

Help MIT CISR to uncover best practices in digital and AI for 2025



As businesses face increasing pressure to innovate in the digital age, the MIT Center for Information Systems Research (MIT CISR) is exploring what works in creating value from digital and AI initiatives in 2025. Through a global survey, we seek to uncover actionable insights to help organizations excel in an AI-driven world.

A Global Research Initiative

MIT CISR, renowned globally for its cutting-edge research, has long been at the forefront of studying how executives can maximize the value of digitization within their ecosystems. The Center's distinctive approach leverages real-world data from numerous organizations, offering unparalleled insights into what drives performance and value creation.

By completing the survey, participants will contribute to critical research that explores enterprise AI maturity, platform business models, cultural transformation, real-time business operations, and effective change management practices.

The findings will provide leaders with evidence-based strategies to stay competitive in the ever-evolving digital landscape.

Real-Time Business: The Next Competitive Step

A central focus of the survey is the concept of becoming a real-time business (RTB). RTBs execute key processes instantaneously using automated operations, AI, and data-driven decisions supported by governance and risk management. As companies strive to adapt, the survey seeks to identify best practices for embracing real-time business models. Insights from participants will provide a roadmap for organizations to transition toward more agile and efficient operations. Learn more about RTBs [here](#).

About the Survey

The survey, designed for individuals familiar with their organization's digital strategy, takes just **20–25 minutes** to complete. It addresses essential questions, such as:

- How can traditional companies transition to platform-based business models?
- What are the best practices for leveraging AI to drive business value?
- How can organizations shift focus from traditional industries to customer-centric domains like mobility, wellness, and energy efficiency?
- What role should boards and top management play in overseeing digital and AI initiatives?
- How can companies organize their technical resources to align with a more digital and AI-oriented future?
- What new job opportunities and business models emerge as AI and automation reshape the workplace?

Who Should Participate?

This survey is designed for professionals who are deeply familiar with their organization's digital strategy and who hold the insights necessary to shape the future of their enterprises.

Contribute your insights to MIT CISR's "Best practices in digital and AI" survey



https://survey.qualtrics.com/jfe/form/SV_8CjLpkiYHsohDUI



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CICTA Digital Leadership Summit Program

What's Next: Real-Time Business & Government

Thursday, 13 February 2025 | Virtual Delivery

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MIT CISR wishes to thank our associate members for their support and contributions.

MIT CISR's Mission

MIT CISR helps executives meet the challenge of leading increasingly digital and data-driven organizations. Founded in 1974 and grounded in MIT's tradition of combining academic knowledge and practical purpose, we work directly with digital leaders, executives, and boards to develop our insights.

Current MIT CISR Research Projects

- Agents of Change: Governing Autonomous AI
- Designing an Organization for High Data Liquidity
- Getting Into the Flow: How Companies Use AI to Build High-Performing Business Processes
- How Real-Time Businesses Outperform
- Managing Acceptable Data Use in an AI World
- Moving from Silos and Spaghetti to Reusing Digital Assets
- Scaling at Scale: Three Components to Realizing Consequential Value from Digital Innovation
- The IT Operating Model of the Future
- Update on the Enterprise AI Maturity Model
- What's Your AI-Enabled Business Model?
- Work Reworked: Succeeding with Human-AI Collaboration

Top quartile 'Real-Time' businesses outperformed bottom quartile by 62% on growth and 97% on margin – case studies



Real-time payment system for Australia: 13 banks then 105 financial institutions, 75 million accounts, and millions of daily transactions. 31 percent of all account-to-account credit payments. New services.



Revenues: €44.3 billion. Moving toward RTB. Digital now 25% of sales. Omnichannel experience. Acquired TaskRabbit. AI literacy training - 40 000 Co-workers & 500 leaders. Real-time embedded financing. Next day delivery, Self scan checkout.

