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The GenAI Transformation of the **Communications Function**

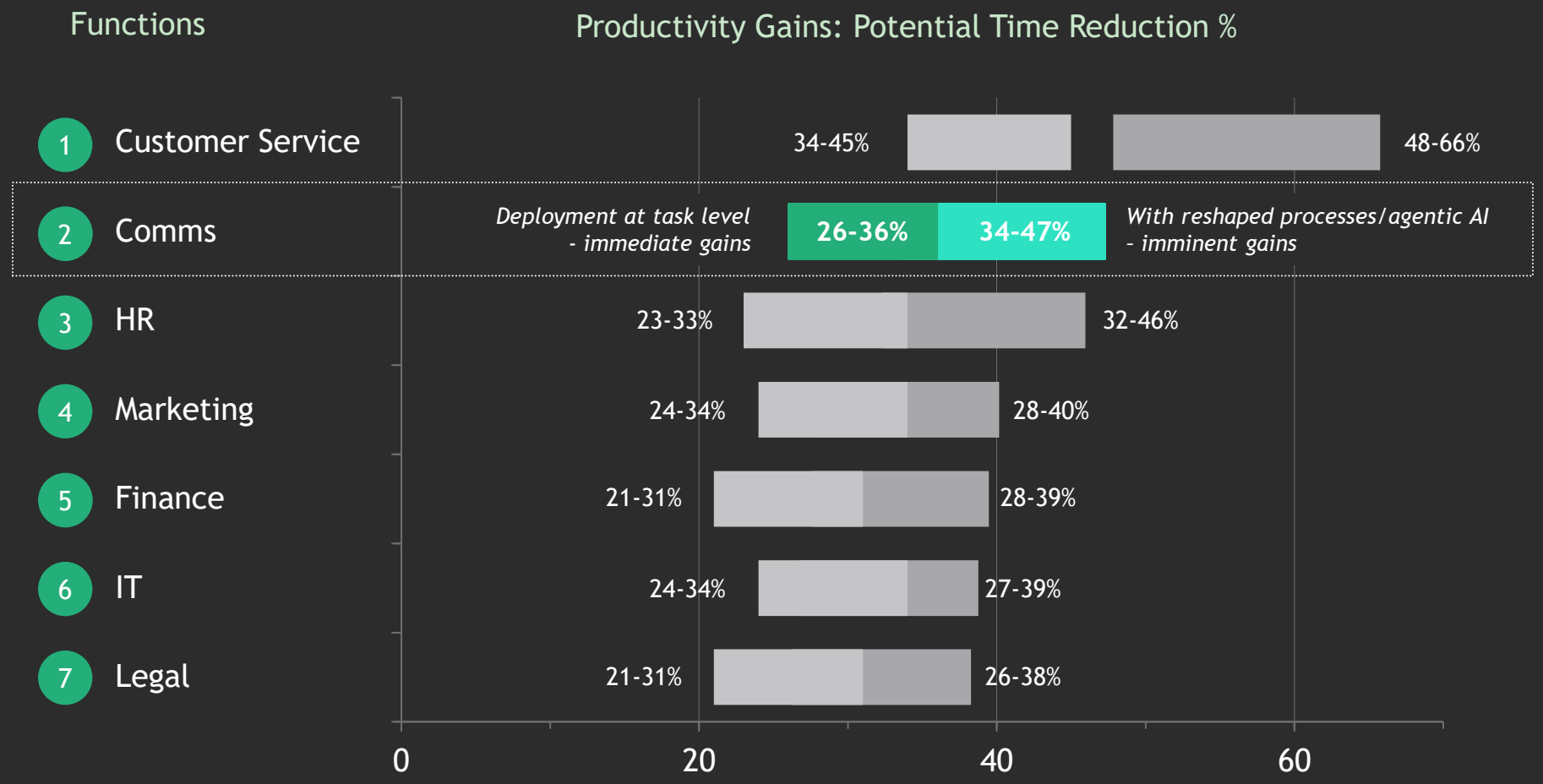
RUSSELL DUBNER | 2025

DATA PACK

Midjourney | “Generative AI”

Comms ranks among the top 2 functions in GenAI transformation upside

~30% productivity gains feasible today, rising to nearly ~50% with reshaped processes



