

UNLOCK AI SUCCESS

A Proven Framework to Overcome Common Challenges

APRIL 2026

How a business-first approach can help you build technology-driven capabilities and stay ahead of the competition.

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Over 90% of businesses report struggling with AI. Discover best practices to maximize AI value and drive your business forward.

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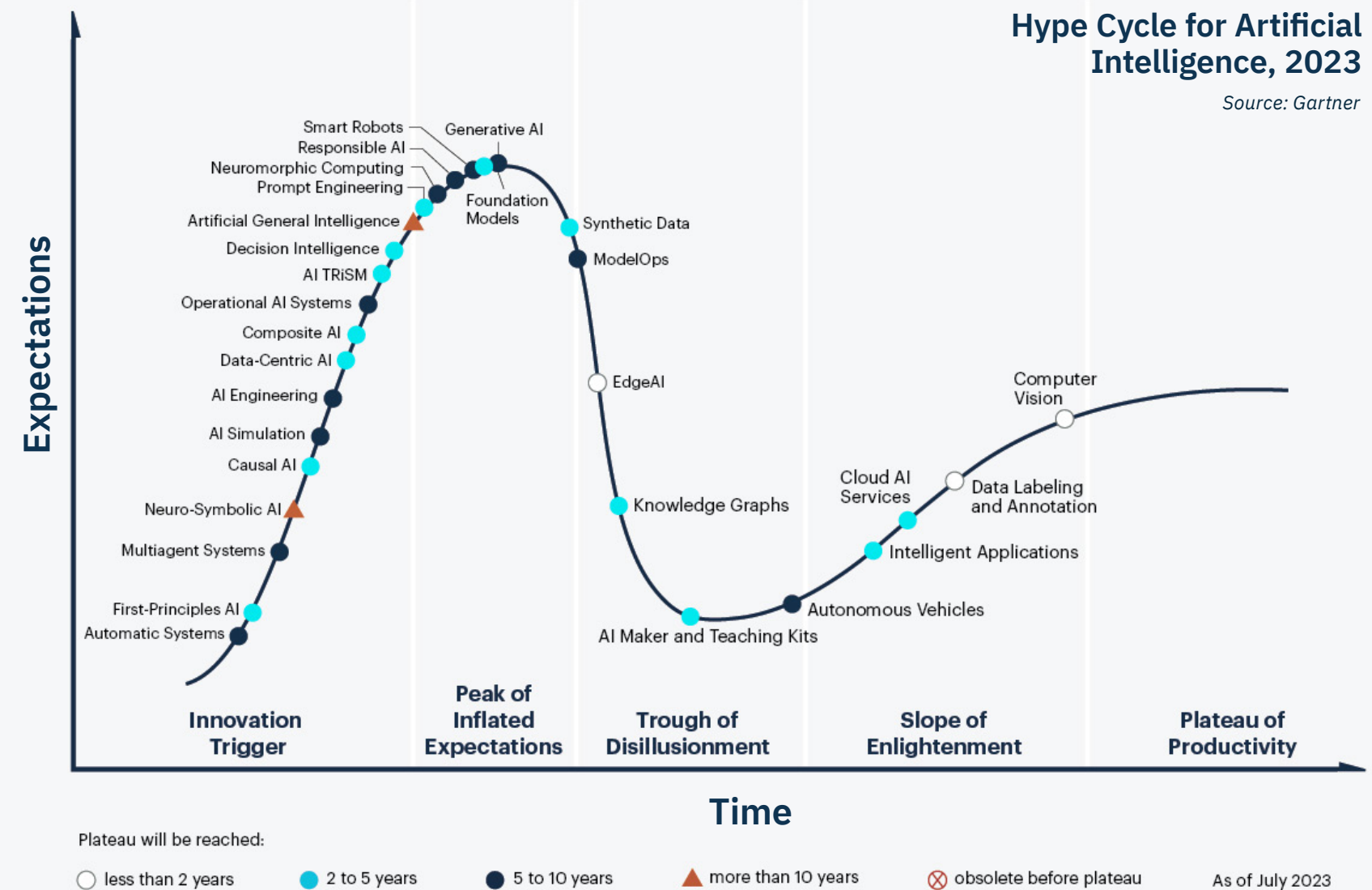


Investing in AI and developing AI capabilities is **critical to maintain a competitive advantage**; however, the journey to successful implementation at the enterprise level is inherently risky with low probability of success.

