

# Transform and Innovate with Enterprise Systems and AI:

Empowering Leadership  
for Business Success



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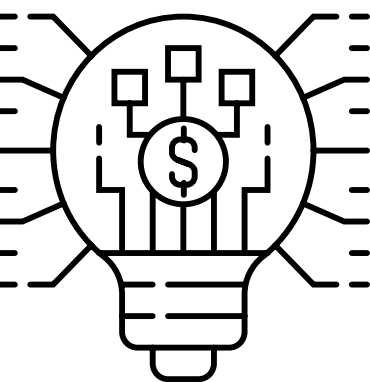


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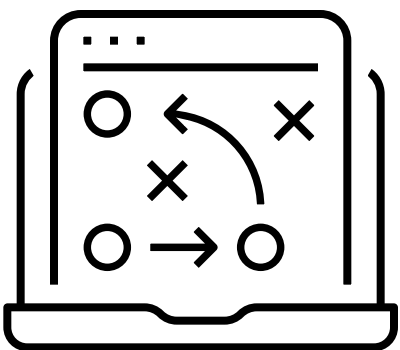
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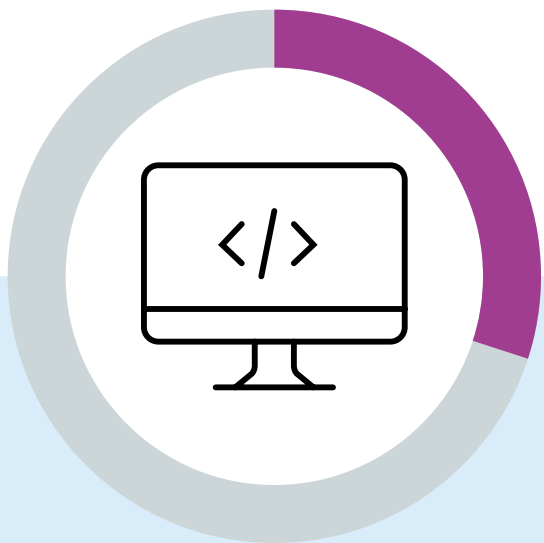
# In this InfoBrief



Digital investments and modernization are no longer optional; they are essential tools for driving innovation and achieving sustainable business success. Modern enterprise systems and artificial intelligence are transforming how organizations achieve business success by addressing execution gaps, driving measurable outcomes, and enabling operational scalability. Today, organizations in EMEA are redefining their digital strategies and equipping themselves with actionable strategies to align digital transformation efforts with leadership priorities.



Key themes include redefining digital strategy in the AI era to overcome execution challenges, achieving critical business outcomes through transformation, and scaling efforts with robust enterprise systems. The success of leadership approaches in EMEA hinges on balancing technological innovation with business strategy to maximize value creation, supported by cross-functional coordination around the whole C-suite, with a clear focus on CEOs, IT leadership, CFOs, and COOs.



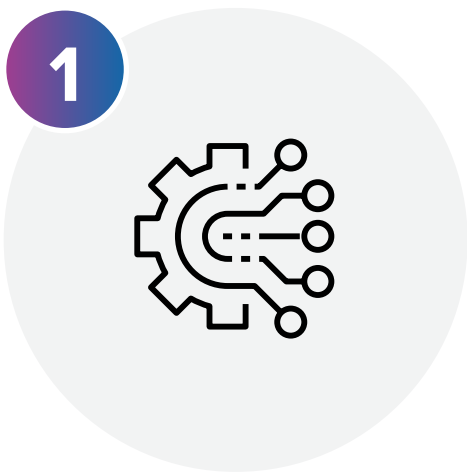
**30%**  
**of EMEA organizations**  
**will prioritize investments**  
**in modernizing their core**  
**enterprise application in 2025.**

This InfoBrief focuses on how C-suites in EMEA can leverage digital investments and modern enterprise applications to address their main priorities and achieve measurable business outcomes to realize full digital transformation.

# Rethinking Digital Strategy in the Age of AI to Address Execution Gaps

Early digital transformation taught us that success requires a clear strategy that aligns with tech investments and prioritizes use cases with measurable outcomes — key concerns for EMEA C-suite leaders focused on closing the digital execution gap. Addressing this challenge is critical for C-suite leaders aiming to drive innovation in the age of AI. Proactively tackling these gaps ensures the organization remains agile, competitive, and positioned for long-term success.

Which three of the following political, social, and economic risks do you expect to have the greatest impact on business?



Digital business execution gaps



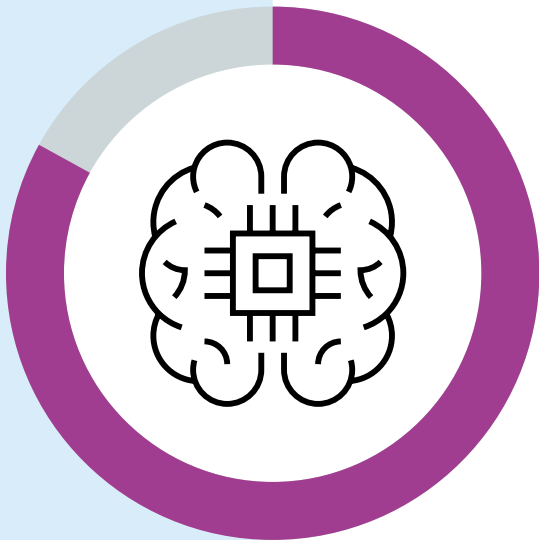
Economic pressures



Changing ESG targets and regulations

83%

of EMEA organizations believe GenAI will disrupt their competitive positions or operating models in the next 18 months.



