

**AI Governance –
Your foundation for turning AI
ambition into business impact**





Today's takeaway

- 01 – **Defining** AI Governance
- 02 – AI Governance in a *nutshell*
- 03 – **Get started** with your AI Governance



The State of AI: Recognizing the need for improvement

A closer look at the current state of AI



95%

... are getting zero return on GenAI

Accountability is often unclear – AI ownership is split between IT, innovation, and business units, creating gaps in strategy and execution.
- MIT report (2025)



88%

... of AI pilots stall before production

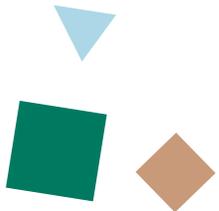
Lack of alignment across business and IT causes delays, sunk costs, and missed value. Many initiatives fail due to unclear ownership and strategic disconnects.
- InformationWeek (2025)



53%

... executives struggle to own AI

Over half of Nordic companies lack clear accountability for AI. This leads to fragmented governance, slower decision-making, and lower trust in outcomes.
- EY Responsible AI Pulse Survey (2025)



AI challenges threatening organizations



Tension between innovation and control



AI-specific vulnerabilities



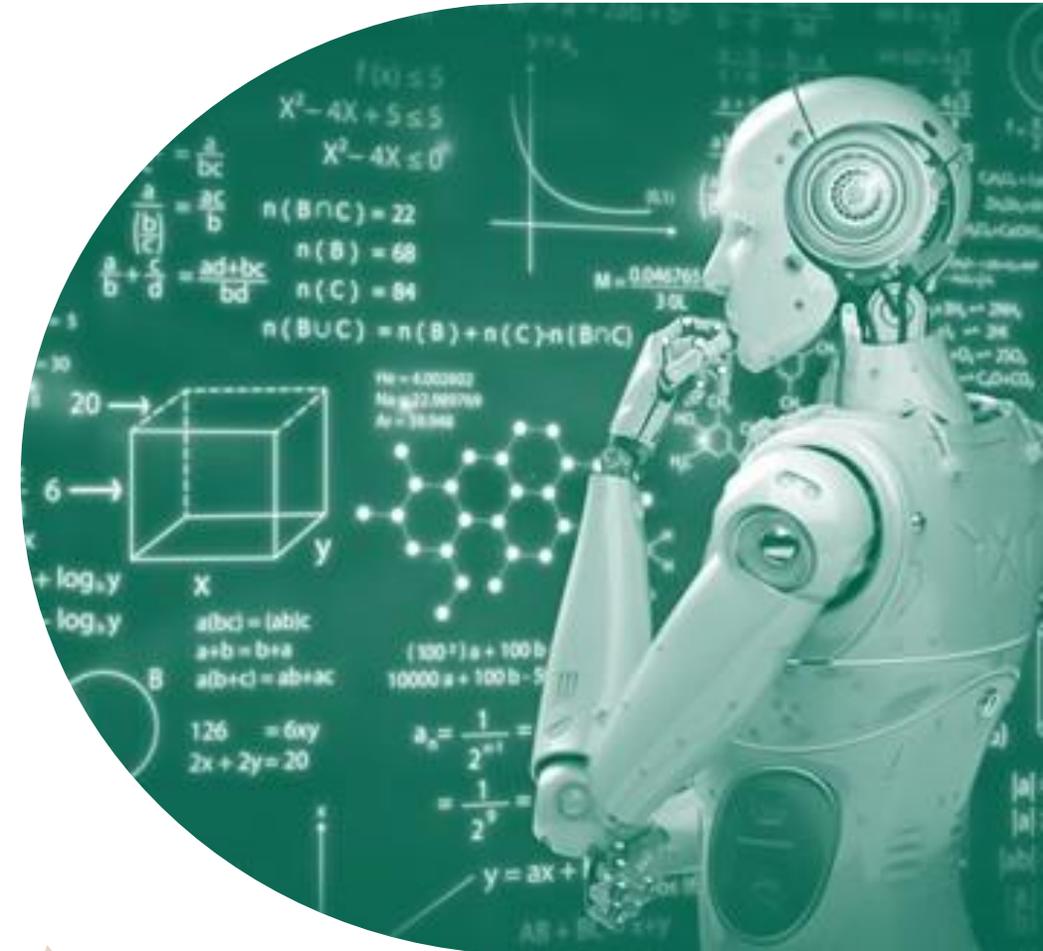
Uncertainty around emerging regulations



Fragmented Governance



Disconnected strategies and direction





” ***AI Governance*** should absolutely be part of your AI strategy from the beginning and ***not an afterthought.*** ”

— Stephen Kaufman (Microsoft Chief Architect)

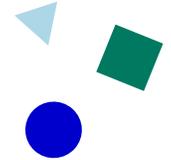


What is AI Governance?