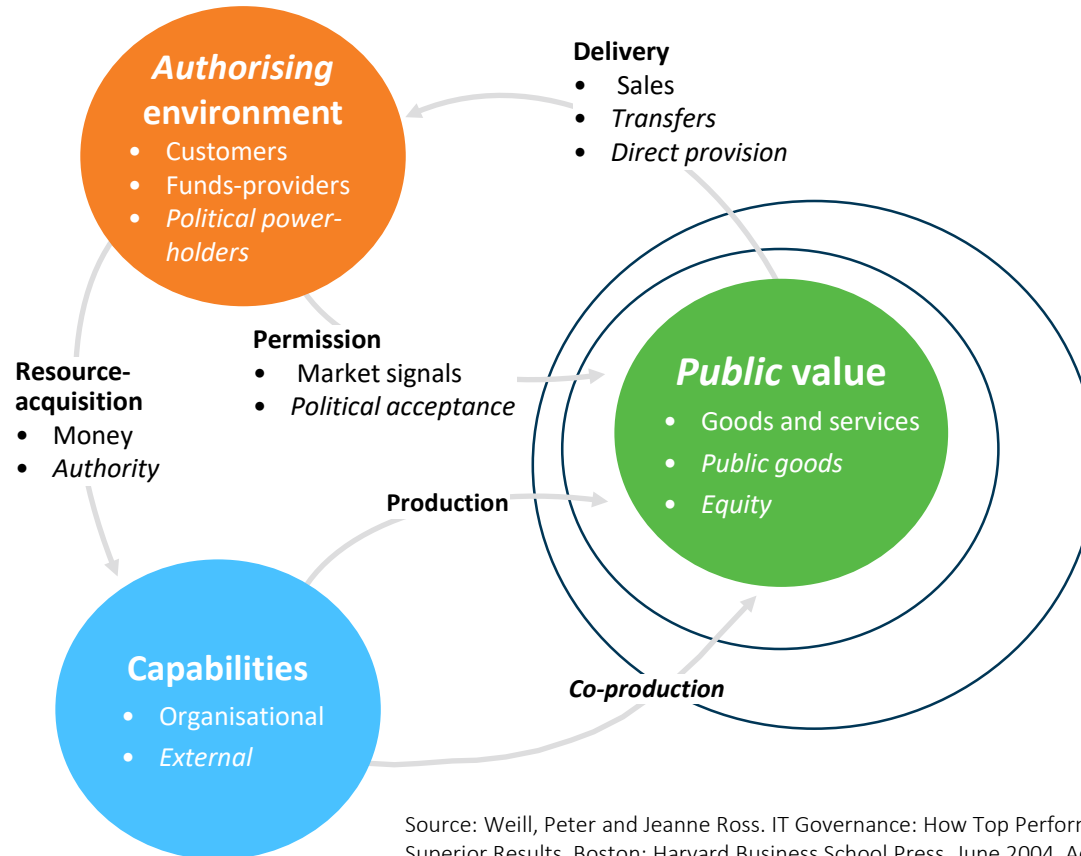


NPS double industry average and top performer. Consolidated into cloud and use AI/analytics to make decisions and empower. Connection saver. "We empower our employees to be the heroes."



Posten Bring 377-year-old government enterprise with explosive growth in parcels. Moved 80% of IT to the cloud & added real-time services through 40% of systems. Connected mobile workforce; innovation through employees.

Creating value by Government



How does RTB via digital enable more value?

Italics are for not for profits/government only




Source: Weill, Peter and Jeanne Ross. IT Governance: How Top Performers Manage IT Decision Rights for Superior Results. Boston: Harvard Business School Press, June 2004. Adapted from John Alford, Melbourne Business School 1993 and Mark Moore Kennedy School Harvard. Used with permission.

Real-time businesses perform better



Real-time business = a way of working where:

Companies use trusted real-time data to enable people and systems to make real-time decisions – enabling:

-  **Business model agility** without needing a change management program to implement
-  **Seamless digital customer journeys** via self-service, automated or assisted multi-product, multichannel experiences
-  **Thoughtful employee experiences** enabled by technology empowered teams

+62% Growth

+97% Profit

Top quartile
'Real-Time'
businesses
outperformed
bottom quartile
by:

Why do Real-Time Businesses Perform Better?



Data easily accessible with no questions about accuracy and provenance



Less opportunity for errors



Automate repetitive process



Less relitigating decisions



Make it easier for employees to do their work and find the expert



Can adapt to volatility/opportunity by changing strategies/business models more easily



Both customers and employees are happier as answers/actions are immediate



Empowered employees can execute new initiatives faster and spend more time on innovation

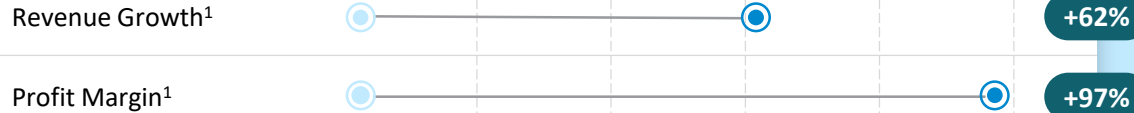


Companies who have taken action to become 'Real-Time' are winning



Top quartile vs. bottom quartile on being a Real-Time Business

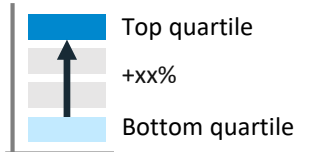
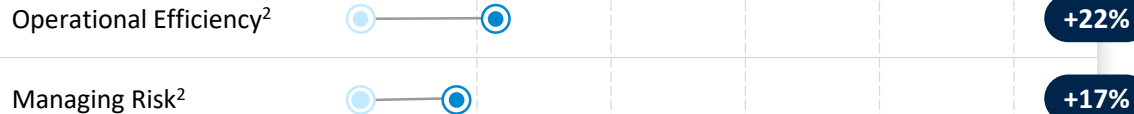
Financial Performance



Innovation and Customer



Organizational Efficiency



1 Self-reported performance metrics, industry adjusted based on survey data | 2 Self-reported survey response in Likert Scale (1 – 5) | 3 Self reported variable of estimated % of revenue from new products and services. | Source: N = 259 global responses collected by Qualtrics between December 2022 and February 2023.

