AlixPartners

Escaping the AI Value Trap

Artificial Intelligence can transform energy and process industries – success rides on intentional execution



AlixPartners estimates more than 80% of AI initiatives fail. The energy value chain is fertile ground for reversing that trend. The key is knowing how to achieve full value potential.

Most AI spend never reaches the P&L

Enterprise AI is not paying off yet. The blame belongs more with how the work is organized than with the underlying technology.



Leaders in energy, power, chemical, and broader industrial sectors are under unrelenting pressure to make capital work harder. The pace of cost-reduction efforts, operational improvement plans, and other change initiatives never seems fast enough.

Artificial intelligence is often seen as a silver bullet for achieving transformational change. For most companies, however, AI is not paying off. AlixPartners estimates that more than 80% of AI initiatives fail to deliver meaningful results.[1] Why? Goals are misaligned, execution is poor, and cultural norms impede implementation.

Importantly, lackluster results have little to do with how good the AI models are. Even the best technology will be ineffective if the underlying work is fragmented and largely unmeasured. When companies layer AI on top of broken handoffs, inconsistent data structures, and unclear process ownership, the result is a swell of activity followed by unsatisfactory economic outcomes – budgets get approved, pilots multiply, dashboards fill with activity, and the income statement does not move.

Blaming tech for organizational dysfunction only masks the problem, often leading to delays or additional expense as operators wait for a better model or try a different solution. These operators need to understand that the same models that aren't working for them have proven to generate profound transformation for their industry peers. What's the difference? Winners are defined by their ability to enable the right operating model to appropriately prioritize the critical problems and integrate the solution into a workflow optimized for implementation.

This article explains how energy and process companies can close that gap, and quickly. It diagnoses the patterns behind failed AI programs, then sets out three horizons in sequence to drive tangible value. For leaders asked to show a return on AI spend, getting the order right is what turns pilots into P&L impact.

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Introduction: Why AI Stalls and How to Fix It

AI programs in the energy and process value chains tend to fail in predictable ways, and a disciplined sequence avoids most of them.

What drives failure?

AlixPartners' analysis of AI-implementation failure is supported by other research. MIT's Project NANDA found that 95% of organizations were getting zero measurable return from their generative-AI investments;[2] RAND estimates more than 80% of AI projects fail, roughly twice the rate of IT projects without AI.[3] Gartner expects more than 40% of agentic-AI projects to be canceled by the end of 2027, undone by unclear value, rising cost, and inadequate risk controls.[4]

In the energy and process value chains, this failure takes a recognizable shape:



Uncoordinated pilots

Dozens of proofs of concept run in parallel with no shared theme and no view of which ones changed the economics.



Front-office gravity

Budget drifts toward what demonstrates well – such as chatbots, copilots, and slide generators – rather than the customer experience and physical operations where the sector makes its money.



No baseline

Value is claimed against a number that wasn't measured before the pilot began; reported impact is therefore impossible to verify.



Shadow adoption

Copilot-style tools spread informally across engineering and back-office teams, generating plenty of real activity and nothing that shows up as a line on the P&L.



Executives are often at a loss when asked what success looks like. Many point to an aggregation of use cases, unaware that dozens of disconnected pilots add maintenance load and technical debt without delivering an operating advantage.

The right answer is this:

AI success is measured by a provable improvement that changed the economics of the business.

The approach: prove, redesign, then automate

There is good news for the energy and process industries. Asset-intensive industries have an advantage that most sectors do not. Measuring outcomes is table stakes in physical work. Operators know exactly how many hours a rig is down; how much production a single unit yields; how many gallons are pumped; how many megawatt-hours delivered. These companies also maintain vast stores of operational data within plant and equipment records, often containing terabytes of data that have historically been difficult to integrate into day-to-day decisions.

Quick wins run out when organizations stop at the first step. The focus must evolve to standardizing the processes that matter, putting the data on one foundation, and agreeing who acts on what the model says. The companies that pull ahead prove the economics on use cases using a number that is historically tracked. They use those wins to fund the harder work of redesigning workflows, data, and decision rights. Only then do they hand real judgment to a machine.

This is a foundation for companies in the energy and process industries wanting to prove AI moved a real operating metric before they bet the entire operating model on the tech.

