BOSTON CONSULTING GROUP

The GenAI Transformation of the **Communications Function**

RUSSELL DUBNER | 2025

METHODOLOGY



Midjourney | “Generative AI”

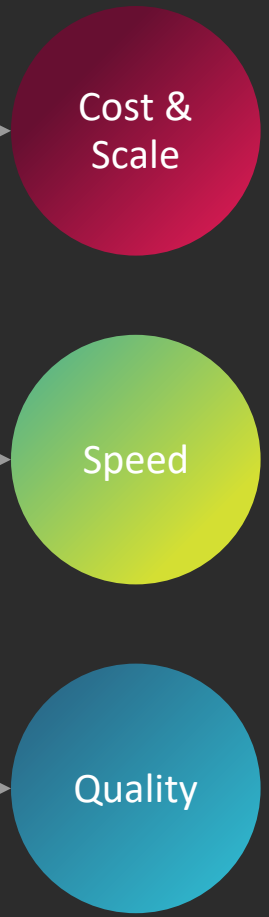
What We Assess: GenAI's Impact Types

This diagnostic focuses on assessing Productivity Gains for current tasks within titles/job families, which can be used as a currency to unlock the full benefits of GenAI



Resources saved act as a currency to achieve the comprehensive benefits of GenAI

- Time Saving Potential for current tasks within a title by utilizing AI/Gen AI
- Productivity gains can be leveraged to reduce costs, but this does not necessarily equate to a reduction in headcount
- While highly automated or augmented tasks can free up resources, other tasks may require reinvesting these saved resources into upskilling and fully realizing the benefits of Gen AI



- Scale-up / Flexibility with fewer resources
- Non-personnel cost efficiency
- Broader reach with fewer resources

- Faster time to market
- Faster time to deliver
- Faster time to adapt to changes

- Better / Innovative Product & Services
- More Cross Selling Opportunities
- Better Experiences & Engagement
- Lower Error Rate

Copyright © 2023 by Boston Consulting Group. All rights reserved.

Traditional AI vs. Gen AI vs. Agentic AI

Agentic AI expands the frontier beyond Traditional and Gen AI by unlocking the potential of task automation, augmentation, and process reshape further

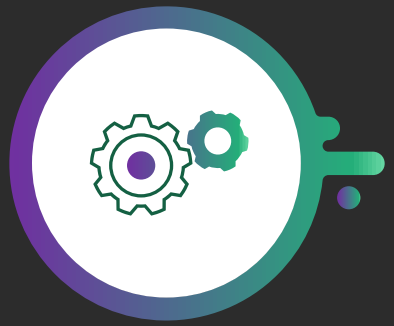
	Traditional AI	+ Gen AI	+ Agentic AI
Characteristics	Predicts or classifies outcomes using rules or trained models	Produces new content (text, code, images) from prompts	Acts autonomously toward goals — plans, executes, and adapts with memory
AI Applicability: Task Automation	✓ Moderate – Rules-based Execution of simple tasks	✓ Limited – Can support generation but lacks control & reliability	✓ High – Owns execution with memory, logic, escalation
AI Applicability: Task Augmentation	✗ Minimal – Offers insights but not content support	✓ High – Excels at drafting, summarizing, ideating, coding	✓ High – Adds context, validates, escalates, and triggers next steps
AI Applicability: Process Reshape	✗ Minimal - Rigid Logic, Hard to Adopt	✓ Moderate – Improves Individual steps but lacks orchestration	✓ High - Orchestrates roles, tools, memory, and adaptive logic

Source: BCG

Copyright © 2023 by Boston Consulting Group. All rights reserved.

GenAI Workforce Productivity Diagnostic | Methodology

Estimates are made based on tasks with transparent, close iterations & ongoing client validation



1. Task Inference – Client/Industry Specific

Use client/industry job descriptions to infer tasks by applying BCG proprietary AI model



2. Task Attributes & Augmentation Type Assessment

Profile task characteristics and determine the augmentation/automation type



3. Productivity Gains Estimate

Quantify potential time reduction on a 7-point scale, based on task characteristics, augmentation/automation type, and insights from BCG's GenAI case experiences and use case library



4. Cost Reduction Potential Estimate

Translate productivity gains into cost reduction potential, using task characteristics and augmentation/automation type as key drivers