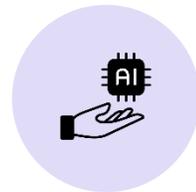


What is AI Governance?



Ethical AI

The discipline of moral responsibility in the digital world, ensuring technologies, data use, and online behaviour respect privacy, fairness, and societal well-being
(Philosophical)



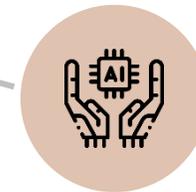
Responsible AI

Principles for designing, developing, and deploying AI systems ethically and responsibly, ensuring fairness, transparency, accountability, reliability, and avoiding harm to society while making decisions
(Academic)



AI Act

Enforced legislation by the EU that aims to regulate AI systems based on their risk levels, ensuring compliance with safety, transparency, and ethical guidelines, focusing on high-risk applications
(Legal)



AI Governance

Frameworks and practices for overseeing and managing AI systems effectively – by aligning with organizational, business, ethical, legal, and societal goals while minimizing risks and maximizing benefits
(Operational)



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AI Governance ≠ AI Compliance

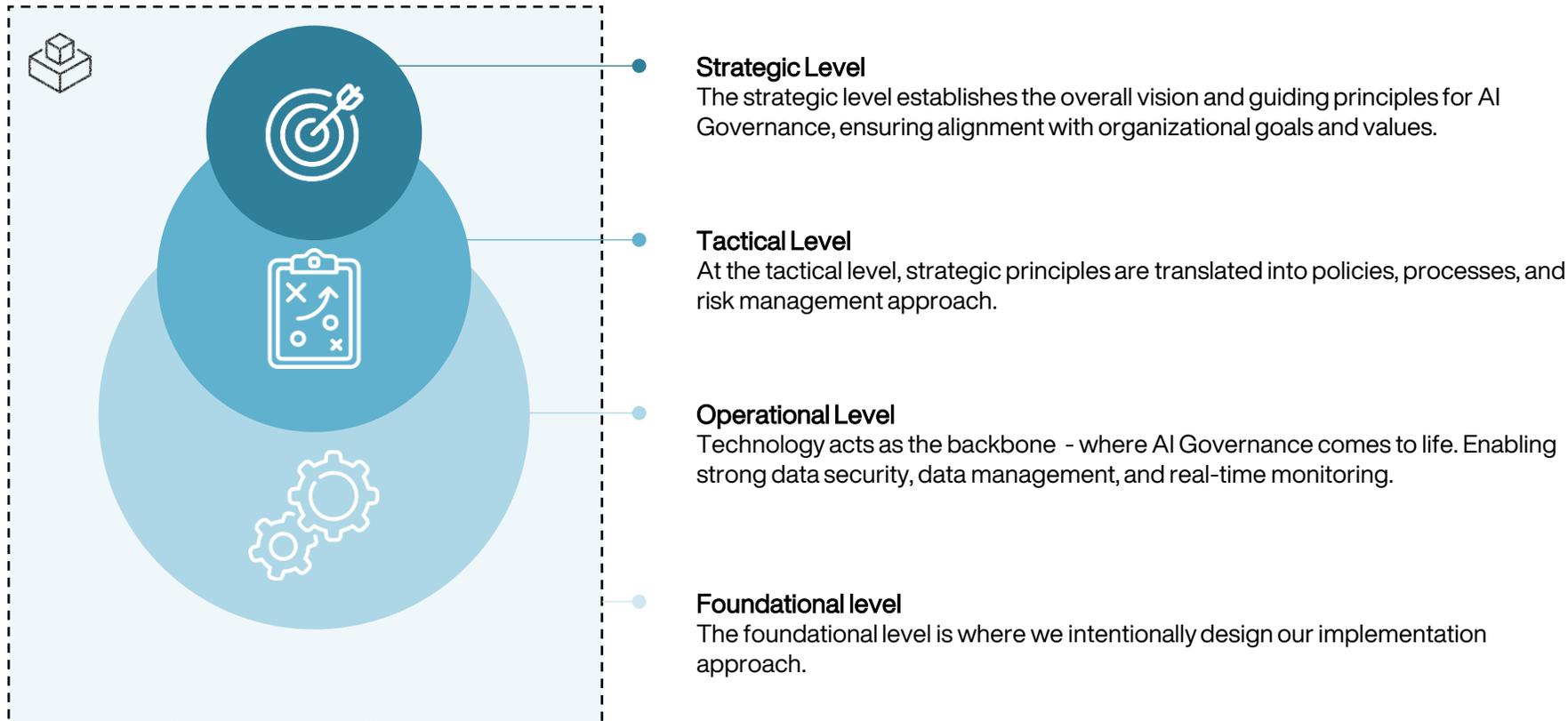


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*AI Governance **goes beyond** ethics and legal compliance. Its **impact** lies in being executed holistically at **strategic, tactical, operational, and foundational** levels to deliver real value.*

