AO MASTER DIAGNOSTIC · EXECUTIVE REPORT

Prysmian × SAP

An autonomous-enterprise debut, read systemically.

CLIENT	**Prysmian S.p.A. — global leader in energy & telecom cables (€17B, 33,000 employees, 50+ countries)**
SOURCES	SAP Innovation Awards 2026 — Innovation Story; SAP Sapphire Madrid 2026 — Post-event recap
LENS	AO Master Diagnostic — Maturity radar (0–10), Systemic health (1–5), Practice modules, Adoption risks
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Executive headline

Prysmian has executed one of the cleanest, fastest single-instance ERP+AI consolidations in industrial manufacturing: 86 plants migrated to RISE with SAP S/4HANA in four months with <50 hours of downtime, embedded AI live across more than 100 use cases, and a BTP-native cable design tool linking engineering to business. Read against the AO lens, this is a textbook infrastructure-first transformation: the platform layer scores very high; the organisational, behavioural, and learning layers are where the next value cycle has to be built.

4	80	70	50
months contract → go-live across 86 plants	% faster time-to-deploy new embedded-AI solutions	% automation of repetitive tasks	% faster time-to-market for new products

01 · Situation in evidence

What the two SAP documents actually say

CHALLENGE	SOLUTION	OUTCOME
Global cable leader with fragmented ERP across 30+ countries, 86+ factories, 5 regions and 4 business segments. Rising costs, supply-chain shocks, and risk of chaotic, un-governed AI use. Need: a single intelligent core to anchor process harmonisation and AI literacy at scale.	RISE with SAP S/4HANA single global instance covering >80% of revenue (>€14B). Embedded SAP Business AI + Joule across 100+ use cases (smart order intake, cash application, expense AI, vendor invoice booking, insight advisor). BTP hosts a state-of-the-art cable design tool linking engineering to business. Delivery: Clean Core, agile-hybrid, process mining, test automation.	4 months contract→go-live across 86 plants with <50h downtime; 80% faster time-to-deploy AI; 70% automation of repetitive tasks; 50% faster time-to-market; 25% faster P2P / O2C; thousands of hours saved annually (1,500 → 15,000 h/yr at scale on Smart Order alone). Recognised as SAP Innovation Award 2026 winner, Industry Leader category.

Signals from Sapphire Madrid 2026 that frame Prysmian's next horizon

Five vectors emerged from the keynote and showcase that materially change how this platform will compound value:

Autonomous Enterprise	CEO Christian Klein positioned this as already-shipping capability, not a roadmap: 50+ Joule Assistants, 200+ specialised agents, €100M partner fund, ~35% effort reduction on migration tooling.
Joule Work & Joule Studio	Cloud + desktop client (local file analysis, email research, draft generation) and a studio for faster agent/workflow creation — shifts the user touchpoint from transactions to dialogue.
SAP Business AI Platform	BTP + Business Data Cloud + AI Foundation unified around the SAP Knowledge Graph (50 years of ERP semantics machine-readable). The data substrate of the next agent generation.
Industry AI	Industry-specific scenarios with real operational data — directly relevant to Mill Products / cables.
Agent-Led Transformation	AI-driven analysis of legacy systems, data preparation, and testing — collapsing the cost of every future wave Prysmian launches on this platform.

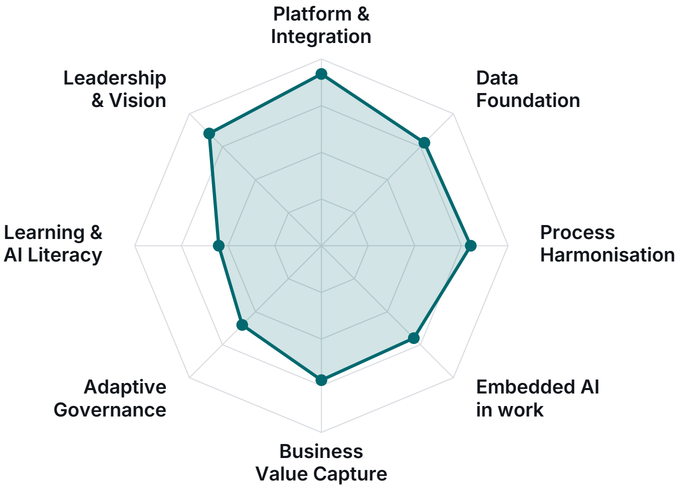
> "RISE gave us the global ERP foundation, SAP BTP connected engineering & business, and embedded AI transformed how our people interact with data — together redefining how Prysmian operates at scale. Embedded AI has been an important differentiator... giving us the possibility to be quicker on the implementation and to upskill workforce AI literacy and understanding across the business."

