



3 Key Ingredients for Harnessing Generative AI in Chemical Manufacturing

Andrew Douglass
Director, Veeva QualityOne



Founded 2007 • 1,500+ customers • 7,500+ employees • \$3B+ revenue run rate

Global company, San Francisco Bay Area headquarters

Helping manufacturers deliver high quality products that
consumers trust

Forbes

Best Companies 2025,
Global 2000 for 4 years

Newsweek

Top 100 Most
Reliable Companies

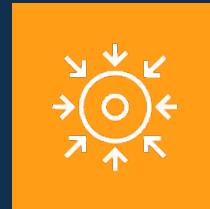
FORTUNE

Top 30 Fastest-Growing
Companies for 5 Years

3 key ingredients for Gen AI



Key Ingredients



State of the Industry



Lead Adopter Learnings



Summary



Key Ingredients

3 Ingredients to Achieve Our Vision for AI in Chemicals

Clean, unified and
structured data



Strong use cases

Change management



State of the Industry

The chemical industry needs disruptive efficiency drivers.



Annual Chemical Industry labor
productivity gains over the past 15 years

Source: Accenture.

<https://www.icis.com/explore/resources/how-chemical-companies-are-implementing-ai/>

AI can be that disruptor.



Of Chemical Industry working hours can be augmented / automated by AI

Source: Accenture.

<https://www.icis.com/explore/resources/how-chemical-companies-are-implementing-ai/>

The chemical industry is an AI (and digital) laggard.



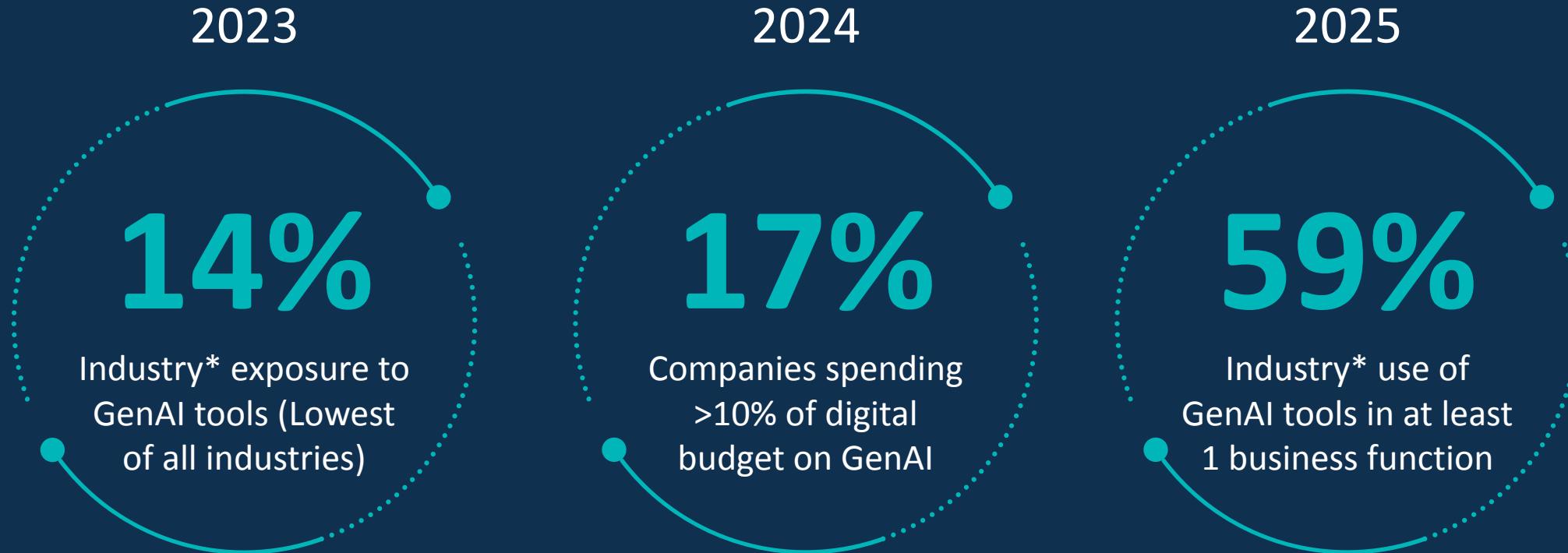
Industry* exposure to GenAI tools
(Lowest of all industries, 2023 survey)

Source: McKinsey & Co.

<https://www.mckinsey.com/industries/chemicals/our-insights/how-ai-enables-new-possibilities-in-chemicals>

*Energy & Materials sector which includes Chemicals

However, AI activity is accelerating.



Source: McKinsey & Co.

<https://www.mckinsey.com/industries/chemicals/our-insights/how-ai-enables-new-possibilities-in-chemicals>

<https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai-2024>

*Energy & Materials sector which includes Chemicals

Manufacturing lags other business functions.



Use GenAI tools in chemical manufacturing
(2025 survey)

Source: McKinsey & Co.

<https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai>

*Energy & Materials sector which includes Chemicals



Lead Adopter Learnings

Tech has leaned in most: 88% use GenAI.



Support role headcount efficiency at
Salesforce

Source: Marc Benioff, Salesforce CEO, Logan Bartlett Show.

But, it's not as simple as it looks.

At Salesforce, “Search has been replaced with Agentforce which can produce unreliable results and takes longer to find the information you need.”

