

2025

# The State of Digital Adoption

◆ SPECIAL AI EDITION ◆



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# Introduction

The 2025 State of Digital Adoption report arrives at a pivotal time for enterprises: Generative AI (GenAI) represents a transformation as profound as the internet—a double-edged sword that can either disrupt and replace laggards or propel innovators to unparalleled success. The contrast is stark. BCG research shows digital transformation leaders generated \$9 trillion in shareholder value from 2018–2023, while laggards missed \$5 trillion in potential value creation.

Since the inaugural State of Digital Adoption report in 2021, WalkMe has consistently tracked digital adoption's evolution. The 2025 edition focuses on the state of AI adoption in organizations. We've paired an exhaustive survey of 3,700 senior business leaders and line of business employees with our own proprietary adoption data to deliver the most comprehensive view on the subject published to date. The report then goes beyond our current state to uncover digital adoption's evolving role in supporting AI-driven enterprises.

## Getting out of transformation debt with digital adoption

Digital transformation investment is accelerating in 2024–25, with the average large enterprise expected to invest \$23 million this year. Yet, these investments rarely produce their desired results. While some organizations successfully use AI to simplify operations and increase productivity, many grapple with "transformation debt." This term refers to the growing divide between innovation and tangible value, driven by challenges such as slow adoption of new applications, disjointed digital transformation strategies, and underutilized technologies.

The good news is that digital adoption helps enterprises build the capabilities needed to get out of transformation debt. Organizations that embrace three or more digital adoption best practices achieve an 85% ROI on digital transformation projects. In this report, ROI represents the net return percentage above the initial investment, calculated as  $(\text{Net Benefits} - \text{Total Investment}) / \text{Total Investment}$ . An 85% ROI means organizations generate \$85 in additional value for every \$100 invested through improved productivity and successful adoption.



Effective digital adoption also drives enterprises toward a state of HyperProductivity, in which AI is used to create transformative gains in productivity and employee impact.

Digital adoption platforms (DAPs) are evolving to meet the challenges enterprises face as they expand their digital transformation initiatives and rapidly integrate GenAI into their workflows. Features like AI-powered assistance in the flow of work, proactive guidance, cross-application automation, and behavior insights help bridge the gaps between humans and technology, ensuring enterprises realize the total value of their technology investments.



*The release of WalkMe's 2025 State of Digital Adoption report reveals a stark reality. While digital transformation leaders generated \$9 trillion in shareholder value from 2018-2023, others missed \$5 trillion in potential gains. Today, enterprises losing \$104 million annually to digital inefficiencies face a choice: continue accumulating transformation debt, or embrace digital adoption as the bridge to AI-powered success. Organizations mastering digital adoption best practices achieve an 85% ROI on their digital transformation investments - proving that adoption excellence, not just technology, defines tomorrow's winners.*

*This report provides a blueprint for achieving HyperProductivity in an AI-driven world. The future belongs to those who can close the 1,600% visibility gap between perceived and actual technology usage while building the foundation for sustainable AI adoption. At WalkMe, we're committed to helping you turn the promise of digital transformation into measurable business impact.*



**Dan Adika**

CEO and Co-Founder, WalkMe

# Methodology

This report is WalkMe's most extensive study on digital adoption to date, and offers what we believe to be the most thorough examination of AI adoption currently available. It combines both qualitative and quantitative insights gathered through surveys of senior business leaders and line-of-business employees.

The two surveys can be broken down as follows:

- **Executive survey:** Responses from 1,700 senior enterprise leaders, including heads of function, vice presidents, directors, and C-level executives.
- **Employee survey:** Feedback from 2,051 line-of-business employees, such as junior managers, project executives, interns, and administrative staff.

Additionally, we incorporated proprietary data from WalkMe's Digital Adoption Platform (DAP), analyzing enterprise application usage, including trends in GenAI adoption.

- WalkMe's proprietary dataset encompasses millions of monthly interactions from more than 1.5 million users across 2,481 enterprise applications, including 1,350 native GenAI applications, throughout 2024.



◆ PART ONE ◆

# The new digital reality

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◇ PART ONE ◇

# The new digital reality

Despite expected sluggish global economic growth characterized by “structural challenges such as weak investment, slow productivity growth, high debt levels, and demographic pressures”, enterprises are investing record amounts in technology and digital transformation. According to Gartner, annual global IT spending will grow by 9.8% to \$5.61 trillion in 2025, while enterprises expect to increase their digital transformation investments by 45% year-on-year.

In 2024, the average large enterprise lost \$104 million from poor visibility and underutilization of applications, failed IT projects, and productivity losses. That’s a small drop from the \$120 million lost the previous year, even though overall IT spending climbed to \$5.1 trillion in 2023.

## Global IT spend

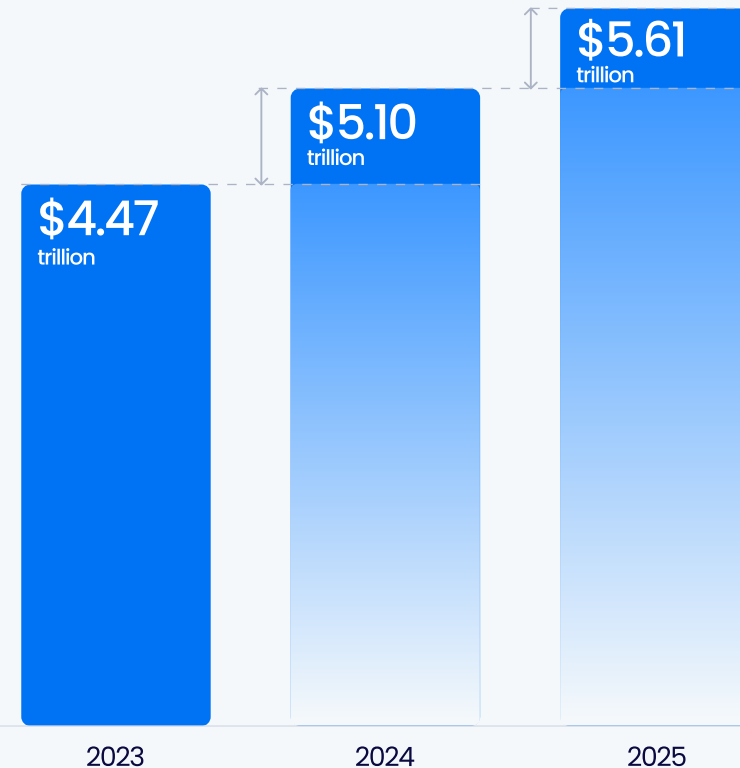


Figure 1: Annual digital investments

# 45%

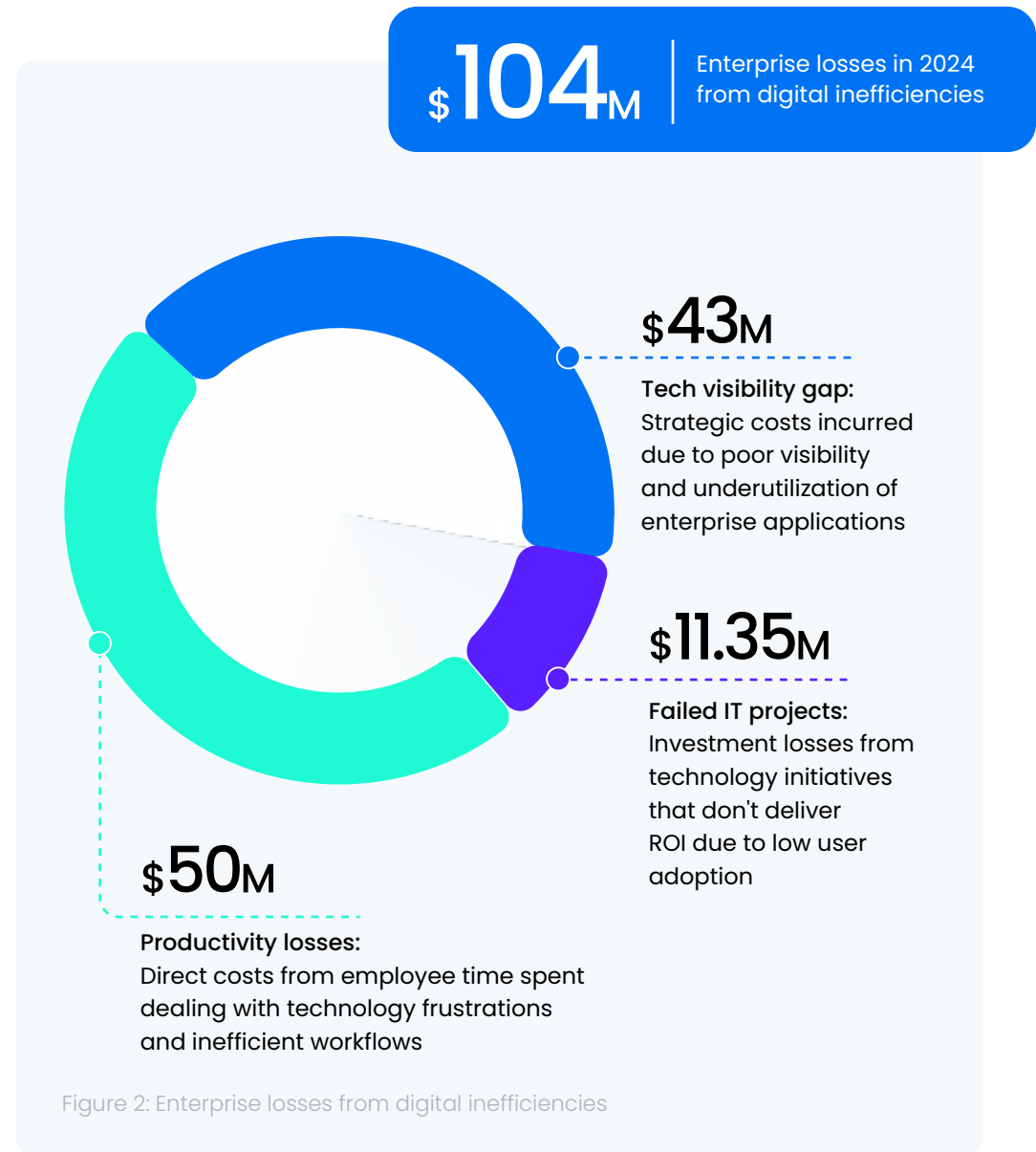
Large enterprise annual investment in IT projects that fail to deliver ROI due to low adoption