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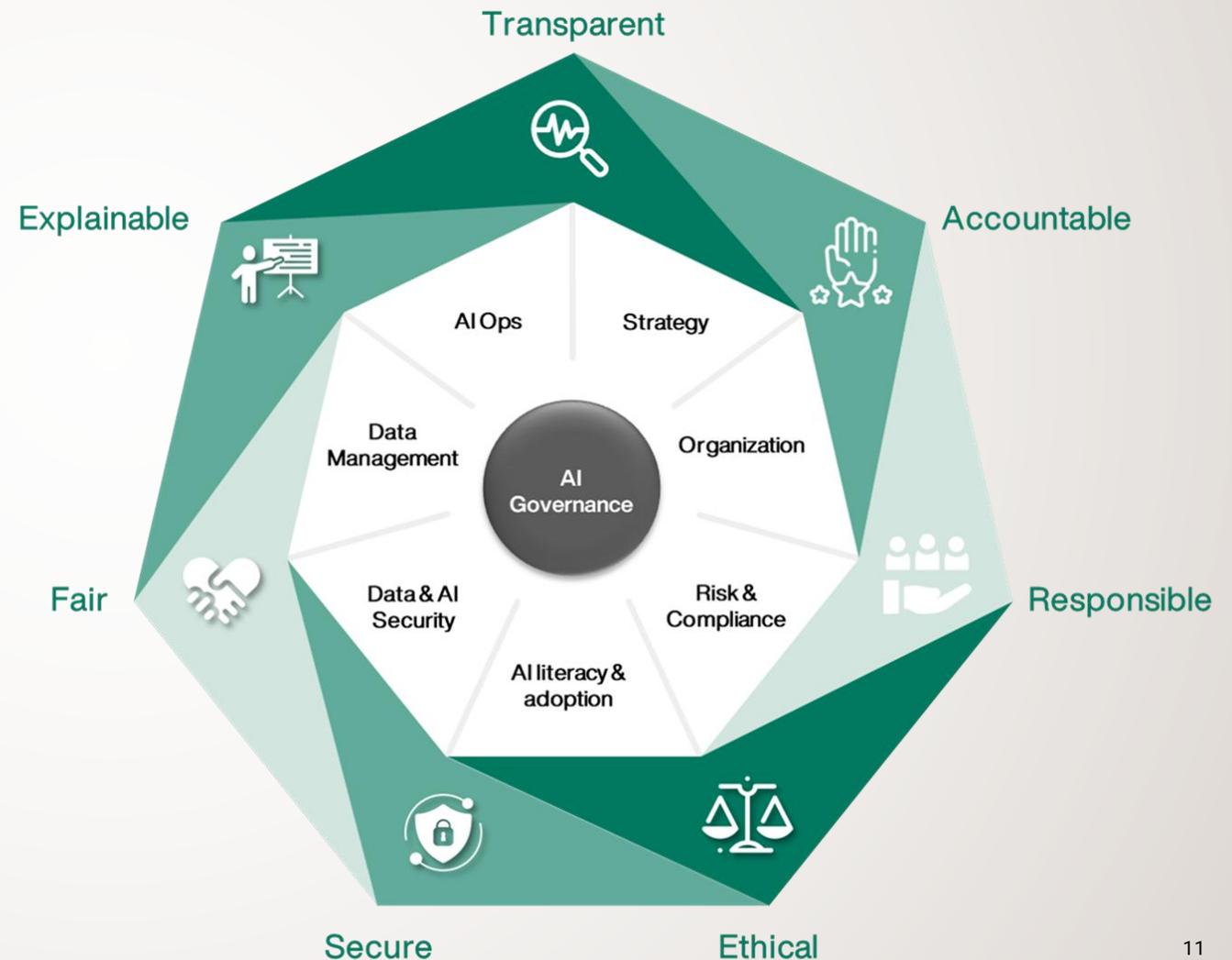
Impactful AI Governance spans four levels



Implementing AI Governance across four levels ensures AI initiatives remain aligned with strategic objectives, build consistency and trust, and deliver scalable impact-supported by strong Change Management.