The four capabilities which lift real time businesses



Easy access to trusted real-time data for decision making is the driver:

- “Good enough” data enables the benefits from the other capabilities
- Improving Data alone yields limited benefits, takes time, and is costly.¹
- Improving the other capabilities in tandem with Data will drive better performance faster
- Industry leading on all four capabilities delivers a Real-Time business

¹The model with the highest R-squared for both Revenue Growth & Profit Margin, was Data Driven RTB (RTB score can only be as high as your Data score). The R-squared for DD-RTB was higher than simply aggregating all 4 capabilities, and significantly higher than Data alone).

Case Study | United outperforms industry average



UNITED VS. AIRLINE INDUSTRY (2023)

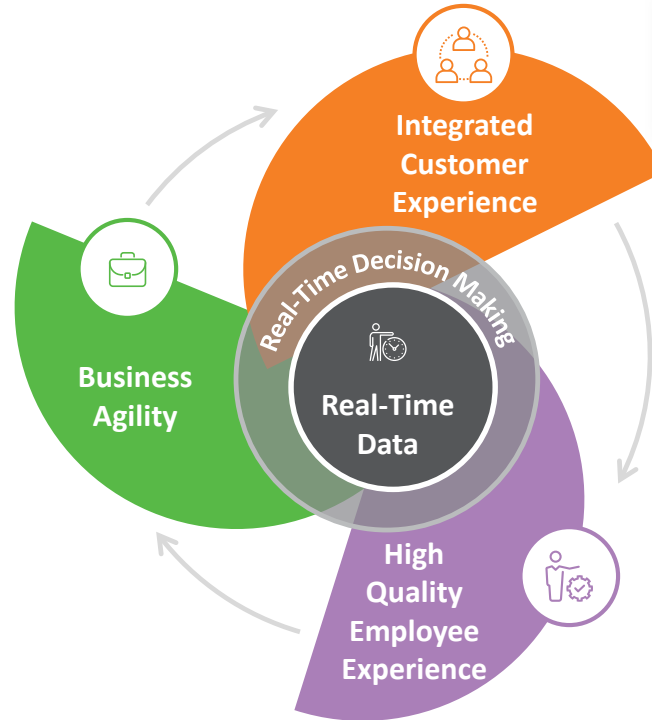
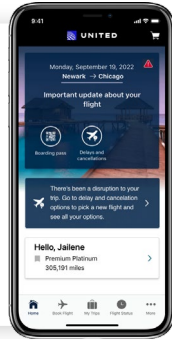
	UNITED	Industry Average
Revenue Growth ¹	19.5% (revenue of \$54B)	16% (US)
New Profit Margin ²	6.3%	3.0%
Customer NPS ³	51	26

Sources: ¹[Industry Margin Average](#) / [US Passenger Industry Growth](#) / [United Revenue & Net Margin](#) / [Customer NPS](#)

United | How Real-Time Capabilities Align with Corporate Strategy



Best in class¹ mobile app for real-time needs all in one place (check-in, bags, rebooking, chat)



Significant investment to centralize data in the cloud to provide analytics and insights to employees (e.g. Connection Saver)

“We empower our employees to be the heroes.”

Mobile app for flight attendants to respond to complaints faster

“We’ve spent a lot of time focusing on these capabilities. These Real-Time Business pillars are very similar to pillars we’ve built our strategy around.”

—Jason Birnbaum, CIO at United Airlines



“We are very agile, which stems from our ability to make decisions faster at lower levels.”

Reference: “What’s Next: Top Performers Are Becoming Real-Time Businesses.” Peter Weill, Chairman and Senior Research Scientist Elizabeth van den Berg, Industry Research Fellow MIT Center for Information Systems Research (CISR), Jason Birnbaum, CIO, United Airlines Maxime de Planta, Student Research Fellow, MIT CISR Research Briefing, Vol. XXIV, No. 8, August 2024.

*Quotes come from an interview conducted by Elizabeth Van Den Berg with Jason Birnbaum, CIO at United Airlines. 1. United Airlines was awarded the Battle of the Apps winner at The World Aviation Festival 2023

Polling question #1



Q#1: How close to being a Real-Time Government (RTG) are you today?
(e.g., decision making, customer/citizen onboarding, risk management, investment decisions, provide info for employees to do their jobs, govern large projects, multi agency dependencies etc.)

1. We are real-time in virtually all activities
2. We are real-time in most activities
3. We are real-time in several activities
4. We are real-time in one or two activities
5. We are not really real-time at all

Three Takeaways



Becoming a Real-Time Business is next for many companies & governments

- *RTB's perform better*
- *RTB=Trust!*

01

Real-Time Data is the foundation; without it you cannot improve the remaining three capabilities

You need just enough real-time data related to customer, employee and agile business models to get started

02

What are 3 decisions if your enterprise made in real time would be game changers?

Agile business is the least developed capability

03