



ADM, reimagined for the age of agentic AI

Agentic execution for
experience-led outcomes



Why ADM must be redefined now

There is a growing disconnect between the value delivered by traditional application development and maintenance (ADM) and the business requirements of today's enterprises. Applications are increasingly core to business success but are complex, and application sprawl creates inefficiencies and redundancies, security risks, and higher costs, especially in legacy-heavy environments. Constant change is now the norm, fueled by artificial intelligence (AI)-accelerated expectations across the business. Yet ADM is still measured primarily by cost, tickets, and service level agreements (SLAs).

ADM therefore sits at the heart of a modern business dilemma: how do you keep the lights on while still funding innovation?

ADM is no longer a back-office efficiency play. AI makes a fundamentally new operating model possible, a step-change rather than a marginal improvement. It builds the stable foundation that organizations need to meet today's demands, while also delivering the transformation required to keep pace with change.

The hidden ceiling of traditional and first-generation AI ADM

Traditional ADM is optimized for efficiency rather than adaptability. Operations react to issues as they arise and depend heavily on people with the right expertise to resolve them. Fragmented automation and tooling have not been enough to deliver meaningful gains in productivity or resilience.

Early efforts to introduce AI and automation fell short. New tools were layered onto existing processes, generating incremental productivity gains but no systemic change. Tickets were resolved faster, but the impact on business outcomes remained limited.

This focus on technical SLAs often failed to align with business key performance indicators (KPIs), which are what executives ultimately value. Because legacy ADM models are not designed to support broad transformation agendas, organizations struggled to keep pace with shifting market conditions and intensifying competition. Innovation remained constrained by high run costs and rigid delivery models.

Without a new model for intelligence and accountability, ADM remains a tactical function rather than a driver of value creation.



Traditional vs. Agentic ADM

Area	Traditional ADM	Agentic ADM
Core role of ADM	• Cost-focused support function • “Keep the lights on” mindset • Technical necessity	• Strategic business value engine • Drives resilience, speed, and growth • Aligned to business outcomes • Foundation of enterprise transformation
Operating model	• Reactive, ticket-driven support • Manual processes dominate • Fragmented delivery	• Proactive, AI-native operations • Agentic, autonomous workflows • Integrated, end-to-end orchestration
Primary focus	• Stability and uptime • Cost optimization • SLA adherence	• Run smarter, build faster, transform deeper • Continuous transformation cycles • Business value creation
Delivery approach	• Human-led delivery • Linear processes • Limited automation	• AI-first, agent-led delivery • Hyper-automation and self-healing • Human-in-the-loop governance

