

2025

R.A.C.E. to ROI

A Framework
for Sustainable AI Adoption

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Executive Summary



Organizations invest millions in AI transformation, yet most fail to achieve sustained adoption. While employees, managers, and leaders often express enthusiasm, this intent rarely translates into long-term, integrated use. The result is delayed benefits, eroded ROI, and stalled momentum.

The R.A.C.E. Adoption Flywheel addresses this gap by turning early interest into measurable, scalable impact and ensuring AI investments deliver lasting returns.

Challenge

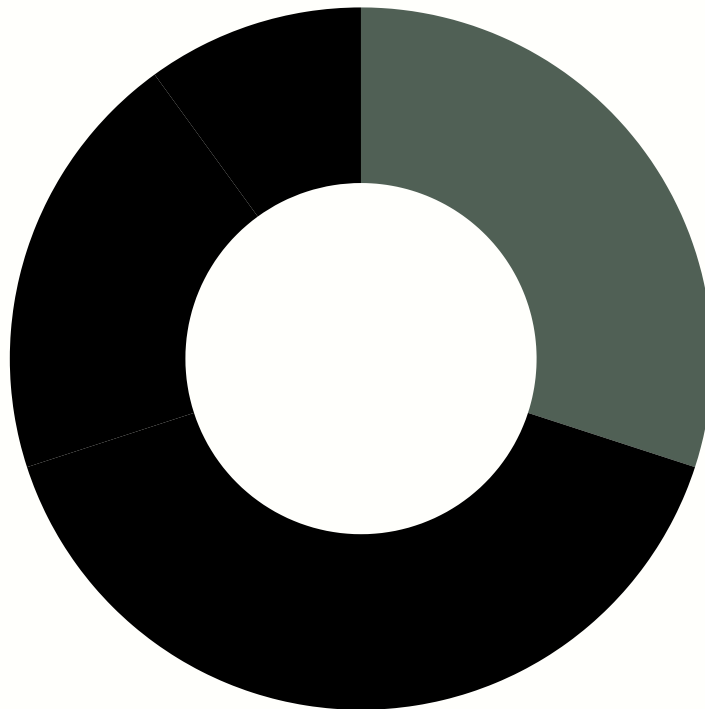
Almost 90 percent of leaders expect AI to boost revenue in the next three years, but achieving that growth requires corporate transformation, something many companies struggle with.

Even with cultural engagement and leadership buy-in, adoption often falls short without deliberate integration. Gartner and McKinsey find the biggest barriers are behavioral, organizational, and process-related, not technical.

Without redesigning workflows, building capabilities, and driving lasting behavior change, even the best tools struggle to move from pilot excitement to enterprise-wide value.

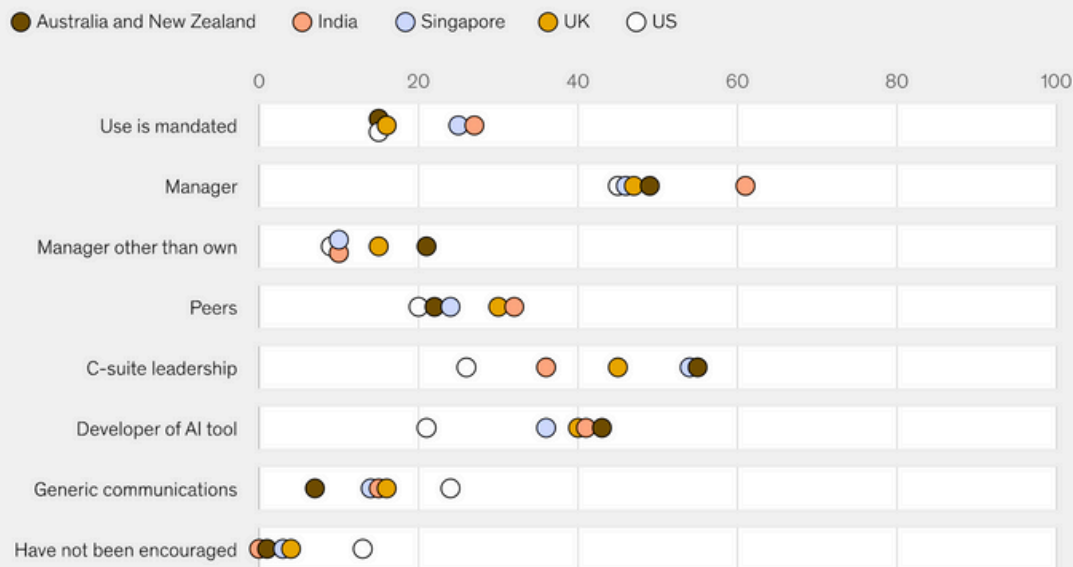
Nearly 70 percent of enterprise transformations fail.