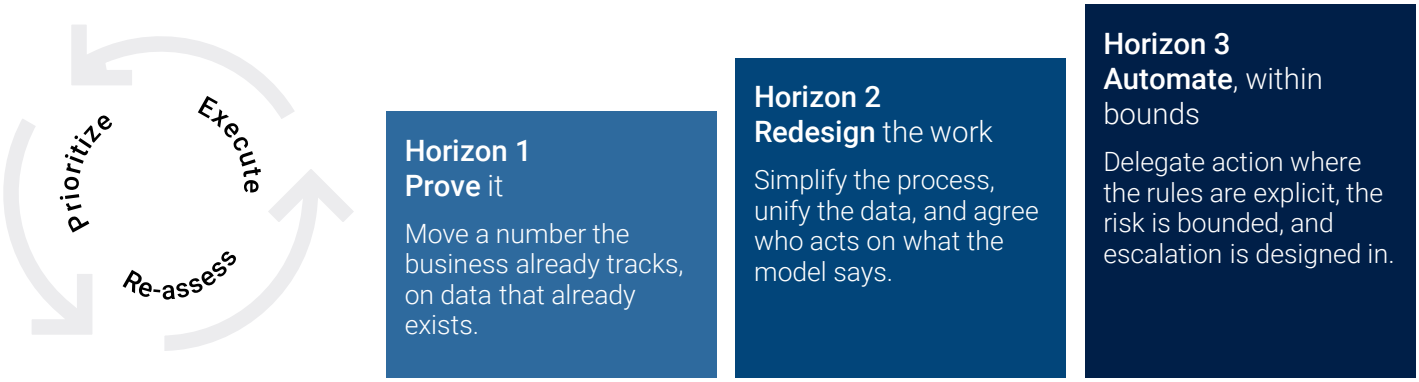
The path from isolated proof points to sustained value typically follows three steps in this strict order:

1 **Prove** the use case against a hard operational metric (e.g., fewer hours of unplanned downtime or higher unit yield) – these are your quick wins.

2 **Redesign** the process to fully leverage the technology: define the decision, standardize the workflow, clarify who owns the response, and make the required data available at all points of work. This is the operating-model step, and the one that separates leaders from the rest.

3 **Automate** the repeatable elements, embedding the model's recommendation into frontline routines, planning processes, or control-room workflows.

Figure 1: Three horizons: prove, redesign, then automate



How AI creates value: the three levers

Across businesses, AI pays off primarily in three different ways. Much of the discussion on AI-enablement is centered on simple automation, frequently as an extension of large digital transformation efforts that are already common within enterprises. However, as the article explores various horizons of AI implementation, leaders can begin to envision how different types of value can be captured along the overall journey.

1 **Make better decisions at scale**

Models improve recurring calls such as maintenance timing, dispatch, and pricing by weighing more inputs than any planner can

2 **Augment complex, expert-driven work**

AI extends scarce engineering expertise in tasks such as root-cause analysis and capital-project screening, and preserves a retiring generation's know-how

3 **Automate transactional work**

Once standardized, rules-based processes such as accounts payable and order-to-cash run with far less manual effort

Horizon 1: Prove

Because their work is physical, energy and process companies can use existing metrics to measure what AI actually changes.

Why heavy industry is different

Many sectors struggle to prove the value of AI because their work is abstract. A faster email or a tidier deck is a real benefit, but a diffuse one that rarely reaches the P&L. Energy and industrial work is different. These companies are physical, instrumented, and already measured, in many cases because a regulator requires it.



Measurement is the main reason the value can be provable. When work is physical, the business already counts the outcome that matters, so the contribution of AI lands on a proof point leaders already track with rigorous oversight. Most energy and industrial companies favor embedded, copilot-style assistance over autonomous decisions, which leaves less pilot debris to clean up and a chance to sequence the work properly from the start. Regulation and safety play a part as well. A black box is unsuitable for rate-regulated, safety-critical settings; the requirement to explain and defend every recommendation brings the discipline good AI needs.

A winning approach follows an order of operations using three horizons:

- Prove AI economics utilizing numbers that already move
- Redesign the work so value compounds
- Extend into bounded autonomy

Where to start

Start from the defined list of numbers the business is already trying to move, and ask which ones AI can move now. Value here is broader than cost reduction, additionally showing up as recovered capacity, reduced risk, and sharper commercial insight.

