

# AI MEETS ERP

A Market Survey on the Future  
of Enterprise Technology



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**Chandrajit Banerjee**

Director General  
Confederation of Indian Industry (CII)

# Foreword

India is at a pivotal moment in its growth journey. Across sectors, businesses are rethinking how they operate, compete, and create value in a world that is becoming increasingly digital, data-driven, and dynamic. The convergence of Artificial Intelligence and ERP systems is a clear reflection of this shift – one that goes beyond technology and speaks of a deeper transformation in enterprise thinking.

Confederation of Indian Industry (CII), in its ongoing commitment to fostering digital innovation, has undertaken numerous initiatives to support industries and startups in integrating advanced digital solutions. Whether it is enabling dialogue, supporting policy development, or encouraging the adoption of new technologies, our focus has always been on helping Indian enterprises stay competitive and future-ready.

What stands out in this report is the clarity of intent among India's business leaders. There is a strong recognition that AI-enabled ERP is not just an incremental improvement, but a strategic priority for the future. Leaders today are looking beyond efficiency gains – they are seeking faster insights, better decision-making, and systems that can keep pace with an increasingly complex business environment. At the same time, the report offers an honest view of the challenges ahead. While the ambition is evident, many organisations are still building the foundations needed to fully realise this transformation, whether in terms of data readiness, governance, or skills. Addressing these gaps will be critical to ensuring that investments translate into meaningful outcomes.

CII remains committed to supporting this journey. We will continue to bring together industry leaders, technology partners, and policymakers to share knowledge, build capabilities, and shape an ecosystem that encourages responsible and scalable innovation. Our role is to ensure that Indian enterprises are not only adopting new technologies, but they are doing so in a way that creates long-term value.

I would also like to acknowledge the efforts of Protiviti in bringing together diverse industry perspectives and developing this report, which adds meaningful depth to the ongoing dialogue on enterprise transformation. This report provides useful insights into where we stand today and what lies ahead. More importantly, it highlights the importance of moving forward with clarity, collaboration, and a strong sense of purpose.

India has a unique opportunity to lead in this next phase of enterprise transformation. With the right focus and collective effort, we can build organisations that are more resilient, agile, and ready for the future.





## Sandeep Gupta

Managing Director  
Protiviti Member Firm for India

# Preface

There is a clear shift underway across India's enterprise landscape. Increasingly, business and technology leaders are recognizing that the core systems which have supported organisations for decades are no longer fully aligned with the demands of today's environment. Built for stability, structured processes, and periodic reporting, these systems are being tested by a business context that now requires speed, flexibility, and continuous, data-driven decision-making.

At Protiviti, this transition is something we see consistently in our work with clients. The discussion is no longer limited to ERP modernization as a technology upgrade. It has evolved into a broader strategic question – how enterprise platforms can enable real-time visibility, support faster decisions, and drive more responsive and resilient operations.

The AI Meets ERP study was undertaken to better understand this moment from the perspective of those directly responsible for driving transformation. The insights in this report come from enterprise leaders across functions – technology, finance, operations, and supply chain – who are navigating the realities of legacy environments while being accountable for future readiness.

The response from over 600 leaders across industries and organisation sizes points to a strong and consistent trend. The direction of change is well understood. AI-enabled ERP is no longer viewed as optional or experimental; it is increasingly being treated as a core component of business strategy. At the same time, the findings also highlight that the path forward is still evolving.

Many organisations are balancing clear ambition with practical challenges – particularly in areas such as data readiness, governance, and organisational alignment. These are not unexpected constraints, but they will play a critical role in determining the pace and success of transformation efforts.

From a Protiviti perspective, the focus now must shift from intent to execution. Organisations that are able to define clear use cases, align investments with measurable outcomes, and strengthen foundational capabilities will be better positioned to realize value from their transformation initiatives.

This report aims to provide a realistic view of where organisations stand today, along with insights that can help guide the next phase of their journey. We hope it serves as both a reference point and a practical guide for leaders navigating this transition.

# Executive Summary

A clear shift is underway in how Indian enterprises are approaching their core systems. ERP, traditionally positioned as a system of record, is increasingly being viewed as a platform for driving intelligence, agility, and business outcomes.

Insights from over 600 CXOs across industries indicate that the focus has moved from evaluating the role of AI in ERP to determining how it can be implemented effectively. Organisations at different stages of their ERP journey are responding accordingly—those initiating transformation programs are considering AI as a foundational element, those during implementation are revisiting design and execution priorities, and those with established systems are assessing how to layer AI capabilities onto existing architectures.

However, this shift is accompanied by practical challenges. While strategic intent is strong, limitations in data readiness, governance frameworks, and execution maturity continue to influence outcomes. The findings of this survey reflect a market that is progressing with intent, while recognizing that realizing value from AI-enabled ERP will depend on disciplined alignment between data, processes, and measurable business outcomes.

The message from the survey is clarity of intent, paired with awareness of work still required.



What leaders believe	Survey highlights	Why it matters
AI-enabled ERP is now a board-level priority	<b>65%</b> classify it as a critical or high strategic priority	This is no longer an IT agenda—it is a leadership mandate
ERP's role must evolve beyond efficiency	<b>88%</b> say ERP must shift toward insight and innovation	Cost savings have come to a head; intelligence is the next frontier
Investment expectations are near-term	<b>75%</b> expect measurable ROI within 6–12 months	Value realization windows are compressing
Accountability must extend beyond go-live	<b>85%</b> demand business-outcome ownership, not technical closure	Success will be judged by adoption and impact

The report highlights that organisations are moving ahead, not just testing ideas. Investments are already being made, expectations are clearly defined, and there is limited room for delays or pilot projects that do not deliver results.

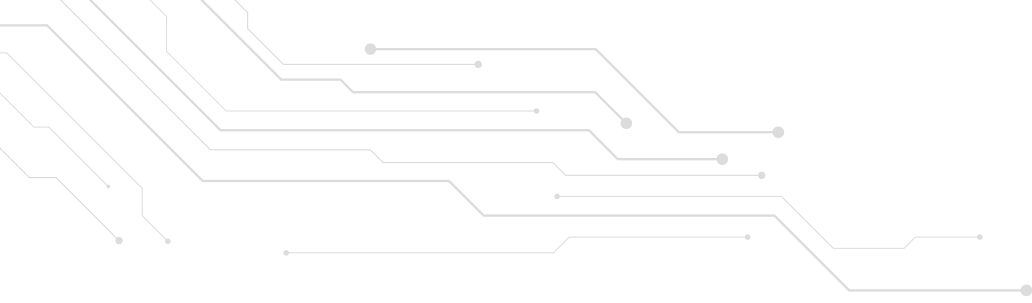
### From system of record to system of innovation

For decades, ERP has delivered value by enforcing discipline - standard processes, reliable data, and compliance at scale.

Today's operating environment demands speed, adaptability, and foresight. Enterprise leaders are asking fundamentally different questions of their core systems:

- What is happening right now?
- What is likely to happen next?
- What action should we take?