Adopt a *holistic approach* to AI Governance

With a framework which is designed to enable a governance that is **secure, fair, explainable, transparent, accountable, responsible, and ethical.**



AI Governance in a *nutshell*



A 360-degree approach connecting AI Governance levels



Strategy: *Operationalizing AI through an AI Governance foundation*



Organization: *Building the right organizational structure*



Risk & Compliance: *Deploying robust risk management frameworks*



Data & AI Security: *Ensuring data and AI security to protect against vulnerabilities*



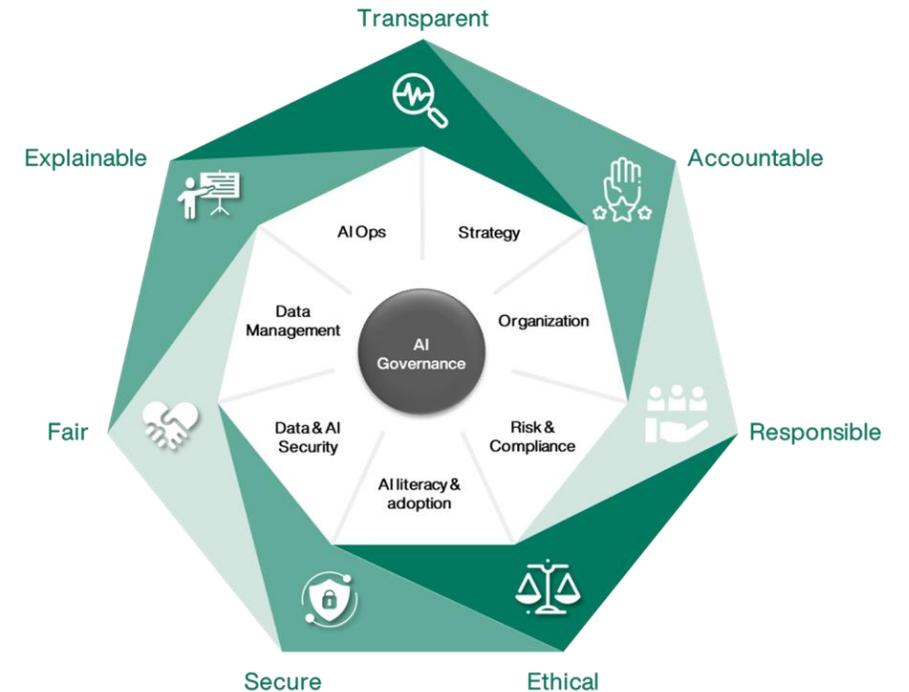
Data Management: *Strong data management for high-quality AI foundation*



AI Ops: *Technical governance ensuring consistent performance*



AI literacy & adoption: *Promoting a culture of AI literacy that empowers employees*



Key questions to be answered on *Strategic* level

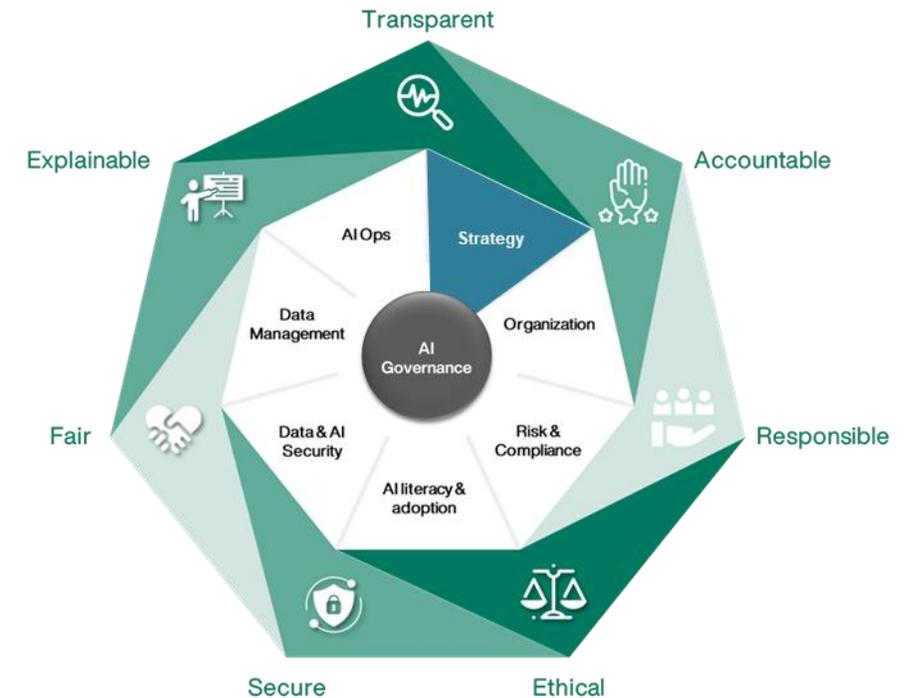
Establishment of the overall vision and direction for AI Governance

Key questions

- ▶ How will AI Governance be embedded into our strategy to ensure alignment between business objectives, risk management, and long-term value creation?
- ▶ How will we balance innovation speed with responsible deployment?
- ▶ Who owns AI accountability within the organization, and how are decisions escalated or reviewed?

