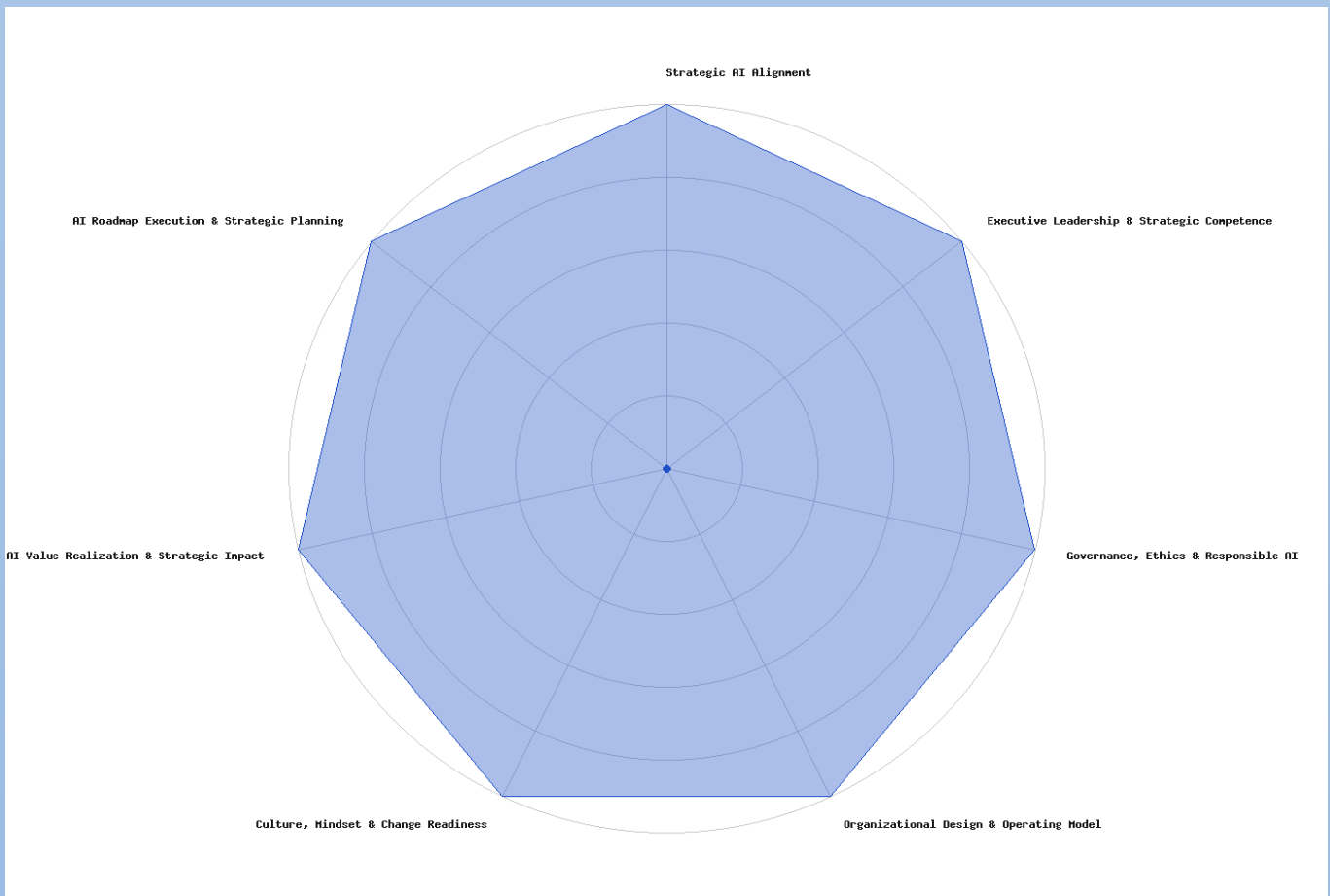


# AIMSI–AIMS Model

## The Strategy-Centered AI Maturity Model

*Empowering Organizations to Unlock the Strategic Potential of AI*



Cavel W. Stewart Wynter

**Technical Report**

December 2025, Version 1.0

DOI: <https://doi.org/10.65986/sw.198982>

**AIMS Institute**

Artificial Intelligence Strategy Management Institute

# **AIMSI–AIMS Model**

The Strategy-Centered AI Maturity Model

Technical Report

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December 2025

**Document Details:**

Document Type: Technical Report

Version: 1.0

Internal Report Number: AISMI-TR-2025-001

Date of Publication: December 2025

Intended Audience: C-suite leaders, strategy officers, transformation executives, enterprise architects, AI governance bodies, and academic researchers

**Official Classification Statement:**

This technical report provides the comprehensive specification, evidence base, and enterprise application framework for the AISMI-AISM Model™. It is intended for strategic leaders, executives, and technical stakeholders seeking a full understanding of the model and its application to enterprise-wide AI transformation and strategic integration.

