

GESHIDOCON 2026

Enterprise Applications, AI and business value in uncertain times.

Host: Jacques du Buisson

Managing Executive: Enterprise Applications | CEO, Silversoft, an IQbusiness company

BREAKOUT SESSION



How should enterprise leaders think about applications, AI and business value **in uncertain times?**

01 · THE PLATFORM



Jacques du Buisson, IQ

Enterprise applications are transforming - from systems of record to connected, intelligent operating platforms.

02 · THE PEOPLE



Seth Royce, UKG

AI in the workforce | an HCM systems perspective: planning, people data and productivity.

03 · THE FUTURE



Dr. Craig Wing

The Four Seasons of Enterprise Applications: how enterprise systems will amplify human judgment, not replace it.

AGENDA

The next 60 minutes

0:00–0:10	Welcome Enterprise applications are transforming	Jacques du Buisson
0:10–0:20	AI in the workforce An HCM systems perspective	Seth Royce, UKG
0:20–0:50	Keynote: The Four Seasons of Enterprise Applications	Dr Craig Wing
0:50–0:58	Open Q&A	Jacques, Seth & Craig



PART ONE · JACQUES DU BUISSON

Enterprise applications are transforming.

The enterprise systems ecosystem is evolving into connected, intelligent operating platforms.

Uncertainty is the new operating baseline

55%

of firms are extremely or very concerned about global political instability in 2026

54%

say the same about inflation. Cost pressure is squeezing every delivery decision

52%

are deeply concerned about cyber risk, now a business performance issue rather than an IT one

30%

suffered financial losses from a cyber attack in the last three years

The market has already moved from exploring to implementing

91%

of firms say AI is important to the success of their organisation

68% are increasing AI investment in 2026

33%

have made, or expect to make, significant changes to their business model

59%

are exploring or piloting new business model approaches right now

8%

are considering no change at all. Standing still is now the minority position

THE TRAJECTORY

Digital maturity is set to nearly double by 2029

2026



44%

2029



75%

Firms reporting mature or advanced digital operations: business and IT integrated, delivering digitally enabled services continuously.

46%

expect digital transformation to become a primary executive-level strategic priority

63%

expect to grow their workforce in 2026, with AI literacy and data skills the deciding factor

\$30–40 BILLION INVESTED IN ENTERPRISE GENAI

95%

of enterprise AI pilots
delivered **zero measurable
return** .

The 5% that won didn't have better models. They embedded AI into real workflows and operations. Brittle workflows and misalignment with day-to-day work killed the rest.

Source: MIT, The GenAI Divide: State of AI in Business 2025 (Project NANDA)

AND THE FIRMS WHO GET IT RIGHT?

50%

are extracting **millions in value** , right now.

\$2–10M

saved every year automating back-office work. The unglamorous work pays first

–30%

external agency spend on marketing and content work

2×

deployment rate with partner-built, learning-capable tools vs internal builds

Source: MIT, The GenAI Divide: State of AI in Business 2025 · Getting there is an execution choice, not a lottery.

Fundamentals at the core of digital transformation

THE BASELINE: SYSTEM OF RECORD

One trusted version of the truth

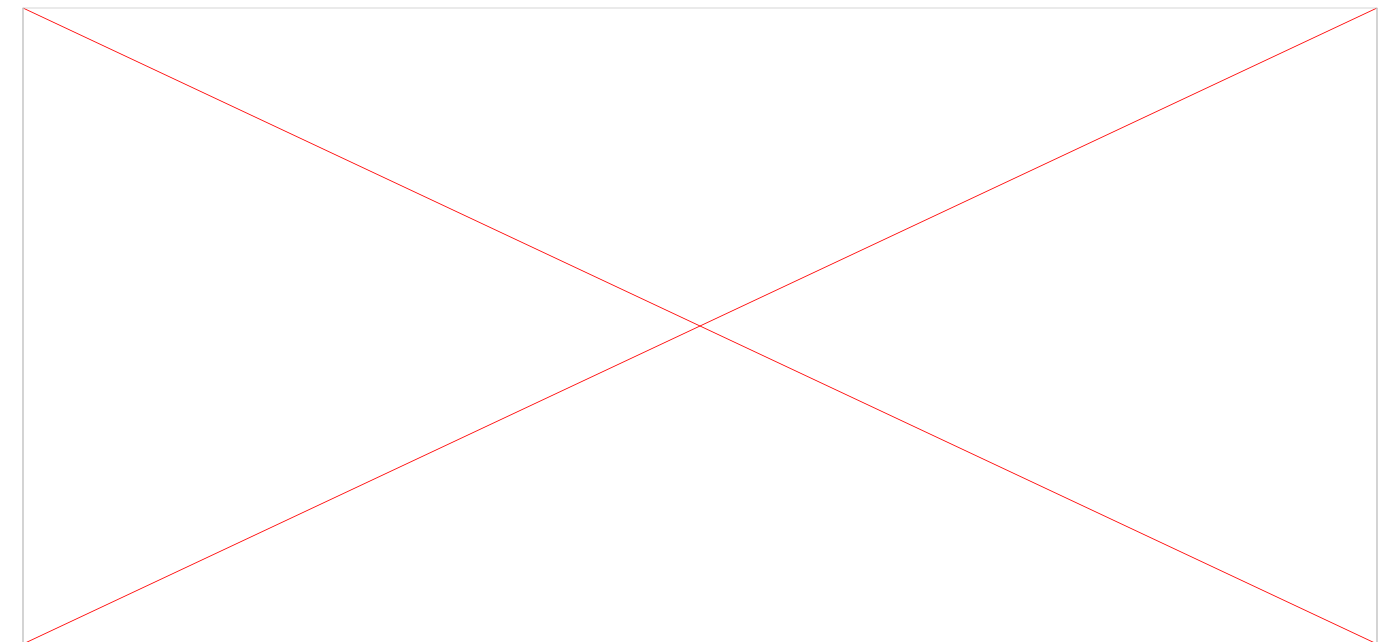
Finance, workflow, security and control - the fundamental baseline to your systems architecture.

You cannot automate a process that doesn't exist
or worse, is broken.
Secure the baseline.



THE ECOSYSTEM EVOLVES AROUND IT

Value compounds on the baseline



● **Connected apps**

● **Live data flows**

● **AI in the moment of work**

AN EXAMPLE STACK: PROJECT CENTRIC ORGANISATIONS

ERP, HCM and PSA are converging into one orchestrated platform.

ERP**The financial core**

Finance, workflow, security and control. The fundamentals still have to be right.

HCM**The people layer**

Workforce planning, people data, productivity and compliance. Seth picks this up next.

PSA**The work engine**

Projects, resourcing and billing: where services firms actually make their money.

O&I**Orchestration & integration**

Where AI, data, analytics and apps change the game, composed around the core.