Klarna, the Swedish fintech firm, replaced most of its customer service staff with AI agents. In May, it decided to start rehiring humans, due to declining service quality and growing customer dissatisfaction.

Source:
<https://www.thestreet.com/technology/salesforce-ai-faces-backlash-from-cus>
tomers

There is good news when it comes to setting the foundations.

Clean, unified and structured data



Change management

Strong use cases

Companies are focusing on platforms.

Modern, fit-for-purpose platforms enable scale, efficiency, innovation and data readiness for AI.

AI Foundation

32%

Increase since March of companies actively consolidating legacy systems onto unified platforms.

Transaction System

ERP

Collaboration System

QMS
LIMS
EHS
Training
Documents



Source: Veeva quarterly survey of FMCG IT decision makers in CPG (conducted with Consumer Goods Tech)

There are many compelling use cases.

Clean, unified and
structured data



Strong use cases

Change management

Veeva's Approach to AI



Agentic AI
in Vault Platform

AI Agents in All
Veeva Applications

Increase Industry Productivity



Veeva AI in Quality

Quality Event & Document Translation Agents



Narrative summaries for quality events



Machine translations of documents

There greatest challenge is change management.

Clean, unified and structured data

Strong use cases



Change management

MIT's "GenAI Divide."

80% explore AI tools

60% evaluate enterprise solutions

20% launch pilots

5% reach production

95%

Enterprise AI projects **fail** to deliver measurable ROI

Source: "The GenAI Divide: State of AI in Business 2025." MIT NANDA. June 2025.

The real problem is transformation, not technology.

Exhibit: Why GenAI pilots fail: top barriers to scaling AI in the enterprise

Users were asked to rate each issue on a scale of 1-10



Source: "The GenAI Divide: State of AI in Business 2025." MIT NANDA. June 2025.

The Transformation Blind Spot

- Focused on AI sophistication over organizational readiness
- Ignored need for change management expertise
- **Result:** Investing in AI without transformation leads to failure



The Transformation Blind Spot

Focused on AI sophistication over organizational readiness



Ignored need for change management expertise



Result: Investing in AI without transformation leads to failure

The Transformation Blind Spot – What Works



Reset expectations:
Plan for 3–5 years,
not 6 months

Prioritize change
management over
AI tool acquisition

Treat AI adoption
as a holistic
transformation

The Transformation Blind Spot: What Works



Reset expectations:
Plan for 3–5 years, not 6
months



Prioritize change
management over AI
tool acquisition



Treat AI adoption as a
holistic transformation



Summary

3 Ingredients to Achieve Our Vision for AI in Chemicals

Clean, unified and
structured data



Strong use cases

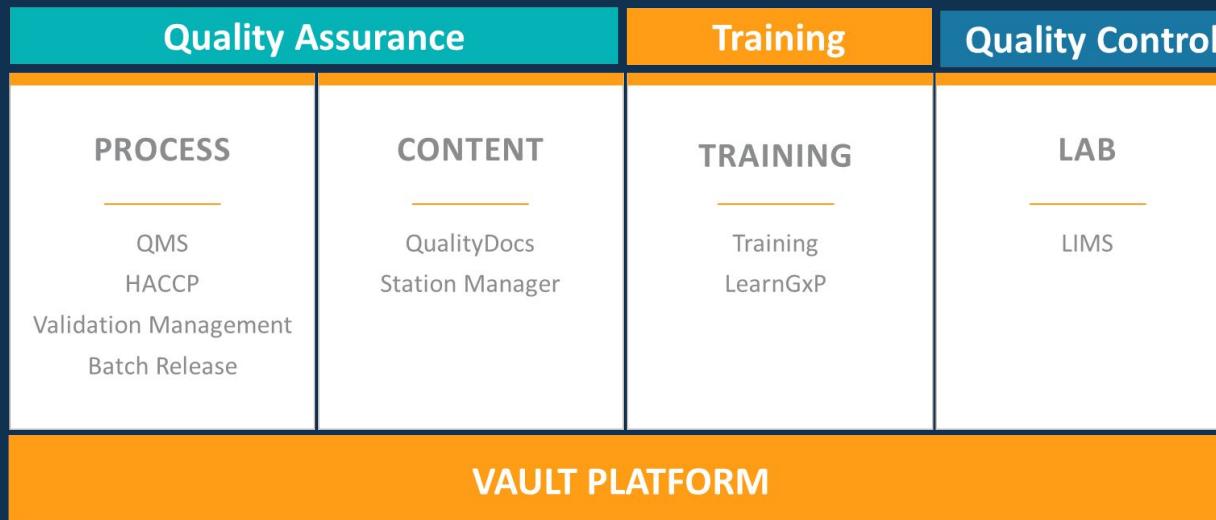
Change management



Thank You

Chemicals Industry Software Solutions | Veeva QualityOne
www.qualityone.com/chemicals

Thank you for your attention



Unified data, content and workflows

Chemicals Industry Software Solutions | Veeva QualityOne
www.qualityone.com/chemicals

Audience Takeaways

- Generative AI will revolutionize work
- It is estimated that 95% of GenAI projects fail
- Chemicals and manufacturing has been slow to adopt GenAI
- Key learnings are emerging from early adopter industries
- Discover the critical ingredients for your GenAI success
- See AI agent use cases for QMS & Procedures