Focus on

- ▶ Set clear direction to incorporate Governance as an enabler for creating business value, while ensuring AI initiatives drive measurable impact and ensure accountability.



Key questions to be answered on *Tactical* level

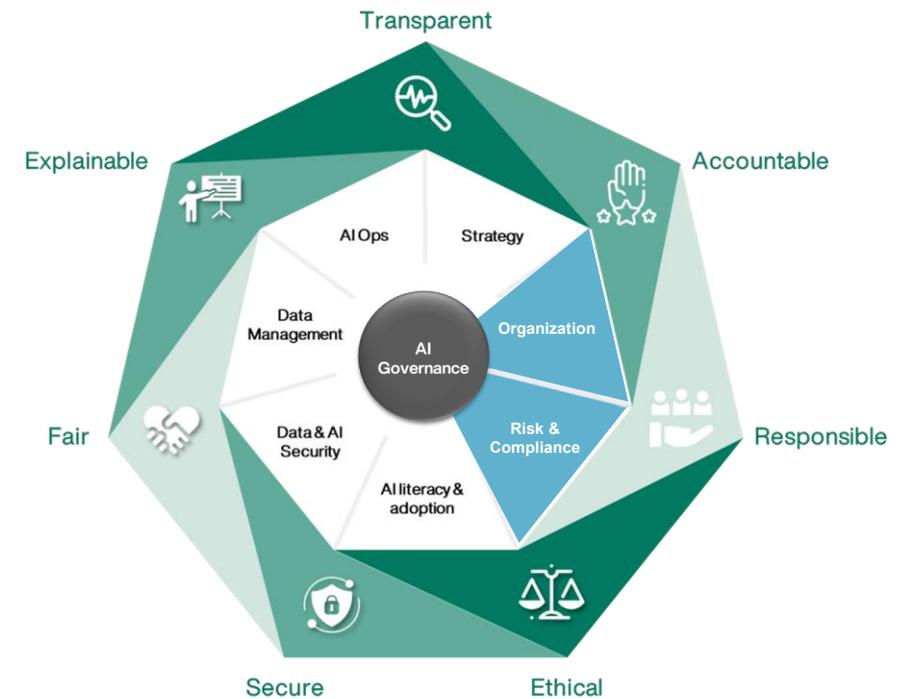
Principles translated into responsibilities, policies, processes, and artefacts

Key questions

- ▶ What organizational or governance structure do you have today that can support AI Governance?
- ▶ Which operating model suit your organization?
- ▶ What risk management framework exist today, and can it be used for future AI risk assessment?

Focus on

- ▶ Build AI Governance Board and with clear mandate and oversight capabilities.
- ▶ Create an inventory with AI applications/models and define risk management approach.



Key questions to be answered on *Operational* level

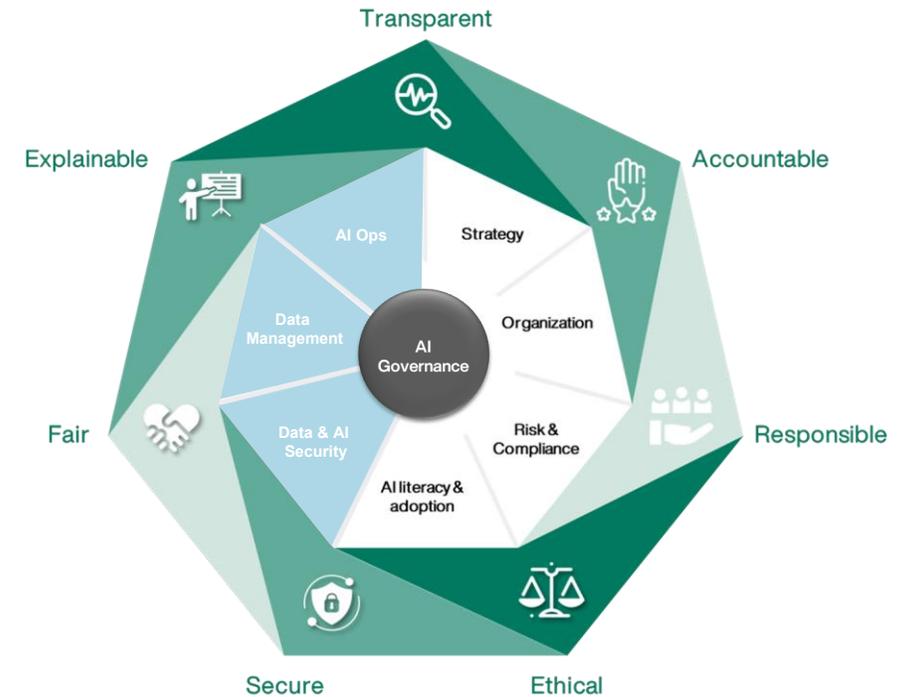
Enable technology-driven strong data management & security foundation

Key questions

- ▶ Are we effectively managing and protecting the data that powers our AI to ensure trust, value, and business advantage?
- ▶ How are we ensuring consistently high data quality, so our AI solutions are built on solid and reliable foundation?
- ▶ How do we ensure our AI solutions run efficiently and reliably at scale, delivering measurable impact and supporting strategic goals?

