

Why Enterprise AI Stalls: The Missing Layer Between Data and Business Understanding



Enterprise AI has never been more capable.

The models are stronger, the tools are affordable, and adoption is nearly universal. [McKinsey's *The State of AI in 2025 report*](#) found that **88%** of organizations now use AI in at least one business function¹. Yet [MIT's Project NANDA](#) reached a sobering conclusion in its 2025 State of AI in Business research: roughly 95 percent of enterprise generative AI pilots fail to deliver measurable impact on the profit and loss statement².

This raises an important question. If organizations already have the data, and the models already have the intelligence, why do Enterprise AI pilots still stall?

The pattern behind the numbers

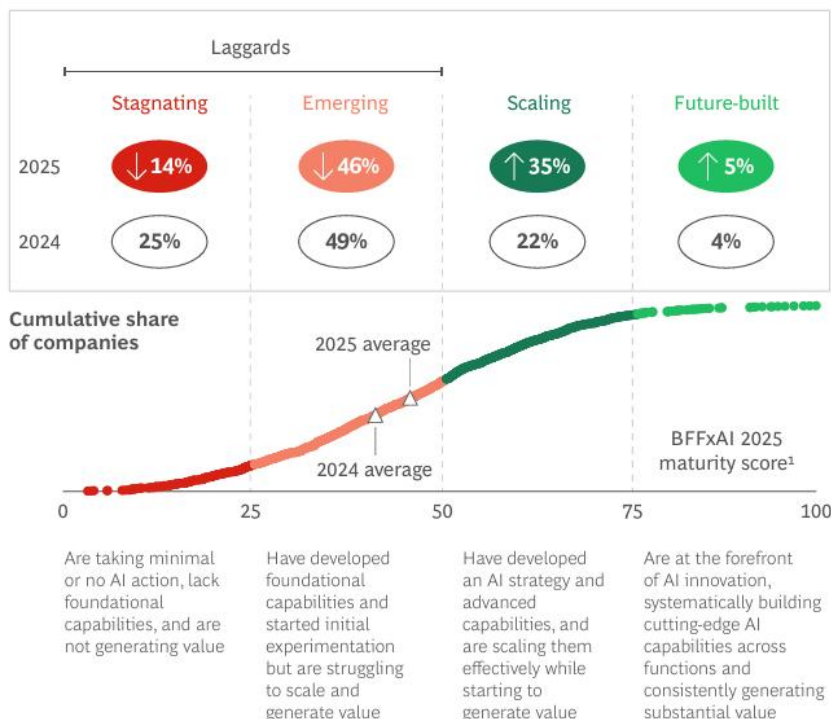
The gap between adoption and value is now one of the most consistent findings in enterprise research. McKinsey reports that only **39%** of organizations can attribute any enterprise-level EBIT impact to AI and for most of them, the effect is under **5%**¹.

BCG's 2025 study of 1,250 companies found the same shape from a different angle: just **5%** are generating value from AI at scale, while **60%** report little to none.

EXHIBIT 1

Only 5% of Companies Get Substantial Value from AI, While 60% Lag in Developing Critical AI Capabilities

Share of companies



Value achieved by future-built²

1.7x	Revenue growth
3.6x	Three-year TSR ³
2.7x	Return on invested capital
1.6x	EBIT margin
3.5x	Patents

Source: BCG Build for the Future 2025 Global Study (n = 1,250).

¹This score assesses AI maturity across 41 dimensions.

²Future-built versus stagnating + emerging.

³External metrics (Capital IQ): total shareholder return (June 22–May 25 for three-year TSR).

Different firms, different methods, one pattern: pilots work, scale doesn't. The first instinct is to blame the technology. But MIT's researchers were explicit that the problem is not model quality. Executives often point to regulation or model performance; the research points to flawed enterprise integration.

Perhaps the challenge isn't intelligence. It's business understanding.