While this may seem like progress, organizations may struggle to keep up as technology investments surge. Maintaining the same pace could result in those gains fading as quickly as they emerged.

This accelerating spend also means tech stacks are in constant flux. 43% of enterprises' tech stacks have grown more complex in the last three years, while only 36% have become simpler. This dichotomy reflects different approaches to managing technological change. Some organizations are adding new capabilities while maintaining legacy systems, while others are using technologies like AI to streamline and simplify their operations.

Another byproduct of the fluctuating tech stack is a widening of the application visibility gap, in which enterprises fail to keep track of the applications they onboard.





## The visibility gap is widening

As more technology is added every year, the visibility gap between the number of applications that a typical enterprise thinks they have and what is actually in their tech stack continues to widen. New WalkMe data reveals the true scope of this challenge - while enterprises believe they use only 37 applications, identity management systems report 231 apps, and the actual number averages 625 applications, including 172 AI-powered apps, representing a nearly 1,600% underestimation.

The visibility gap is set to grow, with large enterprises projected to increase their application portfolios by 26% by 2025. As new applications are added, the productivity paradox is expected to deepen, further complicating enterprise efficiency.

### The application visibility gap

**37 apps**

Number of applications enterprises believe they use

**625 apps**

Number of applications the typical enterprise actually uses, including 172 AI-powered apps\*

**231 apps**

Number of applications identity management systems report that enterprises use

\*WalkMe data might include employee-licensed SaaS tools that did not go through procurement or IT (aka, shadow AI)

Figure 3: The application visibility gap

## The productivity paradox remains

Last year's State of Digital Adoption Report highlighted a trend called the productivity paradox, in which the amount spent on digital tools to boost output fails to translate to productivity gains. This trend is continuing; enterprises lost an average of \$50 million in 2024 due to poor productivity, roughly the same amount as seen in 2023. And similar to last year, employees wasted 36 working days a year dealing with technology frustrations.

Employees rely on as many as 10 applications to complete their primary tasks, highlighting the complexity of modern workflows. But in most cases, these applications do not work in the same way. Employees instead waste time adapting to each application and context switching between them, reducing their effectiveness and increasing frustration.

10+

Number of applications some employees use to complete a single task

64% of employees

have to use multiple applications to perform their job.

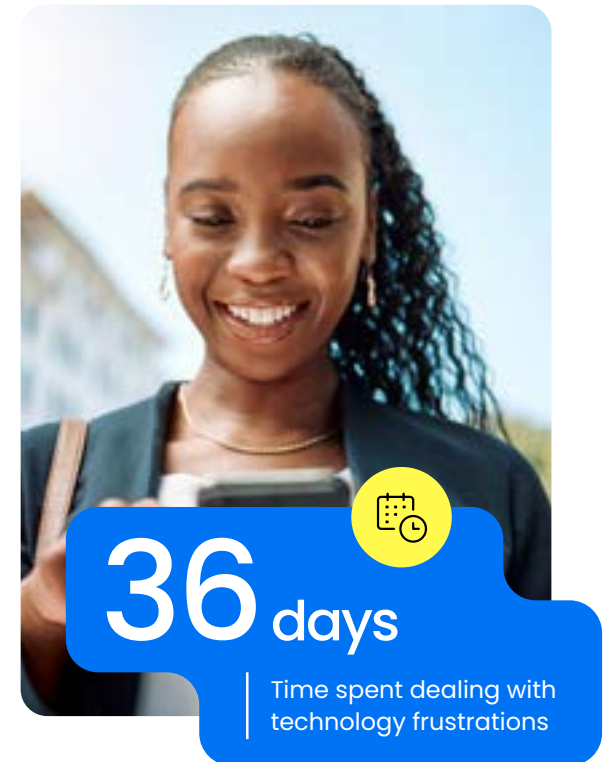


Figure 4: Employees spend 36 days on tech frustrations

## Understanding application usage patterns

A new analysis of enterprise application usage reveals clear patterns in how organizations adopt and engage with different software categories. WalkMe's Traditional Application Momentum Score, which measures adoption footprint and usage time, shows HR & People applications leading with a momentum score of 96, followed by Business Operations at 88 and Communication & Collaboration at 85. The high ranking of HR & People technology reflects its near-universal adoption and sustained engagement across all employee segments, highlighting its foundational role in organizational efficiency and compliance.

IT and Security achieved a momentum score of 82, while Analytics and BI and Sales and CRM reached 78 and 75 respectively. Lower but still significant scores were seen in Knowledge and Learning at 70, Finance and Accounting at 68, Marketing and Creative at 65, and Project and Task Management at 63.

The stark differences in application adoption patterns highlight a critical challenge: even well-established business categories show fragmented adoption, with many platforms reaching only a portion of their intended users. This uneven technology usage creates inefficiencies that risk being amplified as organizations rapidly integrate AI capabilities.

### Leading enterprise application category momentum scores

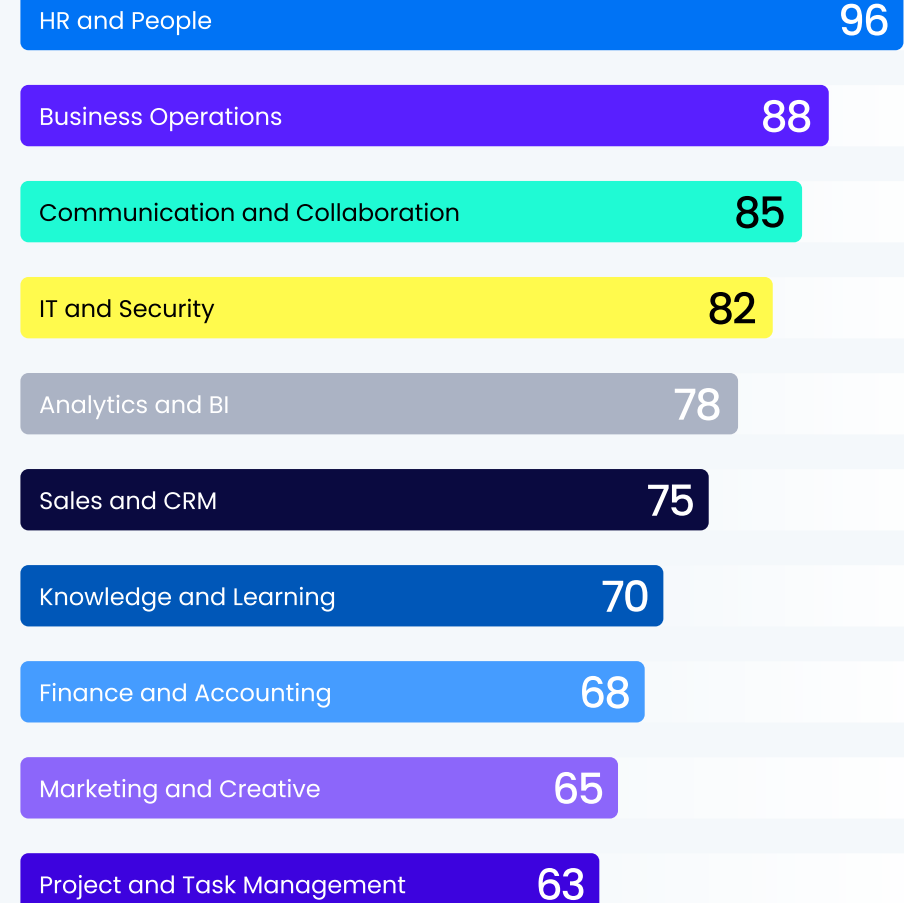


Figure 5: Enterprise application category momentum scores

# 1,600%

Gap between perceived and actual application count in enterprises



## Key takeaways



Organizations underestimate their application count by 1,600%, believing they use 37 apps when they actually use 625.



