

EXECUTIVE SNAPSHOT

Decision

Decide on adopting a centralized enterprise model for data and AI to improve consistency, reduce duplication, and manage risks effectively.

Recommended approach

We are moving to a hybrid enterprise operating model for data and AI. A small central team will set enterprise standards, define core metrics, provide shared data products, and own governance guardrails. Each business domain will retain responsibility for delivering analytics and for business outcomes. We are making this change because our current approach results in inconsistent definitions, duplicate spend on analytics and data engineering, and increased operational risk as we scale AI. We will deliver trusted metrics, reduce redundant analytics efforts, and drive faster, more credible decision making. This approach avoids a disruptive replatform and respects domain autonomy. We will monitor adoption, cycle times, and risk exposure, and we will adjust if necessary.

Why now

We need to decide if we should centralize standards, core data products, and governance in a central data and AI function, while keeping execution within business domains. This aims to fix inconsistent definitions, reduce duplicated work, and address leader...

Success in 90 days

We want leaders to trust and use a clear set of metrics, cut down on duplicate analytics efforts and data engineering costs, and show clear business improvements from data and AI. We expect fewer conflicting numbers, more use of shared data products, and strong governance on sensitive data and AI models.

Primary uncertainty

The key challenge is finding the right balance between control and freedom. Too much centralization risks slowing things down and losing buy-in. Too little keeps the current problems of inconsistency and duplication. We are unsure if the main barriers are structural or behavioral and how fast we can show positive results without disruption.

GUARDRAILS

Constraints

- Must comply with privacy and security requirements
- Maintain auditability for regulated or sensitive data
- Avoid materially slowing planning, forecasting, or customer commitments
- Use current platform investments only
- Respect domain leaders' autonomy

Assumptions

- Agreed enterprise metric layer established and adopted by leaders
- Shared data products managed with SLAs and clear ownership
- Aligned incentives for domains to reuse rather than rebuild
- Governance staffed by credible leaders seen as enablers

In scope now

- We will start with pilots in priority domains and formalize mandates only after value is demonstrated and refinements are made based on real adoption signals.
- Mandates for standards or governance expansion will be tied to clear, measurable criteria and reviewed by the steering group before proceeding.

Out of scope for now

- Imposing top-down mandates that broadly reduce domain autonomy before demonstrating clear value.
- Triggering a wholesale replatform or broad, organization-wide rearchitecture effort.

RISK AND TRIGGERS

Failure modes

- Low adoption of shared metrics or data products leads to redundant spend and process confusion.
- Cycle times for analytics or decisions increase, prompting leaders to bypass central processes.
- Poor data quality or inconsistent definitions persist, resulting in ongoing trust issues.
- Governance becomes too heavy and central, causing disengagement from domain leaders.

Revisit triggers

- Material reuse of shared data products and metrics does not improve within two quarters.
- Cycle times for analytics and decision making increase for key business processes.
- Conflicting definitions or data trust issues persist in critical reporting.
- Privacy or model risk incidents increase.
- Domain leaders disengage from standard processes or bypass central products.

Signals to revisit

- Low reuse of shared data products after two quarters
- High escalations over conflicting numbers
- Reports of slower time to insight
- Increased privacy or model risk incidents
- Domain leaders disengaging and building outside standards

OWNERSHIP AND NEXT STEPS

Next steps

- Identify budget or resource limits that affect centralization.
- Clarify assumptions about domain teams' capabilities and willingness to cooperate.
- Highlight risks of operational disruption or resistance from business units.

SUMMARY

Bottom line

We are moving to a hybrid enterprise operating model for data and AI. Treat the first 90 days as a proof window and expand only when guardrails hold and value is measured.

Disclaimer: Outputs are AI-assisted decision support and require human review.