The strongest candidates tend to:

Identify a bounded problem. Narrow enough to scope precisely, rather than an ambition to transform an entire function.

Utilize data that already exists. You are instrumenting a single decision, not launching a data program.

Establish a hard KPI with a baseline. A number with a documented before, so that any improvement can be proven.

Commit to a closed-loop workflow. The output changes a real decision and the result feeds back, so the model earns trust instead of producing insight nobody acts on.

AI value is often equated with headcount savings. That's not the case in this sector, where the larger benefits usually sit elsewhere. For instance, value comes in the form of revenue recovered when an asset stays online; margin captured through sharper pricing; capital deferred when equipment life is extended, or an unplanned outage is avoided; or lower safety and compliance exposure. None of it requires rebuilding the enterprise first.



Case In Point | Uptime & reliability

Forecasting downtime on an offshore fleet, one to three months out

A global offshore drilling contractor with a fleet of dozens of rigs was losing roughly $90 million annually to unplanned downtime. The warning signs existed but were scattered across systems. No one could respond in time. The company built an explainable model, not a black box, reading 173 operational inputs to forecast downtime up to three months ahead. The model was wrapped in a closed loop of forecast, flag, investigate, decide, and learn. Rigs it flagged carried about twice the fleet-average downtime burden. It was handed over as a working operating capability, with governance, documentation, and a review cadence, rather than as a proof of concept.

Result: Roughly $5 million in downtime avoided, plus aggregate forecasts that gave directional early warning of broader fleet stress.



Case In Point | Speed to value

Four working tools in twelve weeks at a metallurgical coal producer

A top-10 metallurgical coal producer was running an all-in sustaining cost well above peers, and above its own realized price. The levers were known, but cash flow had stalled and over $1 billion of contractor spend sat behind fragmented data. A twelve-week assessment resulted in 54 AI use cases and identified value inside a broader EBITDA opportunity. It also delivered four working AI tools in the same window, covering plant breakdown forecasting, contractor claims, demurrage, and wet-weather recovery.

Result: $94 million annualized value creation was identified. Additionally, four tools were created, each with a payback under six months, and the client funded plant breakdown forecasting as its first live pilot.

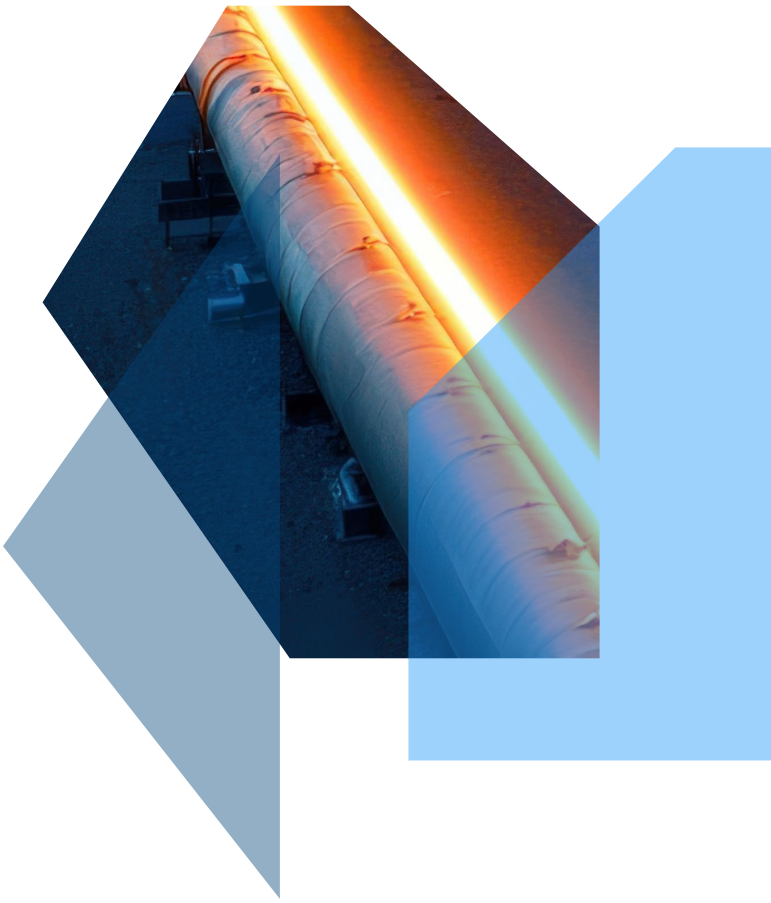
Neither use case began with the technology. Each started with a KPI the business already owned, ran on data that already existed, and changed a recurring decision. Examples like these draw strongly on two of the value levers: making better decisions at scale and augmenting expert work. The third lever, automating transactional work, pays off only once the underlying processes are standardized in Horizon 2.