“AI is actually an accelerator of the digital road maps that organizations should already have in place. It would be a mistake for organizations to wait for AI to close the gaps.”

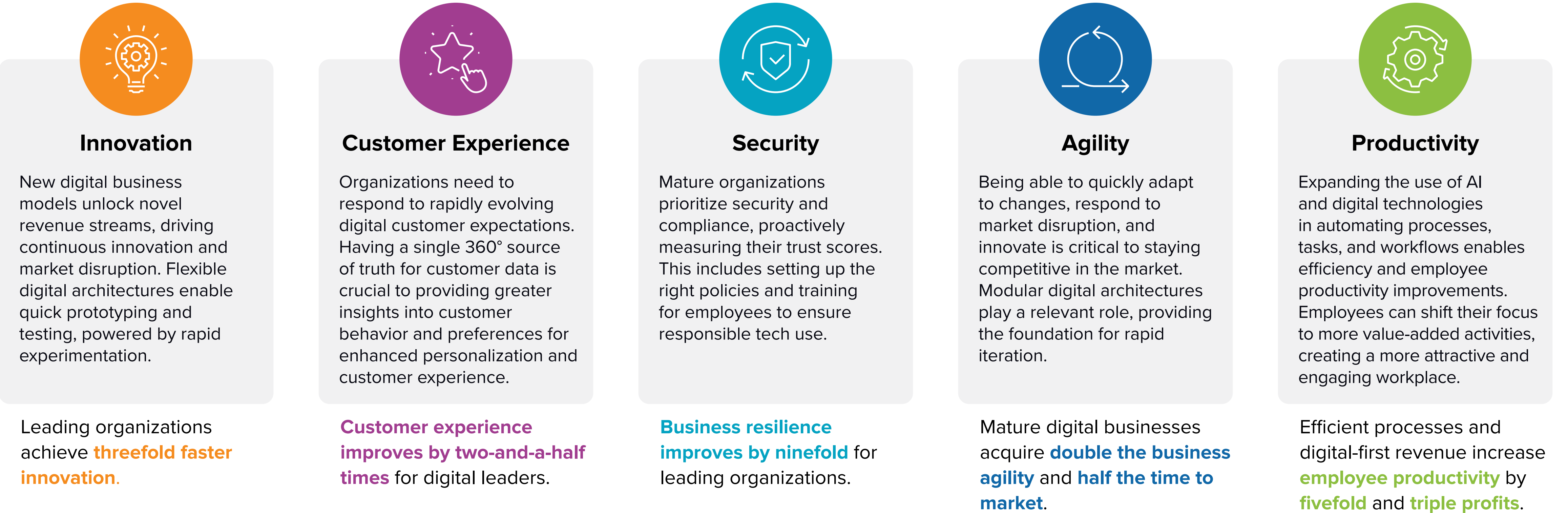
CEO & CTO, manufacturing company, EMEA



# Closing the Gap — Key Business Outcomes for Digital Transformation

Digitally mature organizations consistently outperform their competitors by driving superior business outcomes, such as increased agility, enhanced customer experience, and improved operational efficiency. By integrating AI and modern systems into their processes and strategies, these organizations unlock new opportunities for innovation, optimize decision-making, and accelerate time to market. This ability to harness digital tools and AI not only strengthens their competitive edge but also positions them as leaders in an ever-evolving business landscape.