This explains why 88% of respondents agree that ERP strategy is shifting from efficiency to insight and innovation, and why 56% envision their future ERP as an “innovation engine”, embedding AI agents, adaptive workflows, and predictive intelligence at the core of operations.



## Where value is expected

Despite the breadth of AI possibilities, leaders are strikingly focused on where value must show up quickly.

Top outcome priorities

- 01 | **Speed of decision-making and time to insight**  
(ranked #1 by 37%)
- 02 | **Revenue growth and new business models**  
(29%)
- 03 | **Cost reduction**  
(20%)

The takeaway is clear for organisations that although cost reduction matters, however the speed of decision-making is becoming more critical.

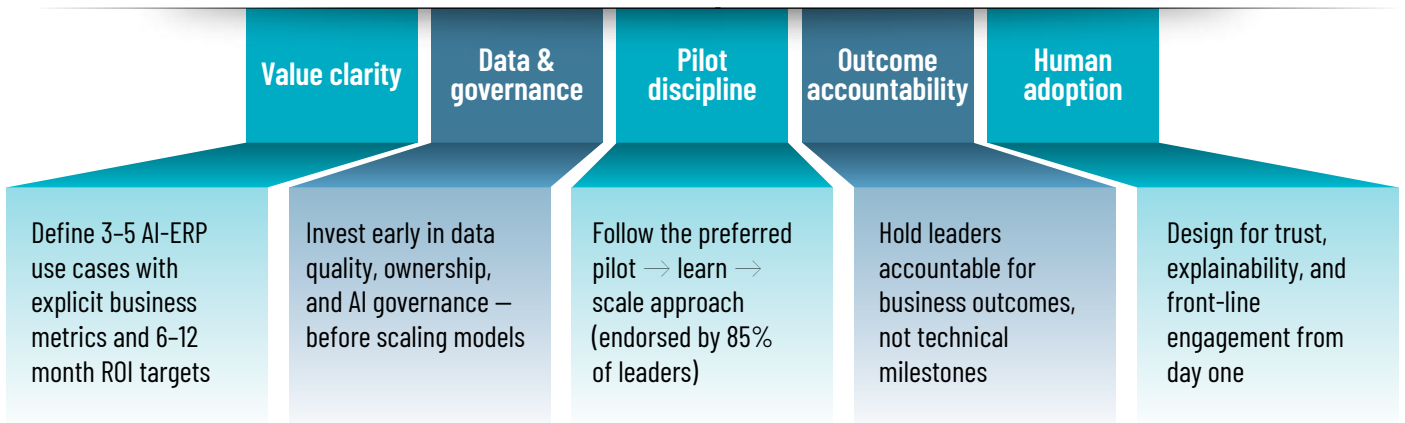
## The readiness reality: ambition ahead of infrastructure

While intent is strong, readiness is uneven, particularly where it matters most.

- 01 | **Only 14% report excellent, enterprise-wide data visibility**
- 02 | **36% are uncertain or lack confidence in their data and technology fabric for AI**
- 03 | **59% have an established governance framework for AI-enabled ERP**

This gap between ambition and foundation is the central risk. AI does not fail loudly when data is weak or governance is unclear. It fails quietly—through erosion of trust, inconsistent outputs, and declining adoption. In this environment, speed without discipline becomes a liability.

## What winning organisations will do differently





Industry Sector	AI-ERP Focus Area	Recommendation
Manufacturing	Predictive Resilience	Transition from reactive problem-solving to proactive scenario planning using real-time value chain signals.
Finance (BFSI)	Close Automation & Insights	Use AI for intelligent journal entries and anomaly detection to transform finance into a strategic advisory partner.
IT & ITES	Conversational Agents	Democratize ERP access for front-line workers through natural language interfaces to increase adoption rates.
Pharma/Chemicals	Quality & Compliance	Focus on data maturity as a prerequisite to ensuring AI-driven regulatory compliance and auditability.

### The Past

#### The System of Record Review

##### Review

Historically, ERP was viewed as a back-office tool for compliance and standardization.

##### Recommendation

Shed technical debt before scaling AI. Migrate from customised on-premise landscapes toward standardised, cloud-ready architectures.

### The Present

#### The Insight Machine

##### Review

Current drivers have shifted from cost savings to speed of decision-making and time-to-insight.

##### Recommendation

Address the Data Visibility Gap. With only 14% reporting excellent visibility, leaders must prioritize data governance and unified data models before scaling AI

### The Future

#### The Intelligent Enterprise

##### Review

The future ERP will be a growth engine enabling new business models and predictive resilience.

##### Recommendation

Adopt an Iterative, Pilot-Led Approach. 85% of CXOs prefer a “pilot → learn → scale” model to build user trust and capture quick wins

The convergence of AI and ERP marks a defining leadership moment. Our findings make one message clear: competitive advantage will favor organisations that translate AI ambition into execution, anchored in data readiness, governed at scale, and measured by business outcomes, not deployments. Boards and CEOs must sponsor this shift with intent, empowering fast pilots, enforcing accountability, and scaling what works.

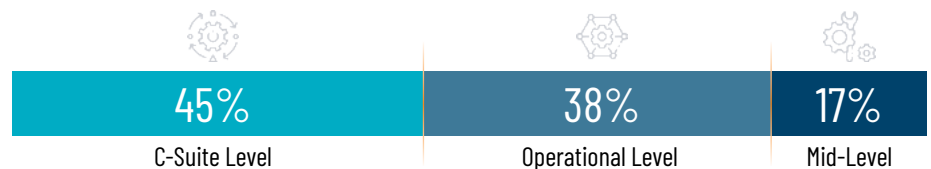
# Survey Methodology & Respondent Profile

The survey was hosted online and captured the feedback from over 600 enterprise technology and business leaders across India. The respondent pool was curated to ensure seniority, functional diversity, and industry breadth – reflecting the decision-makers who own ERP transformation mandates within their organisations.

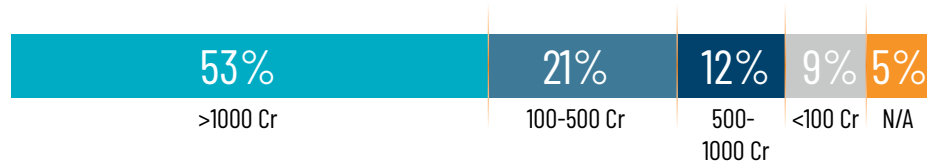
## Respondent Profile

The survey is anchored in a highly senior respondent base. Around 45% of participants are at the highest decision-making levels—including CIOs, CTOs, CFOs, VPs, and GMs—while another 17% are mid-level directors and senior managers. This reflects the views of leaders directly responsible for strategy, planning, and budget decisions, rather than aspirational perspective.

