



AI: THE 7 KEYS TO DECIPHERING TOMORROW

AI is already transforming organizations, infrastructure and the energy sector. How far will this transformation go, and how can we make the most of it?

At the AI x Energy event organized by AFD and Onepoint, Gontran Peubez, Executive Partner Data & AI at Onepoint, decoded the changes underway within organizations and the essential conditions for creating lasting value.

Discover the 7 key points to remember.

1. AI IS A MAJOR TRANSFORMATIVE TECHNOLOGY.

AI should not be viewed as a simple technological innovation. It belongs to the category of **General Purpose Technologies**, in other words, technologies powerful enough to **transform the whole economy and society**.

Historically, only a few technologies have achieved this status: the steam engine, electricity, the internal combustion engine and the Internet. Their defining feature is that they do not merely create new uses; they gradually reshape **infrastructure, jobs, organizations** and **behaviors**.

The steam engine did not merely enable the train. It led to the construction of railway networks, stations, new logistics chains and new business models. In the same way, AI is set to reshape many aspects of our environment.

Key message

AI's impact is not limited to the applications we use: it will permanently transform the very structures of our organizations and economies.

2. THE AI-ENERGY PAIRING FORMS A RELATIONSHIP OF MUTUAL DEPENDENCE.

AI and **energy** have become interdependent.

On the one hand, AI consumes growing quantities of resources. Models must be trained, run and hosted in **computing infrastructure** that is extremely demanding in terms of **energy**.

On the other hand, AI is becoming a powerful tool for optimizing energy systems: forecasting demand, managing networks, optimizing production, reducing losses and improving operational efficiency.

This relationship recalls that observed during previous major industrial revolutions: a technology transforms the world while depending on the resources that world is able to provide.

The ability to develop AI in the future will therefore depend as much on algorithmic progress as on our collective ability to produce, distribute and secure the **energy** it needs to operate.

Key message

*AI needs **energy** to develop, while **energy** can rely on AI to become more efficient: the two challenges are now inseparable.*

3. WE ARE GRADUALLY SHIFTING FROM A PROCESS-BASED APPROACH TO A DECISION-BASED APPROACH.

For several decades, companies have structured their activities around sequential processes: one step must be completed before moving on to the next. This logic is particularly visible in ERP systems, administrative processes and approval chains.

This approach reflects the limitations of **organizations** more than the reality of how **work** is carried out. In practice, employees constantly work around processes to solve problems, speed up decisions or adapt to real-world situations.

Agentic AI opens the door to another model: rather than mechanically following a predefined sequence, systems will be able to analyze a context, mobilize available data and continually determine the best next action.

This evolution could lead **organizations** to favor contextual decision-making over the strict application of fixed procedures.

Key message

The real revolution is not the automation of existing processes, but the ability to continuously decide on the most relevant action.

4. AGENTIC AI COULD ENABLE REAL-TIME OPERATIONS.

We are entering a new stage in AI maturity with the emergence of **agents**.

Previous generations of AI primarily produced analyses or predictions. **Agents**, on the other hand, can **chain actions together**, collaborate with other systems and interact with their environment.

This evolution profoundly changes the way organizations relate to time.

For a long time, companies operated according to **human rhythms** : office hours, overnight processing, successive approvals and delays in transmitting information.

With **agents** able to act continuously, these constraints are gradually disappearing. Decisions, processing and learning can become virtually continuous.

This prospect implies a transformation of all digital **infrastructure** , because agents able to operate in real time lose much of their value if the underlying systems continue to function according to delayed-processing logic.

Key message

*Agentic **AI** is not only about working faster: it could shift organizations toward largely real-time operations.*

5. THE REAL BATTLE FOR AI IS PLAYING OUT IN THE INFRASTRUCTURE.

AI is not limited to the models visible to users.

Behind every conversational assistant lies a complex chain of **infrastructure** : **data centers, power grids, semiconductors, connectivity, data platforms**, software layers, security mechanisms and governance systems.

Yet this chain is now facing several **scarcity pressures**.

We lack electronic components. We sometimes lack computing capacity. We face growing energy constraints. **Data** is often dispersed or uneven in quality.

The central question is therefore not only who has the best AI models, but who controls the **infrastructure** needed to operate them sustainably.

This reality explains why issues related to **data centers, energy, cybersecurity and sovereignty** are now of strategic importance.

Key message

*AI performance depends as much on **infrastructure, data and energy** as on the algorithms themselves.*

6. VALUE WILL NOT COME FROM A PROLIFERATION OF USE CASES.

We must remain vigilant about the tendency of many organizations to multiply use cases, sometimes by the hundreds.

This approach often produces the opposite of the desired effect: it multiplies experiments, disperses resources and makes it more difficult to achieve concrete, measurable results.

The challenge is instead to identify the areas where the following are concentrated simultaneously:

- **significant human effort;**
- **lengthy delays;**
- **repetitive tasks;**
- **high costs;**
- **significant potential for improvement.**

The goal is therefore not to use AI everywhere, but to use it where it truly transforms value creation.

Today, we can distinguish **4 major areas of value** : **information systems**, **business development**, **support functions** and **customer-facing services**.

Key message

Maturity is not measured by the number of experiments, but by the ability to focus AI on the most strategic challenges.

7. THE MAIN CHALLENGE IS NOW ORGANIZATIONAL.

The success of artificial intelligence projects does not depend solely on technological performance.

AI projects rarely fail because the models do not work. They fail more often because organizations are not ready.

Value creation rests on several foundations: a solid **data** base, the right **skills**, clear **governance**, relevant performance indicators and, above all, the ability to drive adoption of these new tools.

The notion of **adoptability** is particularly essential: a high-performing system that is difficult to understand or use will see little adoption and therefore create little value.

Success therefore depends less on technical sophistication than on the ability to build solutions that users will naturally want to integrate into their daily lives.

Key message

*AI's success depends as much on adoption, **governance** and **skills** as on the technology itself.*

IN BRIEF

AI is not simply a new technological wave. It marks the beginning of a **systemic transformation** in which **infrastructure**, **energy**, **data**, **organizations** and **skills** will have to evolve simultaneously. In this context, the challenge is no longer simply to deploy AI, but to build the conditions that will enable this transformation to create lasting value.