Enterprises plan to increase digital transformation investments by 45% year-on-year in 2024-25.



Large enterprises lose \$104M annually from digital inefficiencies.



AI tools now account for 28% of enterprise applications.



✦ PART TWO ✦

# The state of GenAI adoption

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## ◆ PART TWO ◆

# The state of GenAI adoption

The rise of GenAI represents one facet of an increasingly complex technology landscape. While AI tools now account for nearly 28% of enterprise applications, they join a diverse ecosystem of technologies that organizations must effectively manage and integrate. This includes everything from core business systems and collaboration tools to specialized departmental applications and emerging technologies.

The rapid growth of AI highlights a key challenge: how to integrate new technology into workflows while maintaining employee productivity and engagement. AI is just the latest in a long cycle of technological advancements organizations must manage. The core challenges of adoption—visibility, utilization, and change management—remain the same, no matter the technology.

The explosion in GenAI technology presents both unprecedented opportunities and significant challenges for enterprises that want to harness its transformative potential while maintaining control over their digital environment.

## Where will AI offer the greatest benefits to your employees?

Increasing employees' efficiency

50%

Allowing employees to do higher-quality work

48%

Helping identify and exploit new business opportunities

43%

Helping bring products and services to market faster

41%

Reducing the need to invest in other technologies

29%

Figure 6: AI employee benefits

## AI investments are surging

Enterprises widely recognize the vast potential of AI in areas such as increasing efficiency, enabling higher-quality work, and identifying new business opportunities.

As a result, it is little surprise that AI spend is accelerating. By 2025, large enterprises expect to have increased their AI investment by more than 2.5 times from 2023 levels.

These investments highlight the growing importance executives attribute to AI in driving business innovation, and its potential to transform workflows and boost productivity.

### Enterprise AI investments 2023–2025

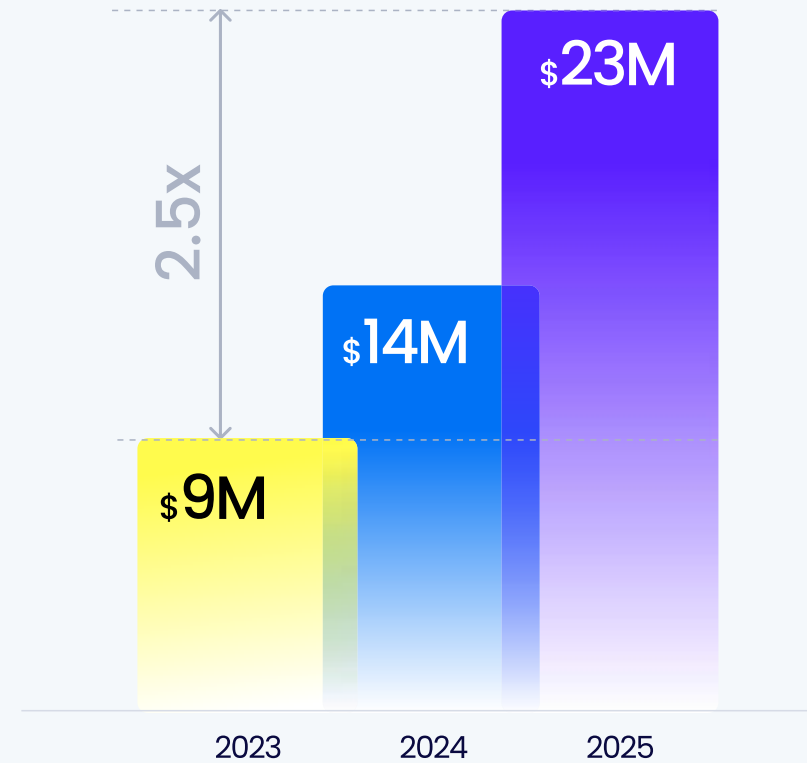


Figure 7: Enterprise AI investment increase: 2023–2025

## AI optimism is high

AI adoption is prompting 93% of enterprises to reevaluate key parts of their organization, including IT infrastructure, software applications, and employee training. This widespread organizational reassessment reflects the transformative potential of AI technologies across all business functions.

It also highlights that successful AI integration requires a holistic approach that goes beyond simply implementing new tools and other quick fixes. The fact that nearly 50% of enterprises are focusing their efforts on IT infrastructure indicates that they're preparing for long-term AI transformation.

AI's enterprise impact:  
Where leaders are making changes

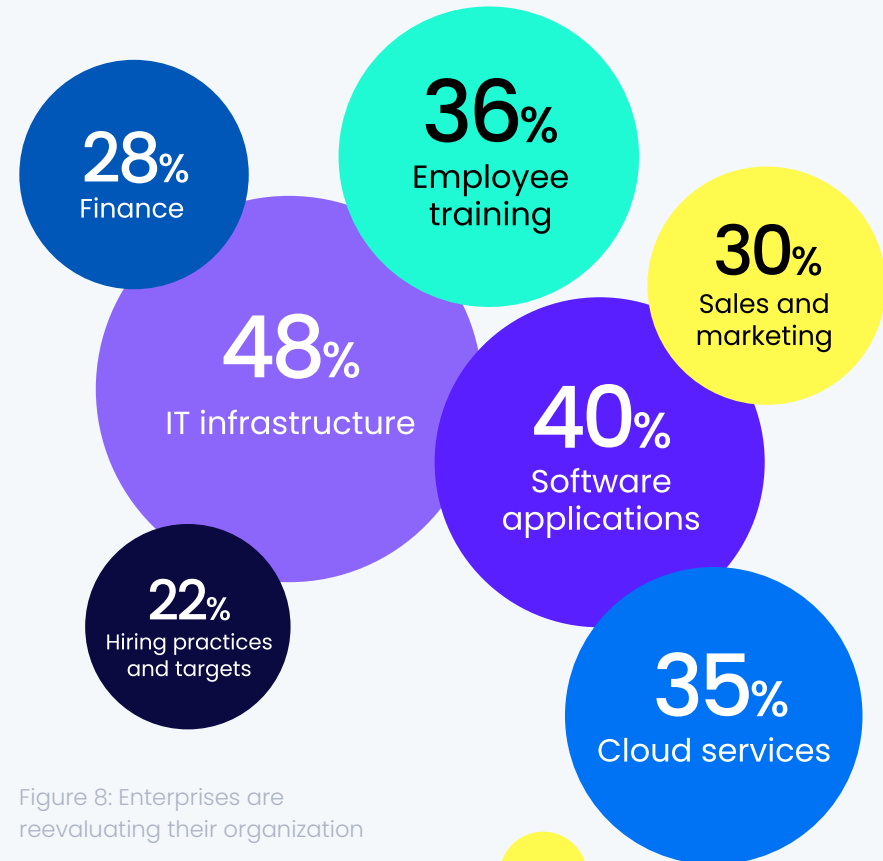


Figure 8: Enterprises are reevaluating their organization

79%

Enterprise executives who are confident they will meet their AI transformation ambitions





Meanwhile, 79% of executives are at least somewhat confident they will meet their AI transformation ambitions. And 90% are looking to improve areas like identifying where to use GenAI most effectively, teaching GenAI best practices, and refining GenAI-created content for business uses.

This high level of confidence suggests that despite the complexity of AI transformation, leaders believe they have the resources and strategies in place to succeed. The focus on skill development, including teaching GenAI best practices and refining its content, shows that successful AI requires both technical expertise and practical business knowledge.