MCKINSEY & COMPANY

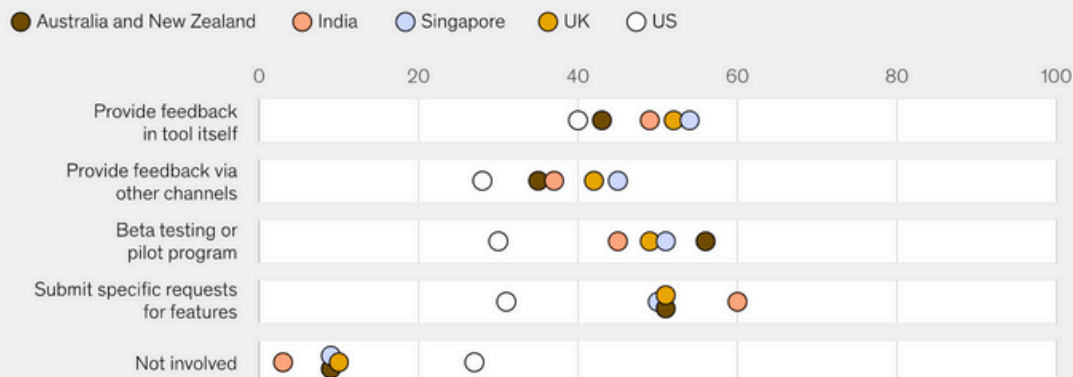


International Outlook

Sources encouraging employees' use of gen AI tools at work, % of respondents reporting practice in place at their organization



Employee involvement in developing gen AI tools, % of respondents



SOURCE: [MCKINSEY & COMPANY](#)

Despite India's strong grassroots engagement with AI, driven by manager and peer encouragement, even highly engaged environments can face adoption gaps when organizational readiness, workflow redesign, and behavioral change are not addressed.

Without deliberate integration measures, adoption often stalls regardless of promising technology and favorable cultural conditions.

↘ The Case of High Enthusiasm, Low Adoption

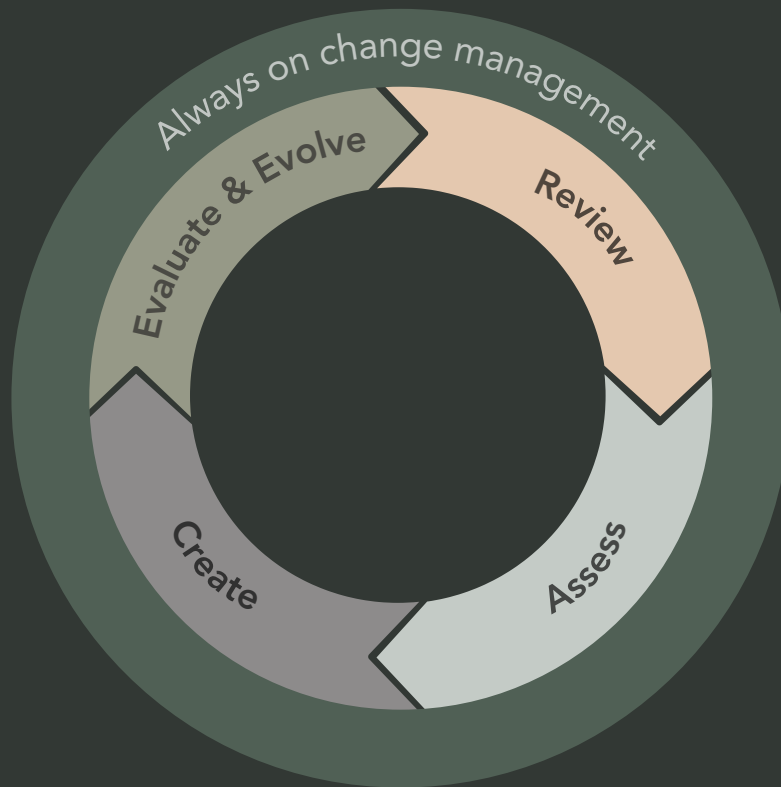
Even when leaders and employees both “want” and “try” the technology, actual sustained usage at scale depends on additional factors.

- ① **Workflow integration gap.** Tools are not fully embedded in daily processes, so usage remains inconsistent.
- ② **Capability mismatch.** Even motivated users may lack the advanced training to unlock value.
- ③ **Fragmented use cases.** Adoption occurs in isolated teams rather than in a coordinated, enterprise-wide strategy.
- ④ **Measurement blind spots.** Without visible ROI metrics, leaders deprioritize scaling.
- ⑤ **Change fatigue.** Competing initiatives dilute focus, even in supportive environments.



Unifying Leadership

R.A.C.E. to ROI AI Adoption Flywheel



The R.A.C.E. Adoption Flywheel turns initial AI enthusiasm into sustained ROI by addressing barriers like integration gaps, skill mismatches, fragmented use, missing ROI metrics, and change fatigue. Moving through Review, Access, Create, and Evaluate & Evolve builds momentum, embeds AI into workflows, tracks KPIs, and channels resources to the highest-impact use cases.

REVIEW

Pinpoint current adoption levels and root challenges. Align on the vision.

ASSESS

Assess readiness, risks, compliance, skills, value, and costs.

CREATE

Design targeted strategies for leaders, managers, and employees.

EVALUATE & EVOLVE

Measure impact, refine, and repeat.

Solution Thought Starters

Understand cultural behaviors around AI adoption and transformation.

Understand the landscape of both company and regional culture to tailor strategies accordingly.

Implement R.A.C.E. to ROI with Leadership.

Have constructive dialogue and ultimate alignment on each aspect of the flywheel.

Understand change management pain points and develop a clear strategy.

Define clear process owners to continuously monitor change and adjust as needed, creating an “always on” change management cycle.

