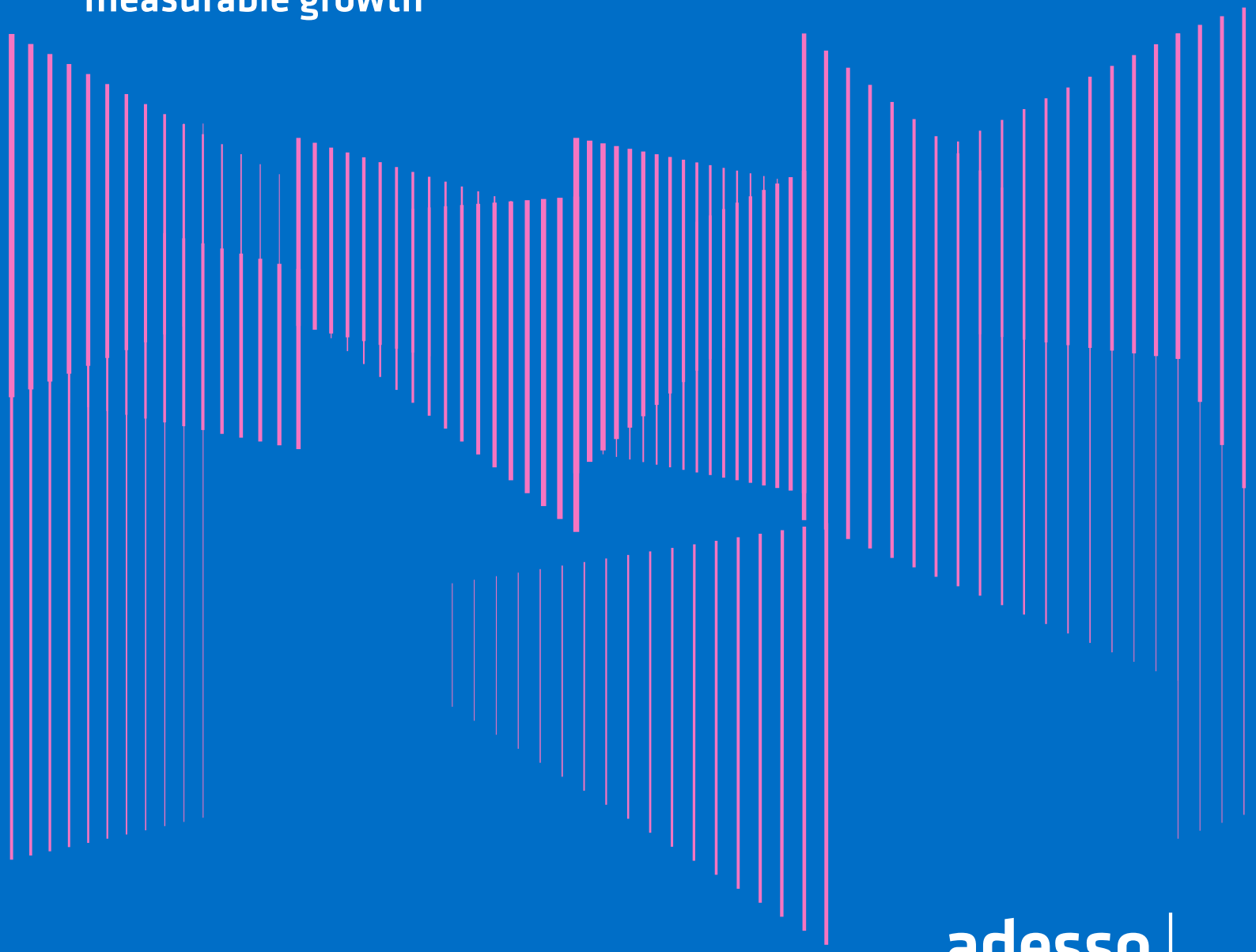
From AI pilot to Agentic Company

How agentic AI and GenAI create measurable growth



adesso

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IF YOU DO NOT SEE INNOVATION AS PART OF YOUR OWN VALUE CREATION, YOU LOSE DIFFERENTIATION POTENTIAL THAT CANNOT BE REGAINED.