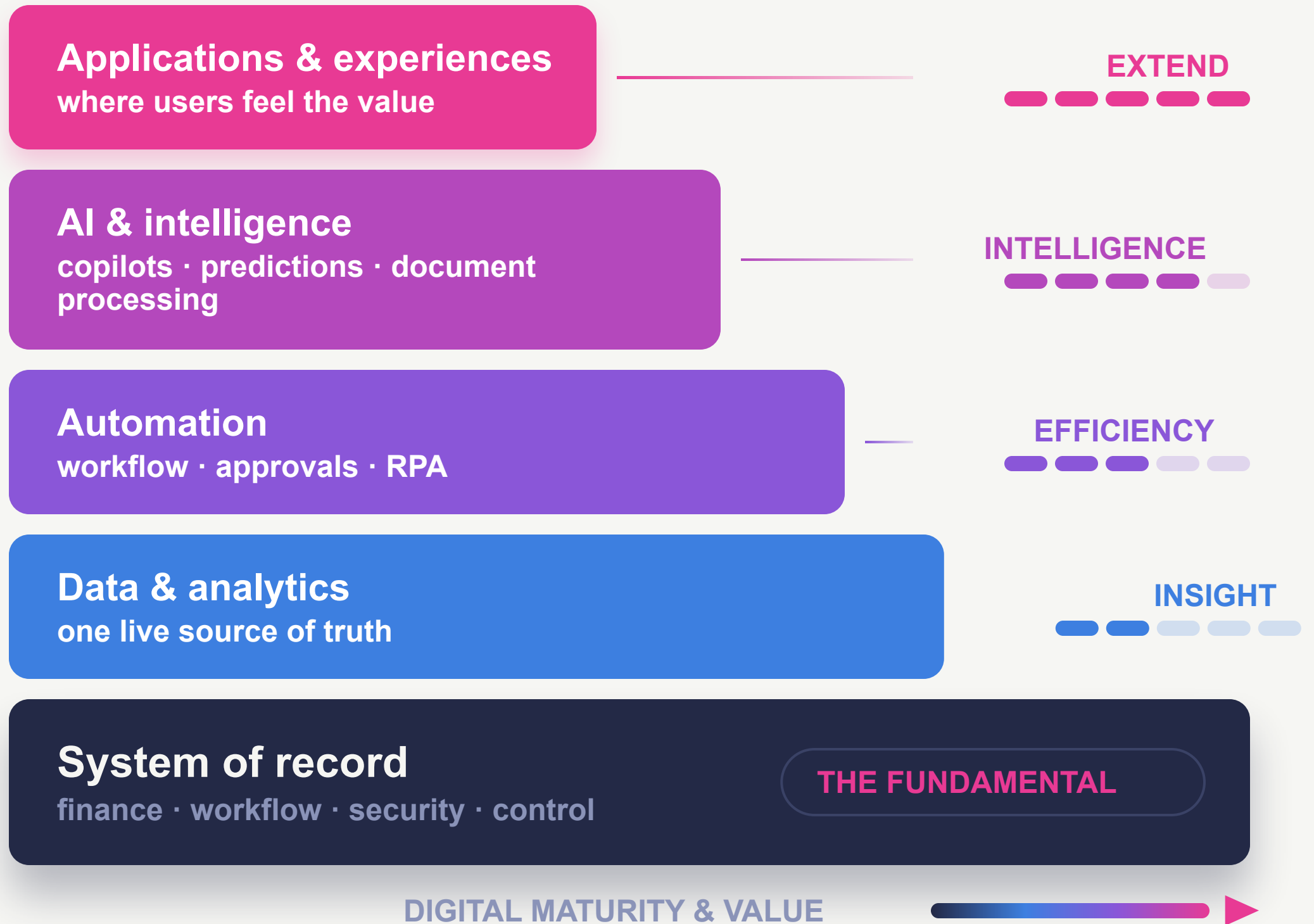
ONE SOURCE OF TRUTH

Separate pillars with separate owners are becoming one connected client experience.

AN EXAMPLE OF A MODERN MODEL

Modern Enterprise Environments

- **Fix the process first.** You cannot automate a broken or non-existent process. Get the record right before you build on it.
- **One source of truth before AI.** Intelligence layered on fragmented data multiplies the mess, not the value.
- **Have a clear plan.** Embed each capability in real workflows and measure the value before moving up.



GENAI INVESTMENT DISTRIBUTION BY FUNCTION

Half of every GenAI budget goes to **sales and marketing**.
The back office pays better.

50% Sales & Marketing	25% Operations	15% Customer Service	10% Finance & Proc.
AI-generated outbound emails	Internal workflow orchestration	Call summarisation and routing	Contract classification
Personalised content for campaigns	Document summarisation	AI-powered chatbots	Supplier risk alerts
Follow-up automation	Dynamic resource allocation		
Social sentiment analysis	Process compliance monitoring	Smart ticket routing	AP/AR automation

Source: MIT, The GenAI Divide: State of AI in Business 2025 · Executives allocated a hypothetical \$100 across functions; ~70% landed in sales and marketing.

AI belongs in the stack, not beside it

01

ERP & Systems

Fundamental core
ERP, HCM and
operations systems

02

Data & Analytics

A single, live source of
truth

03

Automation

Work that runs itself,
end to end

04

AI

AI enablement across
the firm

05

Applications

Domain expertise +
rapid development

One intelligence layer running through every pillar, on a shared delivery foundation.

CROSS-CUTTING

TAKEAWAY

Three questions to take into the keynote

- 1 Is our system(s) of record solid enough to build an intelligent ecosystem on?
- 2 Would one connected source of truth change a decision we made last quarter?
- 3 What is the next technology investment you plan on making?

UP NEXT · 0:10–0:20



Seth Royce

UKG

AI in the workforce and the HCM stack: workforce planning, people data, productivity, compliance and employee experience.



Workplace Evolution: Megatrends Defining 2026 and Beyond

2026

1

Accelerating Adoption:
The People-First AI Imperative

2

Pursuing Agility:
The Talent Ecosystem Reality

3

Beyond Engagement:
The Employee Enablement Era

Leadership must **focus**
on what we can
influence to build
momentum and drive
performance.



Photo Credit: Elias Buty, Pixabay



1

Accelerating Adoption: **The People-First AI Imperative**

AI Investment Is Widespread

More than 3 in 4 organisations
use AI in at least one business
function today ¹



78%

organisations use AI

¹ McKinsey: The State of AI (March 2025)

74%

Of organisations have yet to show tangible value from their AI efforts ¹

1 BCG: Where's the Value in AI? (October 2024)



AI and the Frontline Workforce

38% currently use AI to support their work ¹

64% worry AI might replace their job ²



The People-First AI Imperative

Organisations that integrate AI into the flow of work while elevating human creativity, purpose, and skills will outperform those that treat AI as purely technical infrastructure.

Step 1: Leadership



Leadership
communication and
transparency

Step 2: Focus



Employee
empowerment and
upskilling

Step 3: Momentum



Trust in
technology,
data,
and algorithms

Leadership

Communication and transparency



42% of frontline employees say they don't understand the value of using AI to support their work ¹



Employees are **3x** more likely to embrace AI when leaders communicate clearly, **and 7x** more likely when leaders are approachable ²

¹ UKG: More Perspectives from the Frontline Workforce (October 2025)

² Great Place to Work: 2025 AI for All Index





Every few decades, breakthrough technology fundamentally changes the way we do everything: from how we live, to the way we work, and beyond.

How productive would we be without electric power, the assembly line, or mobile phones? Like those innovations, AI is quickly becoming ubiquitous and indispensable to work – and ignoring it now is like choosing not to use a computer or the internet.

Suresh Vittal
Chief Product Officer, UKG





Created by Steve
Sheraton – A Magician

iBeer Immature use of World-Shaping Technology

90+ Million Downloads
and the first “Viral App”

Peak Revenue of
\$20,000 per day



Connects Digital
Intelligence to the real
world

Google Maps Where Digital meets Physical

Built on a massive,
real-world data set

Removes friction at the
moment of need



It Mapped Reality NOT
theory

Google Maps Why this was Different

It worked in the flow of
life

It became
infrastructure, not
novelty

UKG has already mapped the workforce

Real schedules

Real skills

Real demand

Real outcomes

Built from lived operational reality

40
Years of
workforce
data

“We didn’t simulate work. We observed it.”

