate that a mindset shift from leadership is needed in the Nordics.

2 Striving to scale

Nordic organizations are confident in their preparedness to adopt GenAI. However, they are moving fewer GenAI experiments into production compared to global counterparts. This, combined with challenges in managing risks, developing governance frameworks and formulating adoption strategies, hinders their ability to scale GenAI initiatives beyond experimentation. Is a more structured and coordinated approach needed?

More than half of Nordic enterprises (58%) exhibit a high or very high level of confidence in their GenAI expertise, compared to 39% globally. This confidence extends to the preparedness for adopting GenAI tools, with Nordic respondents reporting higher levels of preparedness across all areas, in particular data management, strategy and technology infrastructure (figure 5).

58% **of Nordic enterprises report high or very high GenAI expertise, compared to only 39% globally.**

Level of preparedness

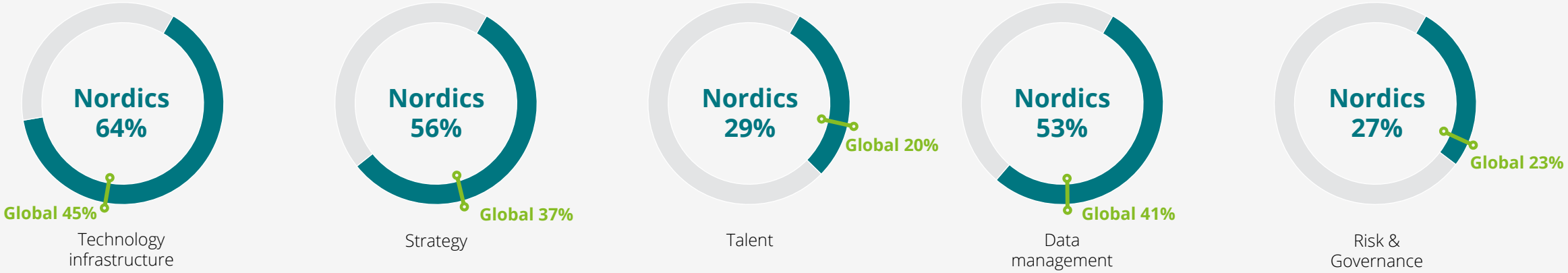


Figure 5 *Q: Consider the following areas. For each, rate your organization's level of preparedness with respect to broadly adopting generative AI tools / applications? (highly + very highly prepared) (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.*

Nordic enterprises might overestimate their readiness for GenAI. They feel prepared but may not fully grasp the challenges of succeeding with GenAI. This is shown by the fact that only 35% have moved more than 30% of their GenAI experiments to full-scale production, compared to 53% globally. (figure 6).

Executive interest is crucial for scaling GenAI effectively. Enterprises with strong top management support are strikingly more successful in transitioning GenAI experiments into production. The survey reveals that half of these organizations have put into production 30% or more of their experiments, in stark contrast to just 18% among those with low to moderate executive interest. Furthermore, over 90% of Nordic enterprises with high levels of top management engagement are ramping up their GenAI investments, driven by the substantial value demonstrated so far, compared to 60% of those with lesser interest.

Without strong executive support, GenAI projects may struggle to gain the momentum and resources to scale effectively. This is especially important in the early Proof of Concept (PoC) stage of new GenAI use cases. Like with all business initiatives, if the vision, strategy and goals are not clear, and the ideas lack support from top management, then they will quickly hit roadblocks when trying to scale.