Why AI pilots are not enough

Almost every company now works with AI. Chatbots in customer service, copilots in software development, generative models for content and analysis. 78% of all organisations surveyed worldwide use AI in at least one business function; 71% regularly use generative AI.[1]

But for most, that is where it has stopped. AI was introduced so they would not fall behind, not to achieve a specific business goal. Tools were acquired, pilots launched, first results delivered. But the question of how AI fits into existing work processes, decision-making paths and business models remained unanswered. AI runs alongside the business, not at the centre of it. According to Deloitte's Emerging Technology Trends Study, only 11% of the organisations surveyed actively use agentic systems in production, while 42% are still working on their strategy.[2]

MANY PROOFS OF CONCEPT, BUT LITTLE PROOF OF VALUE.

The causes rarely lie in the technology. The models work, and the infrastructure is in place. What is missing is the translation into everyday work: Who is responsible for an agent's decisions? How does a process change when one step is automated? Which data needs to be accessible, and how?

At the same time, the rules of the game are changing. Customer needs are developing faster than many organisations can respond. Products, services and customer experiences are becoming interchangeable. Anyone who does not understand innovation as part of their own value creation loses differentiation potential that cannot be regained.

The next development step is called agentic AI.
Traditional AI models respond to requests and deliver results. Agents go further: They independently pursue a defined goal, break complex tasks down into sub-steps, access systems and data sources, make decisions within clear guardrails and document their actions in a traceable way. The decisive difference lies in the degree of autonomy: agents plan, act and use tools instead of responding to a single prompt.

In combination with GenAI, this creates a new level of capability. GenAI understands unstructured data, generates texts and recognises patterns. Agentic AI, by contrast, independently derives actions from them. Together, they shift the boundaries of what can be automated, scaled and translated into business value.

Companies that take the step towards becoming an Agentic Company turn innovation into a growth engine. The following pages show which levers are decisive and what the path to get there looks like.

[1] McKinsey, "The State of AI: How organizations are rewiring to capture value", March 2025.
[2] Deloitte, "Agentic AI Strategy", Emerging Technology Trends, February 2026.

Four levers on the path to the Agentic Company

The pilot trap has one cause: AI is treated as an individual initiative, not as part of an overarching growth strategy. Companies that successfully scale AI take a different approach. They do not rely on individual tools or isolated use cases, but on the interplay of four levers that together form the path to the Agentic Company. Not every company has to address all four at the same time, but every company should know where it stands.

What emerges is more than a technology upgrade. **The Agentic Company is a fundamentally different organisation.** One that defines itself through skills rather than rigid processes. One whose operating model changes because agents take over operational tasks and people focus on steering, quality and strategic decisions.

This has consequences at every level: at board level, where AI strategy becomes a leadership priority. In business departments, where new roles and responsibilities emerge. And externally, where customer journeys change fundamentally because customers interact with agents instead of forms and waiting loops.

AI and GenAI as growth drivers

1

The **first lever** is the most obvious and, at the same time, the most frequently misunderstood. In many organisations, AI is used primarily as an efficiency instrument: accelerating processes, reducing costs, automating routine tasks. That is not wrong, but it falls short.

The question companies should ask themselves is not: Where can we save costs with AI? Instead, it is:

WHERE CAN WE USE AI TO DO THINGS THAT WOULD NOT BE POSSIBLE WITHOUT IT?

Efficiency gains are linear. New value creation is not.

An insurer that not only processes claims more quickly, but autonomously manages the entire process from claim notification and coverage check through to settlement, **changes its service promise to customers:** from "We are processing your claim" to "Your claim has been processed". A bank whose AI agents independently evaluate market and company news and derive prioritised sales opportunities in corporate lending fundamentally changes its sales logic. **BayernLB's Leadmachine** shows a first step in this direction.

