

April 2024

REGION FOCUS: NORTH AMERICA

CIO Playbook 2024

Entering the Age of AI Everywhere

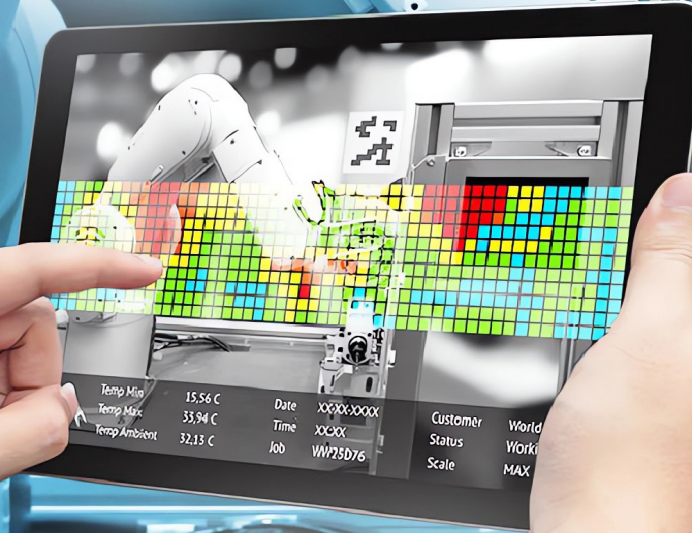


Teodora Siman
Research Manager
C-Suite Tech Agenda, IDC



Tony Olvet
Group Vice President
Worldwide C-Suite & Digital Business
Research, IDC

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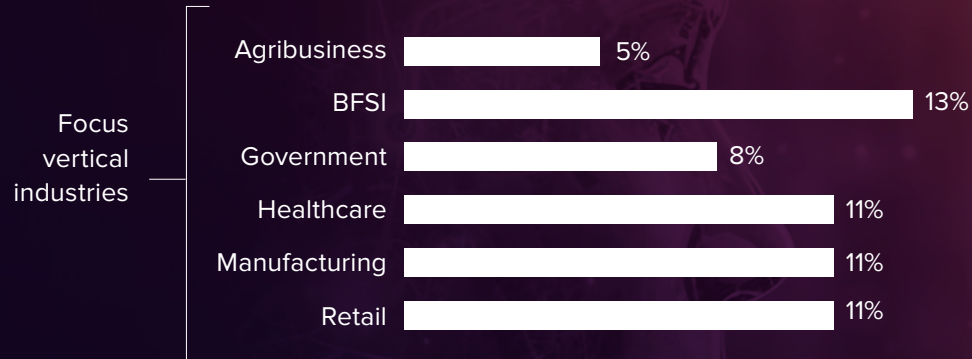


Executive Summary

About this study:

This eBook draws insights from custom research commissioned by Lenovo, surveying **900 IT and business decision-makers (ITBDMs) from organizations across North America.**

The survey includes 600 respondents from the USA and 300 from Canada. Respondents come from a variety of industries, including but not limited to the following:



The research offers insights into prevailing attitudes and approaches toward AI adoption in North America, business and IT investment priorities, key challenges, and spending imperatives in accelerating their digital business agenda in 2024.

Entering the age of AI everywhere:

As businesses enter 2024, a notable wave of interest, planning, and investments is evident around the integration of artificial intelligence (AI) across organizations in North America. This shift reflects organizations' recognition of AI's potential to boost efficiency and competitiveness.





This report:

The following page summarizes the key insights and takeaways for chief information officers (CIOs) to consider for 2024, followed by a deeper dive into the findings.

Executive Summary

CIO Strategic Imperatives

The following are key insights IDC observed from our research of 900 ITBDMs, as well as strategic imperatives for CIOs that IDC believes will help North America organizations gain a competitive edge in 2024:

	Key insights	Considerations for CIOs in 2024
	<p>93% of IT and business decision-makers believe that AI will have an impact on business outcomes:</p> <p>Organizations are eager to adopt AI for competitive advantage and must carefully consider the complexity and interdependencies of AI within the organization to be successful.</p>	<p>Be the AI orchestrator:</p> <p>CIOs are uniquely positioned to see across every function of the business. They can enable AI for competitive differentiation by working with the C-Suite to create a strategic approach that addresses challenges across people, processes, and technology.</p>
	<p>AI is a top priority and 43% believe it will be a “game changer,” transforming how they run their business:</p> <p>Half of the ITBDMs say they need to invest in generative AI (GenAI) capabilities to keep up with their competition.</p>	<p>Focus on both the short and long-term:</p> <p>Use AI to improve productivity in the short term, and work to operationalize AI across the entire organization for enhanced customer satisfaction and increased revenues in the long term. Take a use case approach and experiment to learn and rapidly develop an enterprise-wide AI strategy and roadmap.</p>
	<p>Infrastructure decisions must support the organizational AI strategy:</p> <p>Hybrid cloud deployment models are expected to be the most prominent, but beyond cloud investments, the anticipated spending growth in edge computing will help support real-time analytics and insights.</p>	<p>Think of data as the differentiator:</p> <p>Only one in four organizations has an enterprise-wide DataOps strategy in place today. Regardless of location, data is the key to success in the current business environment and needs a sharper focus.</p>
	<p>People issues are holding everyone back:</p> <p>Overcoming concerns that employees' jobs will be threatened is a key challenge to successful AI adoption. Employees need the relevant skills and a “data culture” for AI to succeed in the enterprise.</p>	<p>Invest in your people:</p> <p>Find opportunities to align employee development plans with the future needs of the organization. Reskilling and upskilling workers will help close the data and AI skills gap and reduce fears of AI replacing workers.</p>

Regional Insights

Emerging technologies capture a strong position on the business agenda

GenAI is the top tech investment priority for 2024

Spending on AI technologies is anticipated to increase significantly in 2024

The impact of AI helps address top business challenges and priorities

From core to edge, we are entering the age of AI everywhere

Executing successfully with AI means paying attention to people, process, and governance

It is critical for employees to embrace the AI transformation journey

CIOs must consider the impact of AI on their internal people and processes

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Emerging Technologies Capture a Strong Position on the Business Agenda

Top business PRIORITIES for 2024

- #1 Higher customer experience & satisfaction
- #2 Emerging technologies (e.g., GenAI, etc.)
- #3 Accelerating revenue & profit growth
- #4 Cost optimization and savings
- #5 Increased business agility & responsiveness

Top business CHALLENGES in 2024

- #1 Cybersecurity & data privacy
- #2 Data management and analytics
- #3 Digital transformation
- #4 Talent acquisition and retention
- #5 Customer experience

A customer-centric approach to business has been an enduring C-Suite priority. It’s no secret that happy customers accelerate revenue growth and protect the business against loss during economic hardship. With the advent of GenAI, there is a massive opportunity for customer experience to be revolutionized for the better.

Prompted by the popularity of ChatGPT, GenAI quickly piqued the interest of business executives and has now made its way high up on the business agenda for 2024. Many executives prompted their CIOs to understand what this technology could do for the business in the short and long term. Whether or not executives are entirely sold on the value of GenAI compared to the cost, an overwhelming majority believe that, at the very least, some investment will be required to keep up with what their competitors are doing. Many are eager to find relevant use cases and are calling upon their technology teams to orchestrate deployment and provide ongoing support.

CIOs know if they do not help support the evaluation and implementation of emerging technologies, the business will go rogue—and they will be left trying to put the pieces together. By being an active member in conversations about the digital business strategy, the CIO can reduce the chances that the company will take a misstep.



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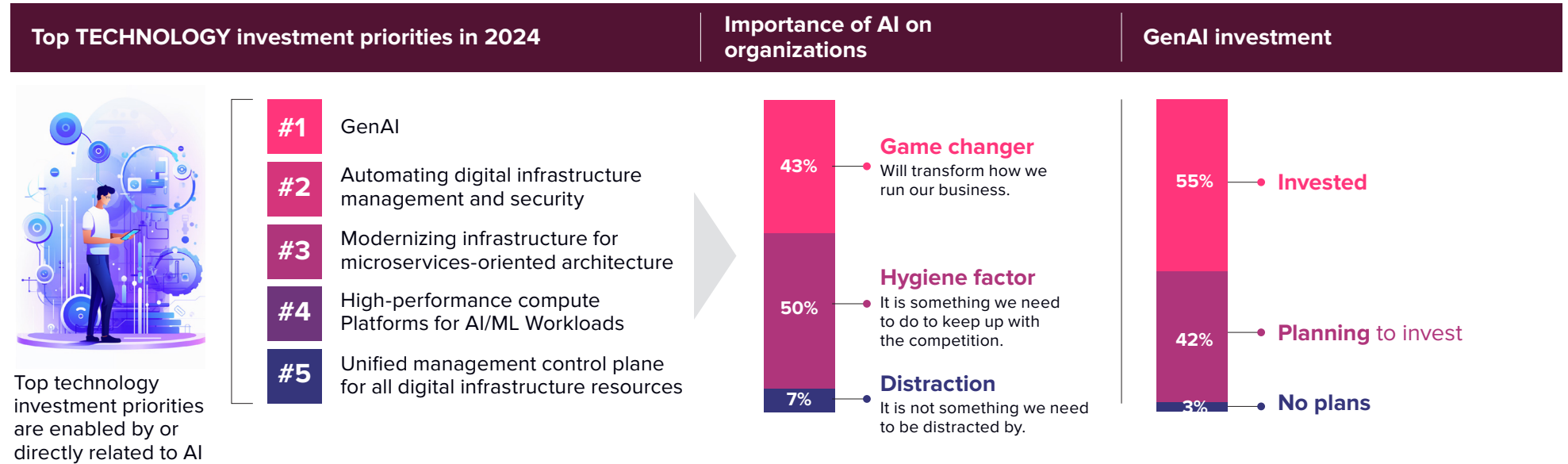
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GenAI Is the Top Tech Investment Priority for 2024



GenAI is the top technology investment priority according to ITBDMs in North America. This doubling down on GenAI, both on a business agenda and technology agenda, sends a clear message: Organizations are positioning themselves to invest in AI in 2024. Beyond GenAI, all the top five technology investment priorities are enabled by or directly related to AI.

When asked about its importance, 43% of respondents said that AI is a game changer that would transform how they run their business. An additional 50% said that investing in AI was a necessary hygiene factor to keep up with competitors. This sentiment follows through to investment for 2024, where over half of respondents say they have already invested in GenAI, and another 42% are planning to invest in GenAI technology.

Compared to Canadian respondents, a higher percentage of US respondents believe that AI will transform how they run their business, and a higher rate of respondents have already invested in GenAI. However, in both regions, more than half say they have already invested.

The power of GenAI is undeniable, and businesses must act now to stay ahead of the competition and ensure they are well-positioned to benefit from this game-changing technology. With this in mind, ITBDMs are looking at a variety of approaches to adopting GenAI, including building, buying, and embedding GenAI applications.