Nordic enterprises are scaling fewer GenAI experiments

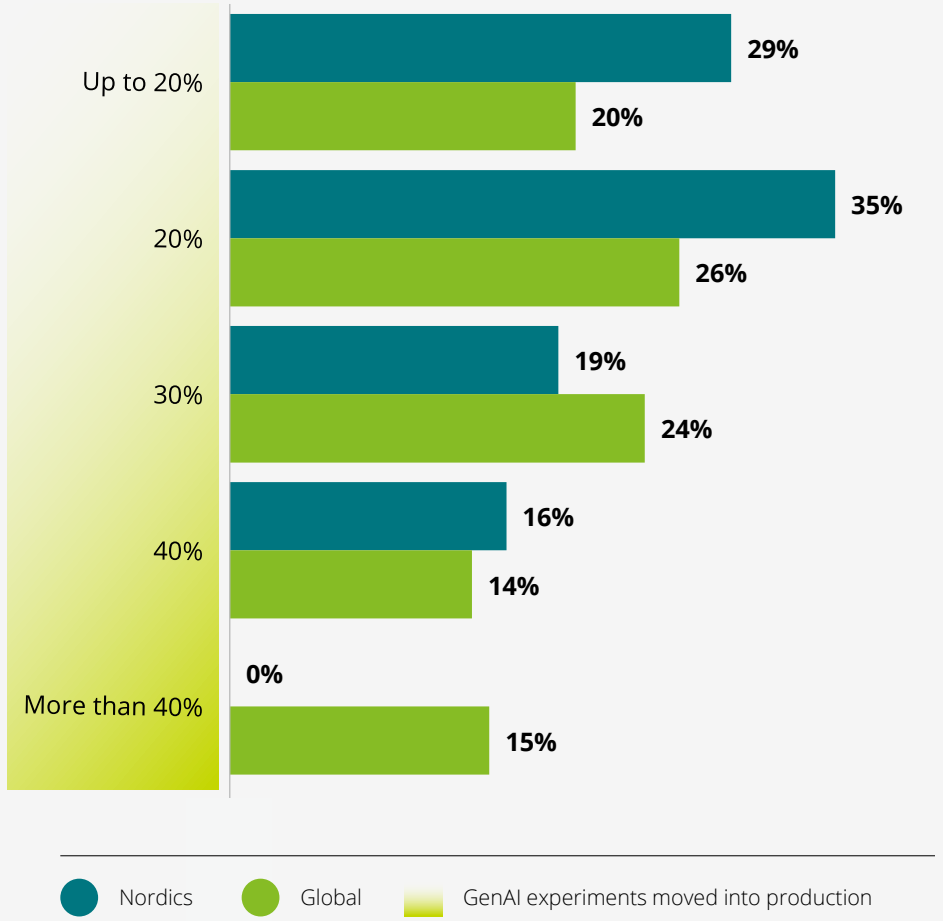


Figure 6

Q: In your estimation, what percentage of your Generative AI experiments have been deployed to date into your organization (moved into production)? (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.

So, what are the barriers to adoption holding the Nordics back from scaling their GenAI initiatives?

Nordic and global respondents both indicate a similar level of concern about regulations and implementation challenges. However, a greater percentage of Nordic respondents reported challenges in managing risks, lack of a governance model plus the absence of a clear adoption strategy (figure 7). These barriers suggest that while Nordic enterprises feel ready, many lack a well-defined roadmap for AI integration. This could lead to fragmented efforts and inconsistent progress, resulting in missed opportunities and an inability to fully leverage AI technologies. The challenge of aligning AI initiatives with broader business goals remains unresolved, causing hesitation among decision-makers.

Interestingly, only 8% of Nordic enterprises see a lack of technical talent and skills as a barrier to adoption, compared to 31% globally. This may be due to the Nordics' highly educated society and extensive experience in digitalization. However, while the technical barriers to starting and running PoCs are relatively low, scaling GenAI is significantly more complex and challenging. The fact that Nordic countries lag in scaling experiments might suggest they have yet to fully understand the skills and resources required for successful scaling, creating the potential false sense of preparedness mentioned above.

Risk, governance and regulatory issues are seen as top barriers for many organizations

Figure 7

Q: What, if anything, has most held your organization back in developing and deploying Generative AI tools / applications? (select up to three challenges) (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.

Now: Key findings

To overcome barriers in scaling GenAI, setting up a structured and governed approach to GenAI is vital. GenAI is not merely a tech initiative; realizing its potential requires a comprehensive transformative strategy. Additionally, to get experience with scaling, Nordic enterprises should consider prioritizing a use case for scaling, including monitoring in production, developing approval processes, building new AI controls and applying governance. The expectations for what it requires to scale GenAI solutions are often underestimated due to the relatively low technical entry-barrier when starting PoCs. It is through practical experience that Nordic enterprises can truly assess their readiness for scaling.