Navigating AI's Importance and Challenges

In today's rapidly evolving business landscape, artificial intelligence (AI) has emerged as a transformative force, revolutionizing how large enterprises operate and compete. As organizations face increasing pressure to innovate, streamline operations, and enhance customer experiences, AI offers unparalleled opportunities to unlock new levels of efficiency, agility, and profitability.

The ecosystem of new AI technologies is accelerating at a blistering pace and organizations are quickly jumping on board to adopt AI into their business models. According to **Gartner**, more than 80% of enterprises will utilize AI technologies or AI enabled applications by 2026.



New Technology Projects Generally Fail

Implementing AI at an enterprise level presents a host of challenges that can derail even the most promising initiatives. One common pitfall is the **lack of clear objectives and strategic alignment**, and understanding of how this new technology fits into your business model.

70%
70% of digital transformation efforts fall short of meeting targets.

Source: BCG 2020 Digital Transformation Report

30%
Gartner predicts **30% of Generative AI** projects will be abandoned after proof of concept by end of 2025.

Source: Gartner

17%
17% of large IT projects go so badly, they threaten the very existence of the company.

Source: McKinsey

66%
66% of technology projects (based on the analysis of 50,000 projects globally) end in partial or total failure.

Source: Standish Group's Annual CHAOS 2020 report

\$260B
\$260B estimated total cost of unsuccessful development projects among US firms, while the total cost of operational failures caused by poor quality software is estimated at \$1.56 trillion.