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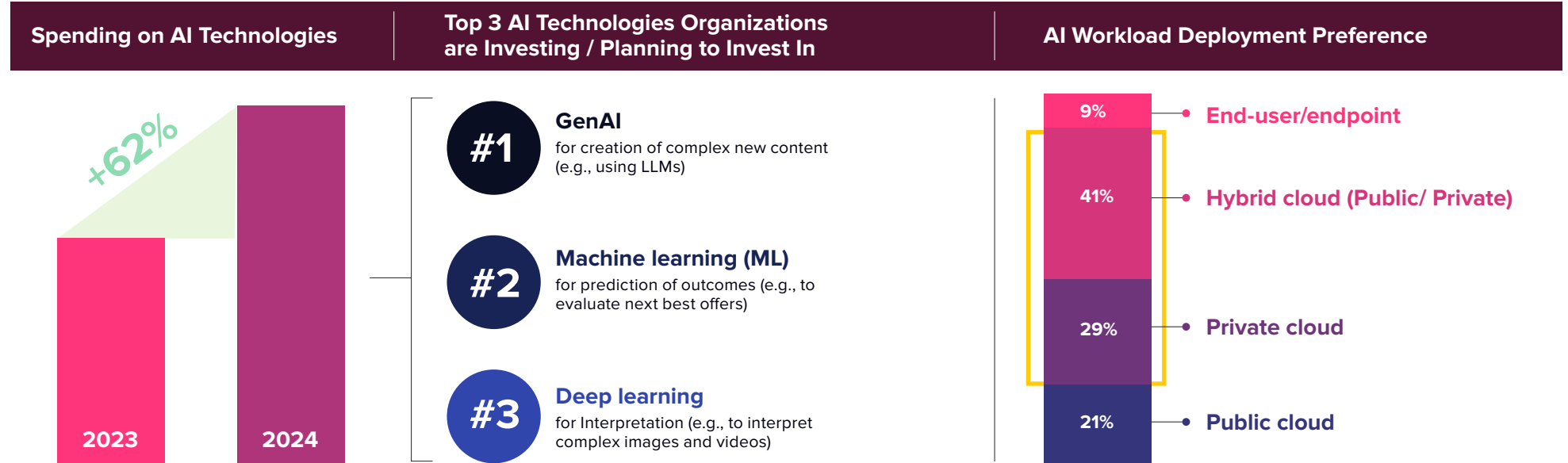
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Spending on AI Technologies Is Anticipated to Increase Significantly in 2024



ITBDMs anticipate a notable increase in spending on AI technologies as a proportion of their overall IT budget going into 2024, rising from 8.4% to 13.5%. Year over year, this represents a 62% increase in their spending on AI technologies as a proportion of their overall IT spending. Investments across GenAI, ML, and Deep Learning drive this.

Just over a quarter of spending is planned to go towards GenAI, with a close to even distribution across the remaining categories, including machine learning, deep learning, and robotics. A look across industries shows ITBDMs in the retail industry with the highest anticipated spending on GenAI in 2024. This makes sense with customer experience (CX) being so critical to the retail business model and the power of GenAI to help revolutionize CX.

Preference for deployment leans towards a hybrid approach, helping tap into what each deployment does best. While the public cloud offers immense scalability, the private cloud can be beneficial for security and low latency. It is worth noting that a significant percentage of respondents still prefer an approach geared to either private cloud or public cloud. End-user/endpoint, while the least common, is still the preference for close to one in 10 respondents.

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The Impact of AI Helps Address Top Business Challenges and Priorities

Top TECHNOLOGY areas most impacted by AI

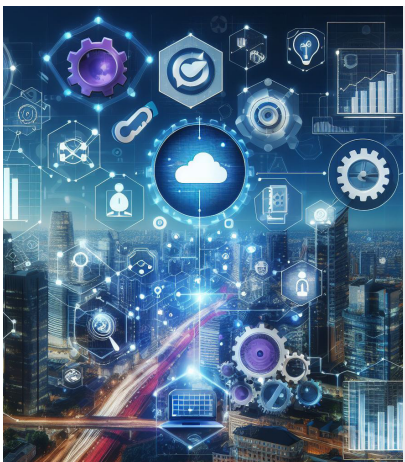


- #1 Cybersecurity and threat detection
- #2 Personalization and CX
- #3 Predictive maintenance and IoT
- #4 Intelligent automation and robotics
- #5 Automation and efficiency

Top BUSINESS areas most impacted by AI



- #1 Improved quality, inspection, and maintenance
- #2 Better data-driven decision making
- #3 Improved client journey
Using AI as a front-of-office/client interaction tool (First touch)
- #4 Improved knowledge management
- #5 Improved finance/planning



With business priorities and spending priorities focused on AI, it makes sense that IT and business decision-makers assert that AI will impact technology areas like cybersecurity and threat detection, personalization, and customer experience. Cybersecurity and threat detection were identified as the top business challenges for 2024, while personalization and CX were identified as the top business priorities for the same year. Respondents see AI as an investment in technology that will minimize challenges and enhance priorities. This is reflected in the response choices for business areas most impacted by AI—better data-driven decision-making and improved client journey.

It is critical for CIOs to educate the C-Suite on how and where AI can be more rapidly deployed and where longer-term investments are required, as the underlying assets are enabled to ensure successful and ongoing projects. For the 7% of respondents that see AI as a distraction, this is an opportunity for CIOs to educate and communicate the benefits, outcomes, as well as costs to the business leaders. A do-nothing approach is riddled with risk, as competitors will work to enhance their employee productivity and customer experience and find new business models to drive revenue growth.

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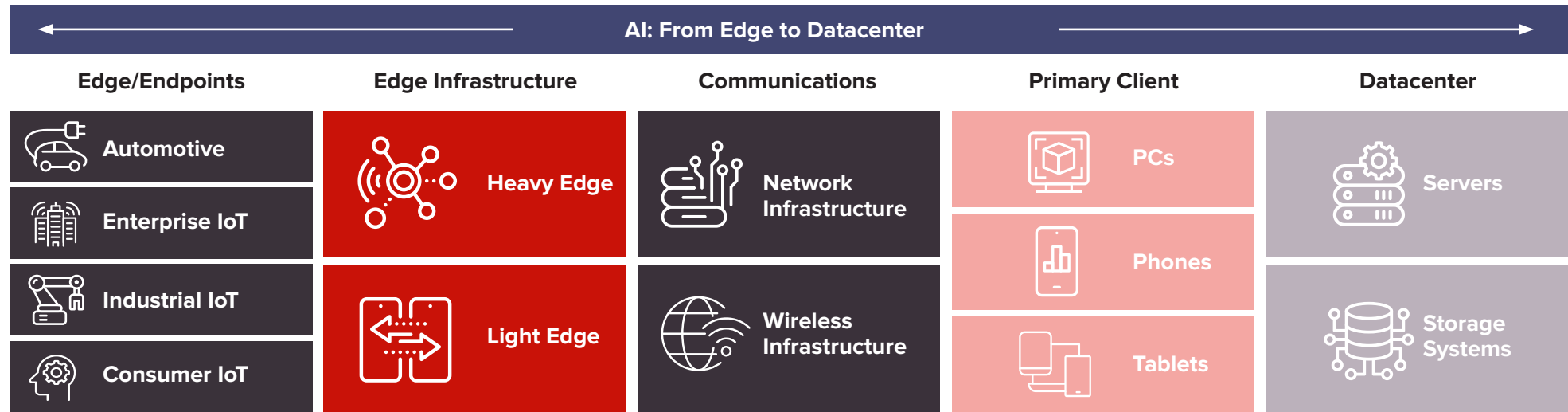
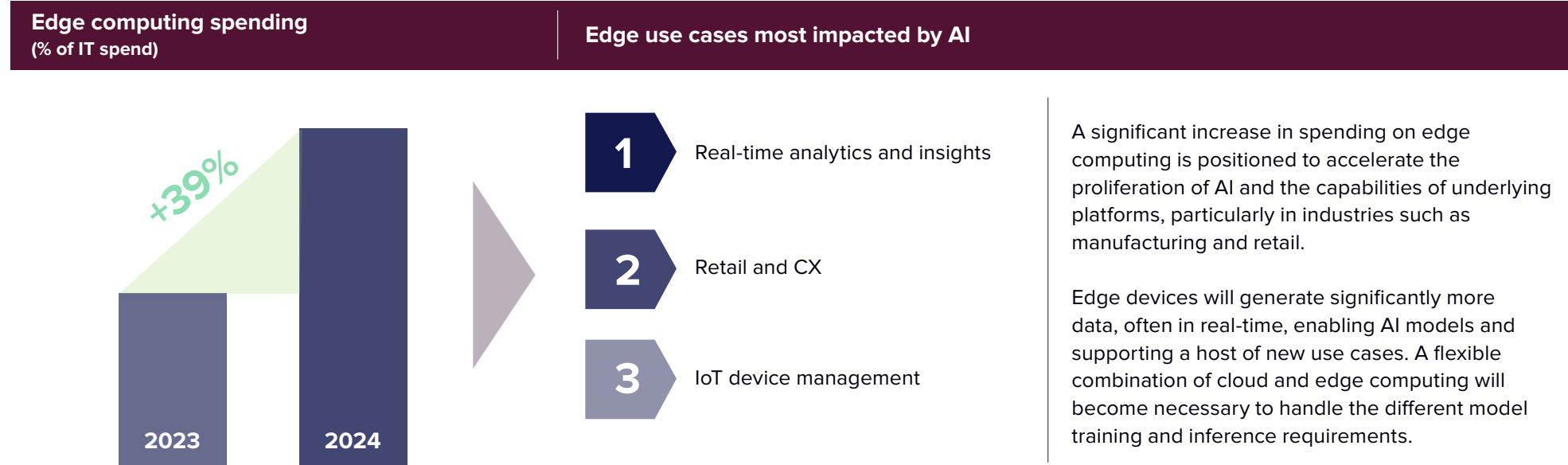
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From Core to Edge, We Are Entering the Age of AI Everywhere



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Executing Successfully with AI Means Paying Attention to People, Process, and Governance

Top challenges when deploying AI

- 1 Employees are concerned that AI will threaten their jobs
- 2 Lack of training for use of self-service AI tools (low/no code apps)
- 3 Lack needed support from IT for successful automation deployment

- Fear, uncertainty, and doubt from employees are major roadblocks to the successful implementation of AI technologies. It is critical that employees understand their role within the paradigm of the AI everywhere phenomenon.
- Beyond understanding, employees need training and reskilling. The benefits of a specific tool remain unrealized if users of the technology are not instructed on when, how, and why they should use these new technologies.
- The need for technical expertise and ongoing support cannot be overstated. Many projects require massive organizational change management and transparent collaboration between tech and non-tech employees.

Top challenges when adopting GenAI

- 1 Monitoring for potential misuse and AI hallucinations
- 2 Model capability limitations (in terms of training data required, token limit)
- 3 High dependence on third party

- There are still many unknowns when it comes to GenAI. A responsible AI policy is necessary to minimize the potential for misuse of this technology internally. Additionally, hallucinations, bias, and other inaccuracies in generated content will be challenging as models continue to be tuned and refined.
- GenAI demands massive datasets to ensure reliability. However, most organizations lack the required volume and data quality to train the AI models effectively.
- Selecting strategic technology partners for GenAI is not an easy task. C-Suite executives highlight the need to understand how the vendor uses their data to evaluate technology partners. With so much at stake with corporate goodwill, business leaders are hesitant about high reliance on third parties.