Enhancing data management and controls is another critical focus. Generally, the Nordics have a strong foundation in this area, with only 29% reporting that they avoid certain GenAI use cases due to data issues, compared to 55% globally. This stronger data foundation positions Nordic enterprises well for scaling GenAI, even though they have yet to achieve the same degree of value at scale as their global counterparts.

3 Building trust and mitigating risks

Trust in GenAI is strikingly higher in the Nordics than globally, providing a solid foundation to accelerate the technology's adoption. At the same time, Nordics indicated taking fewer risk-mitigating actions related to GenAI implementations compared to global peers. Has this high level of trust created a false sense of security?

Trust in GenAI is notably higher in the Nordics, with 53% of respondents indicating high trust, compared to 35% globally (figure 8). This is echoed in respondents' sentiments towards GenAI, where "Trust" ranks as the third most common emotion (figure 9). This is not surprising, given the high levels of trust that are prevalent within Nordic societies, both between colleagues and towards solution providers.

Level of trust in GenAI

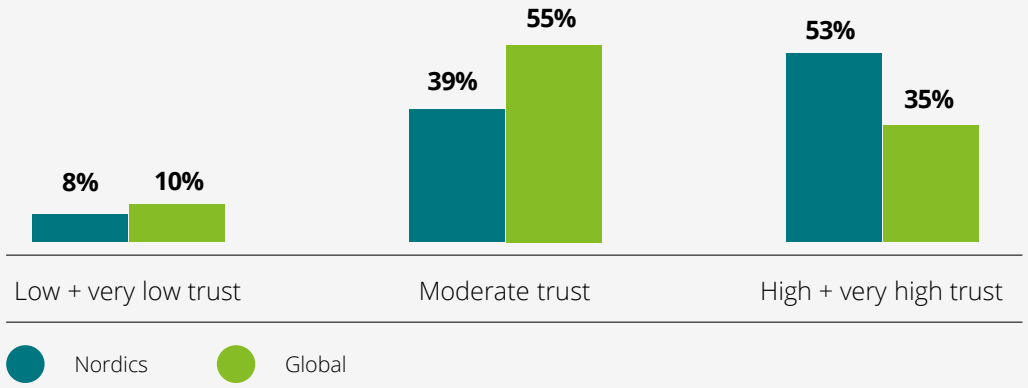


Figure 8 Q: *Please rate your organization's current overall general level of trust towards its generative AI tools/applications? (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.*

Top 5 emotions related to GenAI in the Nordics

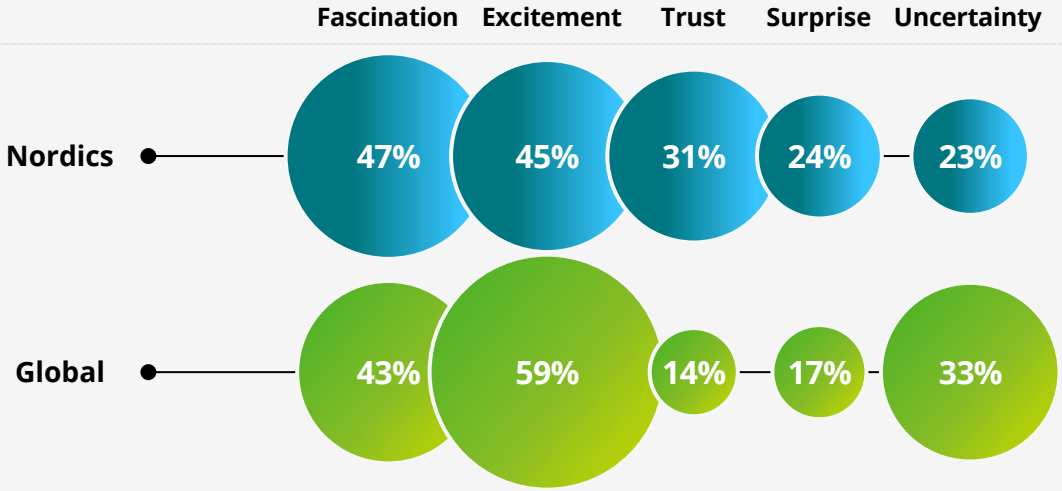


Figure 9 Q: *Thinking about generative AI, what emotions do you feel the most about the technology? (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.*

However, has this high level of trust caused Nordic organizations to let their guard down when it comes to implementation of AI risk management and controls? When looking at actions to mitigate GenAI risk, Nordic respondents averaged lower than global peers across nearly all categories. For example, only 25% report actively training practitioners in managing GenAI risk, versus 37% globally, and just 20% have formal groups advising on GenAI risks, compared to 30% globally. (figure 10).