## The Business Outcomes in Which Digitally Mature Organizations Outperform Competitors

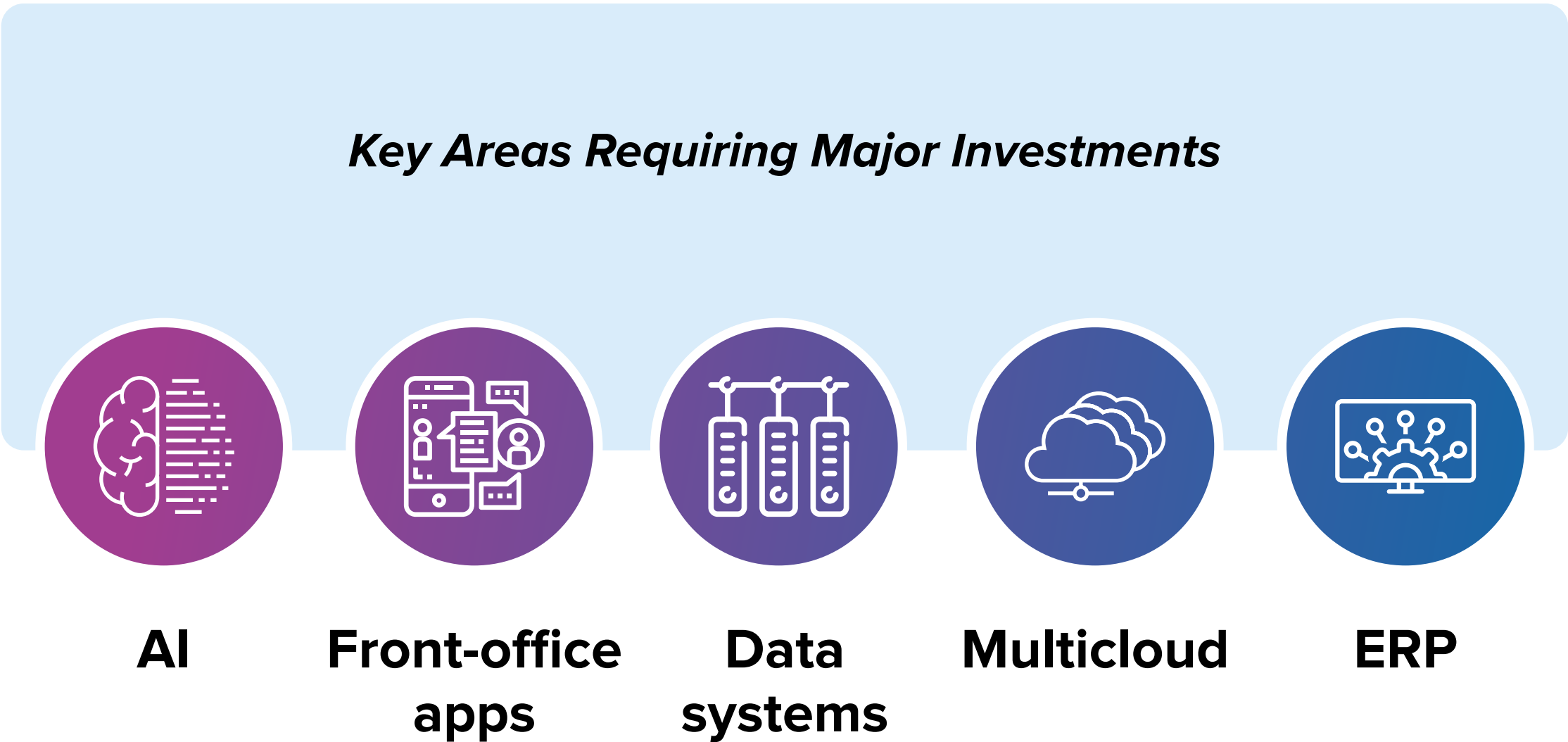




# Scaling Digital Transformation — the Role of Modern Core Enterprise Systems

Scaling digital transformation requires investments beyond AI, data, and automation. Modern enterprise resource planning (ERP) suites and front-office applications are critical for unifying operations and delivering seamless customer experiences. These core systems enable businesses to integrate processes, enhance agility, and build the scalability needed to compete in a digital-first landscape.

What is the state of current digital technology investments in each of the following areas of your organization?