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It Is Critical for Employees to Embrace the AI Transformation Journey



In anticipation of the GenAI wave of transformation, companies are strategically investing in employee skills development, high computing capacity, and network infrastructure. This proactive approach aims to improve organizational readiness for the age of AI everywhere. However, a noteworthy challenge arises as companies express the difficulty of hiring for AI-related positions—over half of respondents stated that recruiting AI positions is difficult.

Companies are planning comprehensive training programs to bridge this talent and skills gap. The focus areas include quality assurance, communication and collaboration skills, and a strong foundation in statistics and probability. This approach addresses the immediate hiring challenges and positions companies to navigate the complexities of the GenAI landscape by cultivating an adaptable workforce. It reflects a forward-looking strategy where talent development becomes a cornerstone for sustained success in the evolving technological landscape.

While the job market in North America is less constrained than in 2021, the skills gap is an enduring issue that employers must plan for. Communication with existing employees must be frequent and transparent to dissipate fear around automation and AI replacing humans. GenAI should be a tool to enhance work, not remove or eliminate the human in the loop.

The advantage in the market will come to those who can execute effectively with AI, and this means the focus needs to be on training and education both at the executive level and the knowledge worker level. The more informed CIOs will be able to advise IT and the business on potential use cases, outcomes, and architectures AI will demand.

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CIOs Must Consider the Impact of AI on Their Internal People and Processes



Parts of DevOps transformed by AI

- 1 Intelligent infrastructure resource utilization
- 2 Troubleshooting errors and anomalies improving the DevOps credibility
- 3 Greater collaboration

The use of GenAI will fundamentally transform the role of developers over time because this technology can:

- Generate code
- Explain code
- Develop code documentation
- Assist in testing and quality control
- Enable code translation between languages

Many of these capabilities will require experimenting with, refining, and optimizing. The ultimate impact will be substantial, giving rise to new roles centered on prompt engineering, fine-tuning, and incorporating third-party data feeds to enhance model outputs.



Percentage of organizations using AI to enhance its security framework (SecOps)



Top deployment of security/trust related AI tech

- 1 Data discovery and identification
- 2 Curated recovery
- 3 Anomaly detection

AI embedded within security vendors' offerings will deliver the desired improvements and experiences. The design and development in this field is highly specialized and demand access to significant data volumes, a resource typically available only to the largest security vendors.

The shift from static to dynamic security is the driving force behind this adoption. The necessity for continuous situational awareness in the face of thousands of risks per second makes it an industry concern best addressed by vendors.



Percentage of organizations using AI to enhance its DataOps




AI usage in DataOps

- 1 Data access & data quality through self-service
- 2 Data governance framework and processes
- 3 Metadata management

Successful AI deployments rely on a robust DataOps program. At the same time, AI can also enhance DataOps capabilities. Currently, only 25% of organizations have an enterprise-wide DataOps strategy. This should be the target for organizations.

Once the enterprise-wide foundation is established, a continuous process of 'classify at ingest' must be implemented to ensure that AI models can adequately index and leverage all incremental data sources.

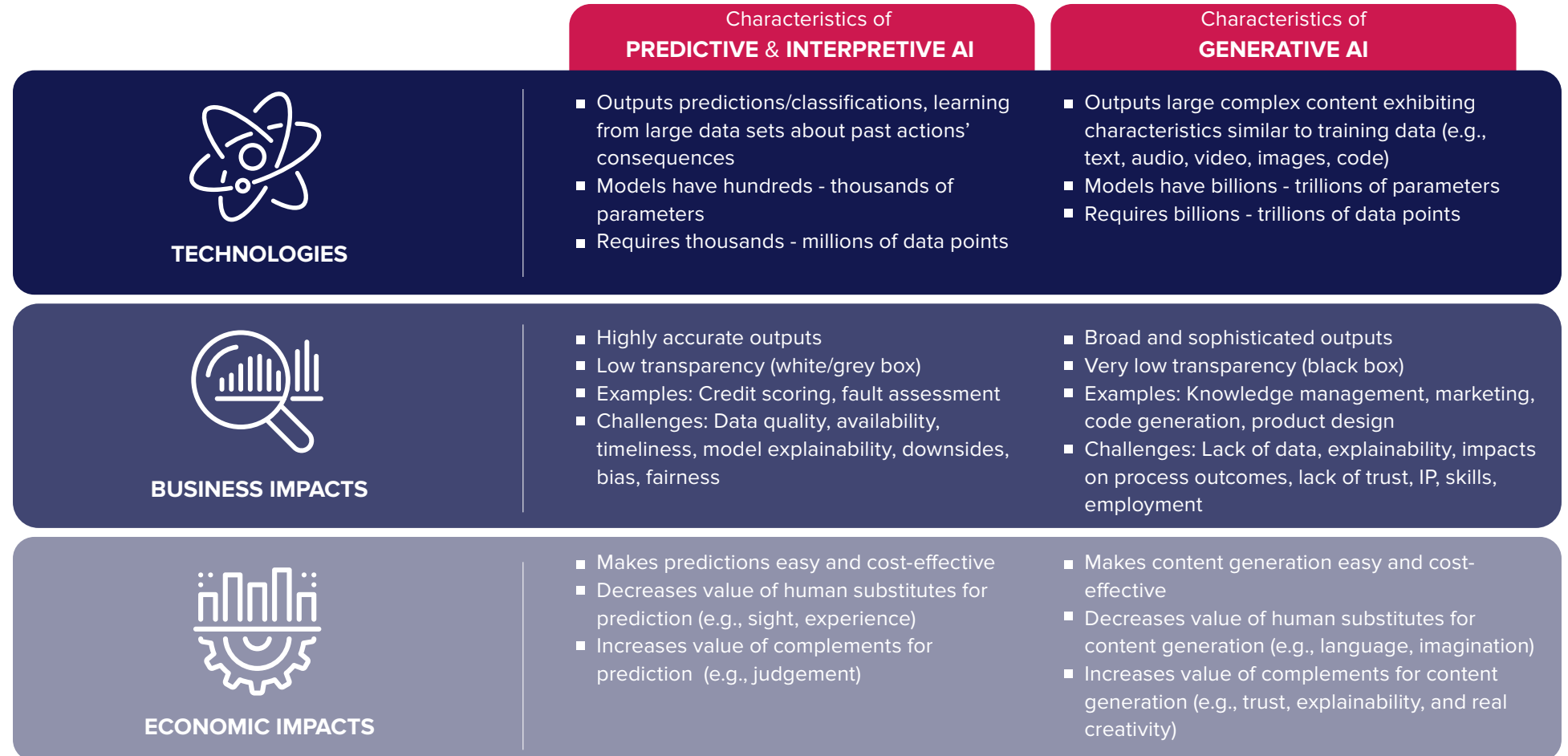


CIO Playbook 2024
**Successful AI in
Your Enterprise**

AI vs GenAI - Cut Through the Confusion




Survey results showed that GenAI is the #1 investment priority in 2024. IDC observed some confusion about AI in general and GenAI in particular—the differences across technologies, their business impacts, and their likely economic implications.

The figure below explains the critical distinctions:



Adopt Productivity Use Cases First

Survey results showed that organizations were most interested in use cases focused on customer, quality, and innovation. IDC observed that there are three distinct categories of use cases and suggests the following approach for organizations:

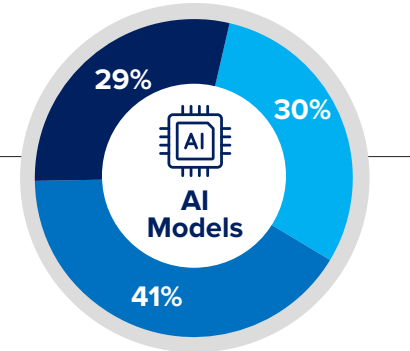
	Business Impact	Adoption Drivers	Consequences	Use Case Examples
<p>In the near term, most organizations can adopt productivity use cases to reduce costs and enhance the focus of expensive knowledge workers, particularly within IT and the front office. These often involve low-cost, low-risk, off-the-shelf solutions for areas such as business intelligence, software development, and marketing.</p>  <p>Productivity use cases</p>	<ul style="list-style-type: none"> ■ Increase task productivity ■ Drives operational efficiencies 	<ul style="list-style-type: none"> ■ Limited skills ■ Limited budget ■ Lower risk appetite ■ Limited amount of data 	<ul style="list-style-type: none"> ■ Cost savings & increased productivity ■ Quick time to value ■ Low control of model governance, security, privacy, & data 	<ul style="list-style-type: none"> ■ Summarizing documents ■ Generating code ■ Marketing content
<p>Over the medium term, organizations could develop functional use cases to augment essential but non-central functions such as HR, marketing, legal, engineering, and design. While these create more value, they require a greater upfront investment in IT platforms, data, and business process redesign.</p>  <p>Functional use cases</p>	<ul style="list-style-type: none"> ■ Increase functional effectiveness ■ Contextualized experiences 	<ul style="list-style-type: none"> ■ Institutional data ■ Skills and budgets are available ■ Longer time to value ■ Some risk appetite 	<ul style="list-style-type: none"> ■ Drives operational efficiencies & greater business focus ■ Moderate control over model governance, security, & privacy 	<ul style="list-style-type: none"> ■ Engineering knowledge management ■ Legal document management ■ Generative product design and prototyping
<p>Several larger enterprises and consortia are already investing in building industry-specific use cases using propriety data to gain a competitive edge, but this entails high risks, complexity, and substantial budgets.</p>  <p>Industry-specific use cases</p>	<ul style="list-style-type: none"> ■ Enable new digital business models, products, and services ■ Industry specific competitive moats 	<ul style="list-style-type: none"> ■ Quality and quantity of institutional data ■ Ample skills and budget ■ Longer time to value 	<ul style="list-style-type: none"> ■ Potential competitive differentiation ■ Complete control over model governance 	<ul style="list-style-type: none"> ■ Generative drug discovery in life sciences ■ Generative material design for manufacturing

Implementing AI use cases: Build, Buy, or Fine-Tune?

There are **various approaches** organizations can take to implement **the previously mentioned AI use cases**. Organizations can start by **buying** prebuilt models or applications with embedded models. This is the simplest way to adopt and requires minimal customization. This approach will lead to productivity gains across tasks or functions.

Fine-tuning a model can help deliver efficiencies with some competitive advantage but is costly and requires regular refreshing of models.

