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AI Maturity and Roadmap: Accelerate Your Journey to AI Excellence

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Leinar Ramos

Sr Director Analyst



Pieter J. den Hamer

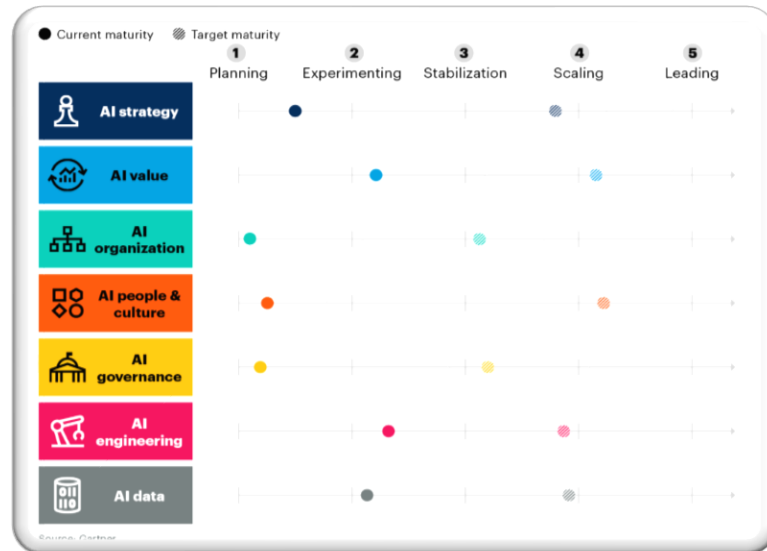
VP Analyst



Gartner AI Maturity Model and AI Roadmap

AI Maturity Model

Find key gaps in current state



Capabilities

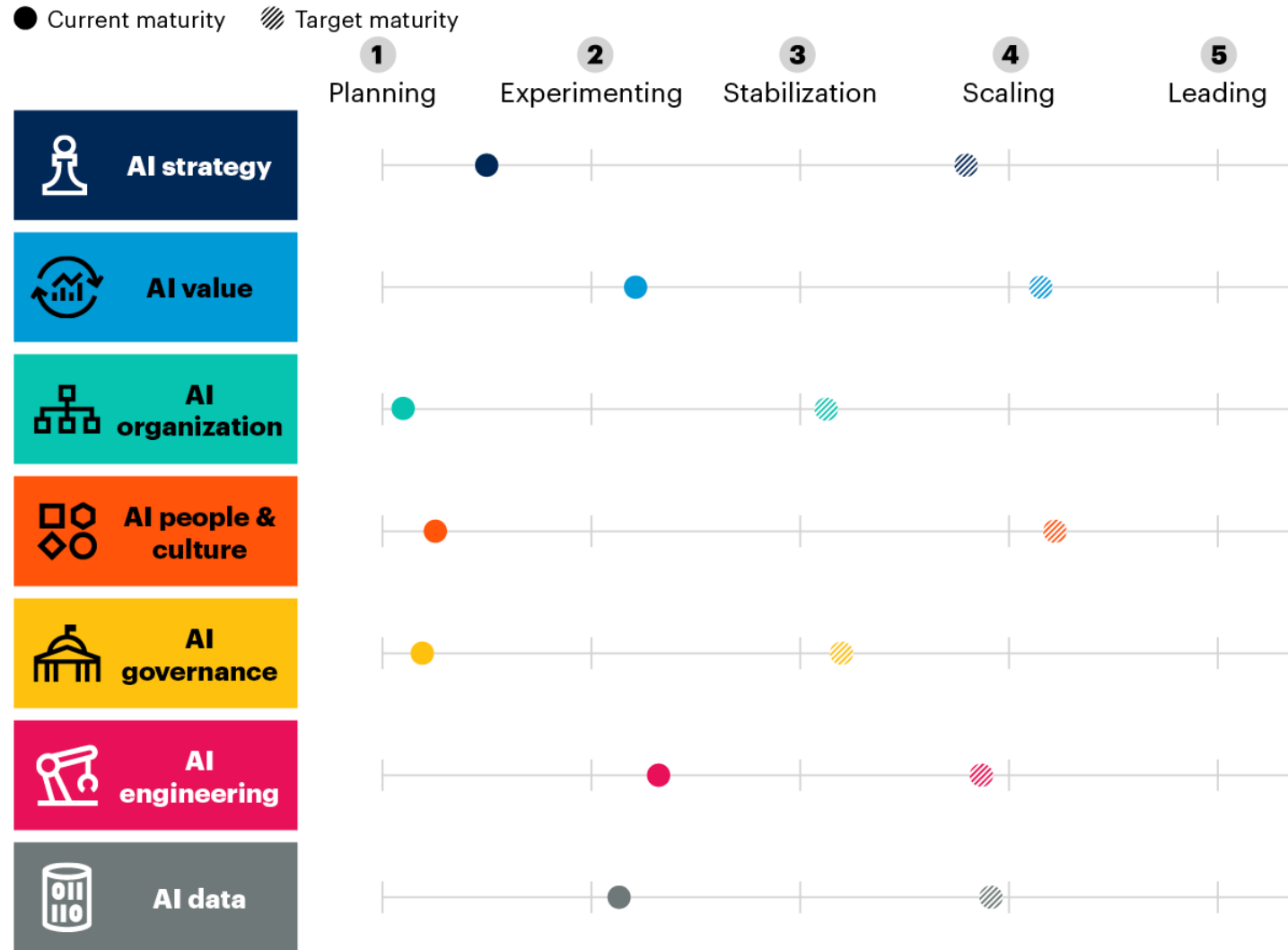
AI Roadmap

Plan to deliver and improve










Jobs to be done

AI Maturity Assessment: Current vs. Target



Source: Gartner

AI Roadmap at a Glance

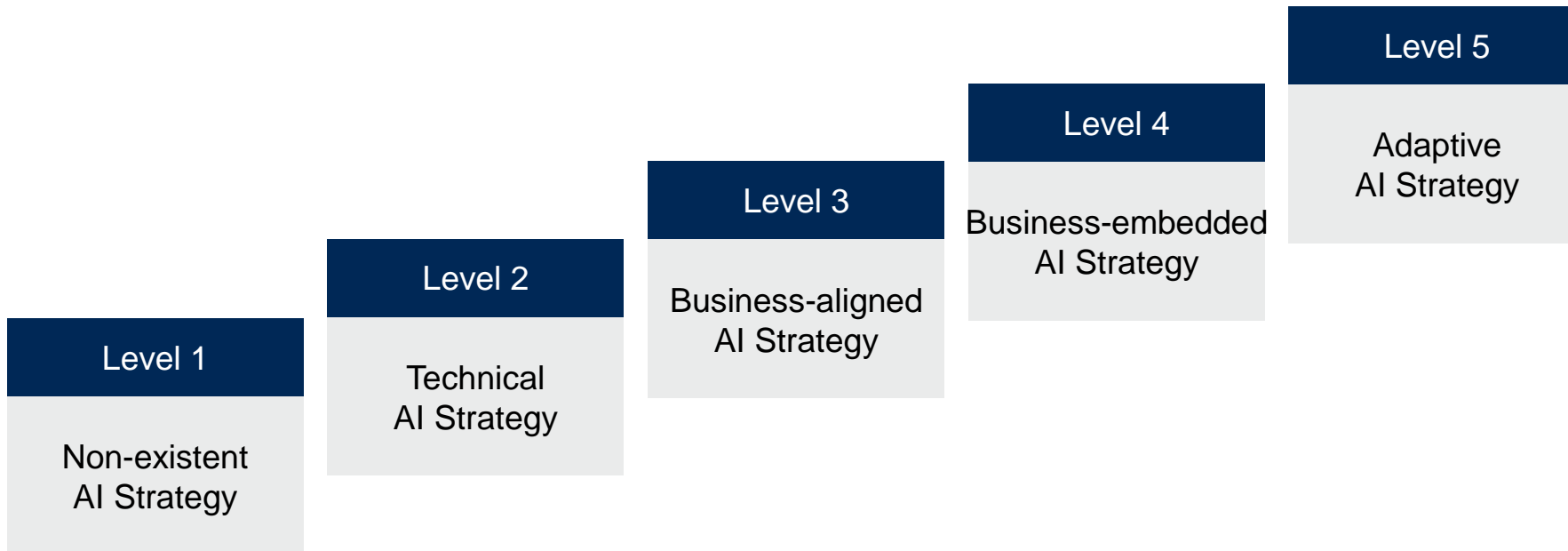
	←Initial activities				Advanced activities→
 AI strategy	Define the AI vision	Analyze external trends	Communicate the AI strategy	Identify priorities for AI portfolio	Establish process to refine AI strategy
	Measure AI maturity	Initiate the AI strategy	Set adoption goals for AI roadmap	Measure AI strategy success	
 AI value	Prioritize initial AI use cases	Run initial AI pilots	Establish process to prioritize AI portfolio	Implement AI FinOps practices	Set up AI value monitoring system
	Define value for initial AI use cases	Track value of initial use cases	Introduce product management practices	Launch an initial AI product	Establish an AI product portfolio
 AI organization	Create an AI resourcing plan	Appoint an AI leader	Establish AI target operating model	Set up process to manage AI partnerships	
	Set up an AI community of practice	Set up an initial AI team/center of excellence	Form initial external AI partnerships		
 AI people and culture	Create an initial AI workforce plan	Create an AI change management plan	Set up process to evaluate AI workforce impact	Define business champions to drive AI literacy	
	Set up process for review of roles and job redesign	Create initial AI awareness campaigns	Launch an AI literacy program	Set up monitoring of employee readiness for AI	
 AI governance	Identify top AI risks and mitigation	Establish AI ethical principles	Set enforcement processes	Set up cross-functional AI governance board	Use AI literacy programs for AI governance
	Define initial AI policies	Gain buy-in for AI governance approach	Define decision rights for AI	Define target governance AI operating model	Pilot AI governance tooling
 AI engineering	Establish build vs. buy framework	Set up a sandbox environment	Define AI reference architecture	Establish MLOps/ ModelOps practice	Design and embed AI UI/UX best practices
	Select vendors for initial AI use cases	Define library of design patterns	Create an AI vendor and application strategy	Set up an AI observability system	Stand up AI platform engineering
 AI data	Assess data readiness for initial AI use cases	Build data analytics for AI	Extend data governance to support AI	Establish an AI data quality framework	Implement data observability for AI
	Implement data readiness plan	Gain buy-in to evolve data capabilities for AI	Evolve data capabilities for AI	Adapt metadata Practices for AI	