Source: CISQ 2020 report

Common AI Specific Pitfalls



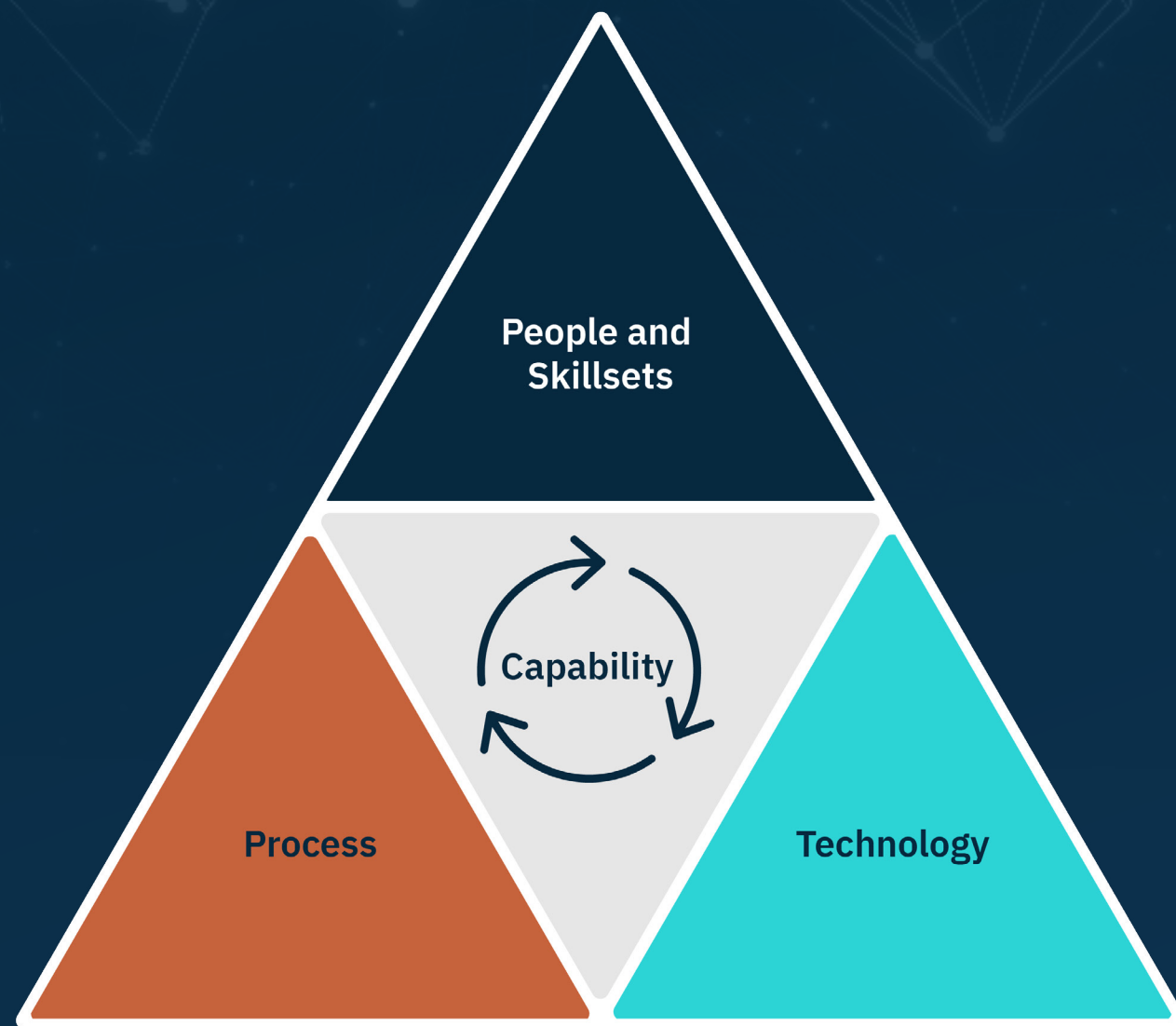
- = **Overhyping AI capabilities** leading to unrealistic expectations and disappointment
- = **Lack of clear strategy** resulting in fragmented efforts and costly mistakes
- = **Poor data quality** creating inaccurate insights or biased outcomes
- = **Lack of financial discipline and program governance** leading to cost overruns and unrealized ROI
- = **Unforeseen ethical and regulatory issues** that can lead to reputational damage or legal repercussions
- = Not focusing on **finding, developing, and retaining talent** early creates an over-reliance on vendor support
- = Implementing immature AI technologies without considering **enterprise class scalability** will lead to unsustainable solutions
- = **Underestimating complexity and potential security risks** may result in inefficiencies and failure to achieve desired outcomes

Proper strategic planning and program governance is **critical** to ensure you get **the most value** when investing in AI enabled technologies.



Capability-Driven AI Development

To harness the full potential of artificial intelligence, enterprises must **shift their focus** from merely adopting technology to building robust AI capabilities. This holistic approach involves cultivating a combination of talent, skills, and processes that **supports and sustains AI-driven innovation**.



