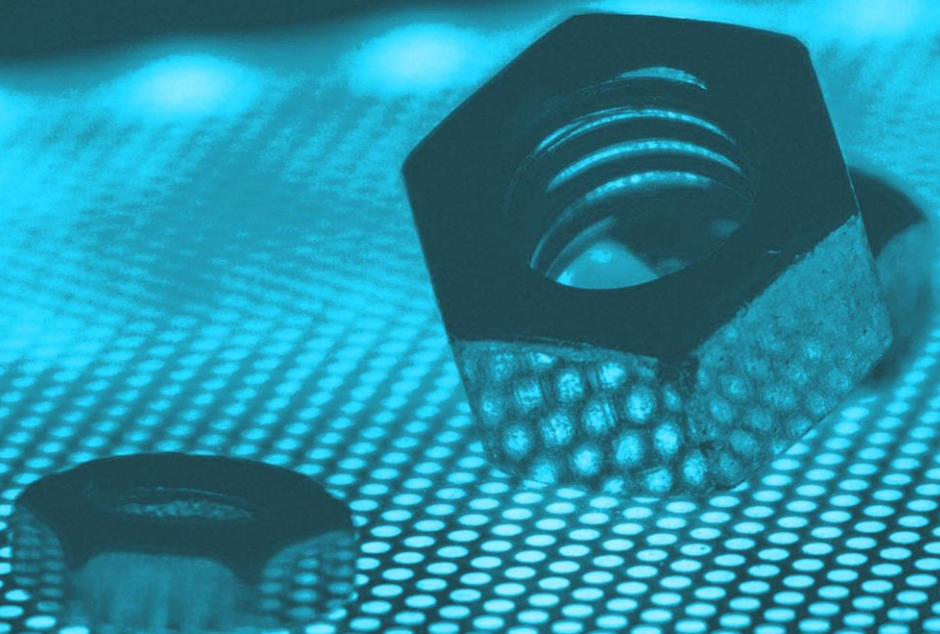


Enterprise productivity in the AI era | Efficiency

AI won't fix a broken operating model.

Simplify the work *before automating it*

October 2026



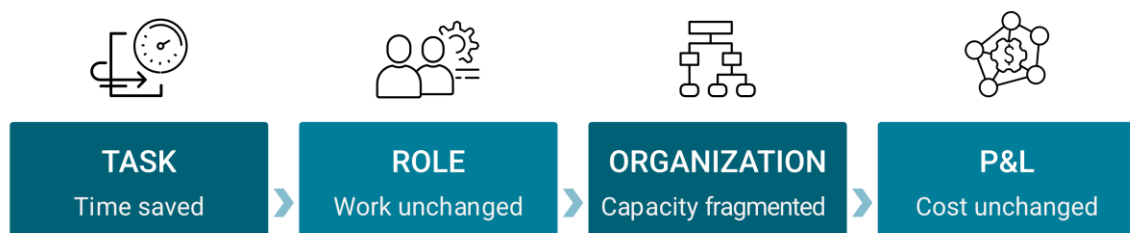
Turn AI-enabled capacity into lower operating cost



Enterprise productivity means improving both the efficiency of work and the effectiveness of business outcomes.

AI can reduce task time without changing the cost of running the enterprise. If demand, roles, spans, layers, and delivery remain unchanged, faster work does not automatically produce savings.

Where task productivity fails to reach the P&L



AI improves the task. Operating-model changes capture the economics.

Exceptions and rework can absorb released time. Even genuine time savings may remain scattered across jobs: small amounts saved in many roles do not automatically combine into a removable role or lower delivery cost.

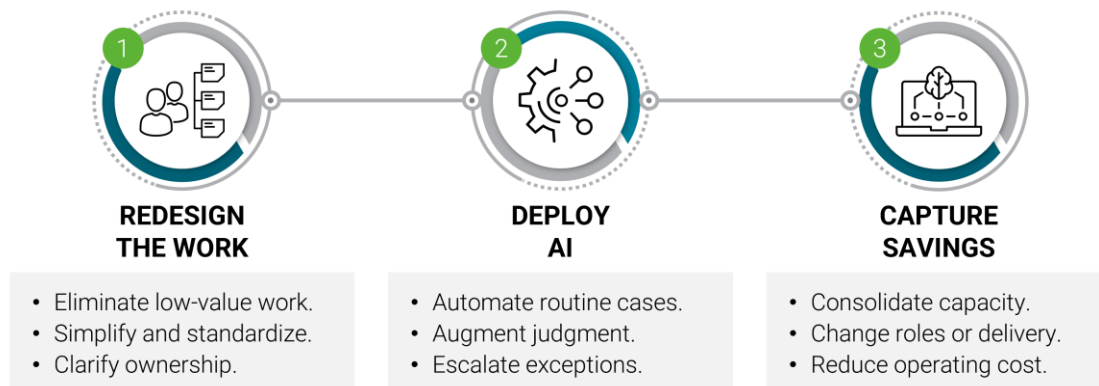
From potential to business outcome

- **Time released:** Tasks require fewer hours. This is productivity—not yet an enterprise saving.
- **Capacity consolidated:** Work is redesigned across a team or workflow so capacity can support changes to staffing or delivery.
- **Cost captured:** An implemented action reduces staffing cost or external spend, with the benefit verified in financial results.

Time saved is not cost removed.

Start with the workflow. End with the cost base.

Define the capture mechanism before scaling AI



Distinguish reinvestment from cost reduction

Redeployment may create value elsewhere, but it does not itself reduce operating cost. Name the organizational action that consolidates capacity and the financial action that removes cost. A budget commitment is not the same as realized savings.

Prove one workflow. Scale through reuse.

Start where workload, ownership, and the capture mechanism are explicit. Confirm the operating-model change and financial benefit, then reuse standardized inputs and workflow design in the next area.

The investment gate

- **Workflow:** What work will stop, simplify, or standardize?
- **Operating-model change:** What changes in demand, roles, spans, layers, or delivery?
- **Cost-capture action:** What cost changes, through which implemented action, when?
- **Owner and verification:** Who owns delivery, and how will realized savings be confirmed?

Name the cost-capture action before approving the investment.

Simon Negri | Partner & Managing Director, AlixPartners | snegri@alixpartners.com

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

AlixPartners

WHEN IT REALLY MATTERS.