The survey also reveals that whilst Nordic respondents share similar concerns related to managing data privacy issues, fewer noted concerns related to compliance with data related regulations (39% report high concern in Nordics vs. 49% globally) and use of proprietary data in models (29% report high concern in Nordics vs. 38% globally).

39% **express high concern with respect to complying with data-related regulations versus 49% globally**

Generally, fewer actions are taken in the Nordics to mitigate GenAI-related risks

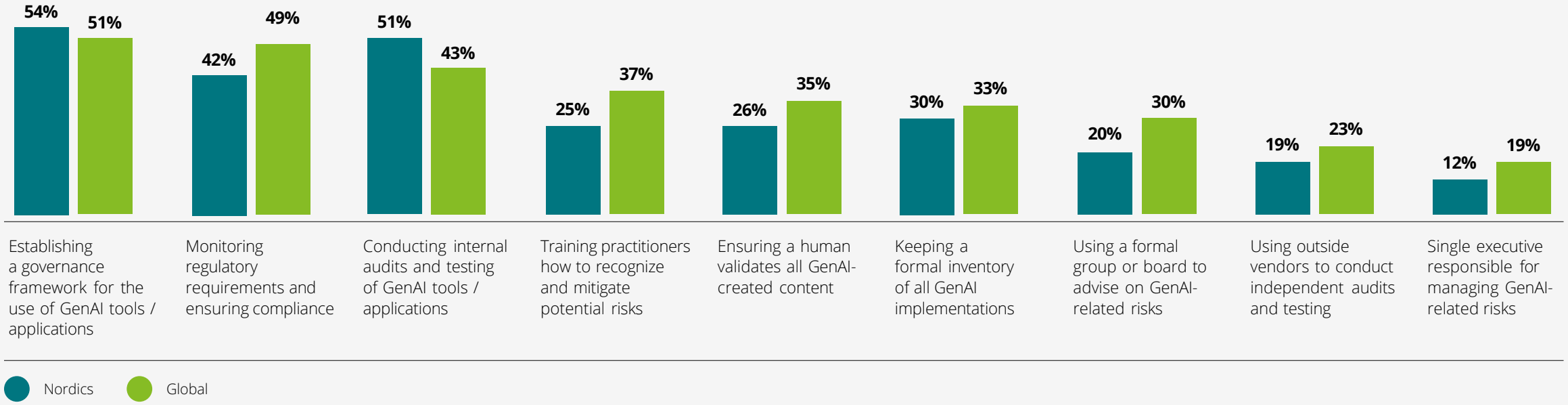


Figure 10

Q: What is your organization currently doing to actively manage the risks around your Generative AI implementations? (May/June 2024) N (Nordic) = 170, N (Global) = 2,770.

Given the complexity and on-going uncertainty surrounding AI related risks, as well as the looming regulatory challenges such as implementation of the EU AI Act, these findings raise questions regarding whether Nordic organizations have sufficient focus on implementing appropriate risk mitigation measures.

High levels of trust in the Nordics may present both an opportunity and a challenge. It will undoubtedly provide a strong platform to support GenAI adoption, lowering the barriers to embrace the new technology and trust in its output. However, to avoid this trust creating a potential false sense of security, it is important that Nordic organizations increase their focus on implementing strong risk management and governance, closely linked to compliance activities and building on good data control and model risk management principles where in place. This is especially true given Nordic respondents state difficulty managing risks, as well as a lack of a governance model, as key barriers to development (as discussed in the section Striving to scale).

Building on existing risk management and governance frameworks to incorporate AI is a recommended starting point, but additional considerations are needed for managing the broad and unique set of risks and ethical challenges related to GenAI. One option is to use a Trustworthy AI Framework , which can help organizations identify and create mitigating strategies. Such a framework can also inform the toolkit to support regulatory compliance initiatives, such as implementation of EU AI Act requirements.