STOP shopping for use cases and funding pilots that have no baseline.

START with one number the business already tracks, and instrument the decision behind it.

Horizon 2: Redesign

After a point, piling up use cases leads to diminishing returns. Now is the time to reorganize the operating model to drive the path to unlocking value.



The ceiling

Early and distinct wins are tangible, and the natural response is to do more of them. However, as use cases and dashboards pile up, actual returns show little movement. Eventually the same underlying problems come back with every new experiment. At some point, problems need to be identified and holistically addressed.

Process variation is usually the first friction point to surface. The same job runs five different ways at five different plants, so nothing learned at one site transfers to the rest. Every deployment is an exercise in starting over.

Underneath this lack of alignment sits a weak data core. AI layered on spreadsheets and one-off tools does not fix inconsistency. Instead, it automates and amplifies it, and – as a result – a capable model pointed at fragmented data returns faster, more confident wrong answers.

Decision rights are usually undefined as well. When no one has agreed AI's role (what it should do vs. what a human must own) even good models produce insight that nobody is accountable for acting on. The workflow reverts to the status quo, and the judgment that makes a recommendation usable often sits with a handful of veterans. Enterprises cannot scale or embed what is never captured.

Case In Point | When the workflow is the constraint

Sister plants competing against each other

At a multi-site process manufacturer, the same commercial quoting process ran differently at every plant. Sister sites were effectively bidding against one another for the same demand and eroding their own margin. The unlock was standardizing the quote-intake workflow across sites, clarifying who decides what, and only then applying intelligence on top of a process that finally behaved consistently.

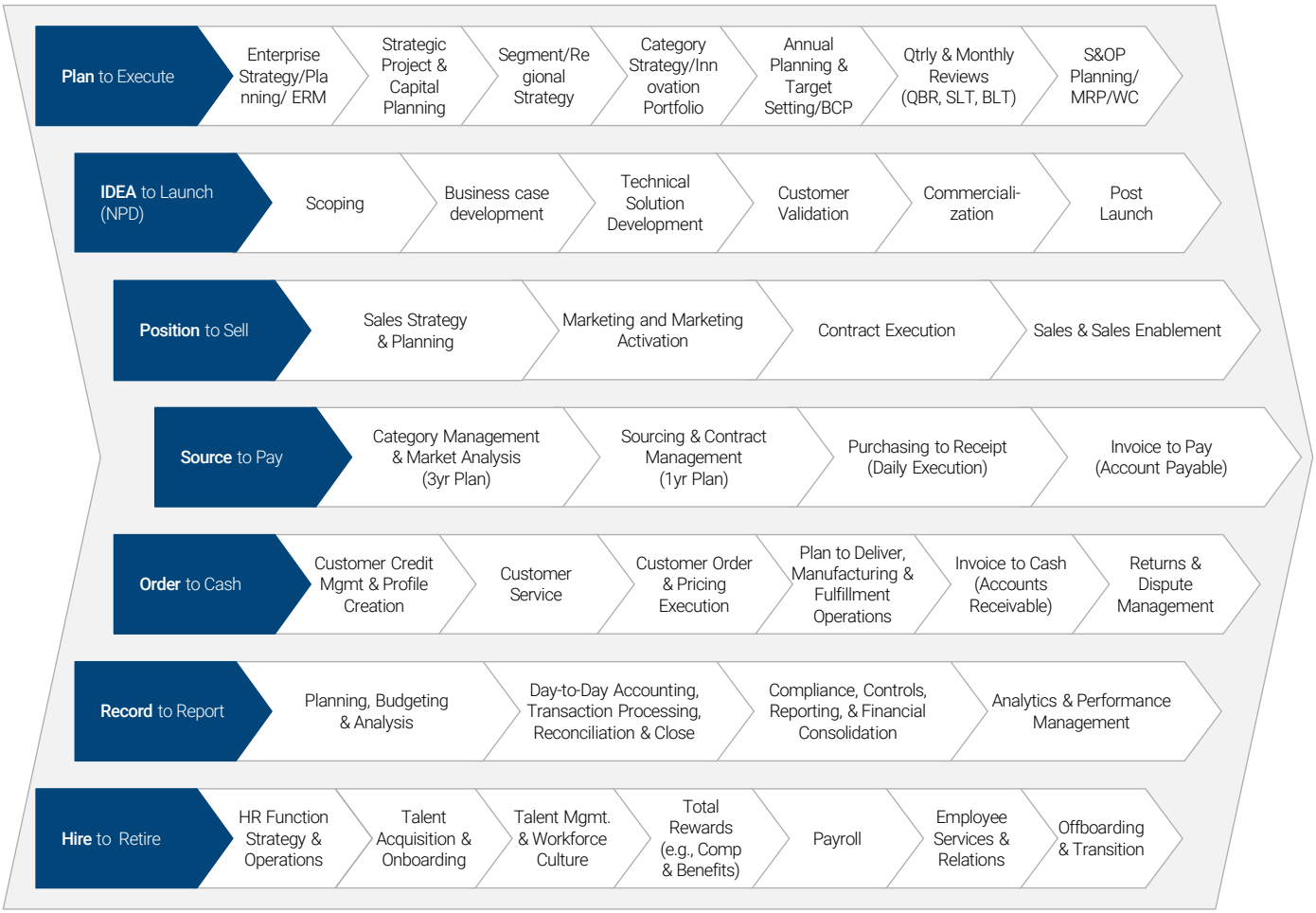
Result: $23 million in EBITDA, from redesigning the work before automating it.

