GenAI Operating Model

Foreword

Generative AI has rapidly evolved from a technological curiosity to a boardroom priority, empowering the creation of original content in text, images and audio formats by learning from data and generating human-like outputs at scale. Agentic AI takes this further by enabling systems to act more like digital collaborators – capable of making decisions, initiating tasks, and executing actions on your behalf, often across complex workflows. This article explores how organizations can move beyond isolated experiments to responsibly scale GenAI and agentic capabilities across the enterprise.

Introduction

While the promise is clear, the path to realizing it at scale remains elusive. Many organizations find themselves stuck in a cycle of pilots and proofs of concept – innovative, yes, but isolated and unsustainable. The challenge goes beyond the technology; it's about how organizations are structured to adopt, govern and scale GenAI. Without a well-defined operating model, even the most promising GenAI use cases risk becoming siloed experiments rather than enterprise-wide transformations.

To fully operationalize and democratize Generative AI across the enterprise, organizations must define and implement a well-defined operating model ensuring alignment between people, processes, and technology & data, while embedding ethics, legal, and risk considerations.

Designing a GenAI Operating Model

To scale Generative AI effectively across the enterprise, organizations must move beyond isolated use cases and establish a structured, sustainable foundation. A robust GenAI Operating Model is built on four key dimensions – People & Culture, Processes, Technology & Data, and Ethics, Legal & Risk – each critical to aligning innovation with business value, operational readiness, and responsible AI practices.
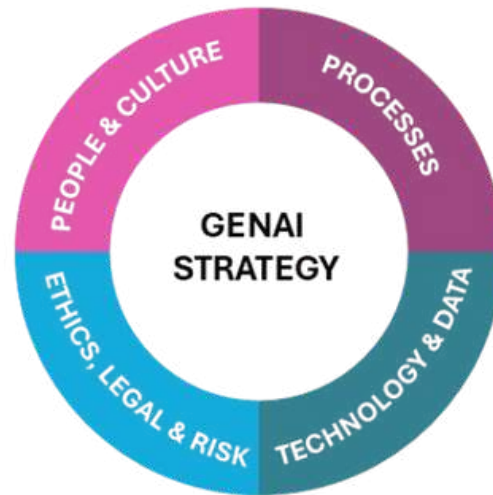
GenAI operating Model

GenAI Vision & Strategy

A clear and actionable vision is the cornerstone of any successful GenAI transformation. It sets the direction, aligns stakeholders, and ensures that AI initiatives are purpose-driven and strategically integrated into the business.

- **Strategic alignment with business objectives –** Define a GenAI vision that directly supports the company's long-term goals, ensuring AI initiatives are purposeful, value-driven, and integrated into core business strategies.
- **Use case ambition & roadmap –** Set a clear ambition level for GenAI adoption and develop a phased roadmap that prioritizes high-impact, feasible use cases to build momentum and demonstrate early value.
- **Leadership sponsorship & narrative** – Secure executive buy-in and craft a compelling change narrative to communicate the GenAI vision across the organization, fostering alignment, trust, and engagement at all levels.

People & Culture

A successful GenAI transformation hinges on a workforce that is not only skilled but also aligned with a shared vision for responsible AI adoption.

- **Skills & capability building –** Upskill employees in GenAI-relevant domains such as prompt engineering, LLM fine-tuning, and AI product management.
- **External ecosystem engagement –** Partner with academia, startups, and technology providers to accelerate learning and innovation.
- **Cultural adoption & measurement –** Foster a culture of experimentation and track adoption through KPIs that reflect engagement, capability growth, and business impact.

Processes

Operationalizing GenAI requires rethinking workflows to support agility, accountability, and continuous value delivery.

- **Value-driven GenAI portfolio** – Evaluate and prioritize GenAI initiatives based on intrinsic business value, feasibility, and risk.
- **Empowered and cross-functional product teams –** Enable diverse teams to take end-to-end ownership of GenAI use cases, from ideation to deployment.
- **BizDevOps –** Implement state-of-the-art practices to efficiently deliver and maintain Gen AI use cases.
- **Structured planning & change management –** Develop transition roadmaps that integrate business input to guide process evolution and maximize GenAI adoption.

Technology & Data

Scalable infrastructure, robust data management, and efficient GenAI models are critical enablers for successfully scaling AI across the enterprise.

- **Scalable Data & AI platforms –** Build robust infrastructure with strong data and AI management to support enterprise-wide GenAI deployment.
- **Technology partners –** Partner with hyperscalers and tech providers for scalable infrastructure, pre-built services and deep technical expertise.
- **Green computing & efficient models –** Embed sustainability into infrastructure and GenAI models to minimize environmental impact and reduce operational costs.
- **AI performance –** Define KPIs for AI platforms and tools to monitor accuracy, efficiency, scalability and business impact.

Ethics, Legal & Risk

Strong oversight mechanisms are essential to guide GenAI transformation in a way that is transparent, compliant and aligned with societal expectations.

- **Legal team and processes –** Ensure GenAI solutions comply to evolving laws and regulations related to intellectual property and data privacy.
- **Auditability and explainability –** Define requirements for transparency and traceability to ensure GenAI solutions can be understood, monitored, and trusted.
- **Ethical guardrails –** Integrate principles of fairness, safety, and human oversight into the development and utilization of GenAI solutions.

Embedding GenAI: Choosing the Right Organizational Model

While the four dimensions – People & Culture, Processes, Technology & Data, and Ethics, Legal & Risk – provide the foundational design principles for a GenAI Operating Model, organizations must also decide how to structure and scale the GenAI capability across the enterprise.