4 Evolving the workforce

Nordic organizations are not expecting a decrease in headcounts due to GenAI, indicating a desire to enhance rather than replace human capabilities. But could limited workforce access to approved GenAI tools be holding the Nordic workforce back when it comes to maximizing GenAI benefits?

Most Nordic enterprises expect their headcount to either remain stable or increase over the next year due to GenAI implementation (72%) (figure 11), closely aligned with global trends. By shifting workers from lower to higher value tasks, organizations can drive innovation and growth while maintaining employment levels.

Additionally, the expectation of increased headcounts within the next year may reflect an immediate need to ramp up the skills required to realize value at scale with GenAI. Most Nordic enterprises believe that GenAI will substantially transform both their industry (78%) and organisation (76%) within three years, further emphasizing the urgency to develop new skills and acquire additional personnel to drive this transformation effectively.

78% **of Nordic enterprises believe GenAI will substantially transform their industry within 3 years. 76% believe that it will also transform their organization within the same timeframe.**

Interestingly, 28% of Nordic enterprises expect a decrease in headcount during the next year due to GenAI. This resonates with the focus highlighted earlier on achieving efficiency and improved productivity as a benefit of GenAI, highlighting a dual narrative: while some organizations anticipate growth and skill development, others foresee efficiency gains leading to reduced workforce needs.

Expected headcount change over the next year due to GenAI

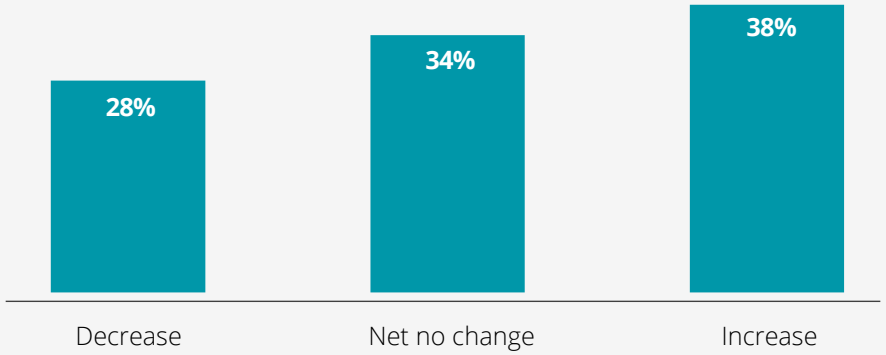


Figure 11

Q: Which of the following best describes the full-time employee head count change you anticipate will result over the next 12 months due to the implementation of your organization's generative AI strategy? Overall enterprise headcount will: (May/June 2024) N (Nordic) = 170.

59% percent of Nordic enterprises believe they are adopting GenAI at a moderate to fast pace. However, over half of respondents report that less than 20% of their workforce has access to approved GenAI tools, which is below the global average of 39%. Organizations with high GenAI expertise are providing a larger fraction of the workforce access to approved GenAI tools, however even for these organizations, worker access to approved GenAI tools remains the exception, not the rule (figure 12).

This limited access can be attributed to concerns related to data security and intellectual property protection. Despite these restrictions, employees might still use public GenAI tools, such as ChatGPT without their employer's consent, inadvertently risking the leakage of sensitive data, intellectual property or worse. To address these risks, organizations should establish sustainable processes, controls and policies to enable broader, yet responsible, use of GenAI.

Enterprises with higher expertise are providing more access to approved tools, however access is still reserved for a smaller fraction of the workforce