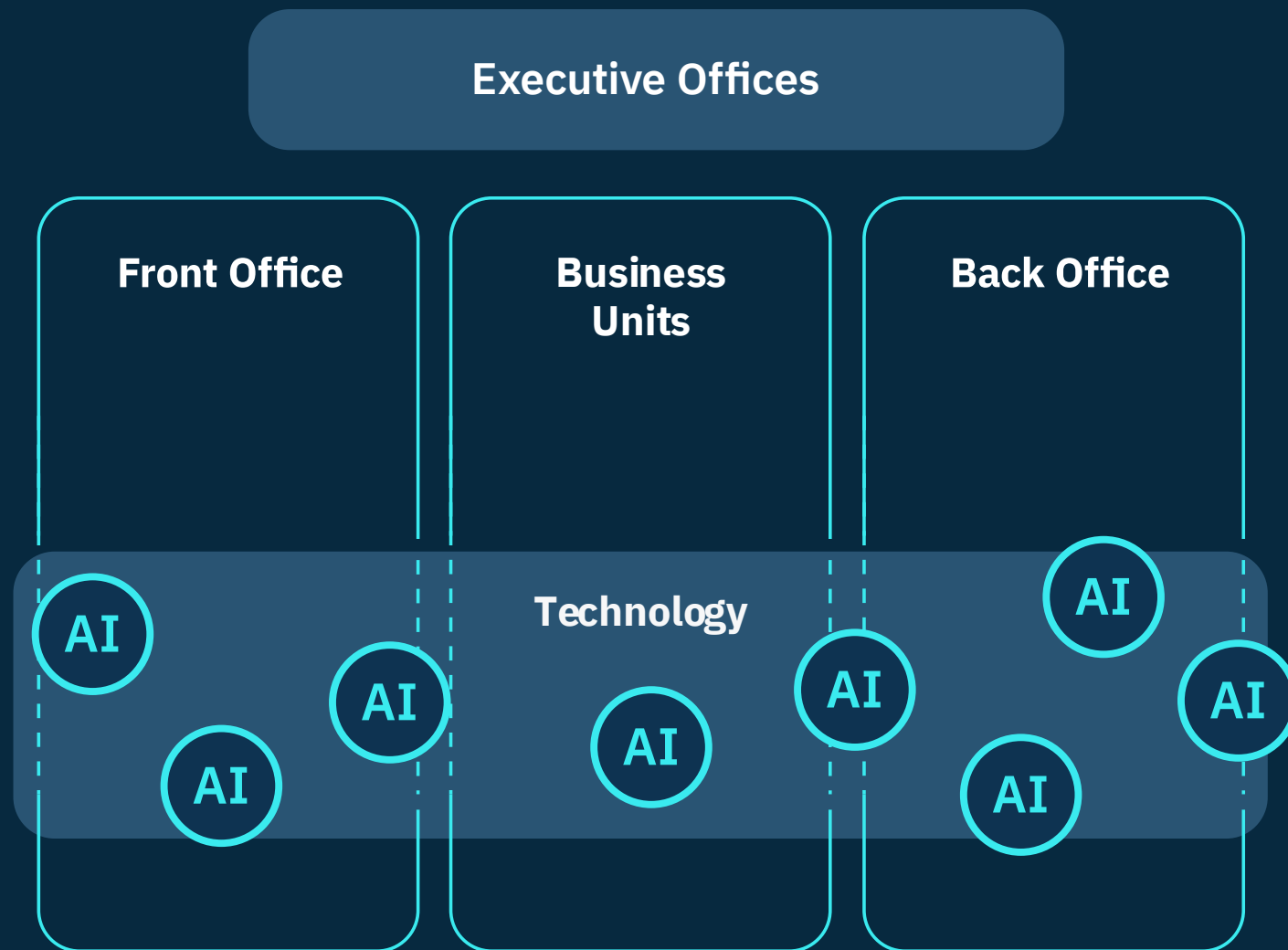
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Comprehensive AI capabilities focus on delivery across three key elements to ensure successful implementation, adoption, and continuous maturation:

- 1 Implementing Scalable Technology:** Technology is the catalyst to make processes and people more efficient.
- 2 Designing Effective Processes:** Effective processes ensure that AI initiatives adapt to technology and inform talent and skill development requirements.
- 3 Developing Talent and Skill Sets:** Evolution of roles, skill sets, and knowledge is required to ensure continuous improvement and long lasting results.

Centralized AI Program Governance: Ensuring Capability-Driven AI Strategies

Implementing a centralized AI program governance framework can be helpful for a large organization to ensure that its AI strategies are capability-driven and effectively integrated across the enterprise.