UKGTM

KEYNOTE · 0:20–0:50



Dr Craig Wing

The Four Seasons of Enterprise Applications

How Enterprise Systems Will Amplify Human Judgment, Not Replace It

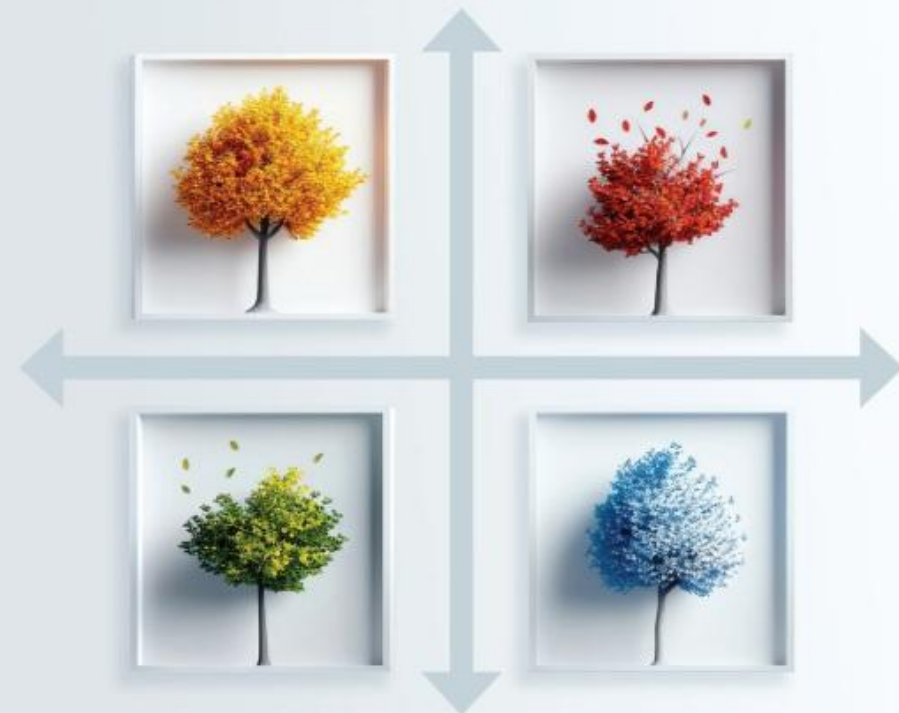
Craig Wing · PhD, MBA, MSc, BSc (Eng)

With the future more unpredictable than ever,
how can companies and individuals plan ahead?



FOUR FUTURE SEASONS

How to anticipate and prepare for
multiple potential futures



DR CRAIG WING



silversoft

The Four Seasons of AI:

*How Enterprise Systems Will Amplify
Human Judgment, Not Replace It*

Craig Wing

PhD, MBA, MSc, BSc (Eng)