### Areas where enterprises want to improve GenAI skills

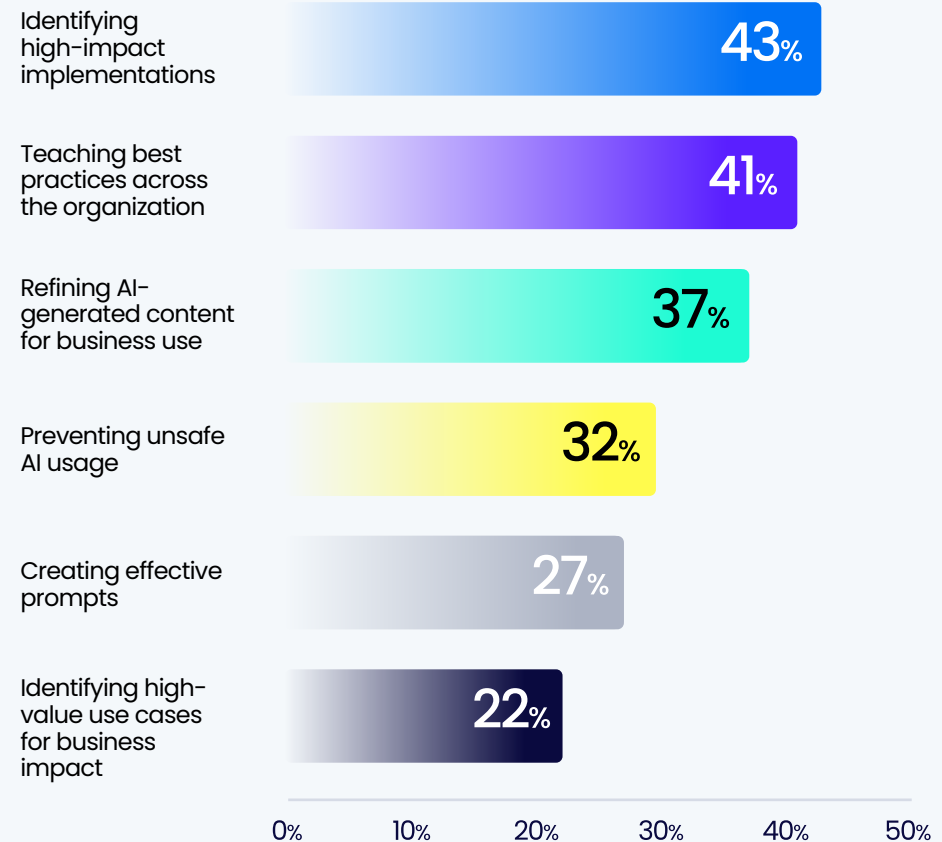


Figure 9: Enterprise AI skills

## Balancing traditional tools with AI integration

The enterprise software landscape shows an evolving relationship between traditional and native-AI tools. While established applications still dominate workplace technology, native-AI tools are gaining significant traction as complementary solutions.

WalkMe's GenAI Momentum Score, which measures adoption footprint and usage time, shows OpenAI (ChatGPT + API) leading with a momentum score of 96, followed by Microsoft Copilot at 78 and Pathlight's EchoAI at 62.

Google Bard achieved a momentum score of 58, while Perplexity.ai and Anthropic Claude reached 52 and 49 respectively. Lower, but still significant scores were seen in SurveyMonkey's GenAI features at 40, QuillBot at 38, Glean at 34, and Calyx at 32.

This distribution suggests a maturing market where general-purpose AI platforms lead in adoption, followed by specialized tools serving specific business functions. The scores reflect the deeper integration of these tools into enterprise workflows.

### Leading AI-native tool momentum scores

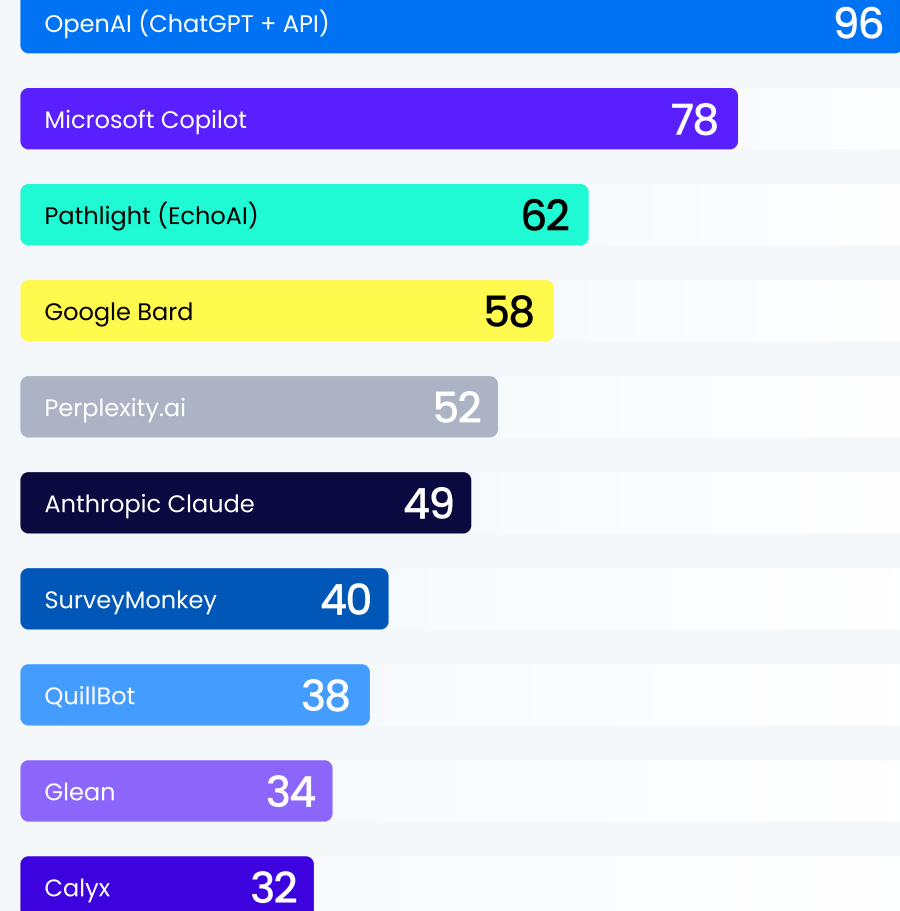


Figure 10: AI-native application momentum scores

## Emerging hybrid environment

The data suggests a continuing transition period where AI tools are becoming more integrated into existing workplace technology ecosystems. While the gap between traditional and AI-native tools remains significant, it has narrowed compared to previous observations.

The enterprise software landscape shows an evolving relationship between traditional and AI tools. While established applications like CRM systems and email platforms still dominate with higher engagement metrics, AI tools are gaining traction as complementary solutions.

ChatGPT leads AI adoption with an 11.7% penetration rate, followed by Microsoft Copilot at 3.8%, indicating AI adoption remains low. However, the integration pattern suggests AI tools are enhancing rather than replacing core business applications, with companies incorporating AI capabilities into interfaces like Microsoft Copilot within the Office suite.



## Bridging the gap: executives, employees, and AI Integration

A significant disconnect exists between executive vision and employee reality in AI adoption. While 78% of executives express confidence in their change management approach, the employee experience tells a different story. Despite 63% of employees reporting GenAI use in their work, only 28% feel they've received adequate training, and just 32% express confidence in using AI tools effectively.

### Leadership confidence in AI vs. employee readiness



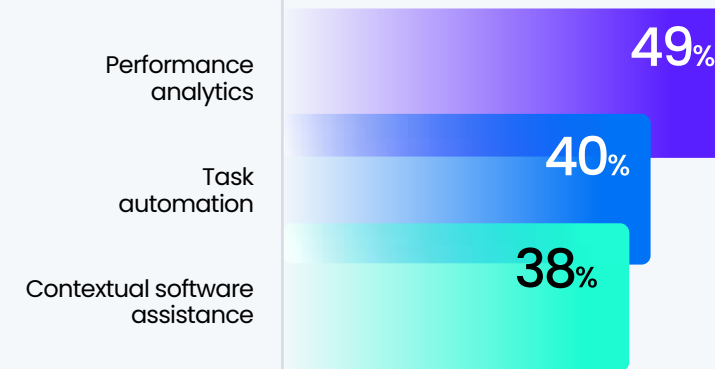
## Bridging the GenAI adoption gap

The contrast between executive ambition and employee enablement is particularly striking in how each group approaches AI integration. Executives focus primarily on strategic outcomes: 49% prioritize performance analytics and improvement insights, while 40% envision task automation through "digital doubles." Another 38% seek contextual software assistance to enhance workflow efficiency.

Employee priorities however, center on practical implementation needs. 52% desire guidance on effective application usage, while 47% seek risk-detection tools and obstacle-specific support. The emphasis on seamless integration between existing tools, favored by 44% of employees, further highlights their focus on practical utility over strategic transformation.