Moving from task execution to intelligent orchestration

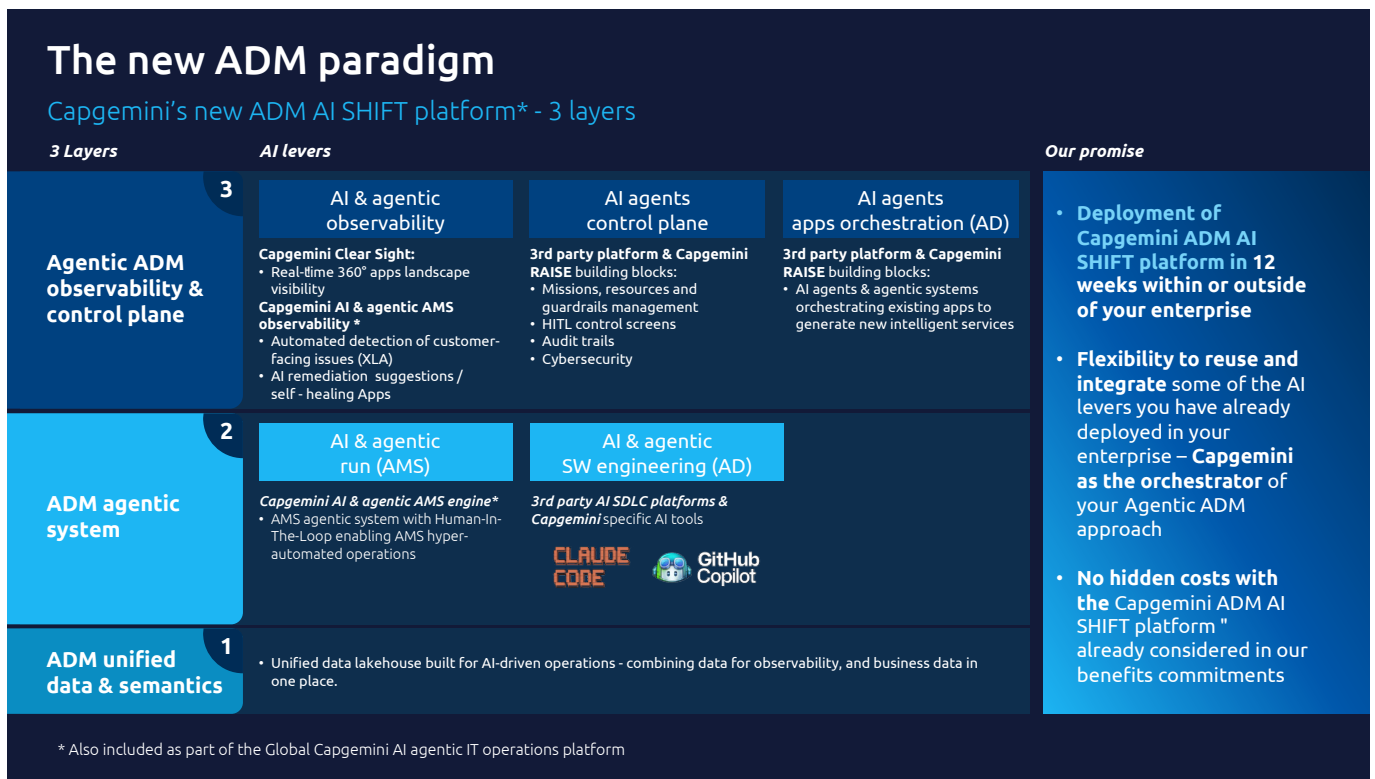
Agentic ADM introduces an agentic, AI-orchestrated model embedded across the application life cycle. Intelligence is designed in from the outset, rather than bolted on after the fact. This allows teams to move beyond task execution toward stewardship of outcomes.

The new operating model rests on three pillars:

- An industrialized AI foundation
- An Agentic ADM platform that is autonomous, orchestrated, and continuously learning
- Experience Level Agreements (XLAs) that anchor accountability to experience and value

This adaptable approach also allows organizations to flexibly reuse and integrate existing AI capabilities. The result is more predictable transformation at scale, faster innovation, and lower run costs.





From automation to autonomy in day-to-day ADM

In an ADM context, “agentic” refers to AI agents that can observe, decide, and act across processes, continuously learning and adapting as they operate within the platform.

Autonomy delivers the greatest impact where work is repeatable and standardized, for example, in knowledge creation and reuse, or in the resolution of low-level incidents with straightforward fixes that would otherwise require manual intervention. AI agents can predict and resolve incidents, orchestrate change and release cycles, and maintain knowledge bases.

The shift is from human-led execution to human-supervised autonomy. Humans remain firmly in control by design. Agentic AI is not a replacement for people, but a force multiplier that augments decision-making within clearly defined guardrails and accountability structures.

The effects extend beyond IT operations. By reducing friction, organizations free up time, talent, and capital

for higher-value activities. Greater stability and agility allow businesses to respond more quickly to disruption, creating the capacity to modernize and innovate with fewer operational shocks.



We have moved from human-led execution to human-supervised autonomy.



Why experience, not activity, is the new measure of performance

The move to Agentic ADM forces a reassessment of how performance is measured. Traditional ADM focuses on cost and activity through SLAs, rather than on experience. Capgemini’s approach reframes performance through XLAs, integrating user perception, operational performance, and business outcomes into a single model.

XLAs do not replace SLAs, nor are they treated as an afterthought. Instead, they sit alongside SLAs and business KPIs in a multilayer performance framework that anchors outcome-based commitments. An agentic observability layer combines application telemetry with business context, enabling real-time issue detection and automated remediation. This shifts ADM from reactive, SLA-driven incident management to proactive experience assurance.

As a result, conversations move from system metrics to business impact. Performance is no longer defined solely by uptime or response times, but by customer satisfaction, effort, and their relationship to outcomes such as conversion, efficiency, or revenue protection.