According to McKinsey's Global Survey, 92% of the companies surveyed plan to increase their AI budgets over the next three years.[3] The decisive question is whether this money flows into more pilots or into scalable growth initiatives. **Companies that take AI seriously as a growth driver invest in clearly defined use cases with measurable business impact** and build the organisational conditions needed to move them from pilot to regular operations.

The difference between efficiency and growth determines whether AI remains a cost centre or becomes a revenue driver.

[3] McKinsey, "The State of AI: Global Survey", November 2025.

Customer Centricity

2

Technology alone does not differentiate. What differentiates is the ability to understand **customer needs better and respond to them faster than the competition.** In many industries, competition is already shifting:

AWAY FROM PRODUCT FEATURES AND PRICES, TOWARDS THE QUALITY OF THE CUSTOMER EXPERIENCE.

Those who make customers feel understood win. Those who send them through forms, waiting loops and organisational responsibilities lose.

This is exactly where agentic AI creates value. Agents that bring together customer data from different systems in real time, recognise behavioural patterns and derive personalised offers, services or proactive recommendations from them shift the boundary of what is possible as individual service. And they do so at scale, across all channels, around the clock.

A utilities provider that uses an AI agent to handle contract questions, meter readings and tariff changes across channels and in natural language not only reduces service costs. **It creates a customer experience that becomes a differentiating feature.** If this agent also learns from interactions, proactively approaches customers and makes offers based on individual consumption patterns, it creates a form of customer loyalty that cannot be achieved with traditional CRM approaches.

Customer Centricity is the strategic decision to think about technology consistently from the customer's perspective. Agentic AI makes this approach feasible on a large scale for the first time because it makes personalised interaction scalable without staff effort growing proportionally.

AI-focused Software

3

The **third lever** works internally, but has direct external consequences.

SOFTWARE DEVELOPMENT IS A BOTTLENECK IN MOST COMPANIES:

too slow, too expensive, too dependent on scarce specialists. Every product idea, every process improvement, every new interface is waiting in the IT queue. Companies that want to increase their speed of innovation cannot bypass this bottleneck.

AI-powered software development fundamentally changes this equation. Agents in development and operations take on code analysis, testing, documentation and, increasingly, the generation of application logic. The result is a qualitatively different way of building software: more iterative, closer to the business department, less dependent on individual experts.

Specifically, a business department that currently waits three months for a feature can see a functioning prototype within days in an AI-powered development environment. A development team that spends most of its time on code reviews, test-case generation and documentation can focus on architectural decisions and business logic while agents take over repetitive tasks.

The consequence for competitiveness is direct: those who develop faster bring new products and services to market faster. **Time-to-market changes from a technical constraint into a strategic advantage. In a world where customer needs are changing ever faster, speed in product development is a differentiating feature.**

Digital Sovereign Advisory

4

The **fourth lever** is often overlooked because it is less tangible than the other three. But it is the prerequisite for the other levers to have a long-term effect.

DIGITAL SOVEREIGNTY MEANS CONSCIOUSLY MANAGING STRATEGIC DEPENDENCIES:

on individual hyperscalers, on proprietary models, on data infrastructures that you do not control. In a world in which AI agents increasingly make operational decisions and access business-critical systems, the question of who owns the infrastructure and who sets the rules becomes a core strategic question.

This is not an abstract risk scenario. Regulatory requirements for AI deployment are tightening. In addition to the EU AI Act[4] – which applies to any connection to the EU market or usage within the EU – companies must particularly account for the Swiss Data Protection Act as well as industry- and application-specific regulations. For businesses in regulated industries such as financial services, insurance, or the public sector, transparency, traceability, and clear accountability are therefore essential. **If you want to deploy agentic systems in production, you need an architecture that integrates compliance, auditability, and control right from the start.**

Sovereignty is not an argument against cloud or against international technology partners. It is the argument for treating dependency as a conscious architectural decision rather than letting it arise as a side effect. **Companies that build their agentic AI strategy on a sovereign foundation secure long-term agency:** the freedom to switch models, combine providers and meet governance requirements without ending up in proprietary dead ends.