AI

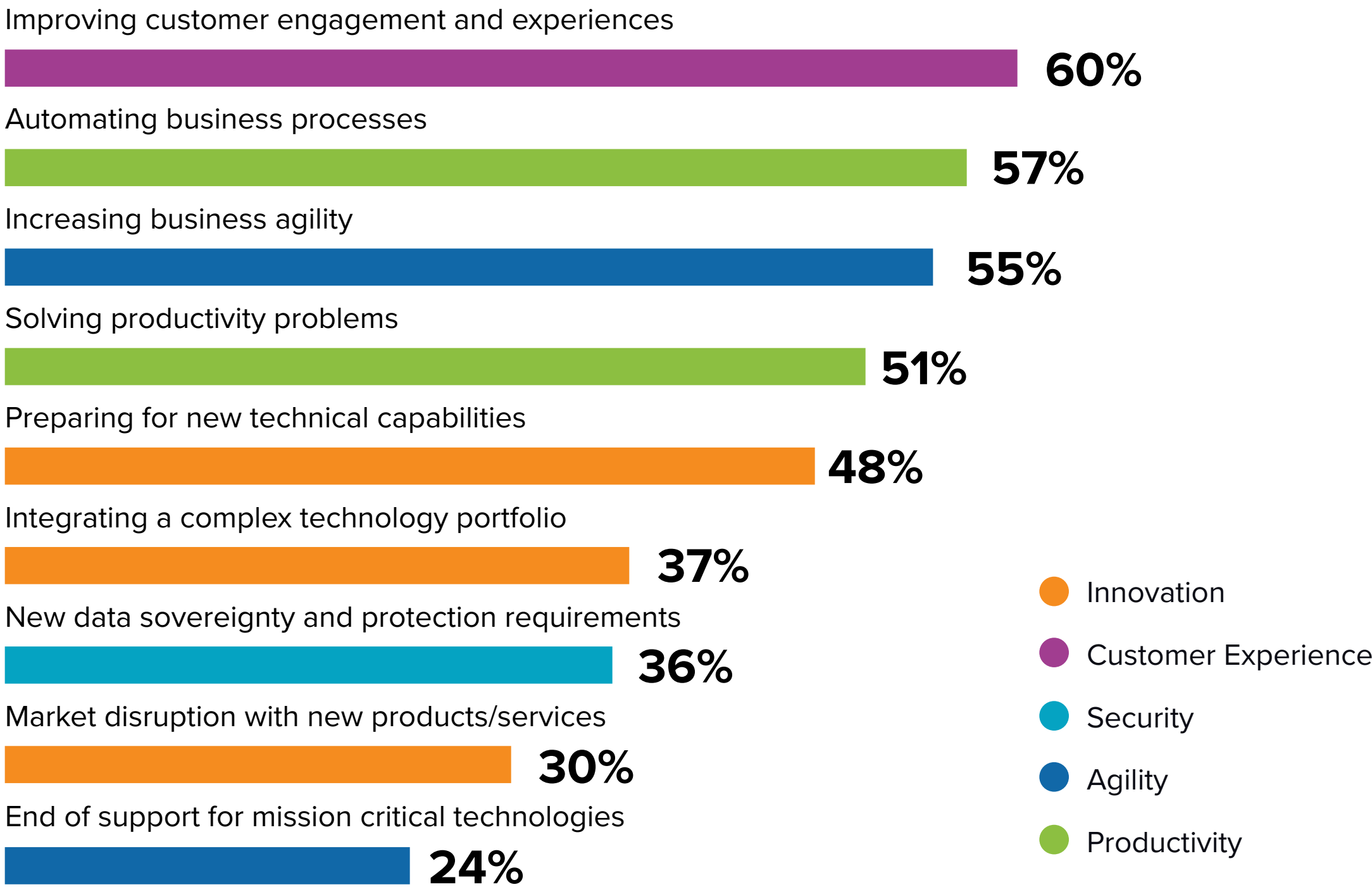
Front-office  
apps

Data  
systems

Multicloud

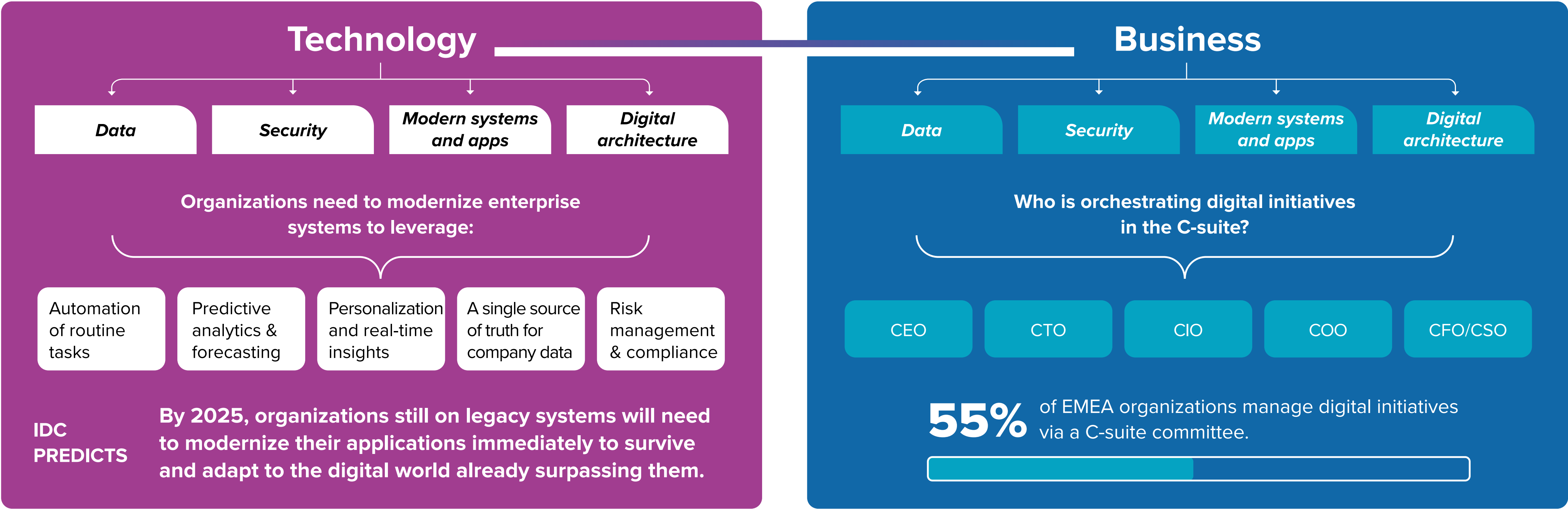
ERP

What are the top drivers of your organization’s adoption of enterprise systems?



# A Two-Sided Approach to Transformation to Capitalize on Business Outcomes

C-suites must bridge the gap between technology and business priorities to drive truly transformative outcomes, creating a cohesive ecosystem in which innovation meets execution. This means uniting critical technologies — such as data, security, and modern enterprise systems — with core business imperatives, including strategy, talent development, and governance frameworks. Success lies in seamless orchestration across these domains, ensuring that technological advances directly fuel strategic goals while empowering teams to deliver measurable impacts.



