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GI Publishing Intelligence Consultancy

# ADVISORY BOARD ROUNDTABLE

## SESSION 2

**RECOMMENDATIONS on How AI Innovation Ecosystems can be Effectively Translated into Scalable Enterprise Deployment**

## CONTRIBUTORS

- Maha Albrahim, VP Enterprise Partner Solutions, Microsoft Saudi Arabia
- Jay Sadiq, Founder & CEO, FortyGuard
- Dr Antonio Feraco, Founder & CEO, Machina Mentis
- Junaid Aziz, Founder & Principal Advisor, Cognitive Commerce (Cogmerce)
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## SOUNDINGS

“Enterprise AI will only scale when it is measured through business outcomes such as productivity, revenue growth, cost efficiency, and customer impact—not simply technical success.”

**Maha Albrahim**

VP Enterprise Partner Solutions, Microsoft Saudi Arabia





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## VIEWS YOU CAN USE

### Measure AI Through Business Outcomes

**Maha Albrahim**
Vice President, Enterprise Partner Solutions
Microsoft Saudi Arabia

Artificial intelligence has reached a stage where technical innovation alone is no longer enough. The real challenge facing organizations is translating AI into measurable enterprise value. Too many AI initiatives continue to be evaluated by the number of pilots launched, models deployed or technical capabilities demonstrated. While these indicators reflect progress, they do not explain whether AI is improving business performance.

Organizations should instead begin with clearly defined business outcomes. Productivity improvements, revenue growth, cost efficiency, customer experience and operational performance provide a common language that aligns business leaders with technology teams. When commercial objectives become the starting point, every subsequent decision—including investment priorities, governance, ownership and technology architecture—naturally aligns with creating enterprise value.

An outcome-led approach also improves innovation itself. Startups, research institutions and technology providers become focused on solving real business problems with proven demand rather than developing solutions without a commercial pathway. Governance becomes more practical because controls are embedded within operational deployment rather than added retrospectively. Executive accountability also becomes clearer because every business outcome has a responsible sponsor.

Enterprise AI will scale only when organizations shift their focus from experimentation to measurable impact. Success belongs to organizations that make business value—not technology deployment—the defining metric of AI transformation. ■

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# SOUNDINGS

“AI creates value only when it becomes part of everyday operations, moving beyond demonstrations into business workflows that employees use naturally without thinking about the technology.”

**Jay Sadiq**
Founder & CEO, FortyGuard

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# VIEWS YOU CAN USE

## Governance must Enable Enterprise AI at Scale

**Jay Sadiq**
Founder & CEO
FortyGuard

As artificial intelligence becomes embedded across enterprise operations, governance can no longer be viewed as a compliance exercise that follows deployment. Governance must be designed into AI systems from the outset to establish trust, reduce operational risk and enable confident enterprise adoption.

Organizations increasingly depend on intelligent systems to support strategic decisions, automate business processes and improve customer outcomes. Without robust governance frameworks, transparency, security and resilience, AI adoption becomes difficult to scale across complex enterprise environments. Trust becomes the foundation upon which innovation succeeds.

Effective governance extends beyond regulatory compliance. It defines accountability, establishes risk management processes and creates clear operating principles for responsible AI deployment. Embedding these controls early allows organizations to innovate with greater confidence while protecting customers, employees and enterprise data.

Governance also strengthens collaboration between business leaders, technology teams and operational functions by providing consistent standards for decision-making. Rather than slowing innovation, it reduces uncertainty and enables faster deployment of AI capabilities across the organization.

The organizations that achieve enterprise-scale AI will not simply develop more sophisticated models. They will create trusted operating environments where innovation, security and accountability work together to support continuous growth. Responsible governance is therefore not a barrier to AI adoption—it is one of its most important strategic enablers. ■

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# SOUNDINGS

"Technology foundations are essential because organizations cannot build intelligent AI solutions without first establishing reliable data, infrastructure, and the basic building blocks for scale."

**Dr. Antonio Feraco**
Founder & CEO, Machina Mentis

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# VIEWS YOU CAN USE

## Ownership & Accountability Turn Innovation into Scale

**Dr. Antonio Feraco**
Founder & CEO
Machina Mentis

Artificial intelligence only creates enterprise value when organizations establish clear ownership for deployment. Innovation without accountability rarely scales because responsibility becomes fragmented across technology teams, business units and leadership. Successful enterprise AI requires defined ownership at every stage of implementation.

