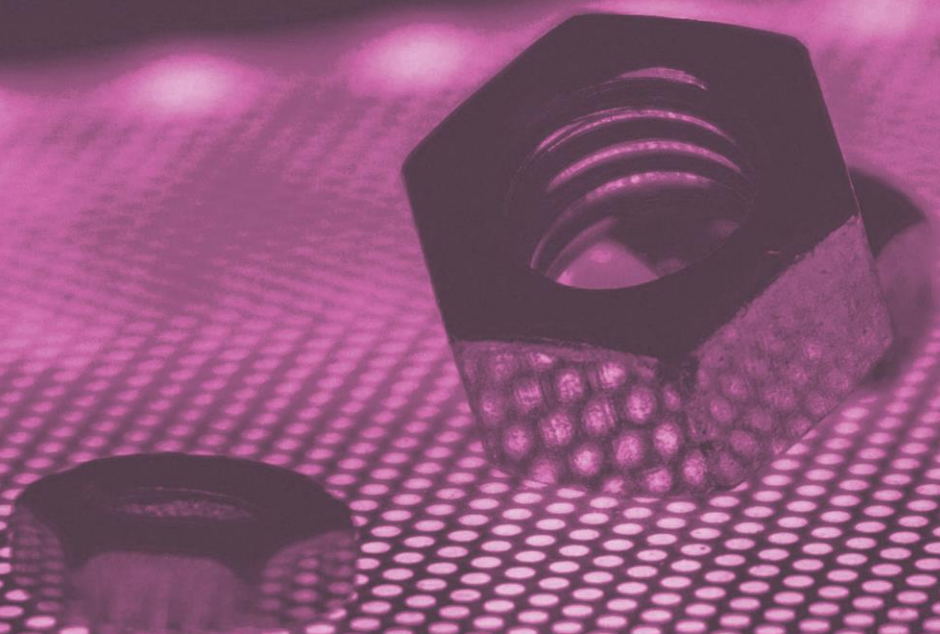


Enterprise productivity in the AI era | Growth

AI-powered growth requires connected execution

Move faster *from opportunity to execution.*

October 2026



Turn better market signals into profitable commercial action.



Enterprise productivity is not just about reducing effort. It is also about creating more value from the enterprise.

AI can multiply growth opportunities without increasing the organization's ability to capture them. Realizing value requires two connected choices: deciding which growth capabilities deserve disproportionate investment, and how to align the organization to turn those opportunities into profitable commercial action.

Connect the organization around the opportunity



More insight does not resolve competing priorities, resource constraints, or conflicting measures of success. Growth requires leaders to align on objectives, make explicit trade-offs, and commit resources with clear accountability.

From potential to business outcome

- **Select.** Identify a potential source of growth and determine whether it merits investment.
- **Commit.** Align leaders on the opportunity, agree trade-offs, and commit resources with clear accountability.
- **Execute.** Coordinate delivery and measure results against both growth and economic outcomes.

Start with the opportunity

Connect the organization. Design the path to profitable growth before scaling AI.

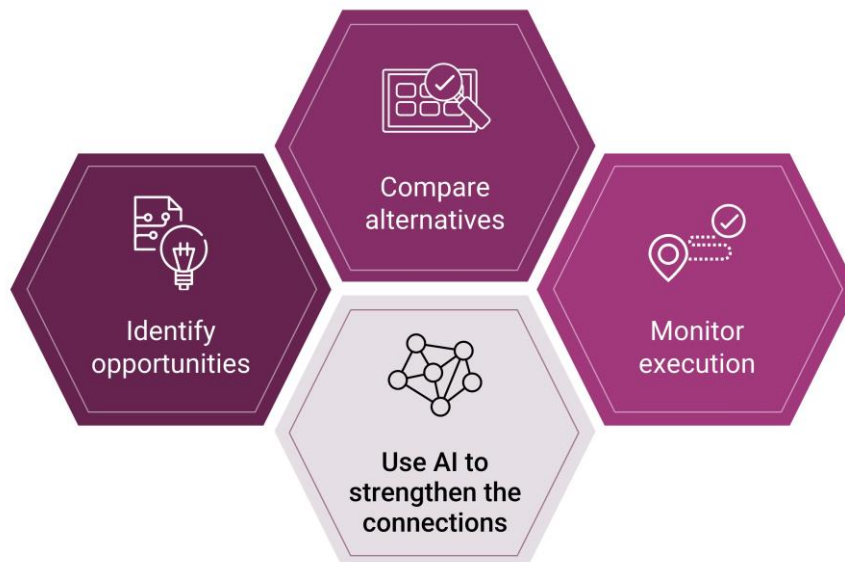
Select, commit, and execute

	SELECT	COMMIT	EXECUTE
 Commercial	Prioritize customer	Set investment	Activate channels
 Innovation	Define need	Agree product choices	Launch offering
 Supply / delivery	Assess feasibility	Commit capacity	Deliver and adapt

Use AI to improve decisions and coordination

Apply AI to identify opportunities, compare alternatives, and monitor execution. Assign accountable leaders to investment decisions, commercial commitments, resource allocation, and delivery trade-offs.

AI strengthens recommendations. Competitive advantage comes from the organizational capabilities that turn them into consistent commercial action.



Prove one workflow

Scale through reuse

Start with a specific customer, category, or innovation workflow.

Link insight to a specific commercial action where differentiating capabilities matter most. Reuse the data inputs, decision criteria, and handoffs that work, while adapting resource commitments to each opportunity.

The investment gate

Not every AI-enabled capability deserves the same ownership model.

Invest disproportionately in the growth capabilities that determine where and how the business wins. Access scaled AI solutions where standardization improves efficiency without weakening that advantage.

Through our commercial capabilities work, we consistently see a small number of capabilities drive a disproportionate share of growth, whether accelerating innovation, improving portfolio decisions, or strengthening net revenue realization.

Owning a differentiating capability does not require building every AI tool that supports it. In pricing, a company can use an external forecasting tool while retaining control of the pricing rules and approval decisions that determine realized margin

The objective is not to own every AI capability. It is to **own the capabilities that create competitive advantage.**

- **Opportunity:** Which customer, category, or consumer need will we pursue?
- **Connected workflow:** Which functions must act together, and what priorities or handoffs change?
- **Commercial action:** What investment or execution commitment will change revenue or contribution?
- **Owner and measurement:** Who owns the result, and how will incremental growth and capture costs be assessed?

If AI can identify opportunity everywhere, which capabilities will determine who captures the value?

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Three perspectives on enterprise productivity: efficiency, growth, and decision-making.

AlixPartners

WHEN IT REALLY MATTERS.