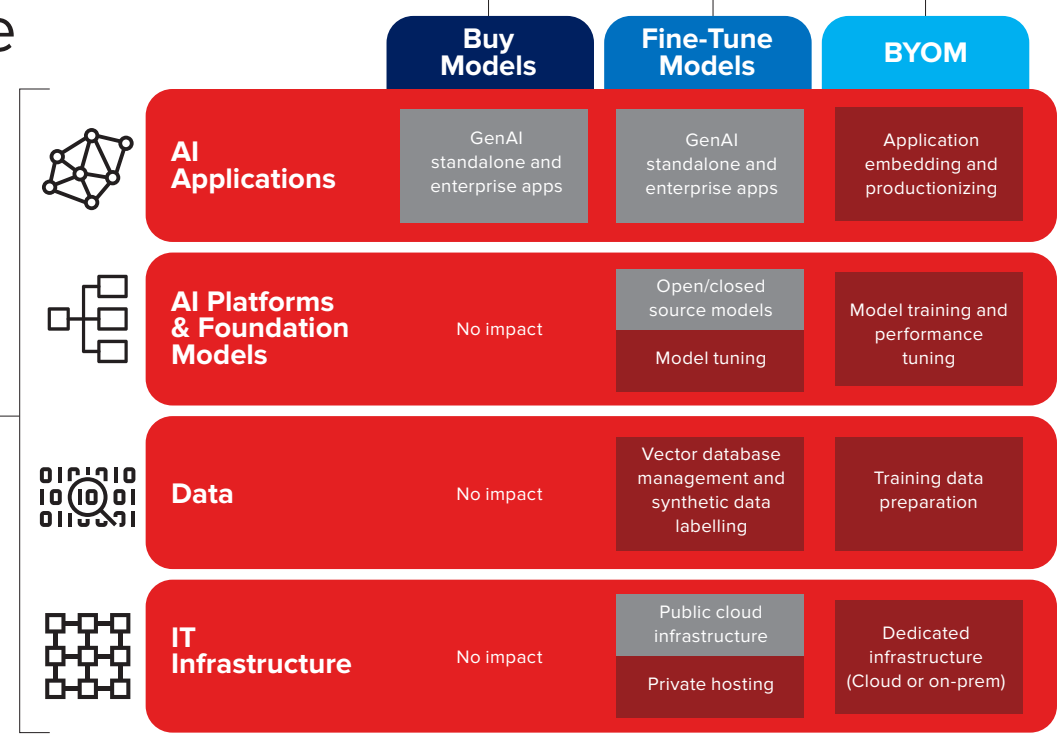
Build your own model (BYOM) offers complete control of model architecture, parameters, and layers, offering a serious competitive advantage at huge costs. Complex custom models are usually built with vendors or industry partners.




AI depends on the larger IT stack

AI implementations can be complex, requiring **capabilities across multiple layers of the tech stack**: IT infrastructure, data, AI platforms, and foundational models, and AI applications. Various AI implementation approaches discussed will impact different aspects of the below stack.

- The Build Approach lies on one end of the spectrum with implications on all layers of the tech stack, starting from infrastructure to data to model layers, requiring resources and talent to implement.
- The Buy Approach is a lighter lift and typically impacts the application layer of the tech stack.



Legend: Sourced (grey), In-house (red)



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Implementing AI use cases: Build, Buy
or Fine-Tune?

CIO Spotlight

Accelerating Innovation with Principle-Based AI

When asked about the advancement of AI in the company and its implications for the skills and capabilities of employees:



Matt Hoag
CTO, Koch Industries

“GenAI has led to the democratization of AI. Typically, someone needed deep technical and mathematic skills to work in and with AI. Today, our best prompt engineers are not highly trained technical people.”

Koch Industries is one of the largest private companies in America, with a diverse set of businesses and industries across the globe. From life’s basics to tomorrow’s technological breakthroughs, it’s Koch’s job to create and innovate a wide spectrum of products and services that improve life.



Brian Donnelly
CIO, INVISTA

“GenAI has expanded our world. It can help ease the burden of knowledge drain. It may be possible to create a virtual plant SME for less experienced operators to interact with, which is a completely new opportunity that was not possible with traditional AI.”

INVISTA has been driven and transformed through constant innovation, becoming a leading producer of the nylon and polypropylene value chains. A subsidiary of Koch Industries, the company has been discovering solutions and developing products for the benefit of millions of people around the globe from its beginning.



Strategic approach to AI

Heading into the GenAI boom, Koch Industries had been embracing machine learning and predictive AI for several years, which helped drive the AI discussion into the boardroom. The Koch approach is to think in terms of three key categories:

1. How to apply AI within our businesses.
2. How to apply AI to the products and services we deliver to the market.
3. How to think about AI from our investment footprint.



Moving fast and learning

The organization is keen on moving fast: learning fast and failing fast, knowing that GenAI will be a differentiator. INVISTA, a Koch Industries company, focuses on business outcomes, not just going after AI for the technology but seeking better outcomes faster. This is fundamental to the culture of the company.



Potential novel AI use cases

- Operational efficiency in manufacturing: natural language models that allow junior operators to ask procedural questions rather than thumb through a 500-page manual.
- Performance measurement “chat on my data”: improve the process for identifying scattered information from multiple dashboards with the ability to have users ask questions about the data.
- Automate summarization of commodity chats: training large language model (LLM) to review and edit jargon-filled documents, allowing analysts to move up to higher-value tasks.



The human side of AI

Principle-based AI is Koch’s strategy for responsible AI, which fundamentally links to the company’s Principle Based Management™ framework—enabling individuals to succeed long term by creating superior value for others. Two key principles are Integrity and Stewardship & Compliance. This drives the company to make the best use of GenAI applications; protect data, IP, and trade secrets; ensure compliance; and recognize and mitigate risks of AI hallucinations. Koch continues to drive awareness and education programs to help employees navigate the risks and opportunities with the emergence of new AI technologies.



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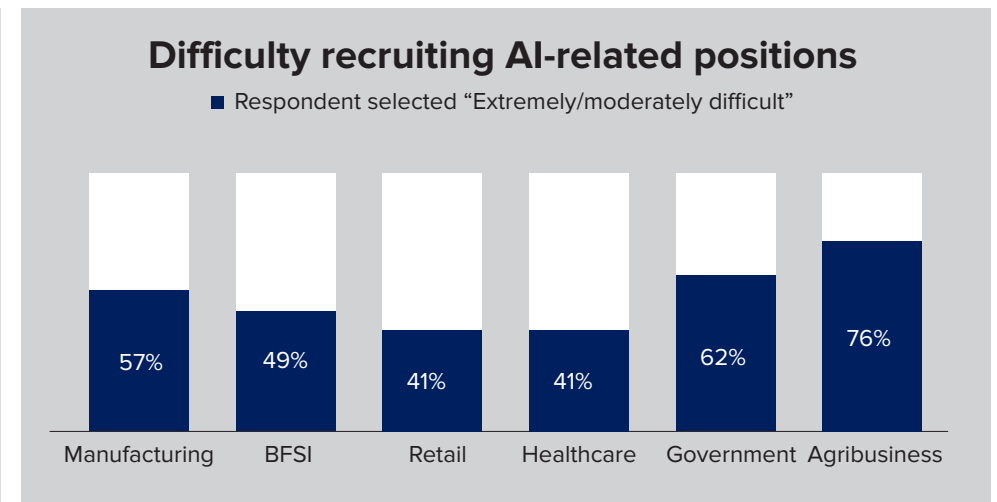
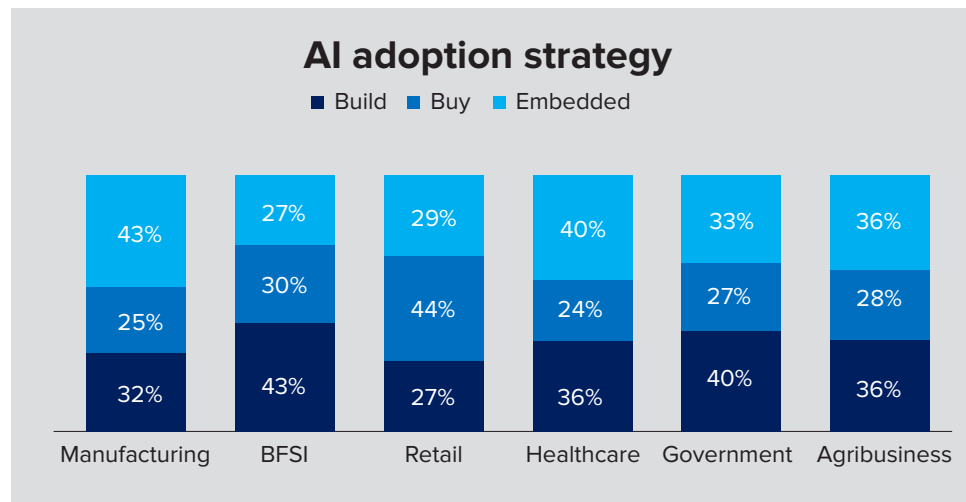
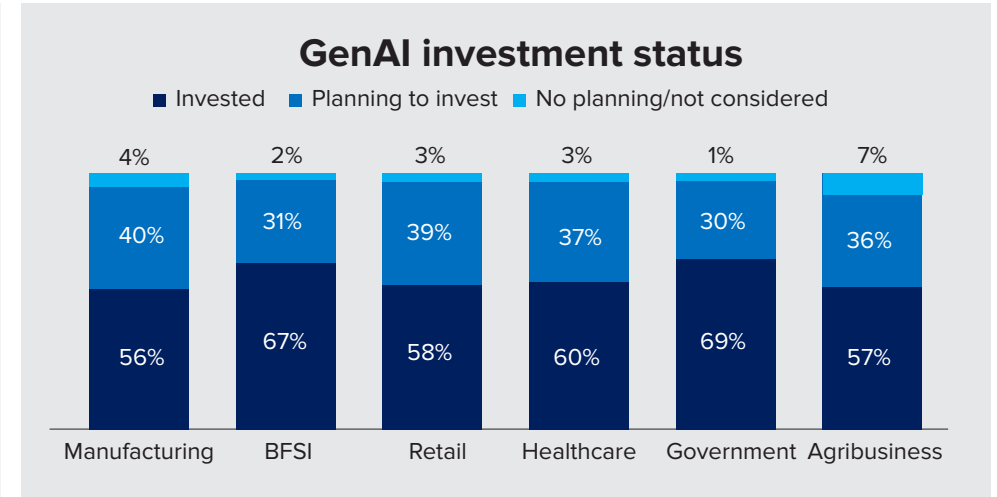
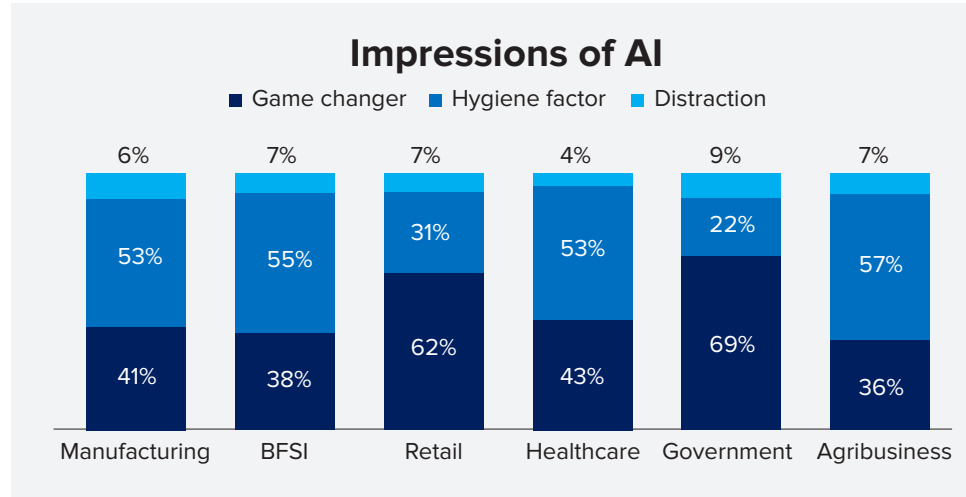
Vertical Insights

- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Overall

Vertical Insights Overview

The survey showed a significant degree of agreement on AI investment interest across industries, but separate from that, industry responses vary quite widely. BFSI organizations, for example, show a strong interest in building their in-house AI systems, whereas Manufacturer respondents were particularly likely to favor solutions with AI embedded.