### Seniority



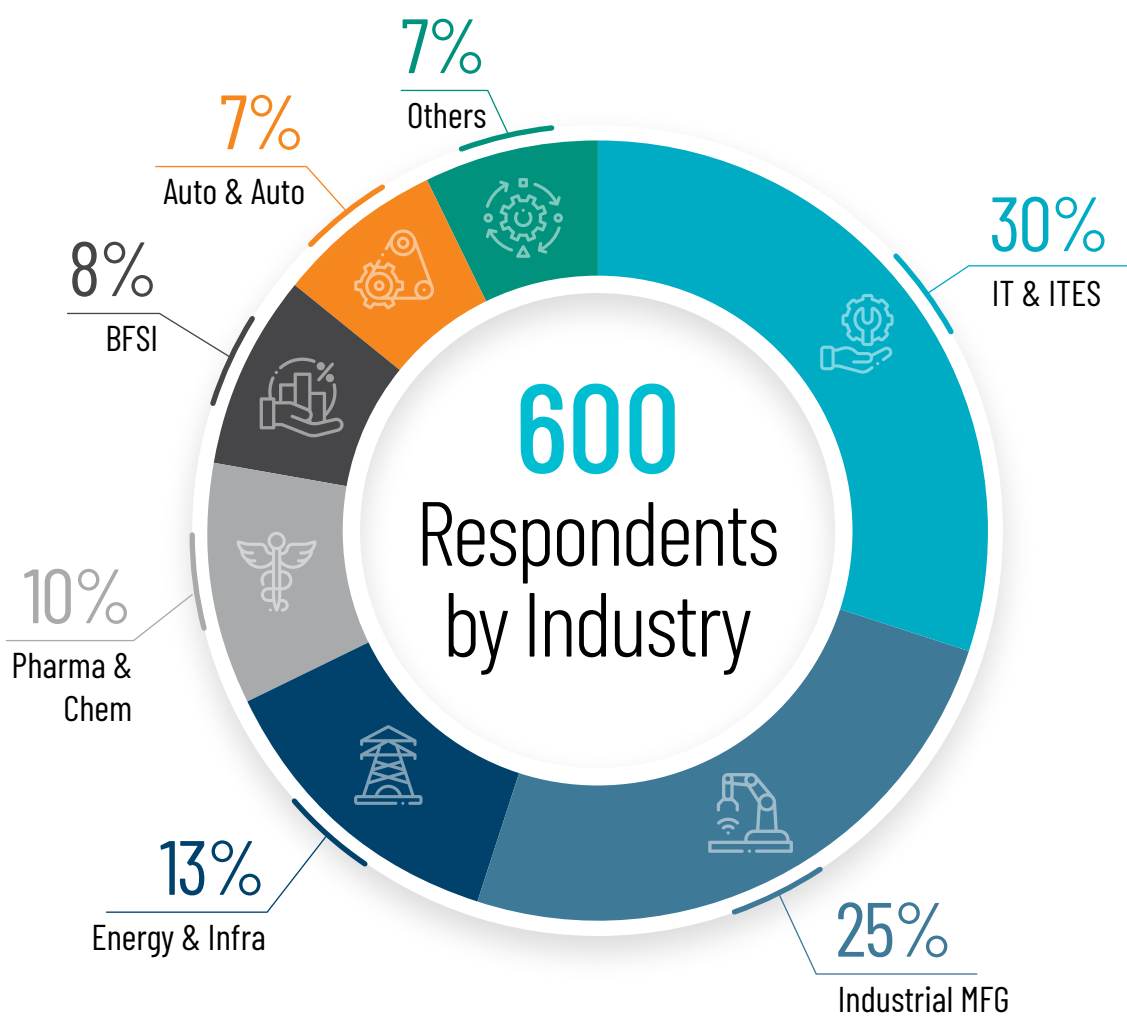
### Organization Revenue (INR)





A significant share of respondents—53%—represent organisations with annual revenues exceeding ₹1,000 crore, indicating that the findings include the perspectives of large, established enterprises.

From an industry perspective, the survey spans nine sectors, with the highest representation from IT/ITES (30%), industrial manufacturing (25%), and energy & utilities (13%), providing a well-rounded view across key segments of the economy.

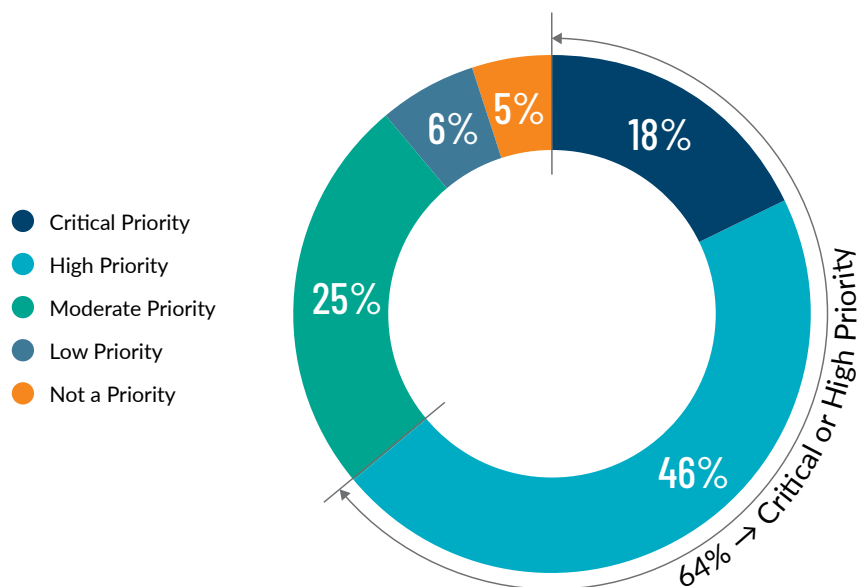


# 01

## Intent to Alignment: ERP Transformation becomes a Strategic Imperative

Clarity becomes evident when an initiative moves beyond discussion and is reflected in actual budget allocation and execution plans. In the case of AI-enabled ERP transformation, that shift is clearly visible. When enterprise leaders were asked to assess the strategic priority of AI-embedded ERP over the next 12–24 months, the response was direct and consistent. 18% identified it as a critical priority, while a further 46% classified it as a high priority. In total, 64% of organisations have placed AI-ERP transformation among their top strategic initiatives, indicating that this is no longer an exploratory agenda but one that is actively being pursued at scale.

ERP Transformation with AI as a strategic priority






Equally important is the absence of resistance. Only 5% of respondents say AI-enabled ERP is not a priority at all, indicating broad alignment across organisations. For an initiative of this scale, that level of consensus is significant and points to a clear shift in how it is being viewed at the leadership level.

The discussion has largely moved beyond whether to adopt AI within ERP. The focus now is on when to move, how quickly to execute, and how much to invest, with organisations increasingly defining their approach based on business priorities and competitive context rather than uncertainty around the technology itself.

**POINT OF VIEW** Organisations that are still treating AI-ERP as a peripheral initiative are not being cautious – they are accumulating a strategic deficit that compounds with every quarter of inaction.