Focus on

- ▶ Ensure AI solutions are build on high-quality data by establishing clear data ownership, consistent quality checks, and continuous monitoring of data accuracy and relevance.
- ▶ Assess current data & AI security posture on different level (infrastructure, data, and application) and utilize best practice security features (create baseline foundation)



Key questions to be answered on *Foundational* level

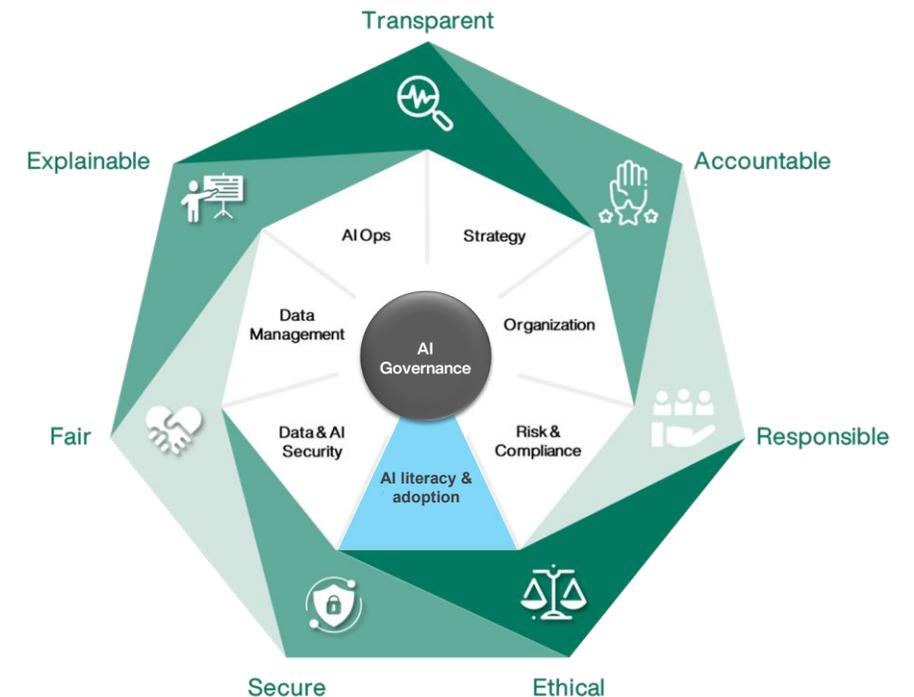
Building a winning culture with AI fluent workforce

Key questions

- ▶ Do our teams have the knowledge and skills to understand, use, and trust AI effectively across the business?
- ▶ Are we fostering a culture that encourage responsible AI adoption and maximize its impact?

Focus on

- ▶ Empower employees to be curious and emphasize the advantages of upskilling and new possibilities – experiment and reward
- ▶ Be open and honest about the changes, and welcome dialogue through various channels