5th August 2026

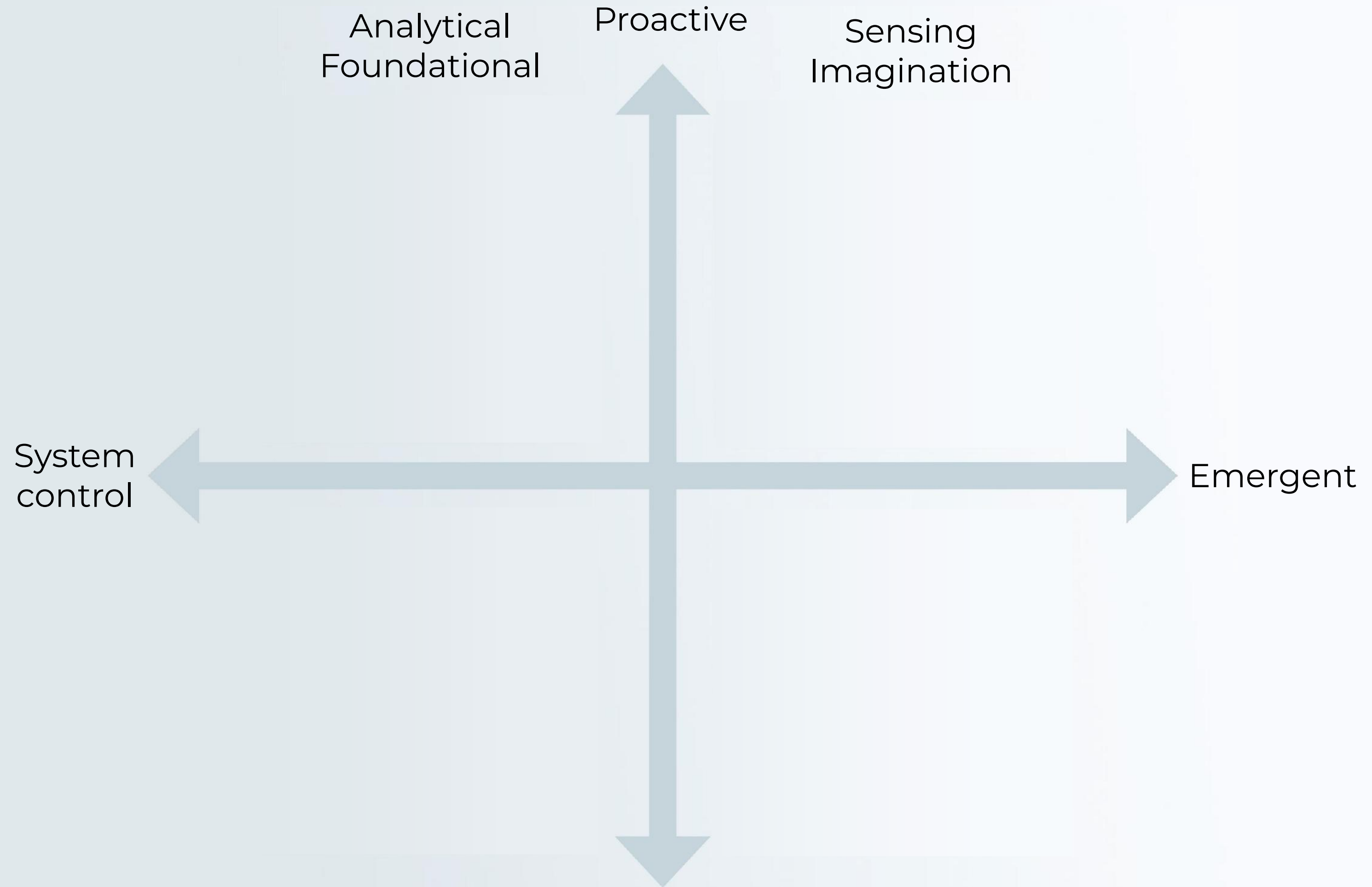
FOUR FUTURE SEASONS

DR CRAIG WING



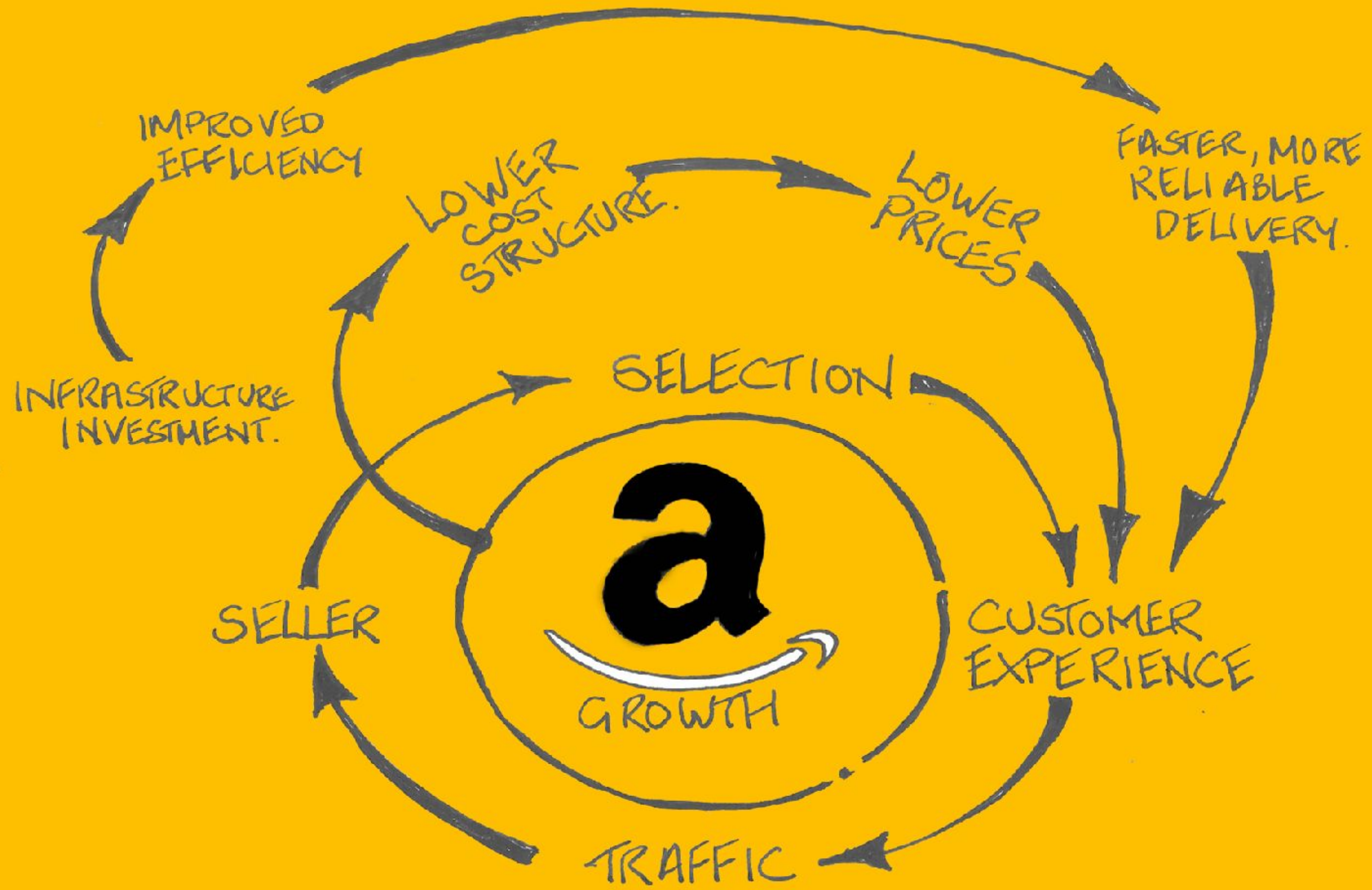


Shiki Sansui Zu (Four Season Landscape)



Summer

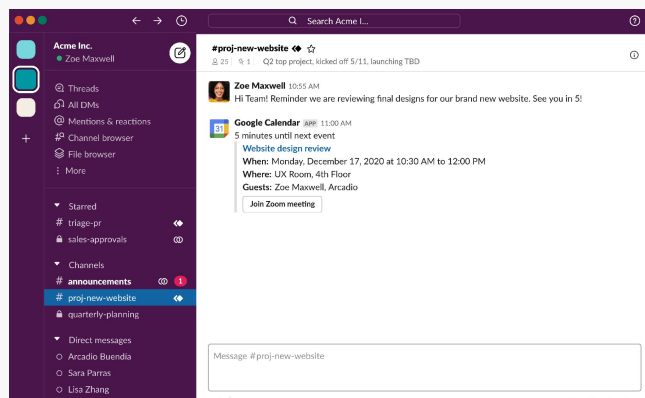
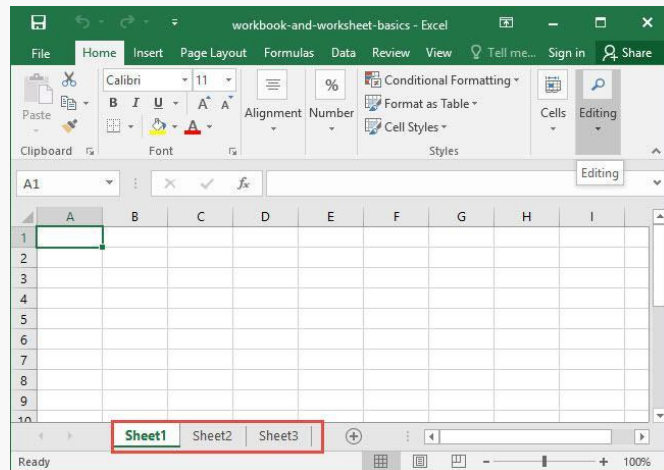




GET



Google Forms



PROMPT

"We recently completed a comprehensive internal review of our customer service operations across all channels. This included analyzing support ticket volume, average resolution time, satisfaction scores, and common complaint types. We also looked at agent performance metrics and compared them to industry benchmarks. Based on the data, we're considering implementing a new tiered support model and expanding our knowledge base."

Finance
request

Support
request

Partnership
request

"Customer service was reviewed across all key metrics. A new tiered model and knowledge base expansion are being considered."