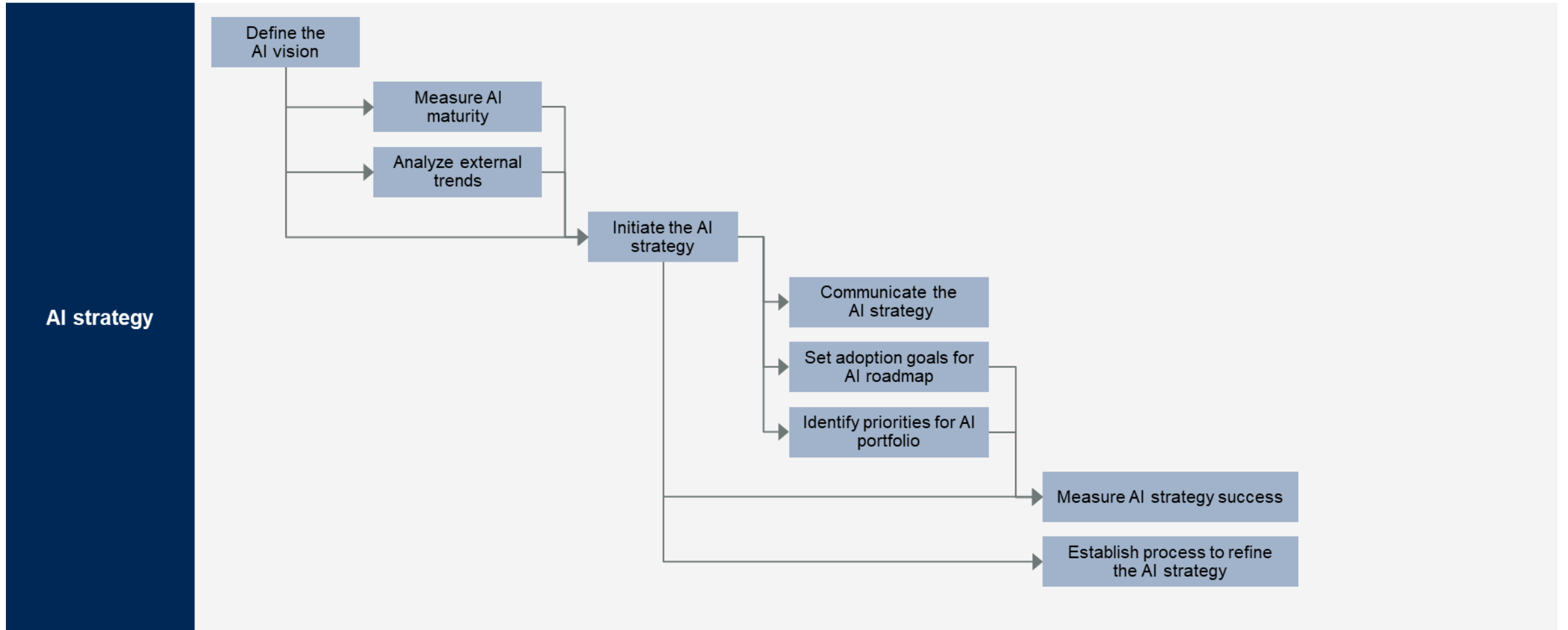
Deep Dive Into the Seven Pillars



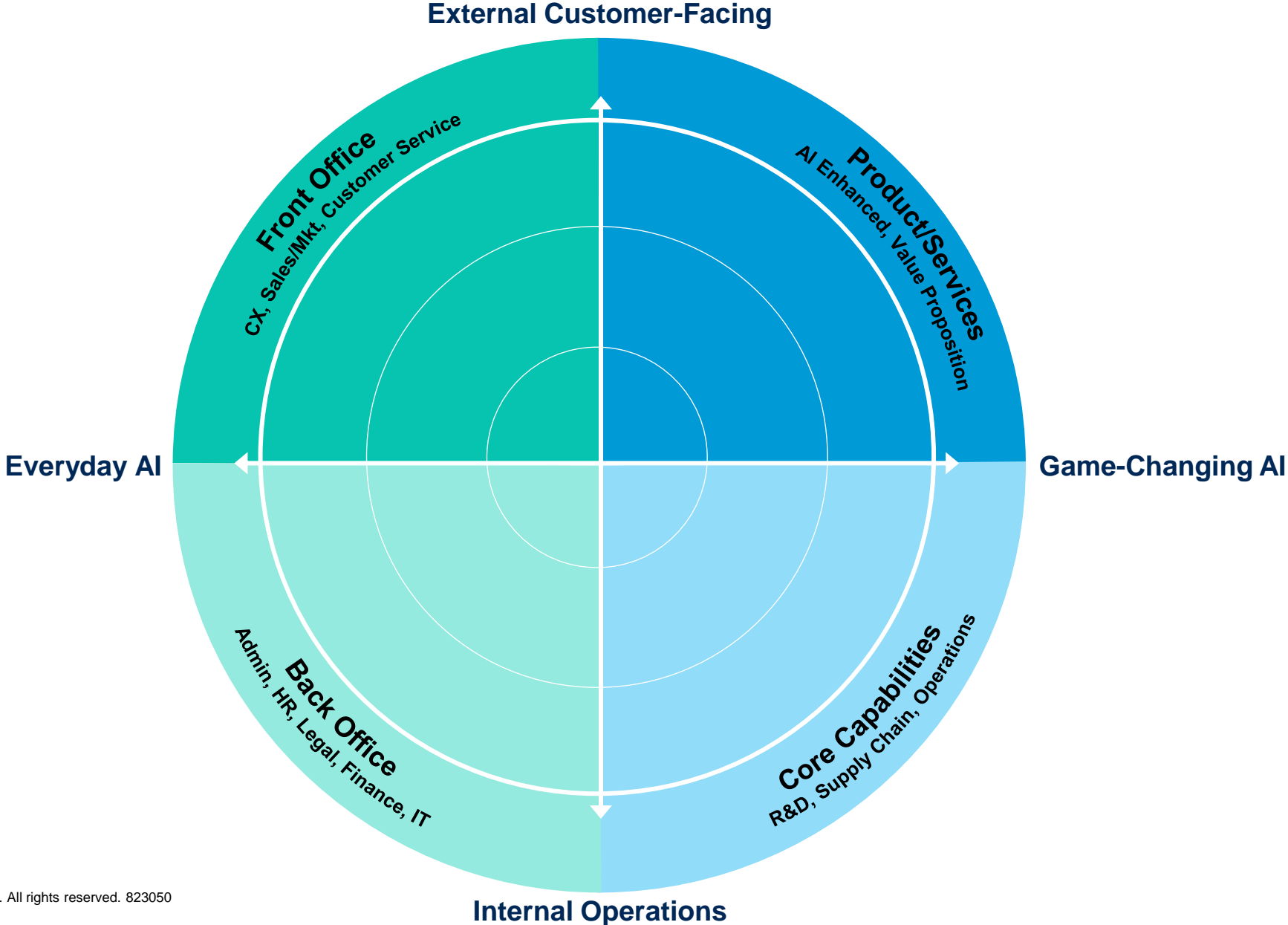
AI Strategy: Maturity



AI Strategy: Illustrative Roadmap



AI Strategy: AI Ambition



AI Strategy: Vizient's AI Ambition Example

Productivity Pursuers (2023)

AI First/Everywhere (2024)

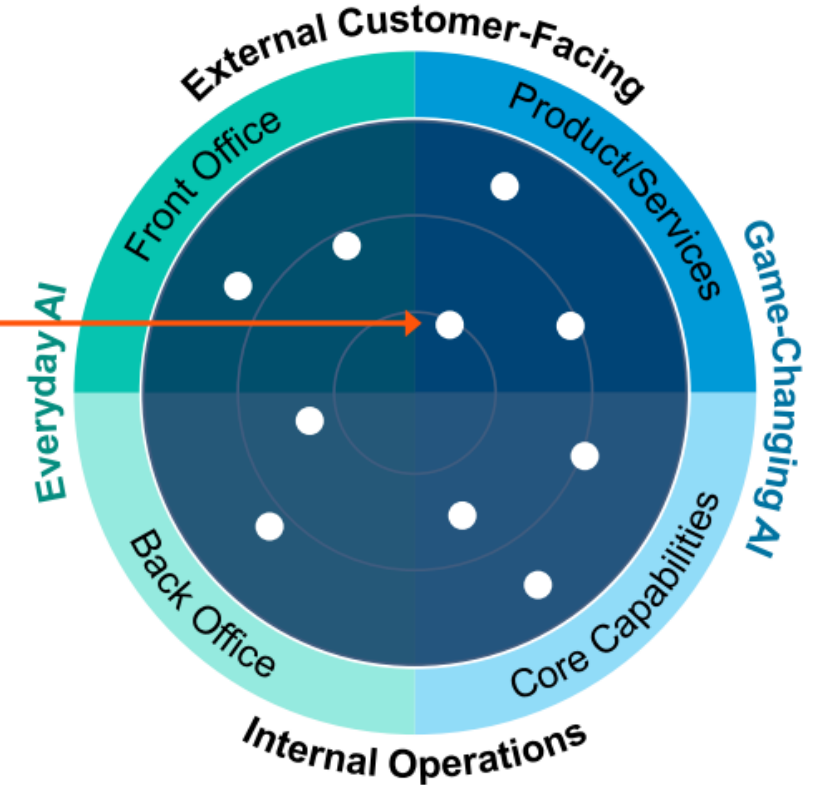


Bottom-up experimentation across different capability areas that deliver immediate returns fosters **learning and enterprise ambition**.

Learning from experiments leads to greater employee and business leader **confidence and trust** in piloting AI in other areas.

"Use cases are almost never where you think they will be. **Before we invest big, we want teams to experiment big.**"

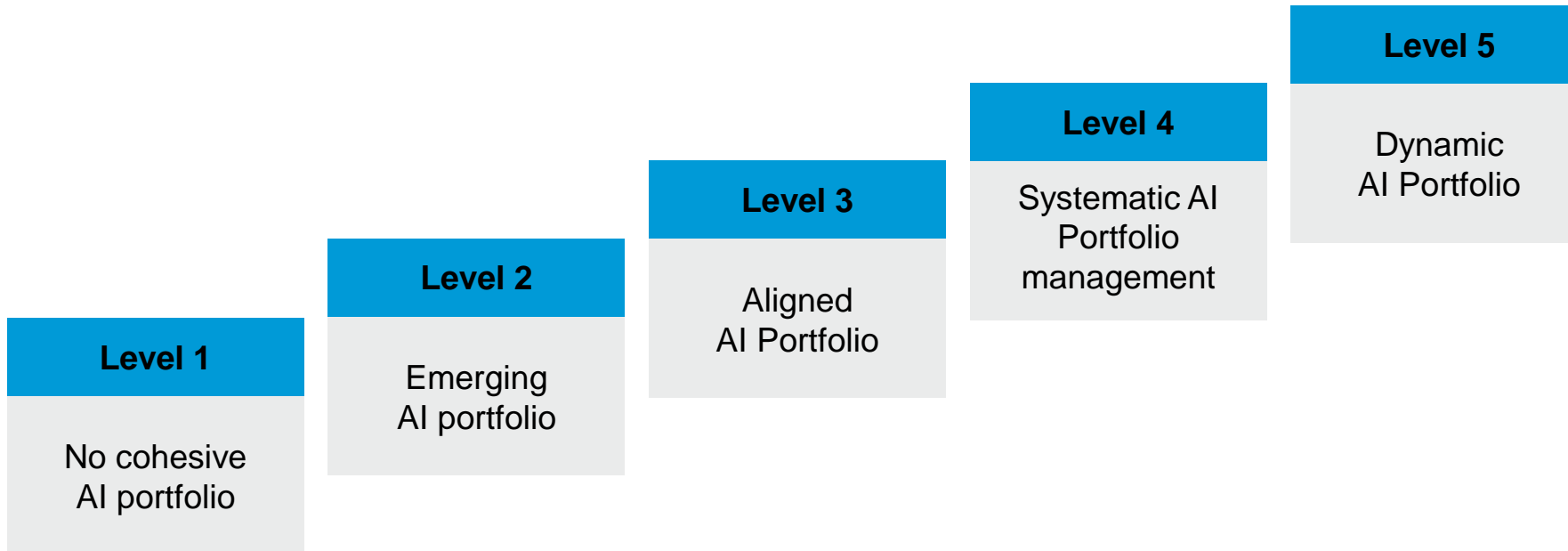
Chuck DeVries, SVP, Technology Officer, Vizient