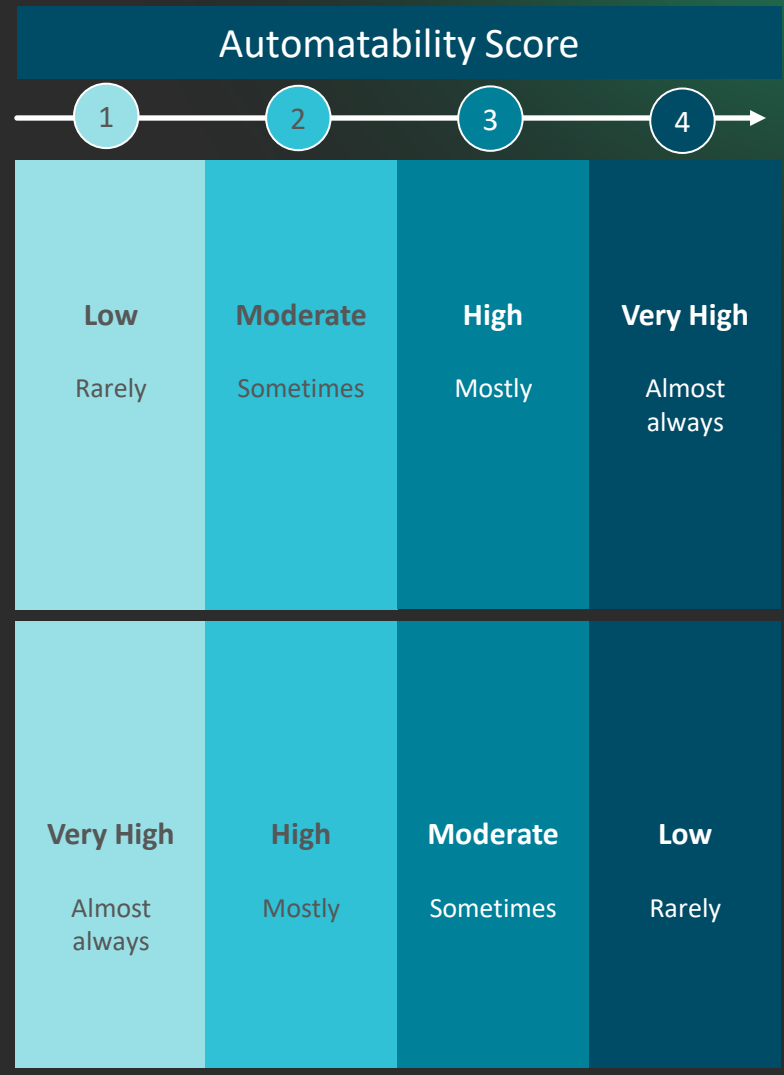
Source: BCG GenAI Diagnostic Analytics Engine

Copyright © 2023 by Boston Consulting Group. All rights reserved.

Task Profiling: 8 Key Factors that Influence Task Automatability

Assess task characteristics using 8 factors to evaluate their suitability for automation and augmentation by AI

Key Factors:	Task Characteristic:
1 **Repetitiveness & Predictability**	Perform the same or similar actions repeatedly, often in a cyclical /routine manner or consistent patterns without significant variation
2 **Data-Driven**	Primarily rely on data analysis, interpretation, or use of data to make decision or perform actions
3 **Content Synthesis & Generation**	Combine multi-source content — text, visuals, audio, and video — to generate insights, summaries, visualizations, or videos
4 **Goal-Directed with Decision Points**	Pursue a defined objective through multiple steps, requiring decisions and adaptive execution.
5 **Physical/Onsite**	Require physical actions or presence in a particular location
6 **Complex Problem Solving & Judgment**	Require original thinking, conceptual reasoning, ambiguous decision-making, and ethical or moral judgment
7 **Human Empathy**	Require emotional sensitivity, interpersonal care, or trust-building, not include routine interactions that are fundamentally structured
8 **Risk Sensitivity**	Tasks where errors can have severe consequences, requiring careful judgment and accountability



Promoting Factors

Limiting Factors

Source: BCG's GenAI Workforce Analytics Engine

Copyright © 2023 by Boston Consulting Group. All rights reserved.