### Top-3 priorities for GenAI adoption: Executives vs. employees

#### Executives



#### Employees

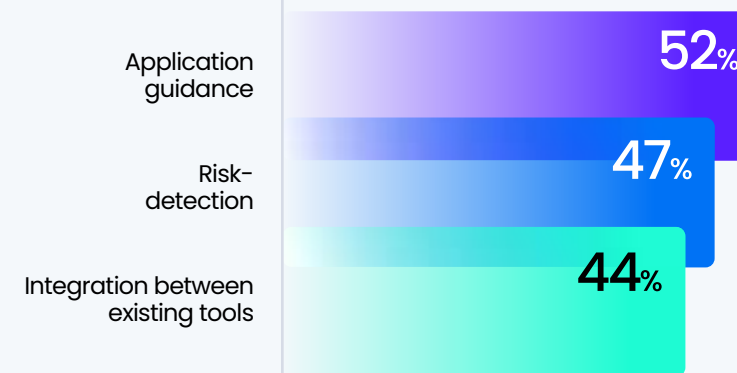


Figure 12: Top-3 priorities for GenAI adoption: Executives vs. employees

### Employee experience with GenAI

25%

Employees who say they have used GenAI to do their job more effectively

25%

Employees who say they have used GenAI to do their jobs faster

Successful AI integration requires bridging the gap between executive vision and employee enablement through comprehensive training and practical implementation support. At the same time, only 25% of employees report using it to improve their efficiency, whether through working more effectively or completing tasks faster.

For enterprises, this means not only relying on the sophistication of AI technology, but on building a supportive ecosystem that enables effective every day use. Organizations that recognize and address this fundamental truth are better positioned to realize the transformative potential of AI while maintaining employee engagement and productivity.

Figure 13: The employee AI experience



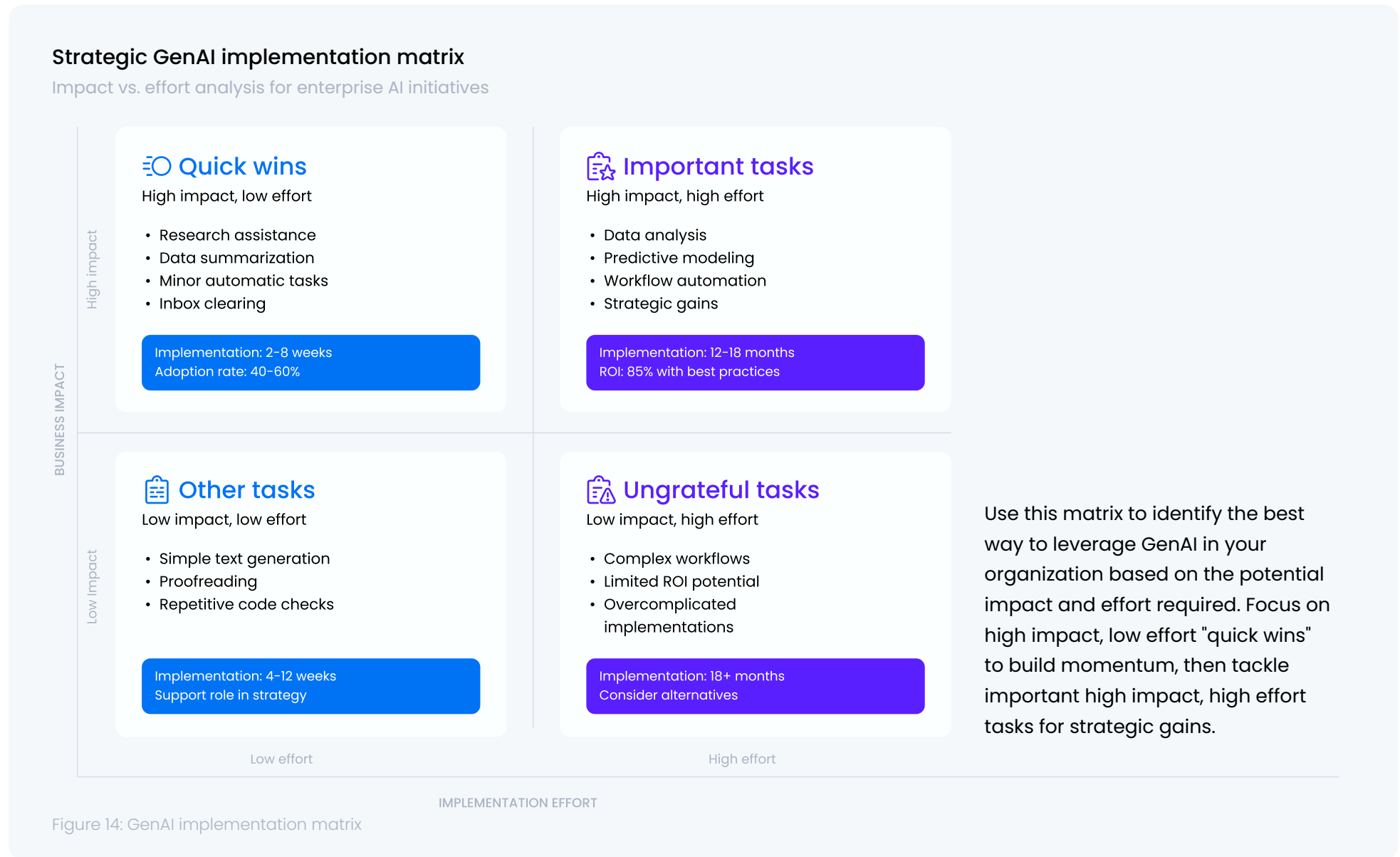


Figure 14: GenAI implementation matrix

## Elite digital adopters see AI success

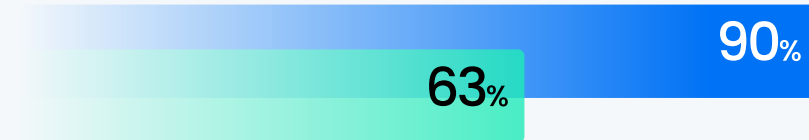
Digital adoption, the act of incorporating new digital tools and systems to improve work processes and achieve objectives, is a key component of successful software use. As tech stacks continue to evolve, enterprises that embrace all digital adoption best practices – elite digital adopters – show significantly better results in AI implementation.

The 7% of enterprises that fall into this category make significantly greater use of AI and better understand how effectively employees use these tools.

These enterprises also have greater confidence in meeting their AI transformation goals, and are more than twice as likely to incorporate AI software assistants into employee workflows, driving innovation and efficiency.

### Elite digital adopters vs. other organizations

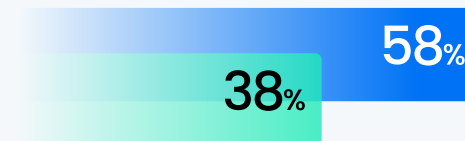
Employees that use GenAI at work



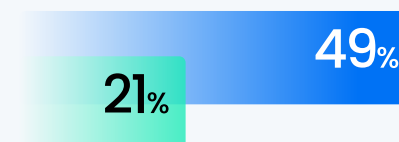
Executives that understand how effectively employees are using AI tools



Executives that have complete confidence in meeting their AI transformation goals



Executives that have incorporated AI assistants into their workflows



■ Elite digital adopters
 ■ Other organizations

Figure 15: Advantages of an elite digital adoption strategy





### Digital adoption best practices



Train employees to use new technology



Deploy process automation for proactive support



Evaluate and measure current technology use



Create content to boost application engagement



Unify the experience across applications



Manage technology adoption with a DAP



Measure user engagement

**7%** Enterprises that follow all digital adoption best practices



## The impact of utilizing digital adoption best practices

The success of elite digital adopters likely stems from a comprehensive approach to technology integration that prioritizes user adoption and engagement at every level of the organization. This systematic implementation of digital adoption practices creates a foundation that makes AI integration more natural and effective, leading to higher employee engagement and better business outcomes.

Enterprises that implement even a single digital adoption best practice can nearly triple their digital transformation ROI, increasing it from 22% to 64%. The more best practices adopted, the higher the ROI. Enterprises incorporating two best practices see their ROI rise to 68%, while those embracing three or more achieve an average ROI of 85%. When looking at the most impactful digital adoption best practice, building content that boosts engagement with applications ranks highest in terms of ROI delivered.

