CEIBS

NAVIGATING AI-POWERED BUSINESS TRANSFORMATION: A WHITE PAPER

AI is the new oxygen

中欧国际工商学院 × 特赞
人工智能与商业创新研究基金
CEIBS × Tezign
Generative AI and Business Innovation Initiative

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CHINA DEPTH GLOBAL BREADTH

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Preface

Every major advancement in human civilization has originated from technological breakthroughs that have dramatically reshaped the fabric of business. The steam engine ushered in the industrial age, electricity lit up modern life, the Internet connected the globe, and today, generative AI is unleashing a disruptive force that's changing every aspect of the business landscape. In 2024, enterprise spending on AI technologies skyrocketed to $13.8 billion, a sixfold increase from the previous year. This dramatic growth marks more than a technological shift; it heralds a new era in which AI moves from "tool" to "ecosystem," and business competition enters uncharted territory defined by "cognitive reinvention."

While technology acts as a lever for transformation, it is the depth of cognitive reinvention that determines how profoundly businesses evolve. Unlike traditional AI with its linear input-output paradigm, next-generation AI—exemplified by large language models—demonstrates human-like capabilities for abstract reasoning and cross-domain knowledge transfer. Leveraging neural networks built on hundreds of billions of parameters, these systems are capable of understanding context, recognizing patterns, and generating new knowledge—closing the loop on machine cognition for the first time. With this generalist capability, AI has evolved from performing a single task to thinking across complex systems. From automatically generating marketing content and dynamically identifying consumer needs to driving product innovation and enabling disruptive business models, AI is reshaping the way companies make decisions and create value—offering more personalized, intelligent, automated, and real-time capabilities. In the process, a new breed of AI-native organizations is emerging that reflects the defining characteristics of the intelligent era.

Propelled by sweeping technological and cognitive shifts, the business world is entering a pivotal phase that demands the translation of bold visions into tangible action. Yet progress is anything but guaranteed. As the initial wave of AI excitement begins to subside, companies are confronting a sobering reality. While the strategic potential of AI is widely acknowledged, the path from adoption to value realization remains fraught with challenges. Many companies struggle with unclear strategies, organizational inertia, and talent shortages—symptoms of a deeper complexity embedded in today's evolving business landscape. As AI blurs industry boundaries and reconfigures value chains, the logic of competition is shifting to a multidimensional terrain where traditional linear management models no longer suffice.

At the intersection of technological aspirations and business realities, academic institutions play a vital role in bridging the widening cognitive gap. As a global business school jointly established by the Chinese government and the European Union, CEIBS has consistently upheld its founding purpose of "boosting China's economic development and building a platform for international exchange." We have been actively engaged in interdisciplinary research to explore the profound impact of generative AI on the business world. We firmly believe that helping companies position themselves strategically and lead meaningful transformation in the AI era is not only the school's responsibility but also a significant contribution to the advancement of business civilization. To this end, the CEIBS-Tezign Generative AI and Business Innovation Initiative specifically presents the *Whitepaper on AI-Powered Business Innovation*—a report designed to offer business leaders a clear and actionable strategic framework for AI deployment, enabling them to navigate technological complexity and translate vision into tangible value.

Structured around the theme of "evolution", the whitepaper maps the emerging business landscape in the age of AI—from strategic frameworks to practical pathways, from industry cases to frontier trends. Throughout its development, our research team adhered to rigorous academic standards and employed multidisciplinary research methods. The proposed "3×3 Strategy Matrix" consists of two axes: the breadth of a company's AI strategic objectives (cost reduction/efficiency gains, growth acceleration, and model innovation) and the depth of its AI adoption (exploration, scaling, and reconstruction). Together, these dimensions offer a comprehensive guide for navigating AI-driven transformation. This matrix enables decision-makers to assess their organization's current position, clarify strategic intent, and outline actionable next steps. Whether at the stage of initial experimentation, pilot rollout, or full-scale deployment, the framework offers tailored guidance to align AI efforts with core business goals. We hope this whitepaper delivers not only strategic insight but also practical value—supporting business leaders in moving from adoption to transformation, from incremental improvements to strategic reinvention.

The future is already here. As AI recalibrates the very rhythm of business, CEIBS will remain committed to integrating global perspective with local depth and combining academic insight with practical action. Together with partners across industries, we will embrace the challenges ahead with open minds and strategic wisdom to collectively write a new chapter in business civilization.

Prof. Wang Hong
CEIBS President
Professor of Management
Hengdian Group Chair in Management

Prof. Dominique V. Turpin
CEIBS President (European)
Professor of Marketing

Preface

A century and a half ago, mankind invented electricity, which paved the way for the invention of elevators. Elevators, in turn, made possible the construction of skyscrapers. As human existence shifted from sprawling horizontally to soaring vertically, people marveled at the panoramic vistas from the 100th floor, but few could have predicted how profoundly this spatial revolution would redefine civilization itself. The rise of Manhattan epitomized this transformation, evolving far beyond a mere architectural marvel to become a cultural icon and landmark of modern civilization.

Two years ago, we began exploring the Generative Pre-Trained Transformer (GPT), which is also known as the General-Purpose Technology. Just as the invention of electricity reshaped human civilization, generative artificial intelligence (GenAI), exemplified by technologies like GPT, is set to transform every facet of our lives. We firmly believe that this AI revolution will spawn a Manhattan-style ecosystem of GenAI technologies, fueled by a variety of business innovations.

We have long urged companies to take an “act first, learn later” approach to AI adoption. This approach prioritizes rapid experimentation and iterative learning through trial and error before engaging in analysis, reflection, and optimization.

Over the past three years, we have worked with more than 200 industry leaders in China and beyond on innovations at the intersection of content and AI. Our projects have spanned critical areas such as content production, digital asset management (DAM), distribution, and analytics, giving us a unique perspective on how AI is unlocking tremendous opportunities for business growth. Building on this momentum, we partnered with China Europe International Business School (CEIBS) to launch the CEIBS x Tezign Generative AI & Business Innovation Initiative in mid-2024. The collaboration aims to develop an actionable framework that bridges cutting-edge AI applications with rigorous academic research, creating a robust foundation for sustainable industry development.

We extend our deepest gratitude to President Wang Hong for her unwavering support, to CEIBS Professors Wang Qi and Lu Yi for their academic rigor, and to our corporate partners for their invaluable industry insights, all of whom have been instrumental in bringing this *AI Business Innovation White Paper* to fruition. From an evolutionary perspective, our research team employed a holistic, systems-driven design thinking framework to conduct in-depth studies of hundreds of companies. The findings reveal that AI commercialization extends beyond mere tool adoption; it requires an upgrade in both strategic vision and organizational capability. Strategically, companies must progress through three critical phases: from “operational efficiency gains” to “revenue growth”, and ultimately to “business model innovation”. This trajectory mirrors the evolution of AI from a cost optimization tool to a growth multiplier and, ultimately, a catalyst for redefining industry value chains. On the practical front, companies must move beyond the “proof-of-concept” phase, often mired in technological idealism, navigate the complexities of cross-functional collaboration, and ultimately achieve “organizational transformation” by institutionalizing AI as a core organizational capability.

Just as walking requires the coordinated movement of both feet, the effective use of AI necessitates a continuous interplay between learning and action. Organizations can only adapt to the ever-changing AI landscape by alternating between gaining insights and applying them. This approach ensures that they neither fall behind nor rush ahead unprepared. This white paper heralds a new “practice”. At Tezign, we have initiated atypica.AI, a project to explore business challenges through multi-agent systems. We believe that it will redefine paradigms for AI-native business research and catalyze more AI-native applications, experiences, and problem-solving methodologies.

We sincerely hope that this white paper will serve as both a strategic compass and a practical playbook for business leaders as they navigate the challenges of AI adoption. Using an AI strategy roadmap as a guide, we aim to map the evolution of AI technologies while providing actionable pathways for applying AI in business.

As Marshall McLuhan famously noted, “We shape our tools, and thereafter our tools shape us.” Let’s work together toward our shared vision of innovating business paradigms for the AI era.

Fang Ling
Founder and CEO, Tezign
Chairman, CEIBS x Tezign Generative AI & Business Innovation Initiative

Foreword

In 2024, enterprise spending on AI technologies—particularly those powered by large language models (LLMs)—soared to $13.8 billion, more than six times the $2.3 billion recorded in 2023. [1]

Amid this wave of technological disruption, a deeper set of questions has emerged: How should businesses interpret the profound impact of this new generation of AI? What kind of era is the business world truly entering?

An illuminating analogy from evolutionary biology offers perspective: the Cambrian Explosion.

If Earth's 3.8 billion years of life were condensed into a single day, the Cambrian Explosion would take place between 9:35 p.m. and 9:42 p.m. In this brief span—just 0.53% of the day—28 of today's 34 animal phyla emerged, marking the leap from single-celled to complex multicellular organisms.

As Bill Bryson wryly observed in *A Short History of Nearly Everything*, "for almost four billion years life had dawdled along without any detectable ambitions in the direction of complexity," until the Cambrian Explosion changed everything.

What triggered this sudden evolutionary leap? Scientists trace it to a pivotal environmental factor: a long-awaited rise in atmospheric oxygen. [2]

Over more than three billion years, Earth's shifting geology and the photosynthesis of early single-celled organisms gradually increased oxygen levels. Once atmospheric and oceanic oxygen crossed the 15% threshold, aerobic metabolism became viable at scale—unlocking a surge of biological energy. It was as if life itself had been plugged into a fast charger, enabling the emergence of complex structures and functions.

Today, the business world is experiencing a similarly catalytic moment. After three centuries of cumulative progress since the Industrial Revolution, the rise of LLM-based AI marks a structural break. Unlike earlier AI, which focused on narrow, task-specific capabilities, this new generation is defined by its generalist reasoning and deep cognitive capacity, and is rapidly crossing critical adoption thresholds.

Traditional AI resembled a guild of specialized craftsmen—each model trained on large, manually labeled datasets to perform a single task, such as image recognition or translation. In contrast, next-generation AI is more like a multidisciplinary scholar. It learns autonomously from unstructured text, leveraging neural networks with hundreds of billions of parameters to uncover patterns in language and knowledge. The result is cross-domain understanding—and the emergent ability to generate new knowledge.

This marks a break from the rigid input-output logic of earlier AI systems. Today's AI can take on open-ended, complex tasks. It is becoming as essential to business operations as oxygen is to life—powering exponential growth and accelerating the emergence of new organizational forms. In short, we are witnessing the birth of a new species of business.

We have every reason to believe: "AI is the new oxygen."

Yet the story of evolution offers a cautionary parallel. While the Cambrian Explosion gave rise to thousands of new species, an estimated 99% of them quickly vanished—unable to survive to the present day.

Although AI is creating unprecedented opportunities for business model innovation, the core logic of evolution still applies: survival of the fittest. Just as organisms had to adapt to fluctuating oxygen levels, companies must continually adapt to the AI-driven shifts reshaping the business environment if they hope to build lasting competitive advantage.

Today, businesses stand at a critical inflection point in the commercial application of AI. On the one hand, AI is redrawing industry boundaries and rewriting the rules of competition at an unprecedented pace. On the other, most companies have yet to identify effective pathways that connect strategic positioning with systematic implementation—trapped in a persistent "value gap" between proof-of-concept trials and enterprise-scale deployment.

Among the latest advances, the business application of generative AI (GenAI) has emerged as a focal point of attention—and is the primary subject of this report. Unlike traditional AI, which often functioned as a back-end tool, GenAI has moved to the forefront. Its potential to reduce costs, enhance efficiency, drive growth, and enable business model innovation is becoming visibly evident.

This report aims to provide business leaders with a structured strategic framework for navigating the transition from strategic positioning to value creation in the AI era. It unpacks the key strategic challenges companies face, explores the pathway from early experimentation to scaled deployment, and presents a comprehensive 3×3 Strategy Matrix that systematically maps value creation models across different business objectives and levels of application maturity.

Through deep analysis of diverse case studies, we present a clear strategic roadmap for AI in business: How can companies break through the systemic barriers to AI adoption? How should strategic priorities be aligned with organizational capabilities at different stages of AI development? And how can firms leap from tactical improvement to full-scale strategic reinvention?

The answers to these questions will determine whether companies merely survive—or truly thrive—in an AI-driven business world.

1

Caught in the AI Gap: Why Companies Struggle to Turn Vision into Action

1.1 Expectations vs. Reality

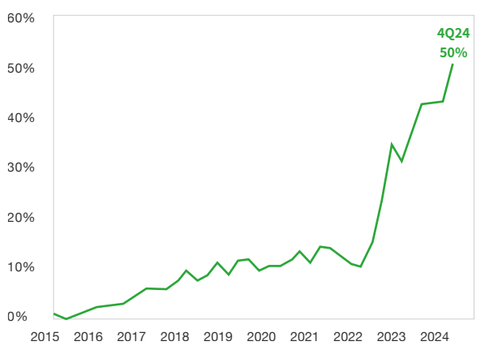
From the outside, the market appears to be in the grip of an AI frenzy.