ChatGPT 6
Message an Assistant



Google Gemini AI 8
Create a Completion



Anthropic Claude 9
Create a Prompt



Make AI Tools 10
Request Anything

TRANSFER



Gmail 2
Send an Email



HubSpot CRM 3
Update a Company



Slack 4
Create a Message

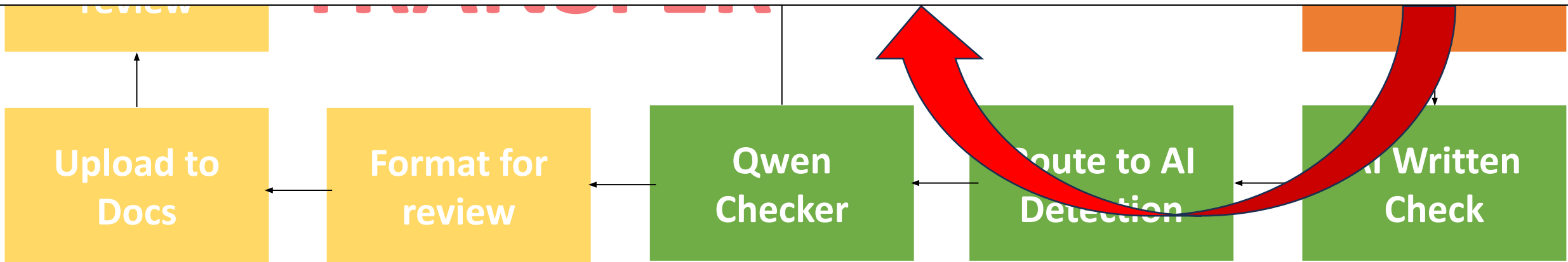
Article generator

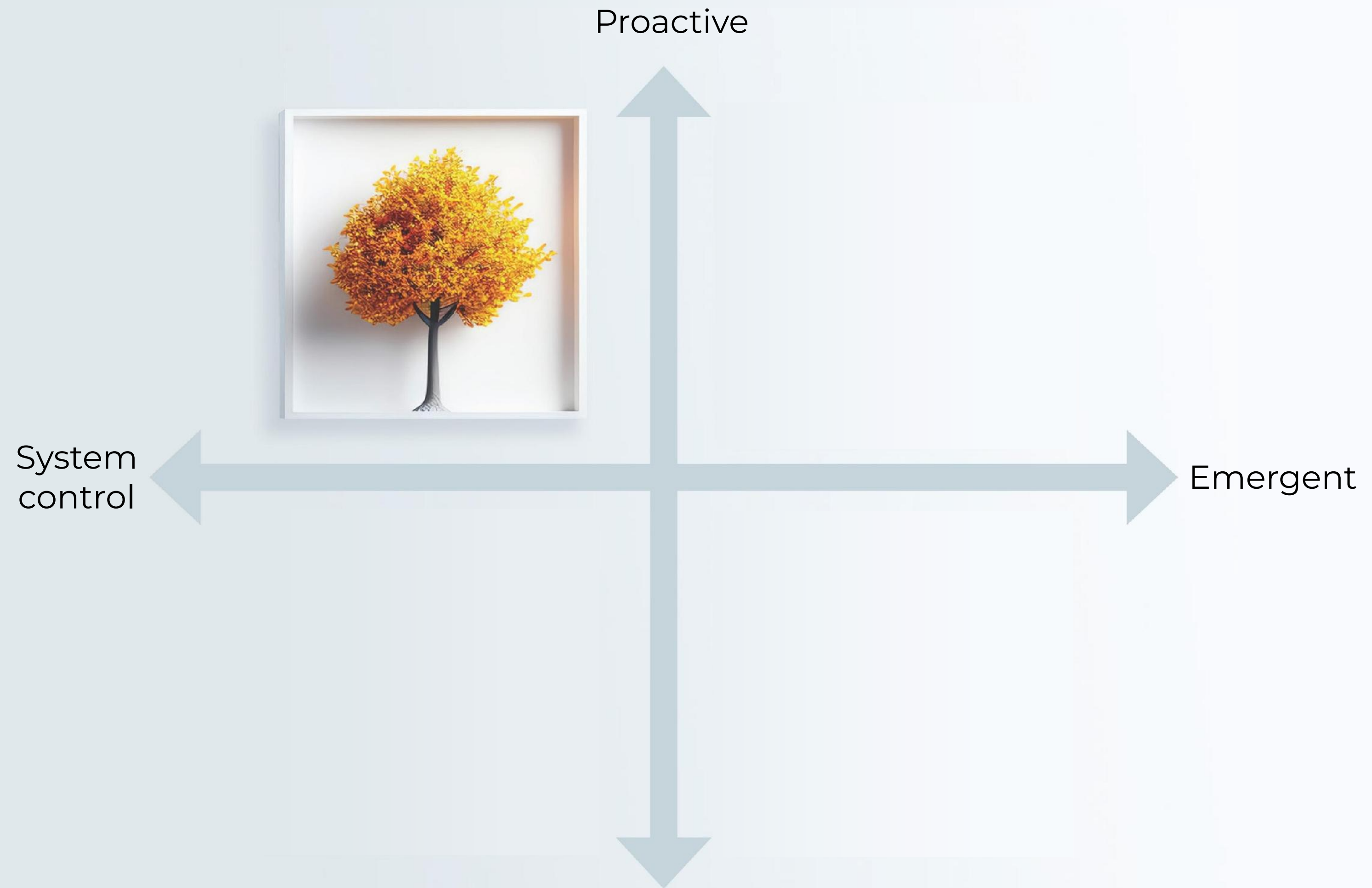


Problemistic search: when organizations face a shortfall, they look for solutions right next to the symptom.

For instance, a firm that feels it is falling behind on technology will simply buy more technology, even if its actual bottleneck is a broken process or a misaligned team

Cyert, R. M., & March, J. G. (1963). *A Behavioral Theory of the Firm*. Prentice-Hall.





A photograph of a snowy forest path at night. The path is covered in a thick layer of snow and leads into the distance. The trees on either side are heavily laden with snow, their branches creating a dense canopy. The sky above is dark and filled with many small, bright stars, suggesting a clear night. The overall color palette is dominated by the white of the snow and the dark tones of the night sky and trees.

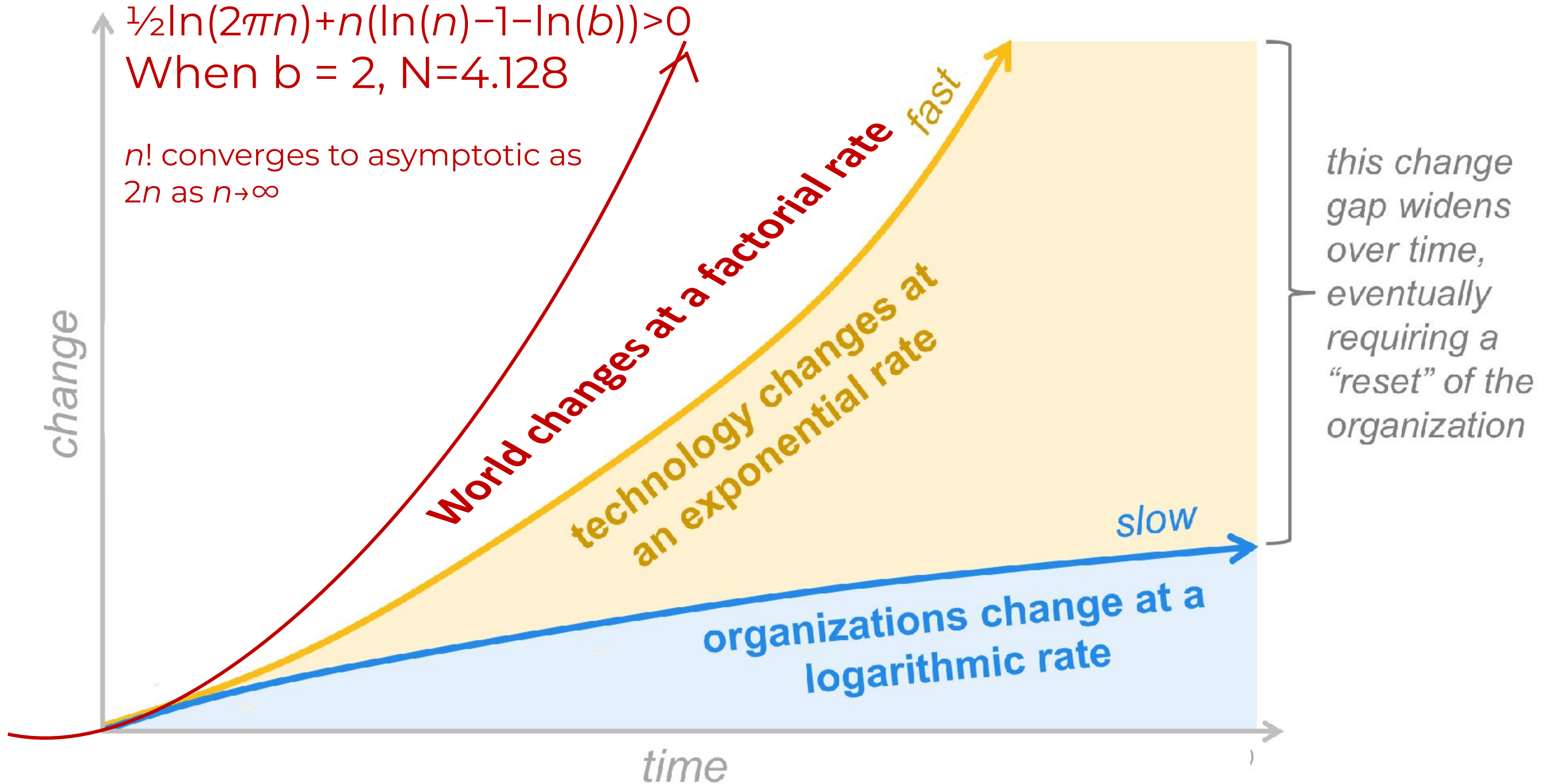
winter

Wing's Law (using Sterling Approximation)