Cost Reduction Potential Estimation Method

The model translates productivity gains into cost reduction based on task type—high for automation, partial for augmentation



Human Dominant Tasks	AI Assisted Human Tasks	Human-AI Collaboration Tasks	Human Supervised AI Tasks	AI Dominant Tasks
Tasks rely primarily on human judgment and presence, with AI providing minimal background support	Human lead the task, with AI providing analytical support, insights or automation of routine components	AI and humans collaborate interactively, combining AI's analytical strength with human creativity and insight.	AI performs tasks under continuous human monitoring and supervision to ensure outputs meet high standards of accuracy and reliability	AI autonomously executes high-volume tasks, with human roles limited to oversight and parameter settings
		Augmentation		Automation
Cost reduction potential is limited for human driven tasks		Productivity gains partially translate into cost reduction, but a significant share reinvested to improve efficiency, speed and quality		Productivity gains can largely be translated into cost reduction

Copyright © 2023 by Boston Consulting Group. All rights reserved.

Notes on data sources & task assessment

BCG's proprietary **GenAI Workforce Diagnostic** was developed by our People & Organization practice. The current application analyzes more than 4 billion FTE hours across corporate functions, job titles, and tasks. Estimates combine bottom-up role and task data with algorithmic profiling, validated by client and expert input.

Identification of Job Titles and FTE Composition

The approach begins by identifying common job titles and estimating FTE composition within each function. This is done using a combination of LinkedIn profile data, client workforce data, and BCG proprietary organizational Comms data. The purpose of this step is to define representative samples for each function.

No further information is extracted from LinkedIn beyond job titles and FTE estimation. Task augmentation types are not inferred from LinkedIn data.

Task-Level Assessment

Representative job descriptions are used to derive a set of core tasks through BCG's proprietary task creation engine.

While ONET task data was initially used for training, the current methodology leverages BCG's own task generation AI model, which has received positive feedback from over 260 clients.

Each task is assessed for its level of automatability, based on the factors on p. 5.

In parallel, BCG's use case library—developed through extensive casework and research—is applied to evaluate the degree of augmentation possible for each task.

Based on task characteristics and GenAI use case applicability, tasks are categorized into one of five archetypes, ranging from human-dominant to AI-dominant (p. 6).

Copyright © 2023 by Boston Consulting Group. All rights reserved.

Disclaimer

The services and materials provided by Boston Consulting Group (BCG) are subject to BCG's Standard Terms (a copy of which is available upon request) or such other agreement as may have been previously executed by BCG. BCG does not provide legal, accounting, or tax advice. The Client is responsible for obtaining independent advice concerning these matters. This advice may affect the guidance given by BCG. Further, BCG has made no undertaking to update these materials after the date hereof, notwithstanding that such information may become outdated or inaccurate.

The materials contained in this presentation are designed for the sole use by the board of directors or senior management of the Client and solely for the limited purposes described in the presentation. The materials shall not be copied or given to any person or entity other than the Client ("Third Party") without the prior written consent of BCG. These materials serve only as the focus for discussion; they are incomplete without the accompanying oral commentary and may not be relied on as a stand-alone document. Further, Third Parties may not, and it is unreasonable for any Third Party to, rely on these materials for any purpose whatsoever. To the fullest extent permitted by law (and except to the extent otherwise agreed in a signed writing by BCG), BCG shall have no liability whatsoever to any Third Party, and any Third Party hereby waives any rights and claims it may have at any time against BCG with regard to the services, this presentation, or other materials, including the accuracy or completeness thereof. Receipt and review of this document shall be deemed agreement with and consideration for the foregoing.

BCG does not provide fairness opinions or valuations of market transactions, and these materials should not be relied on or construed as such. Further, the financial evaluations, projected market and financial information, and conclusions contained in these materials are based upon standard valuation methodologies, are not definitive forecasts, and are not guaranteed by BCG. BCG has used public and/or confidential data and assumptions provided to BCG by the Client. BCG has not independently verified the data and assumptions used in these analyses. Changes in the underlying data or operating assumptions will clearly impact the analyses and conclusions.

Copyright © 2023 by Boston Consulting Group. All rights reserved.

BOSTON CONSULTING GROUP



Midjourney | “Generative AI”