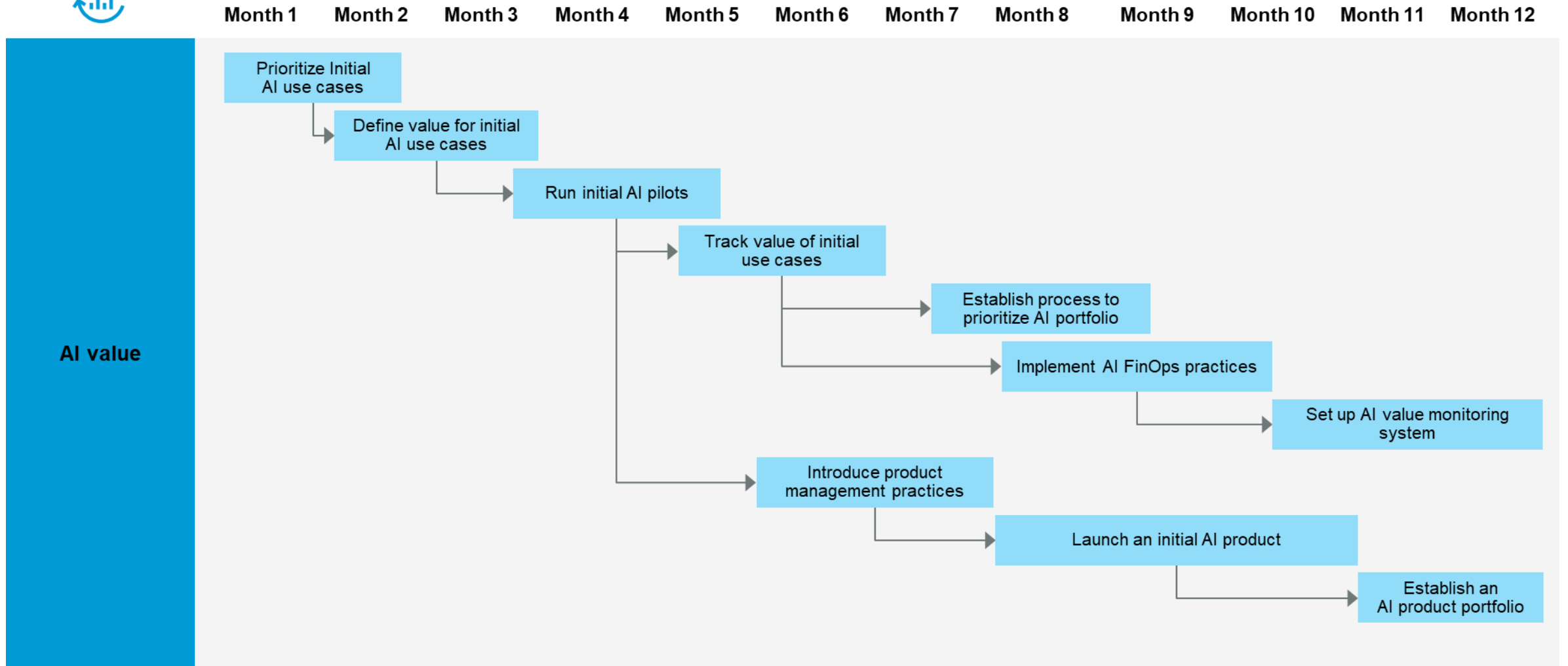
Source: Adapted From Vizient

vizient®

AI Value: Maturity



AI Value: Illustrative Roadmap



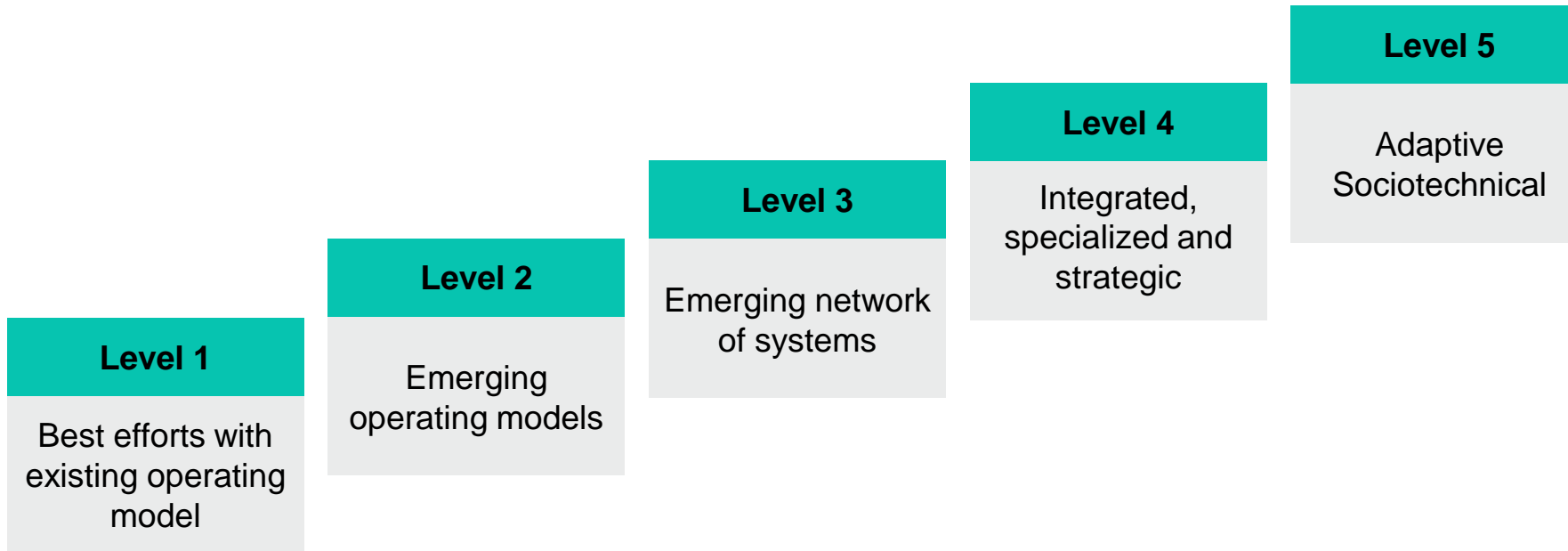
AI Value: Systematic Use Case Prioritization



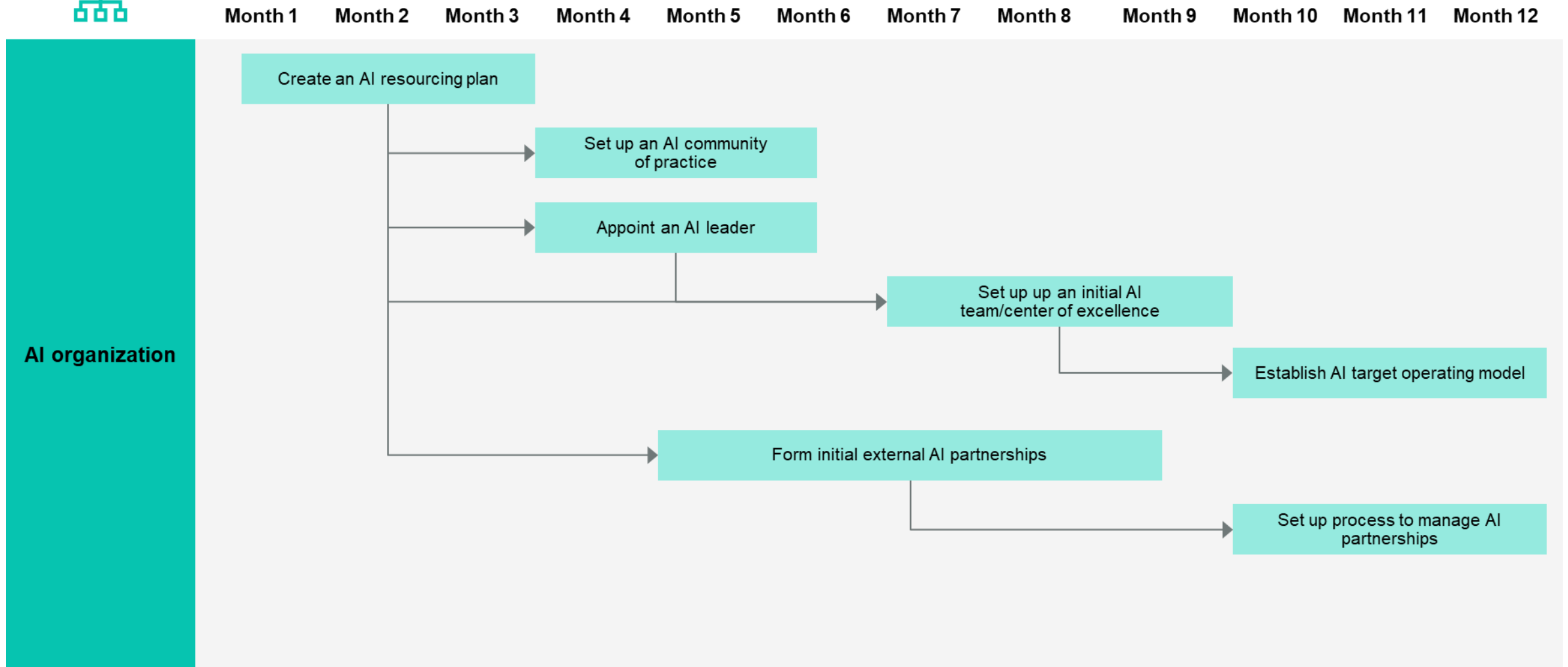
Source: Gartner

Note: AML = anti-money-laundering; KYC = know your customer; KYB = know your business