According to data from Goldman Sachs, over the past three years, major listed companies have repeatedly referenced “AI” during earnings calls, with interest growing at an exponential rate. By the fourth quarter of 2024, fully half of the companies in the S&P 500 had mentioned AI. Meanwhile, a recent McKinsey survey found that 65% of respondents expect GenAI to bring significant or even disruptive change to their industries, and 72% of organizations report using AI in at least one business function. [3]

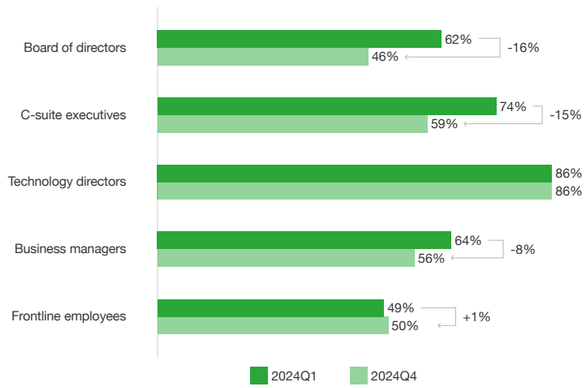
Paradoxically, internal interest in GenAI is beginning to cool. Deloitte’s 2024 global survey revealed a marked drop in enthusiasm among executives and business leaders from Q1 to Q4. Strikingly, board members now show less interest in AI than frontline employees—only technology leaders have consistently maintained high levels of engagement. [4]

While the market stays bullish on AI, organizational adoption is clearly cooling

Share of S&P 500 Companies Referencing “AI” in Quarterly Earnings Calls (2015–2024)



GenAI Engagement by Hierarchy



** Source: Goldman Sachs Global Investment Research, Deloitte*

On the other hand, from 2019 to 2024, 17% to 25% of companies each year claimed they would deploy AI capabilities within the next 12 months—a pattern that, in theory, should have produced double-digit annual growth in AI implementation. In reality, however, the number of deployed projects grew by only 2% to 5% annually [5].

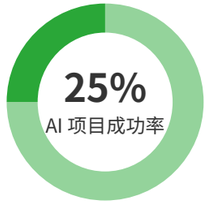
Why do so many companies express a desire to evolve, yet fail to take meaningful action?

The core issue lies in the lack of clear and executable pathways for advancing AI strategies. Most initiatives are unable to transition from proof-of-concept (POC) to fully embedded business solutions. As a result, they fail to deliver scalable value or achieve maturity.

According to Gartner, only 48% of GenAI projects make it into production, and the average time required to move from prototype to deployment is eight months [6]. Meanwhile, an IDC survey found that just 28% of business leaders expect to see a return on their AI investments within the coming year [7].

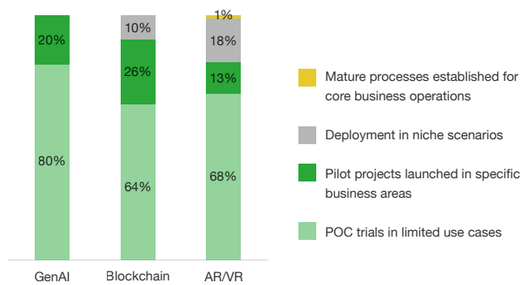
Compared with other emerging technologies such as blockchain or AR/VR, the practical rollout of GenAI is clearly lagging behind [8]. In the Chinese market, while 53% of large enterprises have initiated GenAI projects, only 20% have set up dedicated budgets or reported tangible outcomes [9].

AI’s business impact is proving hard to scale

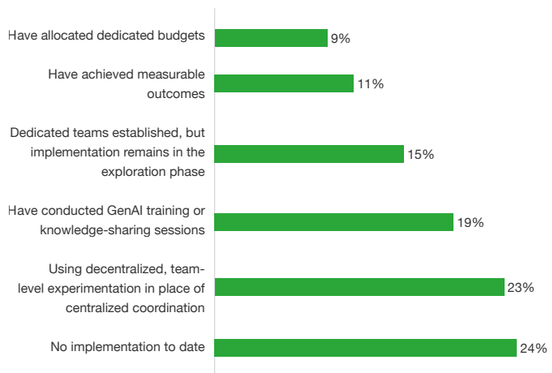


Few projects advance beyond the pilot or (POC) stage to achieve full-scale deployment and seamless integration into daily operations.

Overseas Companies: Progress in GenAI vs. Other Emerging Technologies

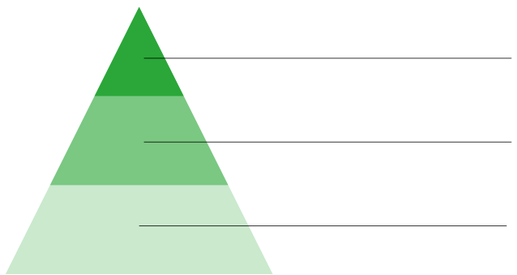


Chinese Enterprises: Progress on GenAI Adoption in Large Companies



** Source: Lucidworks, EY, Gartner, Volcano Engine*

1.2 The Strategic Chasm in AI Adoption



Top management:

At the top level, a strategic disconnect is becoming increasingly evident.

Globally, while most CEOs emphasize AI as a top-tier strategic priority, only 35% have translated this ambition into a clear vision and actionable roadmap. [10]

Among CEOs who lack a formal AI roadmap, 64% report that their AI pilot programs have delivered minimal results—making the leap to scaled deployment even less feasible. A key challenge is the inability to define specific, measurable business objectives for AI projects, which makes it difficult to evaluate outcomes or demonstrate return on investment (ROI). [11]]

Many executives rush into implementation before identifying which business problems AI is actually positioned to solve. This often leads to projects that deviate from core business needs.

Business teams may lack clarity on which critical pain points AI can address, while technical teams often operate without a deep understanding of strategic business priorities. The resulting misalignment and communication breakdowns significantly hinder collaboration and prevent projects from scaling.

A sobering finding from the RAND Corporation reveals that while the failure rate for standard IT projects is around 40%, this number rises to over 80% for AI-related projects. The most cited causes of failure are misaligned project intent and poor communication between stakeholders. These gaps in the strategic decision-making chain form one of the most formidable barriers to scaling AI from proof-of-concept to enterprise-wide integration. [12]

Middle management:

From the perspective of middle management, the absence of unified strategic goals often leads individual business units to pursue AI initiatives in isolation, based on localized needs or interpretations. This lack of coordination can result in fragmented efforts and even conflicting priorities.

- Around 70% of managers believe that AI applications within their organizations are largely siloed. Over 60% of CEOs report that AI initiatives have created tension between management and staff, as well as between IT teams and other business units [13].

- Executives estimate that AI-related decision-making is split 70/30 between themselves and IT departments, leaving just 3% to business units. But employees see it differently: in their view, IT departments dominate with 50% of the influence, followed by executives at 30%, and business units with at least 15% [13].

- While 80% of CEOs express confidence in their company's AI initiatives, only 30% of middle managers share that confidence [12].

Frontline employees:

There is often a significant disconnect between leadership expectations and the realities of implementation. As a result, frontline staff often struggle to incorporate AI into daily operations—like having powerful tools on hand but no clear way to use them.

- While 73% of managers believe their company's AI deployment is well-structured, coordinated, and strategically guided, only 47% of employees agree with that assessment [13].

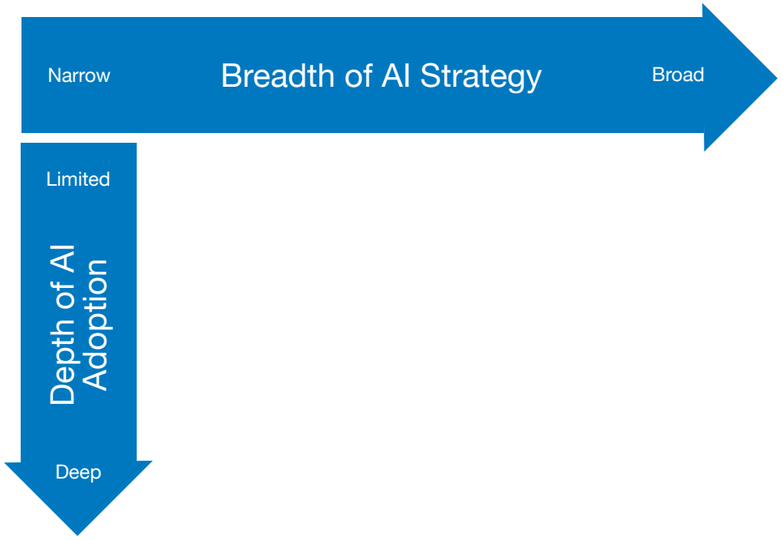
- Although 60% of CEOs have a positive outlook on AI—believing it will improve products and services—only 21% of employees believe AI will create new opportunities for them. In fact, 35% of employees report a negative attitude toward AI, including a lack of confidence in learning AI-related skills [14].

- Perhaps most strikingly, 31% of employees admitted they were aware their actions—such as leaking company data—were sabotaging their company's AI initiatives, but expressed little concern about the consequences. [13]

Charting the Course: A Strategic Blueprint for Enterprise AI Adoption

So how can companies develop a clear AI strategy and bridge the gap between business objectives and AI initiatives? One useful approach is to think in terms of two key dimensions: the breadth of strategic goals and the depth of practical implementation.

Two Core Dimensions for AI Strategic Planning



Breadth of AI Strategy

2.1

A recent study found that 76% of leading GenAI adopters are able to effectively align AI technologies with their business objectives—substantially outperforming the average enterprise in this regard [15].

In terms of strategic breadth, AI initiatives typically focus on three categories of business value.

Reducing costs & increasing productivity

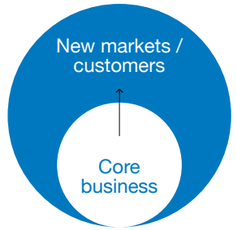
Goal: Reinforce the core, driving measurable cost efficiencies and productivity improvements

Entry point: Mature business scenarios with clear ROI

Reducing costs & increasing productivity

- Advertising and marketing content generation
- Automated customer service and support
- Smart document processing and contract review
- AI assistants and knowledge management
- Code generation and software development
- Financial process automation
- HR automation
- Supply chain optimization and operational safety monitoring

Driving growth



Goal: Strengthen customer relationships and experiences, and expand new revenue opportunities in the near term

Entry point: New business scenarios with differentiated value delivery

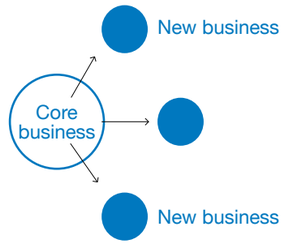
Driving growth

New users:
- Precision marketing powered by data
- Social media operations
- Interactive marketing campaigns

New revenue:
- Personalized product recommendations and services
- AI-driven lead generation and nurturing
- Community and private domain marketing

New products:
- End-to-end product R&D
- Market research and business data analytics

Innovating business models



Goal: Reinvent business models to capture future exponential growth opportunities

Entry point: Shift from product-based thinking to solution- and platform-oriented models

Innovating business models

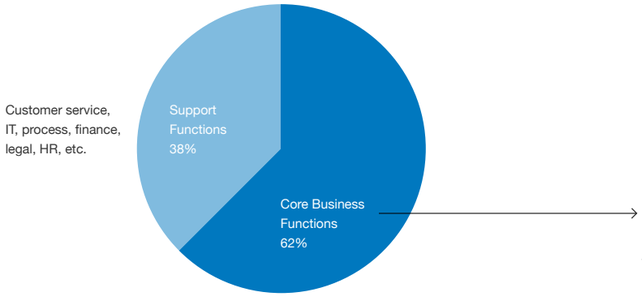
- Transform standardized products into highly personalized services: design, education, FMCG
- Convert specialized expertise into data-driven services: legal, finance, research institutions
- Embed AI into smart hardware: consumer electronics, home appliances, medical devices
- Enable AI-powered customization in manufacturing: industrial goods, furniture, apparel
- Integrate AI software and hardware into bundled manufacturing solutions

Many enterprises tend to overextend when exploring emerging technologies—launching numerous AI initiatives without clear priorities. This often results in resources being spread across low-impact applications, while high-value opportunities go underdeveloped. In contrast, leading AI adopters run 40% fewer pilot projects than the average firm, yet expect to generate 2.1 times the return on investment. [16]

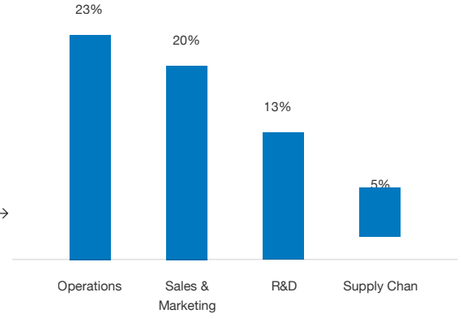
These leading companies prioritize AI deployment in core business functions—such as operations, marketing, and sales—that are closely aligned with cost reduction and revenue growth. Support functions like customer service and finance, though essential to overall operations, are generally not the primary focus of strategic AI investment. [17]