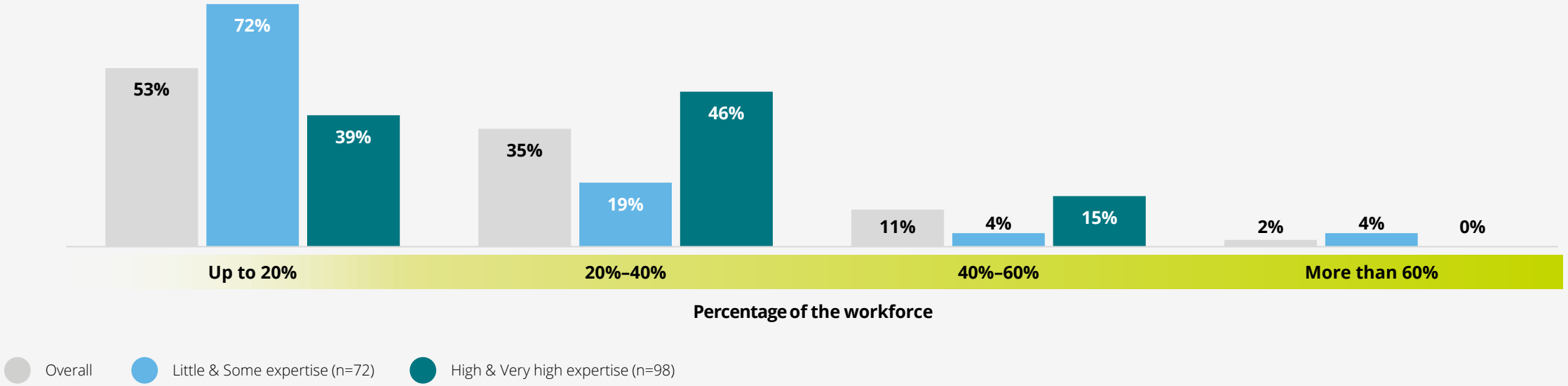


Figure 12 *Q: How much of your overall workforce, do you estimate, have access to your organization's sanctioned (approved) Generative AI tools/applications? (May/June 2024) N (Nordic) = 170.*

Now: Key findings

Helping the workforce to grow and evolve is essential for successful GenAI adoption, and the Nordics are well-equipped to embrace new technology swiftly, thanks to the high educational standards and advanced digital infrastructure.

By enhancing access to tools, investing in skills development, and nurturing a culture of innovation, Nordic enterprises can empower their workforce to fully embrace GenAI and generate substantial value across industries. This survey indicates a step change might be required in the approach, to realize this empowerment.

Variances across the Nordics

Although this report treats the Nordic countries as a single entity, the survey highlights significant variations in GenAI adoption and preparedness across the Nordics. Denmark leads the way in expertise and adoption, with 70% of respondents reporting high expertise and 82% adopting GenAI rapidly. This translates into Denmark also being at the forefront of bringing experiments to production with almost 50% reporting that they have successfully scaled 30% or more of their experiments. In contrast, Norway lags, with only 48% reporting high expertise and 40% adopting quickly.

Finland excels in workforce access, with 50% providing more than 20% of employees access to GenAI tools, compared to just 11% in Norway. Trust levels also differ across the region, with Denmark and Finland exhibiting higher trust levels in GenAI than other Nordic countries.

