

Infor Enterprise AI Adoption Impact Index

Closing the post-adoption gap to become an agentic enterprise

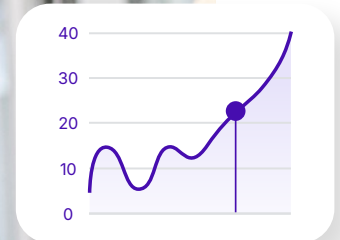


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Executive summary

AI investment is surging, but organizations need to close the post-adoption gap or risk leaving ROI unrealized

Organizations everywhere are rushing to adopt artificial intelligence (AI): chatbots, agents, pilots, and more. Investment is surging, but market data shows value still lags behind the hype.

As the potential becomes even more apparent, every organization is under pressure to become an agentic enterprise—an organization where AI agents and people work as one coordinated system, executing tasks, orchestrating workflows, and making decisions across the business, all under human oversight.

Yet there's a critical obstacle in the way: the post-adoption gap that comes after initial AI deployment, where systems can quickly break under pressure and early wins stall before they ever reach enterprise scale.

The latest Infor™ Enterprise AI Adoption Impact Index, based on a global survey of more than 2,000 business decision-makers, shows the barriers driving this post-adoption gap.

This report focuses on three primary drivers of the post-adoption gap:



AI that works

Is your AI really built for your industry?

2 in 3 (68%) surveyed leaders say off-the-shelf AI doesn't fit the needs of their business



Cost efficiency

Is your AI set up to control costs as it scales?

88% of leaders say predictable pricing is important—yet nearly 3 in 4 (71%) do not have a comprehensive understanding of long-term costs



Governance

Do you have the team and solutions in place to manage AI?

1 in 3 (33%) leaders say data security, sovereignty, or compliance are the biggest barriers to advancing their AI strategy

This October 2026 survey marks the second issue of the Infor Enterprise AI Adoption Impact Index, following the first survey conducted in April 2026. 2,111 business decision-makers across the United States, United Kingdom, Australia, Singapore, France, Germany, and Japan participated in the survey. Fieldwork was conducted from August 5 to 19, 2026. Unless otherwise stated, figures represent the global aggregate.

Investment is surging, and leaders aren't waiting for proof before they commit more

As urgency to become an agentic enterprise grows, leaders are actively planning to deepen their commitment even further. In many cases, they're increasing their bet before the payoff is fully proven.

59% of leaders expect their business to increase investment in AI over the next 12 months

That growing investment is guided by clear priorities, and equally clear expectations for the vendors trusted to deliver on them.

What they're looking for

Business priorities where AI should deliver the most benefit

- Reducing time spent on routine tasks (32%)
- Lowering operational costs (27%)
- Increasing workload capacity (24%)
- Reducing human error rates (24%)
- Enabling smarter decision-making (22%)

What drives their decision

Business priorities for ensuring long-term success when considering AI solutions

- Enhanced data security and sovereignty (38%)
- Seamless integration with existing ERP systems (30%)
- The ability for AI to perform tasks autonomously (29%)
- User-friendly interfaces for non-technical staff (26%)
- Support all the way through rollout, plus training (26%)

Markets are moving fast to adopt

But gains aren't keeping pace, shining a light on the post-adoption gap

The [April 2026 survey](#) painted a picture of organizations earlier in their AI journey: deploying cautiously, still building confidence in their data, and only beginning to see efficiency gains take hold.

Since then, deployment has either held steady or accelerated across all surveyed markets.

The question now is whether value has kept pace with that acceleration, or whether the gap between adoption and impact has widened

Market	Deployment (April → August)	Efficiency gains (April → August)
United States	20.8% → 34.0% (+13.2pts)	28.1% → 35.2% (+7.1pts)
United Kingdom	21.8% → 23.6% (+1.8pts)	28.5% → 23.1% (-5.4pts)
Germany	33.8% → 33.3% (-0.5pts)	Held at ~34%
France	40.4% → 52.3% (+11.9pts)	51.1% → 36.9% (-14.2pts)

While organizations are racing to deploy AI because the cost of falling behind feels urgent, the market-wide data suggests deployment speed and realized value aren't moving in lockstep. One exception: the United States, where both measures rose. Even there, however, efficiency gains advanced at roughly half the pace of deployment.