Manufacturing Overview (1/2)

Manufacturers continue to face the balancing act of supply chain resiliency, operational efficiency, and the need to innovate while retaining and upgrading talent continuously. With that context, IT and business leaders are looking at the application of new technologies, including AI, to drive automation and transform their businesses. Manufacturers prioritize revenue and profit growth and are focused on protecting and future-proofing the organization by investing in cyber resiliency and modernizing legacy applications. Talent and workforce management continues to be a challenge, likely exacerbated by the pace of change with AI.

Top business priorities in 2024

- 1 Accelerating revenue & profit growth
- 2 Employee productivity improvement
- 3 Higher CX and satisfaction

Top tech investment priorities in 2024

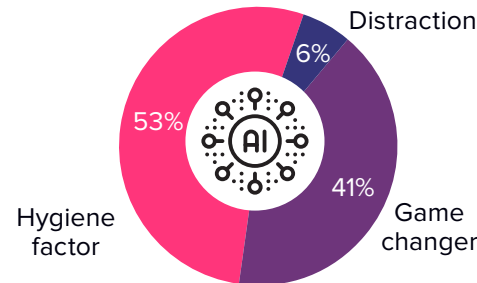
- 1 Better cyber resiliency to address ransomware & malware attacks
- 2 Modernizing legacy business-critical applications
- 3 Unified management control plane for all digital infrastructure resources

Anticipated challenges in 2024

- 1 Data management and analytics
- 2 Talent acquisition and retention
- 3 Cybersecurity and data privacy



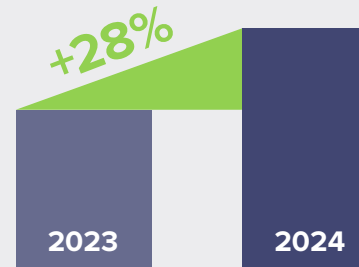
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Intelligent automation and robotics
- 2 Automation and efficiency
- 3 Talent and workforce management

Edge computing spending increase



Edge use cases most impacted by AI

- 1 Real-time analytics and insights
- 2 Industrial automation and manufacturing
- 3 Retail and CX

- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Manufacturing Overview (2/2)

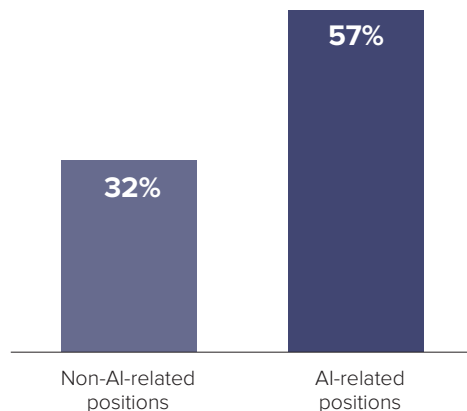
Manufacturing ITBDMs say employees' fear that AI will threaten their jobs makes them resist change. Deployment challenges also exist surrounding IT support and the rapid pace of change. With so much demand for AI technologies, it is no surprise that recruiting talent with the necessary skills is challenging for AI-related positions. Despite this, 96% of respondents said they have either invested or are planning to invest in GenAI. They are interested in using GenAI for knowledge management, enhancing productivity, and improving cost efficiency.

Top challenges when deploying AI

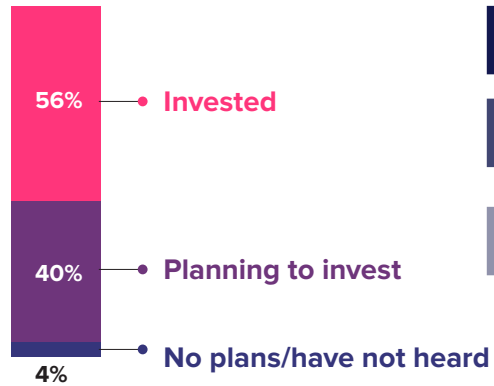
- 1 Employees are concerned that AI will threaten their jobs
- 2 Lack needed support from IT for successful automation deployment
- 3 Difficulty keeping up with AI tech requirements

Recruitment difficulty

Respondents selected "Extremely/moderately difficult"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Inbuilding high computing capacity
- 3 End-to-end network security

GenAI types of interest

- 1 Knowledge management
- 2 Productivity (personal, developer (code generation), and data analysts)
- 3 Enhancing cost efficiency

Top challenges when adopting GenAI

- 1 Reshaping workforces
- 2 High dependence on third party
- 3 Biasness of algorithms



- Overall
- Manufacturing
- BFSI**
- Retail
- Healthcare
- Government
- Agribusiness

BFSI Overview (1/2)

Banking, Financial Services, and Insurance (BFSI) ITBDMs are prioritizing emerging technologies as a top business priority in 2024. AI is entering the BFSI sector fast and across a multitude of use cases. While BFSI tends to be subject to more compliance and regulations compared to other industries, GenAI is still seen as a top tech investment, automating digital infrastructure and modernizing legacy business-critical applications. The challenges foreseen in 2024 are cybersecurity and data privacy, as well as customer experience, which are both areas that respondents said were likely to be disrupted and impacted by AI.

Top business priorities in 2024

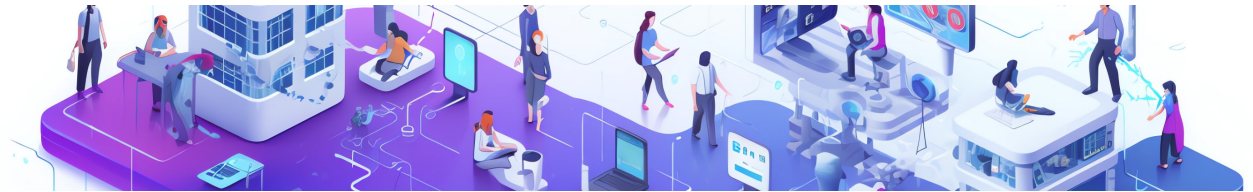
- 1 Emerging technologies (e.g., GenAI, etc.)
- 2 Higher customer experience and satisfaction
- 3 Driving digital business innovation

Top tech investment priorities in 2024

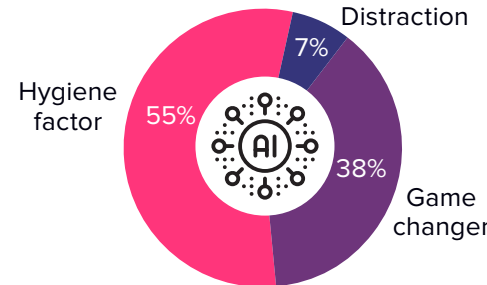
- 1 Automating digital infrastructure management and security
- 2 GenAI
- 3 Modernizing legacy business-critical applications

Anticipated challenges in 2024

- 1 Cybersecurity and data privacy
- 2 CX
- 3 Business continuity and disaster recovery



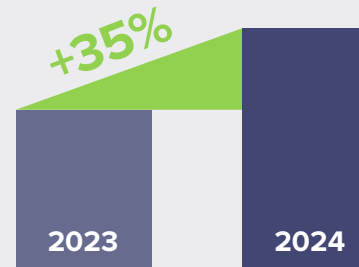
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Personalization and CX
- 2 Cybersecurity and threat detection
- 3 Talent and workforce management

Edge computing spending increase



Edge use cases most impacted by AI

- 1 Real-time analytics and insights
- 2 Retail and CX
- 3 Industrial automation and manufacturing

- Overall
- Manufacturing
- BFSI**
- Retail
- Healthcare
- Government
- Agribusiness

BFSI Overview (2/2)

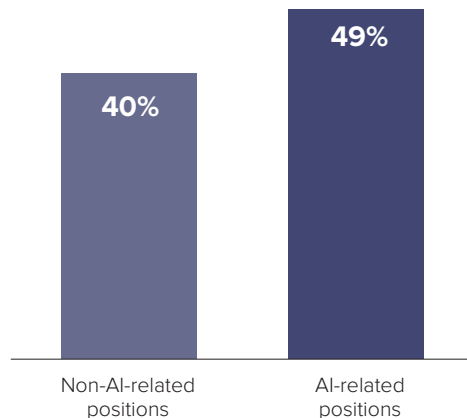
BFSI ITBDMs say AI deployment challenges exist surrounding IT support, employee fear, and sufficient business cases. With so much demand for AI technologies, it is no surprise that recruiting talent with the necessary skills is more difficult for AI-related positions. Despite this, 98% of BFSI respondents said they have either invested or are planning to invest in GenAI. The greatest interest in GenAI applications is for business intelligence, customer interaction management, and productivity. This will help drive digital business capabilities, enabling faster innovation for new products and services in the BFSI sector.

Top challenges when deploying AI

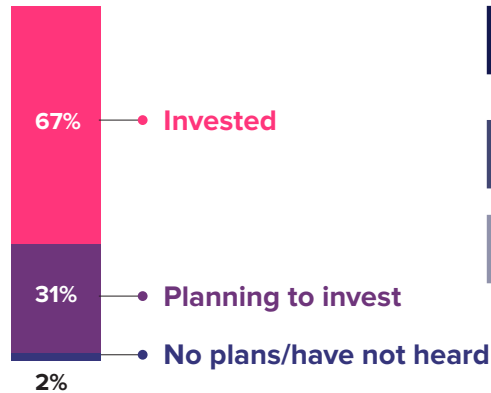
- 1 Lack needed support from IT for successful automation deployment
- 2 Employees are concerned that AI will threaten their jobs
- 3 Challenge in making business case for AI tech

Recruitment difficulty

Respondents selected "Extremely/moderately difficulty"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Networking infrastructure
- 3 Inbuilding high computing capacity

GenAI types of interest

- 1 Business intelligence (by finding patterns, surfacing insights, and making ad hoc queries easier)
- 2 Customer interaction management
- 3 Productivity (personal, developer (code generation), and data analysts)

Top challenges when adopting GenAI

- 1 High dependence on third party
- 2 Model capability limitations (in terms of training data required, token limit)
- 3 Monitoring for potential misuse and AI hallucinations



Retail Overview (1/2)

Retailers are digitally transforming and investing at scale to meet the industry's high demands of a customer-led, technology-enabled seismic shift. IT and business leaders view AI as something to be taken seriously to keep up with competitors: 62% say it will be a game changer for their business. In 2024, they are prioritizing CX. They are focused on protecting and managing the organizations' assets by investing in stronger cyber resiliency and a unified control plane for their digital infrastructure. Cybersecurity and data privacy are anticipated as the top challenge.

Top business priorities in 2024

- 1 Higher CX and satisfaction
- 2 Employee productivity improvement
- 3 Emerging technologies (e.g., GenAI, etc.)