Leading firms capture greater AI value by focusing on core business functions

Distribution of Gen AI Value Potential Across Functional Domains



Breakdown of Value Within Core Business Functions

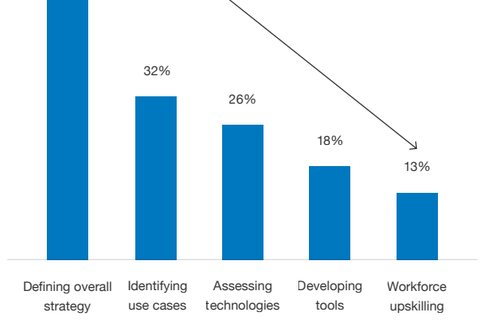


** Source:BCG*

When setting AI strategy, most executives agree that it should follow a top-down model and be led directly by the CEO. Yet this approach often carries a critical flaw: many CEOs focus on high-level strategic design but fail to stay engaged through execution. Multiple studies show that while CEOs are deeply involved in shaping the overall AI roadmap, their participation declines sharply when it comes to application-level decisions—precisely the point where leading firms distinguish themselves from those that lag behind. [10][18]

Leading firms capture greater AI value by focusing on core business functions

CEO Involvement Across Key Stages of AI Strategy



Top-down Involvement in Identifying AI Use Cases

Top-down Involvement in Prioritizing AI Use Cases

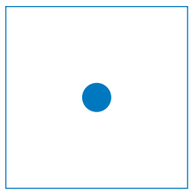
** Source: Teneo, Bain*

If CEOs delegate execution entirely to IT and business teams without staying closely involved, they risk losing sight of the challenges in aligning AI initiatives with business objectives—and may miss the window to accelerate impact.

2.2 Depth of AI Adoption

Even when business goals are clearly defined, organizations rarely see immediate results on the bottom line. Success with AI often requires thoughtful, staged progression—laying the groundwork before value fully materializes. To reflect this, we define the depth of AI adoption in three phases: Proof of Concept, Scaling, and Organizational Transformation.

Proof of Concept



Rapid deployment, small-scale pilots, focused on a single business pain point

Lean resourcing and short time horizons

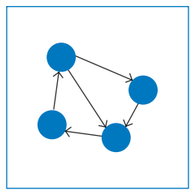
Seeking quick wins

Proof of Concept

AI-Assistant

Decision support:
Provides informational assistance and early-stage analysis without making final decisions
Workflow adjunct:
Operates alongside existing processes as an external aid rather than being embedded
Task specific:
Designed to address narrow, clearly scoped business problems
Human oversight:
Requires ongoing human input and validation to ensure accuracy

Scaling



Expansion from isolated use cases to cross-functional and multi-scenario adoption

Increased resourcing and mid-range timelines

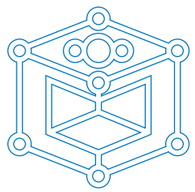
Decision-making guided by ROI and scale efficiency

Scaling

AI-Copilot

Performance amplifier:
Systematically enhances employee productivity and decision-making effectiveness.
Deep collaboration:
Works in tandem with human teams to complete more complex tasks
Workflow integration：
Embedded within standard processes as a core operational component
Extended reach:
Supports interconnected use cases across multiple business functions

Organizational Transformation



Reconfiguring human–AI collaboration to build new organizational capabilities

Strategic restructuring with long-term investments

Decision-making guided by long-term value and differentiated competitiveness

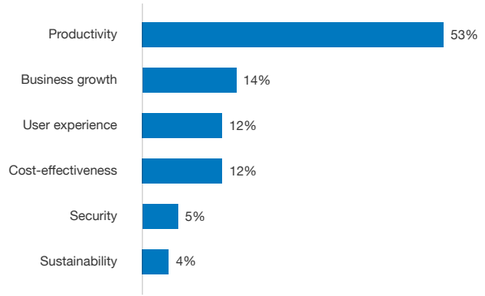
Organizational Transformation

AI-Autopilot

Autonomous decision-Making:
Executes end-to-end decisions independently within defined domains
System Overhaul:
Reshapes core business architecture around AI capabilities
Value creation:
Enables new business models and novel value delivery mechanisms
Strategy-driven:
Evolves from a tactical tool into a long-term strategic asset

While many enterprises hope AI will solve complex, systemic challenges, leading organizations understand the importance of starting with quick wins. By generating visible value early—even in lower-stakes scenarios—they are more likely to rally internal support and build momentum. Research by Google shows that targeting employee productivity improvements often leads to rapid gains. [19] For CMOs, some of the most effective quick wins include content creation, social media engagement, and social data analytics. [20]

Where Can Gen AI Initiatives Deliver Quick Wins?



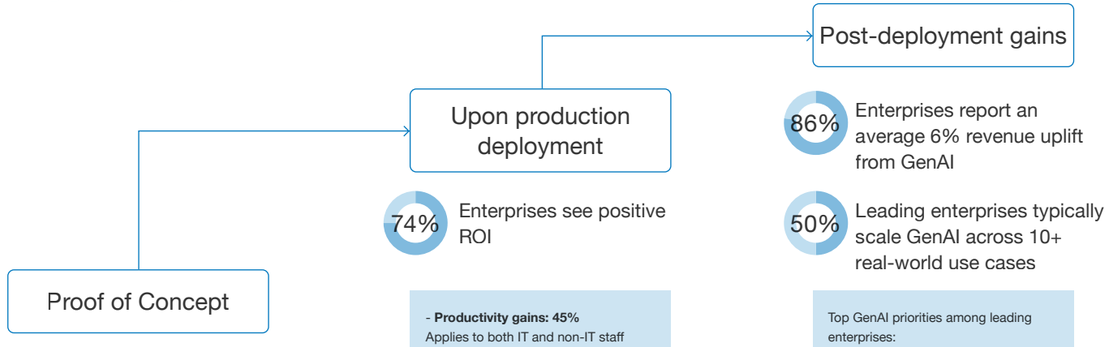
** Source: Google Cloud, BCG*

Top Quick Wins from the Perspective of CMOs

- Content creation
- Social media engagement
- Social media data insights

The survey from Google shows that when enterprises move beyond the proof-of-concept phase and begin deploying Gen AI in production, the ROI becomes more predictable. Over time, as these systems scale and mature, they can deliver significant revenue growth. [15]

Why scaling GenAI matters

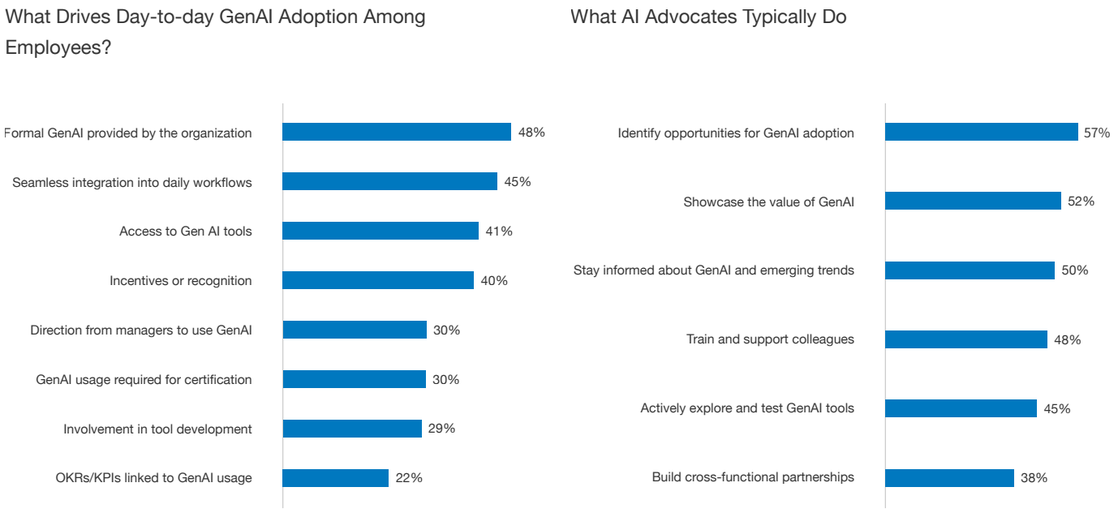


** Source: Google Cloud*

As organizations advance AI initiatives, top-down directives alone are no longer sufficient. What's equally critical is bottom-up momentum from middle managers and frontline employees.

Research by McKinsey finds that rigid mandates and KPI-driven enforcement do little to mobilize employee support. Instead, meaningful training and seamless integration of AI into daily workflows are what truly drive adoption. [21] When motivated, employees become powerful catalysts—identifying new use cases, championing AI's value, and teaching others how to use it. In fact, 60% of employees have directly supported AI initiatives in their organizations. [13]

Deeper AI adoption requires stronger bottom-up participation



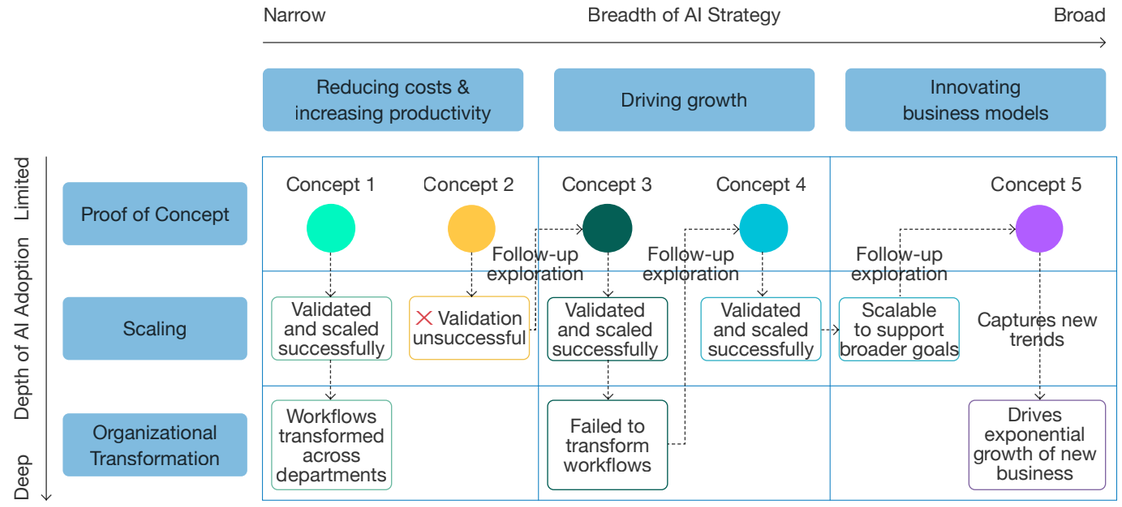
** Source: McKinsey, Writer*

Yet Deloitte's research reveals a persistent gap. While 70% of enterprises anticipate AIGC will reshape their talent strategy, only 22% have provided adequate training. [22] Meanwhile, 35% of employees remain skeptical about AI, often due to a lack of confidence in building the necessary skills. [14]

Building an AI Strategy Matrix 2.3

By combining two key dimensions—the breadth of AI strategy and the depth of AI adoption—enterprises can map a 3×3 AI Strategy Matrix. This framework helps identify where to launch pilot projects and how to scale AI initiatives over time.

- Some organizations may choose to focus on a few high-impact, well-defined use cases, while others run multiple proof-of-concept initiatives across different business units in parallel;
- Importantly, the journey of a pilot project is rarely linear. As teams learn, they often adjust course—refining hypotheses, shifting business goals, or even discovering entirely new opportunities.



* Note: This matrix illustrates common AI adoption pathways. Enterprises may follow parallel tracks or focus on a single strategic direction.

But identifying and scaling high-value AI use cases is only the first half of the journey. These initial successes do not, on their own, create lasting competitive advantage. The real challenge lies in converting isolated innovations into institutional capabilities—much like beneficial genetic traits must be encoded in an organism's DNA to be preserved and passed on in evolution.

Research by Accenture highlights the significance of this transformation phase. Between 2023 and 2024, the share of companies successfully modernizing operations through AI-led process redesign nearly doubled—from 9% to 16%. These "reinvention-ready" firms achieved 2.5× revenue growth, 2.4× productivity improvement, and were 3.3× more likely to scale high-value GenAI use cases compared to their peers. [23]

The true competitive advantage does not stem from simply deploying AI. It comes from rearchitecting business processes with AI at the core. Regardless of the entry point or initial strategy, the trajectory for successful enterprises ultimately leads to organizational transformation.