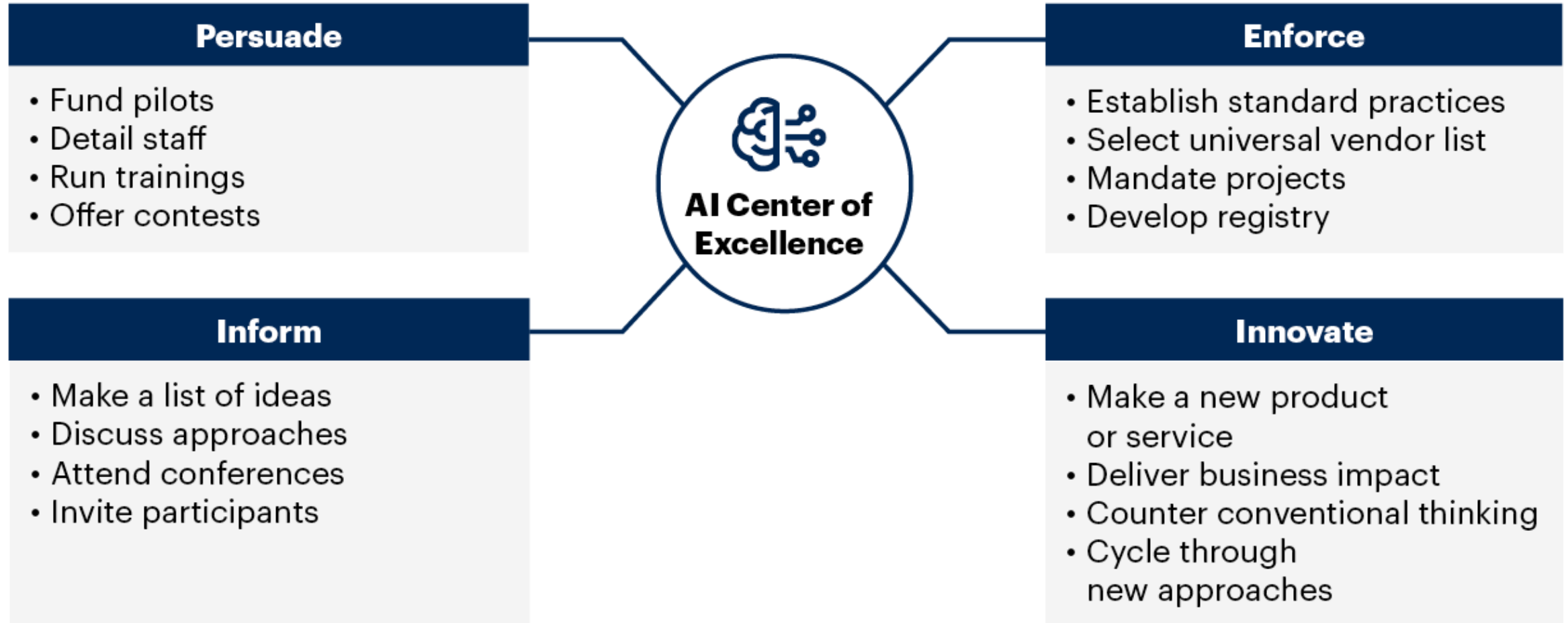
AI Organization: Maturity



AI Organization: Illustrative Roadmap



AI Organization: Roles of the Center of Excellence

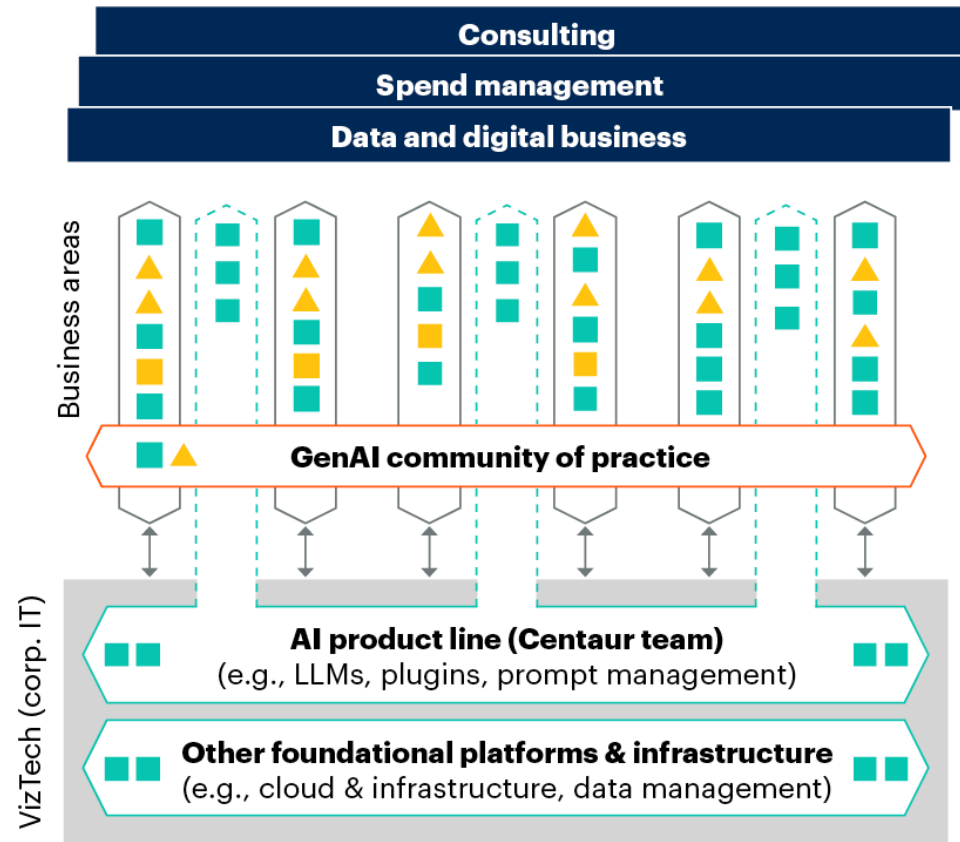


AI Organization: Vizient Example

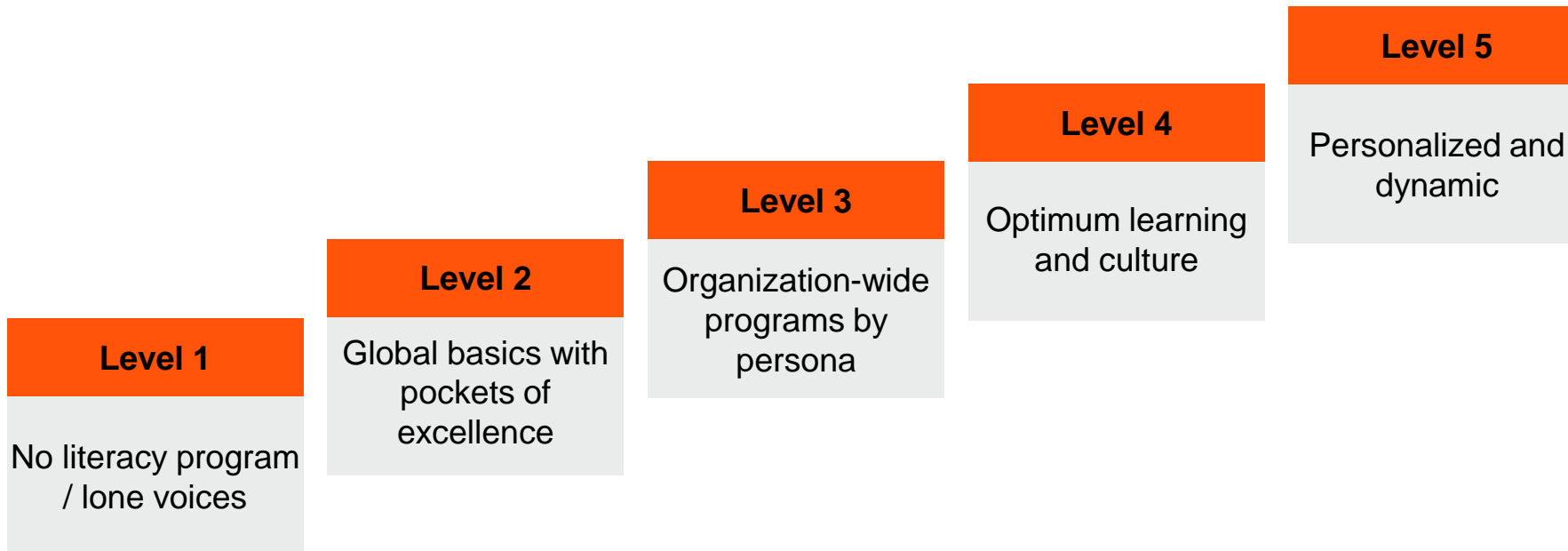
Vizient's Organizing Construct for Driving GenAI Adoption and Learning Across the Workforce

Illustrative

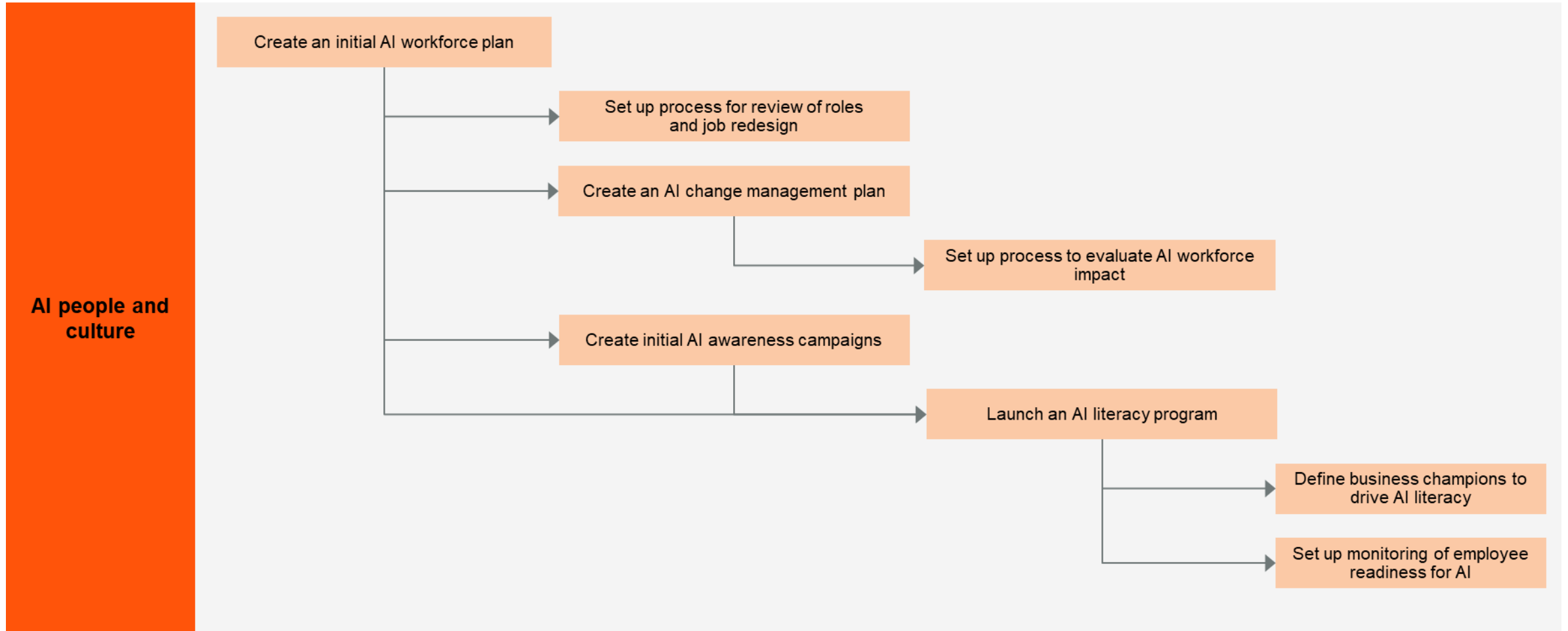
▲ Business area staff ■ IT staff



AI People and Culture: Maturity

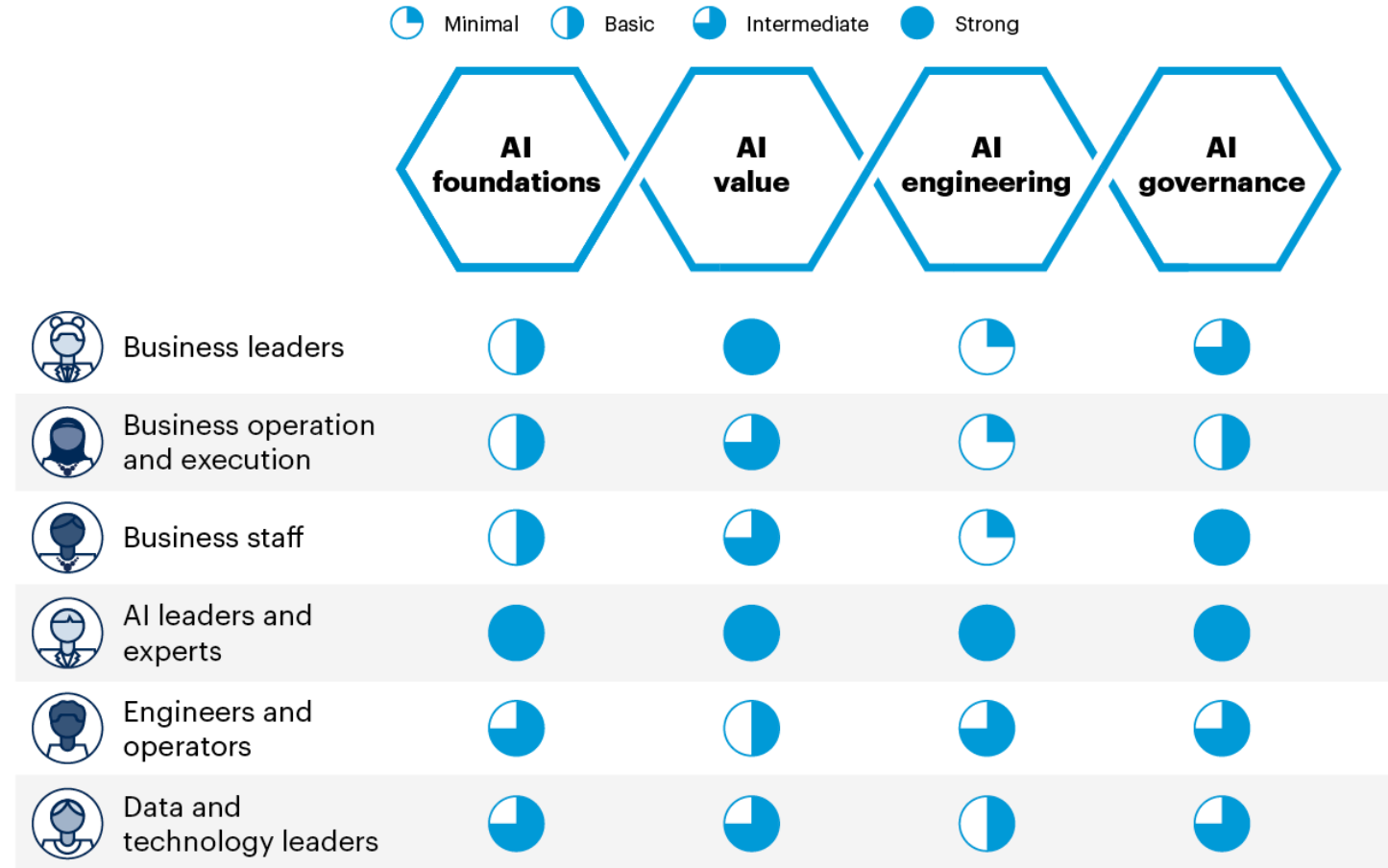


AI People and Culture: Illustrative Roadmap



AI People and Culture: AI Literacy

Persona Groups and Required AI Literacy Skills Levels

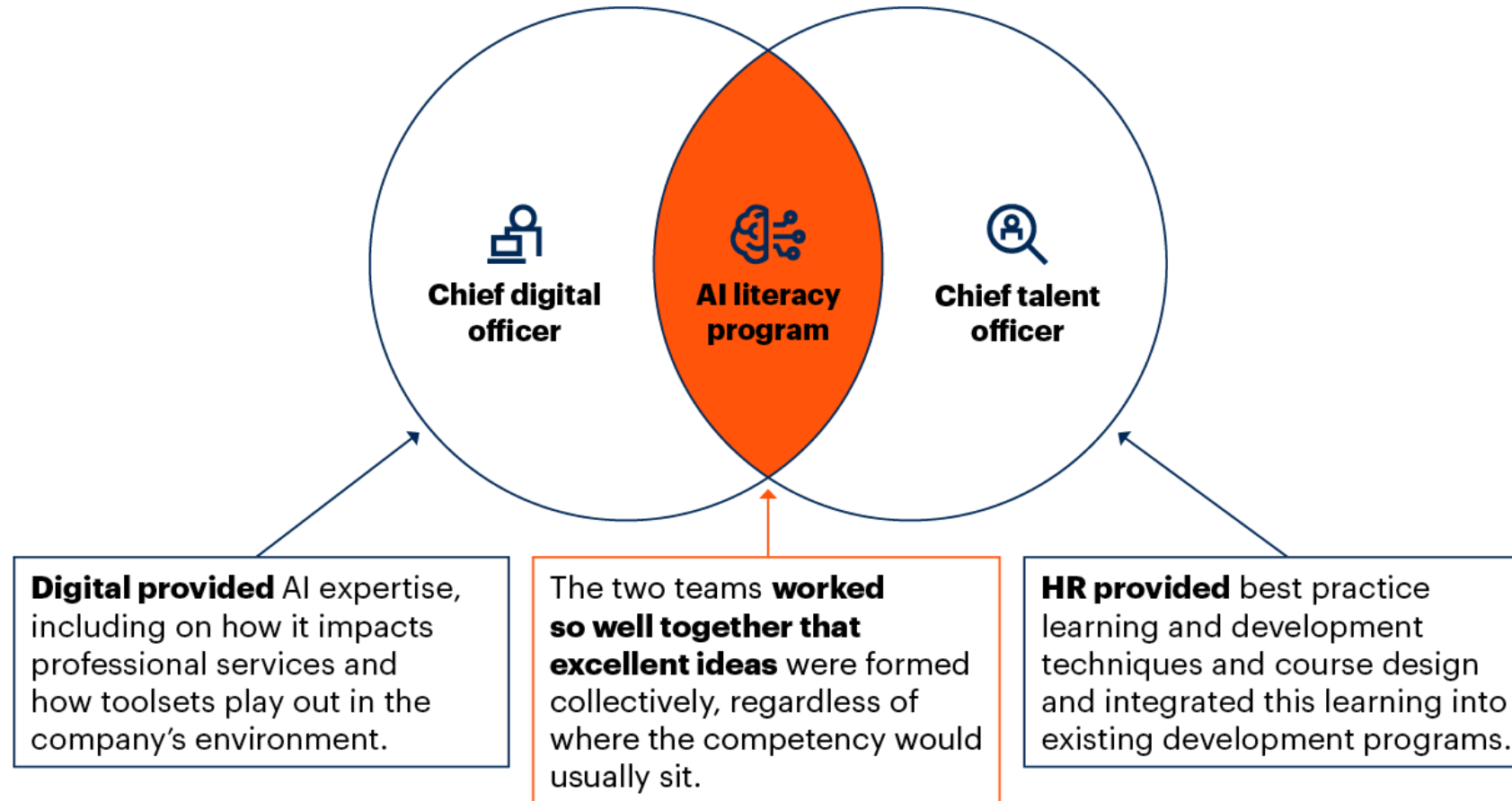


Source: Gartner

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AI People and Culture: AI Literacy Example