Top tech investment priorities in 2024

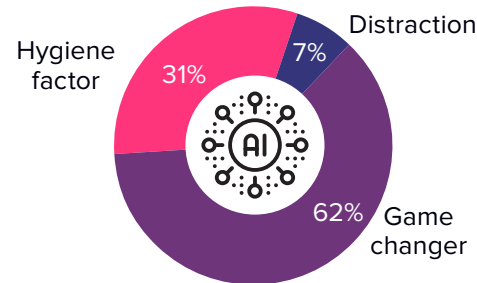
- 1 Better cyber resiliency to address ransomware & malware attacks
- 2 Unified management control plane for all digital infrastructure resources
- 3 Automating digital infrastructure management and security

Anticipated challenges in 2024

- 1 Cybersecurity and data privacy
- 2 Digital transformation
- 3 CX



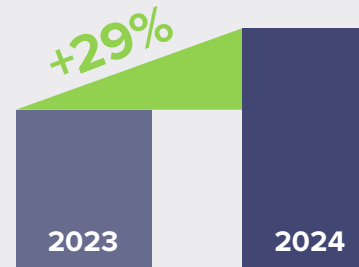
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Enhanced analytics and insights
- 2 Cybersecurity and threat detection
- 3 Intelligent automation and robotics

Edge computing spending increase



Edge use cases most impacted by AI

- 1 Retail and CX
- 2 Real-time analytics and insights
- 3 IoT device management

- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Retail Overview (2/2)

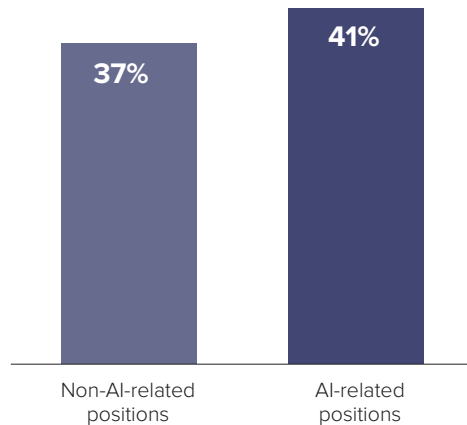
Retail ITBDMs say deployment challenges surround IT support, employee fear, and lack of training for self-service tools. With so much demand for AI technologies, it is no surprise that recruiting talent with the necessary skills is more difficult for AI-related positions. Despite this, 97% of respondents said they have either invested or are planning to invest in GenAI. They want to use GenAI for sales and marketing support, conversational AI, and business intelligence. They face challenges with limited model capabilities, security, and the risk of misuse and AI hallucinations.

Top challenges when deploying AI

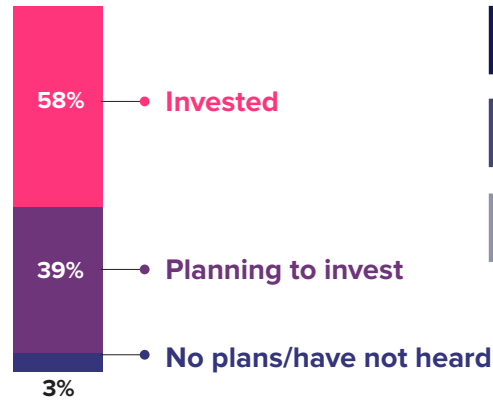
- 1 Lack needed support from IT for successful automation deployment
- 2 Employees are concerned that AI will threaten their jobs
- 3 Lack of training for use of self-service AI tools (low/no code apps)

Recruitment difficulty

Respondents selected "Extremely/moderately difficult"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Inbuilding high computing capacity
- 3 End-to-end network security

GenAI types of interest

- 1 Sales and marketing support
- 2 Conversational AI
- 3 Business intelligence (by finding patterns, surfacing insights, and making ad hoc queries easier)

Top challenges when adopting GenAI

- 1 Model capability limitations (in terms of training data required, token limit)
- 2 Security
- 3 Monitoring for potential misuse and AI hallucinations



- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Healthcare Overview (1/2)

The healthcare industry is at an inflection point driven by the need to master AI everywhere and the thoughtful application of automation. ITBDMs are prioritizing business agility as a top priority in 2024. While healthcare tends to be a risk-adverse industry, GenAI is still seen as a top tech investment along with unified management of digital infrastructure and stronger cyber resiliency. Respondents expect to face challenges with data management and analytics as well as talent acquisition. Ensuring high-quality patient care requires decision-makers to proceed with greater caution, as they have a lower tolerance for errors.

Top business priorities in 2024

- 1 Increased business agility & responsiveness
- 2 Reducing business risk & cyber threats
- 3 Emerging technologies (e.g., GenAI, etc.)

Top tech investment priorities in 2024

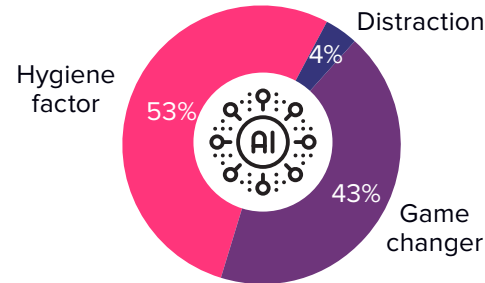
- 1 Unified management control plane for all digital infrastructure resources
- 2 GenAI
- 3 Better cyber resiliency to address ransomware & malware attacks

Anticipated challenges in 2024

- 1 Data management and analytics
- 2 Talent acquisition and retention
- 3 Digital transformation



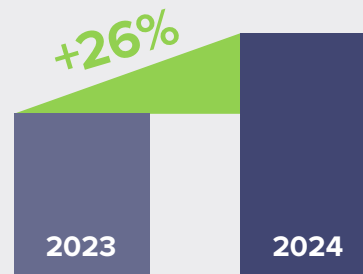
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Cybersecurity and threat detection
- 2 Enhanced analytics and insights
- 3 Personalization and CX

Edge computing spending increase



Edge use cases most impacted by AI

- 1 Real-time analytics and insights
- 2 Remote monitoring and telehealth
- 3 Video surveillance and security

- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Healthcare Overview (2/2)

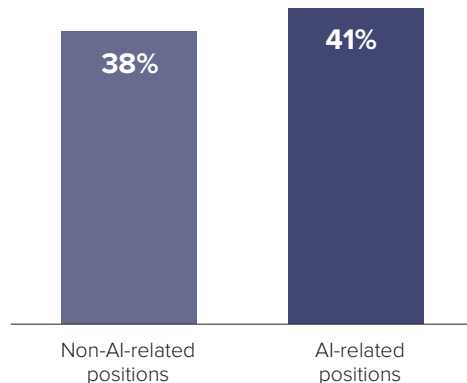
Healthcare ITBDMs say AI deployment challenges exist surrounding training, employee fear, and lack of support from IT. While recruiting for AI-related positions is slightly more complex, the healthcare industry is challenged to source the necessary talent to keep up with the demand for services. 97% of respondents said that they have either invested or are planning to invest in GenAI and are interested in using GenAI for business intelligence, cost efficiency, and design and writing assistants.

Top challenges when deploying AI

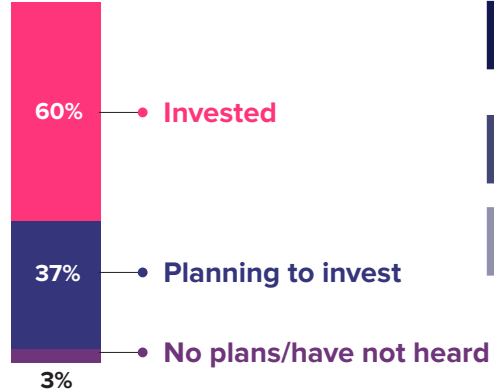
- 1 Lack of training for use of self-service AI tools (low/no code apps)
- 2 Employees are concerned that AI will threaten their jobs
- 3 Lack needed support from IT for successful automation deployment

Recruitment difficulty

Respondents selected "Extremely/moderately difficulty"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Networking infrastructure
- 3 Inbuilding high computing capacity

GenAI types of interest

- 1 Business intelligence (by finding patterns, surfacing insights, and making ad hoc queries easier)
- 2 Enhancing cost efficiency
- 3 Design and writing assistants

Top challenges when adopting GenAI

- 1 Model capability limitations (in terms of training data required, token limit)
- 2 Monitoring for potential misuse and AI hallucinations
- 3 Government regulations



Government Overview (1/2)

The appetite for emerging tech, and awareness for AI in particular, within government, is high, with 69% of respondents indicating that the impact of AI on organizations is a game changer—substantially higher than any other industry surveyed. GenAI is viewed as a top tech investment along with modernizing infrastructure and legacy applications. The challenges foreseen in 2024 relate to data management, cybersecurity, and data privacy. Ultimately, government ITBDMs will need to enable secure, agile, and data-driven organizations supported by an innovative workforce to support evolving citizen requirements.

Top business priorities in 2024

- 1 Emerging technologies (e.g., GenAI, etc.)
- 2 Better data-driven decision making
- 3 Accelerating revenue & profit growth

Top tech investment priorities in 2024

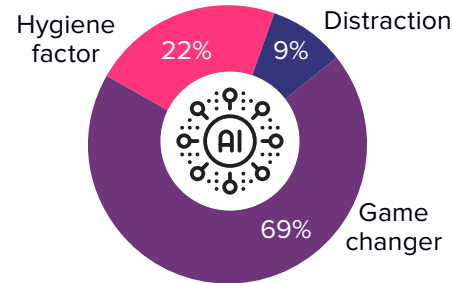
- 1 Modernizing Infrastructure for Micro-services Oriented Architecture
- 2 GenAI
- 3 Modernizing legacy business-critical applications

Anticipated challenges in 2024

- 1 Data management and analytics
- 2 Cybersecurity and data privacy
- 3 Digital transformation



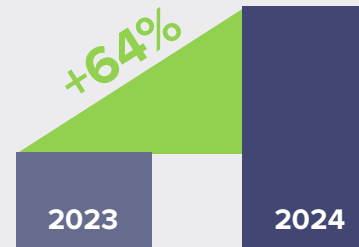
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Cybersecurity and threat detection
- 2 Predictive maintenance and IoT
- 3 Personalization and CX

Edge computing spending increase



Edge use cases most impacted by AI

- 1 IoT device management
- 2 Autonomous vehicles
- 3 Real-time analytics and insights

- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Government Overview (2/2)

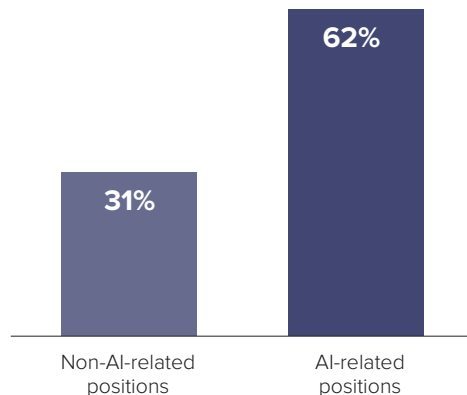
Government ITBDMs say AI deployment challenges exist surrounding training, IT support, and employee fears. Recruiting talent with AI skills is more complex than in non-AI-related positions. 69% of respondents said that they invested in GenAI, with almost the remaining proportion saying they plan to do so. They want to use GenAI for conversational AI, business intelligence, and design and writing assistance.