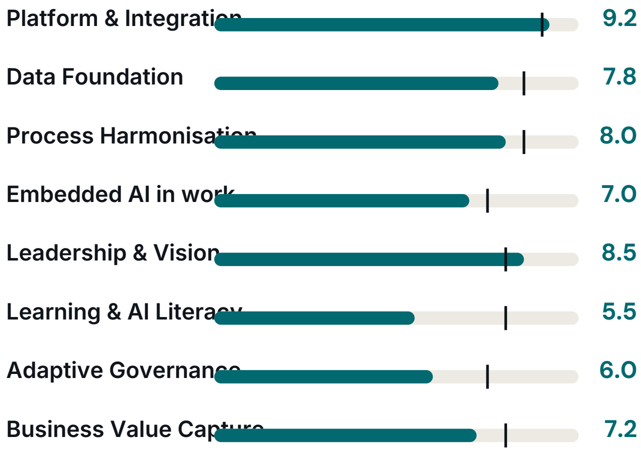
— Giovanni Cauteruccio, Group CIO and Digital Officer, Prysmian

02 · AO Maturity radar

Eight dimensions, scored 0–10 against the AO reference model

The radar reads the transformation through the AO frame: structure (platform, process, data), behaviour (leadership, learning, adaptation), and outcome (value, customer). Scores reflect what the two documents evidence today — not what the team may have done off-page. The dotted line marks an AO benchmark for an industrial leader 18 months into a single-instance + embedded-AI play.





AO scoring · 0 = absent · 10 = exemplary
Solid bar = current evidence · vertical tick = 18-month AO benchmark

Reading the radar

Structural dimensions dominate. Platform integration (9.2), Process harmonisation (8.0) and Leadership & Vision (8.5) are at industry-leader band — the Clean Core, four-month cutover, and CIO+CEO sponsorship are unusually strong signals. Data foundation (7.8) is high but not yet at the level the Sapphire-era Knowledge Graph and Business Data Cloud will require.

Two adaptive dimensions lag. Learning & AI Literacy (5.5) and Adaptive Governance (6.0) are the visible constraints — the documents describe AI literacy as an intent, but no diffusion mechanism, no community of practice, no measurement of behavioural change appears. Without these, the 100+ use cases will plateau as point automations rather than compound into an autonomous enterprise.

03 · Systemic health check

Twelve signals across structure, behaviour and learning loops

The health check uses a 1–5 scale tuned for live-system dynamics: 1 = fragile / blocking, 3 = functioning but uneven, 5 = self-reinforcing and resilient. It distinguishes between what the platform enables and what the organisation is actually doing.

STRUCTURE

Single source of truth (one S/4HANA instance)	●●●●●
Clean Core discipline / extension hygiene	●●●●●
Process harmonisation across regions	●●●●○
Architectural fitness for agents (BTP, Knowledge Graph readiness)	●●●●○

BEHAVIOUR

Executive sponsorship and narrative clarity	●●●●●
End-user adoption of Joule / conversational ERP	●●●○○
Cross-functional product ownership of AI use cases	●●●○○
Decision rights for autonomous-agent escalation	●●○○○

LEARNING LOOPS

AI literacy programme — coverage and depth	●●○○○
Feedback instrumentation per use case (drift, value, error)	●●●○○
Communities of practice spanning IT + business	●●○○○
Outcome accounting (hours saved → P&L re-investment)	●●●○○

The pattern is unambiguous. The platform side is at 4–5 across the board; the behavioural and learning sides cluster at 2–3. This is the classic infrastructure-ahead-of-organisation profile — the very profile the Sapphire keynote was warning against when it positioned Industry AI and agent-led transformation as capabilities, not roadmaps. Capability the workforce cannot absorb does not convert to outcome.

04 · Practice modules

Where the value lives — and where it leaks

AO practice modules read each operational domain through three questions: what is installed, what is adopted, what is compounding.