**Distribution:** Public

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## Abstract

Artificial intelligence (AI) has emerged as a critical driver of organizational transformation, prompting the proliferation of AI maturity models intended to guide adoption and scaling. While existing frameworks offer insights into technical capability, operational readiness, and ethical compliance, they often position strategy as just one element among others, rather than as the core driver of AI transformation. This limitation constrains organizations' ability to integrate AI into executive decision-making, organizational design, and long-term value creation.

This paper introduces the AISMI-AISM Model (Artificial Intelligence Strategy Management Institute – Artificial Intelligence Strategy Maturity Model), a strategy-centered AI maturity model designed to enable enterprise-wide AI transformation through strategic integration. The model conceptualizes AI maturity through seven interrelated strategic pillars: Strategic AI alignment, executive leadership and strategic competence, organizational design and operating model adaptation, culture and change readiness, governance and ethics, AI value realization, and AI roadmap execution, progressing across five maturity stages from early experimentation to fully AI-integrated enterprises.

Drawing on prior AI maturity literature and strategic management theory, the paper positions AISMI-AISM Model as a bridge between tactical AI adoption and enterprise-level strategic transformation. Through a set of applied organizational scenarios, the paper demonstrates how the model enables executive leadership development, coherent governance, operating model adaptation, and sustained value realization. By reframing AI maturity as a strategy-driven organizational capability rather than a primarily technical challenge, and positioning executive leadership as a critical enabler, the AISMI-AISM Model contributes a holistic framework for guiding long-term, enterprise-scale AI transformation.

## Executive Summary

### The Challenge

Organizations often struggle to move beyond isolated AI initiatives toward enterprise-wide transformation. Existing AI maturity models emphasize technical readiness, operational scaling, or governance, treating strategy as one of many dimensions rather than the core driver. As a result, AI efforts can remain fragmented and loosely connected to long-term business objectives.

### Our Solution – AISMI-AISM Model™

Building on insights from existing AI maturity and adoption frameworks, AISMI-AISM Model offers a strategy-centered AI maturity model that guides organizations in embedding AI across the enterprise. Success is measured by integration into: enterprise strategy execution, strategy-driven executive leadership and decision-making, organizational structures, and sustainable value creation.

The AISMI-AISM Model organizes AI transformation into seven key strategic pillars, each of which plays a vital role in supporting the integration of AI across the enterprise:

- Strategic AI Alignment
- Executive Leadership and Strategic Competence
- Governance, Ethics and Responsible AI
- Organizational Design and Operating Model Adaptation
- Culture, Mindset and Change Readiness
- AI Value Realization and Strategic Impact
- AI Roadmap Execution and Strategic Planning Capability

### Five-Stage Maturity Progression

The model defines a five-stage path from early experimentation to fully integrated AI transformation, emphasizing strategy-driven executive capability, enterprise-wide coordination, and sustainable adoption.

### Intended Impact

AISMI-AISM helps organizations:

- Align AI initiatives with business objectives
- Develop executive leadership for AI governance
- Integrate AI across functions and structures
- Promote ethical AI deployment
- Measure and realize long-term strategic value
- Execute multi-year AI transformation roadmaps

### Bottom Line

By placing strategy at the center of AI maturity, AISMI-AISM Model moves organizations beyond fragmented, project-level adoption. It enables sustainable, enterprise-scale transformation, positioning AI as a driver of strategic value and competitive advantage.

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## **SECTION 1 – Introduction**

Artificial intelligence (AI) is increasingly shaping how organizations operate, compete, and make strategic decisions. As AI technologies continue to advance and diffuse across industries, organizations are moving beyond experimentation toward broader efforts to integrate AI into core business activities. This shift has elevated AI from a technical capability to an organizational concern with implications for leadership, governance, and long-term transformation.