What must change?

Breaking through the ceiling requires a new operating-model program instead of simply finding a better way to solve a modeling problem. This new operating model is built using five steps. These steps reinforce one another, so doing only some of them leads to stranded value. This is the horizon that separates the leaders from the rest. Value compounds for the companies that prioritize the operating model and rebuild how the work gets done.

Step 1: Redesign the workflow before you automate it. Automating a broken process only makes it fail faster. Rather, companies should first prime the technology by prioritizing and redesigning a few critical workflows within their end-to-end processes. Core processes – such as Order-to-Cash or Hire-to-Retire – involve cross-functional stakeholders, a multitude of technology systems, and are often subject to uncertain and cross-functional governance, so redesigning them in full takes time and involves complexity. Targeting the highest-value workflows inside them, such as credit and collections within Order-to-Cash or onboarding within Hire-to-Retire, captures value immediately and builds toward the broader process. Simplify aggressively, strip out exceptions and local variation, then add AI to the version worth keeping.

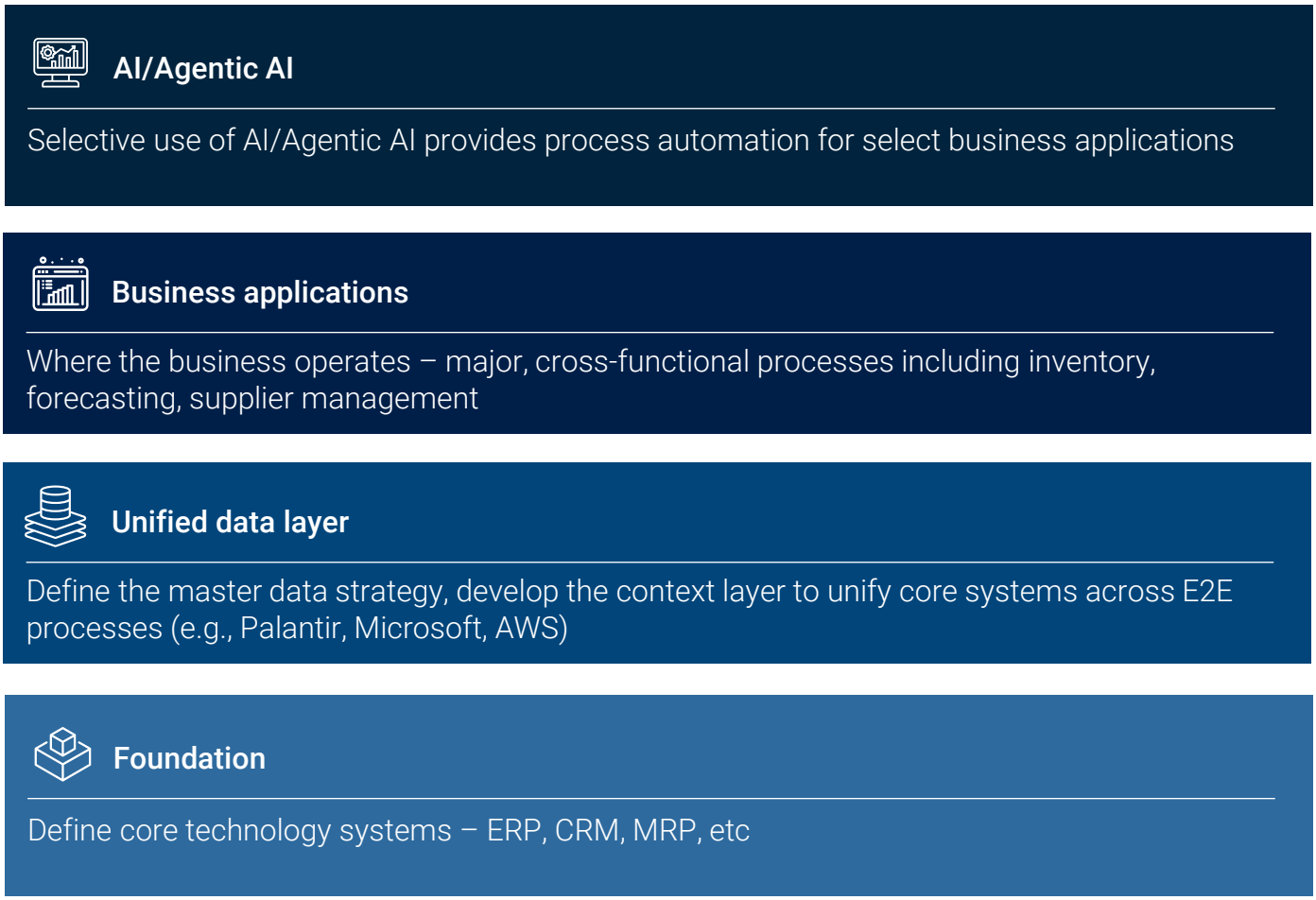
End-to-End Core Business Processes



Notes: (1) Core processes are end-to-end sequences of activities that directly deliver value to customers and support the organization's primary mission. They define how the business creates, delivers, and captures value