That disconnect is the post-adoption gap, and it breaks down into three drivers explored across the following pages:

AI that works

Many organizations are still using generic, one-size-fits-all AI not built for the specific workflows it's asked to run.

Cost efficiency

Investment keeps climbing, but few organizations can estimate long-term costs, and poor product design can erode value.

Governance

Oversight hasn't scaled with adoption, leaving accountability for AI's decisions unclear in most organizations.

Industries agree: Off-the-shelf AI falls flat for their specific needs

Every industry has its own nuances, priorities, and challenges that influence its modernization strategies. That was true with the initial advancement of enterprise resource planning (ERP) systems, and it's even more true of AI, where workflow complexity, data maturity, and technical capability all shape how AI can be deployed.

While industrial manufacturing, distribution, and retail, for example, report varying degrees of deployment, data maturity, and efficiency gains, surveyed leaders across these industries agree that off-the-shelf AI often falls short of their industry-specific requirements.

Three industries, three different adoption profiles, one consensus among surveyed leaders: Most are confident they can implement AI without disruption, but generic AI often does not meet their industry-specific needs

	Industrial manufacturing	Distribution	Retail
Generic AI doesn't fit	73%	76%	69%
Sufficient in-house capability	77%	68%	70%
Data maturity	70%	65%	65%
Full scale deployment	36%	30%	33%
Reported efficiency gains	32%	25%	36%

No industry is one-size-fits-all

Consider the difference between an automotive manufacturing plant and an aerospace and defense facility. Both are manufacturers, but the resemblance stops there.

Automotive runs on high-volume, repeatable production lines, with both standardized parts and customized builds, where the same process is executed thousands of times a day. Aerospace and defense runs on low-volume, highly configured builds, where nearly every unit involves unique specifications, extensive documentation at each step, and engineering changes that ripple through the entire production plan. The workflows are structured around entirely different logic, and that's before you even consider the variance across micro-verticals within specific industries.

That's why surveyed leaders, across industries, report that off-the-shelf AI doesn't adequately address the needs of their business.

A photograph of three business professionals in a meeting. A man in a suit and tie is smiling and gesturing with his hands. A woman with glasses and a polka-dot top is also smiling. Another person is partially visible on the left. They are sitting around a table with a blue mug and a laptop.

AI that treats industries interchangeably, assuming they share the same processes, workflows, and production parameters, may underperform for industry-specific operational requirements.

When AI doesn't fit, costs go up

Some companies know what AI costs *now*, but the long-term investment is less clear

AI adoption doesn't happen overnight. Plus, initial deployment is only the beginning of the journey. Once it's live, usage compounds with more users, more workflows, and more potential workarounds than the pilot ever accounted for, especially when it's generic AI.

That's when the real cost curve starts to reveal itself.

Investment is expected to rise, but the total cost of ownership is unclear

59% expect AI investment to increase over the next 12 months

88% say fixed and predictable costs are important when evaluating AI solutions

30% know upfront costs but have limited certainty of long-term costs

28% say they have only a rough cost estimate

20% say they have a comprehensive view of AI costs

What drives cost?

Cost increases with AI adoption are not linear. They can rise exponentially, and often invisibly.

- **Poor data:** Unstructured, siloed, or inconsistent data forces AI to work harder to produce a usable answer, drawing on more sources and consuming more compute per query. The messier the data, the more expensive every interaction becomes.
- **Poor product design:** Inefficient system design wastes computing resources on every single query, whether it's retrieving the wrong context or reasoning through unnecessary steps. Left unchecked, it quietly drives costs up as usage grows, often without any clear warning sign.
- **Poor user experience:** Extra clicks and steps mean more reruns, more reprompts, and more chances for the interaction to go sideways before it produces something useful. Every one of those extra steps adds cost, even if the individual clicks feel small.
- **Poor governance:** Skip it, and AI is left to make judgment calls it isn't equipped to make—producing results that are inaccurate, unreliable, or out of step with compliance requirements. Those failures are harder and more expensive to unwind than if the right checks had been in place from day one.