ERP no longer competes on features or modules. It competes on the seamless integration of intelligence, trust, and human empowerment – all converging into one continuous conversation.

The 25% of respondents who rate this as a ‘moderate priority’ sit in a middle ground. They recognize the importance of AI-ERP, but have not yet committed to it in a meaningful way. In most cases, this reflects a lack of a clear business trigger or urgency to move faster.

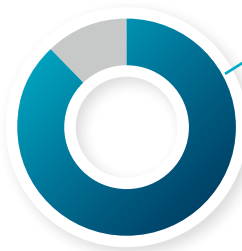
The risk is that delayed action can widen the gap over time, making it harder to catch up with organisations that are already moving ahead with defined initiatives and investments.

# 02

## Efficiency Machine to Intelligence Engine: How ERP's Core Purpose is Shifting

For decades, ERP systems have primarily functioned as transaction engines—managing financial records, tracking inventory, running payroll, and supporting compliance. They were built to ensure accuracy, control, and consistency, with a focus on recording what has already happened.

That role is now starting to change.



88%

**Agree or Strongly Agree**

ERP strategy is shifting from efficiency to insight and innovation


ERP is shifting from a cost center to a value creation engine — the heartbeat of strategic advantage.

This is not a gradual shift; it reflects a clear change in how leaders view the role of ERP. An efficiency-focused ERP is designed to track what has already happened and ensure accuracy. In contrast, an insight-driven ERP is expected to provide a real-time view of operations, anticipate what may happen next, and support decision-making. One is built for recording outcomes, the other for guiding actions



**POINT OF VIEW**

The efficiency ceiling for ERP has been reached. Every major enterprise already runs a relatively optimised ERP. The next meaningful performance gains will come not from process redesign, but from intelligence – AI that anticipates bottlenecks before they form, models that flag anomalies before they become crisis. Agents that execute routine decisions while humans focus on the consequential ones.

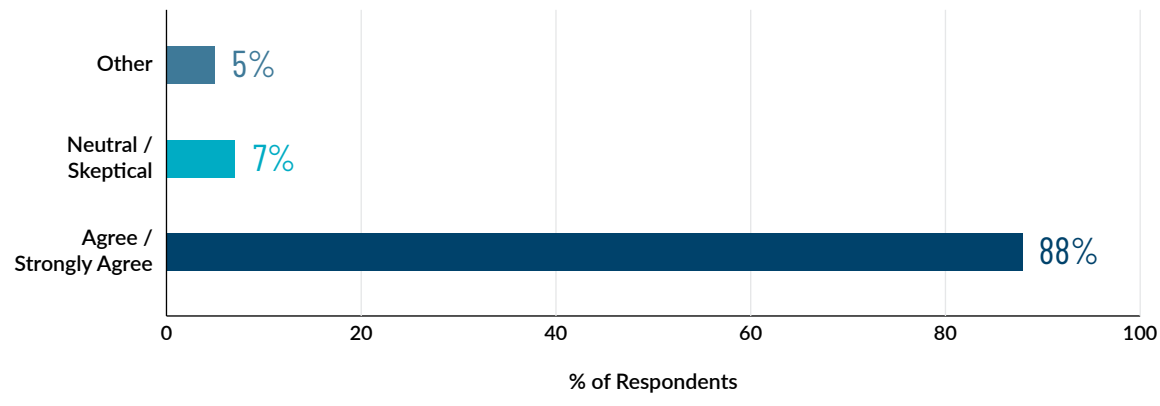


The more nuanced story sits with the remaining 12% who are neutral or skeptical. Their position is less about disagreement and more about distance from readiness. In many cases, fragmented system landscapes, constrained data foundations, or regulatory complexity make the shift toward AI-enabled intelligence less immediate.

However, this is not a counter-narrative, it is part of the same journey at a different stage. The overwhelming 88% consensus is already redefining expectations from ERP, setting a direction that will inevitably shape even the more cautious segments.

The opportunity, therefore, is not to force alignment, but to enable progression through stronger data foundations, pragmatic use cases, and governance models that build trust over time. As these elements take shape, neutrality is likely to convert into conviction. What appears today as hesitation may, in fact, be the early phase of a more sustainable and resilient transformation path. Majority of 88% respondents are convinced of the shift in ERP purpose from efficiency to intelligence engine. While cumulatively 12% are cautions and prefer to build a foundation of pilots before scaling-up.

### ERP Purpose Shift-From Efficiency to Intelligence Engine

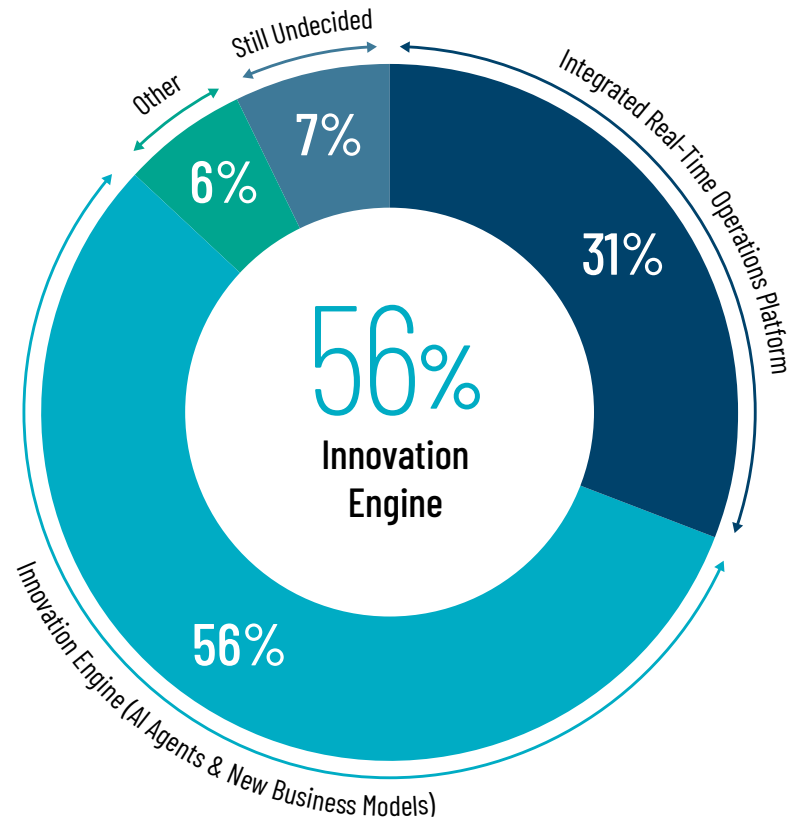


# 03

## Vision for 2028: What Leaders want from their ERP

A strategy needs a clear end state to be effective. We asked enterprise leaders to articulate, in concrete terms, what they envision their ERP landscape becoming over the next three to five years. The answers reveal not just aspiration, but a consensus on the architecture of enterprise value creation.