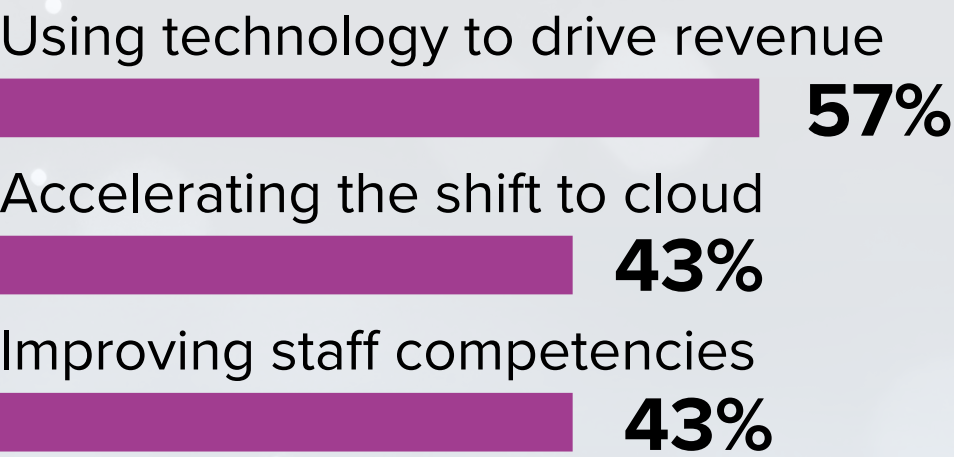


# The Office of the CEO — Guiding Digital Business Transformation



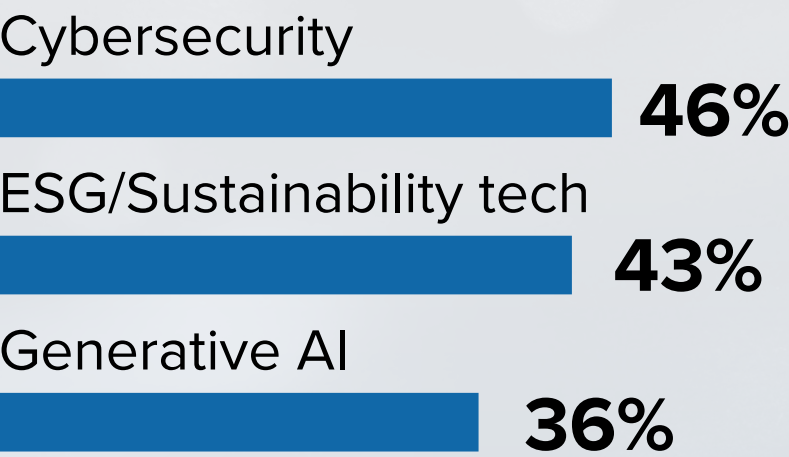
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## Digital business transformation depends upon:



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## Key investments to stay competitive:

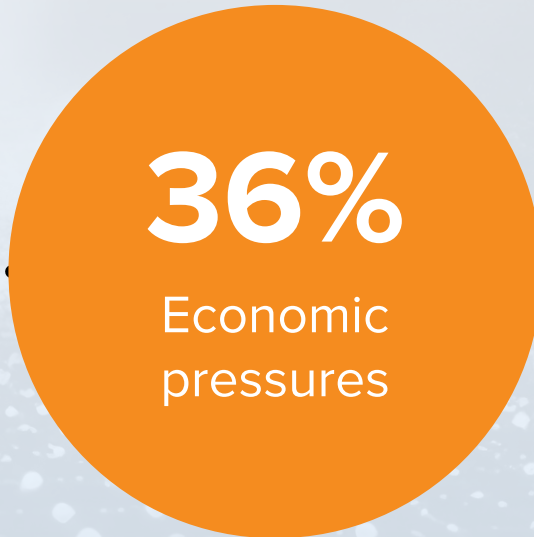


## What you need to overcome:

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## Where modern ERP can help:



Better support business transformation by aligning IT with business goals



Empower better decision-making through a single data-driven business view



Enhance security and mitigate risk



# The Office of the CEO in Action — Delivering Growth, Productivity, and Trust

Today, the office of the CEO is redefining leadership in the digital age. Leaders are not just adapting to change; they are actively engineering the future of the business.

## Key Priorities to Achieve

1



**Growth**

Growing through technology: innovation, security, sales, supply chain, and customer experience (CX)

2



**Productivity**

Delivering operational efficiencies, attracting and retaining talent, and driving digital business initiatives

3



**Trust**

64% of EMEA CEOs reporting regularly to the leadership team on risk mitigation

## CEOs' To-Do List .....



**Innovation**  
**Growth through digital transformation:**

- **Objective:** to leverage digital technologies to transform business operations, enhance customer experience, and create new value streams
- **Result:** leading initiatives to rethink how value is created, delivered, and captured with digital tools



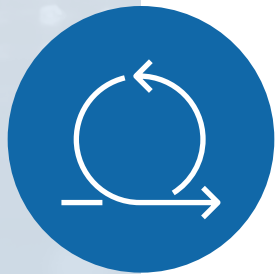
**Customer Experience**  
**Employee empowerment for better CX:**

- **Objective:** to equip teams with the tools and training needed to deliver exceptional customer experience
- **Result:** faster problem resolution and improved customer satisfaction due to reduced escalation times



**Security**  
**Proactive risk management:**

- **Objective:** to anticipate, assess, and mitigate risks before they materialize to minimize disruptions and enhance organizational resilience
- **Result:** security as a strategic enabler that supports long-term business objectives, such as regulatory compliance or market expansion



**Agility**  
**Change management:**

- **Objective:** to foster C-suite collaboration and coordination and appoint one AI orchestrator to develop one enterprise-wide AI strategy
- **Result:** internal siloes and barriers to change broken down



**Productivity**  
**Augmented workforce:**

- **Objective:** to automate repetitive manual tasks, allowing employees to focus on value-added tasks
- **Result:** improved operational efficiency and higher employee satisfaction



# The IT Team – Architecting the Success of Digital Businesses



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## Tech-first initiatives to get ahead:

- Implementing AI and GenAI
- Improving customer-focused digital experiences
- Investing in security technologies



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## What you need to overcome:

- Organizational silos (hindering scalability)
- Security and risk management
- Insufficient business cases



## What you are aiming for:

.....



## Where modern ERP can help:



Support AI tools and autonomous agents



Enable product engineering and development



Foster cybersecurity and compliance



# The IT Team — Powering Scalable, Collaborative, and Secure Digital Ecosystems

IT leaders no longer provide just a support role; they are the architects of business transformation. IT executives empower their organizations to thrive in an interconnected world by creating robust digital ecosystems.