To evolve AI from isolated experiments to enterprise-wide capabilities, organizations must adopt a systematic approach and drive transformation across four interconnected areas:

1. Process reinvention: From bolt-ons to native integration. Rather than layering AI on top of existing workflows, leading firms reimagine end-to-end processes from the ground up:
- Map full business workflows to identify decision points and data flows
- Design new operating models powered by AI—not just automate existing steps
- Redefine performance metrics to focus on overall process outcomes, not isolated task efficiency

2. Capability institutionalization: From projects to core operations. AI shifts from one-off projects to becoming part of the organization's standard operating model:
- Develop internal AI platforms and toolkits to lower adoption barriers across teams
- Set up Centers of Excellence to disseminate technical knowledge and best practices
- Embed AI workflows into standard operating procedures (SOPs) and policy frameworks

3. Continuous evolution: From static systems to learning loops. The value of AI lies in its capacity to learn, adapt, and improve over time. To enable this:
- Build real-time data feedback loops to help AI systems continuously learn from interactions
- Establish monitoring and performance evaluation systems, with auto-tuning triggers
- Implement regular update cycles to evolve AI capabilities with changing business needs

4. Organizational synergy: From tech silos to cross-functional collaboration. True AI-driven transformation requires cross-functional alignment and new models of working:
- Form integrated teams combining business, data, and technology expertise
- Adjust KPIs and incentives to reward collaboration and AI-enabled innovation
- Make data and AI insights standard inputs in decision-making across the enterprise

Research shows this shift in collaboration is decisive. Among reinvention-ready firms, 87% report deep integration between business and technology teams. In contrast, 88% of companies still in the foundational phase say such collaboration is minimal or nonexistent.[23] This disparity directly affects both the scale and impact of AI adoption.

Pioneers of Change: Best Practices in AI Strategy from Six Companies

There is a clear correlation between company size and perceived strategic urgency around AI.

According to the data, 71% of large enterprises—those with annual revenues exceeding $20 billion—acknowledge that failing to adapt quickly to GenAI could put them at a competitive disadvantage. In contrast, only 56% of companies with annual revenues under $5 billion share this concern. [24]

This divergence in perceived urgency further reinforces the first-mover advantage of large firms. With greater strategic awareness, these companies are more likely to invest substantial resources early, positioning themselves more favorably for long-term competitiveness.

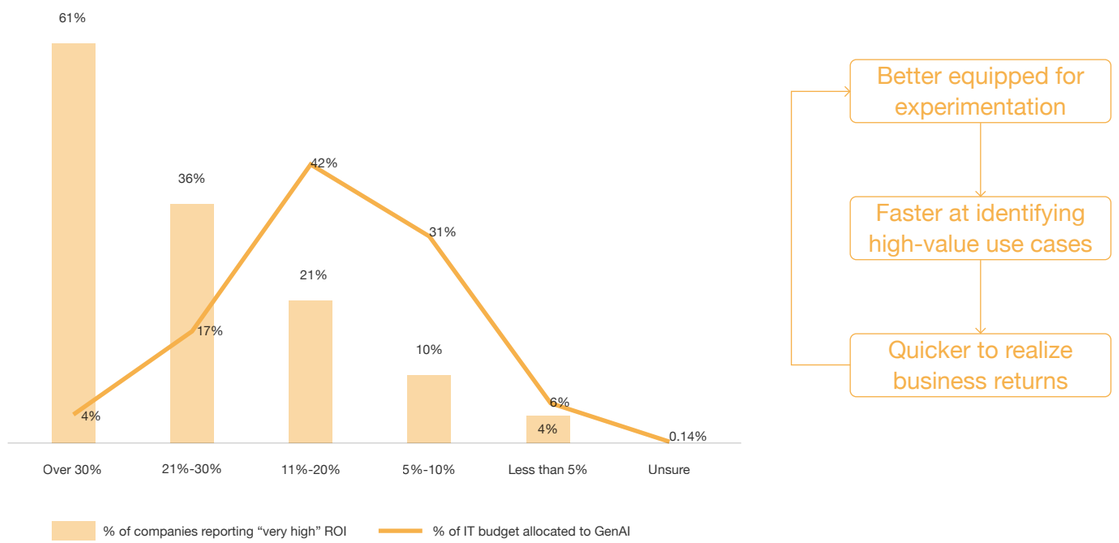
As AI adoption accelerates, we are witnessing a classic Matthew Effect: organizations that successfully transition from proof of concept to large-scale deployment are not only gaining greater confidence in ROI, but also seeing sustained revenue impact as AI becomes embedded in core operations. [9]

This success creates a powerful positive feedback loop. Companies that have demonstrated the value of AI tend to reinvest more aggressively, achieve faster scaling, and further consolidate their competitive advantage. Research shows a strong correlation between a higher proportion of GenAI investment within IT budgets and greater satisfaction with returns—further widening the gap between early adopters and those falling behind. [25]

Among companies that have not yet adopted GenAI, nearly 60% report that they are either uncertain about doing so or have no plans to adopt it at all. [25] Of these, 35% of executives cite concerns about operational risks—such as errors or business disruption—as their primary barrier to scaling AI. [4]

The more you invest, the more you gain—and the greater the competitive divide.

Generative AI Investment Intensity vs. ROI Satisfaction



** Source: Tencent Research Institute, Penguin Survey*

So what exactly are leading companies doing—and what lessons can others draw from them?

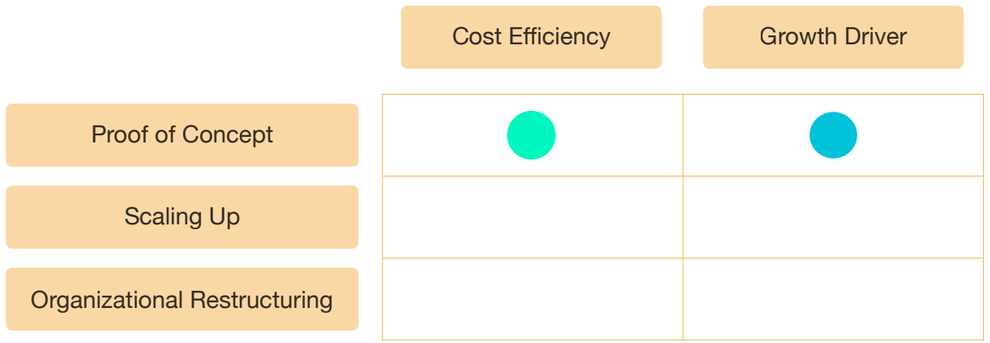
To explore best practices in AI strategy during this critical period of transformation, we conducted in-depth interviews with senior executives from six industry-leading organizations. These conversations revealed the key actions that are helping them emerge as frontrunners in the AI evolution.

Case 1 A Global Retail Brand

Expert View

"AI-driven transformation works best when nurtured by an internal innovation ecosystem—not imposed from the top down. A co-creation culture, where frontline employees actively shape change, builds long-term digital resilience. In retail, this means shifting from rigid hierarchies to empowered networks. With AI-powered content systems, every employee becomes a brand communicator, enabling decentralized influence and exponential reach. The result: small input, big impact."

We begin by examining how traditional manufacturers are laying the groundwork for innovation and embracing AI as the first step toward strategic transformation. As noted earlier, a dual approach that combines top-down vision with bottom-up momentum is essential to driving meaningful change.



One standout case comes from a global retail brand that defied the conventional view of AI as a tool reserved for technical teams. Instead, it put the power of AI in the hands of tens of thousands of frontline employees—making them central to the company's digital transformation.

Rather than forming a large, tech-centric team, the company established a lean AI innovation group. But its role wasn't to build complex models—it was to act as a translator between AI and the business. Through experiments like A/B testing, the team evaluated practical use cases such as increasing warehouse picking efficiency or boosting viral content production.

Recognizing that AI cannot scale with just a handful of experts, the company launched an "AI Club"—a global, interest-based community that attracted over ten thousand employees to learn about AI. There were no KPIs or mandates. The initiative relied on autonomy, influence, and intrinsic motivation to spark bottom-up innovation and a sense of ownership.

In China, this bottom-up approach came to life through social content co-creation. AI tools were used to unlock creativity among frontline retail employees, who voluntarily contributed to the company's social media marketing efforts. To support participation, the company offered both material rewards and peer recognition—while fostering a culture in which employees could influence one another, share ideas, and explore new approaches together.

The process followed a three-step cycle:

First, the marketing team used AI to identify emerging trends, highlight popular content formats, and track consumer sentiment by analyzing high-engagement metrics such as shares, comments, and reposts.

Next, AI tools generated draft content outlines based on these insights. Retail associates were invited to refine and customize these drafts—adding their own creative input and tailoring messaging to their audiences. AI also helped produce foundational marketing assets, including product descriptions, visuals, and even short-form video edits from livestream footage.

Finally, teams reviewed content performance, analyzed what worked, and shared lessons learned across the organization. This collective knowledge fueled the next wave of iteration—raising content quality and boosting hit rates over time.

To further reduce barriers and promote widespread participation, the company also offered training to distill best practices, streamline content creation, and strengthen employee confidence.

With thousands of frontline employees now actively engaged, social platforms have evolved from one-way branding tools into dynamic spaces for consumer insight and interaction.

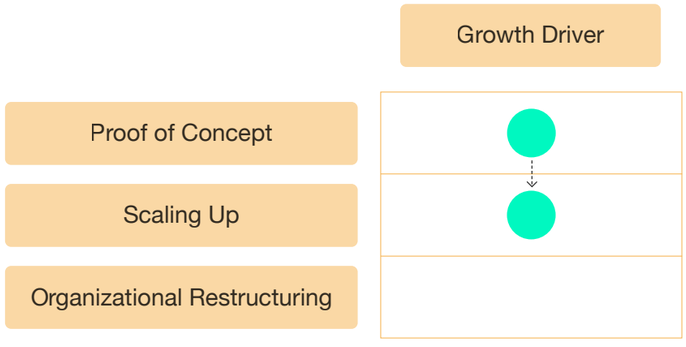
This practice of "technology democratization" did more than make AI accessible. It redefined how organizations think about collaboration between people and machines.

Case 2 A Chinese Furniture Brand

Expert View

In the digital race, scale is the key to success. Small pilots are no longer enough—only systematic, full-scale deployment can deliver meaningful results. That's why this brand operates thousands of content accounts across platforms: scale is essential to activate platform algorithms and unlock traffic dividends. The real challenge lies in meeting surging content demands without compromising efficiency—and AI has emerged as the most effective solution. Ultimately, digital transformation succeeds only when technology is aligned with core business objectives.

The next priority is to identify high-value use cases, achieve quick wins, and scale impact efficiently—solving near-term challenges while paving the way for long-term growth.



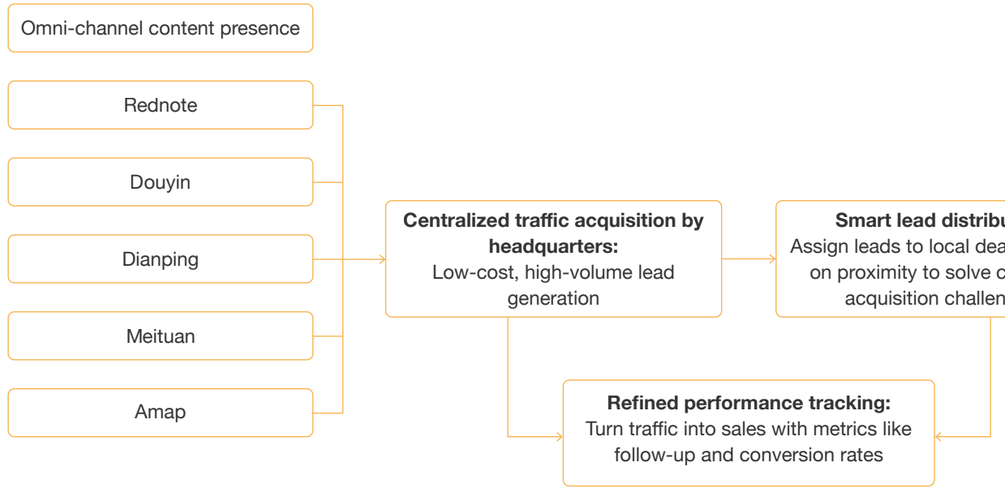
One of China's leading home furnishings brands built a billion-dollar business on the strength of its early e-commerce advantage, attracting a younger customer base—75% of whom were under age 40—unlike traditional offline-first competitors such as Kuka or Cheers.

As industry growth slowed and online traffic plateaued, rising customer acquisition costs and narrowing information gaps made demand harder to capture, prompting the company to search for new engines of growth.

In response, it shifted from a pure e-commerce model to a new retail strategy, establishing a network of over 1,000 offline stores. One of its core strategic pillars—driven by both organizational restructuring and technology innovation—was the use of GenAI to solve two key challenges: scaled content production and dealer enablement.

