INDUSTRY · AI VALUE GOVERNANCE

Only *2%* of COOs have AI embedded across operations. Run a five-gate value review.

A steering-committee checklist to move AI from pilot to P&L

McKinsey COO100 survey (Dec 2025, 101 COOs, ≥$1B revenue); Manufacturers Alliance Foundation × Roland Berger (Jul 2026)

One use case, *five gates*, one decision

1

1 · Target

A KPI-linked value target before any build.

2

2 · Owner

One operations leader accountable, not IT.

3

3 · Data

Is the data usable now, and who cleans the rest?

4

4 · Funding

Ring-fenced budget, released at each review.

5

5 · Adoption

Reskilling and routines changed on the shop floor.

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Ask these *before* the next euro

- [ ] What KPI moves, by how much, by when?
- [ ] Who signs the result, by name?
- [ ] Is the data ready, or what clean-up is budgeted?
- [ ] Is the budget ring-fenced and tied to a review?
- [ ] Which roles and routines change on site?
- [ ] Does it reuse a shared data backbone?
- [ ] Stop, scale or fix: what is the decision date?

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CARDAN-AI

Need an *AI value review* for your operations?

- Five gates, one steering decision
- Built for aerospace, energy and industry
- Baseline before build

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