## Top 5 GenAI Use Cases for IT for the Next 18 Months

| Use Case                             | Description                                                                                               |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Root cause analysis                  | Correlation of data to identify the underlying cause of a performance problem                             |
| Service observability                | Full-stack performance & reliability monitoring and data analysis                                         |
| Intelligent IT service deck response | Increased agent situational awareness and response times                                                  |
| Anomaly detection                    | Understanding and identifying performance data that deviates from the normal or expected service behavior |
| Virtual agents/ Conversational AI    | Context aware virtual conversations for business and technology issues                                    |

## IT Leaders' To-Do List .....



### Innovation Aligning IT with business goals:

- **Objective:** to ensure IT strategies and innovations are tightly integrated with the organization's overarching business objectives to drive measurable outcomes
- **Result:** measurable contributions of IT initiatives to business success, ensuring accountability and focus



### Customer Experience Seamless experience:

- **Objective:** to deliver consistent and seamless experiences across all touch points
- **Result:** enhanced customer satisfaction by providing frictionless experience regardless of the interaction channel



### Security Developing a risk-based security strategy:

- **Objective:** to embed security measures into core business workflows using systems for automation and monitoring
- **Result:** the seamless integration of security protocols into daily operations without hindering productivity



### Agility Agile development frameworks:

- **Objective:** to accelerate time-to-market for new products or services through agile methodologies
- **Result:** reduced development timelines and increased flexibility in responding to business and customer needs



### Productivity Fostering employee-centric technology:

- **Objective:** to equip employees with tools that enhance their ability to solve business problems faster
- **Results:** improved employee efficiency and engagement

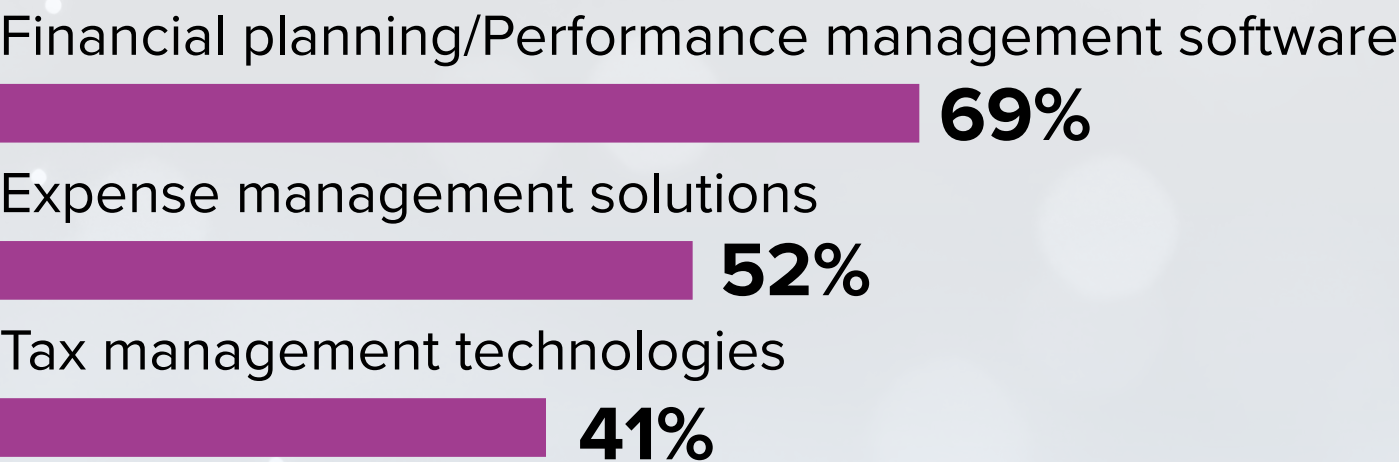


# The Office of the CFO — Igniting Digital Value and Financial Innovation



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### Finance transformation starts with:



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### What you need to overcome:

- 1 Strict regulations and financial compliance
- 2 Period-end financial consolidations
- 3 Capital appropriation process not coordinated with long-term planning



### What you are aiming for:

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To manage and mitigate financial risk



To improve data management for the finance function



To optimize planning, budgeting, and forecasting

### Where modern ERP can help:



Implement strategic safeguards to minimize financial vulnerabilities and optimize asset protection



Streamline financial data processes and automate key finance operations



Enhance financial planning, budgeting, and forecasting accuracy



# The Office of the CFO — Growth Through Financial Agility and Data Intelligence

Today’s CFOs are finance strategists who drive growth through innovation. By mastering financial agility and data intelligence, they position their companies for sustained success.

## Top 5 Use Cases for Finance for the Next 12 Months

| Use Case                               | Description                                                                                                                               |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Supplier communication                 | Automated responses to supplier/vendor inquiries, confirming delivery details or approving status updates                                 |
| Travel/Spending policy analysis        | AI to sort through large amounts of travel and expense data, providing real-time data-driven insights for CFOs and travel managers        |
| Monitoring tax content changes         | Monitoring changes to regulations, including internal and external compliance — audits & governance, industry standards, and tax mandates |
| Personalized recommendations           | Personalized recommendations for finance activities, from inventory purchasing timing to business anomaly identification                  |
| Assessing and managing compliance risk | Identifying and mitigating compliance risks by analyzing current contracts, leases, tax filing, and other financial documents             |

## Office of the CFO’s To-Do List .....



### Innovation

**Establishing a stage-gate process for capital allocation:**

- **Objective:** to collaborate with the CEO and IT leadership team to incorporate innovation goals into the company’s strategic growth plans; to leverage scenario analysis for new opportunity identification
- **Result:** Direct resources for initiatives that drive growth



### Customer Experience

**Enhancing customer communication and driving long-term growth:**

- **Objective:** to improve customer communications and leverage predictive insights into customer preferences for planning and forecasting
- **Result:** greater brand trust and revenue growth