### What Will Your ERP Look Like in 3-5 Years?





The most common view, shared by 56% of respondents, is to evolve ERP into a platform that supports innovation—integrating AI capabilities, enabling flexible workflows, and supporting new business models. This goes beyond incremental improvement and reflects a broader shift in how ERP is expected to contribute to the business. The second cluster of 31% respondents focuses on what might be called the ‘real-time operations’ vision: ERP that is fully integrated with front-line processes and delivers insights at the moment of decision. This group is perhaps more grounded in immediate operational imperatives. They do not yet speak of innovation engines, however they are moving decisively away from batch-processing and end-of-period reporting toward continuous intelligence.

**POINT OF VIEW**

A key takeaway from the data is the absence of a “maintenance mode” mindset. Very few leaders are focused on making ERP simply run better, faster, or at lower cost. Instead, the expectation is that AI will enable new capabilities—supporting better anticipation, driving innovation, and improving how organisations compete, rather than just optimizing existing processes.



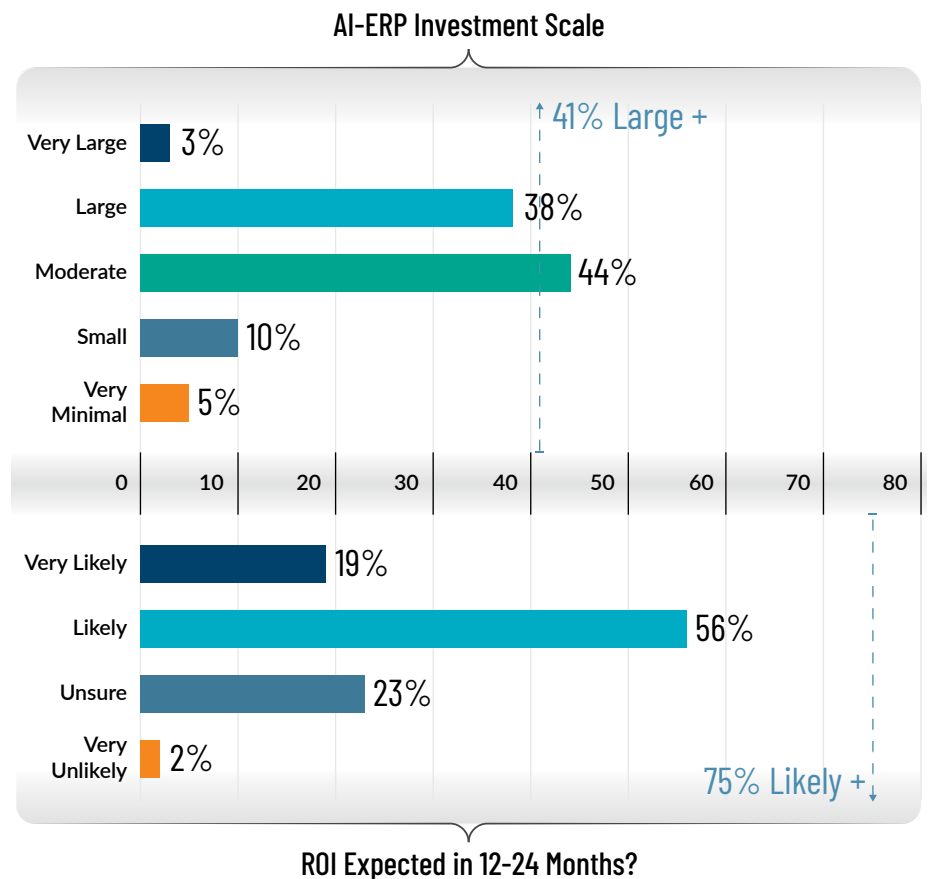
The more nuanced story sits in the 7% who remained neutral or skeptical. This group is not a monolith. Some face ERP landscapes so fragmented that the path to AI augmentation feels structurally unclear. Others operate in highly regulated sectors where the pace of change is institutionally constrained. For them, strategic conviction may be present, but the operational pathway is not yet visible.

Tomorrow’s ERP will be predictive, adaptive, and human-centric – anticipating risks, scaling with change, and freeing employees for higher-value impact.

# 04

## Investment Reality: Funding Priorities and ROI Expectations

Intent alone does not show how serious organisations are; investment levels do. To assess this, we looked at both the scale of funding and the expected timelines for returns. Together, these indicate whether AI-ERP transformation is being treated as a core initiative or limited to smaller pilot efforts.





## Investment Scale

In all 41% of respondents describe their investment allocation toward AI-enabled ERP transformation as 'large' or 'very large'. An additional 44% characterize it as 'moderate'. Together, 85% of surveyed organisations are committing meaningful capital. Only 9% describe investment as 'small' or 'very minimal'.

The moderate-investment group needs closer attention. These organisations are engaged and allocating real resources, however they are hedging. In most cases this reflects one of three conditions: a governance process requiring proof-of-concept before full commitment; a finance function broadly supportive but needing a sharper business case; or technology leadership navigating competing portfolio priorities.

## ROI Expectations

ROI expectations are notably ambitious. 75% of leaders expect measurable returns within 12–24 months, reflecting a stretched but outcome-driven horizon for AI-ERP transformation.

### POINT OF VIEW

A 12–24 month ROI timeline is achievable for AI-ERP initiatives when they are clearly defined and focused. Use cases such as finance close automation, demand forecasting, and procurement anomaly detection can deliver measurable results within a financial year. The challenge arises when AI-ERP is approached as a single large programme instead of a set of targeted initiatives with clear outcomes.

If organisations are unable to demonstrate results within this timeframe, it can impact future funding and make it harder to sustain momentum.



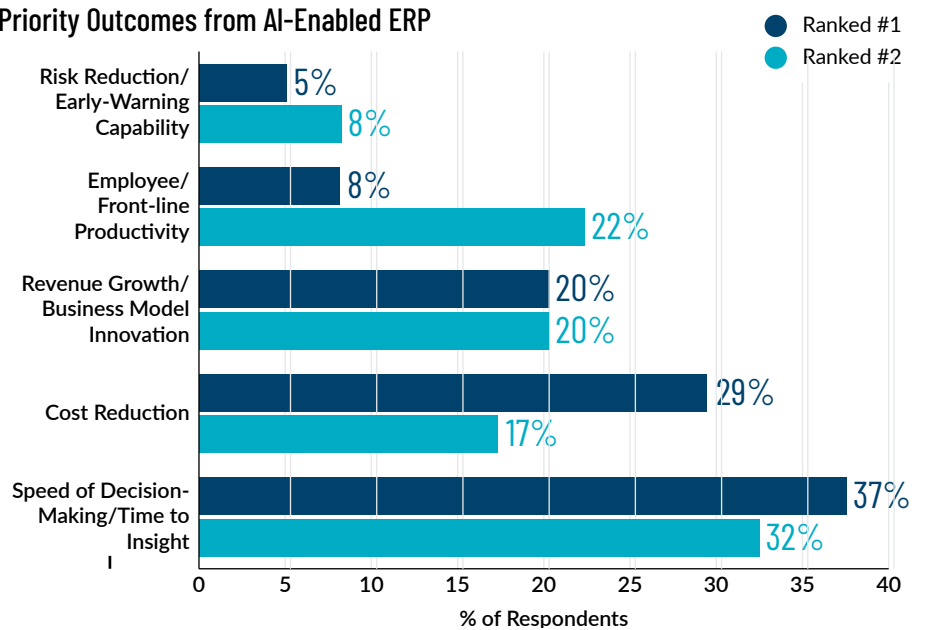
# 05

## Use Cases that Matter: Where AI is driving immediate ERP Value

The previous section focused on investment levels; this section looks at where that investment is being directed. Respondents were asked to identify their top two priority outcomes and top two functional use cases for AI within ERP over the next 18–24 months.