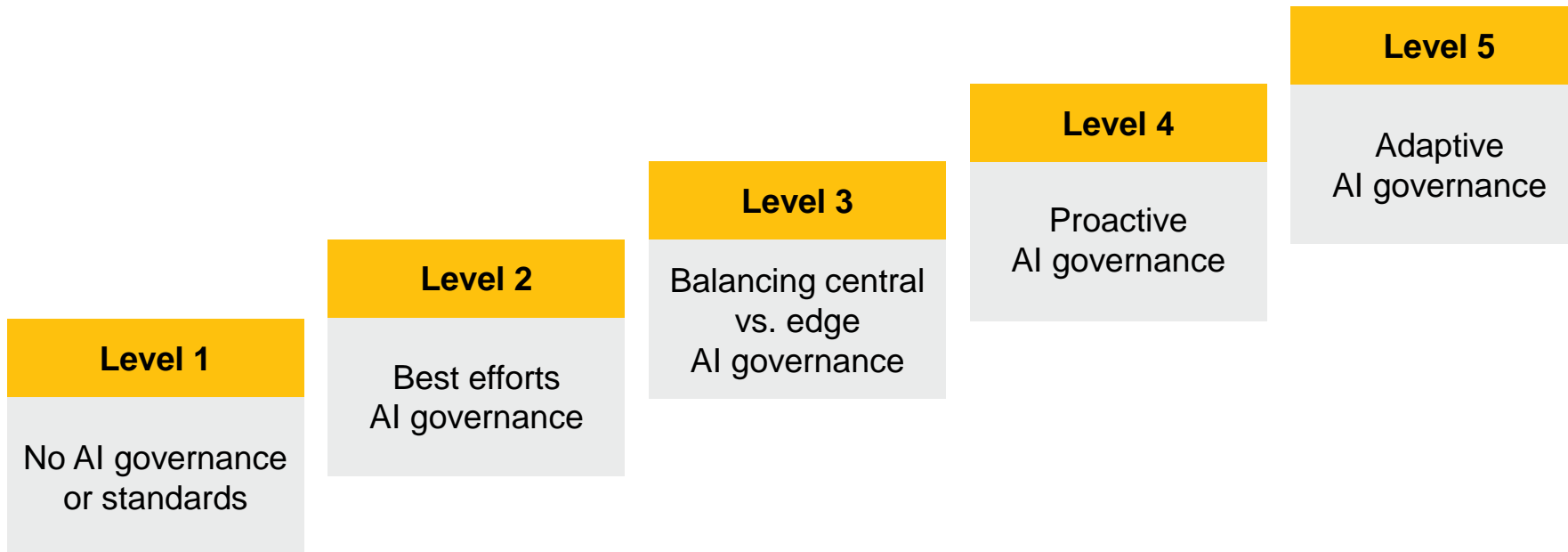
MinterEllison's AI Literacy Program Partnership



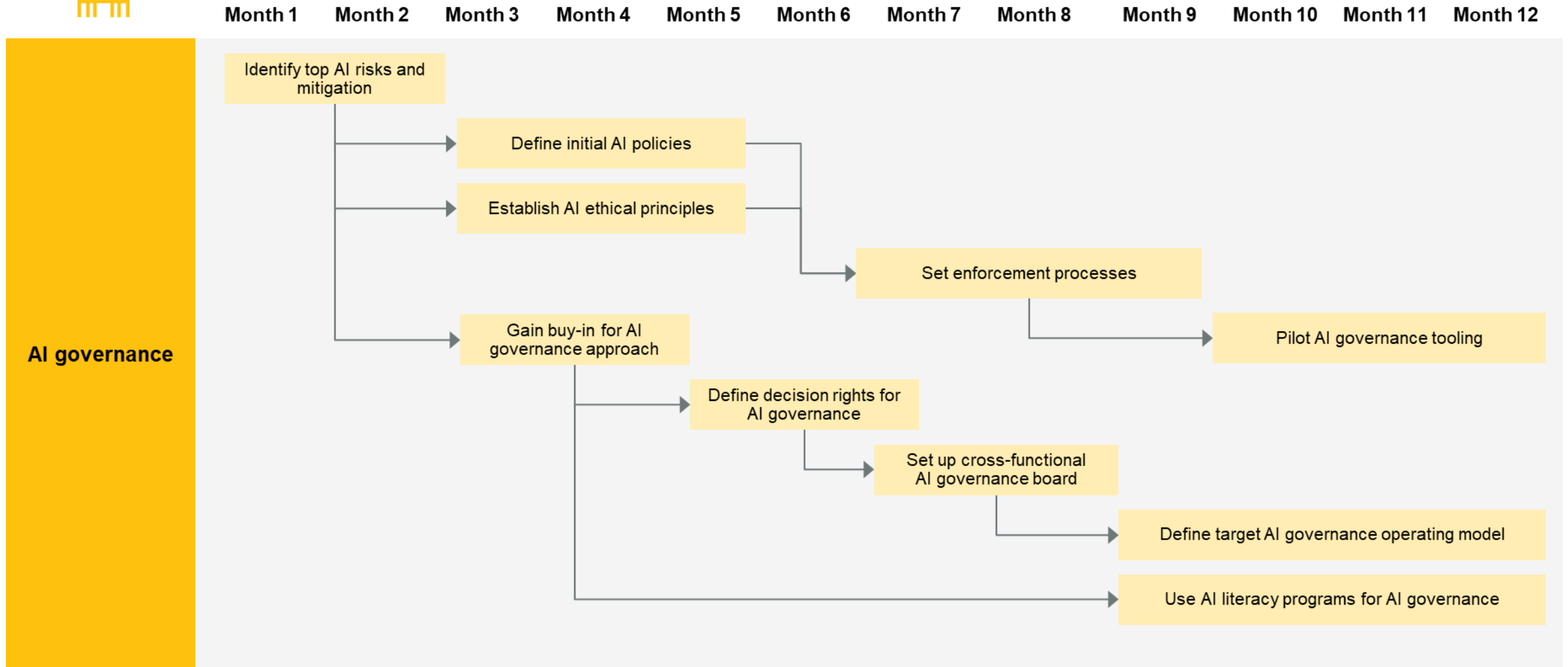
Source: Adapted from MinterEllison
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MinterEllison.

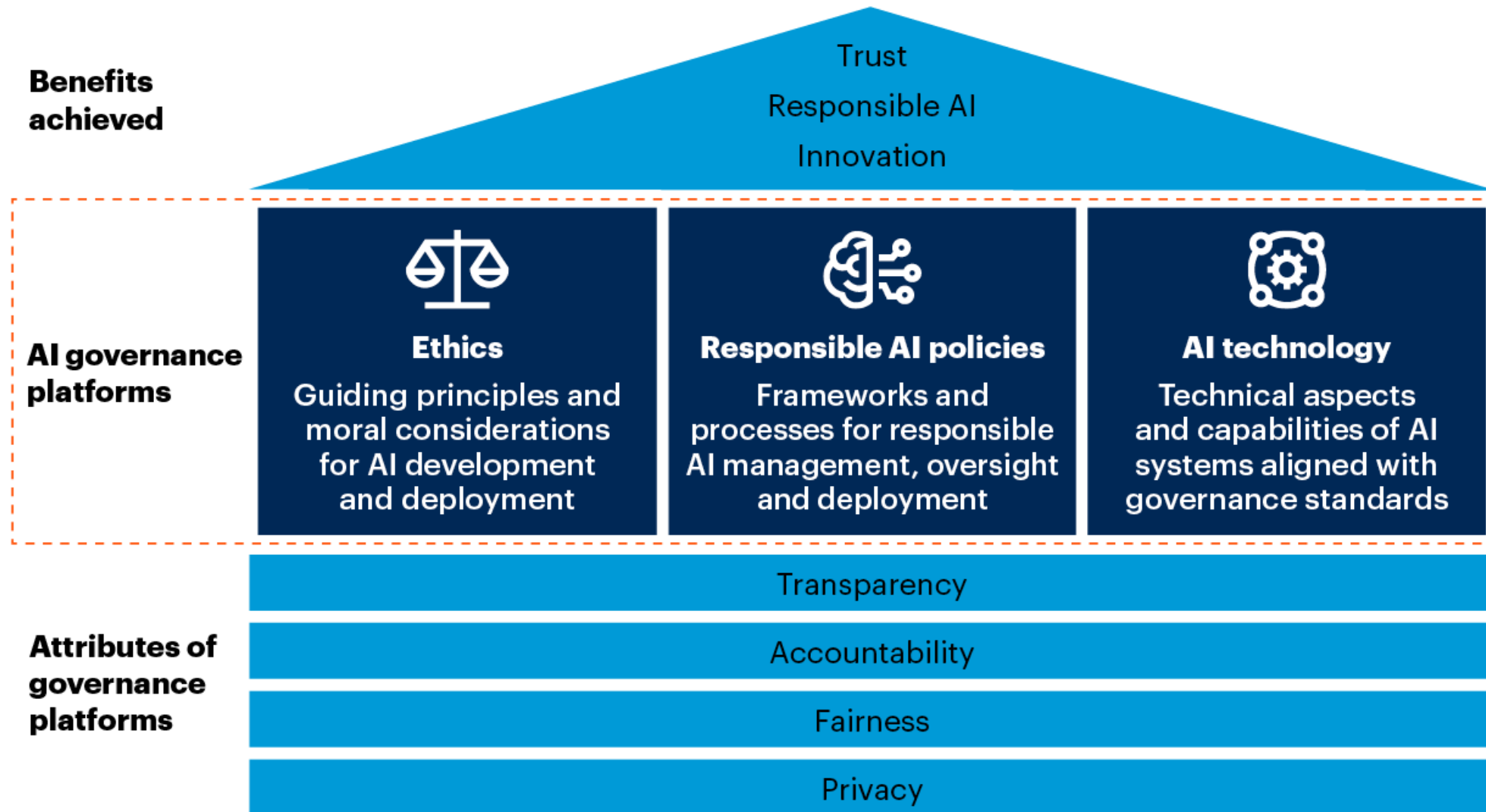
AI Governance: Maturity



AI Governance: Illustrative Roadmap



AI Governance: Key Elements



AI Governance: IBM Example

Risk-Based Triage Criteria for Focal Points

Purpose Limitation

- Where will it be used and by whom? Are any high-risk individuals or geographies involved?
- Is there a potential use beyond the intended use that may need further review?

Anchored in IBM's AI Ethics

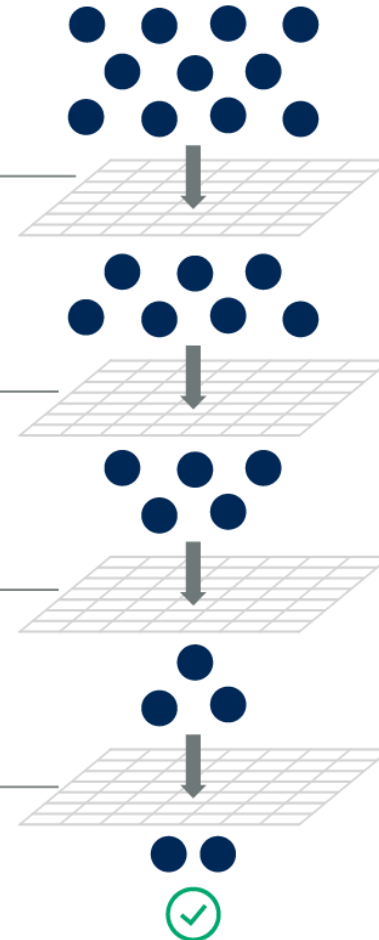
- Does it align with IBM values and principles?
- Does it have a beneficial use?

Regulatory Compliance and Internal Standards

- Does it comply with the applicable industry and jurisdictional regulations?
- What were the results of the data clearance review?

Alignment With Use Case Guidance

- Has a similar use case been approved by the board?
- Does this use case raise any risks from previously reviewed use cases?