DOMAIN	INSTALLED	ADOPTED	COMPOUNDING	AO COMMENT
Order-to-cash	Smart Order Intake (Doc AI), Smart sales orders	Live; 1,500 h/yr saved	Path to 15,000 h/yr	Highest near-term ROI. Tie to inside-sales role redesign, not just hours saved.
Procure-to-pay	Vendor invoice booking, Concur invoice capture	Live	Partial	Add supplier-side feedback loop; today the AI learns alone.
Record-to-report	Cash application AI, BW/4HANA finance layer	Live; 300 h/yr saved	Path to 3,000 h/yr	Strongest candidate for first autonomous Joule agent in finance.
Travel & expense	Mobile AI processing (Concur)	Live; 3,500 h/yr saved	Path to 10,000 h/yr	Mature; use as the public proof-point for change communications.
Engineering ↔ business	Cable design tool on BTP, BOM standardisation	Live	Foundational	Most differentiating asset. Anchor for an industry-AI play with SAP.
Decision support	Joule Copilot, Insight Advisor, predictive analytics	Live, partial	Uneven	Where AI literacy gap shows up most — leaders ahead of teams.
Data & semantics	S/4HANA + BW/4HANA + AI Core	Live	Yes, structurally	Prepare now for SAP Knowledge Graph + Business Data Cloud integration.

Where the value leaks

From hours to capacity — Saving 1,500 h becomes 15,000 h only if those hours are reallocated — not absorbed silently. No reallocation model is documented.

From agent to outcome — Use cases are reported in installed counts (100+), not in business-outcome cohorts. Without outcome accounting, executive interest will fade.

From individual to collective intelligence — Joule is described as personal assistance. The next ceiling is team-level workflows — Joule Studio is the lever the documents do not yet name.

05 · Adaptive risks

Six risks the platform alone cannot solve

RISK	LEVEL	WHY IT MATTERS NOW
AI-literacy debt	High	Embedded AI is described as a differentiator, but no literacy diffusion mechanism is visible. Without it, advanced features become shelfware within 12–18 months.
Governance vacuum at the agent layer	High	Sapphire announced 200+ specialised agents and Joule Studio. Prysmian has no described policy for who can build, deploy, or sunset agents.
Reallocation silence	Medium	Hours-saved metrics need a paired capacity-redeployment metric. Absent that, savings convert to cost-down narratives rather than growth investment.
Knowledge-graph readiness	Medium	SAP is centralising on the ERP Knowledge Graph. Prysmian's master data is harmonised but the semantic enrichment work for agentic reasoning has not been articulated.
Change fatigue post go-live	Medium	A four-month cutover is exceptional. The risk now is reverting to project-mode pacing. AO experience: adoption decays by month 9 without explicit cadence.
Ecosystem dependence	Low-Med	Deep alignment with SAP is a strength today; it is also concentration. Worth keeping a thin layer of vendor-neutral evaluation on agent quality.

06 · AO recommendations

Six moves for the next 180 days

01 · Stand up an AO Adoption Cadence	30–60–90 review of every embedded-AI use case against three numbers: usage rate, time-back, outcome shift. Owned by a small business+IT pair, not the project team. Replaces the post-cutover lull.
02 · Open an AI Literacy Track	Three tiers: fluency (all 8,000 users), practice (key roles per process), build (champions for Joule Studio). Funded as headcount investment, not training spend.
03 · Publish an Agent Governance Charter	Who can create / promote / retire an agent; what data they may touch; what outcomes they own; what escalation path applies. Ship version 0.1 within 60 days, iterate.
04 · Replace 'hours saved' with 'hours redeployed'	Every business case must name where the capacity goes. This is the AO move that converts cost-down into growth-up and protects momentum at board level.
05 · Sharpen the cable-design tool as the industry-AI flagship	BTP-native, proprietary, hard to replicate. Pair with SAP on an Industry AI co-innovation track; make it the public reference for Prysmian-as-platform.
06 · Pre-stage Knowledge-Graph readiness	Inventory the ten most-queried business questions, the master-data objects they touch, and the semantic gaps. Feeds directly into SAP Business AI Platform integration.

Verdict

Prysmian's transformation is, in AO terms, an A on platform, B on people, C on compounding. The platform grade is rare in industrial manufacturing and gives the company a 12–24 month head-start as SAP's autonomous-enterprise stack matures. Converting that head-start into durable advantage is no longer an IT programme — it is a learning and governance programme. The next chapter, as the CIO put it, is the one Prysmian has not yet written.

Sources

1. SAP Innovation Awards 2026 — Embedding AI to the Core with SAP RISE: A unified future proof platform driving growth, efficiency, and resilience, Prysmian S.p.A., Innovation Story (10 pp., © 2026 SAP SE).
2. SAP Sapphire Madrid 2026 — Post-event recap for Prysmian, The beginning of better is here (© 2026 SAP SE).