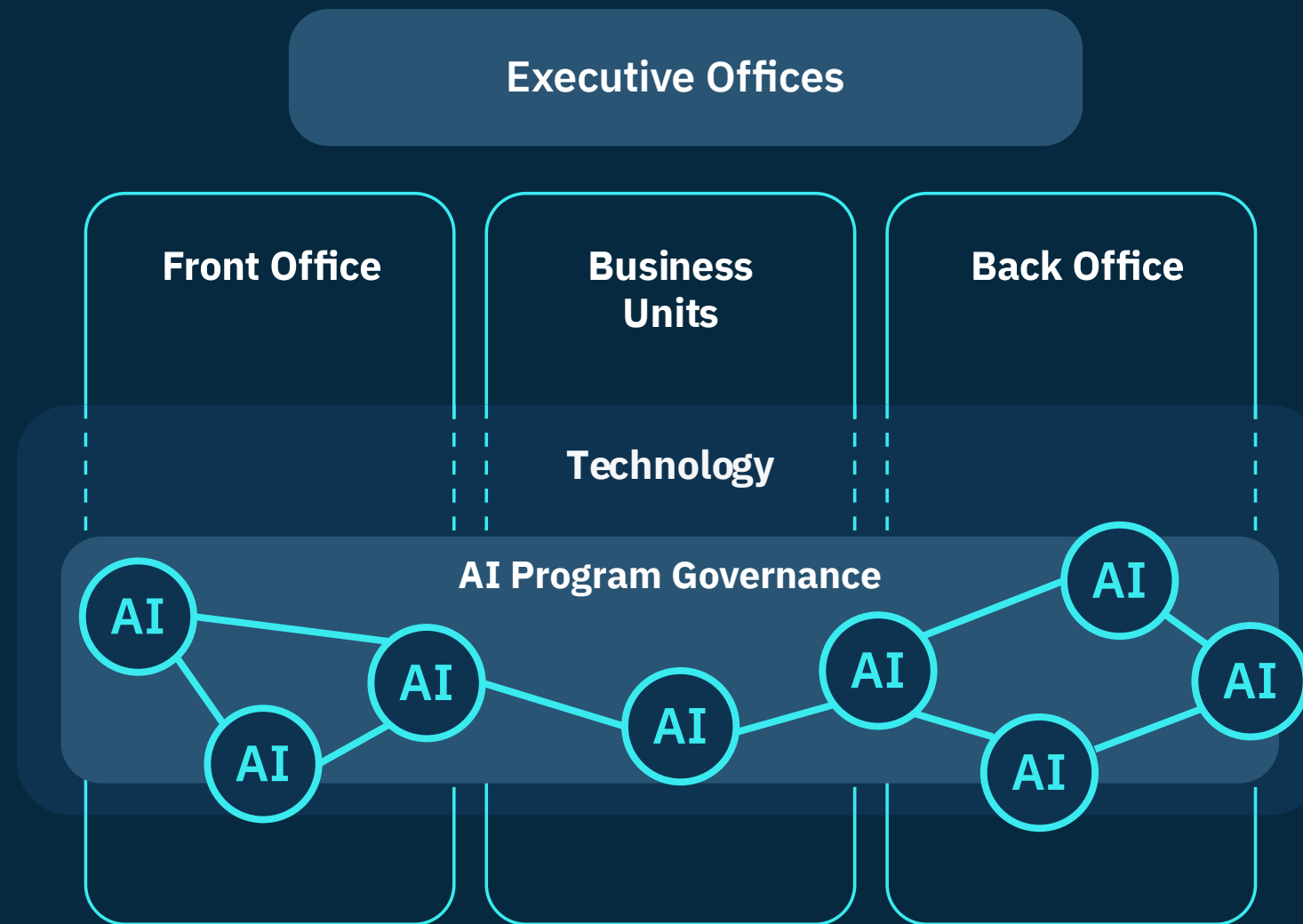
Decentralized AI Implementation

OUTCOMES:

- ✘ Decentralized AI Vision
- ✘ Unstructured governance and management
- ✘ Misaligned AI objectives across business and technology
- ✘ Disparate technologies and processes

Centralized AI Program Governance: Ensuring Capability-Driven AI Strategies

Centralized program governance provides a structured approach to managing AI initiatives, aligning them with business goals, and **ensuring consistency and connectivity** across organizations.