Growth Driver AI-powered omni-channel content matrix: Building a new engine for traffic growth

In traditional industries, social media traffic has become a key source of new growth. This home furnishings brand built a comprehensive presence across platforms including Amap, Meituan, Dianping, Douyin Local Services, and Rednote. By leveraging the scale of its headquarters to acquire traffic—while empowering local teams to handle customer engagement and conversion—it created a closed-loop new retail ecosystem that combines national visibility with local responsiveness.



Rednote Multi-Account Strategy

Most of the company's dealers were small-scale, family-run businesses with limited capabilities in content production and digital operations. These traditional offline stores often relied on the owner's relatives or temporary staff to handle marketing, making it difficult to adapt to the demands of today's content-driven social platforms. As a result, centralized traffic acquisition by headquarters proved significantly more efficient—and AI delivered even greater value in this model.

With this in mind, the company set an ambitious goal: to operate 1,000 coordinated Rednote accounts by 2026. This approach was grounded in a deep understanding of platform traffic dynamics: on highly competitive social platforms, visibility depended on scale. The company had already proven this model effective on Douyin, where it launched thousands of accounts simultaneously to validate the scalability of its network-based strategy.

These Rednote accounts were not operated under the brand's official name. Instead, the company employed a decentralized "Key Opinion Customer" (KOC) model:

- Localized accounts were created and distributed by city and neighborhood, with posts that

included address details to attract highly targeted local traffic.
• Themed accounts focused on trending products and viral topics, aiming to capture national-level traffic.

To test and refine content performance, the company used a “racehorse” method: similar content themes were published across different accounts and time slots. Performance data was then analyzed to identify the most effective distribution patterns and optimize future campaigns.

AI Content Generation Pipeline

To meet large-scale content demands, the company established a streamlined, AI-driven content production pipeline:

• Content planning was led by a specialized team that monitored platform trends and defined high-potential themes.
• AI-powered content generation tools were used to produce large volumes of multimedia assets—including text, images, mixed-media clips, and text-to-video content.
• Data feedback loops were built into the system, allowing performance metrics to drive real-time content refinement.

Unlike traditional workflows that relied on centralized approvals, the company followed a “publish first, optimize later” approach. Content was released at speed, then amplified, adjusted, or retired based on platform data—significantly improving time-to-market and responsiveness to trends.

Importantly, the company’s AI strategy was user-centered. On Rednote, the primary focus was on search traffic. By generating content that aligned closely with key search queries for furniture categories, the brand increased its visibility across relevant consumer journeys.

Performance Evaluation Framework

The company evaluated AI-generated content through a dual lens of brand value and performance:

• From a brand perspective, traditional advertising often focused on lowering CPM for existing audiences. AI-generated content, by contrast, was nearly cost-free and organically distributed—allowing the company to prioritize incremental reach and exposure to new audiences, significantly improving marketing efficiency.
• From a performance perspective, while individual AI-generated posts might have converted at lower rates than human-crafted content, the scale and consistency of AI production—and systematic performance management—enabled stronger overall results. Early-stage drop-offs in lead quality were offset by the company’s offline service model, which brought final conversion rates in line with traditional campaigns. Importantly, total customer volume increased significantly.

To ensure that traffic translated into business outcomes at the dealer level, the company also tracked post-click performance:

• Follow-up responsiveness was monitored using benchmarks at 1, 8, and 24 hours, ensuring dealers responded quickly to inbound leads.
•Dealer conversion workflows were continuously improved through ongoing data analysis and feedback.

Resource Alignment and Organizational Empowerment

Top-Down Strategic Leadership

The company’s AI strategy was backed by unwavering support from senior leadership, with initiatives directly led by the CMO or above. Executives recognized that AI was not an isolated departmental experiment, but a cross-functional strategic priority that required coordination across the organization. Senior sponsorship ensured AI initiatives received the resources they needed and avoided becoming siloed or token projects.

Execution followed a deliberate top-down approach: leadership first aligned on strategic direction, then cascaded specific tasks across departments to maintain cohesion and consistency.

Distributed AI Adoption

Unlike many companies that established centralized AI teams, this brand adopted a distributed model: integrating AI tools into daily workflows across business units to empower frontline teams and reduce disconnect between technology and day-to-day operations.

• Product teams used AI to generate design prototypes and visual demos.
• Design teams leveraged AI for rapid image generation.
• Marketing teams used AI for content ideation and trend analysis.
• Video teams relied on AI to edit and repurpose short-form content.

Practical Project Management

The company found that the greatest challenge in deploying AI was not technical capability or employee resistance, but aligning project goals with what the technology could realistically deliver. To navigate this, it emphasized a rational, business-oriented approach to AI adoption:

• **Clear strategic positioning**: AI was framed as a tool to optimize traffic structure.
• **Realistic goal setting**: Application targets were tailored to the current maturity of AI capabilities.
• **Contingency planning**: Teams anticipated shifting requirements and built in flexible response options.
• **Decision-maker alignment**: Priority was placed on achieving consensus among key department heads, rather than relying on extended coordination meetings.

Open Collaboration Strategy

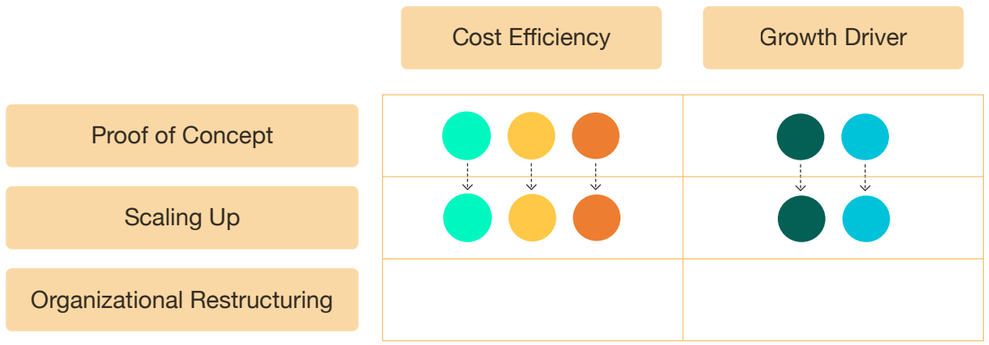
The company followed an open, diversified collaboration model—partnering with multiple AI vendors and deploying nearly all mainstream tools available on the market. It also worked with partners such as Tezign on content production and system integration. This open strategy helped the company avoid over-reliance on any single technology provider, while staying agile and responsive to emerging innovations in the field.

Case 3 Midea

Expert View

A corporate AI strategy should be value-driven. Successful transformation starts with business needs, is validated through value creation, and ultimately reshapes organizational capabilities. While technology is the enabler, business growth remains the ultimate objective. AI becomes a true strategic asset only when integrated into the critical stages of the value chain. Its commercialization follows a predictable path: internal before external, B2B before B2C. Internal process optimization is the most effective starting point, allowing AI to mature through in-house application before extending into consumer markets and unlocking scalable value.

As a next step, larger enterprises with stronger technical foundations are well-positioned to generate value across multiple fronts—aligning AI initiatives with diverse strategic objectives and delivering tangible returns. Only with such demonstrable value creation does it become feasible to increase investment and sustain long-term competitive advantage.



As a digital transformation pioneer in the home appliance industry, Midea Group has invested over RMB 20 billion (US$2.8 billion) since 2012 to digitize its operations. In 2024, it established a dedicated AIGC strategy team with three core objectives: enhancing operational efficiency, unlocking employee creativity, and boosting product competitiveness. What distinguishes Midea's AI strategy is its strict focus on ROI. Every project must demonstrate clear, measurable business value.

Efficiency Gains AI Factory Upgrades that Raised the Bar for the Industry

The Chongqing factory of Midea Building Technologies became the world's first fully AI-empowered lighthouse facility for central air conditioning chillers. It served not only as a model for Midea's internal transformation in intelligent manufacturing, but also exemplified how the company's green industrial capabilities were helping shape the future of smart manufacturing globally.

- **81% reduction in model selection time**: The factory built a data platform based on multi-physics simulation that integrated over 100 high-precision physical models, enabling optimal configuration and one-click automated quotation.
- **45% increase in design efficiency**: Using Midea's proprietary PLM system, the factory extracted numerical parameters from a database of 230,000 historical engineering drawings. Combined with AI algorithms, this enabled intelligent design of heat exchangers and piping systems.
- **31% reduction in maintenance rates**: The iBUILDING service system monitored chiller units worldwide in real time. With ECG-level fault detection, the system intercepted 90% of potential failures up to 48 hours in advance and pushed intelligent maintenance recommendations through the i-Butler app and i-Energy platform.

Cost Reduction AI-Powered Content that Cut Costs

At Midea, every AI initiative had to pass a cost-reduction review led by the finance department. AI was embedded throughout core operations, backed by a quantifiable value assessment framework. This approach delivered measurable efficiency gains across content creation, customer service, and R&D.

Text-to-Image: Reinventing Visual Production for E-Commerce

In the first half of 2024, Midea generated more than 300,000 AI-produced visuals for e-commerce and internal marketing use. These images replaced high-cost content that would previously have been outsourced to design vendors. The company's proprietary M-Design platform fundamentally restructured the traditional "brief-to-agency" workflow. Designers input creative requirements directly into the system and received AI-generated images in response. The finance team compared the cost of this AI-driven workflow with the labor cost of manually producing equivalent-quality content, enabling precise calculation of savings.

Smart Q&A: Scaling Knowledge Management with AI

Midea's intelligent Q&A system spanned internal functions such as HR and IT, as well as external-facing customer service. In the service domain, two core metrics were used to evaluate performance:

- Direct Resolution Rate – the percentage of customer queries resolved by AI without human involvement
- Adoption Rate – the proportion of users who accepted AI-generated responses

These metrics enabled Midea to quantify the value created by AI in reducing the load on human agents.

Driving Growth AI-Powered Customer Experience: Building a Global Smart Home Value Chain

To support business growth, Midea embedded AI across its products and user engagement channels—enhancing the end-to-end value chain from hardware performance to marketing reach.

AI-Powered Interfaces: Elevating Smart Home Interactions

Midea deeply integrated AI into its product ecosystem to improve user interaction and perception. Voice interaction and semantic understanding algorithms were upgraded to enable more natural and efficient communication between users and devices. In air conditioning systems, AI control algorithms significantly improved energy efficiency. In robotic vacuum cleaners and cooking appliances, visual recognition technology markedly enhanced environmental awareness.

VOC Project: AI-Driven Customer Insight Extraction

Midea's Voice of Customer (VOC) project replaced traditional NLP approaches with GenAI to automatically extract insights from online consumer reviews. The system identified sentiment, distilled key messages, and converted them into actionable recommendations for product improvement. This substantially shortened the feedback-to-iteration cycle and strengthened Midea's ability to detect and respond to emerging consumer trends.

Resource Alignment and Organizational Empowerment

Midea established a systematic organizational structure to seamlessly align AI technology with business needs, forming an integrated support framework spanning from infrastructure to business applications.

Four-Tier AI Support Architecture

- Infrastructure Layer: Overseen by the Software Engineering Institute, responsible for IaaS infrastructure including data center development.
- Algorithm Platform Layer: Managed by the AI Research Institute, providing centralized oversight of algorithm modules.
- Application Integration Layer: The Enterprise Digital Platform (EDP) application center integrated AI into digital workflows.
- Business Application Layer: A dedicated IT manager system ensured alignment between technical capabilities and business needs.

Business-Driven AI Development Model:

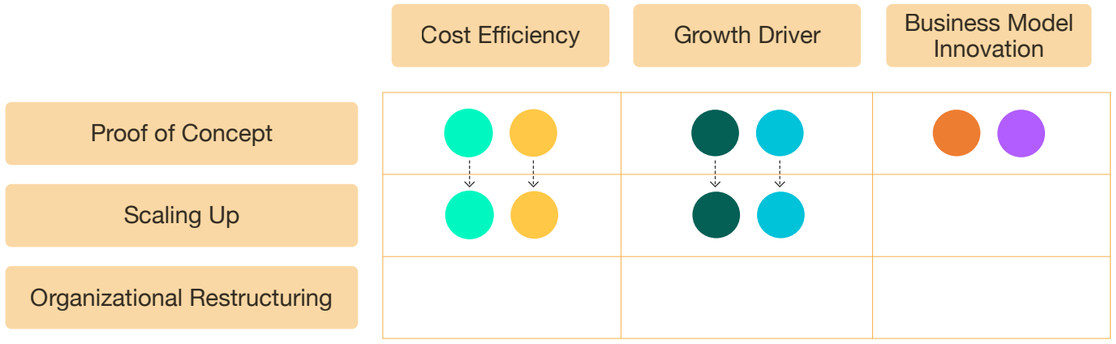
Midea followed a demand-driven AI development model: foundational and general-purpose algorithm development was managed by the AI Research Institute, while business units developed domain-specific applications. This division of labor balanced research depth with implementation speed. A clear cost-sharing mechanism was established—group-level funding covered general technologies, while individual business units financed customized use cases—ensuring efficient resource allocation.