### Priority Outcomes: Speed of Insight Leads

#### Priority Outcomes from AI-Enabled ERP



Speed of decision-making and time to insight was ranked first by 37% of respondents – a decisive lead over cost reduction (29%) and revenue growth (20%). This finding highlights that the narrative that has dominated AI investment justification – cost reduction – is being displaced by a more powerful value proposition. Enterprise leaders want to compress the time between data and decision.



## POINT OF VIEW

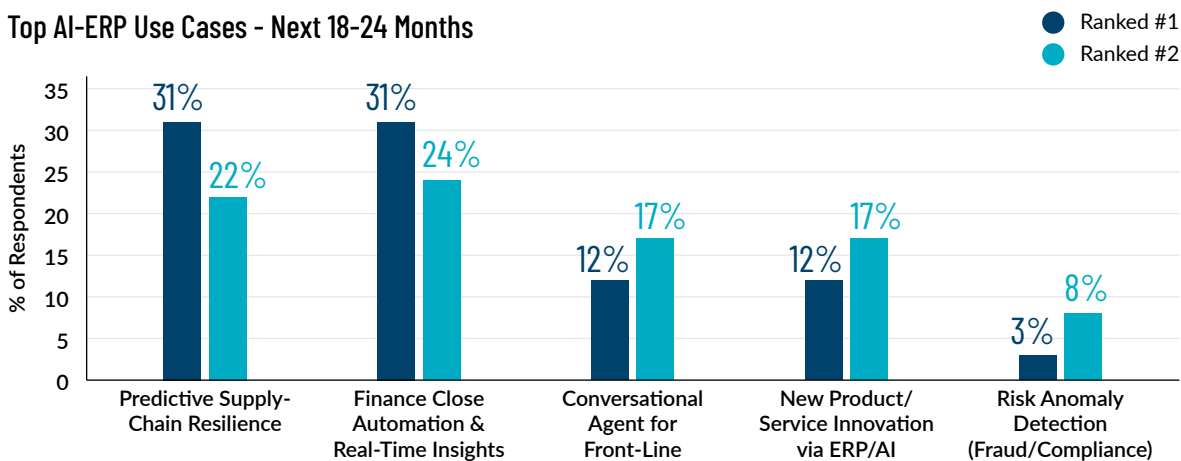
The shift from cost reduction to speed of insight as the primary value driver reflects a change in how leaders evaluate AI-ERP outcomes. Cost savings have clear limits, while faster access to insights can influence multiple areas of the business.

Quicker decisions often lead to better outcomes, which can improve competitiveness and support further growth. Organisations that focus on improving decision speed and quality are likely to see broader impact than those focused mainly on cost optimization.



## Top Functional Use Cases

### Top AI-ERP Use Cases - Next 18-24 Months



Two use cases share the top position, each ranked first by 31% of respondents: predictive supply chain resilience and finance close automation with real-time insights. The supply chain vote is perhaps the most contextually rich finding in the survey. The demand for predictive resilience – systems that sense disruption signals early, model alternative sourcing scenarios, and trigger pre-emptive action – reflects a community that has experienced the cost of reactive supply chain management firsthand.

The finance vote is equally compelling at 31%. Finance close automation represents the highest-density AI value opportunity: a function that runs on structured data, operates to defined rules, has clear latency costs, and where AI can demonstrate timelines and improve accuracy simultaneously

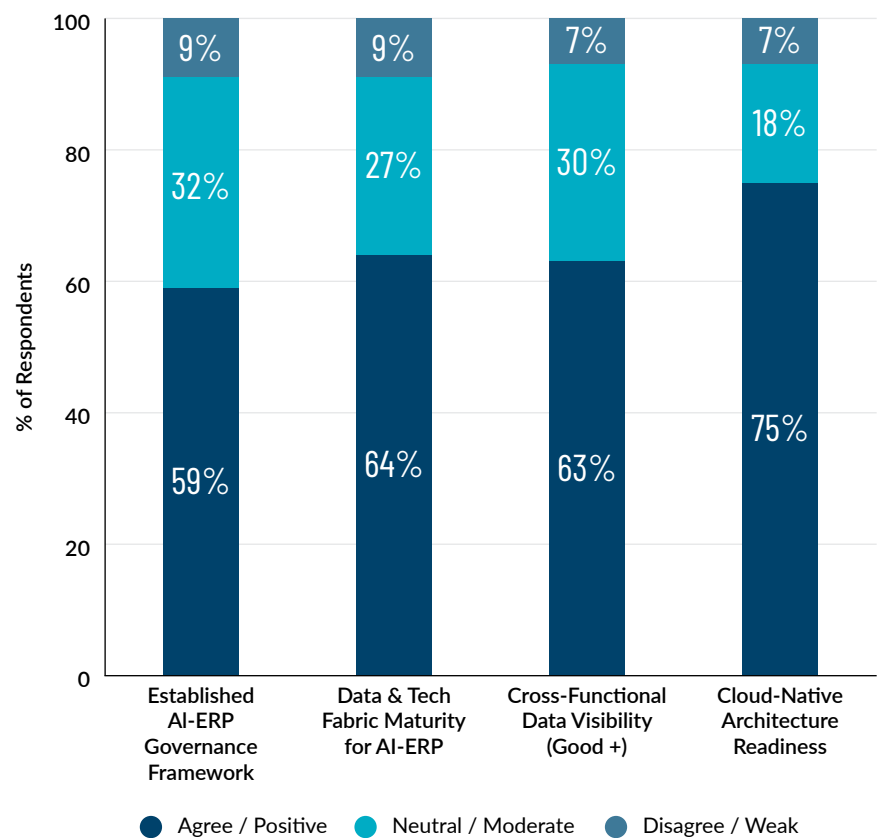
Conversational AI is not a use case – it is the delivery mechanism through which every other AI capability becomes universally accessible, from the shop floor to the boardroom.

# 06

## Readiness Reality: When Ambition meets Infrastructure

In AI-enabled ERP transformation, there is a clear gap between intent and execution readiness. While organisations have a strong strategic focus, their ability to execute is still evolving. The data shows that ambition is ahead of readiness, and this gap needs to be addressed.