Centralized AI Program Governance

OUTCOMES:

- ✓ Centralized AI Vision
- ✓ Structured program governance to manage implementations
- ✓ Aligned AI objectives to business goals
- ✓ **Capability driven strategies—connected technologies, processes, and organizations**

Key Considerations to Build Your AI Strategy

Developing enterprise AI capabilities **requires intentional strategic planning** and understanding of how this fits into your business model. This strategic plan is your roadmap to long-term success.

Key considerations

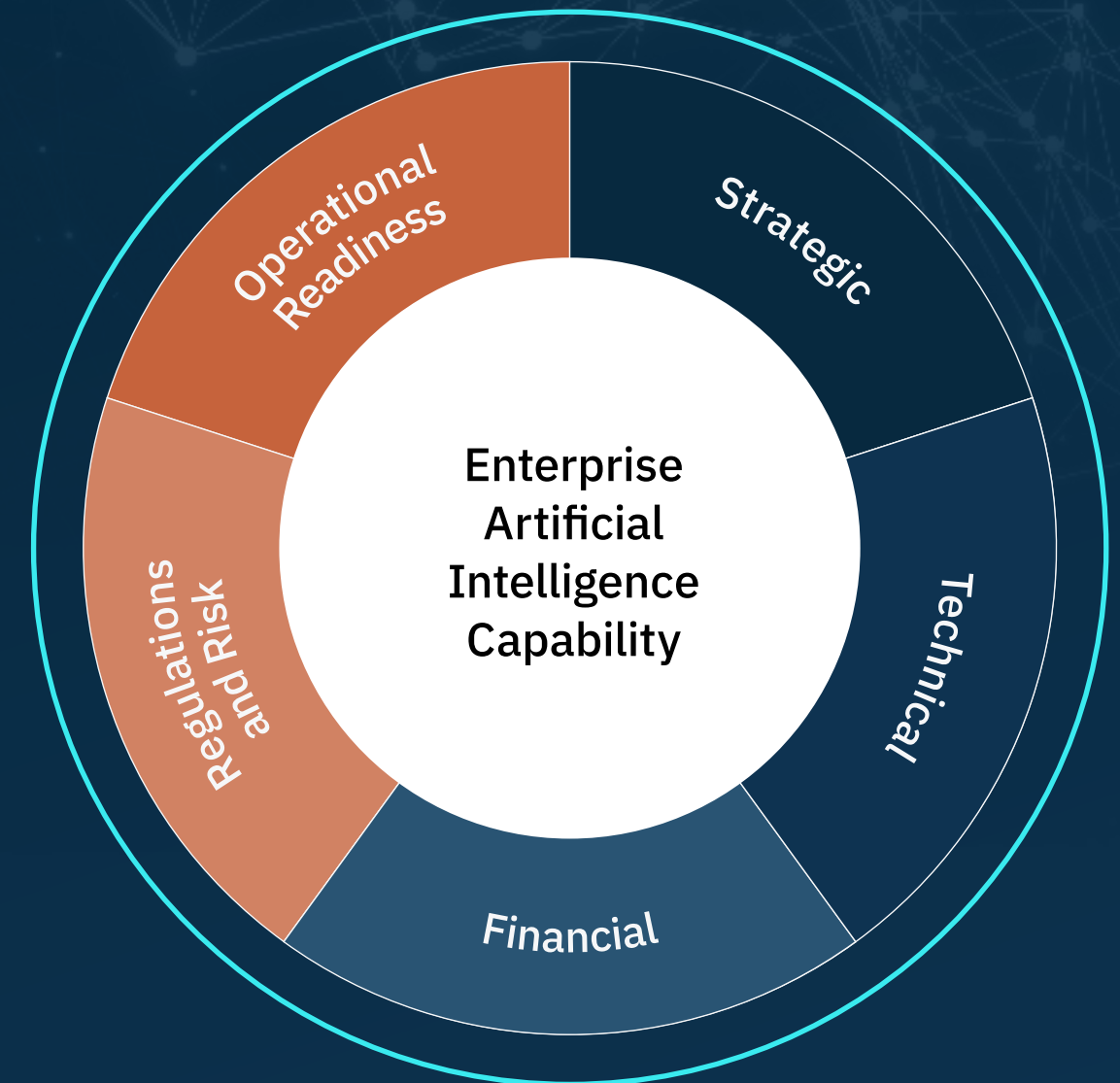
Strategic: Understand how AI aligns with your business goals and the competitive advantage it can provide.