AI initiatives should always begin with clearly identified business challenges or market opportunities. Organizations should avoid pursuing innovation simply because new technologies are available. Enterprise deployment succeeds when AI addresses specific operational pain points supported by well-defined business cases and measurable objectives.

Clear ownership also strengthens governance, accelerates decision-making and improves organizational alignment. Executive sponsors become responsible for delivering business value rather than simply overseeing technology implementation. Accountability ensures that AI investments remain connected to strategic priorities and measurable enterprise outcomes throughout the deployment lifecycle. Strong technology foundations remain equally important. High-quality data, modern architectures and scalable platforms provide the infrastructure upon which enterprise AI depends. Without these foundations, even the most sophisticated models struggle to deliver consistent business value.

Enterprise AI should therefore be viewed as an organizational capability rather than a technology project. Commercial demand, executive ownership, deployment readiness and scalable technology together create the conditions for sustainable AI adoption. Organizations that combine these elements effectively will move beyond innovation toward repeatable enterprise transformation. ■

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"AI should always be measured through business outcomes because understanding costs, productivity, and return on investment creates the guardrails needed for sustainable enterprise adoption."

**Junaid Aziz**
Founder & Principal Advisor, Cognitive Commerce (Cogmerce)

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# VIEWS YOU CAN USE

## Business Economics Must Drive AI Adoption

**Junaid Aziz**
Founder & Principal Advisor
Cognitive Commerce (Cogmerce)

Scaling artificial intelligence requires organizations to treat AI as a commercial investment rather than a technology initiative. Every deployment should be evaluated through a business lens, balancing implementation costs against measurable returns. AI models, infrastructure and compute continue to evolve rapidly, but commercial discipline remains the constant factor that determines long-term success.

Business outcomes should therefore define the AI roadmap. Organizations must understand where AI creates value, where premium capabilities justify higher costs and where simpler solutions generate better returns. AI becomes another component of the enterprise talent model, deployed where it creates the greatest commercial advantage while maintaining economic sustainability.

Strong business economics must also be supported by modern data foundations. Many organizations continue to struggle with fragmented data, legacy spreadsheets and inconsistent governance. Today's AI technologies provide an opportunity to modernize these environments by transforming unstructured information into enterprise-ready assets capable of supporting intelligent decision-making.

Equally important is organizational accountability. AI cannot remain a collection of disconnected experiments owned by individual departments. Executive ownership, governance frameworks and workforce readiness are essential for scaling deployment responsibly. Every AI initiative should operate like any other business function, with clear leadership, defined objectives and measurable commercial outcomes. Enterprise AI succeeds when disciplined execution replaces isolated experimentation. ■

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# SOUNDINGS

"Successful AI deployment starts by assigning one accountable leader with the authority, responsibility, and resources to guide initiatives from planning through enterprise-scale implementation."

**Farid Urbano**

Head of Strategy Management Office, Tamkeen Technologies

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## Align Innovation with Enterprise Demand

**Farid Urbano**

Head of Strategy Management Office

Tamkeen Technologies

Artificial intelligence creates value only when innovation is closely aligned with genuine business demand. Too often, organizations develop promising AI solutions that fail to achieve enterprise adoption because they address technology opportunities rather than operational priorities.

Successful AI deployment begins with understanding the strategic objectives of the organization. Every innovation initiative should be linked to clearly defined business challenges, customer needs or opportunities for operational improvement. This alignment ensures that AI investments generate measurable commercial returns while increasing organizational confidence in enterprise-wide adoption.

Innovation ecosystems also depend on stronger collaboration between business leaders, technology providers, research institutions and implementation teams. AI development should be driven by real market demand rather than isolated experimentation. When innovation responds directly to enterprise priorities, organizations shorten deployment cycles, reduce implementation risk and accelerate value creation.

Commercial alignment also improves investment decisions. Organizations can prioritize projects that deliver the greatest strategic impact while avoiding fragmented initiatives that consume resources without producing sustainable outcomes.

Enterprise AI is ultimately an execution challenge rather than an innovation challenge. Organizations that continuously align emerging technologies with evolving business priorities will build scalable AI capabilities capable of improving competitiveness, productivity and long-term enterprise performance. ■




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