### Readiness Across Four Critical Dimensions





## Data: The Foundation Still Being Laid

About 63% of respondents report good or strong cross-functional data visibility, while 30% indicate moderate visibility and 7% report limited visibility. For this last group, the immediate challenge is not about which AI use case to pursue first – it is ensuring that any AI system deployed on their current data estate will not simply amplify noise.

More revealing is the direct readiness question: only 64% believe their data and technology fabric is sufficiently mature to support an AI-embedded ERP platform. Four in ten respondents are expressing doubt about whether their current data infrastructure can sustain the ambitions they hold. This is the most important readiness signal in the survey.

### POINT OF VIEW

Data readiness is not a binary condition. The highest-risk cohort is not those with obviously broken data estates – they know the problem and are addressing it. The greater concern lies in organisations that believe their data is ‘good enough’ when it is not. AI models trained on incomplete or inconsistent data do not fail loudly. They produce subtly wrong outputs, erode user trust gradually, and quietly undermine adoption of the very systems they were designed to power.

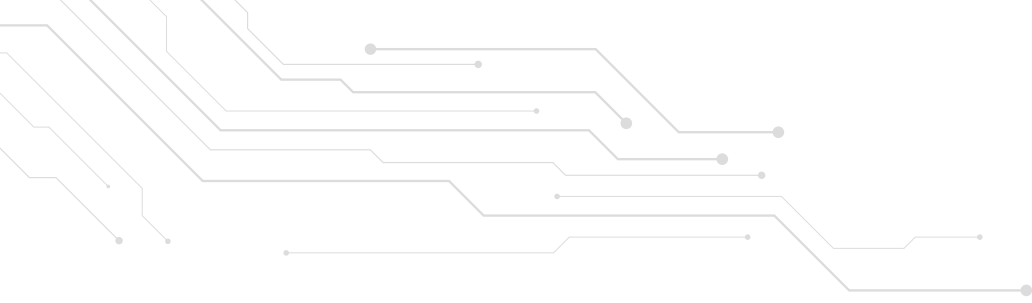


## Architecture: The Cloud-Native Transition

A majority of respondents—75%—believe they are ready to move from legacy ERP systems to more modular, cloud-based, AI-enabled architectures, while that still leaves one in four organisations either uncertain or resistant. The neutral cohort (18%) is particularly telling: these organisations intellectually accept the direction but have not yet resolved the practical, financial, or organizational barriers to acting on it.

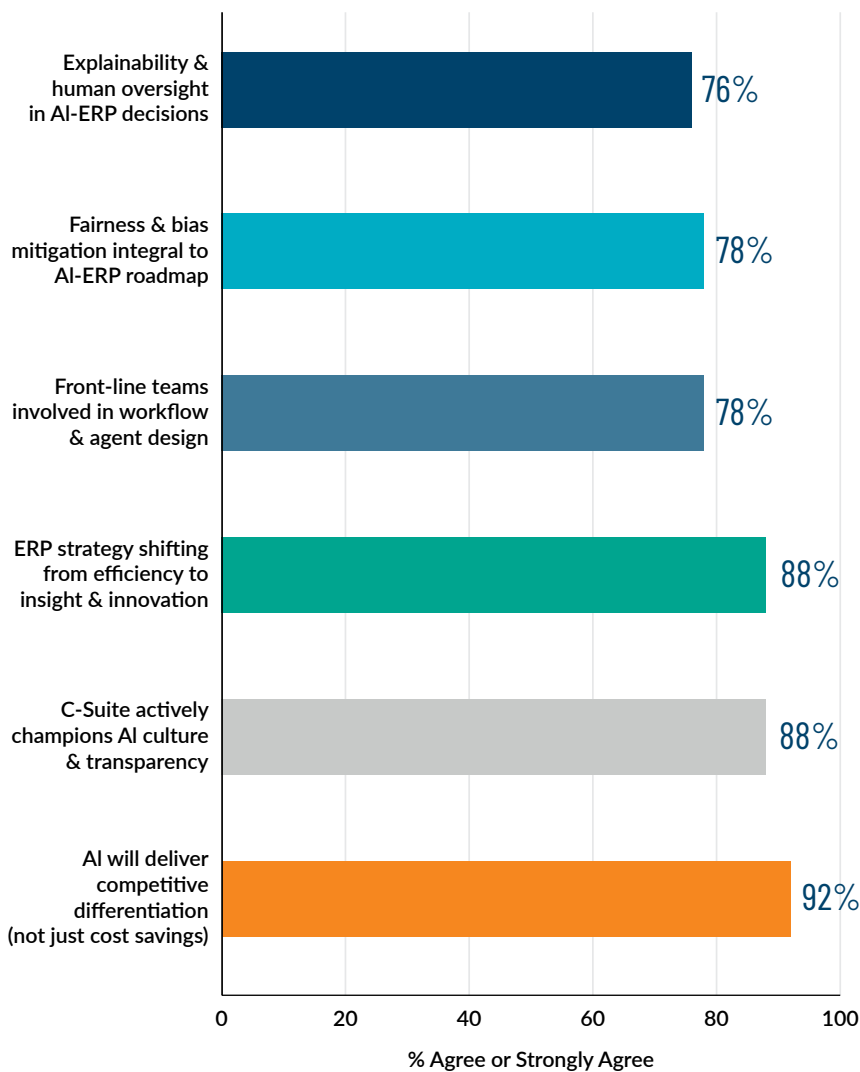
## Governance: Strong Conviction, Incomplete Infrastructure

Nearly 59% respondents mention having an established governance framework for AI and next-generation ERP. The 32% who remained neutral and the 7% who disagreed represent organisations that have recognized governance’s importance without yet building structures to support it. The principles are widely endorsed – fairness (78%), explainability (76%), human oversight (76%) – but the frameworks to operationalize those principles are significantly behind.



Technology issues are often not the main reason systems fall short. In many cases, the challenge is adoption—users may not trust the system, may not use it fully, or may not understand how decisions are made. AI-enabled ERP adds another layer to this, making the human and organizational response an important part of the overall outcome.

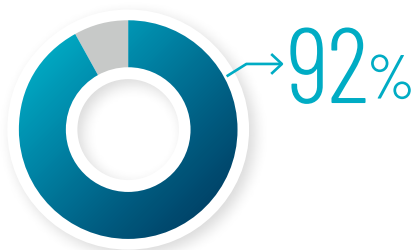
### The Human & Trust Dimension - Sentiment Scorecard





## Competitive Differentiation: A Near-Universal Conviction

Overall 92% of respondents agree or strongly agree that AI-enabled ERP systems will deliver competitive differentiation – not just cost savings. This is the strongest consensus signal in the entire survey and represents a decisive shift in how enterprise leaders frame the value proposition of intelligent enterprise systems.