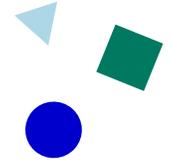
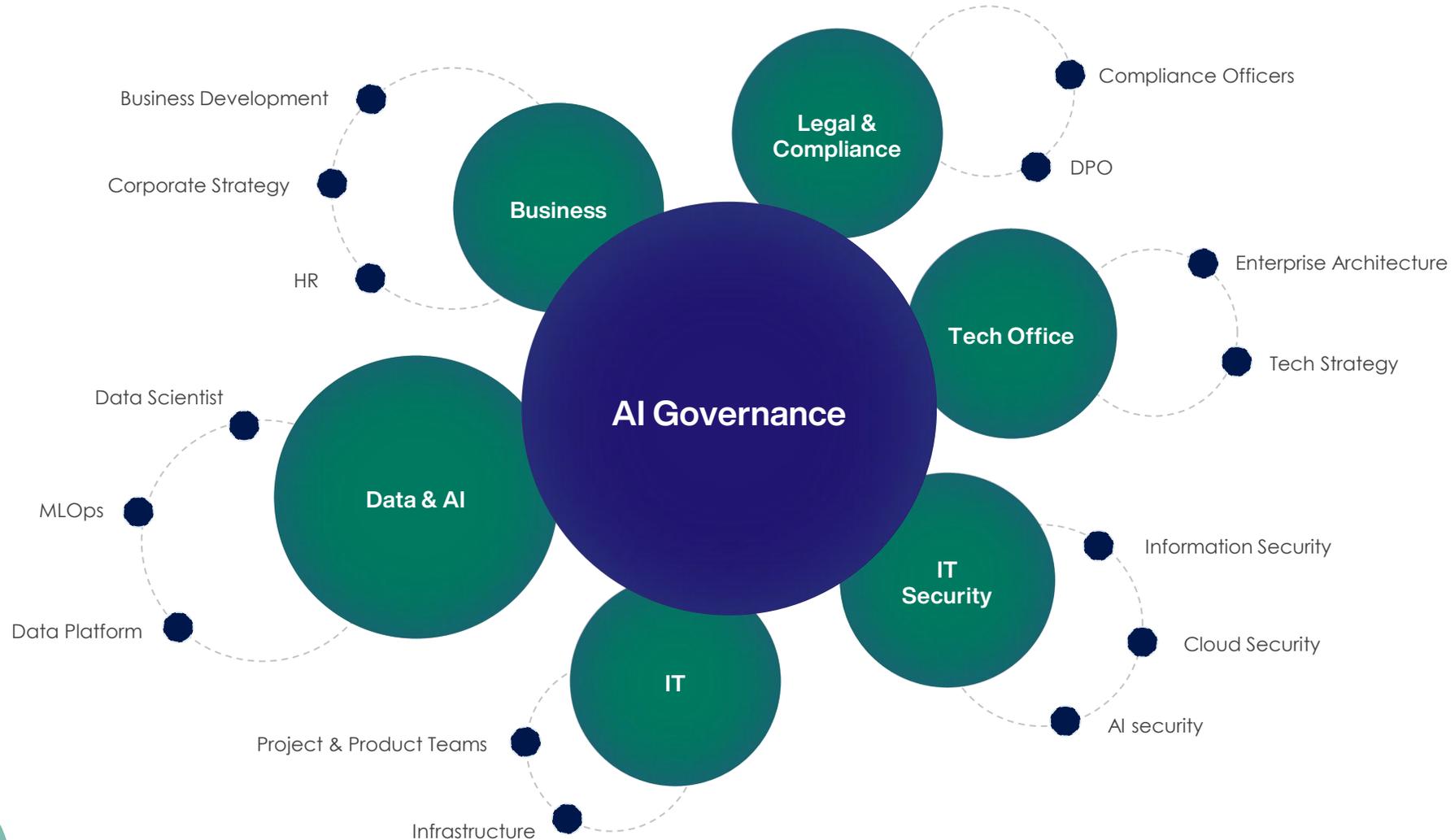


Who is responsible for *your* AI Governance?





Efficient AI Governance is a multi-person discipline which needs competencies across various domains



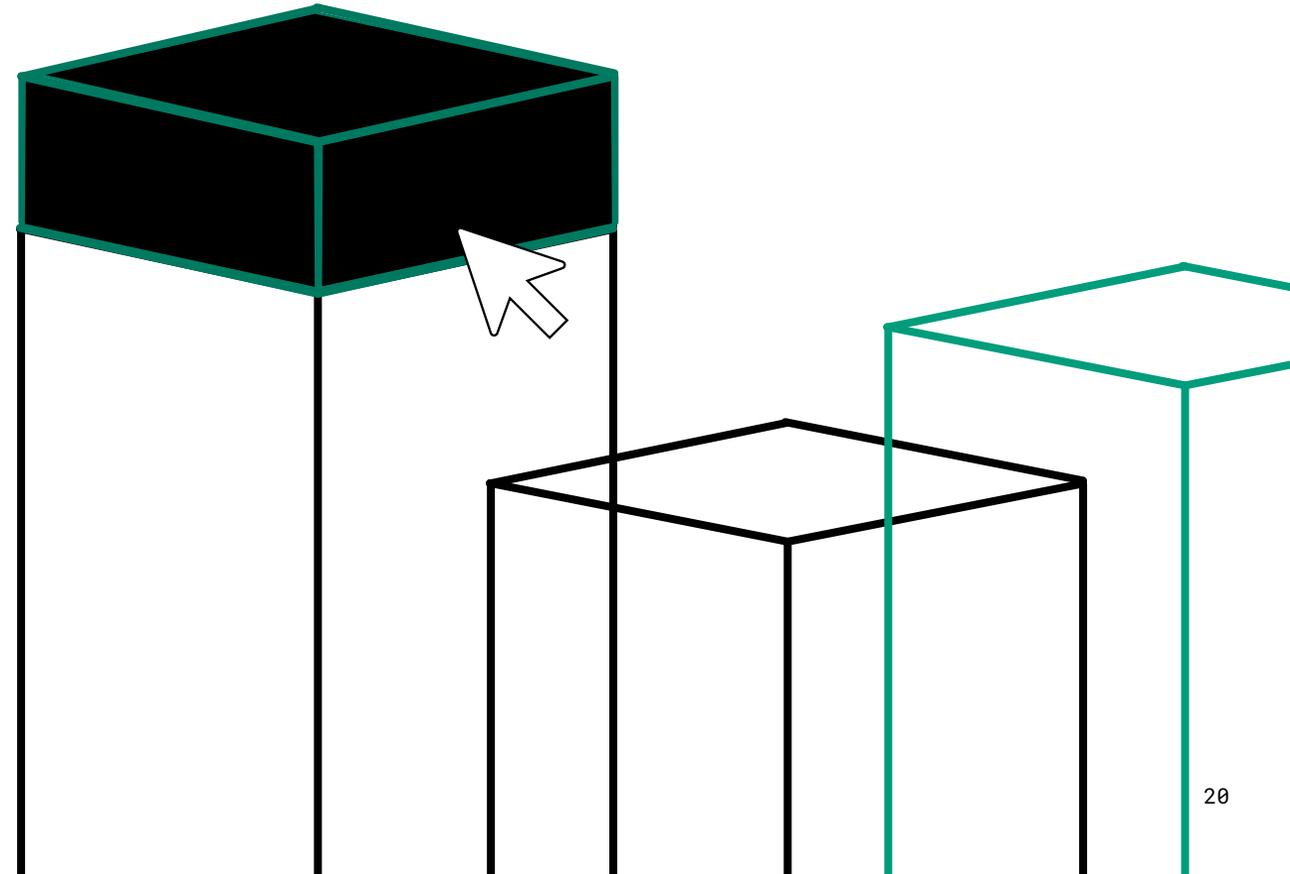
We must acknowledge that no organizations are alike.
Build the right framework to your needs.