### Security

**Building a culture of continuous monitoring:**

- **Objective:** to establish ongoing processes to monitor risks, detect vulnerabilities, and ensure compliance with evolving regulations and security standards
- **Result:** streamlined reporting processes, greater compliance, and an optimized portfolio



### Agility

**Dynamic budgeting and resource allocation:**

- **Objective:** to forecast cash flow and suggest liquidity to enable rapid adjustments to budgets and resource allocation in response to changing business needs
- **Result:** improved planning, budgeting, and forecasting



### Productivity

**Transforming the finance function:**

- **Objective:** to automate finance activities (e.g., book closure) and leverage high-quality trusted data for business insights
- **Results:** consistency and increased efficiency within the finance function, enabling finance staff to provide advice at the speed of the business

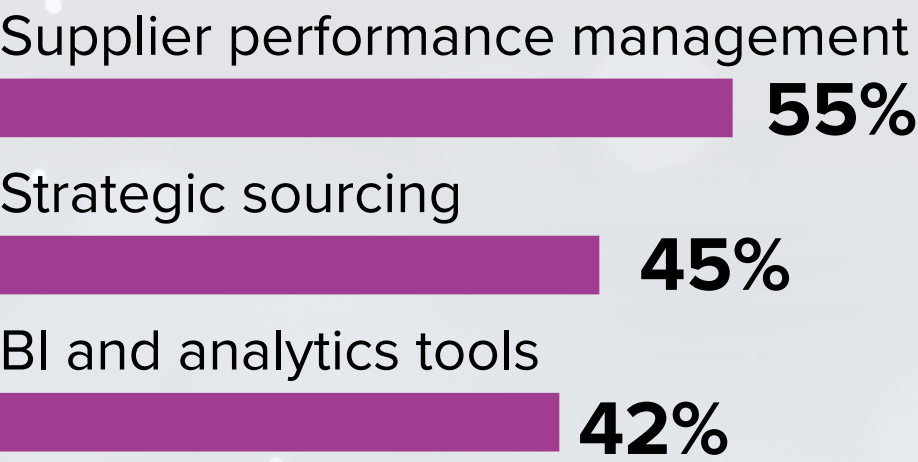


# The Office of the COO — Transforming Disruption into Operational Excellence



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## Transforming digital supply chains with:



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## What you want to resolve:

**PAIN  
POINTS**

- Cost inefficiencies
- Slow sourcing cycle times
- Spending complexity



## Evolve the role by .....



## Where modern ERP can help:



Improve transparency and supply chain resilience



Implement a new procurement operating model



Enable smart manufacturing



# The Office of the COO — Forging Agile Operations for Profitability in the Digital Era

Modern COOs are the architects of operational excellence in the digital age. COOs are not just optimizing costs; they are creating new sources of value and driving digital-led profitability.

## Top 5 Use Cases for Operations for the Next 12 Months

| Use Case                                   | Description                                                                                                                                  |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Optimizing load balancing and distribution | Creating strategies for distributing cargo optimally across a fleet, considering variables like weight, volume, route, and weather           |
| Forecasting freight volumes                | Estimating future freight needs to plan resources, optimize loads & inventory levels, and ensure freight capacity                            |
| Automated customs clearance                | Automating and expediting customs processes by generating and managing customs documentation to ensure accuracy and reduce errors and delays |
| Supply chain orchestration                 | Integrating information across all silos of the supply chain, connecting internal and external data, to enable end-to-end orchestration      |
| Workforce planning/Labor forecasting       | Analyzing data such as throughput and staffing levels and forecasting future workforce needs for specific times                              |

## Office of the COO's To-Do List .....



### Innovation

**Optimizing internal operational processes and driving ecosystem innovation:**

- **Objective:** to modernize internal operations by automating repetitive tasks and streamlining employee performance; to drive business model innovation throughout the ecosystem
- **Result:** greater internal efficiency and new digital revenue streams from new business models with ecosystem partners



### Customer Experience

**Driving customer success:**

- **Objective:** to ensure the alignment of sales with other CX functions via a single source of truth; to automate key processes, improve service efficiency, and deliver seamless personalized experiences
- **Result:** more personalized and informed interaction



### Security

**Strengthening supplier risk management:**

- **Objective:** to ensure business continuity during disruptions, focusing on procurement and supply chain resilience
- **Result:** proactive risk management and improved visibility into third-party risks to reduce vulnerabilities introduced by suppliers



### Agility

**Digitally orchestrating supply chain operations:**

- **Objective:** to implement end-to-end supply chain orchestration, integrating information from across all silos of the supply chain and connecting internal and external data
- **Result:** agile production & inventory and greater transparency & sustainability