More authority, higher stakes

As leaders yield more control to AI, the margin for error in how it's built keeps shrinking

As humans transfer more authority to AI agents, so does the expectation that agents can handle not just specific tasks, but entire complex workflows end-to-end.

Whether that expectation is met comes down to how well the systems handling those end-to-end workflows are built.

Just 11% of leaders prefer humans to make high-stakes decisions without any AI input

Leaders have warmed to agents

More than half of leaders (54%) are mostly or very comfortable with autonomous agents fully executing critical business processes without human input at every step.

AI is already part of high-stakes decisions

Nearly half (49%) prefer AI to act as an equal partner or lead in decisions such as financial forecasting and workforce planning.



That level of trust cuts both ways

Handed to a well-orchestrated system—where agents share context, data, and reasoning models—trust compounds into efficiency and value.

Handed to a fragmented one—where agents work in isolation, with disparate data and model logic—costs compound, and risks go unnoticed until they’re expensive to unwind.



Consider this scenario

An order exception needs to be resolved, checking inventory, adjusting pricing, and confirming shipment timing across the business.

In a well-orchestrated system	In a fragmented system
Three agents work from the same shared context, each with clear authority over its piece of the task. The exception resolves quickly, with a clean, traceable handoff at each step.	Ten agents run in silos, each pulling from a different source of truth, with no shared context, no clear parameters, and no underlying foundation. The exception may get resolved, but only after redundant handoffs, conflicting answers, and rework that drives token usage up.

If these survey findings hold, agents will continue to gain authority. But orchestration will determine whether that authority shows up on the balance sheet as value or as a cost.



Lack of governance is a compounding threat and potential cost center

Regulatory pressure exposes unresolved questions about data readiness, workflow ownership, and trusting agentic outcomes

AI is only as good as the data it's trained on. If an organization's data infrastructure is not secure and standardized, bolting on AI creates unpredictability and deviation that can make traceability and compliance much harder.

As a result, many organizations are caught between the pressure to move quickly in a competitive environment and the daunting challenge of getting their data and governance systems AI-ready.

1 in 3 (33%) leaders cite data security, sovereignty, privacy, or compliance as their greatest barrier to AI strategy

Regulatory uncertainty is now a top three AI barrier for nearly 1 in 5 European businesses (17.4%)—the highest of any region surveyed. In the UK, it reaches 22.4%, more than double France's rate of 10.8%.

People remain central to the process. Nearly half of all AI output worldwide still needs a person to check it before it's used, indicating AI is shifting its role toward providing judgment, context, and accountability.

Trust becomes critical as AI moves from pilots into everyday workflows.

Some respondents lead companies in highly regulated industries, including automotive, aerospace and defense, and industrial manufacturing. Others face constant operational change, such as distribution. In all these cases, trust in data and data security is critical.

As AI agents take on a greater role in business processes, organizations will expect more than automation. They will require agents that can explain their reasoning, document decisions and actions, and support meaningful human oversight. The challenge is balancing autonomy with accountability so businesses can move faster without increasing risk.

Governance is invisible until tested



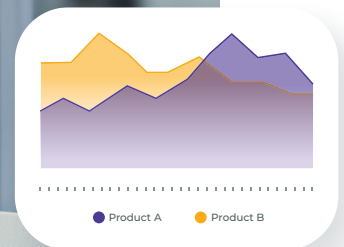
Consider this scenario

A customer exercises their right to have their data deleted. The organization must identify where that data resides, understand which AI agents have accessed it, and provide an auditable record showing the request was fulfilled.

With mature data and strong governance in place, the process is routine. Data lineage provides visibility across systems, access logs show which users and agents interacted with the data, and automated workflows help enforce deletion policies. Audit trails provide the evidence needed to verify compliance.

Without that foundation, the same request becomes a scramble. Data may be scattered across disconnected systems, with limited visibility into where it resides or which agents have accessed it. Compliance teams spend days tracing records and trying to verify that every copy has been removed.