Step 2: Rebuild the data foundation. The technologies that enable AI transformation must work together. The core systems that hold the record, a data layer that makes them legible across processes, the applications where the work actually runs, and AI applied on top of all of it need to harmonize. Companies should treat it as a comprehensive stack, identifying gaps so they can prioritize and strengthen before charging ahead. A unified layer spanning operational technology, IT, and core SG&A systems is what lets value compound rather than stagnate in a case-by-case rebuilding process.

Tech transformation building blocks



Step 3: Pool and centralize the work. Shared services, global process ownership, and selective centralization are not organizational preferences; they are economic prerequisites for AI value. Consolidate high-volume, standardized work (e.g., record-to-report, source-to-pay, and order-to-cash) onto a common process before adding intelligence. This is another way value compounds instead of being rebuilt plant by plant.

Step 4: Set decision rights and governance. Define, in customer, financial, safety, and regulatory terms, what AI drafts, what it decides, and what a human must own.

Step 5: Manage the talent transition. Where deep engineering and operating expertise is scarce and aging, AI extends that expertise, capturing what a retiring generation knows and putting it in more hands.



Case In Point | Designing the process so the tool gets used

A pricing team that rebuilt its decision process first

A roughly $1 billion fuel-and-convenience division had been setting prices on gut and experience, which produced suboptimal and inconsistent decisions. A machine-learning model was developed to predict how volume responds to price, drawing on competitor pricing, store attributes, weather, and the calendar, and to convert that into a profit-maximizing price.