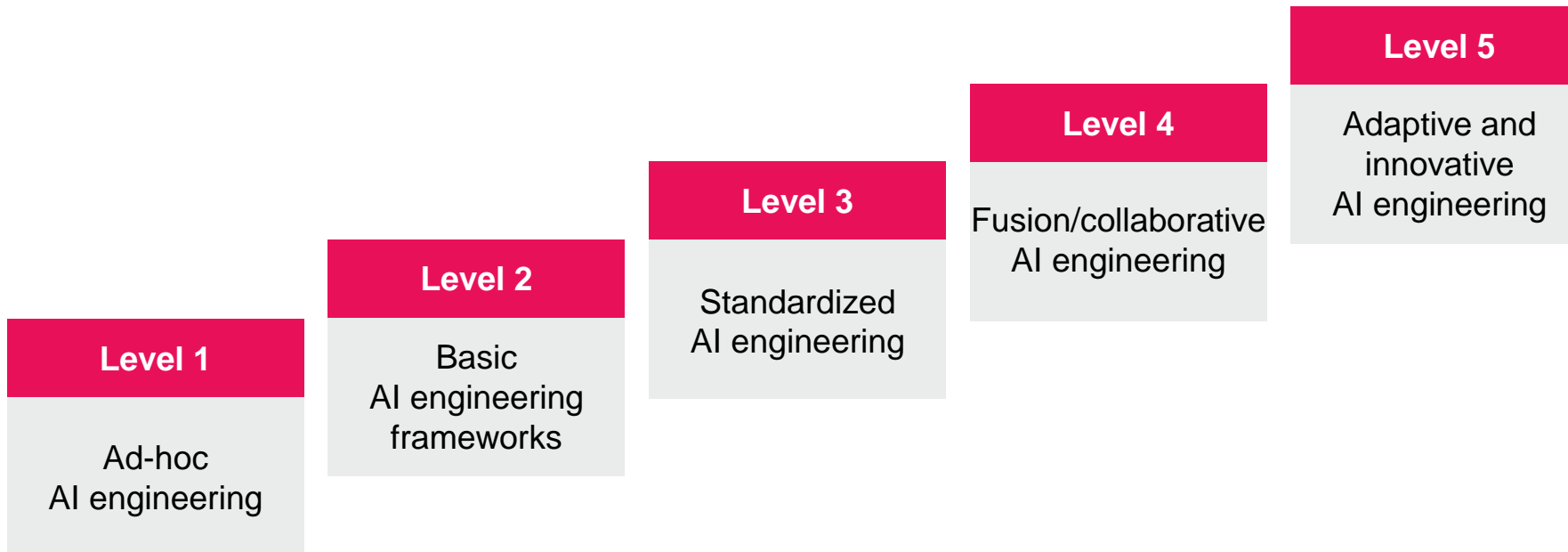


**If No to One
or More**
Focal Point Must
Escalate to AI
Ethics Board

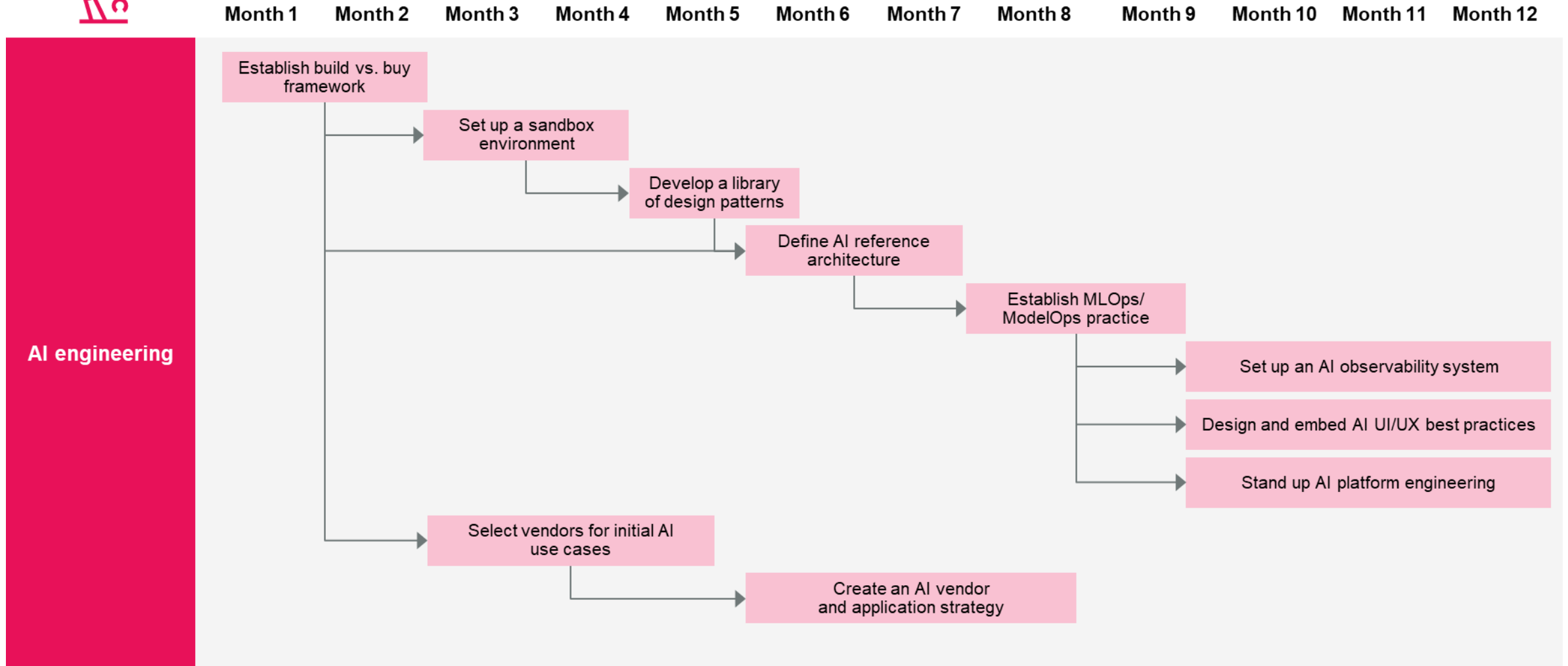
If Yes to All Criteria:
Focal Point can approve based
on established guidelines.



AI Engineering: Maturity



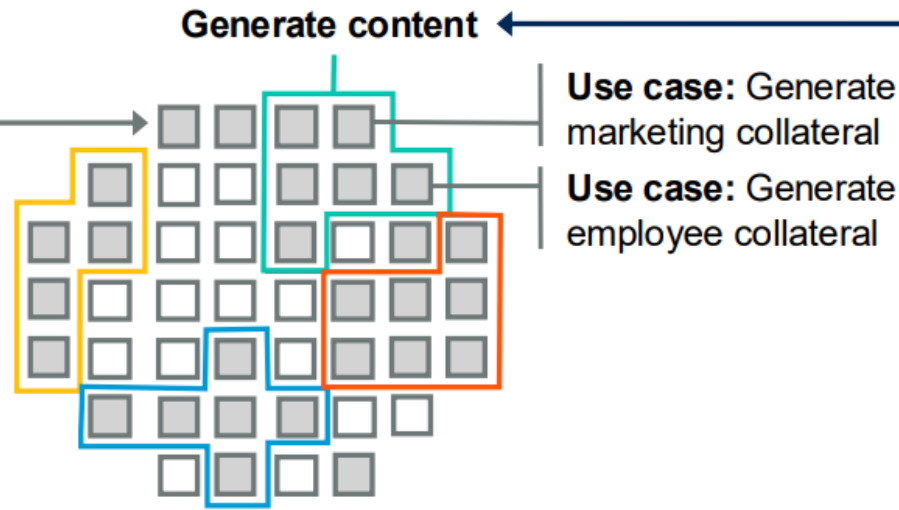
AI Engineering: Illustrative Roadmap



AI Engineering: Verizon's Reusable Design Patterns

□ Use cases ■ Prioritized use cases ■ ■ Common capabilities

After 12+ months of experimentation, Verizon prioritized 150+ GenAI use cases down to 20 based on their strategic importance, ROI, technical feasibility and risk.



Design patterns are defined based on use case outcomes or outputs, not inputs. For example,

Content Generation Pattern: Guidance on the workflows and technology components required for use cases that generate content as text, image, audio, video, tailored for Verizon requirements.

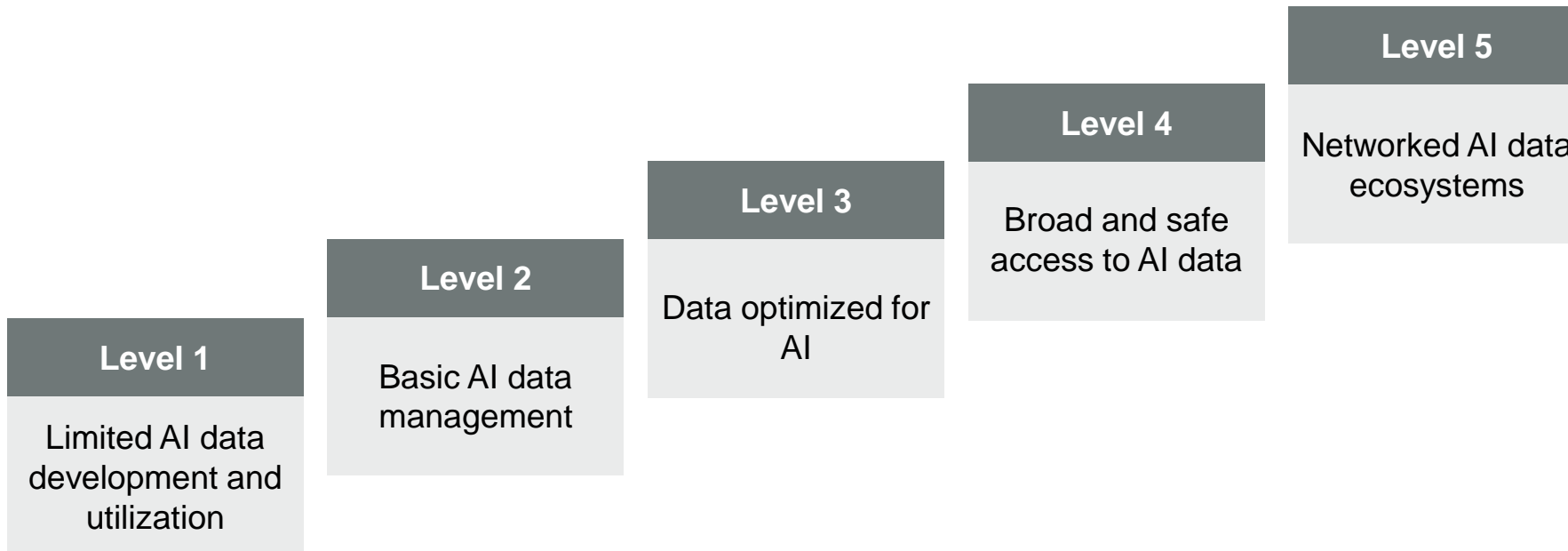
“Surveying our different use cases has quickly taught us that most use cases are not unique snowflakes.”