To support this transition, a wide range of AI maturity models and adoption frameworks have emerged to help organizations assess readiness, structure AI initiatives, and guide implementation. These models and frameworks have contributed important insights across areas such as governance, ethics, organizational practices, skills, and operational deployment (Schut et al., 2020; Vorvoreanu et al., 2023). Collectively, they have helped organizations operationalize AI and manage associated risks.

However, despite these advances, many organizations struggle to translate their AI investments into long-term, enterprise-wide strategic impact. AI initiatives frequently remain fragmented, localized, or project-based, making it difficult to align them with long-term business objectives or to scale them coherently across the organization. This challenge is increasingly evident as organizations attempt to move from functional AI use cases toward enterprise-level transformation.

A key challenge is the conceptualization and assessment of AI maturity. While existing models address multiple organizational dimensions, strategy is often treated as one element among many rather than as the primary organizing logic through which AI adoption, leadership decision-making, organizational design, and value realization are coordinated. As a result, organizations may achieve technical or operational progress without establishing a clear strategic foundation for long-term transformation.

This report addresses this challenge by introducing the Artificial Intelligence Strategy Management Institute – Artificial Intelligence Strategy Maturity Model (AISMI-AISM Model). The AISMI-AISM Model is designed as a strategy-centered AI maturity model that positions strategy as the nucleus of AI maturity, through which all leadership, governance, organizational, and value realization capabilities are coordinated. Rather than evaluating AI progress primarily in terms of technical sophistication or functional deployment, the model emphasizes the integration of AI into strategy-driven executive leadership processes, organizational structures, governance mechanisms, and long-term value creation.

The objective of this report is to articulate the theoretical rationale, structural design, and practical applicability of the AISMI-AISM Model as a response to limitations identified in existing AI maturity approaches. The following section reviews the current landscape of AI maturity models and adoption frameworks, identifying key gaps that motivate the need for a strategy-centered alternative.

## **Section 2 – Literature Review: The Need for a Strategy-Centered AI Maturity Model**

### **2.1 Introduction**

As the adoption of artificial intelligence (AI) continues to expand across industries, organizations increasingly rely on AI maturity models to assess readiness and progression. While these models provide structured approaches for evaluating technical, operational, and ethical AI capabilities, they generally do not adopt a truly strategy-centered orientation. Instead, AI strategy is treated as one dimension among many rather than as the central organizing mechanism for enterprise-wide transformation.

Prominent AI maturity models, including the Microsoft Responsible AI Maturity Model (RAI MM) (Vorvoreanu et al., 2023), the MITRE AI Maturity Model (Bloedorn et al., 2022), and the HR-AIMM (Armutat et al., 2024), offer valuable guidance within their respective scopes. However, they do not explicitly address the alignment of AI initiatives with long-term corporate strategy, the development of strategy-driven executive-level strategic competence, or the orchestration of sustained, strategy-led enterprise-wide AI integration.

Additionally, widely adopted frameworks, including the Google Cloud AI Adoption Framework (Schut et al., 2020) and the IBM AI Maturity Framework (Vaish et al., 2021), concentrate on infrastructure, data readiness, skills development, and operational deployment. While effective as implementation- and assessment-oriented guides, these frameworks provide limited explicit guidance on strategic value realization and do not prescribe structured, multi-year AI transformation planning.

This lack of a strategy-centered AI maturity model represents a critical gap in the literature. It underscores the need for a model that explicitly integrates strategic alignment, executive leadership development, enterprise-wide integration, value realization, and long-term transformation roadmaps, capabilities that remain insufficiently addressed but are essential for sustainable, organization-wide AI-driven strategic transformation. To clarify these limitations, the following section reviews prominent AI maturity models and adoption frameworks and evaluates their treatment of strategy, leadership, and enterprise-wide transformation.

### **2.2 Summary of Existing AI Maturity Models and Frameworks**

AI maturity models play a critical role in helping organizations assess their AI readiness and progression. However, most existing models emphasize technical, operational, or ethical dimensions without fully embedding AI within an enterprise-wide strategic context. Core models such as the Microsoft Responsible AI Maturity Model (RAI MM), the MITRE AI Maturity Model (AI MM), and the HR-AIMM provide structured approaches to maturity assessment, yet remain largely operational in orientation and fall short of enabling strategy-centered AI transformation.

The RAI MM (Vorvoreanu et al., 2023) is an AI maturity model focused on organizational and team-level practices related to responsible AI adoption. While it offers valuable ethical and

procedural guidance, it lacks explicit mechanisms for aligning AI initiatives with corporate strategy, developing executive strategic competence, or enabling strategy-led enterprise-wide integration.