### Digital adoption best practices drive software ROI

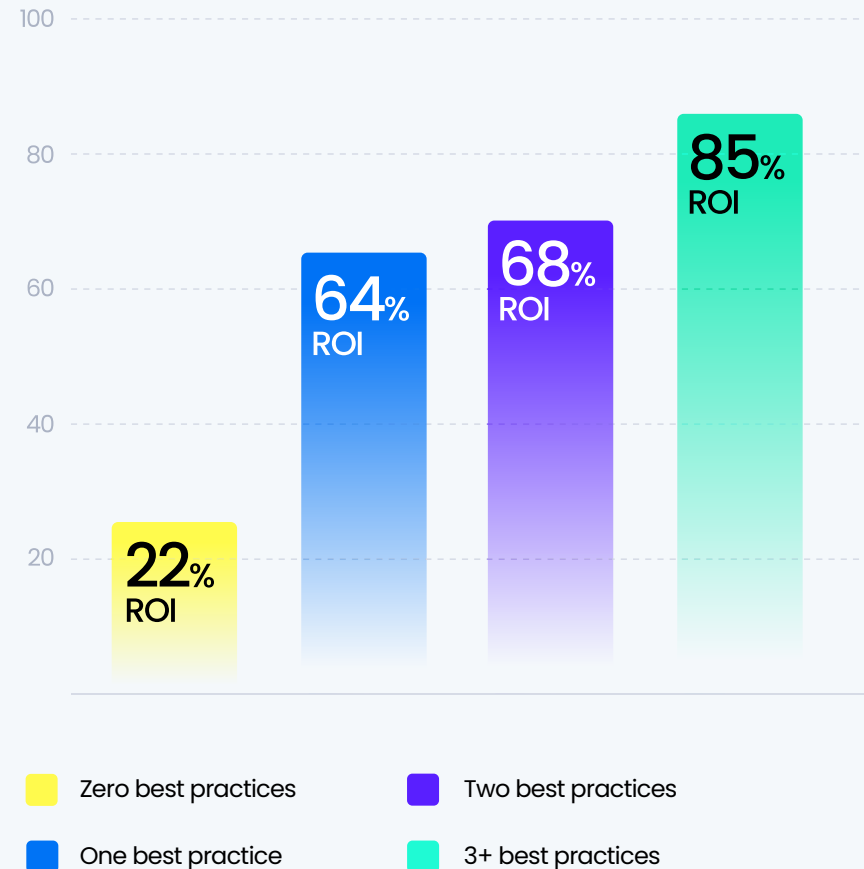


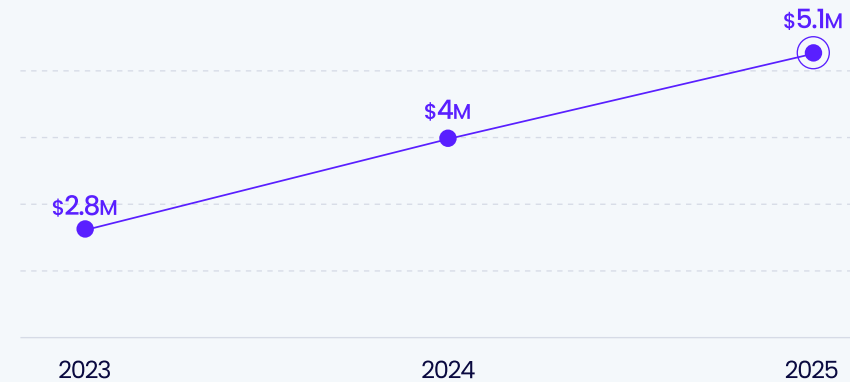
Figure 16: Digital adoption best practices and software ROI

## Digital adoption investment is on the rise

Investment in digital adoption went up by \$4 million in 2024, and is expected to increase to \$5.1 million in 2025. Similarly, the size of teams responsible for digital adoption, known as centers of excellence (CoE), is growing as enterprises realize how crucial it is to their future. Currently, 73% of enterprises have a CoE of six or more people.

As enterprises invest more time and resources in digital adoption, DAP professionals have become crucial in shaping the AI-powered enterprise.

### Digital adoption investments 2023–2025



### Enterprises with 6+ people driving software adoption

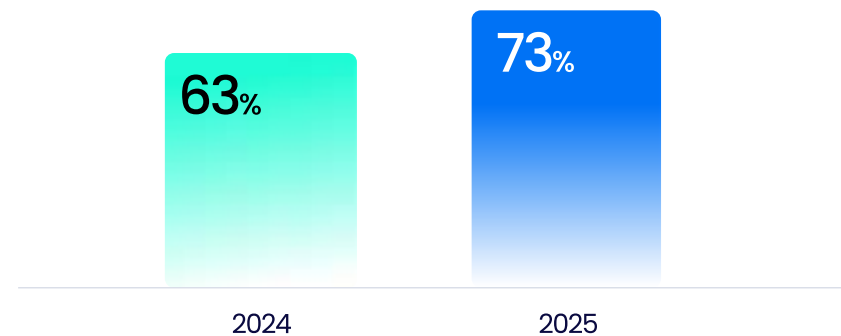


Figure 17: Enterprise digital adoption investments

## DAP professionals are the secret weapon of the AI-powered enterprise

DAP professionals have emerged as a critical force in enterprise digital transformation and GenAI adoption. More than 16,000 individuals identify with digital adoption on LinkedIn, highlighting the growing importance of DAP experts in today's workforce. These specialists, who focus on improving digital experiences and application proficiency, are now positioned at the intersection of AI transformation and enterprise productivity.

The role has evolved significantly from its origins in basic software adoption. Today's DAP professionals are increasingly focused on two aspects of digital adoption: using DAP to create seamless experiences across AI-powered applications, and using GenAI to strengthen digital adoption as a whole.

As such, 77% either use or plan to use digital adoption solutions to drive adoption of GenAI tools. Meanwhile, over 80% of DAP professionals already leverage or intend to use GenAI to enhance software adoption within their organizations. This highlights the growing role of AI as a powerful catalyst for software utilization.



## The benefits of a HyperProductive enterprise

Another advantage of following digital adoption best practices is that these enterprises are on the path to reaching a state of HyperProductivity.

HyperProductivity is a high-performance state where human capabilities and technology converge to achieve measurable gains in efficiency, innovation, and resilience. This process is driven by automation, integrated workflows, and continuous improvement, giving employees the tools to focus on impactful work while leveraging AI-driven capabilities for routine tasks.

In a HyperProductive state, organizations have automated their non-essential tasks, integrated technologies into cohesive workflows, and provided employees with the tools and support needed to work exponentially more effectively. GenAI is fully leveraged to boost productivity, while digital adoption best practices are scaled organization-wide.

### The five steps to HyperProductivity

#### Adaptive user interfaces

- Personalize support based on user context
- Reduce learning curves for all skill levels
- Maintain peak productivity across applications

#### Proactive automation

- Identifies and addresses tasks before they become bottlenecks
- Eliminates repetitive work
- Enables focus on strategic activities

#### Cross-application workflows

- Create seamless handoffs between systems
- Minimize context switching
- Deliver cohesive user experience

#### Continuous improvement

- Uses real-time feedback loops
- Identifies inefficiencies quickly
- Implements solutions iteratively

#### Inclusive digital experiences

- Make technology accessible to all users
- Provide context-aware assistance
- Offer personalized learning paths

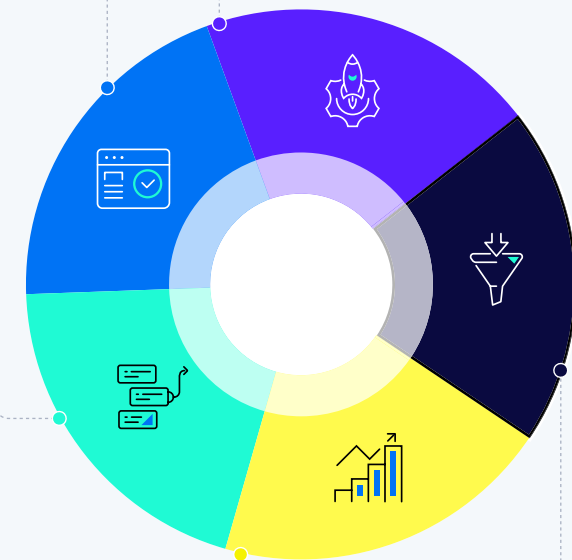


Figure 18: The components of HyperProductivity

## Key takeaways



Organizations implementing digital adoption best practices see dramatically better results, with those following 3+ practices achieving 85% ROI on digital transformation versus 22% with no practices.