Case 4 Yili

Expert View

"The essence of intelligent transformation lies not in stacking technologies, but in systematically converting tacit knowledge into explicit digital assets. When companies use AI to transform fragmented expertise, consumer insight, and operational know-how into scalable, replicable digital capabilities, they achieve a fundamental shift—from basic digitalization to true intelligence."

Some leading enterprises have not only achieved scalable business value and stable operations through their AI strategies—they've also demonstrated imagination, exploring entirely new and innovative models.



Yili Group ranked among the world's top five dairy companies and led the Asian dairy industry for eleven consecutive years. It was also China's largest and most diversified dairy producer by product category. In response to the rapid evolution of the digital economy, Yili consistently maintained a forward-looking stance on technology adoption, driving continuous innovation in both its business model and organizational structure.

Years before generative AI gained widespread attention, Yili had already identified it as a core technology for future growth. When OpenAI released its model in late 2022, the company responded swiftly—launching its proprietary "YILI-AI" platform within just a few months.

Yili's approach began with business needs—not with systems or tools. It focused on how data and technology could empower core processes and tightly align digital performance with strategic business outcomes.

Yili built a consumer-centric, end-to-end digital system for product innovation, covering five core development stages. This system significantly accelerated time-to-market and improved product launch success rates—enabling the company to respond more nimbly to market opportunities and unlock new growth.

1. Innovation Initiation
AI scanned online platforms to identify emerging trends and new product opportunities.

2. Concept Design
AI generated product concepts—including text, images, and structures—to support full-cycle innovation.

3. Consumer Co-creation Testing
AI automated consumer survey creation and processed feedback.

4. Formula & Process Design
AI analyzed nutritional requirements and calculated key production parameters such as sterilization settings.

5. Packaging Review
Computer vision and OCR were used to verify that packaging copy matched approved design drafts.

Consumer Co-Creation System

Yili's "External Product Manager" model brought high-value consumers directly into the product development process by establishing hundreds of co-creation communities and offering participants exclusive benefits.

AI played a central role in accelerating this co-creation workflow:

- Project leads only needed to provide a basic research outline; the system automatically generated standardized surveys and used data analysis to match them with the most relevant target audience.
- The AI system converted unstructured consumer feedback into analyzable data and produced insight reports.

This system compressed traditional market research cycles from several months to just 3.5 days. It also democratized research within the organization—enabling marketing and R&D teams to run up to three concurrent test projects per day without requiring dedicated research staff.

Yili's Changqing yogurt with "popping beads" validated a new model for product innovation: "Hit product = precise demand insight × agile concept testing × focused market execution." Through AI-powered semantic analysis, Yili identified a growing consumer interest in chewable textures—highlighting a clear opportunity to incorporate flavor-filled pearls into dairy products. Using its consumer tagging system, Yili built co-creation communities composed of high-value segments such as *urban light eaters and new-generation moms*. These communities helped refine product formulations and flavor pairings through ongoing feedback and data-driven iteration. The result was a distinctive product line, including a blueberry + purple rice variant with popping beads. Yili monitored real-time sales through a digital dashboard, enabling dynamic adjustments to its marketing strategy and optimized campaign conversion.
Business results: Within just 40 weeks, the product achieved 1.2% household penetration (3× the industry average), a 17.27% repurchase rate, and #1 category position in chilled yogurt sales nationwide.

Omnichannel Marketing and Content Innovation

Yili also developed a distinctive approach to content-led omnichannel marketing powered by AI. For example, its Jinlingguan brand partnered with Huawei Music and celebrity spokesperson Zhang Jie to deliver a personalized experience for young parents: enabling them to generate their baby's first music video using AI-assisted tools.

Key campaign strategies included:

- **Cross-platform integration**: Linking a Douyin challenge to Yili's mini-program for a seamless public-private content loop
- **Year-round campaign design**: Sustained engagement via a long-format contest that encouraged repeat participation and boosted member conversions
- **Monthly themed prompts**: Kept the campaign fresh and aligned with trending moments

Results: The campaign generated 3+ billion impressions, more than 1 million user-submitted videos, and significant cost savings through iterative optimization of campaign materials.

Cost Efficiency AI-driven Supply Chain Optimization Ensures Operational Stability

As a trillion-RMB dairy company, Yili operated one of the most intricate supply chains in the industry. Efficiently coordinating its vast, end-to-end resource network was a critical operational challenge.
1. Intelligent Raw Milk Allocation

To meet this challenge, Yili digitized its raw milk allocation processes and developed an intelligent optimization system that prioritized cost, freshness, and agility. The system used multi-dimensional data inputs and AI algorithms to dynamically adjust allocations based on:

- Real-time coordination of factory capacity and production schedules
- Driver behavior analysis to improve fuel efficiency
- External factors such as weather, traffic restrictions, and road conditions

Yili's smart logistics system successfully reduced costs and outperformed established industry benchmarks. The key lay not in technology alone, but in Yili's deep operational expertise. This domain knowledge enabled precise tuning of AI model parameters, ensuring alignment between business needs and technical implementation.

Intelligent Equipment Management

Yili developed an AI-powered knowledge assistant for equipment maintenance, built on a smart agent platform. By integrating terabytes of technical documents and historical repair records, the system provided frontline workers with just-in-time support for troubleshooting and repairs.

Traditionally, equipment repairs depended heavily on tacit knowledge held by experienced frontline staff—knowledge that often remained unstructured and inaccessible. With AI, Yili achieved two key breakthroughs:

- Query time for the knowledge base was significantly reduced, boosting employee satisfaction to 98%
- Mean Time to Repair (MTTR) dropped sharply, with a 52% gain in repair efficiency

Business Model Innovation From Product to Health Service

Yili began repositioning itself from a traditional dairy manufacturer to a health and wellness lifestyle provider, using AI to unlock new avenues for business growth.

2. Nutritional Health Model

In collaboration with Fudan University, Yili developed China's first vertical large language model for nutrition and health—designed to democratize access to scientific dietary knowledge. Unlike traditional one-way health advice, the model leveraged a vast nutrition database to provide personalized, high-quality Q&A services.

The model underwent multiple iterations and was tested by over 60,000 users, achieving a 94% response accuracy rate. Yili planned to scale this offering through its private traffic channels, providing consumers with real-time nutrition support—while also laying the foundation for new service-based business models.

3. Differentiated Health Services

Yili's QQ Star formula milk embodied a dual-value proposition, combining product benefits with intelligent AI-powered health services:

- **Offline**: Smart diagnostic devices offered services such as height screening, posture analysis, and sports potential assessments for children. The system then generated personalized growth plans and actionable recommendations.
- **Online**: User data fed into AI models delivered tailored report explanations, personalized content and guidance, and ongoing nutritional consultation. This has formed an end-to-end loop from screening to service to conversion.

These initiatives not only stimulated short-term consumer interaction but also laid the foundation for long-term strategic value—enabling Yili to build a full-lifecycle operating system.

Resource Alignment and Organizational Empowerment

Yili's digital transformation was strongly supported by senior leadership—evident in both its resource allocation and long-term strategic commitment. At the same time, the company maintained a high level of strategic vigilance, conducting annual reviews around a core provocation: "What is our reason to continue existing?" Its ability to consistently unlock AI value rested on three key organizational enablers:

1. Integrated Organizational Structure

Yili's "Digital–Business–Technology Triangle" became a defining feature of its innovation model. This structure closely integrated technology, data, and business through dedicated liaison teams—ensuring that digital solutions were agile and responsive.

2. Talent Enablement and Digital Fluency

To overcome digital resistance, Yili launched its "Digital Leadership" certification program, linking digital fluency directly to career progression. AI tools were systematically deployed across departments, embedding a digital mindset throughout the organization. This cultural shift was evident in adoption: YILI-AI, the internal platform, recorded over 3,000 daily active users, reflecting the operational depth of AI integration.

3. Open Innovation Ecosystem

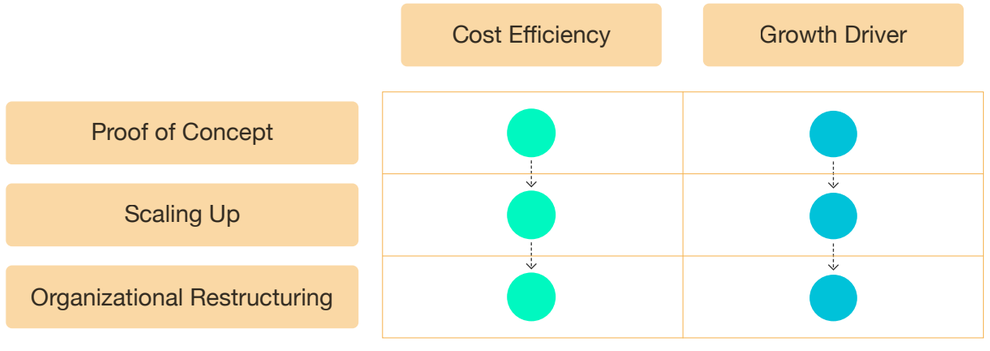
Yili actively transitioned away from closed innovation models, building an open ecosystem through deep collaboration with academic and technology partners. It co-developed large models with Fudan University, partnered with China Mobile on algorithm platform development, and became the first Chinese FMCG company to contribute data service technologies to a top-level Apache open-source project. This open innovation approach enabled Yili to rapidly absorb external breakthroughs while continuing to build its own technical moat.

Case 5 L’Oréal

Expert View

“The ultimate challenge of digital transformation lies not in the technology itself, but in people’s ability to adapt and grow. Any company can buy the same AI models—what sets leaders apart is their ability to integrate technology with human capability in a way that enhances creativity rather than suppresses it. In the generative AI era, technology is no longer just a tool for automation—it has become an extension of human creativity. We view data as the palette of a new era, and AI as a powerful partner to the creative mind, not its replacement. True competitive advantage no longer comes from owning the most advanced models, but from the ability to guide AI in enabling human–AI co-creation.”

We observed that some multinational enterprises hold a natural advantage in digital maturity. This head start enables them to advance AI implementation to the stage of organizational transformation, unlocking value across multiple strategic objectives.



Strategic Positioning: A Tech-Driven Beauty Innovator

In today’s digitally transforming world, L’Oréal has approached AI not as a series of isolated experiments, but as a group-level strategic imperative—rearchitecting its business processes at scale. Guided by a “Digital First” philosophy, L’Oréal no longer sees itself purely as a cosmetics brand, but as a beauty tech company: the most tech-savvy in beauty and the most beauty-savvy in tech.

This shift is rooted in over a decade of digital investment. Since launching its Digital Marketing team, L’Oréal has embedded digital thinking into its organizational DNA—laying the groundwork for its rapid pivot into applied AI in recent years.

A core driver of L’Oréal’s AI investment has been the irreversible transformation of the consumer journey. “Consumer centricity” now means creating personalized, immersive experiences—powered by AR, VR, and AI—that redefine how brands interact with consumers.

As the saying goes, “*You can’t discover new worlds using old maps.*” Traditional brand marketing approaches weren’t built for this new era of augmented engagement.

Rather than layering AI onto legacy structures, L’Oréal made AI the starting point for reimagining its business architecture—restructuring how the organization thinks, not just how it operates. Its guiding principle is clear: every innovation must be meaningful to the business and scalable.

In China, this conviction took a focused form: “Content is the new currency.”

Strategic Transformation: From Content Factory to Content Hub

L’Oréal recognized that in today’s fragmented attention economy, high-quality, personalized content is the most powerful lever for capturing consumer mindshare and driving purchase. Four key forces underscored the urgency for change:

- **Exploding demand**: With e-commerce platforms operating at breakneck speed—“every three or seven days”—brands are under pressure to produce campaign content at scale.
- **Channel fragmentation**: From Tmall and Douyin to JD.com, WeChat Mini Programs, and offline retail, each platform demands content in different formats.
- **Rising production costs**: Skilled talent is scarce, and traditional workflows are slow and expensive—unable to meet real-time market needs.
- **Proliferation of touchpoints**: With over 10,000 retail locations in China, localized content is essential to support every point of sale.