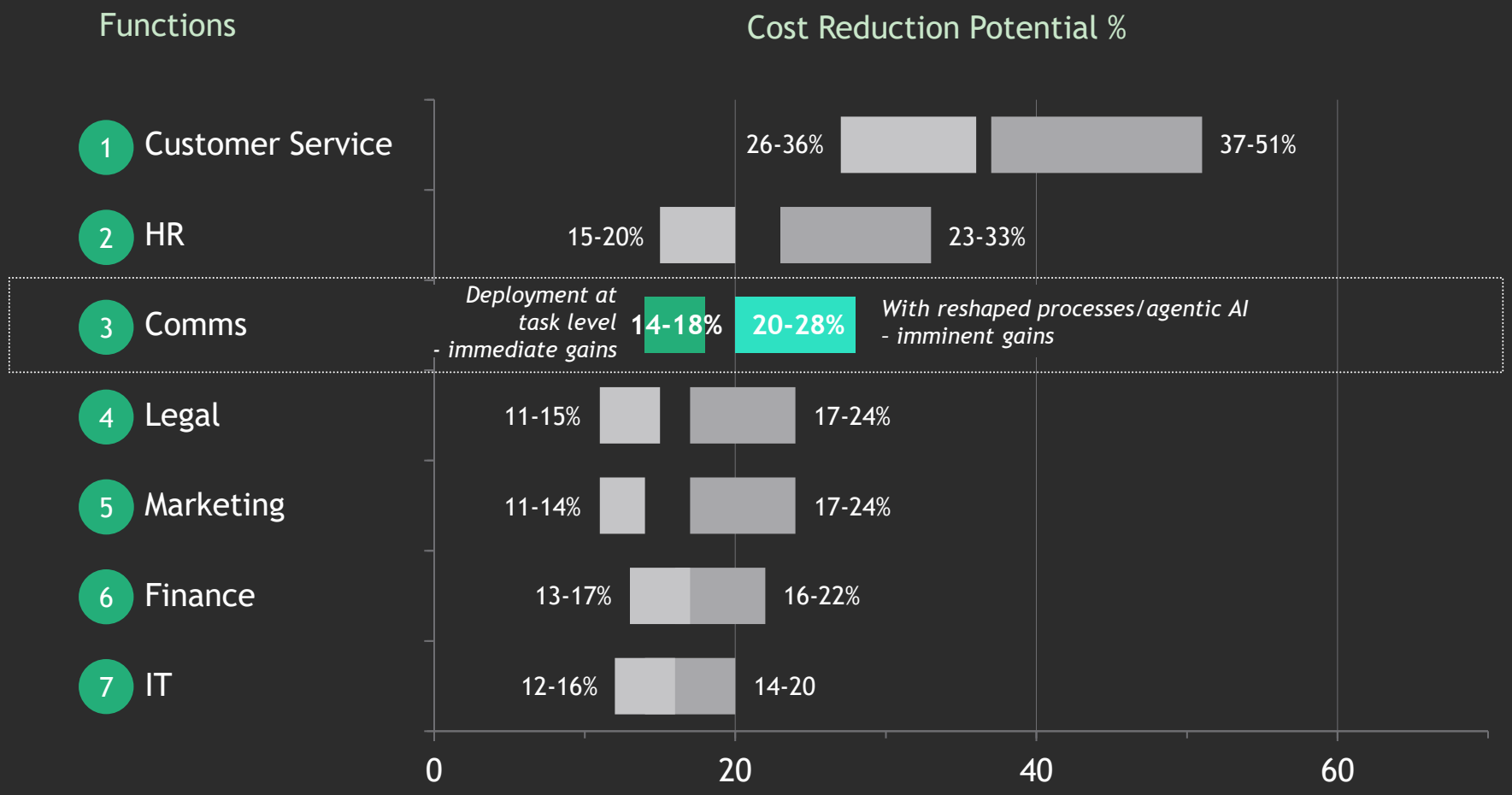
Comms can reclaim 26-36% of its time today with GenAI.

With process transformation, the upside climbs to 47%, edging out HR and outpacing Marketing, Finance, Legal, and IT.

The payoff goes well beyond productivity, enabling teams to deliver higher quality and greater personalization.

Deploy: Task Level Automation/Augmentation, using technologies such as NLP, RPA, GenAI
Reshape: Process Reshape and Optimization, enabled by Agentic AI and practices adopted by AI-matured hyper-scalers: ~3-5 year time frame
Source: BCG GenAI Workforce Analytics Engine. Estimates based on >4B total FTE hours assessed across corporate functions.

...and among the top 3 in cost impact



Cost reduction potential is based on productivity gains calibrated to task augmentation and automatability profile, with highest impact where tasks are repetitive, data-driven, or content-intensive.

Comms shows material cost reduction opportunity today, rising to nearly 30% in potential gains with process reshaping depending on level of adoption. This positions the function among the leaders in GenAI-driven value capture – more detail on p. 7.