The challenge isn't AI itself. It's having the governance to understand how data is used, enforce policies, and demonstrate accountability as AI scales.



The data is ready. Leaders' confidence is still building.

Most organizations say their data can support AI, but that readiness doesn't settle the unease surrounding security and compliance

Across the markets surveyed, confidence that business data is mature and well-governed enough to support reliable AI is generally high. Globally, **74%** of respondents say their data meets that standard.

But readiness and confidence aren't the same thing. Most markets show a similar split: strong confidence in data readiness, alongside a meaningful share still citing data security and sovereignty, or compliance concerns among the top barriers to advancing their AI strategy.

Market	Say their data is mature and well-governed enough to support reliable AI	Cite data security, sovereignty/privacy, or compliance concerns among the top barriers to advancing AI
Global average	74%	33%
Australia	82%	37%
France	89%	26%
Germany	87%	33%
Japan	38%	24%
United Kingdom	62%	36%
United States	74%	34%
Singapore	87%	38%

Japan stands apart, with the lowest data-readiness confidence of any market surveyed, suggesting it's still working through foundational questions that other markets have largely moved past.

A potential cause of the gap between data readiness and confidence: A mature data foundation isn't sufficient on its own. Without governance built around it, even clean data produces AI outputs that need constant double-checking before they can be trusted.

Leadership hasn't figured out who owns AI governance, putting greater pressure on the systems running it

Organizations rarely put guardrails in place before something forces the issue. Cybersecurity and compliance followed that pattern: Ownership was scattered across teams until a breach or a compliance failure made the cost of that gap obvious.

Even then, much of the fix ended up built into the tools themselves, not just new job titles such as Chief Information Security Officer. Controls and permissions were embedded directly into the systems people used every day, so governance held regardless of whether someone was watching.

AI governance is on the same path, just faster, and with even less agreement on where it belongs.

Most organizations know AI needs governance. But few have decided who owns it. Until they do, the platforms organizations rely on to run AI day-to-day are likely to absorb that responsibility by default for the processes they oversee, placing even greater importance on their built-in governance functionality.



No one owns AI governance outright

Role	Share naming them as primary owner
Chief Executive Officer/Executive leadership	23%
Chief Information Officer or Chief Technology Officer	22%
An AI committee or governance group	15%
A dedicated Chief AI Officer	10%
Individual department heads	10%
Chief Financial Officer	5%
No one person has primary responsibility, or it's unclear who does	15%

The fix is technology built to govern itself

No organization is going to solve this by hiring its way out of it; the data show AI governance ownership splitting further rather than consolidating. Yet, the stakes are only getting higher: As agents take on more autonomous execution, risk runs high if they don't have the proper permission structures in place.

Addressing this problem depends less on a person catching every decision after the fact, and more on AI built to govern itself from the start: traceable by design, auditable by default, and structured so a human is always able to step in, override, or approve actions. The goal is not to have someone check every output, but to build a system that keeps them in control. As more of the business runs through agents rather than people, that built-in accountability must keep pace with how much authority AI is already being handed. Humans, not AI, decide how much authority that is in the first place.

How to become an agentic enterprise

As AI proliferates, successful AI adoption has become mission critical. The findings in this report point to a clear next phase of deployment: Organizations need the right foundation in place to scale with confidence and turn AI investment into meaningful returns.

The goal: to become an agentic enterprise, where AI agents and people work as one coordinated system executing tasks, orchestrating workflows, and making decisions across the business, all under human oversight.

Before scaling further, ask three questions about where your organization actually stands:



AI that works

Is your AI built to understand your industry's specific needs, or is generic technology stretched to fit?

- Broad training can produce a model that's technically capable, but operationally naive about how your industry actually runs
- How much customization a system needs before it produces something useful is often the real driver of both costs and time to value



Cost efficiency

Can you predict what AI will cost as usage scales?

- Cost visibility needs to extend past the deployment phase into ongoing usage, since expenses that look reasonable at launch can compound quickly once agents are running at scale
- Product architecture ends up mattering as much as pricing: Systems built for token efficiency keep costs predictable as usage grows, while fragmented systems tend to see costs climb faster than the value they generate



Governance

If an agent made a high-stakes decision today, could you trace exactly how and why on demand, not after a scramble?