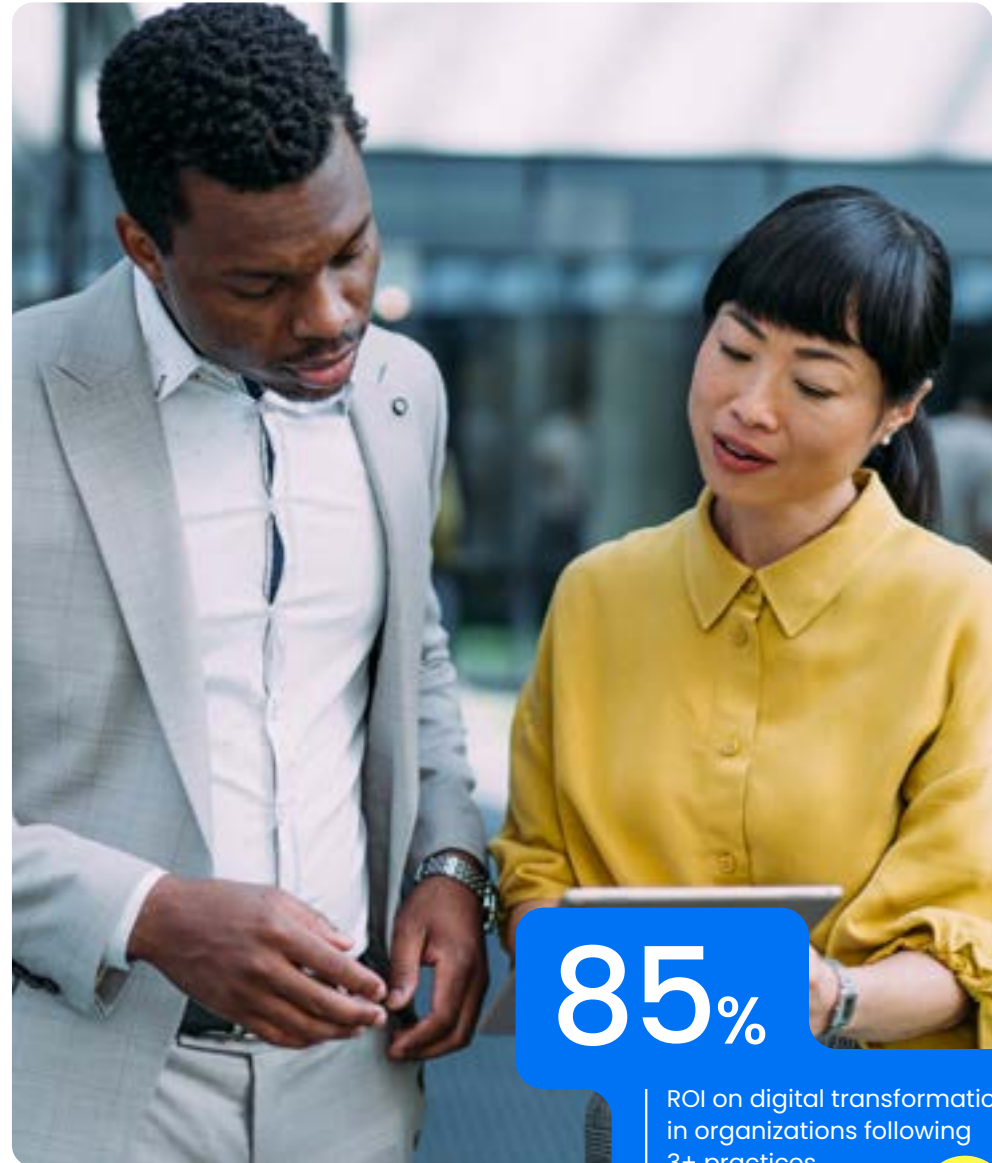
AI tools now make up 28% of enterprise applications, yet organizations struggle with integrating them while maintaining productivity and control.



Enterprise AI investments are set to surge from \$9M to \$23M by 2025, with 50% of companies seeing efficiency gains as the primary benefit.



While 79% of executives are confident in their AI transformation, only 28% of employees report receiving adequate AI training, highlighting a significant readiness gap.



# 85%

ROI on digital transformation  
in organizations following  
3+ practices



◆ PART THREE ◆

# The future of AI-powered digital adoption

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◆ PART THREE ◆

# The future of AI-powered digital adoption

## AI investments are surging

Enterprises are shifting focus from AI capabilities to foundational requirements that enable sustainable growth. Both executives and employees are prioritizing security, efficiency, and proper infrastructure over specific features.

### Executive ambitions for future GenAI adoption



#### Efficiency

Make sure existing infrastructure is less complex



#### Security

Build confidence in GenAI use without putting the business at risk



#### Management

Hire managers for GenAI tools



#### Integration

Ensure GenAI will work effectively with existing systems



#### Upskilling

Educate and empower end-users to harness AI technology

Figure 19: Executives and the future of GenAI adoption



While executives approach GenAI adoption with a strategic, long-term mindset focused on infrastructure and efficiency, employees prioritize immediate, practical concerns around implementation and safety. This divide highlights a crucial challenge: executives concentrate on business transformation through AI, emphasizing elements like efficiency and management, while employees focus on day-to-day operational needs such as training, support, and risk mitigation.

Achieving these goals will require a multi-faceted approach, including new job roles and innovative application uses. Over the next three years, predictions about GenAI usage highlight three key themes: the emergence of a Chief AI Officer to ensure safe and effective GenAI use, GenAI serving as support desks to assist users with technology issues, and the integration of embedded GenAI-enabled assistants into every enterprise application.

As enterprises increasingly recognize the potential of GenAI, next-generation DAPs will become essential. These platforms will not only drive adoption but also ensure they meet the needs of both executives and employees seamlessly.

### Employee ambitions for future GenAI adoption



#### Safety

Trust they're not putting themselves or colleagues at risk



#### Support

Know they will receive on-demand support



#### Confidence

Believe the technology won't add to workloads



#### Simplicity

Expect technology that will make their jobs easier



#### Education

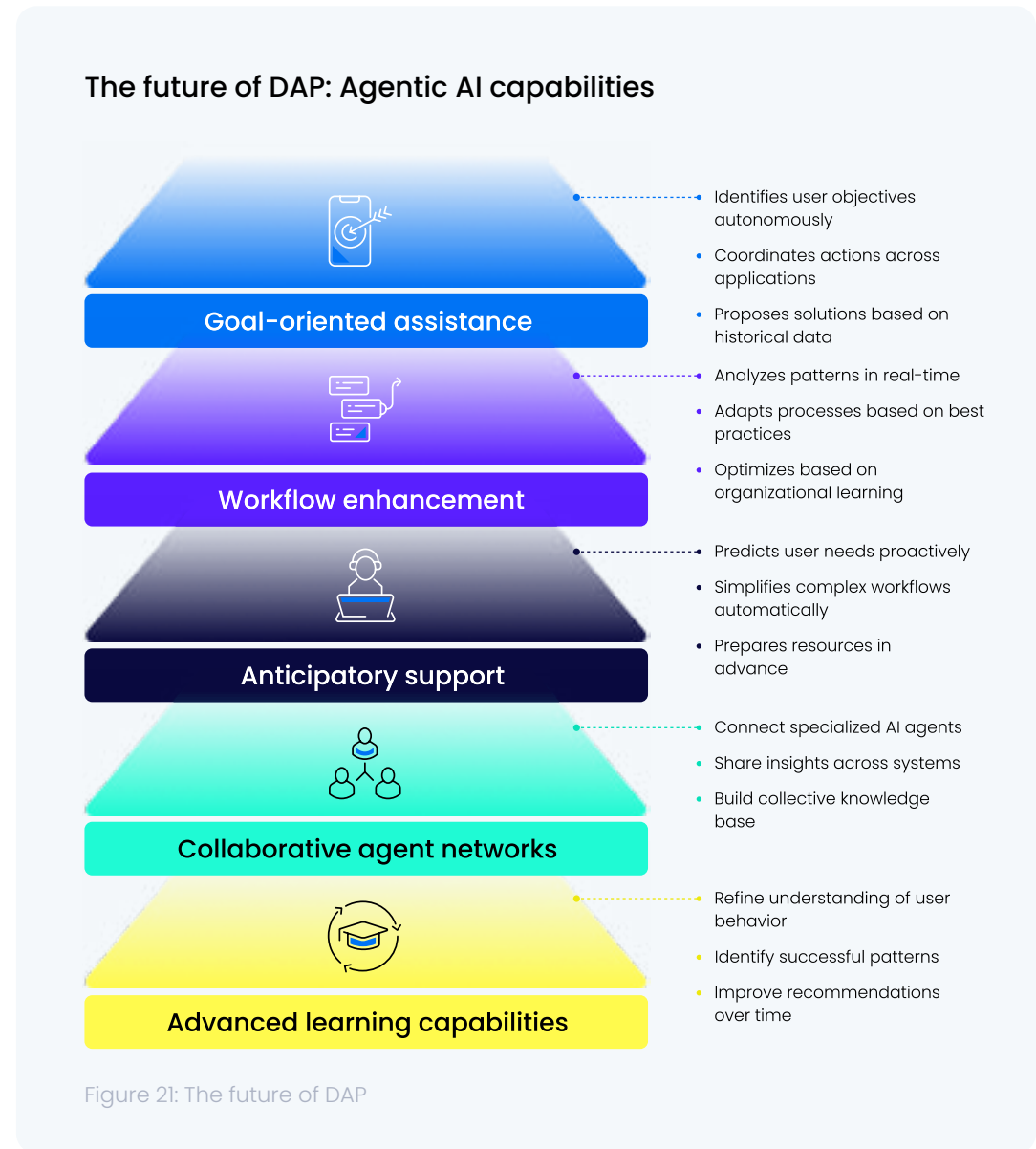
Easily access learning programs

Figure 20: Employees and the future of GenAI adoption

## The evolution of AI-enabled DAPs

While traditional DAPs currently focus on application-specific guidance, future generations of platforms could potentially evolve into a digital adoption platform with agentic capabilities, representing a theoretical shift toward more autonomous AI systems designed to actively pursue user and organizational goals. These platforms would move beyond reacting to user actions to potentially orchestrate the digital workspace through a network of intelligent agents that could learn, adapt, and evolve.

