Intuit AI in software development

IMPLEMENTED 2025–2026 · TECHNOLOGY AND SOFTWARE · UNITED STATES · BAND D · CLAIMED ONLY
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Intuit gave its staff AI tools and rolled out Claude Code across its organisation. It reports faster development, and product managers now submit code that engineers review. In May 2026 it cut about 17% of its workforce, saying the cuts were not driven by AI replacing employees.

ABOUT THIS SYNOPSIS

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The impact band, proof marker and SEAM view are MarLuc's opinion. The organisation is not a MarLuc client and has not reviewed or endorsed this synopsis. Names and trademarks belong to their owners.

NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: AI coding assistant and agents (Claude Code) plus general AI tools for all staff.

Implemented: 2025–2026. Grade: band D, Task support, Claimed only.

Headline result, as reported: Development velocity up more than 40% and 39% more code per developer, by Intuit's account, December 2025

1 · The case

The facts, as reported by the 4 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Intuit. Maker of TurboTax, QuickBooks, Credit Karma and Mailchimp, based in Mountain View, California. The May 2026 reduction of 17% of its workforce affected about 3,000 employees, per the Los Angeles Times. Canvas block: 5. People and skills. Also 4. Operations and process, 6. Data and technology.

Business challenge

The challenge. Intuit's How Intuit Works programme aims to transform its workforce processes with AI and to raise productivity across product development and business teams, by its vice president of technology's account. He said efficiency alone is 'AI table stakes'; the aim is to rethink products, business processes and work.

Who implemented it

In-house (In-house): Centre of excellence and functional teams ran the programme..
Bain & Company (Consultancy): Supplied a playbook used to identify roles with the highest acceleration potential..
Tool suppliers are named only by product (Claude Code, Gemini, Glean, ChatGPT Enterprise) in the sources opened.

Technology (SEAM pillar E)

SEAM types: T1 Chat assistants, T7 AI agents. Deployment: Not reported. Vendors and products: Claude Code, Gemini, Glean, ChatGPT Enterprise.

Where it was built in: Claude Code in the software development workflow, used by engineers, product managers and designers; general AI tools available to staff across functions.

What changed

Before: engineers wrote features that product managers specified. After: product managers also produce code that engineers review, and senior engineers report large productivity gains, by Intuit staff's account. Intuit tracks pull requests, reviews and lines of code but says customer value is the most important measure. [1] [2] [3] [4]

What it cost

Not reported. Intuit's May 2026 guidance included $300 million in restructuring charges for its workforce changes, which it said were not driven by AI replacing employees.

What it saved

Not reported in money. By Intuit's account (December 2025): more than 40% velocity increase and 39% more code per developer than the year before. [1] [2] [3] [4]

Governance and control

An AI centre of excellence with accountable leaders and dedicated investment, with outcomes measured at executive level, by Intuit's account. Engineers review product managers' code before it ships as an experiment. The director of engineering said defect-fixing agents can drift from what is wanted and that teams are thinking about agents that monitor other agents. Security, data and vendor controls: Not reported.

S2 · Accountable owner · Claimed
A centre of excellence with dedicated resources and functional teams with accountable leaders drives the programme, by Intuit's account. [1]

A1 · Safe use · Claimed
Role-specific AI training, dedicated AI resources and hands-on sessions for non-technical teams, by Intuit's account. [1]

A2 · Human in the loop · Claimed
Product managers' pull requests are reviewed by an engineer before going out as experiments, by the director of engineering's account. [2]

A3 · Monitoring and assurance · Claimed
Business and enterprise outcomes are measured at executive level; teams track pull requests, reviews and lines of code, by Intuit's account. [1] [2]

A4 · Vendor AI · Not reported
Not reported.

A5 · Agent controls · Not reported
The director of engineering said defect-fixing agents can drift and that teams are thinking about agents to monitor agents; no controls in place are described. [2]

A6 · Standards and regulation · Not reported
Not reported.

What worked, what did not, what is unproven

WORKED

– Faster development and more code per developer, by Intuit's account.

– Wide adoption: a majority of the workforce uses AI tools regularly, by Intuit's account.

– Product managers can ship experiments with engineer review, by the director of engineering's account.

DID NOT

– Defect-fixing agents can 'go off into crazy land' and produce output that meets their target without helping, by the director of engineering's account.

– Developing junior engineers has become harder, by the director of engineering's account.

UNPROVEN

– Whether more code and higher velocity translate into customer or financial results.

– Code quality and defect rates after the Claude Code rollout.

– How far AI use shaped the May 2026 workforce reduction; Intuit says it did not drive it.

Timeline

Dec 2025 Vice president of technology reports more than 40% higher development velocity and 39% more code per developer [1]

May 2026 Intuit announces a reduction of about 17% of its full-time workforce [3]

May 2026 Intuit says the cuts were not driven by AI replacing employees [4]

Jun 2026 Director of engineering says Claude Code has been rolled out to the entire organisation [2]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: C. Grade: D, Task support. Proof: Claimed only. Level of change: Task support to Process change.

Task support (Level 1 to 2, band D), claimed as process change (band C). Staff do similar work faster with AI; the product manager code path is a process change described by one director, without published measures.

Graded D, claimed C. Developers and other staff do similar work faster with AI help, by Intuit's account. Intuit describes process change, such as product managers submitting code for engineer review, but publishes no measures beyond velocity and code volume.

The SEAM view and lessons learnt

Intuit ran AI adoption as a workforce programme, with a centre of excellence, accountable leaders and training. The figures it publishes are activity measures such as velocity and code volume. For a larger organisation, the transferable point is to tie such measures to customer and quality results before drawing conclusions about capacity.

1. Measure outcomes, not lines of code.
2. Keep engineer review on code written by non-engineers.
3. Plan how junior staff will learn when AI writes most first drafts.

Evidence

Score 1 of 4. Self-reported: Intuit staff in a Bain interview and a Stack Overflow podcast. The workforce cut is confirmed by Intuit's earnings script and the Los Angeles Times.

Evaluation method. Self-reported company figures: year-on-year development metrics given in an interview.

Sources disagree. Intuit's spokesperson and chief financial officer said the May 2026 cuts were not driven by AI replacing employees; the Los Angeles Times described the layoffs as part of a restructuring to cut costs and invest in artificial intelligence.

Status. Ongoing: Claude Code in use across the organisation as of June 2026, by Intuit's director of engineering.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/intuit-ai-software-development

[1] Bain & Company: Beyond AI Efficiency, a conversation with Intuit's Ivan Lazarov (December 2025)
https://www.bain.com/insights/beyond-ai-efficiency-a-conversation-with-intuits-ivan-lazarov/

[2] Stack Overflow Blog: When the cost of code approaches zero, what does engineering leadership look like? (June 2026)
https://stackoverflow.blog/2026/06/11/engineering-leadership-zero-cost-code/

[3] Intuit: Q3 fiscal 2026 earnings script (May 2026)
https://investors.intuit.com/_assets/_82269698e57f0291e947d183719775e9/intuit/db/946/10372/webcast_transcript/Q3FY26+Earnings+Script.pdf

[4] CPA Practice Advisor (Los Angeles Times): Intuit: Job Cuts 'Not Driven by AI Replacing Employees' (May 2026)
https://www.cpapracticeadvisor.com/?p=183833

Intuit website: https://www.intuit.com

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