RUN	BUILD	TRANSFORM
Global tech manufacturer experienced faster resolution for improved experience perception • 70% of queries resolved in real time • 25% reduction in turnaround time	Faster feature delivery improved user satisfaction and adoption for a life sciences client • Around 30% productivity improvement in development	A home goods retailer saw technical improvement which positively impacted the customer experience, leading to measurable revenue impact • 75% improvement in platform performance • 30-40% reduction in cart abandonment

Shifting from cost center to growth engine

Linking operational performance directly to business outcomes shifts the narrative from cost containment to value creation.

For executives, ADM becomes a growth enabler. Autonomous operations, faster build cycles, and AI-led transformation can reduce total cost of ownership while supporting revenue-generating capabilities. Savings can be reinvested in innovation, increasing predictability in transformation road maps.

For CIOs and IT leaders, the change is structural. Moving from firefighting to orchestration reduces manual intervention and enables a substantial share of routine incidents to be resolved autonomously. This frees leaders to focus on prioritizing business outcomes and governing value streams rather than managing operational noise.

Sustainable modernization emerges through continuous, AI-led evolution rather than discrete bursts of effort. Unified data, observability, and agentic AI augmented engineering create feedback loops that reduce technical debt while supporting ongoing innovation. Executed well, ADM becomes a durable source of competitive advantage.

Industrializing intelligence at scale

Agentic ADM by Capgemini’s focus on instilling an agentic AI-first service model isn’t limited to its own delivery; it also enables clients to infuse AI into their own operations.

To move beyond pilots, intelligent enterprises require industrial-grade AI. Instead of relying on isolated chatbots or assistants, AI becomes an integrated, orchestration engine that drives the day-to-day operations of all business services.

Capgemini enables the intelligent enterprise journey for clients with the Reliable AI Solution Engineering (RAISE) platform. RAISE is designed as a reliable AI framework for enterprise ADM. Delivery operates on a layered architecture with prebuilt use-case templates, enabling faster and more consistent deployment of AI capabilities. Reusable components for common ADM scenarios accelerate time to value, allowing teams to focus on higher-value work rather than building automation from scratch.

Governance and guardrails are embedded by design. Outputs are secure, compliant, and scalable, ensuring transparency around trust, risk, and cost. Unlike standalone tools, RAISE is platform-driven and built for complex, regulated environments. Its modular components work together to deliver agentic value at scale, rather than forcing organizations to stitch together disconnected technologies.

RAISE in ADM

Faster time to market:	Pre-built templates and reusable components significantly reduce development effort.
Enterprise-scale deployment:	AI can be deployed consistently across multiple use cases and environments
Cost optimization at scale:	Integrated CostOps capabilities provide visibility and control for economically viable scaling of AI.
Built-in governance and trust:	Embedded guardrails, detection mechanisms, unified governance frameworks ensure secure, controlled AI solutions.

A pragmatic path to Agentic ADM

Capgemini recognizes that this transformation can’t happen overnight. Agentic ADM is implemented through a pragmatic, modular approach that focuses first on areas of greatest constraint. Value is typically unlocked where complexity and volume are highest, such as in high-volume run operations and sprawling application landscapes.

Confidence is built through incremental autonomy. Rather than a “big bang” transformation, organizations introduce agentic capabilities step-by-step, starting with early XLA baselining and automating small, repeatable tasks. Autonomy expands as outcomes become measurable and trusted, reducing risk while demonstrating early returns.

Scaling requires a consistent governance layer that combines observability, control planes, and human oversight. This ensures reliability as automation deepens. Capgemini’s RAISE framework embeds these guardrails, enabling organizations to scale with confidence rather than simply automate faster.



Adoption is not a leap, but a series of controlled progressions that deliver sustained value.



From managing applications to enabling intelligent enterprises

Application development and maintenance is no longer merely an operational necessity. When reimagined, it becomes a strategic capability that shapes how quickly enterprises adapt, innovate, and compete.

While ADM is already a value driver, the direction is clear. Agentic ADM is increasingly inevitable, driven by rising expectations for speed, resilience, and experience, as well as by competitive pressure to do more with less.

The future of ADM is not about managing applications. It is about enabling intelligent enterprises — at pace and with purpose.



About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

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