In practice, this means, for example: transparent decision logic with audit trails and reasoning logs. Controlled autonomy with clear risk classes for use cases. And rulebooks that comply with the EU AI Act, Data Privacy and industry-specific requirements. **Regulation thus becomes a competitive advantage: anyone who can demonstrate verifiable AI processes creates trust with customers, supervisory authorities and partners.**

[4] Regulation (EU) 2024/1689 of the European Parliament and of the Council, EU AI Act, August 2024.

INNOVATION

From AI application to Agentic Company: Three industries, three perspectives

Agentic AI does not emerge in a vacuum. It builds on the experiences companies are already gathering today with AI-powered solutions: with conversational AI in customer service, with generative models in process automation, with intelligent data analysis in sales. The difference between these solutions and an agentic architecture lies in the degree of autonomy, in the ability to independently plan and execute multi-stage tasks instead of reacting to individual requests.

The following three examples show what is already possible today and where the next step lies.

AGENTIC ENTERPRISE

Insurance: From voice assistant to autonomous claims management

When customers call for breakdown assistance, they are in an exceptional situation. Expectations for speed and service quality are correspondingly high. For Europ Assistance, adesso developed a digital voice assistant that addresses exactly this moment: a voicebot based on Cognigy.AI and Genesys that records breakdown reports in natural language, extracts the relevant information and creates the case directly in the insurer's core system. GenAI ensures that the dialogue also works under difficult acoustic conditions, such as road noise or a poor connection. The solution has a modular design and is conceived for further rollouts in other markets and business areas.[5]

The result: higher processing efficiency, tangible cost savings thanks to the high degree of digitalisation and a better customer experience at a moment when it matters.

The agentic perspective goes one step further. An agent that independently manages the entire claims process would not only record the breakdown report, but also perform the coverage check, commission the appropriate service provider, evaluate the cost estimate and manage the case through to settlement. **Today's voice assistant is the interface. Tomorrow's agent takes over claims handling. Humans remain responsible, but focus on edge cases, quality control and agent management.**

[5] adesso case study: Europ Assistance, Digital Roadside Assistance. Project start 12/2024, approx. 580 person-days. Technology: Cognigy.AI, Genesys, NLU, Generative AI.

Banking: From Leadmachine to agentic value creation

In BayernLB's corporate lending business, employees gather information about their customers every day in order to identify sales opportunities and keep an eye on risks. Until now, this meant manually searching through news, evaluating Google Alerts with a high false-positive rate and manually assigning relevant information to the right accounts. A process that consumes time and still remains incomplete.

With the **Leadmachine**, adesso developed a solution that automates this process. Two language models extract relevant information from news articles, assign it to the appropriate customers and automatically identify sales opportunities and risk signals. The models are evaluated daily. The frontend is based on Microsoft Power Apps; the backend is integrated into BayernLB's system environment.[6]

The result: significantly less manual effort, more precise assignment, faster processes and systematic discovery of business opportunities that would previously have been lost in the noise of news.

An agent that builds on this foundation would independently evaluate identified sales opportunities, prepare suitable approach materials and provide the relationship manager with a prioritised, contextualised recommendation.
In the case of risk signals, it could automatically initiate monitoring workflows and inform relevant stakeholders.
The Leadmachine provides the intelligence.
An agentic system would derive action from it.

[6] adesso case study: BayernLB, Leadmachine. Duration 06/2023-12/2023, approx. 50 person-days. Technology: Generative AI, LLM, Microsoft Power Apps.

Utilities: From chatbot to agentic customer platform

Eprimo's customers are highly digital and expect fast responses via modern communication channels. At the same time, heterogeneous tools, multi-channel requirements and the management of external service providers place a significant burden on customer service.

For Eprimo, adesso built a comprehensive **customer service** platform based on Salesforce Energy & Utilities Cloud. The system provides a 360-degree view of customers, automated prioritisation and classification of requests with AI support and gradually expanded omnichannel support via SMS, chatbot, email, hotline and fax. The chatbot "Sophie" acts as an additional service channel and, where needed, transfers seamlessly to personal chat support.[7]

The result: improved customer loyalty through higher satisfaction, personalised offers, more efficient processing even at peak loads and award-winning service quality, recognised by TÜV SÜD, DISQ and Die Welt.