Top challenges when deploying AI

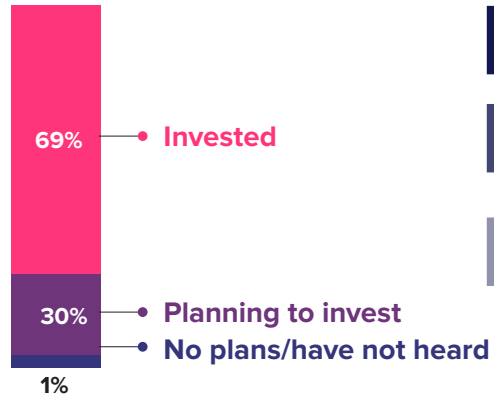
- 1 Lack of training for use of self-service AI tools (low/no code apps)
- 2 Lack needed support from IT for successful automation deployment
- 3 Employees are concerned that AI will threaten their jobs

Recruitment difficulty

Respondents selected "Extremely/moderately difficulty"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 End-to-end network security
- 3 Inbuilding high computing capacity

GenAI types of interest

- 1 Conversational AI
- 2 Business intelligence (by finding patterns, surfacing insights and making ad hoc queries easier)
- 3 Design and writing assistants

Top challenges when adopting GenAI

- 1 Reliable data platform
- 2 Monitoring for potential misuse and AI hallucinations
- 3 Security



- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Agribusiness Overview (1/2)

GenAI holds tremendous promise in transforming agriculture by enhancing crop optimization, disease detection, pest management, and climate-resilient crop breeding. In addition to higher CX, agribusinesses are focused on better data-driven decision-making in 2024. GenAI is in the top three tech investments, along with unified infrastructure management and edge infrastructure buildout. The challenges foreseen in 2024 are data management and analytics as well as cybersecurity and digital transformation. AI has the potential to improve predictive maintenance and IoT, key aspects of agricultural operations.

Top business priorities in 2024

- 1 Higher CX and satisfaction
- 2 Better data-driven decision making
- 3 Reducing business risk & cyber threats

Top tech investment priorities in 2024

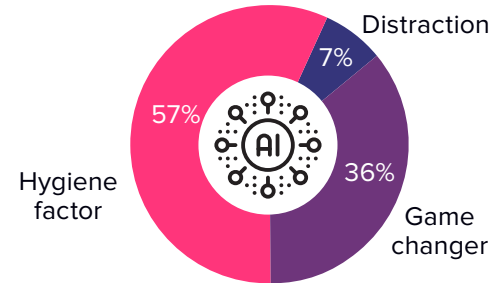
- 1 Unified management control plane for all digital infrastructure resources
- 2 Edge infrastructure buildout and management
- 3 GenAI

Anticipated challenges in 2024

- 1 Data management and analytics
- 2 Cybersecurity and data privacy
- 3 Digital transformation



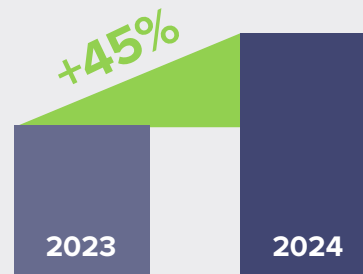
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Predictive maintenance and IoT
- 2 Cybersecurity and threat detection
- 3 Enhanced analytics and insights

Edge computing spending increase



Edge use cases most impacted by AI

- 1 Real-time analytics and insights
- 2 Industrial automation and manufacturing
- 3 Remote monitoring and telehealth

- Overall
- Manufacturing
- BFSI
- Retail
- Healthcare
- Government
- Agribusiness

Agribusiness Overview (2/2)

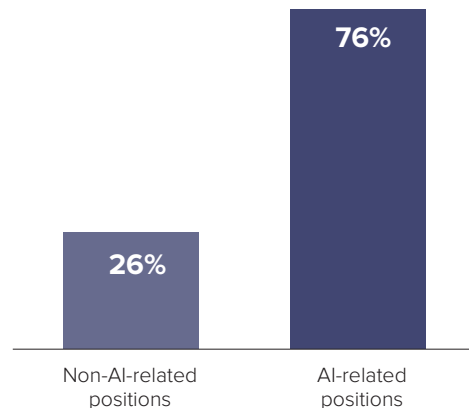
Agribusiness ITBDMs see AI deployment challenges around employee job loss fears, IT support, and problems keeping up with AI tech requirements. Recruiting talent with AI skills is much more complex than recruiting talent for non-AI-related positions. 57% of respondents said that they invested in GenAI, and 36% said they plan to do so. They want to use GenAI for conversational AI, knowledge management, and business intelligence. GenAI can use data from sensors, satellite imagery, and historical yield statistics to develop optimized planting patterns and cultivation strategies.

Top challenges when deploying AI

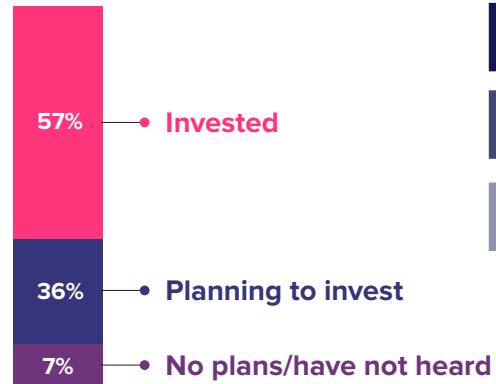
- 1 Employees are concerned that AI will threaten their job
- 2 Lack needed support from IT for successful automation deployment
- 3 Difficulty keeping up with AI tech requirements

Recruitment difficulty

Respondents selected "Extremely/moderately difficult"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Networking infrastructure
- 3 End-to-end network security

GenAI types of interest

- 1 Conversational AI
- 2 Knowledge management
- 3 Business intelligence (by finding patterns, surfacing insights and making ad hoc queries easier)

Top challenges when adopting GenAI

- 1 Monitoring for potential misuse and AI hallucinations
- 2 Security
- 3 Government regulations





CIO Playbook 2024

Regional/Market Insights



Canada Overview (1/2)

Canadian ITBDMs are prioritizing higher CX and satisfaction as top business priorities in 2024. While in Canada, cost optimization remains a top business focus, respondents in the USA are targeting revenue and profit growth. GenAI is in the top three tech investments along with modernizing infrastructure and investing in better cyber resiliency. Challenges are foreseen regarding data management and analytics as well as digital transformation. According to respondents in Canada, AI will impact areas that are priorities for both business and technology decision-makers.

Top business priorities in 2024

- 1 Higher CX and satisfaction
- 2 Emerging technologies (e.g., GenAI, etc.)
- 3 Cost optimization and savings

Top tech investment priorities in 2024

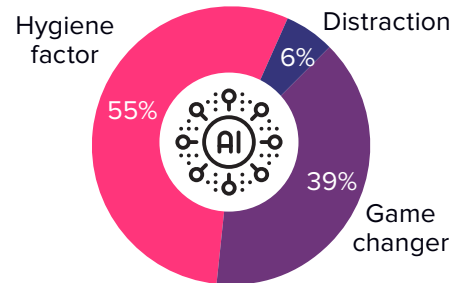
- 1 Modernizing Infrastructure for microservices oriented architecture
- 2 GenAI
- 3 Better cyber resiliency to address ransomware & malware attacks

Anticipated challenges in 2024

- 1 Data management and analytics
- 2 Digital transformation
- 3 Cybersecurity and data privacy



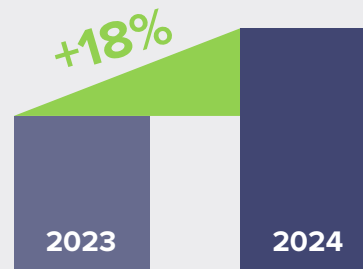
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Personalization and CX
- 2 Cybersecurity and threat detection
- 3 Predictive maintenance and IoT

Edge computing spending increase



Edge use cases most impacted by AI

- 1 Real-time analytics and insights
- 2 Industrial automation and manufacturing
- 3 Retail and CX

Canada Overview (2/2)

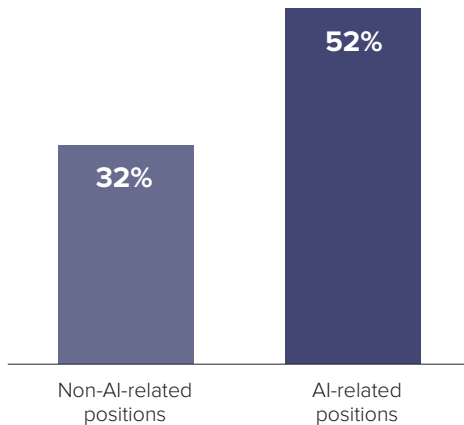
Canadian ITBDMs say AI deployment challenges surround employee fears of threats to their jobs, IT support, and lack of training. Recruiting talent with AI skills is much more complex than recruiting talent for non-AI-related positions. 50% of respondents say that they've invested in GenAI, and an additional 47% say they are planning to do so. They want to use GenAI for business intelligence, cost efficiency, and conversational AI.

Top challenges when deploying AI

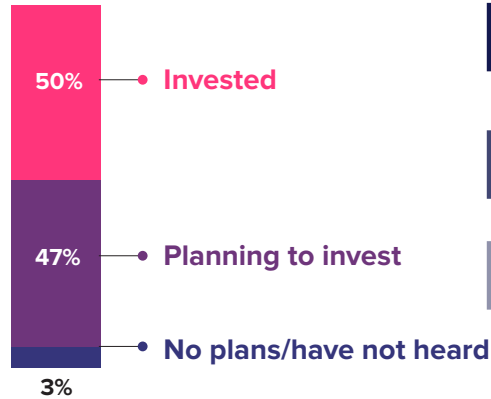
- 1 Employees are concerned that AI will threaten their jobs
- 2 Lack needed support from IT for successful automation deployment
- 3 Lack of training for use of self-service AI tools (low/no code apps)

Recruitment difficulty

Respondents selected "Extremely/moderately difficulty"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Inbuilding high computing capacity
- 3 End-to-end network security

GenAI types of interest

- 1 Business intelligence (by finding patterns, surfacing insights and making ad hoc queries easier)
- 2 Enhancing cost efficiency
- 3 Conversational AI

Top challenges when adopting GenAI

- 1 Model capability limitations (in terms of training data required, token limit)
- 2 Monitoring for potential misuse and AI hallucinations
- 3 Security



United States Overview (1/2)

American ITBDMs are prioritizing higher customer experience and satisfaction as top business priorities in 2024. While cost optimization remains a top business focus in Canada, American respondents are targeting revenue and profit growth. GenAI is the top tech investment indicated by US respondents, followed by automating digital infrastructure management and security and high-performance computing platforms for AI/ML workloads. US respondents were also more likely to identify the impact of AI as a game changer for organizations when compared to Canadian respondents.