What made it stick was the redesign around it. The team moved to four price recommendations a day, driven by competitor price actions, and automated ingestion and scoring across multiple data sources. It showed every recommended price with its anticipated financial impact and built compliance reporting into ongoing governance.

Result: An A/B-tested $10 million in annualized incremental margin, against an 8% margin opportunity identified in back-testing.

Every company that wants to capture AI value at scale needs this operating model work. It primes the third value lever: scaled automation deployed across the enterprise. AI deployed in earlier horizons can still capture efficiencies, but as point solutions that typically serve a single team or only part of a role. Redesigned workflows, one data foundation, pooled work, and clear decision rights can turn automation from a series of plant-by-plant projects into a repeatable capability enterprise-wide.

STOP automating processes as they are.

START by redesigning the one or two that matter most, then add AI to the version worth keeping.

Horizon 3: Automate

Letting software act on its own requires handing over decision rights, which is an operating choice more than a technical one.

Agentic AI, which does not just recommend an action but takes it, is where this progression ultimately leads. It belongs only where the rules are explicit, the risk is bounded, and the escalation path is designed in advance. Giving an agent that latitude is a deliberate transfer of decision rights, but not permission to activate autopilot. A human must be accountable for the outcome in customer, financial, safety, and regulatory terms.

AI autonomy is the promise every company is working toward, and none have perfected it yet. Most are extending it one bounded decision at a time as their data, governance, and confidence mature. Two examples show what the end state can look like:



In the plant. An AI agent spots early signs that a critical piece of equipment is wearing out and adjusts how it runs to stay within safe limits. It informs the operators, then schedules the repair, orders the parts, and updates the production plan, calling in an engineer only when something falls outside what it is allowed to handle.



In finance. AI agents handle most of the month-end close, reconciling accounts, explaining variances, and booking routine entries, with a full record of every step. The controller reviews only the exceptions and signs off, so the books close in days instead of weeks.

The Value of Partnership: compress time, share technology burden, and absorb risk

The fastest path to pooled, standardized work does not always sit inside the four walls of the enterprise. Modern BPO and managed-service partners already run high-volume, rules-based processes across many clients, with proven playbooks for intake, routing, exception handling, and automation. In practice, there are three roles that third-party partners can play:

1 **Bringing pre-built process and AI patterns.** Partners can import standardized workflows, exception taxonomies, and automation patterns for areas such as accounts payable, master data, and order-to-cash, so the company starts from a proven design instead of automating local idiosyncrasy.

2 **Providing the digital and AI fabric.** Instead of building every workflow tool and AI capability in-house, companies can enlist partners who already operate shared platforms and tooling, reducing up-front technology investment and letting internal teams focus on where AI truly differentiates the business.

3 **Absorbing transition and operating risk.** During the shift from fragmented work to AI-supported workflows, partners can absorb delivery risk, help codify decision rights, and design escalation paths for agentic AI as roles, spans, and workflows are redesigned.

Used this way, partners are not labor arbitrage. They accelerate the operating model the company wants to build: one where AI work is pooled, governed, and ready to scale.

Count Your Steps:

For many, the temptation to rush to Horizon 3 is understandable but should be resisted. Agentic AI attempted on only a Horizon 1 foundation, with no redesigned workflow, no unified data, and no agreed decision rights, is how many agentic initiatives end up among the graveyard of canceled projects.[4]

For energy and industrial companies, the Horizon 3 opportunities lie in well-governed, standardized workflows such as supply-chain orchestration, back-office processing, and planning and scheduling coordination. But those openings appear only after the Horizon 2 work on data and decision rights is genuinely done.

Horizon 3 is where all three value levers run at full strength. The distinct gain is the third lever: automation finally operates at scale, and its impact shows up clearly on the P&L, which few companies can demonstrate today. The first two levers grow stronger as well. With redesigned work, unified data, and clear decision rights in place, AI-driven decisions and augmented expert work deliver larger and more tangible results than they could on their own.



Looking ahead | Affordability in regulated utilities

Dispatching AI on the affordability problem, not just the back office

Regulated utilities face an affordability squeeze that is a national concern. In 2025, US electric and gas utilities requested close to $31 billion in rate increases, more than double the prior year, and residential electricity prices are now up nearly 40% since 2021.[5] Much of the increase is driven by aging infrastructure and building capacity for surging demand, and, increasingly, demand growth from large loads such as data centers. Pressure on customer bills, and on the regulators who approve these cases, keeps building.