4 Reasons Why Enterprise AI Pilots Stall

1. Every system speaks a different language

An enterprise runs on ERP, CRM, supply chain, and finance systems, and each defines the business differently. A “customer” in the CRM is not the same record as a “customer” in the ERP. “Revenue,” “on-time delivery,” and “active supplier” each carry system-specific meanings.

Humans can easily recognize that different systems are referring to the same customer, supplier, or product. AI can't.

When business definitions are inconsistent, AI inherits that confusion.

The challenge isn't the model. It's the lack of a shared business understanding.

2. AI hallucinates without business context

AI is trained on public information, not on how your business works. It doesn't automatically know which supplier supports which plant, which customer owns an order, and which contract applies to a shipment. When that business context is missing, AI fills the gaps by making assumptions. Sometimes these invented facts sound convincing. But in an enterprise, they can lead to wrong decision-making. Grounding AI in real business context is what separates a reliable answer from a confident hallucination.

3. Business data is fragmented

The ERP holds part of the story. So do the CRM, the supply chain systems, the documents, and the spreadsheets. Each system understands only its own slice, and no system understands the whole enterprise. [Gartner](#) found that **63%** of organizations either lack, or are unsure they have, the right data management practices for AI. The data exists. The shared understanding of it does not.

4. Every AI initiative repeats the same foundation work

Ask a team that has shipped two or three AI use cases what consumed their time. It's rarely the model. Instead: integrating the same systems again, reconciling the same business definitions again, and rebuilding the same context again, once per project. Each initiative starts from zero because the understanding created for the last one was trapped inside it. Organizations keep paying the foundation cost without ever owning the foundation.

4 Reasons Enterprise AI Stall

1

Every system speaks a different language



ERP, CRM, SCM, and finance each define the business differently.
AI inherits the inconsistency.

2

AI hallucinates without business context



Isolated records, missing relationships the model fills the gaps by guessing.

3

Business data is fragmented



63%

of organizations lack or are unsure they have the right data management practices for AI
(Gartner, 2025)

4

Every AI initiative repeats the same foundation work



Each initiative starts from zero because the understanding created for the last one was trapped inside it.

The missing layer: Enterprise Intelligence

What these four failures share is that none of them is solved by a better model. They are solved by a shared, reusable representation of what the business means: its entities, relationships, definitions, metrics, and rules expressed once and inherited everywhere.

Call this layer **Enterprise Intelligence**. It is more than a semantic layer, which standardizes definitions, and more than a warehouse, which centralizes storage: it preserves the relationships and operational meaning that connect them. It sits between raw data and the AI that consumes it, translating fragmented system records into common business understanding.

With Enterprise Intelligence, every new use case begins with context instead of rebuilding it. Analytics, agents, and workflows draw on the same definitions, so their answers agree with each other and with the business.

For leaders evaluating their own AI programs, 3 questions reveal whether this layer exists. Do our systems agree on what a customer, an order, or a supplier is? When our AI answers, can it show which business relationships the answer rests on? And when the next use case begins, will it inherit understanding or rebuild it?

Where UniVerse fits

UniVerse by Trinamix was built as this layer: **universal business object layer for enterprise AI**, that connects enterprise systems without rip-and-replace, unifies their data into shared business objects and a governed knowledge graph, and grounds AI, analytics, agents, and workflows in trusted enterprise context, with full lineage back to source.

The philosophy is simple: connect, unify, act. Rather than every initiative rebuilding understanding, every initiative inherits it, so organizations can move from fragmented data to grounded decisions in weeks rather than years.

Final thoughts

For 3 years, enterprises have asked how to get more intelligence out of AI. The research suggests the better question is how to get more of the business into it.

The next generation of Enterprise AI may not be defined by larger models. It may be defined by deeper business understanding.

References

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3. **Boston Consulting Group.** *The Widening AI Value Gap: Build for the Future 2025.* 2025. <https://www.bcg.com/publications/2025/are-you-generating-value-from-ai-the-widening-gap> - the 5% value-at-scale and 60% little-to-no-value figures.
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