Top business priorities in 2024

- 1 Higher CX and satisfaction
- 2 Emerging technologies (e.g., GenAI, etc.)
- 3 Accelerating revenue & profit growth

Top tech investment priorities in 2024

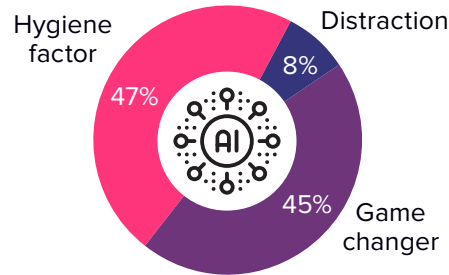
- 1 GenAI
- 2 Automating digital infrastructure management and security
- 3 High-performance compute platforms for AI/ML Workloads

Challenges foreseen in 2024

- 1 Cybersecurity and data privacy
- 2 Data management and analytics
- 3 Talent acquisition and retention



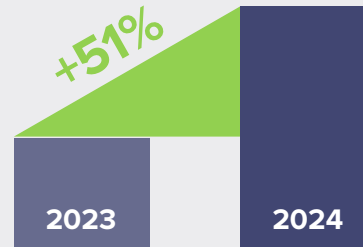
Impact of AI on organizations



Top tech/business areas most impacted by AI

- 1 Cybersecurity and threat detection
- 2 Personalization and CX
- 3 Intelligent automation and robotics

Edge infrastructure buildout and management



Edge use cases most impacted by AI

- 1 Real-time analytics and insights
- 2 Retail and CX
- 3 IoT device management

United States Overview (2/2)

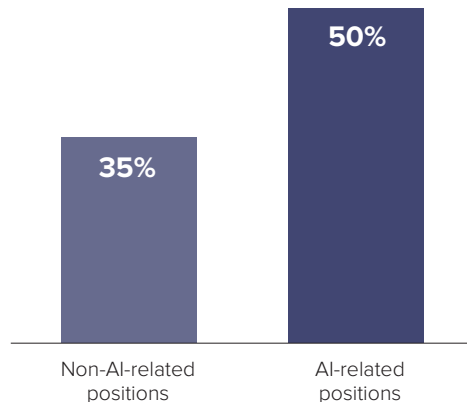
American ITBDMs say AI deployment challenges surround employee fears, lack of training, and IT support. Recruiting talent with AI skills is proving to be much more difficult than recruiting talent for non-AI-related positions. 57% of respondents say that they've invested in GenAI, and 40% say they plan to do so. These decision-makers are interested in using GenAI for conversational AI, business intelligence, and productivity.

Top challenges when deploying AI

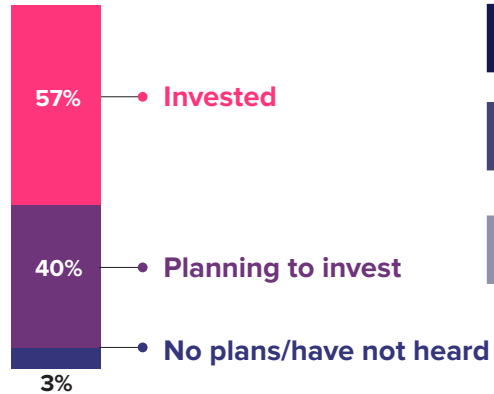
- 1 Employees are concerned that AI will threaten their jobs
- 2 Lack of training for use of self-service AI tools (low/no code apps)
- 3 Lack needed support from IT for successful automation deployment

Recruitment difficulty

Respondents selected "Extremely/moderately difficulty"



GenAI investment



Preparation for GenAI

- 1 Employee skill development
- 2 Inbuilding high computing capacity
- 3 Networking infrastructure

GenAI types of interest

- 1 Conversational AI
- 2 Business intelligence (by finding patterns, surfacing insights, and making ad hoc queries easier)
- 3 Productivity (personal, developer (code generation) and data analysts)

Top challenges when adopting GenAI

- 1 Monitoring for potential misuse and AI hallucinations
- 2 High dependence on third party
- 3 Model capability limitations (in terms of training data required, token limit)




CIO Playbook 2024

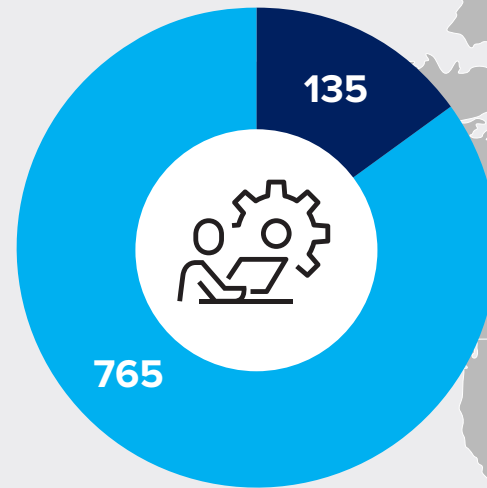
Research Methodology

CIO Technology Playbook 2024 Research Methodology

The playbook was developed based on **900** surveys, with the following sampling breakdown:

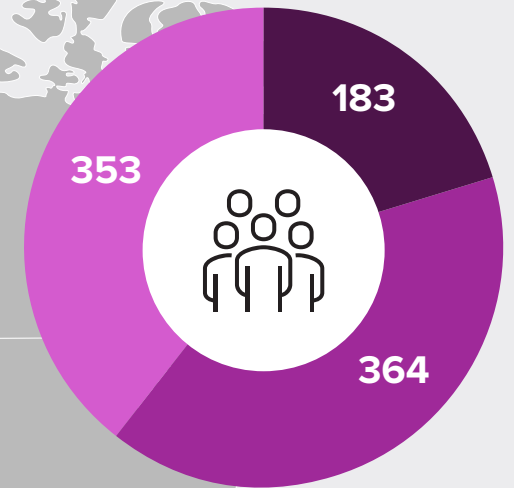
MARKETS COVERED		SAMPLE SIZE
	Canada	300
	USA	600

INDUSTRIES COVERED		SAMPLE SIZE
	BFSI	117
	Manufacturing	95
	Retail	95
	Telco	6
	Healthcare	95
	Government	74
	Agribusiness	42
	Other	376



Sampling by
Organization Role

■ C-Suite
■ C-1



Sampling by
Employee Size

■ 500 to 999 employees
■ 1000 to 4999 employees
■ 5000 or more employees

CIO Playbook 2024
Message from Sponsor

Lenovo

Lenovo AI for All

Bringing AI to your Data, when and where you need it.

At Lenovo, we recognize the challenges that come with adopting AI as a business imperative, and we also acknowledge the immense potential AI can bring to your business and people. Our robust infrastructure solutions coupled with our deep ecosystem of independent software vendors (ISVs) ensures the seamless and scalable AI solutions that are suitable for business of all shapes and sizes.

AI:
From
Pocket to
Cloud



\$2.2B
AI Investment
Commitment



#3
Global AI Infrastructure
Provider IDC Global AI Survey*

Lenovo AI Infrastructure

8

Platform
Categories

80+

AI-Ready
Platforms

High Performance Storage, Compute DC, and Edge portfolio that scales with your demand

Lenovo AI Discover

Center of Excellence

4

Global
COEs

180+

Countries
Served

Find Faster Time to Value by Leveraging Lenovo's AI Center of Excellence

Lenovo AI Innovators

Partner Ecosystem

50+

AI Solution
Partners

165+

Enterprise
AI Solutions

Leverage Certified Solution Partners to Confidently Address Your Requirements



Commitment to Honest AI

We believe technology should solve some of humanity's toughest challenges, that's why Lenovo is committed to ensuring AI is used in the most ethical and beneficial way. We have committed to support initiatives such as the "Women & AI Pledge" and launched Lenovo's Responsible AI Committee to ensure Responsible AI is part of our Product Diversity Office.

Explore the Possibilities of AI and Lenovo

Smart Healthcare

Lenovo Virtual Care and AI is helping care providers get in front of potential critical health issues.

Patient care is at the forefront of all healthcare providers. Sickbay™ by Medical Informatics is an FDA-cleared platform that provides hospitals with one of the most innovative vendor-neutral, integrated patient monitoring solutions in healthcare. Sickbay aids hospitals in reducing costs, length of stay, code blue events, and time on vent. Sickbay achieves this by standardizing patient monitoring, supporting care teams with flexible virtual care models, and enabling the development of near real-time patient-centered analytics.



Smart Manufacturing

Make Zero Incidents A Priority in Your Organization with Lenovo AI

Incorporate Lenovo and Graymatics™ into your organization's best practices for safety to help manage risk and practice continuous improvement of processes. Graymatics offers an AI-based solution that detects workplace hazards such as accidents, defective machinery, and fire.



Smart Retail

Lenovo AI Shapes the Self-checkout of Tomorrow

Happy customers and loss prevention is a recipe for success for retailers! The Everseen Visual AI™ platform can enable a retail solution for your organization. Learn how Lenovo and supermarket retailer Kroger® leveraged the Everseen Visual AI platform to create a better customer experience while reducing loss.



Click / Scan Here

To learn how to bring AI to your business so you can grow & innovate,



Message from Sponsor

Lenovo AI Innovators

Partner Ecosystem

Adopt & Fast-Track Your AI Journey

Lenovo's AI Innovators Program encompasses a network of top-tier software partners collaborating with Lenovo to furnish customers with customized, proven, and readily deployable AI solutions across their entire operations, encompassing computer vision, audio recognition, predictive analytics, security, and virtual assistants tailored to every industry's unique needs.



Partners access Lenovo AI-ready infrastructure

Working with our AI Innovator partners, we fine-tune our AI-ready, best-in-class servers to help ensure rapid ROI and ongoing success for our mutual customers.



Partners leverage Lenovo AI expertise and ecosystem

Our ecosystem includes AI centers of excellence, serving 180 countries and more than 20,000 business partners, for customized proofs of concept.



Collaboration brings customers rapid deployment

By providing performance-optimized AI-ready solutions across various industries, we ensure customers can deploy AI faster, and more confidently

165+

AI Solutions

50+

AI Solutions Partners

30K+

Channel Partners

Lenovo Smarter AI For All

Driving Intelligent Transformation from Pocket to Cloud



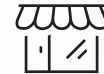
Healthcare

- Medical Imaging / diagnosis treatment
- Clinical decisions support (CDS)
- Customer service agents



Manufacturing

- Predictive Maintenance / Digital Twin
- Quality Control / Visual Inspection
- Demand forecasting



Retail

- Loss Prevention
- Logistics / Shelf restocking
- Omni-channel analytics & engagement / sales automation



Smart Cities

- Crowd Management and Analytics
- Distributed Edge and large scale
- Orchestration



Finance

- Credit decisions
- Fraud detection & Threat Intelligence
- Risk management

Leading in AI Optimized Infrastructure Solutions:

Leveraging the most comprehensive portfolio of industry leading AI solutions for cloud, data center and edge.

Industry Leading AI Solutions

Data Management

Public Cloud AI

Powering the world's most demanding AI



SR680a V3



SR685a V3



SR70a V3

Data Center/HPC AI

Infrastructure Built for AI



SR675 V3



SR650 V3



SR630 V3

For AI at the Edge

Unlocking Data Insights at the Edge



SE350 V2



SE450



SE455 V3



SE360 V2



ThinkAgile HX



Lenovo HighPerformance FileSystem Solution



ThinkAgile MX and SXM



DG5000 (top)
DG7000 (bottom)



ThinkAgile VX



DE6600F

Lenovo ThinkAgile

Lenovo ThinkSystem

Lenovo ThinkEdge

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To learn how to bring AI to your business so you can grow & innovate.





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IDC

140 Kendrick Street, Building B, Needham, MA 02494

T 1.508.872.8200

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