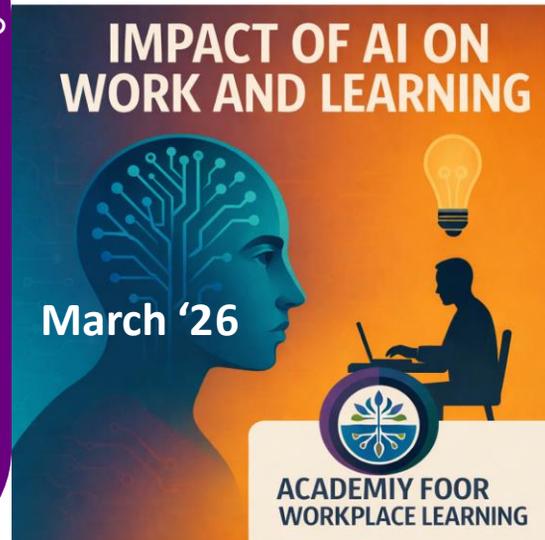


March '26

Our insights:

- ❖ GenAI is not only a technological innovation, but also a social innovation.
- ❖ AI becomes executor of work
- ❖ Usage levels and integration into software mean AI is no longer an innovation project but a basic organizational capability.
- ❖ The main challenge is increasingly not what AI can do, but how organizations redesign work, roles, and processes to use it effectively.
- ❖ Human value increasingly lies in judgment, creativity, collaboration, and problem framing, while routine tasks rapidly change or disappear.

**Development 1: Learning shifts from training to work**

AI enables guidance, instruction, and feedback to be delivered directly during the execution of work. Learning shifts from separate training activities to learning embedded in the workflow. This changes the role of L&D from training provider to designer of learning environments in the flow of work.

Validity : 92%**Development 2: AI reaches infrastructure scale**

AI systems are growing in user numbers to levels comparable to global digital infrastructures. Generative AI systems now serve hundreds of millions to nearly a billion weekly users. As a result, AI is shifting from innovation to a basic organizational utility.

Validity 90%**Development 3: Specialized AI models replace generic systems**

Organizations are increasingly moving from general AI models to specialized models trained on domain-specific or company data. These models deliver higher accuracy and better integration into workflows. As a result, AI becomes more embedded in core business operations.

Validity 94%**Development 4: AI shifts work toward human strengths**

Employers increasingly expect AI to augment rather than fully replace human work, strengthening skills such as problem solving and creativity. Work therefore shifts toward more tactical and strategic activities. This leads to structural changes in roles and job design.

Validity : 91%**Development 5: AI adoption outpaces organizational adaptation**

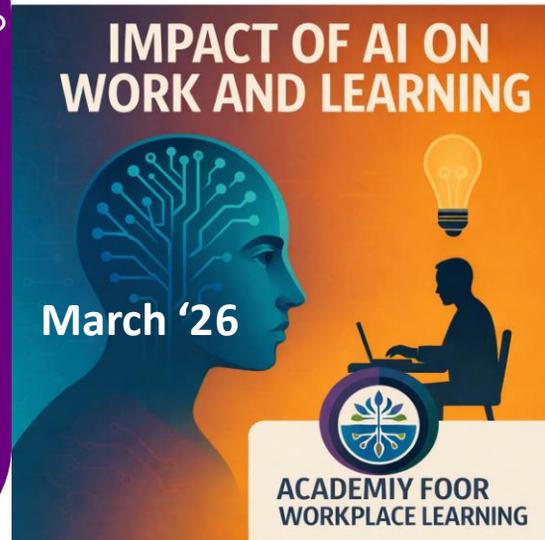
In sectors such as education and office work, tensions are emerging because AI usage is growing faster than new work practices and skills. This leads to productivity differences, uncertainty, and adjustments in workflows. The impact of AI is therefore becoming visible in day-to-day work.

Validity : 89%

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**Development 6: AI hardware becomes a strategic production factor**

New generations of AI chips are being developed specifically for applications such as autonomous systems and robotics. These chips enable more complex AI applications and accelerate innovation in physical systems. Hardware is therefore becoming a critical enabler of AI capability.

Validity: 90%**Development 7: AI requires structural organizational choices**

Organizations are moving from isolated AI experiments toward structural decisions about integration into processes and operations. Research shows that companies increasingly embed AI into core activities rather than treating it as a pilot initiative. This marks the transition from experimentation to operational adoption.

Validity : 94%**Development 8: AI becomes embedded in standard software**

Technology companies are increasingly integrating AI directly into everyday software features, such as real-time translation and visual search. As a result, AI becomes less visible as a standalone technology and more integrated into routine tools. This accelerates adoption in daily workflows.

Validity : 88%**Development 9: AI-generated content without human authorship lacks copyright**

A significant legal ruling confirmed that works generated entirely by AI cannot receive copyright protection without human authorship. This clarifies the legal status of AI in creative processes. Organizations must therefore explicitly define where human contribution occurs.

Validity : 95%