The theoretical foundation of such DAPs would likely center on a coordinating intelligence system that could manage multiple specialized AI agents, each optimized for specific workflows, while maintaining a unified understanding of user objectives. This distributed yet unified system would be a major step beyond current GenAI assistants.



While this vision represents a potential future for AI capabilities, its implementation would require careful consideration. Organizations would need to establish robust data governance frameworks, create clear protocols for AI assistance boundaries, and develop metrics for measuring system effectiveness.

As these technologies develop, organizations will need to focus on establishing trust in AI systems, ensuring transparency, and maintaining appropriate human oversight. The goal would be to create an intelligent digital workplace that enhances productivity and innovation while preserving human agency and control.

### A theoretical path to implementing a DAP with agentic capabilities



#### Advanced integration

Develop more sophisticated systems with maintained human guidance

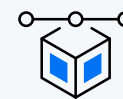
4



#### Progressive automation

Carefully expand AI capabilities in well-defined areas

3



#### Enhancement

Introduce limited autonomous features with significant human oversight

2



#### Foundation

Build integrated data infrastructure and core AI capabilities

1

Figure 22: Building blocks of an agentic DAP

## Key takeaways



By 2028, both executives and employees will prioritize foundational requirements like security, efficiency, and proper management infrastructure over specific features.



Next-gen DAPs are evolving to incorporate contextual, cross-application support that continuously improves through user interaction.



DAPs with agentic capabilities represent the next evolution in digital adoption, combining autonomous AI with cross-application support.



Success requires balancing ambitious AI capabilities with practical implementation steps.





## What's next for AI-enabled digital transformation?

Success in AI-enabled transformation requires a carefully balanced approach to implementation and strategy. Organizations must prioritize user-centric approaches over technology-first solutions, ensuring that all deployments enhance rather than complicate existing workflows. This means creating environments where technology serves as an enabler of productivity and innovation.

Strong foundations in security and compliance must underpin all AI initiatives, while clear metrics for measuring success ensure that organizations can track the value of their investments. Organizations that successfully implement these strategies while leveraging emerging technologies will be best positioned to achieve HyperProductivity and thrive in the evolving digital landscape.

# Visualize the state of digital adoption in your region.



## About WalkMe

WalkMe, an SAP company, pioneered the world's leading Digital Adoption Platform, helping organizations navigate the change brought on by technology across any application or system. Leveraging over a decade of experience, WalkMe's platform integrates generative AI to deliver proactive, accessible, and actionable insights. Our context-aware solutions guide users through any workflow, identifying and resolving digital friction to ensure seamless execution of critical processes across all departments. Trusted by global leaders like IBM, Nestlé, ThermoFisher Scientific, and the U.S. Department of Defense, WalkMe empowers organizations to maximize software ROI and drive people-centric digital transformation. Visit: [www.walkme.com](http://www.walkme.com)

Request a demo

Great companies use WalkMe.



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Appendix A:

## Research methodology

### Survey demographics

The research encompasses two surveys:

- 1,700 senior enterprise leaders (C-level, VPs, directors, heads of function)
- 2,051 line-of-business employees (junior managers, project executives, administrative staff)

### Enterprise classification

Organizational size is classified as:

- Small: < 4,999 employees
- Medium: 5,000–9,999 employees
- Large: > 10,000 employees

### Proprietary data analysis

WalkMe's dataset includes:

- 1.5M+ users
- 2,481 enterprise applications
- Data collected throughout 2024

Appendix B:

## Data collection procedures

### Survey implementation

- Online surveys conducted Q3–Q4 2024
- Multi-language support

Appendix C:

## Industry distribution

### Survey respondents by industry

- Technology: 22%
- Financial services: 18%
- Manufacturing: 15%
- Healthcare: 12%
- Retail: 10%
- Professional services: 8%
- Other: 15%

### Geographic distribution

C-level:

- USA: 30%
- Canada: 11%
- Japan: 12%

- DACH: 8%
- France: 9%
- Australia: 6%
- New Zealand: 3%
- UK: 6%
- Ireland: 3%
- Singapore: 3%
- Benelux: 4%
- Nordics: 4%

### Line of business:

- USA: 19%
- Canada: 16%
- Japan: 12%
- DACH: 9%
- France: 10%
- Australia: 5%
- New Zealand: 5%
- UK: 5%
- Ireland: 4%
- Singapore: 5%
- Benelux: 5%
- Nordics: 5%

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Appendix D:

## Definitions

### Technical terms

- Digital adoption: Process of achieving a state where digital tools are being used as intended and to their fullest extent.
- HyperProductivity: State where human capabilities and technology converge to achieve measurable gains.
- Digital transformation: Integration of digital technology into all business areas.
- Application Adoption Scores (AAS): A composite metric designed to measure adoption.

### Metrics definitions

- Penetration rate: Percentage of eligible users actively using an application.
- Session time: Duration of continuous application usage.
- Application visibility gap: Difference between perceived and actual application count.
- Transformation debt: Growing divide between innovation investment and realized value.

Appendix E:

## Momentum Score

Momentum Scores measure enterprise AI adoption through a weighted algorithm that combines usage metrics and market impact into a normalized 0–100 scale.

### Key Components:

- Weighted algorithm prioritizes penetration (40%) and usage intensity (40%), complemented by market impact (20%), using daily active users and engagement time as primary metrics.
- Benchmarking system establishes 96 as the consistent leader threshold, enabling reliable cross-platform comparisons while maintaining methodological consistency in monthly measurements.

Appendix F:

## Implementation Timeline Methodology

### Overview

The implementation timelines presented in the GenAI Use Cases Impact-Effort Matrix were developed using a hybrid methodology that

combines WalkMe's proprietary research with APQC's Knowledge Management Implementation Roadmap framework. This integrated approach ensures comprehensive coverage of both technical and organizational aspects of GenAI implementation.

### APQC Implementation Principles

Our timeline calculations incorporate APQC's proven implementation methodology:

Near-term (6–12 months): Focus on quick wins and foundational capabilities

Mid-term (13–23 months): Expansion of capabilities and strategic initiatives

Long-term (24+ months): Enterprise-wide integration and optimization

### Data Sources

Implementation timelines were validated through multiple sources:

Primary Research:

Survey data from 1,700 senior enterprise leaders

Feedback from 2,051 line-of-business employees

WalkMe platform data covering 2,481 enterprise applications

APQC Knowledge Management Framework:

Capability assessment methodologies

Implementation roadmap guidelines

Success metrics and benchmarks



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Implementation Categories and Timelines  
Quick Wins (2-8 weeks)

**Aligned with APQC's early-phase implementation guidance:**

Rapid deployment capabilities  
Minimal governance requirements  
Clear success metrics  
40-60% adoption rates achievable  
Focus on immediate value delivery  
Important Tasks (12-18 months)

**Following APQC's strategic implementation framework:**

Comprehensive governance structure required  
Cross-functional coordination  
Change management integration  
ROI measurement frameworks  
Strategic alignment with business objectives  
Other Tasks (4-12 weeks)

**Based on APQC's supplementary capabilities guidelines:**

Limited scope implementations  
Departmental focus  
Minimal cross-functional dependencies

Clear success metrics  
Supporting role in overall digital strategy  
Ungrateful Tasks (18+ months)

**Identified through APQC's risk assessment framework:**

Complex governance requirements  
High resource investment  
Limited ROI potential  
Significant organizational change management  
Extended implementation cycles

**Success Metrics Framework**

Implementation success metrics aligned with APQC's capability measurement approach:

Adoption Metrics:  
Usage rates and patterns  
User engagement levels  
Feature utilization  
Business Impact:  
ROI measurements  
Productivity gains  
Process efficiency improvements  
Organizational Readiness:  
Change management effectiveness  
Training completion rates

User satisfaction scores  
Implementation Best Practices

**Derived from APQC's roadmap and WalkMe's research:**

Start with clear strategic objectives  
Establish governance structures early  
Focus on quick wins to build momentum  
Measure and communicate success regularly  
Maintain stakeholder engagement throughout  
Regular review and adjustment of implementation plans

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