This is not a one-size-fits-all decision. The optimal deployment model depends on factors such as your GenAI ambition, risk appetite, and data maturity. Each model sits somewhere along a spectrum, from centralized approaches that maximize economies of scale and skill, to federated models that prioritize responsiveness and local control. Choosing the right model means balancing these competing priorities to fit your organization's context.

Centralised   Federated

| Center of Excellence | Hub-and-Spoke | Platform as a Service | Embedded expertise |

Economies of scale and skill   Responsiveness and control

AI Center of Excellence

A Centre of Excellence (CoE) centralizes capability into a team, with LLM developers and data engineers delivering Gen AI use cases throughout the organization.

👍 Pros:

- Consistency and oversight
- Concentration of expertise

👎 Cons:

- Bottlenecks
- Potential for political exploitation

Hub-and-Spoke

A centralized team owns and provisions services into the wider organization, enabling business units to develop their own use cases using centralized tools and overseen by centralized governance.

Pros:
- Standardized model governance
- Tailored solutions

Cons:
- Increased governance overhead
- Dependency on the hub

Platform as a Service

Gen AI tooling and corresponding governance, security and infrastructure is provisioned centrally, but all skills, processes and development work are managed within the business functions.

Pros:

- Cost efficiency tooling
- Scalability
- Cost monitoring

Cons:

- Reduced flexibility
- Complexity
- Risk of overreliance on a single provider

Embedded expertise

A team of Gen AI experts embedded in the local data team are responsible for all aspects of Gen AI development, management and deployment

👍 Pros:

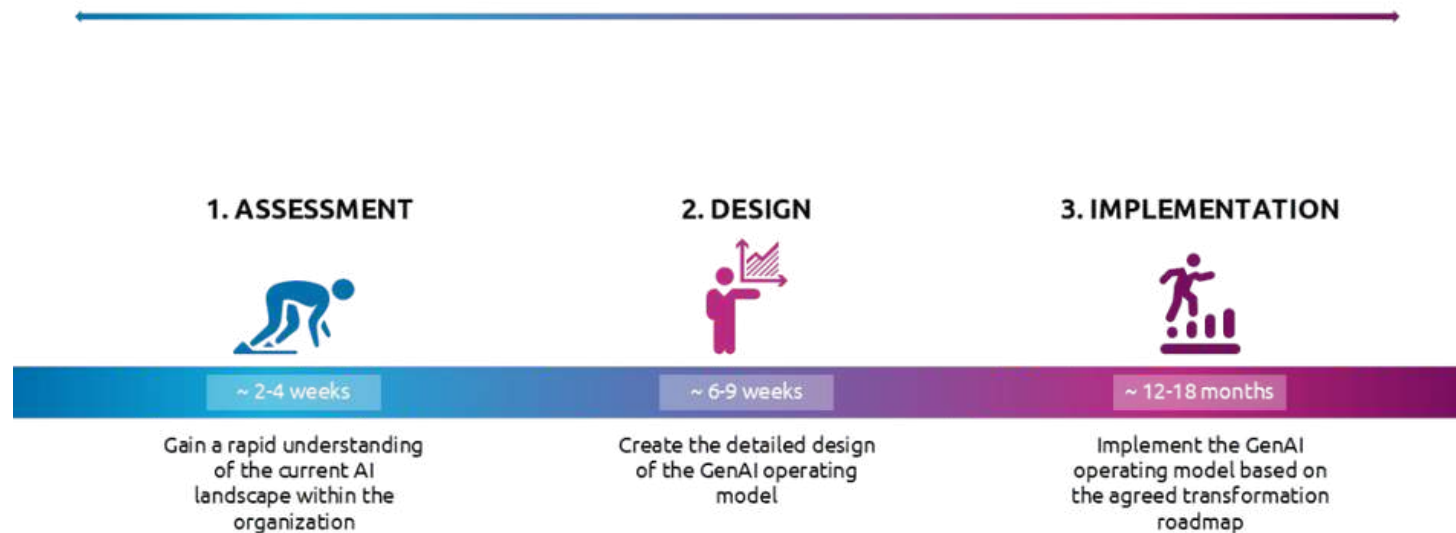- High flexibility and speed
- Autonomy for development

👎 Cons:

- Resource duplication
- Inconsistency of development governance

Your GenAI Journey: Three Steps to Scalable Impact

The path to a scalable GenAI Operating Model begins with an AI Maturity Assessment, using a self-paced survey across eight dimensions to evaluate the current state and identify quick wins. Results are analyzed and discussed in a workshop, with optional deep dives to explore key topics further. Next, in the design phase, organizations define their target operating model, portfolio processes, and reporting structures. A minimum viable solution (MVS) is created to deliver immediate value, with key stakeholders onboarded for alignment. Finally, the implementation phase brings the MVS to life—setting up governance structures like an AI Hub, piloting tools such as a SharePoint-based portfolio tracker, and launching the first use case prioritization, all while tracking success and refining the approach.

1. ASSESSMENT	2. DESIGN	3. IMPLEMENTATION
~ 2-4 weeks	~ 6-9 weeks	~ 12-18 months
Gain a rapid understanding of the current AI landscape within the organization	Create the detailed design of the GenAI operating model	Implement the GenAI operating model based on the agreed transformation roadmap

Capgemini can help you

Designing and implementing a robust GenAI Operating Model is a strategic decision that shapes how effectively your organization can scale innovation, deliver value and manage risk.

Capgemini's experts bring extensive experience in designing and implementing tailored GenAI Operating Models that align with your business goals and technology landscape.

Additional information – Capgemini Global Collaboration

The business technology team in Switzerland supports clients in developing technology strategic vision and roadmap, focusing on business value, thinking digital to generate new and sustainable business model and innovation.

#AIOperatingModel   #GenAI   #Assessment   #AIStrategy   #ScalableTransformation #DigitalInnovation

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