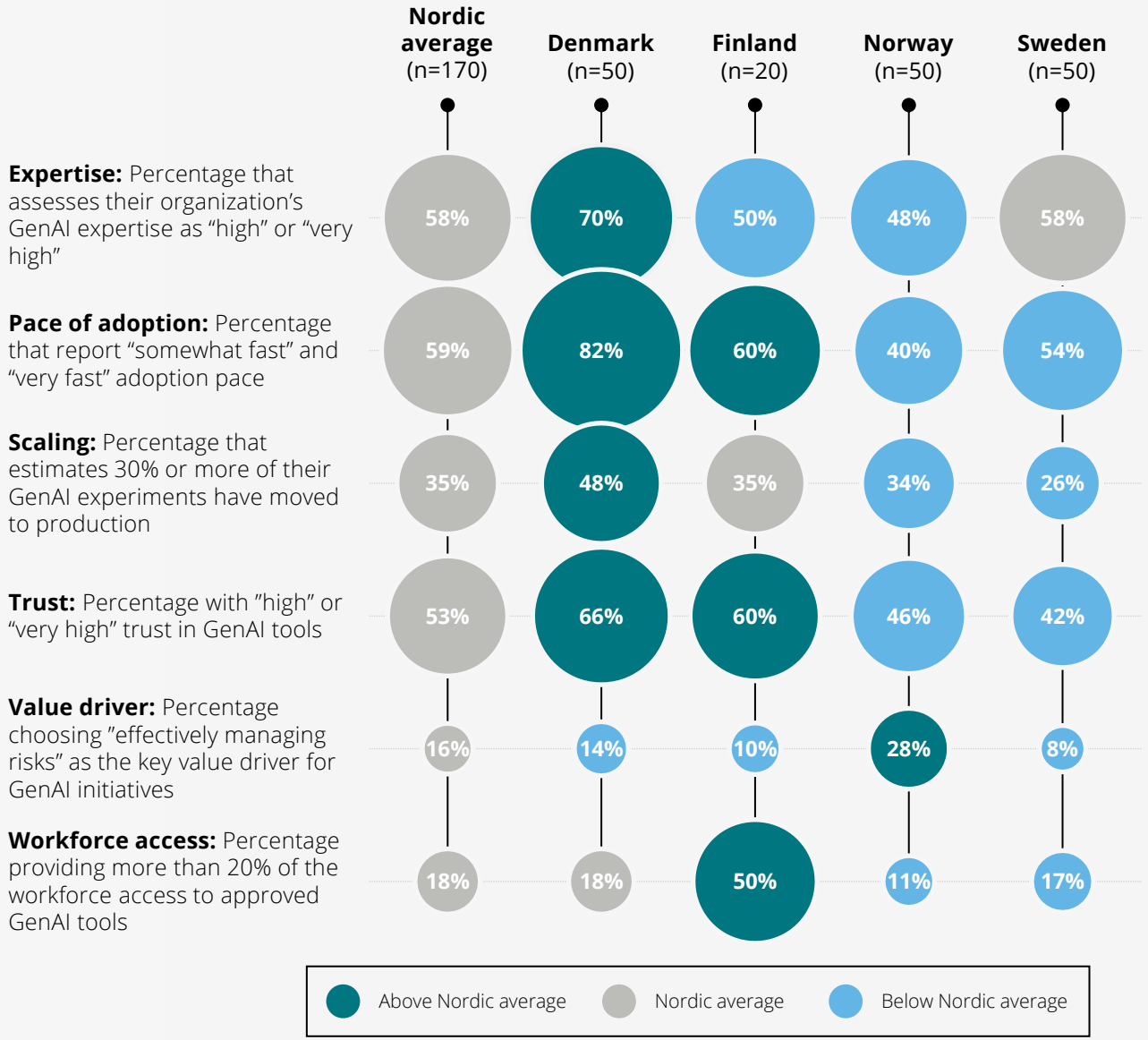


Figure 13 *(May/June 2024) N (Nordic) = 170, N (Global) = 2,770.*

Next: Looking ahead

Build towards transformation with enduring value

Use Generative AI (where appropriate) to drive efficiency, productivity, and cost reduction through large-scale deployment—but don't stop there.

Consider actively reinvesting the resulting cost savings (and freed up capacity) to pursue GenAI's many other potential benefits, including increased innovation, improved products and services, enhanced customer relationships, and revenue growth. Many organizations are seeing tangible value from GenAI in these areas, and such benefits will become increasingly more important in the future. Imagine how GenAI could combine with your organization's other technologies and strategic initiatives to transform every aspect of your business, not just for improving productivity (doing the same things better), but for innovation (doing new things). Ultimately, the biggest value will likely come from using GenAI to fundamentally reinvent your business processes.

Focus on fundamentals and adaptability

Using publicly available large language models (LLMs) and nonconfidential data for efficiency and productivity improvements are likely to become less differentiating over time.

Value will increasingly be driven by more innovative applications of GenAI and strong enabling processes—like technology governance, data life cycle management, workforce development, and process integration expertise. Additionally, improved organizational flexibility and stronger change management capabilities could also accelerate scaling and drive value. Those capabilities will aid in the quick integration of new models for new uses cases as industries move beyond LLMs to custom domain and industry-specific models and small language models (SLMs).

Make data an accelerator, not a barrier

Many organizations are learning that they can't even get started with GenAI until they address their data deficiencies. Activities such as LLM tuning and training require high-quality data that is free of issues related to privacy, confidentiality, and intellectual property.

In addition, many organizations likely haven't paid as much attention to external data as to existing internal data. As such, data lifecycle management should be at the top of every organization's GenAI priority list. Focus on improving your data foundations (e.g., quality, security, privacy, extraction, labeling). Bolstering the strategic relationships with members of your data ecosystem (e.g., B2B partners, data end users, 3rd party data providers) will be critical, just like companies have with your key technology vendors.

