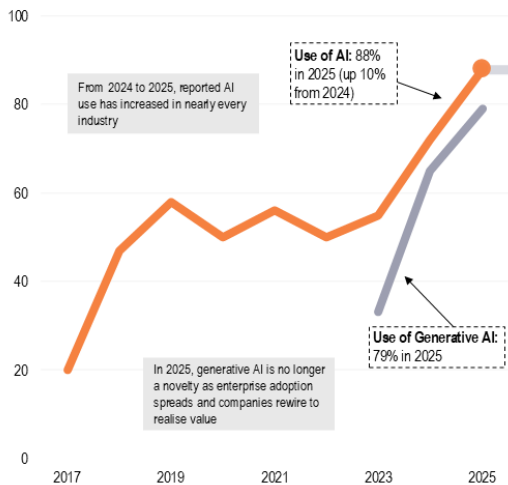


AI Adoption Is Now Mainstream, But Enterprise-Scale Impact Remains Limited

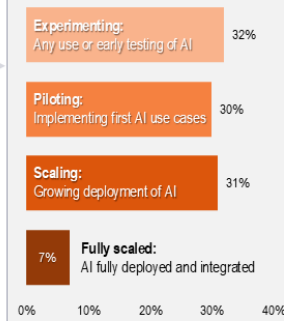
Most firms now use AI, but enterprise-wide scaling remains rare, meaning real productivity gains are still concentrated among a small group of larger firms. The AI race is shifting from adoption to execution: workflow redesign and operating-model change are now the bottleneck.

Use of AI by Organisations in at least 1 Business Function, % of Respondents (2017-2025)



Note: Survey conducted in June-July 2025 with responses from 1,993 participants in 105 nations representing the full range of regions, industries, company sizes, functional specialities and tenures. McKinsey survey definitions of "AI use" evolved over time; 2025 reflects "regular use in at least one function." AI agents are systems based on foundation models that can act in the real world and plan and execute multiple steps in a workflow. Source: McKinsey ("The State of AI in 2025: Agents, Innovation and Transformation"), ANDAMAN PARTNERS Analysis

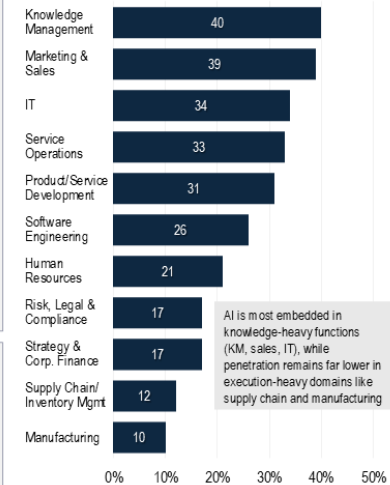
Phase of AI use in organisations in 2025



Phase of AI agent* use at organisations



Functions Where AI Is Most Embedded (Regular Use), % of Respondents (2025)



AI adoption is now firmly mainstream, with 88% of organisations reporting regular use in at least one business function in 2025, yet true enterprise-wide impact remains limited because scaling is still rare: only 7% report fully scaled deployment, while most remain stuck in experimentation (32%) or piloting (30%).

Where AI is most embedded, adoption is concentrated in knowledge-heavy and digital functions such as knowledge management (40%), marketing and sales (39%) and IT (34%). Usage remains far lower in operational domains such as supply chain (12%) and manufacturing (10%).

The data highlights a clear shift in the AI race from adoption to execution: competitive advantage is increasingly determined not by whether firms are using AI, but by whether they can redesign workflows, build operating-model capabilities, and scale AI across core business processes.

-----///-----

ANDAMAN PARTNERS

February 2026

andamanpartners.com

**ANDAMAN
PARTNERS**

Also by ANDAMAN PARTNERS:



- [AI in Procurement 2026: Adoption Is Widespread, But Scaling Remains Constrained](#)
- [The Global Services Power Landscape: Leaders of the World's Fastest-Growing Trade Arena](#)
- [AI Is Reshaping the Global Jobs and Skills Landscape](#)

ANDAMAN PARTNERS *supports international business ventures and growth. We help launch global initiatives and accelerate successful expansion across borders. If your business, operations or project requires cross-border support, contact connect@andamanpartners.com.*



**ANDAMAN
PARTNERS**

Global Cross-Border Business Solutions

Investment  **Advisory**  **Trade**

Shanghai | Hong Kong | Singapore | Perth | Bangkok | Cape Town

www.andamanpartners.com