# Making Generative AI Useful

## Impact and Remediation Approach

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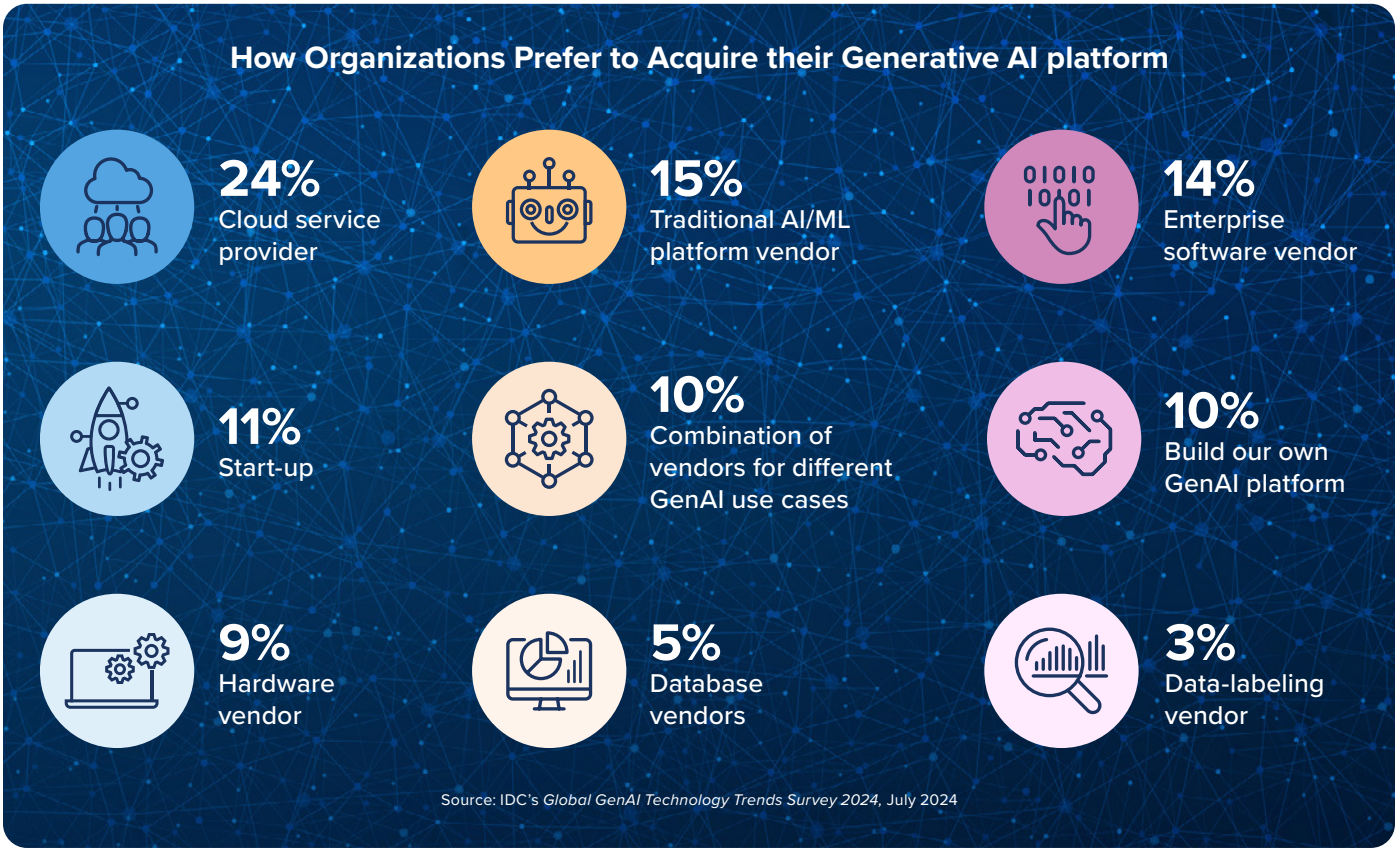


Most organizations begin their generative AI (GenAI) journey in an ad hoc fashion based on enthusiasm and initiatives from an organization's innovators. With all the excitement and hype over this technology, some innovators have not waited for a formal GenAI program, tools, and platform to be designed and implemented. Instead, they have started experimenting with available tools and platforms, such as those from their applications and cloud vendors.

The tools and platforms used are diverse and multiple, typically including several shown in the above graphic. Innovators will leverage whatever tools and platforms are available to them, often starting with the embedded capabilities provided by enterprise software vendors or the "co-pilots" provided by cloud service providers (hyperscalers). Some will decide to build their own or use combinations from their existing tools landscape.

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As these "experiments" start to show results, proposed use cases start to abound. Many enthusiasts will propose use cases to leverage these new capabilities in their specific domains. However, each use case will have its own set of risks and benefits. What is needed now is an approach to create scalable life-cycle management and governance processes and the rationalization of tools and platforms. Creating and empowering the appropriate organizational structure is necessary to support the GenAI program and design the associated processes.

**Organizations need to:**

- Train and roll out a comprehensive scalable model life-cycle management and governance methodology
- Decide on an organizational structure and roles
- Lay out organizational goals and priorities
- List and prioritize all key performance indicators (KPIs) for GenAI
- Set constraints for each KPI
- Determine the future state operating model (processes and monitoring), GenAI platform, and ecosystem

While it is not necessary to choose one tool or platform from the various chemistry sets found in the enterprise, it is a good starting point for evaluating these tools and platforms. In many cases, it will not be just one tool or platform that does the job but a combination of them. Guidance as to which to apply for each use case should be included.

Often a combination of commercial and open-source tools and models is appropriate, but this decision should be formalized. The data from IDC's *Global GenAI Technology Trends Survey 2024* shows that there is no one clear winner in the choice of where tools and platforms are sourced from, and it is not a one-size-fits-all scenario. So how best to leverage the GenAI ecosystem? First, take inventory of all models, tools, and platforms in the organization. Evaluate each "experiment" for efficacy and risk to determine if it will be kept as is, retrained, rebuilt on a different platform, or decommissioned. Determine the fit and role for tools and models to be kept. Retrofit governance and life-cycle management processes for each. Finally, train everyone on the process and capabilities (business and IT), and institute a process for regular updating.



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