- Anil Kumar, VP Data Engineering & Industrialization, Verizon

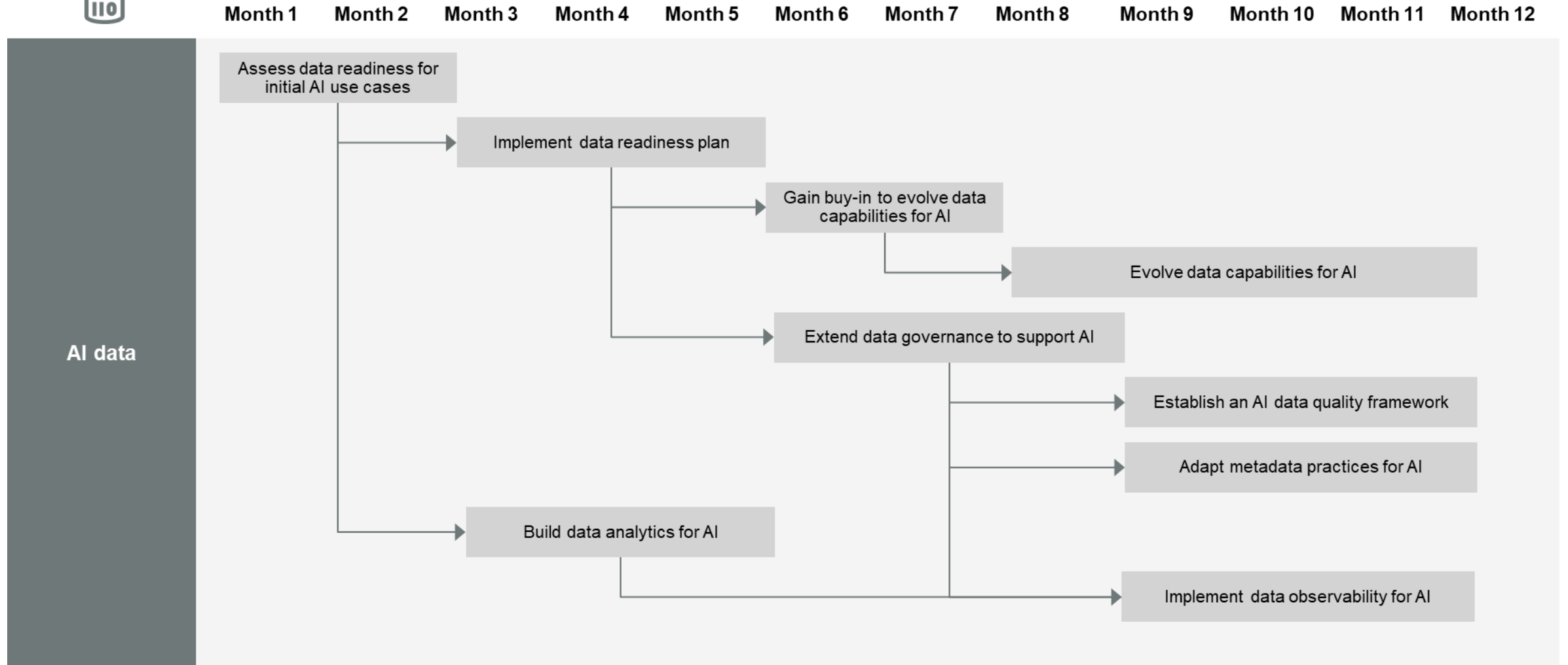


Source: Adapted from Verizon

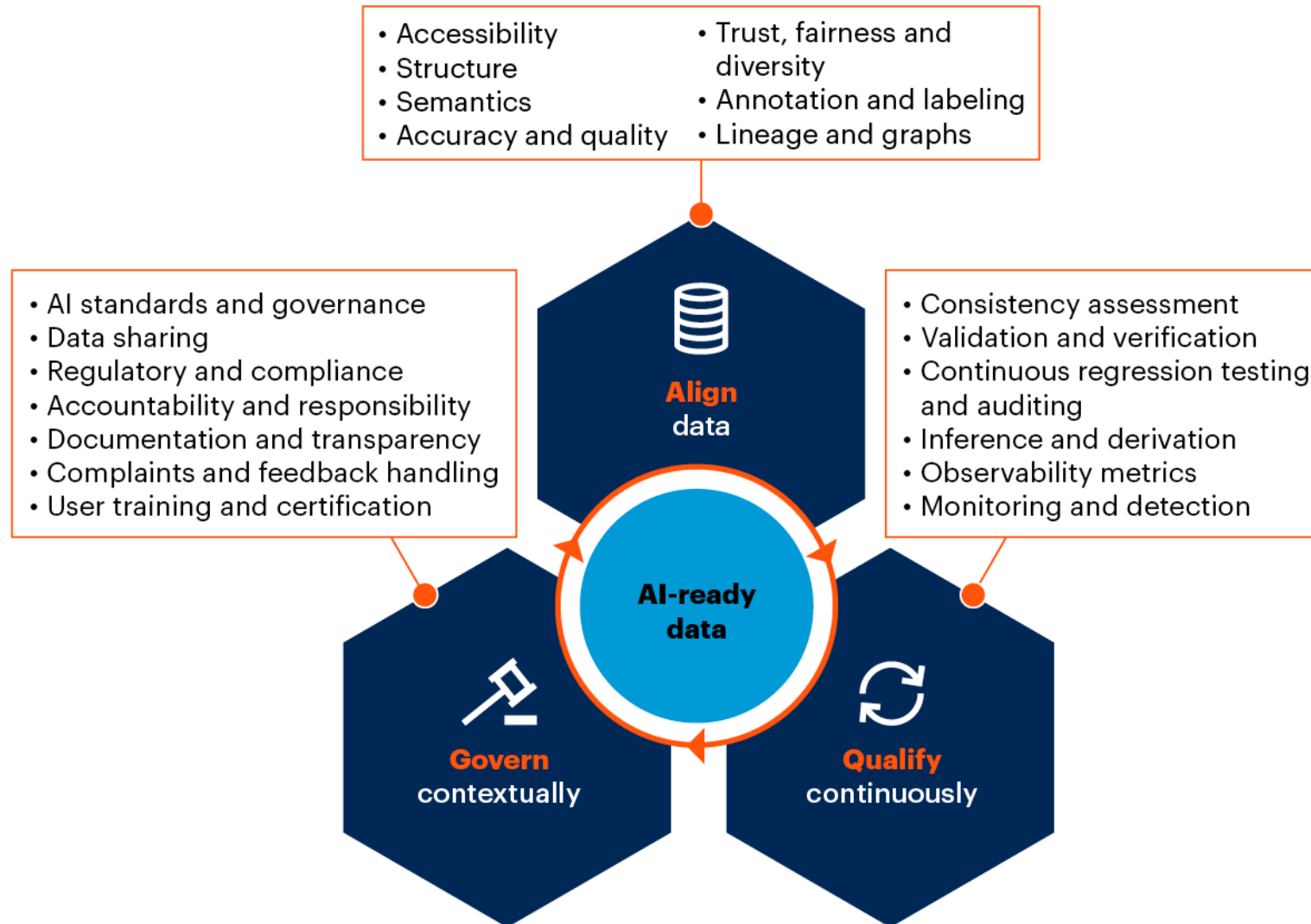
AI Data: Maturity



AI Data: Illustrative Roadmap

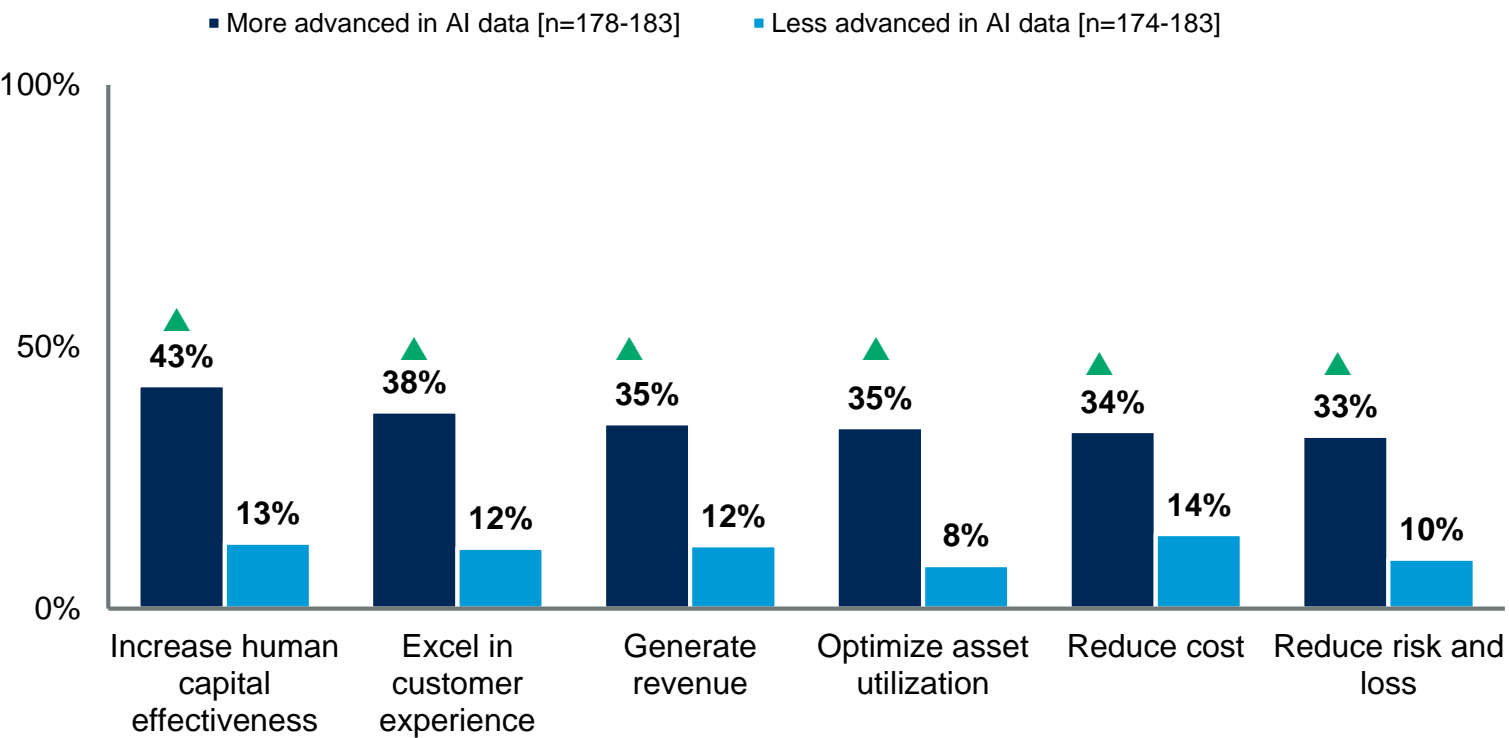


AI Data: Govern, Align & Qualify



AI Data: More Advanced in AI Data = More Value

CEO's assessment of investments based on AI-driven business results – By AI data
Top 2 Box (6= Moderately above CEO expectations to 7= Far above CEO expectations)

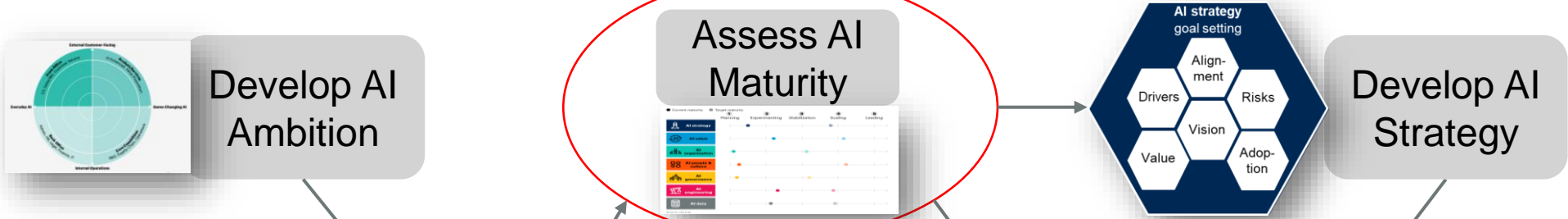


Q13: How would your CEO rate the performance of your organization's investments in AI technologies toward the realization of the following business outcomes?
E03) Which best describes your organization's AI data?
Source: 2024 Gartner AI Mandates for the Enterprise Survey
ID:

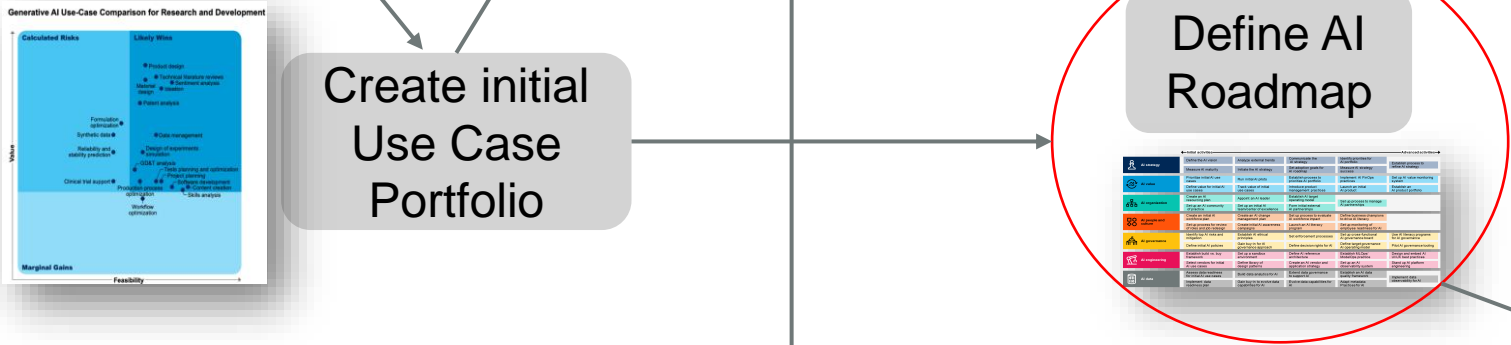
▲ High Significance difference between comparison groups