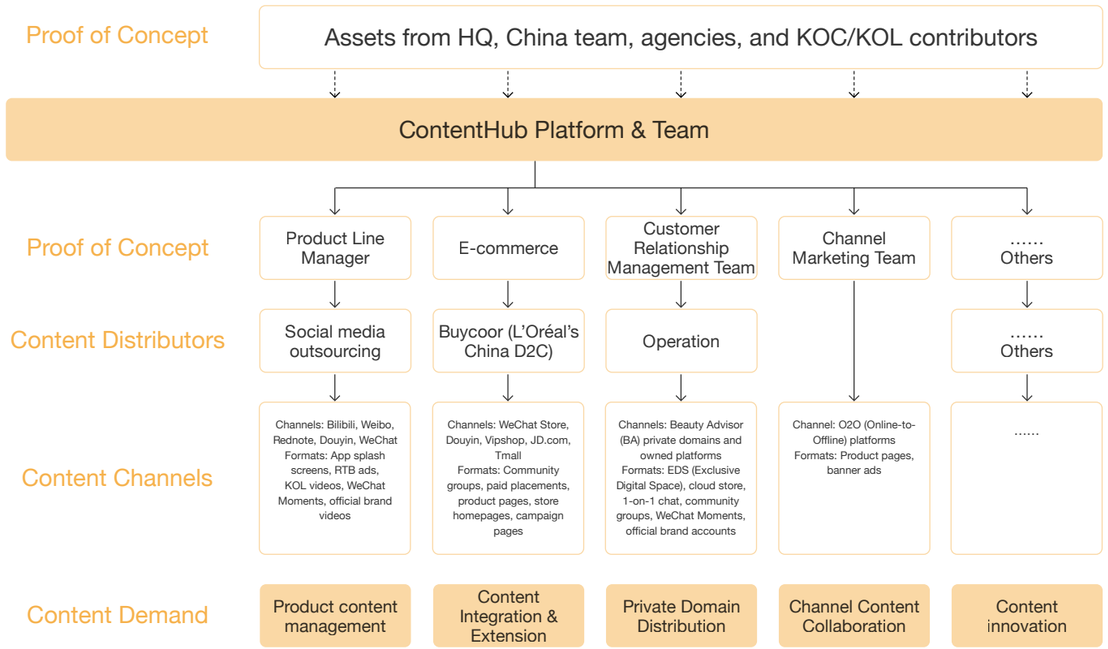
In this environment, content scarcity isn’t just a creative problem—it’s a growth bottleneck. AI’s value lies not only in cutting costs, but in unlocking every incremental opportunity to shape perception and convert interest into action.

Traditionally, brands responded by scaling internal teams or outsourcing to agencies—essentially building large “content factories.” But as volume grew, L’Oréal hit a ceiling: operational inefficiencies, chaotic asset management, and inconsistent quality control.

To break through, L’Oréal partnered with Tezign to develop the China Content Hub (CCH)—a centralized platform that became the technical backbone of its AI-enabled content strategy. Piloted with L’Oréal Paris and scaled group-wide within three years, the platform now serves as a strategic nerve center—connecting creativity, technology, and business operations.

Designed as a closed-loop content lifecycle system, ContentHub manages every step of the content journey: from ideation and generation to compliance review and omnichannel distribution. In doing so, it enables L’Oréal to transcend the limitations of traditional models.

L'Oréal China's ContentHub



The platform's architecture is built on three foundational pillars:

- **Integrated AI Engine**: ContentHub brings together a suite of AI capabilities—including image generation, text creation, and intelligent tag recommendation—to deliver tailored solutions across a wide range of business scenarios.
- **Modular Architecture**: Its component-based design allows individual brands and regional teams to customize features based on local needs, enabling scalable deployment and rapid iteration.
- **Localized Deployment**: To protect internal data, the platform is deployed locally and trains models on proprietary brand content—ensuring data security while preserving brand tone and identity.

Unlike generic content tools, ContentHub is purpose-built for the beauty industry, providing L'Oréal with a differentiated advantage in the AI era:

- **Brand Consistency**: The system accurately reflects each brand's unique voice, ensuring all generated content adheres to established tone and visual identity guidelines.
- **Built-in Compliance**: ContentHub embeds beauty-specific regulatory rules to automatically flag or block non-compliant content. L'Oréal also enforces rigorous internal ethics standards—especially for content involving facial or skin imagery, which must rely on real photography rather than synthetic generation.

- **Human-AI Collaboration**: Rather than replacing human creativity, the platform is designed to amplify it. Teams focus on high-value "0-to-1" tasks—such as brand strategy and ideation—while AI handles "1-to-100" execution work like content variations and formatting.
- **Local Empowerment**: While brand strategy and tone are centrally governed, regional teams have the autonomy to tailor content for local markets.
- **Cross-Functional Collaboration**: The platform dissolves traditional boundaries between marketing, design, and digital functions. Designers now work directly with market-facing needs, reducing communication overhead and accelerating production cycles.

Building on this infrastructure, L'Oréal restructured its cross-departmental workflows around a "content-driven growth" model. Within L'Oréal Paris China, approximately 80% of relevant employees actively used the AI content system—with adoption rates even higher in the e-commerce team.

From Efficiency to Experience: Core Applications of ContentHub

The deployment of ContentHub demonstrates how AI is not only driving operational efficiency, but also enabling new forms of customer experience innovation—creating multidimensional competitive advantage.

Scaling E-commerce Content Production

Faced with an explosion in content demand, L'Oréal previously relied on a team of over 200 designers to manually produce e-commerce pages and promotional assets—a time-consuming and resource-intensive process.

ContentHub radically reimagined this approach. Sales teams now upload product information via Excel, and the system automatically generates platform-specific marketing materials. The impact has been transformative:

1. **Speed Gains**: Tasks that once took hours or days are now completed in minutes—vital during fast-paced campaigns like Double 11.
2. **Optimized Talent Deployment**: Designers are freed from repetitive tasks and redirected toward creative and strategic work.
3. **Economies of Scale**: As the system continues to learn and optimize, both output quality and production efficiency improve—creating a virtuous cycle of growth.

Precision Marketing in the Private Domain

With tens of millions of loyalty members, L'Oréal has long faced the challenge of delivering personalized content at scale—without expanding its workforce.

ContentHub offered a breakthrough solution:

BA Enablement System: Offline beauty advisors (BAs) are equipped with auto-generated WeChat content—complete with ready-to-use copy and visuals—for seamless, one-click publishing.

Pre-set content tasks are triggered instantly, boosting both content quality and BA productivity. This

capability is supported by L'Oréal's sustained investment in the WeChat Work ecosystem, which links content, communication, and execution through ContentHub's backend—enabling seamless and high-impact private-domain operations.

KOC Content Creation: Drawing on past campaign data, the system generates KOC-style content that matches the tone and aesthetic of platforms like Rednote, enabling scalable, platform-native social media reach.

Omnichannel Consistency: The system also addresses a persistent challenge—content inconsistencies across thousands of offline counters. It ensures that consumers receive a unified brand message across all channels, reinforcing brand trust and recognition.

This level of precision in private-domain operations not only increased member engagement, but also deepened consumer insight—directly informing product development and marketing strategy.

Quantifiable Impact on Cost and Efficiency

From a business standpoint, ContentHub delivered clear, measurable value:

Direct cost savings: Content management, coordination, and production costs dropped sharply. AI-powered tools such as smart cropping and one-click batch asset generation significantly reduced the cost of content repurposing.

Faster creative cycles: Traditional advertising campaigns, which previously took 3–4 months from concept to execution, now require just 1–1.5 months.

While these gains are tangible, long-term benefits such as unlocking creative capacity, fostering a culture of innovation, and enhancing organizational agility—though harder to quantify—are equally critical to sustained competitiveness.

Although ContentHub played a pivotal role in enabling these outcomes, L'Oréal's broader commitment to process optimization was just as important. These results reflect the company's openness to emerging technologies and its bold commitment to change.

Key Success Factor: Balancing Organization and Technology

L'Oréal's success in reshaping workflows through AI and advancing a "content-driven growth" strategy hinged on the integration of three core organizational enablers. This transformation extended beyond technology, reaching into culture and ways of working. ContentHub served as a compelling example:

Multi-Level Change Management: Shifting Legacy Workflows

• L'Oréal adopted a dual-track approach to change. At the top, CEO-level meetings showcased the system's strategic value and secured executive buy-in. At the grassroots, frontline teams were engaged to surface real pain points—ensuring that ContentHub's design addressed actual operational needs.

• The company seeded adoption in its highest-pressure, highest-demand teams—starting with e-commerce—and used their success to build organizational momentum from the ground up.

• To accelerate adoption, L'Oréal invested in consistent communication, side-by-side comparisons that demonstrated AI's efficiency, usage tracking, and formal recognition of high-performing teams. This gradual approach shifted employee attitudes—from passive compliance to active engagement.

Breaking Down Data Silos: Building a Closed-Loop Content System

• **Technological integration**: L'Oréal developed middleware to connect its content platforms with downstream marketing channels—enabling standardized data processing and automated extraction. ContentHub sits at the center of this architecture, aggregating and consolidating content performance data while interfacing with broader enterprise data systems. To support this integration, the company established a dedicated analytics team and introduced cross-functional data-sharing mechanisms—dismantling traditional silos between departments.

•**Data-driven iteration**: L'Oréal adopted a "test small, learn fast" methodology for creative production. Each major campaign involved multiple variations of content, which were A/B tested and quickly refined based on early performance metrics. High-performing content was then archived in ContentHub, creating a compounding knowledge base to guide future production efforts.

This system-level transformation required sustained commitment—but the returns were clear: stronger digital capabilities and greater organizational agility at scale.

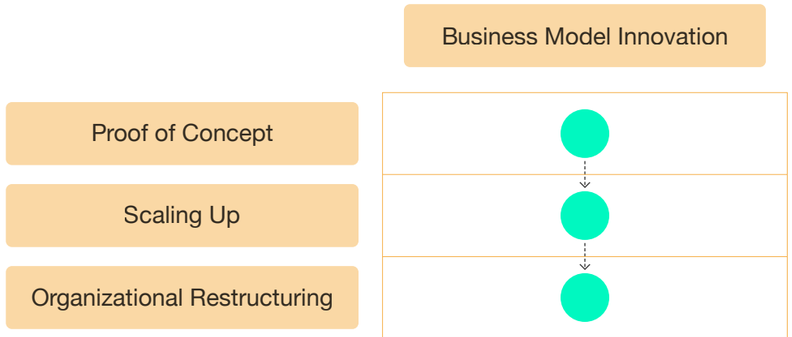
Case 6 Shutterstock

Expert View

"From the CEO to frontline staff, everyone is creating content—and the demand is exploding. We recognized early on that our content could be treated as data to train GenAI models. This not only safeguards our core business but also honors the contributions of artists and creators."

-Michael Francello, Director of Innovation, Shutterstock

We've also observed a notable trend among small and midsize digital-native companies. With their inherent agility, many have swiftly seized opportunities in the AI boom—reimagining business models and unlocking a "second growth curve." This pattern has been especially pronounced in international markets.



Founded in the U.S. in 2003, Shutterstock was a global leader in digital content licensing. Its business model was straightforward: artists and creators uploaded high-quality content—including images, videos, music, and illustrations—to the platform, which made these assets available to creative professionals and enterprises through either on-demand downloads or subscription services. Contributors received a royalty share whenever their content was licensed.

As a bridge between creators and users worldwide, Shutterstock built a vast content ecosystem, with over 2 million contributors and hundreds of millions of licensable assets. Even before the GenAI boom, the company was already publicly listed on the New York Stock Exchange. In 2022, it reported $830 million in revenue and served enterprise and individual clients across more than 150 countries—securing a strong market position.

But by late 2021 and early 2022, as GenAI tools like DALL·E and Midjourney rapidly gained traction, Shutterstock's leadership began to feel increasing pressure. Its core assets—millions of premium visuals and a vast contributor network—were at risk of being sidelined or replaced by AI-generated alternatives.

At the same time, the company recognized a growing pain point across the industry: early generative models raised significant copyright and data sourcing concerns. Many were trained on creative content without permission, triggering legal and ethical challenges. This was especially problematic for Shutterstock's major clients—particularly global brands and agencies—who required full licensing compliance and traceability.

Shutterstock quickly identified a market gap: there was strong demand for legitimate, copyright-safe AI-generated assets. By filling this gap, the company could carve out a new path for growth.

With that in mind, the company launched a three-phase transformation strategy.

Step 1: Form Strategic Partnerships to Gain a Technological Edge

In October 2022, Shutterstock announced a partnership with OpenAI, built on three strategic pillars:

- **License training data**: Securing a role in the AI value chain, rather than being disrupted by it.
- **Monetize content for model training**: Creating a new business model that rewarded creators and supported AI development.
- **Lead in compliant AI content**: Establishing a differentiated position by focusing on ethical, licensable AI output.