An agent built on this platform would process customer requests end-to-end, meaning it would independently carry out contract changes, tariff changes or meter-reading submissions in the system instead of merely recording and forwarding them. It could proactively approach customers, for example with tariff optimisation based on individual consumption patterns and automatically manage external service providers. **Customer service evolves from a reactive cost factor into a proactive customer loyalty engine.**

[7] adesso case study: Eprimo, Next Level Customer Service. Project start 08/2018. Technology: Salesforce E&U Cloud, AWS, IBM Watson, Generative AI.

The path to the Agentic Company: Five steps

The examples from insurance, banking and utilities show that the path to the Agentic Company does not start from scratch. It builds on what is already there and develops it systematically. But how can this transition be achieved in concrete terms? Not through a large-scale project, but through a structured path in five steps.

1

Step 1: Determine status and potential

It starts with **clarity about the organisation's own starting point.** Where does the company stand in terms of AI maturity? Which processes are already digitalised, which data is available in what quality, and which organisational prerequisites exist?

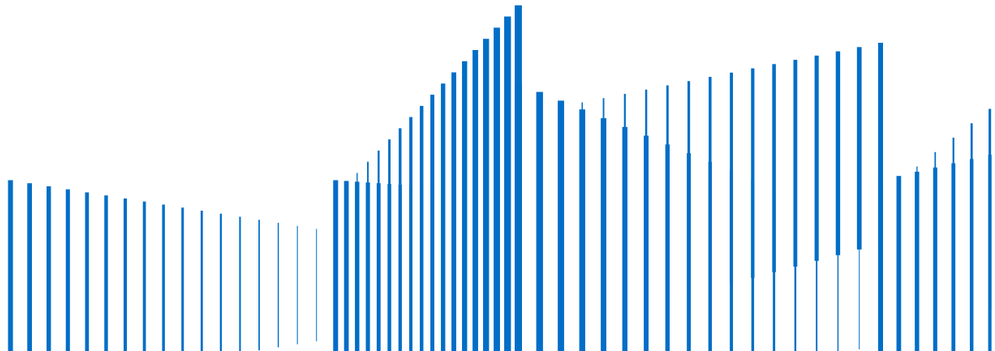
The adesso GenAI Impact Report provides a structured assessment here: it analyses AI maturity, degree of digitalisation, data situation and organisational prerequisites, identifies quick wins and translates the results into a prioritised roadmap for the most effective fields of application. **The result is not a strategy paper for the drawer, but a robust basis for decision-making: Where is the greatest lever, and what is needed to use it?**

2

Step 2: Identify and prioritise use cases

Not every process is suitable for agentic AI, and not every suitable process has the same business impact. The second step is **to identify use cases along your own value chain** and assess them against four criteria: business value, feasibility, data situation and regulatory risk.

The adesso Interaction Room brings business departments and IT together for this in a structured format. The aim is a prioritised shortlist of one to three use cases that are specific enough to be implemented as a pilot and large enough to create strategic impact if successful. Experience from projects such as the BayernLB Leadmachine or Eprimo customer service shows that **the best use cases emerge where business expertise and technical feasibility come together early.**