How Everything Fits Together

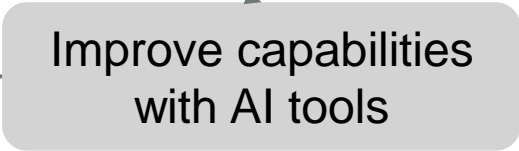
Strategy



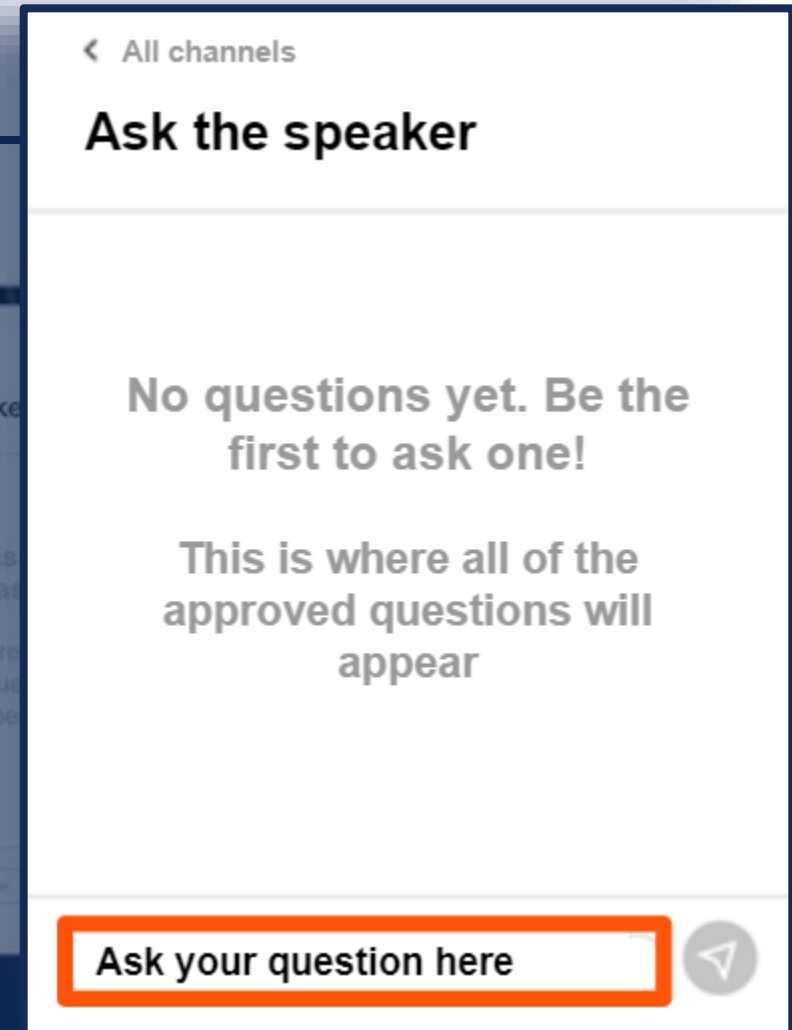
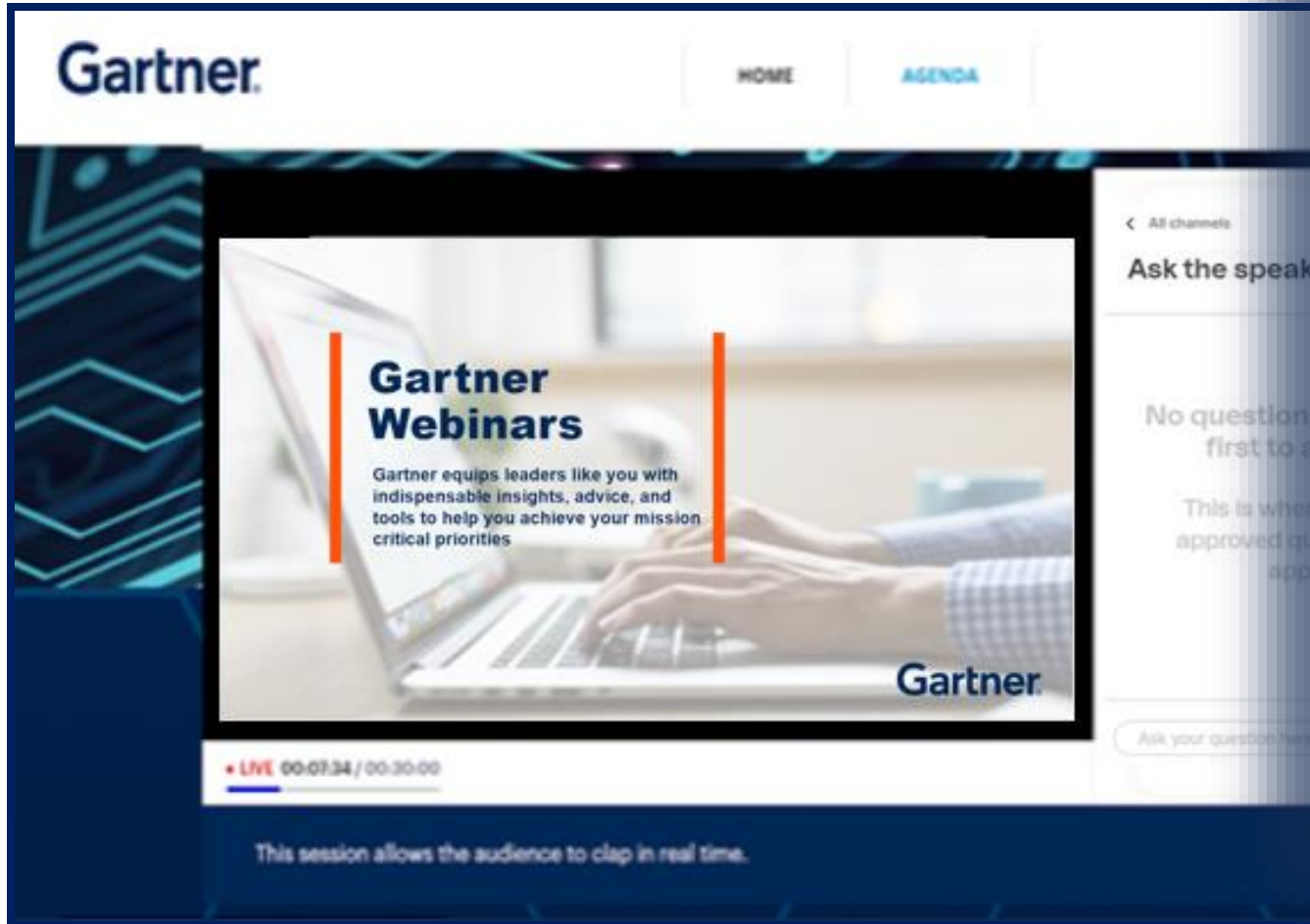
Planning



Execution



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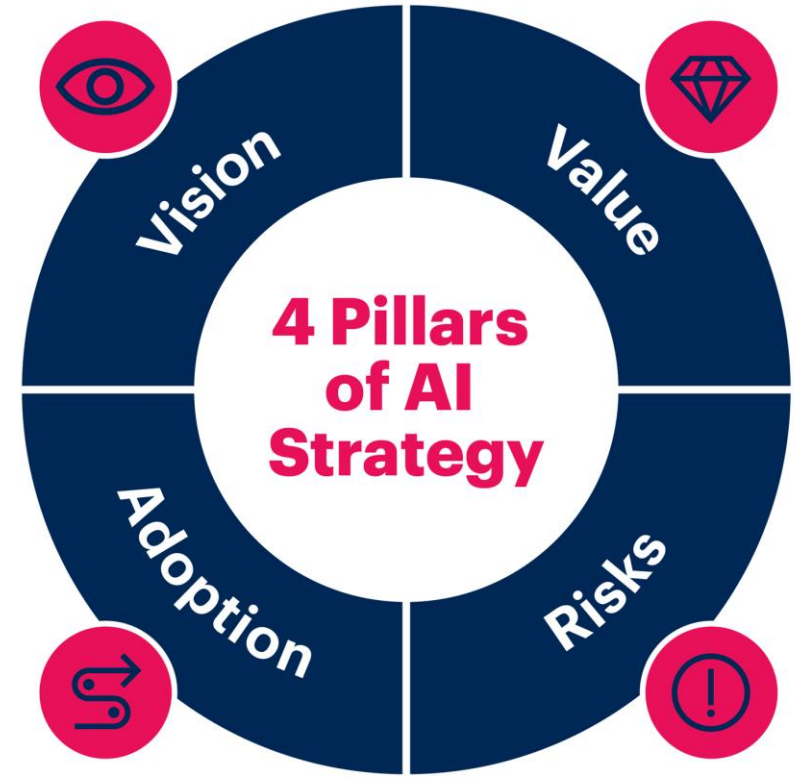
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GenAI Planning Workbook

For more AI impact, fortify four key pillars of your AI strategy: Vision, value-realization, risk and adoption plans.

[Download Workbook](#)



Source: Gartner 2422900



Pacing Yourself in the AI Races



Two AI Races

Tech Vendor Race

Your AI Outcome Race

Your race is to deliver AI outcomes –
safely and at scale



GenAI deep productivity zones

Match job complexity and job experience
to unlock AI productivity

Low complexity
Low experience

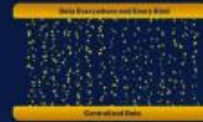
High complexity
High experience

Insights

Cost estimates for GenAI
can be off by 500% – 1000%

Software vendors
are raising prices by
up to 30% as they
incorporate Gen AI

Enterprise proof of concept
GenAI spend in 2023
\$300K – 2.9M



Insights

GenAI triggers a new data paradigm

Gartner Predicts

By 2026, more than 80% of software
vendors will have embedded GenAI
capabilities in their enterprise applications



Teenager technology

GenAI foundation models
are incredibly powerful
and incredibly immature



TRISM

Trust, Risk, Security Management
Technologies

CIOs expect AI will come
from these sources:



AI tech sandwich



How will you **customize**
your tech sandwich?

GenAI can unleash a
spectrum of emotions

Negative
Annoyed
Frightened
Threatened
Angry



Positive
Satisfied
Connected
Safe
Joyful

Insights

Be intentional about
behavioral outcomes



Agentic AI

AI agents will take
action on your behalf

AI is hardening
the soft sciences

Turn human insights
into business value



You need human behavior experts



Get the guidance you need to set the right AI pace and safely achieve your business, technology, and behavioral goals at scale.

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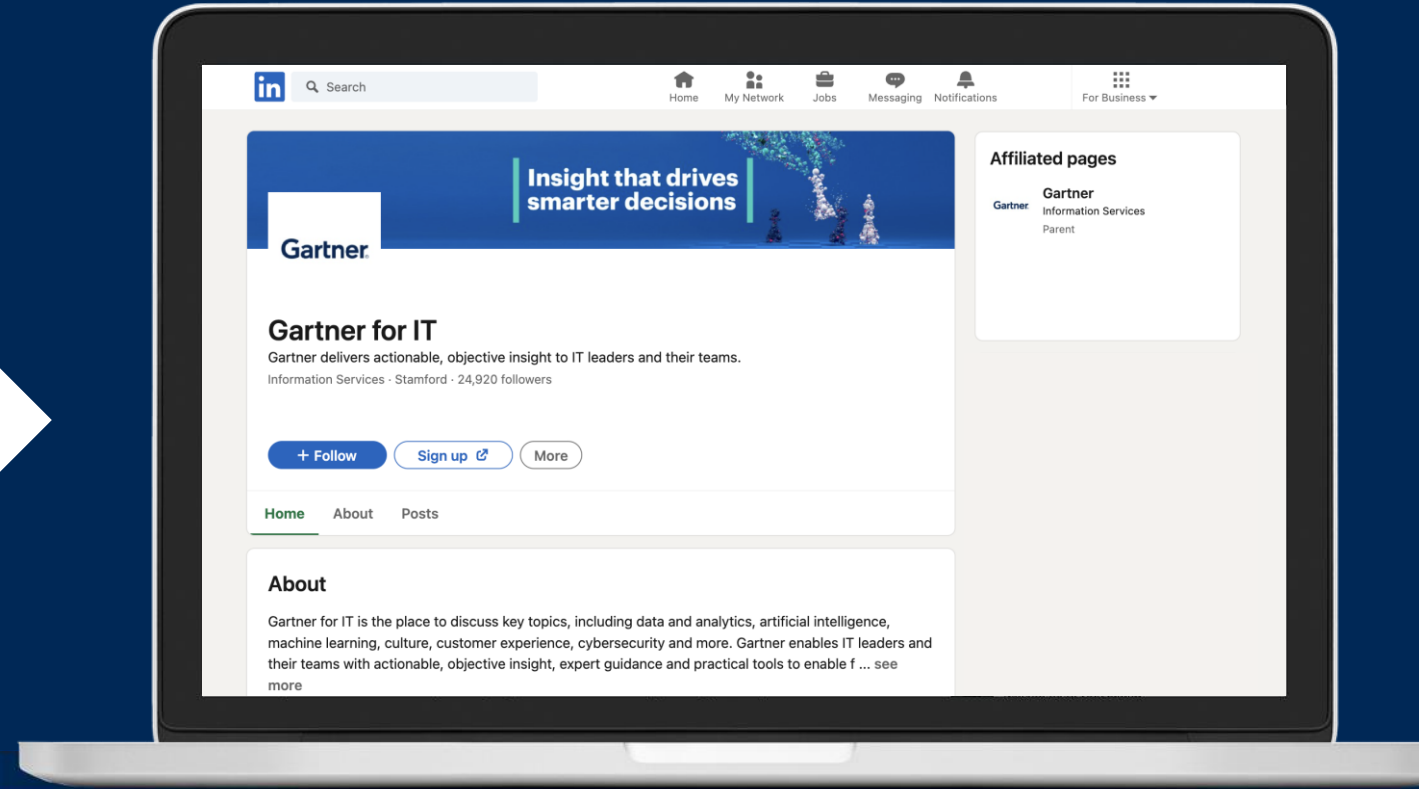
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This session allows the audience to clap in real time.

All channels

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No questions yet. Be the first to ask one!

This is where all of the approved questions will appear

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The Future of Cloud in 2027: From Technology to Business Innovation

As cloud computing evolves from technology enabler to business disruptor, IT leaders must ensure they understand their organization's business strategy. Only then can they seek opportunities to leverage new and emerging cloud capabilities to accelerate that strategy. This free webinar reveals Gartner's top predictions for where cloud computing will be by 2027, and explores how these predictions will shape your cloud value proposition.

• Explore what cloud computing will look like in 2027

• Discover how multi-cloud and cloud native can affect organizations' cloud efforts

• Ensure a successful cloud journey for your organization

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