This is where the ability to measure AI's impact could matter most.

The affordability equation turns on capital productivity, on how much infrastructure a utility can plan, permit, engineer, and deliver for each dollar it spends. By improving the productivity of capital programs and field operations, Horizon 3 AI could help bend the cost curve that drives rates. That is a different conversation to have with utility planners and regulators than another catalog of use cases, and the sector is only beginning to frame it.

The Prize: A credible path to delivering more grid for every dollar, easing the pressure on customer bills while the system is rebuilt.

What to Do in the Next 12 to 18 Months

AI has made experimenting cheap. Changing how the work gets done is as hard as it has ever been.

The next 12 to 18 months will separate companies building an operating advantage from those simply accumulating pilots. The difference will not come from access to better models. It will come from a few choices made deliberately and in the right order.



Prioritizing Where AI Actually Moves the Needle

AI delivers real value only where the work has already been simplified enough to scale, or can be simplified quickly. In energy and industrial businesses that falls into a small number of opportunity categories highlighted below that cut across the customer face, physical operations, planning, and the back office.

Before deciding which tool to apply, it must be determined whether the work should exist at all. Before automating, redundancy must be eliminated and centralization and standardization must be achieved. Instill discipline before identifying tools.

Work that should be eliminated, not automated

- Reports, reconciliations, and approvals that exist only because an upstream process is broken; fix the source rather than automate the workaround
- Manual rekeying and data cleansing between systems, which a single 'system of record' removes outright
- Low-value review and exception steps that a change to policy, thresholds, or product complexity can retire before any tool is built

Work that is already centralized, and should stay that way

- Accounts payable and vendor inquiries once intake, approval thresholds, and exception handling are standardized
- Payroll, master data, and employee-lifecycle administration with clear ownership and escalation paths
- Routine finance work such as journals, variance commentary, and close preparation once calendars and inputs are stable

Planning work with clear inputs and clear decision rights

- Demand, load, and scenario planning once input sources and override rules are standardized
- Planning and scheduling cycles where AI accelerates the options and trade-offs, not the decision itself
- Capital-project and outage screening once evaluation criteria and constraints are explicit

Across these categories, the winners follow the same pattern. They strip out the work that should not exist and start where the remaining work is already centralized or can be centralized quickly. Once the economics are proven, it is time to move toward more complex, end-to-end processes. Role redesign, demand reduction, and governance move first; AI follows. AI can amplify a sound operating model; it cannot compensate for a broken one.

Five questions to answer, in this order

- Which decisions or workflows would create the most value if made faster, better, or more consistently?
- Which tasks should we automate, augment, own internally, or obtain from a partner?
- What is the minimum data and capability required to test the opportunity?
- What may AI retrieve, recommend or execute, and what must qualified people approve?
- What must a 90-day pilot prove before we scale?

Leadership teams can answer these questions within a single quarter. Name the one number you will move in the next two quarters and record its baseline today. Identify the work behind it you will eliminate and the workflow you will redesign, and give one executive ownership of both. An AI diagnostic can size the Horizon 1 opportunities and lay out the Horizon 2 roadmap for work, data, and decision rights within weeks, so the next dollar of AI spend is tied to a result the CFO can see.

In energy and process industries, the value of AI can be measured. The advantage goes to whoever gets the implementation right.

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About us

For more than forty years, AlixPartners has helped businesses around the world respond quickly and decisively to their most critical challenges—circumstances as diverse as urgent performance improvement, accelerated transformation, complex restructuring and risk mitigation.

These are the moments when everything is on the line—a sudden shift in the market, an unexpected performance decline, a time-sensitive deal, a fork-in-the-road decision. But it's not what we do that makes a difference, it's how we do it.

Tackling situations when time is of the essence is part of our DNA—so we adopt an action-oriented approach at all times. We work in small, highly qualified teams with specific industry and functional expertise, and we operate at pace, moving quickly from analysis to implementation. We stand shoulder to shoulder with our clients until the job is done and only measure our success in terms of the results we deliver.

Our approach enables us to help our clients confront and overcome truly future-defining challenges. We partner with you to make the right decisions and take the right actions. And we are right by your side. When it really matters.

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