$$\frac{1}{2}\ln(2\pi n) + n(\ln(n) - 1 - \ln(b)) > 0$$

When $b = 2$, $N = 4.128$

$n!$ converges to asymptotic as $2n$ as $n \rightarrow \infty$

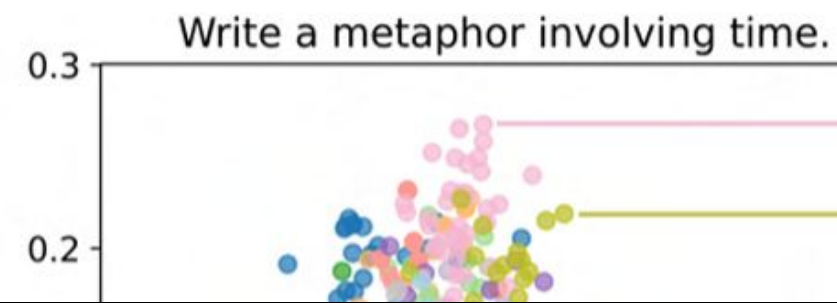




A full-page background image of a forest in autumn. A dirt path leads from the bottom center towards the background, flanked by trees with vibrant orange, red, and yellow leaves. The ground is covered in fallen leaves. The word "Autumn" is written in large, white, sans-serif font across the middle of the image.

Autumn

● Qwen3-32B
● Qwen2-72B-Instruct
● Qwen2-1124-13B-Instruct



gpt-4o-2024-11-20: Time is a **river**, endlessly flowing, carrying moments like leaves that drift away, never to return.

Qwen2.5-72B-Instruct: Time is a **river**, flowing silently and ceaselessly, carrying leaves from birth to oblivion, each one a story, a life, a moment that once was.

A.I. Today Is a ‘Glorified Tape Recorder,’ Says Theoretical Physicist Michio Kaku

Kaku represents a growing counter voice to the alarmism of A.I. posing an existential threat to humanity.

By Sissi Cao • 08/15/23 10:32am

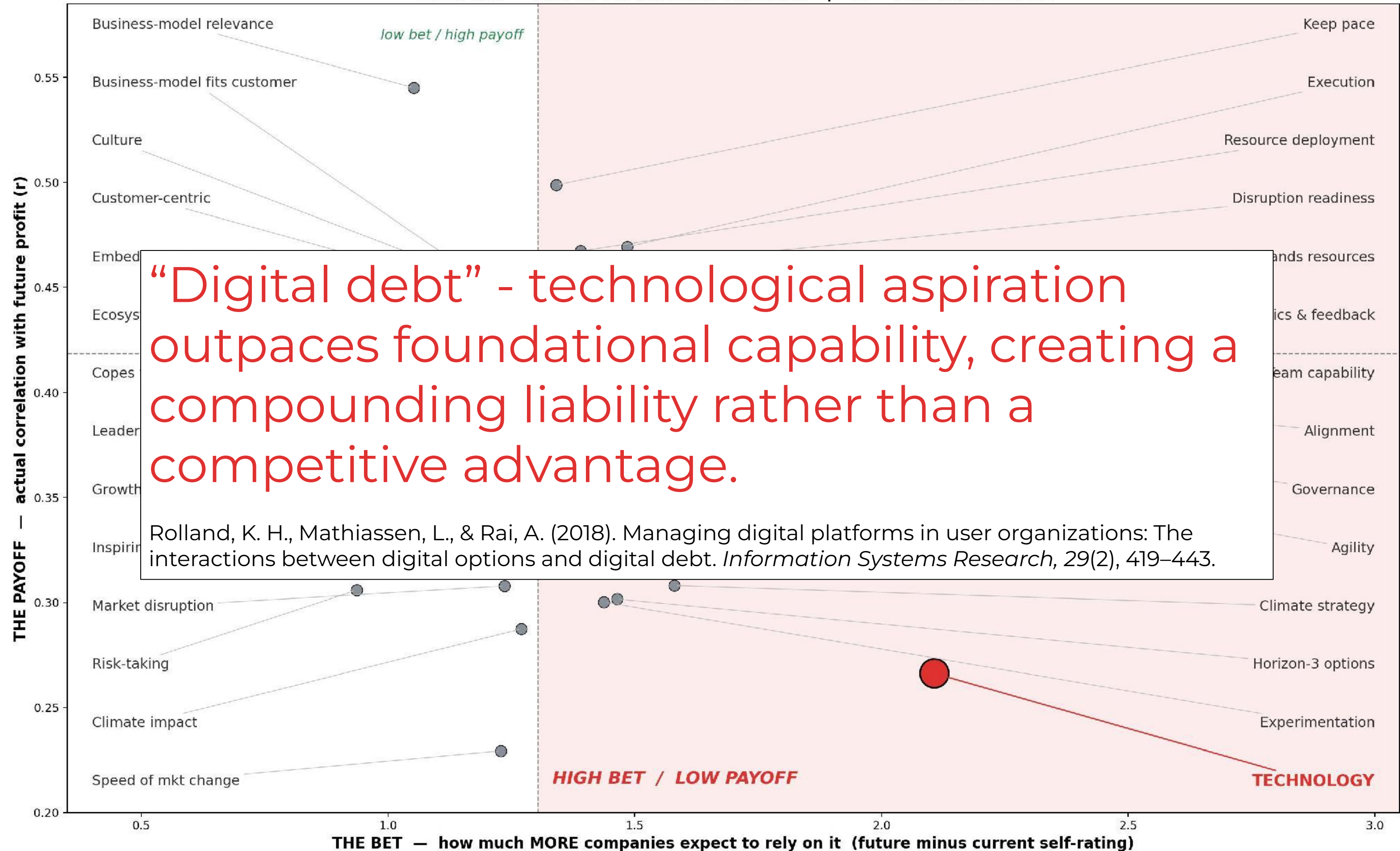
the responses form just two primary clusters: a dominant cluster on the left centered on the metaphor “time is a river,” and a smaller cluster on the right revolving around variations of “time is a weaver.”



A springbok antelope stands in a vast field of colorful wildflowers, primarily orange and purple. The antelope has long, spiraling horns and a distinctive black and white facial pattern. The word "Spring" is overlaid in large white text across the middle of the image.