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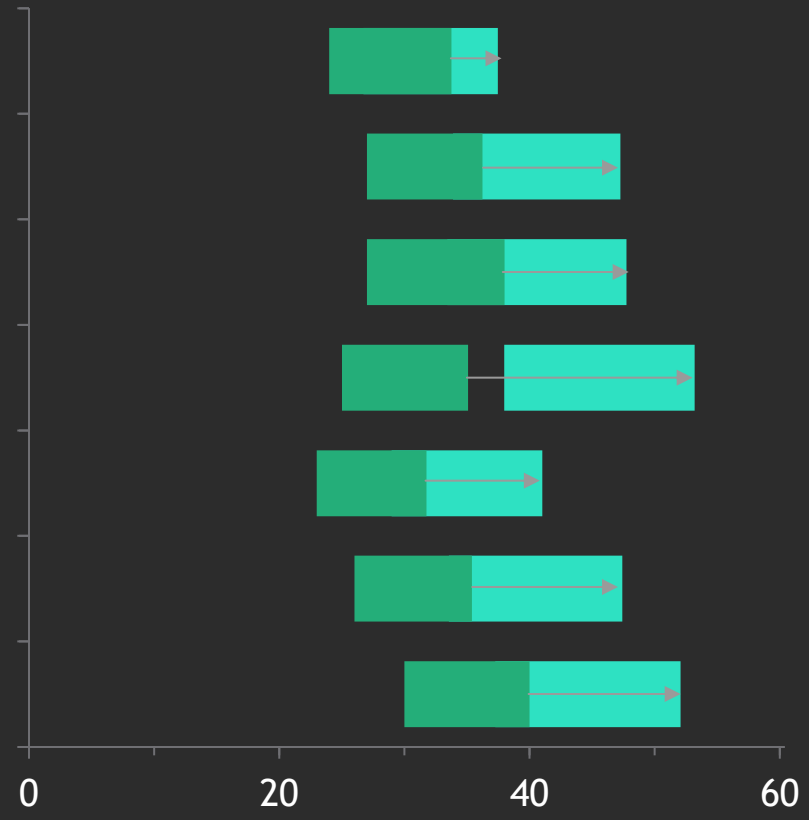
Source: BCG GenAI Workforce Analytics Engine
Directional cost estimates based on task automation/augmentation types across ~2M Comms FTE hours - actual cost impact dependent on adoption and reinvestment choices.

Distributed productivity gains add up to double-digit cost reduction

Among top 3 functions for cost impact with ~15-25% reduction possible depending on adoption path

BCG proprietary GenAI Workforce Diagnostic surfaces opportunities for time savings - to reallocate, or take cost out



Common sub-functions	Deploy: Task Level	Reshape/Invent: Process Level/Agentic	Cost Reduction *Task Level*	Cost Reduction *Process-Level*
Strategic & Executive Communications	24-34%	27-37%	8-11%	12-16%
Internal & Employee Communications	27-36%	34-47%	11-14%	18-24%
External & Media Communications	27-38%	33-48%	15-20%	22-31%
Digital & Multimedia Communications	25-35%	38-53%	14-18%	19-27%
Public Affairs & Government Relations	23-32%	29-41%	11-15%	16-22%
ESG, Sustainability & Community Comms	26-35%	34-47%	14-18%	21-30%
Comms Ops, Planning & Analytics	30-40%	37-52%	21-27%	28-39%
	Total: 26-36%	**Total: 34-47%**	**Total: 14-18%**	**Total: 20-28%**