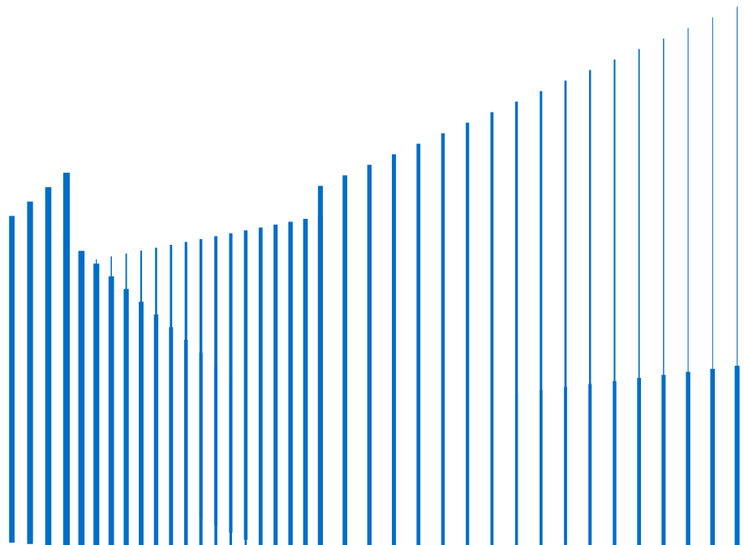


3

Step 3: Build an agentic-ready architecture and governance

Most scaling problems do not arise in the pilot, but in the transition to production. Anyone who wants to master this transition needs three things: **end-to-end, agent-enabled processes** that are documented and translated into agent workflows. Smart, reusable connectors to existing systems that enable secure read and write access. And a governance structure that is considered from the outset: transparent decision logic, clear risk classes for use cases, defined escalation paths and human-in-the-loop principles wherever required by regulation or business context.

The adesso AI Framework provides a standardised framework for AI implementation. In addition, adesso br.AI.n offers a sovereign AI platform that automates complex business processes in an explainable way and handles company knowledge securely. It brings productive AI solutions into use quickly, transparently and at scale. The principle: governance by design, not governance by default.



4

Step 4: Scale from pilot to production

A successful pilot is not proof that a use case works in production. A pilot runs in a controlled environment, with curated data and a small team that manually handles exceptions. Production means volume, parallelism, real-time requirements and automated monitoring.

The fourth step is to assess successful pilots against clear KPIs, transfer them into a scalable platform with reusable building blocks and establish an agent lifecycle that extends from idea to ongoing operation. The modular architecture of the Europ Assistance solution shows what this looks like in practice: **conceived from the start for rollouts in additional markets and business areas, with reusable modules and standardised integration components.** Anyone who does not approach this step in a structured way remains stuck in the pilot trap.

5

Step 5: Enable the organisation and skills

Agentic AI changes roles. Claims handlers become agent managers. Business departments take responsibility for AI-powered workflows. IT teams evolve from operators into architects of agentic systems. This change requires new role profiles, learning paths and career models. It requires **change management that involves employees as participants from the outset. And it requires a leadership culture that understands AI as a tool that enhances people's own work.**

adesso organisational consulting supports this change: from developing new role profiles and qualification programmes for business departments, IT, governance and HR through to change formats that build acceptance and skills among employees. The most important success factor: **employees must understand agents as new team members. Companies that achieve this gain efficiency and become more attractive as employers in a market in which AI skills are becoming a key qualification.**

Are you still piloting, or already scaling?

The pilot phase is over. Not because pilots have no value, but because value ends where scaling begins. Companies that want to use AI as a growth lever need to take the step from individual initiative to systematic integration: into processes, into the organisation, into the customer experience.

This step is achievable. The technology is mature, the use cases are concrete, and experience from early implementations is available. What is needed is a partner who takes a holistic approach to technology, business context and organisation.

adesso supports companies on this path. From the first potential analysis and the identification and prioritisation of use cases through to the productive implementation of agentic systems. Across industries, with deep domain knowledge, for example in insurance, banking, energy and healthcare.

90-minute potential check

The potential check provides clarity on where your organisation stands on the path to becoming an Agentic Company and where it makes sense to start. In a compact conversation, we first sharpen your target picture: Which business goals are currently driving you, and what role should AI play in achieving them? Based on selected questions from the adesso GenAI Impact Report, we assess AI maturity, degree of digitalisation, data situation and organisational prerequisites, and identify the greatest levers for agentic AI.

We translate these findings directly into one or two concrete use-case candidates with tangible business impact. Together, we look at business value, feasibility, data basis and regulatory risk, and derive clear next steps from them: from an in-depth potential analysis and an Interaction Room for further use case development through to planning scalable implementation.