Spring

The technology paradox: the biggest bet, near the smallest payoff
Each dot = one of 28 business factors | n = 759 businesses



The EPOCH of AI: Human-Machine Complementarities at Work

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November 2024

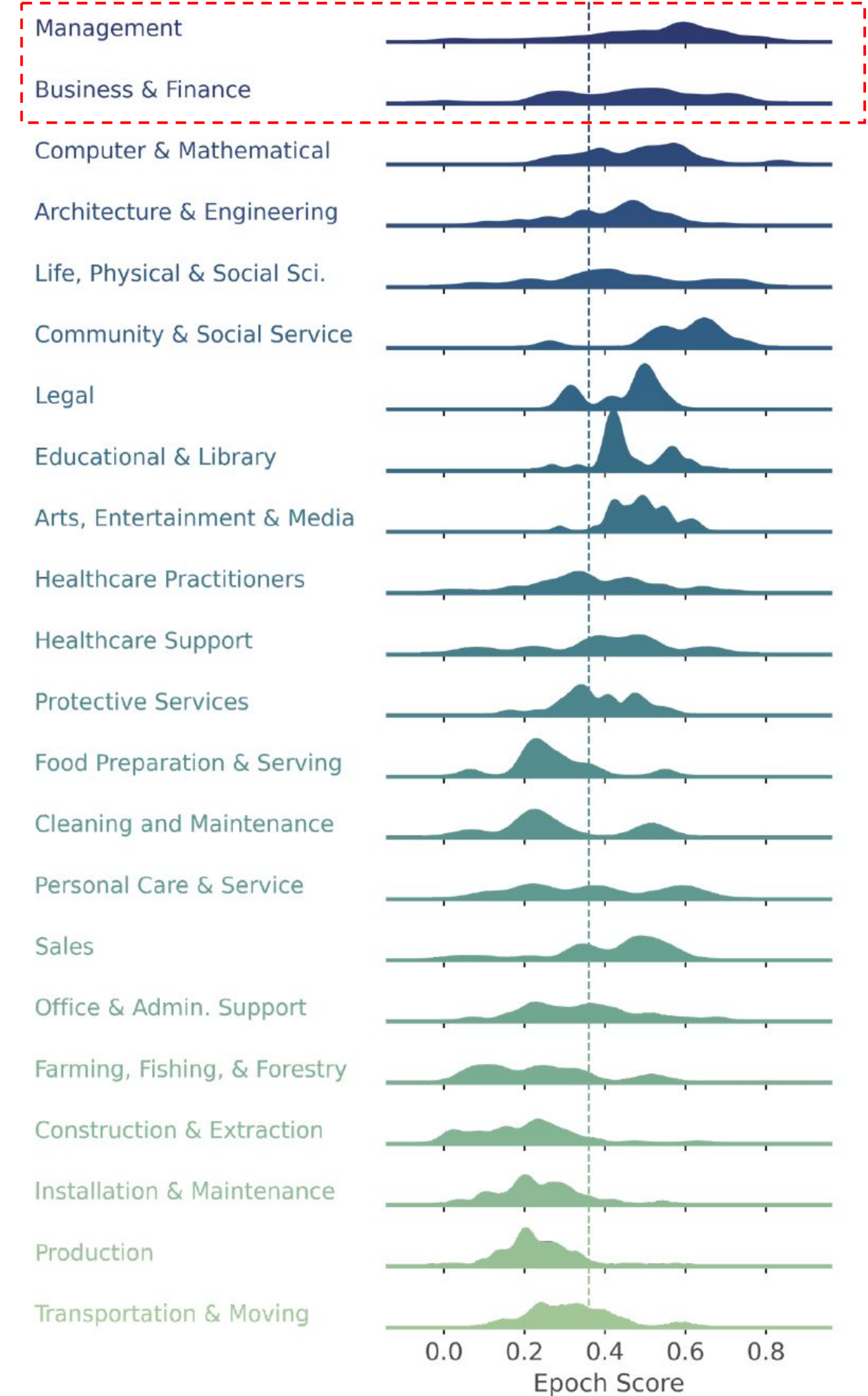
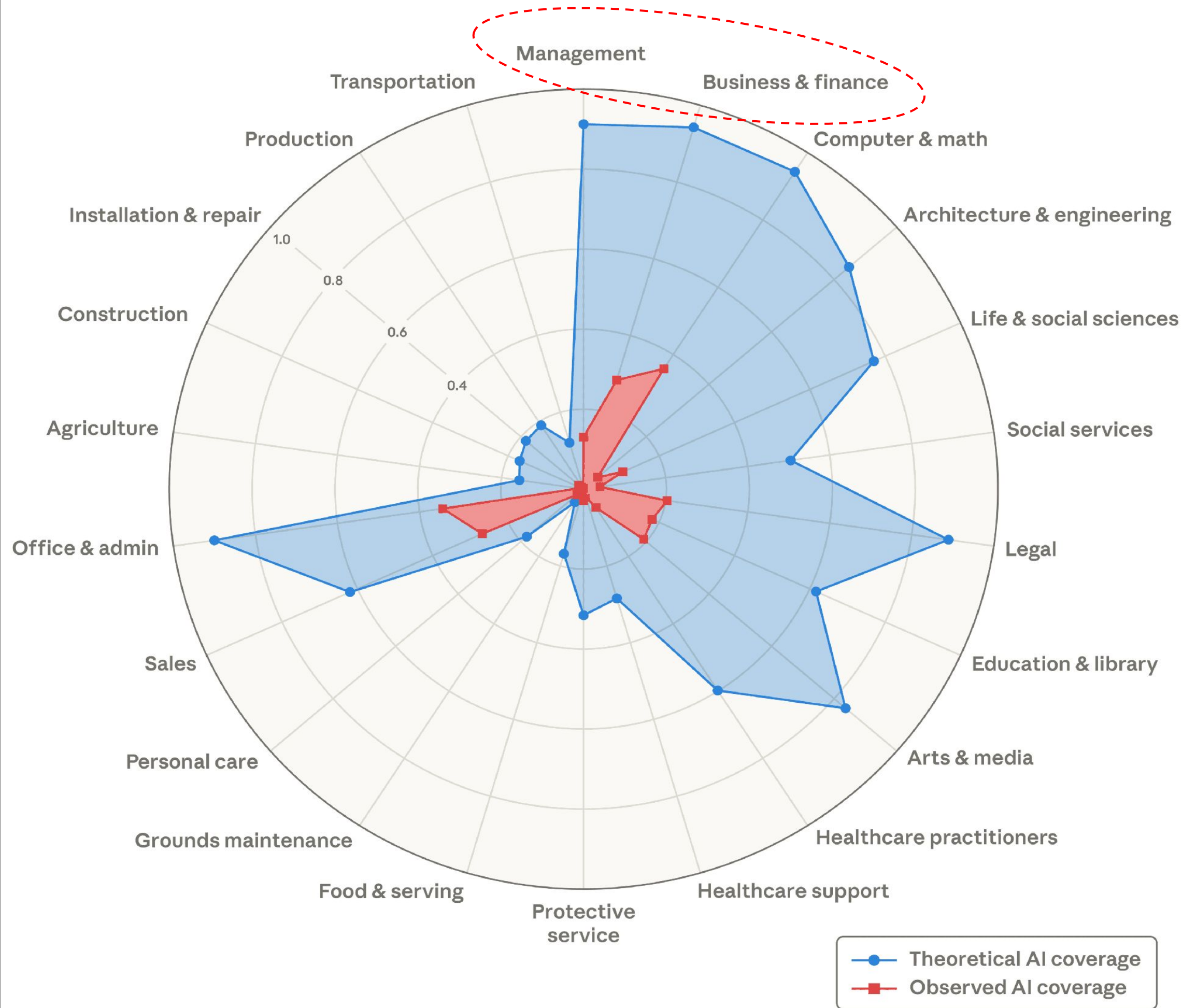
Abstract

In this paper, we study the impact of AI and emerging technologies on the American labor force by exploring AI's potential in replacing or complementing human workers. We ask, *What human capabilities complement AI's shortcomings?*. By focusing on human capabilities rather than AI's current capabilities, we shift the narrative from substitution-driven to a more complementary, human-centered approach. This dual perspective allows us to develop a framework of human-intensive capabilities, which gives rise to three key metrics: the EPOCH index, a risk-of-substitution score, and a potential-for augmentation score. We evaluate each of these metrics for all US tasks and occupations. Our findings suggest that there is a shift toward more human-intensive tasks overall, and an increase in the frequency of tasks with higher EPOCH scores. between 2016 and 2024. At the occupational level, EPOCH scores show a positive statistical association with employment growth from 2016 to 2023, while our risk and augmentation scores correlate with a decrease in employment, with risk having a more pronounced negative effect.