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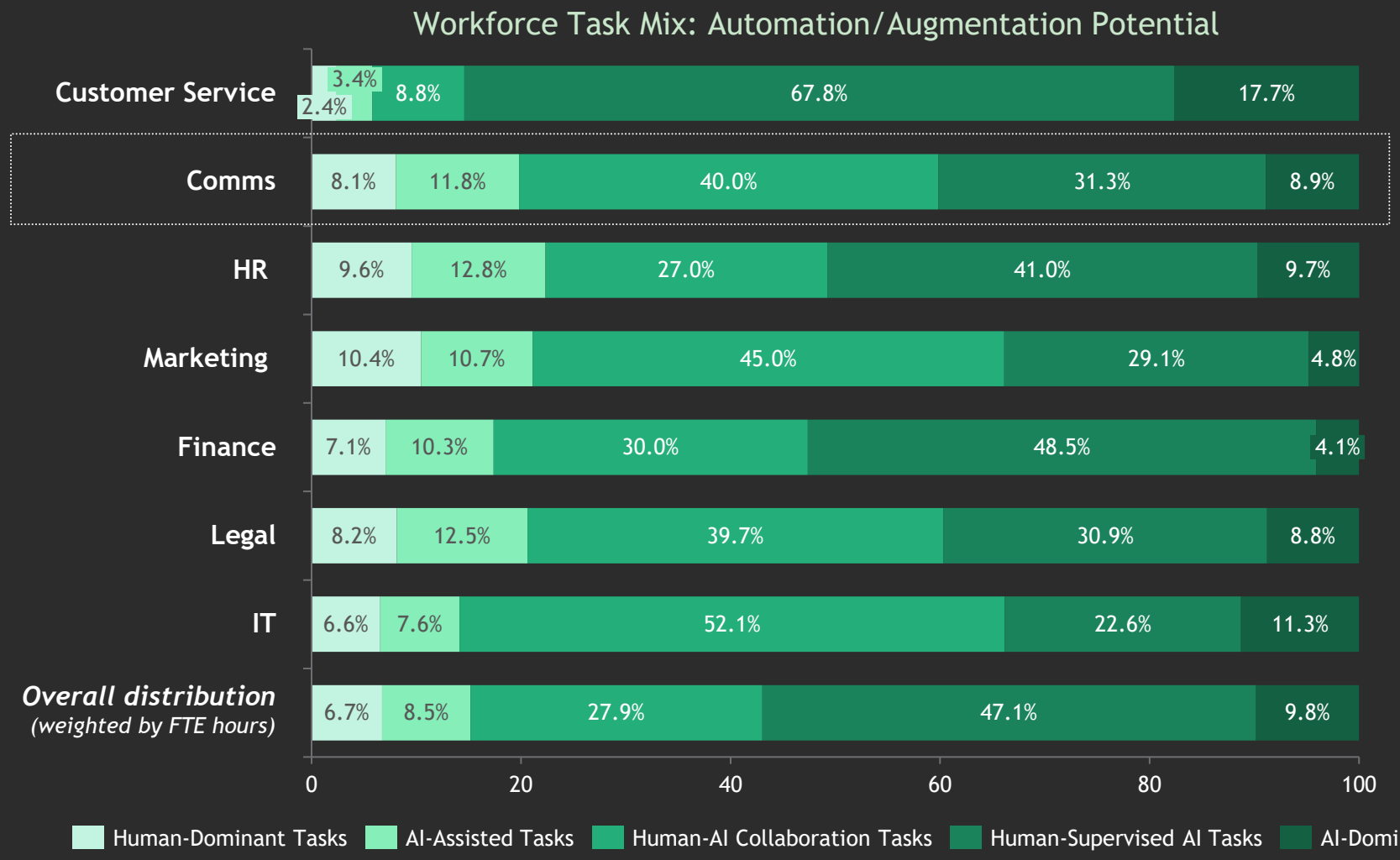
Source: BCG GenAI Workforce Analytics Engine

>80% of Comms' task mix is primed for GenAI augmentation & supervised autonomy | Unique profile positions function to lead in GenAI value creation



Comms has one of the most AI-ready task mixes of any function.

More than 80% of its work clusters in AI assistance, collaboration, and supervision tasks – a transformation sweet spot where human judgment and machine output reinforce each other's strengths. This is distinct from pure automation.

Its dual capacity for augmentation and supervised autonomy gives Comms an edge in turning GenAI potential into enterprise value.

Source: BCG GenAI Workforce Analytics Engine. See methodology for archetype definitions.
Percentages represent weighted distribution of ~4B total FTE hours assessed across corporate functions. Job titles and FTE counts sourced from LinkedIn and modeled through algorithmic task profiling. This chart provides a comparative view of task mix across functions and is not intended as a ranking.

METHODOLOGY

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

Productivity Gains

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

Cost & Scale

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

Speed

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

Quality

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

Traditional AI vs. Gen AI vs. Agentic AI

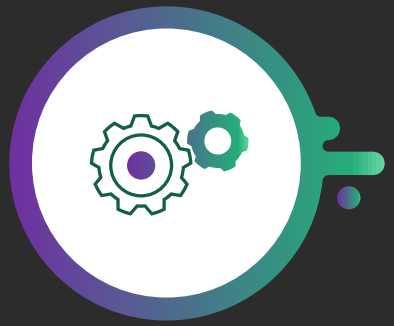
Agentic AI expands the frontier beyond Traditional and Gen AI by unlocking the potential of task automation, augmentation, and process reshape further

	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

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

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:	Automatability Score 1	2	3	4
1 Repetitiveness & Predictability	Perform the same or similar actions repeatedly, often in a cyclical /routine manner or consistent patterns without significant variation	Low Rarely	Moderate Sometimes	High Mostly	Very High Almost always
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	Very High Almost always	High Mostly	Moderate Sometimes	Low Rarely
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

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

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. 10.

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. 11).

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