Step 2: Launch a Contributor Fund to Resolve Ethical Concerns

Shutterstock understood that successful transformation hinged on protecting creators' rights. In late 2022, it launched a Contributor Fund to share a portion of AI-generated revenue with content contributors. This addressed several critical issues:

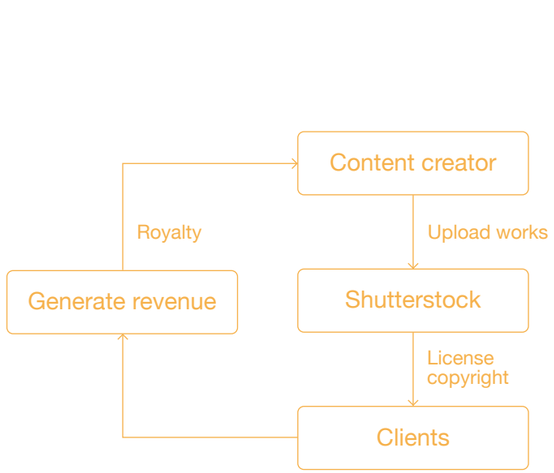
- Recognized creators' ownership in training data
- Created a transparent compensation mechanism to sustain the contributor ecosystem
- Established moral differentiation from platforms using non-consensual training content

Step 3: Integrate AI Tools and Redefine the Value Proposition

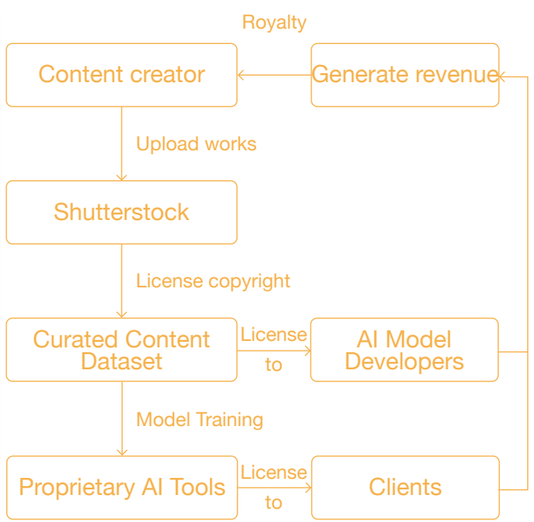
In early 2023, Shutterstock embedded a proprietary AI image generator into its platform and repositioned itself as a full-spectrum creative solutions provider.

- It developed proprietary AI tools to deliver high-value, customized services to enterprise clients.

- It signed multimillion-dollar training data deals with Microsoft, NVIDIA, Apple, and other foundation model developers.
- It ensured that creators received royalties whether their content was used to train internal models or licensed to third parties.



Old Model:
Traditional Licensing Platform



New Model:
AI Content Rights Platform

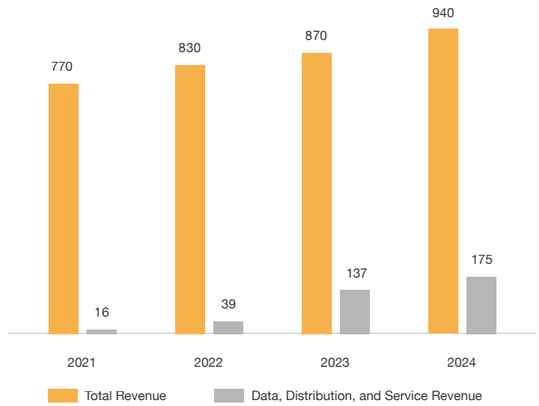
This new ecosystem created a virtuous cycle of mutual benefit between Shutterstock, its contributor base, large model developers, and enterprise customers. Clients gained access to compliant, high-quality content for AI training and marketing use. Creators earned royalties without additional effort. Shutterstock, in turn, fueled new, scalable revenue streams anchored in trust and traceability.

According to its Director of Innovation, AI integration not only improved product performance, but also amplified artists' visibility and rights—ensuring they received fair recognition and compensation in the generative era. As AI-generated content becomes ubiquitous, creator rights will become a critical differentiator.

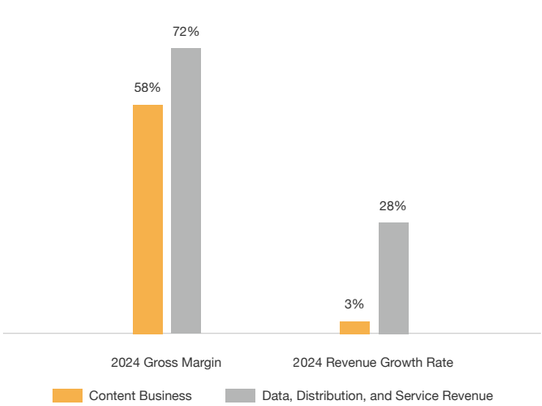
In just four years, Shutterstock's AI-related business grew more than tenfold, surpassing its legacy licensing operations in both revenue growth and margin. In 2023 alone, it earned $104 million from AI training dataset sales—a figure that rose by 15% in 2024. Its CEO projected that annual revenue from this segment could reach $250 million by 2027.

L'Oréal China's ContentHub

Annual Revenue Breakdown (USD Millions)



Comparing Shutterstock's Traditional and New Business Segments



** Source: Company Financial Report*

Evolution Unbound: Cutting-Edge Horizons of AI-Driven Business

Businesses applying AI are undergoing a profound digital evolution—advancing from pilots to scale, and eventually to full organizational reinvention. This isn't a series of discrete jumps, but a continuous path of development, with each phase building new capabilities, accumulating experience, and pushing boundaries.

When AI is embedded in core workflows and starts unlocking new engines of growth, what emerges is not an endpoint—but the beginning of a new phase.

As general-purpose AI continues to evolve at pace, reshaping the boundaries of what's possible, the next wave of enterprise AI adoption will bring new characteristics. In this landscape, how will the evolutionary forces of mutation, selection, and inheritance take on fresh meaning in the context of digital transformation?

Vertical AI and the rise of AI natives will accelerate disruptive innovation.

We are entering a new phase where bottom-up innovation is gaining momentum.

Leaders may be underestimating how proficient employees have already become in using AI. Many workers are now adopting AI spontaneously in their day-to-day roles—and seeing real results. According to McKinsey's latest research, 13% of employees globally say they use GenAI for more than 30% of their daily tasks. Yet only 4% of managers believe their employees are using AI at that level of intensity. [21]

Among younger workers, this gap is even more pronounced. For Gen Z employees (born after 2000), the majority can now be considered "AI natives": 95.2% have used AI tools or products, 41.7% report using them proficiently, and 46.7% engage with them daily. [26]

At the same time, we're seeing an explosion of vertical AI tools that are dramatically lowering the barrier to experimentation.

Industry-specific AI models are starting to solve persistent enterprise challenges—such as limited technical capacity or the absence of tailored solutions. A growing wave of pre-trained models, fine-tuned for sectors like healthcare, law, finance, architecture, and education, is embedding domain-specific knowledge and language into AI systems—making them more accessible, relevant, and effective across industries.

In parallel, no-code and low-code platforms are enabling companies to deploy AI applications in days or even hours—instead of months. With intuitive interfaces, these platforms allow business users to directly participate in designing and refining AI systems, without needing deep technical expertise. Enterprises can quickly build proofs of concept, test business hypotheses, and iterate based on live feedback and performance.

This shift marks a redistribution of innovation power. It's no longer limited to tech giants or AI-heavy organizations. Instead, it's being unlocked across any company with sharp industry insight and a will to experiment. In this new era, competitive advantage won't come from having the most advanced models—it will come from the ability to recognize pain points, reimagine workflows, and invent new modes of human-AI collaboration.

4.2

From Standalone AI Tools to Intelligent Agent Collaboration—Enabling Scalable, Systematic Transformation

In 2024, tech industry leaders are increasingly focused on “AI agents.”

For instance, Facebook founder Mark Zuckerberg recently predicted that there would be "billions of AIs," potentially more than the global human population, and that "every business is going to have lots of these"—a future in which AI agents are as commonplace as email or social media accounts today.

As companies move beyond isolated task automation toward full workflow transformation, intelligent agents are emerging as the next frontier. These agents can autonomously plan tasks, make decisions, retain memory, and interact with external tools—allowing humans to act as system designers rather than operators. Over time, networks of agents may even begin to function like virtual departments, collaborating with one another to manage complex processes.

According to research by Google, 10% of enterprises are already using AI agents, and 82% plan to deploy them within the next three years. Common use cases include customer service, productivity, creative work, data analysis, coding, and cybersecurity. [27]

4.3

Vertical Models as a Company’s “Digital DNA”

To embed AI as a core, sustainable capability, enterprises need to move beyond generic large models and address key limitations—such as challenges in integrating proprietary knowledge, misalignment with specific workflows, and growing concerns around data security and privacy.

As successful applications accumulate, companies develop increasingly differentiated AI needs. This drives investment in proprietary R&D, with enterprise-trained vertical models emerging as the preferred path forward. These models offer clear advantages:

1. **Domain Fit**: Vertical models encode industry-specific knowledge and proprietary business logic with greater accuracy, reducing the “hallucination” issues common to general-purpose models.
2. **Efficiency**: Compared with large models, vertical models require less computing power and are easier to deploy—making them better suited for ongoing enterprise use.
3. **Faster Iteration**: They can be trained and updated quickly, allowing faster iteration in response to changing business needs.
4. **Control**: Enterprises maintain full control over self-trained models, reducing dependency on third-party providers.

These vertical models are becoming a company’s “digital DNA.” Just as biological DNA encodes the genetic instructions of an organism, these models carry the organization’s hard-earned knowledge, best practices, and decision logic—often built over decades.

And like DNA, this “digital DNA” is capable of replication and evolution:

- Models continuously learn from new data and adapt to changes in the business environment.
- Successful model architectures can be replicated across departments or business units.
- Models can be combined to form more complex networks of capabilities.
- Enterprise-specific knowledge can be retained and scaled, reducing reliance on individual employee experience.

Although only 7% of companies currently train private models on their own data, 54% expect to adopt smaller, more specialized models within the next two years.

Looking ahead, we will continue to track how AI transformation unfolds across different types of enterprises—and how strategic choices diverge between sectors. Whether it’s the digitalization of traditional manufacturing or the reinvention of digital-native firms, these shifts will be the focus of our next phase of research.

As AI becomes the oxygen that enterprises breathe, the real evolutionary explosion in business is only just beginning.

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Core Team

China Europe International Business School (CEIBS): Founded in 1994 through a unique collaboration between the Chinese government and the European Union, CEIBS is China's only business school established through government-level cooperation. Guided by the motto "Conscientiousness, Innovation, and Excellence," the school is committed to cultivating responsible leaders with both "China Depth" and "Global Breadth." With five campuses across three continents—Shanghai, Beijing, and Shenzhen in China; Zurich in Switzerland; and Accra in Ghana—CEIBS has been hailed by leaders in both China and the EU as "a cradle of excellent executives" and "a model of EU-China cooperation."

CEIBS x Tezign Generative AI & Business Innovation Initiative: Jointly launched by CEIBS and Tezign, this initiative aims to strengthen the connection between technological innovation and industrial development. It seeks to establish an actionable framework for "Artificial Intelligence + Business," supporting both management research and the commercialization of AI technologies to drive industrial upgrading and economic transformation.

Tezign: A global leader in the "Content + Artificial Intelligence" space, Tezign is a unicorn enterprise that leverages generative AI to help enterprises manage, produce, and distribute content more efficiently—fueling business growth. Serving over 200 large and mid-sized companies worldwide, Tezign's client base spans industries including consumer goods, retail, fashion, beauty, pharmaceuticals, industrial manufacturing, finance, automotive, and the internet sector.

GrowthBox: GrowthBox is a specialized business research firm focused on the consumer and technology sectors. It provides strategic decision support to entrepreneurs and founders by analyzing market trends and growth models. As a trusted "external brain" to many leading consumer brands and internet companies, GrowthBox applies a scientific mindset to tackle business challenges and deliver innovative solutions.

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CEIBS AI & Marketing Innovation Research Lab

The CEIBS AI & Marketing Innovation Research Lab is an integral part of the CEIBS Research Centre for AI and Management Innovation. It focuses on the cutting-edge application of artificial intelligence in the marketing domain. By building a broad and diverse ecosystem of collaboration, the lab seeks to drive innovation in both teaching and research.

Through strategic partnerships with enterprises, the lab conducts in-depth studies centered on innovation in practice, drawing on shared resources and responding to the needs of all stakeholders. These collaborations take various forms, including ongoing partnerships with Tezign and DeepZero. Each operates as a distinct project under the lab's umbrella. The structure of each partnership is determined based on factors such as company characteristics, shared objectives, and donation size.

In the case of Tezign, the depth of planned collaboration and the qualifying donation led to the establishment of the CEIBS x Tezign Generative AI & Business Innovation Initiative, a dedicated research fund that supports joint efforts in AI and business innovation.

Meanwhile, the partnership with DeepZero focuses on co-hosting forums and running simulation-based experiments to enhance both teaching and academic research.

The lab was established not only to meet the current needs of our corporate collaborators, but also to lay a strong foundation for broader future partnerships. We look forward to working with more companies that share a focus on AI and marketing innovation, enabling CEIBS to remain at the forefront of education and research in the digital age. Through such partnerships, we aim to empower corporate partners and alumni companies to seize the opportunities and meet the challenges brought by AI.

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Scan the QR code to follow the official account of the CEIBS AI and Management Innovation Research Center and access the latest insights on AI research at CEIBS.

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