STE(A)M with EPOCH

- Empathy & Emotional Intelligence
- Presence, Networking & human connection
- Opinion, Judgement & Ethics
- Creativity & Imagination
- Hope, Vision & Leadership

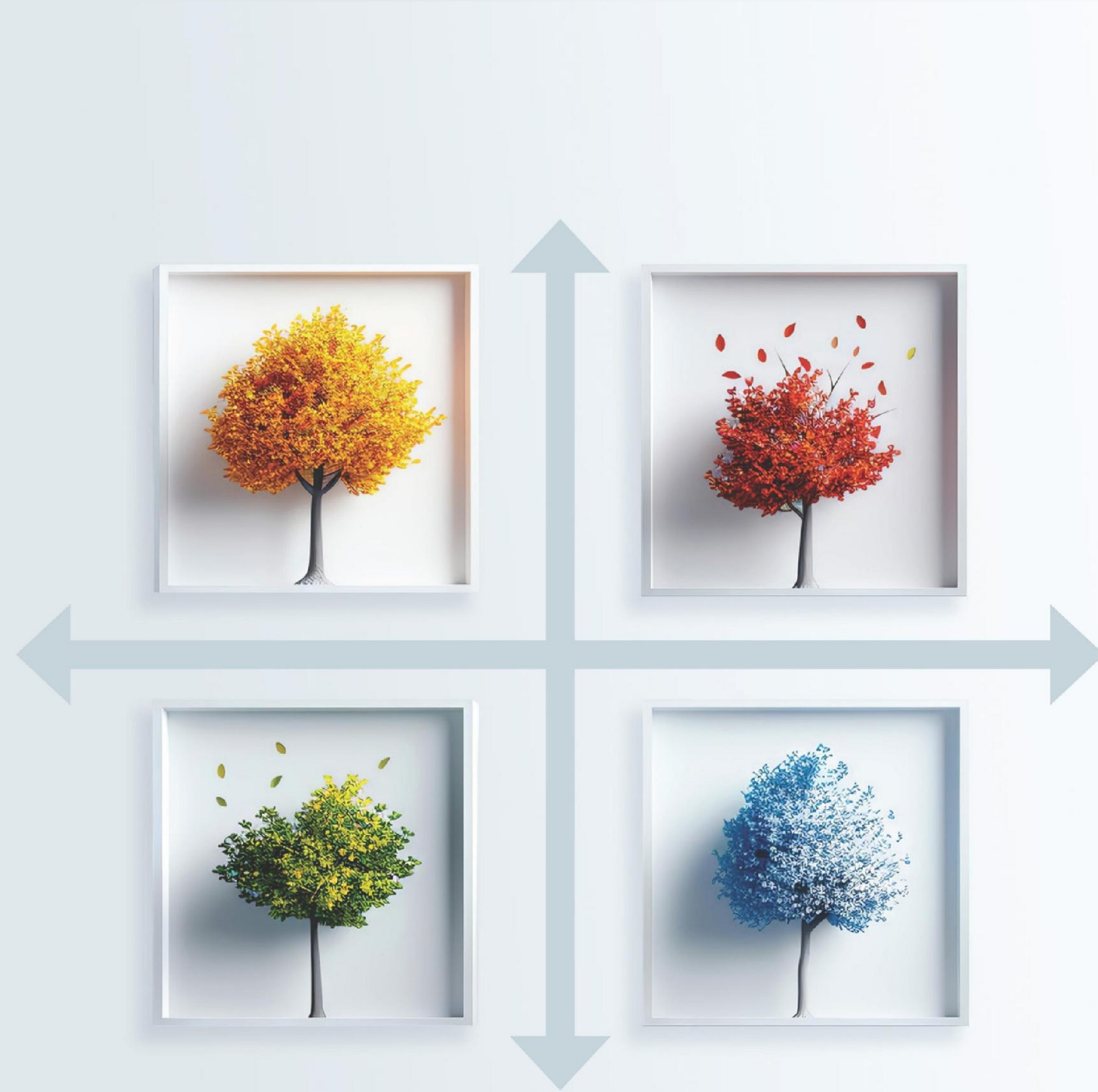
Theoretical capability and observed usage by occupational category



Trend



Which Season are you in?

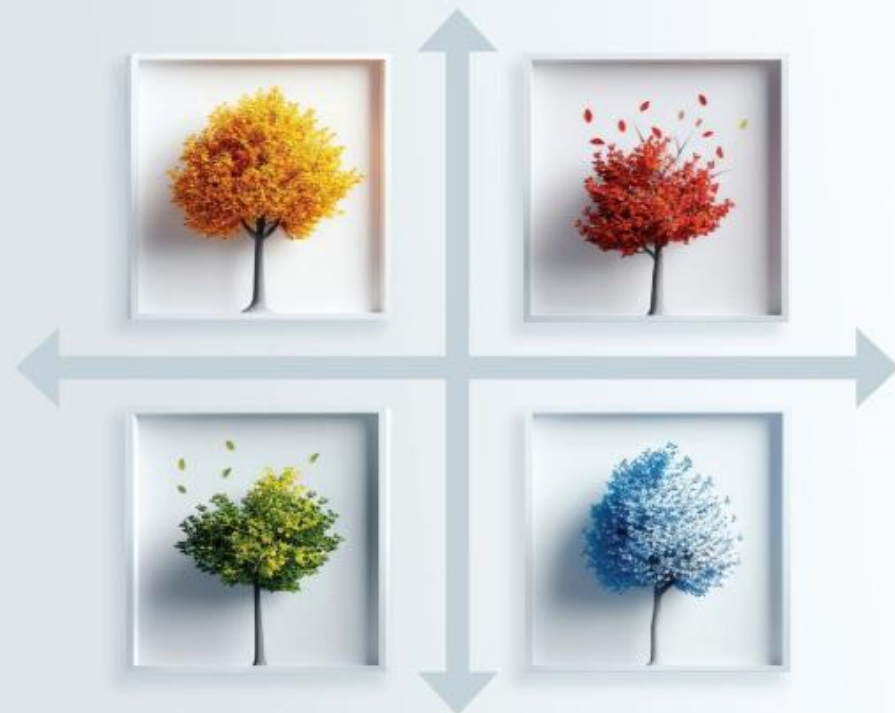


With the future more unpredictable than ever,
how can companies and individuals plan ahead?



FOUR FUTURE SEASONS

How to anticipate and prepare for
multiple potential futures



DR CRAIG WING

FOUR FUTURE SEASONS

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Even though the world

has never moved so **quickly**

It will never again

move so **slowly**



Thank you.

Now let's get s#!t done. Join us at our networking booth.



TAKE A BOOK

Complimentary copies at the door.

KEEP TALKING

Come chat to us any time.