Technical: AI systems require large amounts of high-quality data, adequate infrastructure, and skilled talent. Ensure you understand the requirements needed to develop your AI capabilities.

Financial: Develop a framework and metrics to evaluate AI opportunities, focusing on opportunities to reduce costs, increase efficiency, or generate new revenue streams.

Regulatory & Risk: AI and data regulations continuously evolve; continuing to invest in data privacy and cybersecurity will help mitigate corporate risk.

Operational Readiness: Assess your organizational maturity and readiness to harness AI, skills and talent, and overall change management communication plan.



Holistic Considerations

Two Roads’ Framework to Success

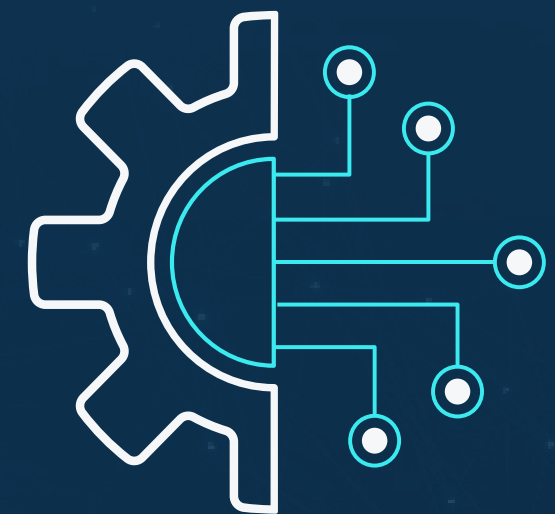
How do you develop the roadmap to success? At Two Roads, we use a holistic and structured approach to help our clients develop their enterprise AI capabilities. Our framework, aka our “Roadmap to AI Success”, is a comprehensive blueprint that outlines the key areas of focus and the steps required for developing capabilities that deliver value to the whole organization.

CAPABILITY BUILDING FRAMEWORK



This framework addresses all aspects of AI development, integrating strategic planning, program governance, data management, talent development, and more all into a cohesive process to ensure AI capabilities are built in a **structured** and **sustainable** manner.

Following this framework has helped many of our clients effectively navigate the complexities of AI implementation and **deliver value** across their organization.



OUR AUTHORS



Scott Chiou TWO ROADS PARTNER

Scott is a technology leader and founding partner of Two Roads Consulting, one of the fastest growing management consulting firms in North Texas. With over 25 years of experience, Scott has deep expertise in structuring large transformation programs, operating model design, and organizational change.



Sam Mabry TWO ROADS PRINCIPAL

Sam brings 12+ years of experience in corporate finance and strategy consulting in his efforts to support business and technology alignment. He delivers solutions for technology implementation, operating model design, program value assurance, and productivity across multiple industries.



Scott and Sam bring first-hand experience to developing enterprise AI capabilities and are certified from MIT's business school in Artificial Intelligence: **Implications for Business Strategy.**



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Two Roads is an experienced management consulting firm based in North Texas focused on helping our clients tackle today's most complex business and technology challenges. Our local, lean, experienced and award-winning teams integrate seamlessly with our clients to help drive business value and deliver successful outcomes. With expertise in strategy, planning, organization, process, and technology, we empower our clients to navigate their transformation journeys effectively.



Local

Based in North Texas and invested in our community.



Committed

Invested in our clients' long-term success.



Problem Solvers

We love a good challenge.

Future-proof your digital strategy with confidence. Two Roads empowers organizations with tailored, proactive IT solutions that drive smarter decisions and lasting business success. Let's navigate the future together—contact us today.

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