Build your AI Governance on your existing foundation. And add flexibility to adjust, as necessary.

- ✓ **Keep it simple** – Complex frameworks often stall progress. A clear, easy-to-communicate model, helps leadership and teams understand what needs to happen and why.
- ✓ **Build on existing processes** – Integrating AI Governance into established workflows makes adoption faster and less disruptive
- ✓ **Establish an effective AI Governance Board** – A governance board with clear mandate, decision rights, and cross-functional representation ensures accountability, speeds up approvals, and provides a clarity.
- ✓ **Prioritise AI literacy** – Training employees on responsible AI use builds a culture of awareness and reduces risk at scale. When everyone understands the do's and don'ts, governance becomes a shared responsibility, not just a security task.



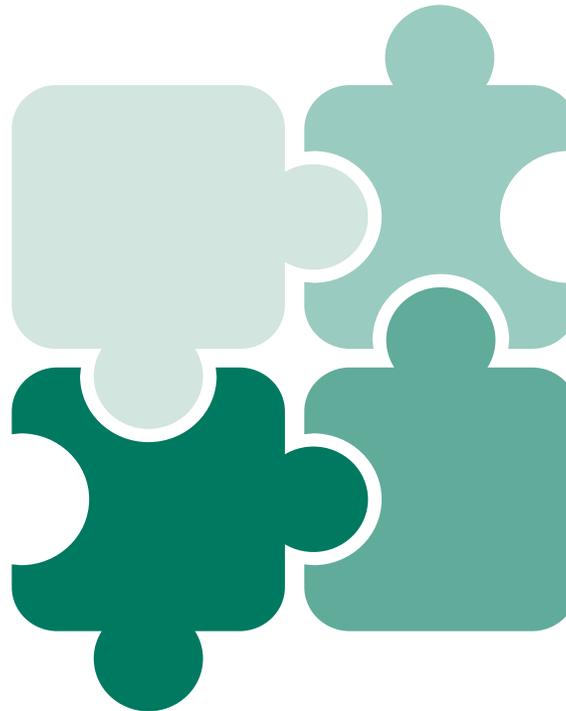


AI Governance is the *operationalization* of your AI

Effective AI Governance ensures that it is build into your organization's foundation – as a guidance for the AI strategy, decision-making, and delivering sustainable impact

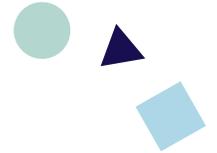
Governance as the Foundation
The framework must establish the principles and structure needed for operationalizing AI responsibly.

Guiding AI strategy
Governance provides guardrails to keep innovation on track.



Decision-Making confidence
Governance equips leaders with the tools to make informed, responsible investment decisions.

Delivering Impact
Governance transforms AI from isolated experiments into an enterprise-wide capability.





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*By starting **small and gradually expanding** your AI Governance effort you will gain **maximum impact**.
And implement AI training on all levels, **without exception!***

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Thank you for your time!



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