Democratize responsibly and with accountability

Leaders grasp how essential governance, risk and compliance is for responsible GenAI adoption. However, there still seems to be a "knowing" versus "doing" gap for most organizations.

To help ensure your organization isn't held back by these issues, it's critical to do three key things. First, boards and C-suites should stay regularly engaged in comprehensive GenAI conversations. Second, cross-functional teams should lead the identification and mitigation of risks. Finally, a single executive should be charged with and responsible for managing GenAI-related risks. This third piece is something very few organizations currently have. This leadership should be prepared to manage the unforeseen risks that emerge as experiments scale. This should include carefully consideration of the GenAI applications to pursue where they use more sensitive data—whilst not necessarily, always avoiding those use cases. Finally, as regulatory development evolves, this executive should ensure continuous regulatory monitoring and frequent regulatory compliance assessments are in place—to build trust and confidence.

Measure performance more rigorously

As GenAI technologies and use cases mature, organizations will be less inclined to invest based solely on lofty visions, big promises, and/or wishful thinking (or fear of missing out).

Establishing more rigorous mechanisms for measuring and communicating the value from GenAI initiatives can help organizations secure and maintain the funding required for effective large-scale deployment. In the proof-of-concept stage, organizations can often get by with qualitative metrics; and thus far, GenAI's results and performance against those metrics have been promising enough to invest more. However, once you get past the initial stage and try to scale, you also need quantitative metrics to measure and communicate value in a more tangible way. Prepare for oversight and cost pressures to increase over time.

Authorship and Acknowledgments

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Michael heads the AI practice at Deloitte Nordics. For 25 years, he has been helping clients harness the transformative power of AI technology and data, from strategy to implementation. Additionally, Michael is driving our internal adoption and transformation efforts based on GenAI within Deloitte Nordics.

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Tom leads our Financial & Regulatory Risk services in the Nordics, including AI/ML Risk Management & Compliance. For over 20 years, Tom has been developing and implementing model risk management solutions in Financial Services, which he uses to help clients create a strong foundation for ensuring implementation of Trustworthy AI systems.

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Sanjay co-leads the AI Risk & Compliance market offering in Norway and the Nordics, helping clients develop and implement AI in a safe, responsible, and ethical manner. Specializing in Financial Services, Sanjay has over 15 years of experience successfully driving a wide range of complex regulatory and compliance-related initiatives for prominent global and Nordic organizations.

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Ella leads the GenAI research in the Nordics. As an experienced data scientist, she develops AI solutions to address client needs across various technical domains. Furthermore, Ella is driving the internal GenAI adoption in Denmark, overseeing the training programme to improve AI fluency and drive operational excellence.

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Methodology

To obtain a global view of how Generative AI is being adopted by organizations on the leading edge of AI, Deloitte surveyed 2,940 leaders between May and June 2024. Respondents were senior leaders in their organization and included board and C-suite members, and those at the president, vice president and director levels. The survey sample was split equally between IT and line of business leaders. Eighteen countries were represented: Australia (100 respondents), Brazil (115 respondents), Canada (175 respondents), Denmark (50 respondents), Finland (20 respondents), France (130 respondents), Germany (150 respondents), India (200 respondents), Italy (75 respondents), Japan (100 respondents), Mexico (100 respondents), the Netherlands (50 respondents), Norway (50 respondents), Singapore (75 respondents), Spain (100 respondents), Sweden (50 respondents), the United Kingdom (200 respondents), and the United States (1,200 respondents).

All participating organizations have one or more working implementations of AI being used daily. Plus, they have pilots in place to explore Generative AI or have one or more working implementations of Generative AI being used daily. Respondents were required to meet one of the following criteria with respect to their organization's AI and data science strategy, investments, implementation approach and value measurement: influence decision-making, are part of a team that makes decisions, are the final decision-maker, or manage or oversee AI technology implementations.

All statistics noted in this report and its graphics are derived from Deloitte's third quarterly survey, conducted May – June 2024; *The State of Generative AI in the Enterprise: Now decides next*, a report series. N (Global leader survey responses excluding Nordic responses) = 2,770, N (Nordic leader survey responses) = 170.

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