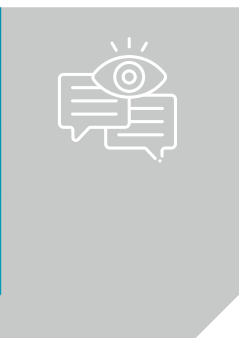
Believe AI-Enabled ERP Will Deliver Competitive Differentiation – Not Just Cost Savings

## Leadership as the Cultural Engine

There are 88% respondents highlighting that C-suite leadership actively champions culture, trust, transparency, and human-centric design in deploying AI systems. This is encouraging – but it must be interpreted carefully. It is observed that ‘championing’ covers a wide spectrum. A third of this group are genuinely driving culture change: investing in training, setting accountability frameworks, and making visible decisions that signal the organization’s values. The remaining two-thirds are supportive in principle but have not yet translated that support into the specific behavioral changes that make commitment credible. This distinction determines whether AI-ERP achieves the adoption depth needed to deliver its promised returns.

**POINT OF VIEW**

The gap between governance conviction and governance infrastructure is predictable and addressable – but only if it is acknowledged. Organisations that have articulated the principles of responsible AI-ERP without building the mechanisms to enforce them are one audit, one compliance incident, or one headline-generating model failure away from a credibility crisis that could set their entire AI-ERP programme back by years.



AI in ERP does not replace people – it elevates them to new frontiers. Employees shift from processing transactions to shaping decisions.

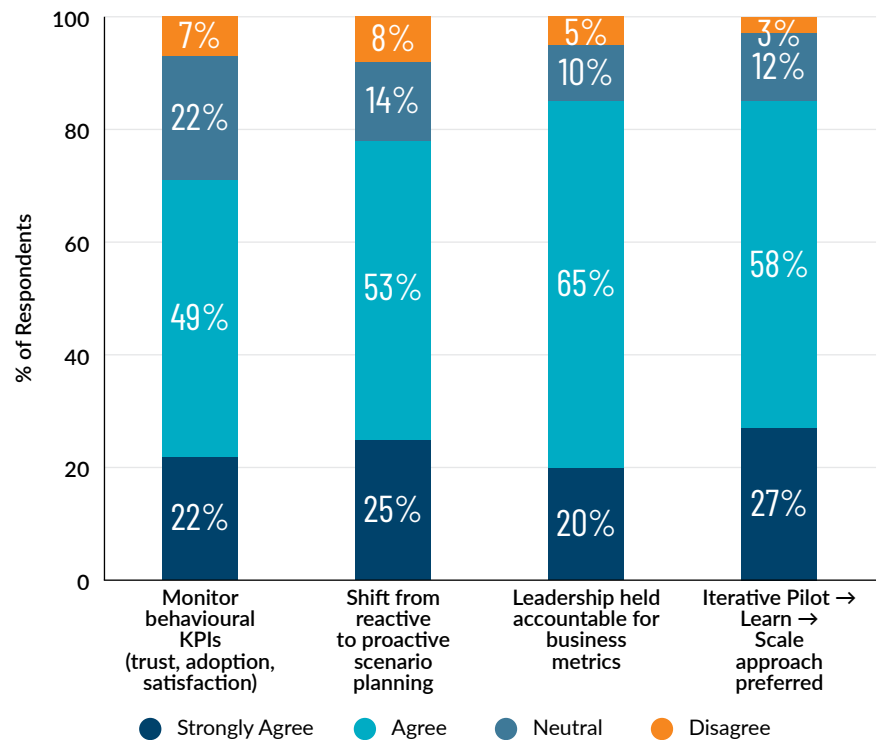
# 07

## Path Ahead: From Pilots to Enterprise Impact

Successful AI-ERP programs tend to follow a similar approach. They start with a focused pilot, capture learnings, and use those insights to guide the next phase. In contrast, less successful efforts either remain stuck at the pilot stage or move too quickly to a large-scale rollout without the required readiness.

The data indicates that enterprise leaders are increasingly taking this more structured, phased approach.

Readiness Across Four Critical Dimensions





## The Pilot-to-Scale Consensus

An iterative “pilot → learn → scale” approach is preferred by 85% of respondents over a big-bang upgrade. This is an impressively high level of alignment with a methodological preference that has profound implications for programme design, risk management, and change management.



### POINT OF VIEW

The iterative approach is not just safer — it is fundamentally more intelligent in the context of AI-ERP. Unlike traditional ERP implementations, AI-ERP systems evolve. Models improve with data. Workflows adapt to new patterns. Every pilot is therefore not just a technology test — it is a training exercise for the organisation. The learnings from a supply chain pilot feed directly into the design of the finance automation programme. The governance lessons from a conversational agent inform the accountability framework for the next AI use case. The compound value of structured learning is the greatest competitive advantage available to early movers.



## From Reactive to Proactive: The Defining Shift

About 78% respondents expect AI-ERP to shift their organization from reactive problem-solving to proactive scenario planning. This is the most philosophically significant aspiration in the survey. Reactive organisations are permanently in catch-up mode. Proactive organisations — powered by AI-ERP that continuously monitors, models, and signals — can intercept situations before they become crises.

The commitment to hold leadership accountable for business metrics rather than technical go-live milestones — endorsed by 85% is a critical enabler of this shift. Technical go-lives measure delivery. Business metrics measure value. The distance between those two measurements is where AI-ERP programmes most commonly stall.

# CONCLUSION



The Leadership  
Imperative



The direction is clear and backed by data. 64% of organisations rate AI-ERP as a critical or high priority, 88% see ERP shifting from efficiency to innovation, and 92% view it as a source of competitive advantage.

There is also alignment on where value will come from. Speed of insight has emerged as the top outcome priority, while supply chain resilience and finance automation lead the most immediate use cases, with conversational capabilities gaining traction.

At the same time, execution gaps remain. Data readiness is still catching up with ambition, and governance frameworks are not yet fully in place. The biggest risk lies in the gap between leadership intent and actual organizational adoption.

## Leadership Recommendations

### 1. Translate strategic conviction into precise value architecture.

Identify **three to five priority use cases** with clear value metrics, defined 6–12 month ROI targets, and specific data readiness requirements. Organisations that move ahead will be those that translate intent into action—linking investments to well-defined initiatives with measurable outcomes and timelines.

### 2. Invest in the invisible infrastructure.

Data quality, governance frameworks, and cloud-native architecture may not be high-visibility investments, but they are essential for making AI-ERP work effectively. Organisations that strengthen these areas early are more likely to see consistent results, while those that overlook them may face setbacks during implementation.

### 3. Build for human adoption from day one.

The technology is largely in place; the key question is organizational readiness. Factors such as involving front-line teams in design, ensuring explainability, maintaining human oversight for key decisions, and tracking adoption and trust alongside technical KPIs will determine whether AI-ERP achieves meaningful 70-80% adoption at scale.

#### POINT OF VIEW

True success will belong to enterprises that embrace AI not as a mere tool, but as a partner in co-creation — reshaping ERP into a capability that listens, learns, and leads alongside its people.







## Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organisation, with around 9,700 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 318 national and regional sectoral industry bodies.

For more 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains, including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2025-26, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

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