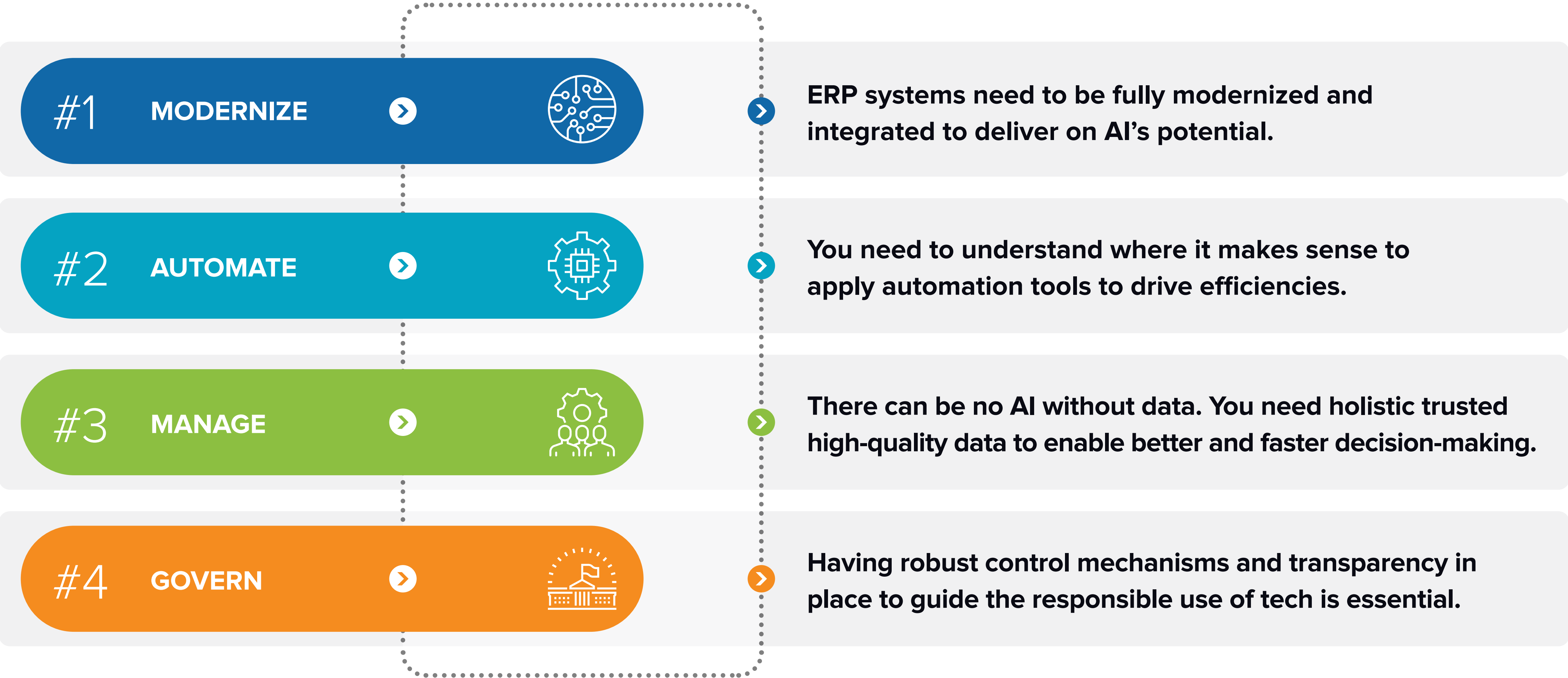
### Productivity

**Laying the foundations for scalable operations:**

- **Objective:** to transition legacy systems to new modern enterprise systems that enable the flexible scaling of operations as business needs evolve; to leverage data to forecast workforce and skills requirements
- **Results:** reduced reliance on manual processes to accelerate workflows, minimize errors, and free employees to focus on strategic initiatives

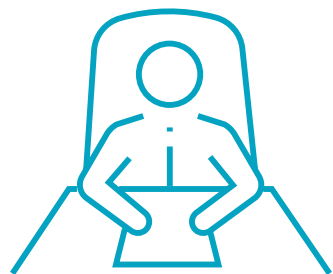


# How to Develop Your Digital Transformation and AI Capabilities





# Key Recommendations for Business Leaders to Thrive in the Era of AI Everywhere



## Office of the CEO

**Strategic IT alignment:** Transform your technology stack into a growth engine that evolves with market demands.



**Unified business intelligence:** Command real-time insights across all operations to drive profitable decision-making.



**Risk-converted advantage:** Turn cybersecurity investments into competitive differentiators that enable bold market moves.



## IT

**Bridging the business:** Partner with business leaders to prioritize digital initiatives, align tech with strategy, and unify development efforts.



**People enablement:** Shift from usage KPIs to satisfaction KPIs for tech adoption; drive bottom-up participation and foster a culture of innovation as change agents.



**Accelerated delivery:** Implement agile methodologies and DevOps practices to rapidly prototype, test, and scale digital solutions.



## Finance

**Financial resilience mastery:** Transform risk into strategic advantage, safeguarding growth and unlocking new opportunities.



**Data-driven finance evolution:** Elevate your finance function to a predictive powerhouse that drives company-wide performance.



**Agile financial foresight:** Sharpen your competitive edge with dynamic planning tools that can anticipate market shifts.



## Operations

**Supply chain visibility mastery:** Transform your supply grid into a real-time adaptive ecosystem that anticipates disruptions and seizes opportunities.



**Strategic sourcing reinvention:** Elevate procurement from a cost center to a value creator, driving innovation and sustainable growth.



**Intelligent operations acceleration:** Unleash next-gen manufacturing capabilities that blend digitally driven efficiency with human expertise.



# About the IDC Analyst



## Lapo Fioretti

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Lapo Fioretti is a senior research analyst for IDC’s EMEA Digital Business and AI Transformation Strategies.

In his role, Lapo drives the research agenda of EMEA Emerging Technologies, Digital Regulations and Policies, and Worldwide Digital Economy Strategies. His role focuses on research projects concerning emerging technologies, macroeconomic tech impact, and digital trends across industries, providing analyses on new macroeconomic events impacting digital plans.

[More about Lapo Fioretti](#)



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