- Oversight built into your technology stack from day one, rather than bolted on after problems surface, safeguards your business as more decisions shift from people to agents
- Compliance is easy to claim and hard to demonstrate; the real test is whether someone can pull the full decision trail for any agent action on short notice

A confident "yes" to all three is rare. That gap is exactly what separates organizations still managing AI pilots from those operating as a true agentic enterprise.

Infor Industry AI closes the value void

Where traditional ERP leaks value through excessive customizations, workarounds, and disruption, Infor Industry AI is engineered to capture it precisely from day one

Our core platform architecture and AI solutions power every customer to become an agentic enterprise, where value compounds automatically as agents get sharper, workflows get tighter, and every decision made today makes the next one better.

Industry context isn't layered on top; it's built into the platform's foundation. That's what makes user experience, governance, and orchestration more effective and drives costs down over time.



Precise outcomes

Infor Industry AI is purpose-built for your industry. Customers start closer to value because industry intelligence is embedded from day one, reducing complexity, accelerating adoption, and de-risking implementation.



Easy to use

Infor Industry AI delivers precise AI capabilities, prebuilt for your industry within role-aware, personalized experiences where work happens. Customers don't have to figure out how to apply AI to their business. Infor applies it for them, where it matters most.



Connected and open

Infor Industry AI delivers a unified operational backbone through an Amazon Web Services® (AWS®)-backed multi-tenant cloud platform that connects your applications, data, workflows, and agents in one centralized operating environment.



Governed

Infor Industry AI delivers governance baked into the core platform from the start: Agents explain their reasoning and fit the way your teams already work, so every action stays auditable, traceable, and compliant by default—enabling adoption instead of slowing it down.

Support, wherever your starting point

36%

of leaders say quality of ongoing support and success services is a top three priority when selecting an AI software vendor

Infor delivers value by caring for every step of your transformation journey, not just the implementation milestone. Going live is just the starting point. We stay accountable for ensuring value is realized and sustained before, during, and after go-live.

The agentic enterprise comes to life

[Team Air Distributing](#) shows what the journey toward an agentic enterprise can look like in practice: scaling AI around real operational work while keeping people in control of outcomes. After expanding from five to eighteen branches in less than three years, the company needed to grow without adding complexity. With Infor, Team Air is applying AI agents and automation across credit management, inventory sourcing, accounts payable, and employee knowledge sharing. This resulted in faster, more visible work, including 80–95% faster credit inquiry resolution, 2,000+ employee hours saved annually, and inventory sourcing searches completed 80–90% faster.



Infor Industry AI drives industry forward

No industry is the same. Just as no two businesses are the same.

Infor designs solutions around how you do business: the nuances of your enterprise, the changing dynamics of your industry and micro-vertical, and the ways your teams actually get work done, so there are no gaps or barriers to AI adoption. It's contextual intelligence built in, with capabilities that evolve at the pace of your industry.

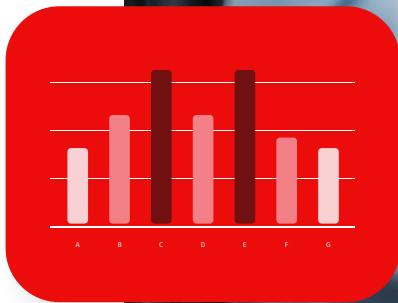
Where other generic solutions may stall, Infor Industry AI is designed to push your industry forward.



Ready to take the next step?

Speak with an Infor industry expert to assess where you are on your agentic enterprise journey and identify the use cases that will drive the fastest, most measurable value for your organization.





About Infor

Infor is a global leader in business cloud software products for companies in industry-specific markets. Infor builds complete industry suites in the cloud and efficiently deploys technology that puts the user experience first, leverages data science, and integrates easily into existing systems. Over 67,000 organizations worldwide rely on Infor to help overcome market disruptions and achieve business-wide digital transformation.

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