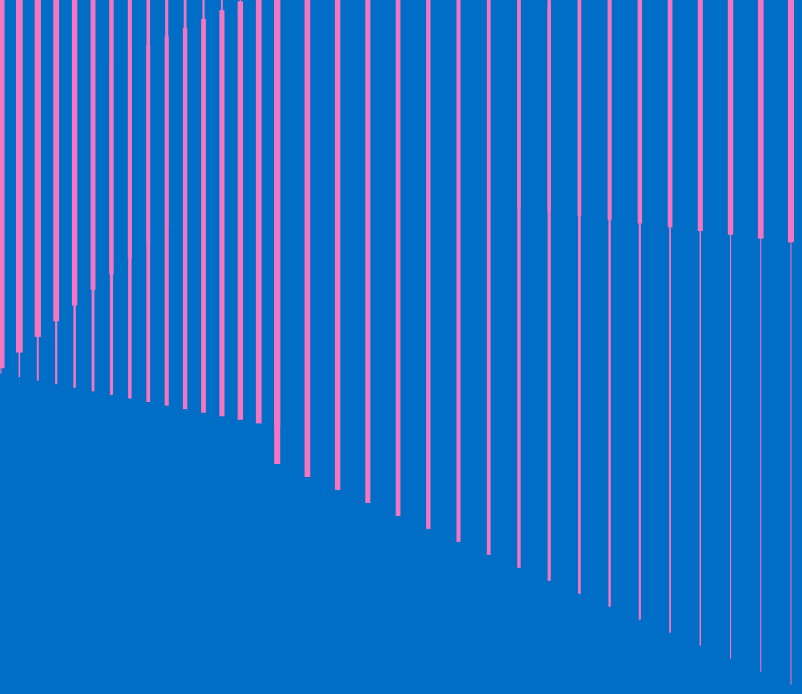
Your result after 90 minutes: a robust basis for deciding whether you should continue piloting or are ready to scale.

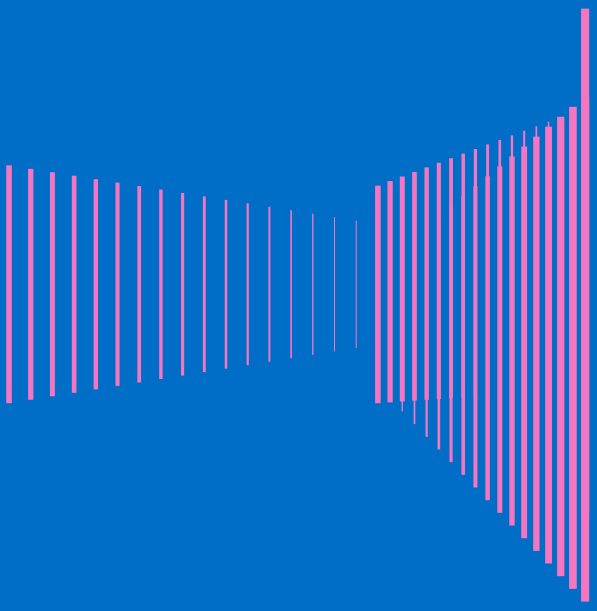
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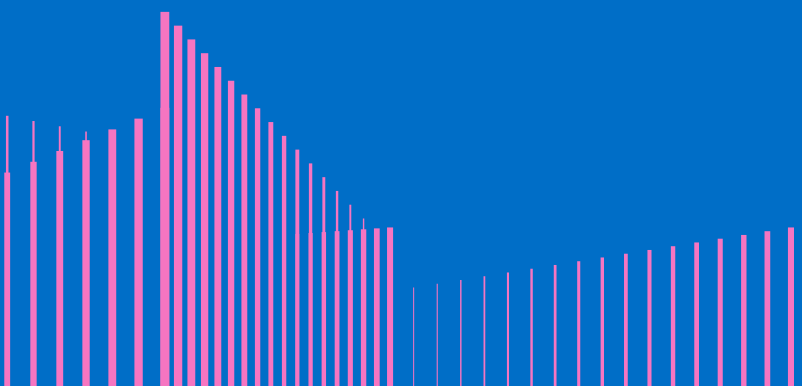


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