The MITRE AI MM (Bloedorn et al., 2022) presents a qualitative maturity model assessing AI readiness across dimensions such as strategy, technology, and data. Although strategy is referenced, the model does not provide a structured approach for embedding AI into long-term corporate strategy, nor does it offer guidance for executive leadership development or a defined multi-year strategic roadmap.

The HR-AIMM (Armutat et al., 2024) is a domain-specific maturity model focused exclusively on AI adoption within human resources. While it outlines a clear progression of HR-related AI capabilities, it does not explicitly address broader organizational strategy, executive leadership readiness, or cross-functional AI integration.

In contrast, AI adoption frameworks such as the Google Cloud AI Adoption Framework (Schut et al., 2020) and maturity-focused models such as the IBM AI Maturity Framework (Vaish et al., 2021) provide implementation-oriented guidance focused on infrastructure, data management, workforce enablement, and operational deployment. While these frameworks support execution and capability assessment and include leadership and governance dimensions, their primary emphasis remains on execution readiness rather than on strategy as the central organizing driver of enterprise-wide AI transformation.

Taken together, these models emphasize responsible execution, technical readiness, and functional capability development but stop short of positioning strategy as the central coordinating driver of enterprise-wide AI transformation.

### **2.3 Key Gaps Identified in Existing AI Maturity Models and Frameworks**

Despite the widespread use of AI maturity models and adoption frameworks, several critical gaps persist that limit their effectiveness in guiding organizations toward a fully integrated, strategy-centered AI transformation.

- **Strategic Alignment:** Existing AI maturity models prioritize operational readiness over consistent alignment with long-term corporate strategy, with strategic alignment addressed as one dimension among several. As a result, explicit mechanisms for consistently aligning AI initiatives with long-term corporate strategy, mission, and enterprise-level value creation agendas may remain underdeveloped, increasing the risk that AI efforts remain tactical rather than transformational (Vorvoreanu et al., 2023; Bloedorn et al., 2022; Armutat et al., 2024; Schut et al., 2020; Vaish et al., 2021).
- **Executive Leadership and Strategic Decision-Making:** Most models provide limited structured support for executive leadership development in AI governance. While leadership involvement is sometimes acknowledged, structured pathways for building executive competence in AI governance and strategy formulation are largely absent. This

gap constrains organizations' ability to scale AI initiatives and make informed, AI-driven strategic decisions (Vorvoreanu et al., 2023).

- **Enterprise-Wide Integration:** AI maturity is frequently assessed at departmental or functional levels rather than as a coordinated, enterprise-wide strategic capability, with limited explicit guidance on strategy-led cross-functional integration. For example, HR-AIMM (Armutat et al., 2024) focuses on HR-specific implementation and workforce readiness, while the IBM AI Maturity Framework (Vaish et al., 2021) evaluates application-level capabilities without prescribing structured, cross-functional integration. The absence of such integration limits AI's ability to support organization-wide strategic objectives.
- **AI Value Measurement:** Although some models address operational performance metrics, they lack structured approaches for measuring AI's strategic value and contribution to long-term business outcomes. Without strategic value measurement, organizations struggle to justify AI investments and align AI success with enterprise performance goals (Bloedorn et al., 2022; Vaish et al., 2021).
- **Strategic Roadmapping for Transformation:** Existing maturity models tend to offer high-level guidance without providing comprehensive, multi-year transformation roadmaps. The absence of structured execution pathways makes it difficult for organizations to plan, sequence, and measure long-term AI maturity progression (Vorvoreanu et al., 2023; Bloedorn et al., 2022).

Collectively, these gaps indicate that AI maturity remains predominantly operationally framed, leaving strategy, executive leadership, and long-term enterprise transformation insufficiently addressed.

## **2.4 Why the AISMI-AISM Model Is Required**

The AISMI-AISM Model is designed to address the limitations of existing AI maturity models and adoption frameworks by introducing a strategy-centered approach to AI maturity. Unlike operationally oriented or functionally scoped models, the AISMI-AISM Model positions organizational strategy as the primary organizing construct of AI maturity. It incorporates seven interdependent strategic pillars that directly respond to the gaps identified in the literature.

- **Strategic AI Alignment:** The AISMI-AISM Model ensures that AI initiatives are explicitly aligned with corporate strategy, mission, and value priorities. This alignment positions AI as a driver of long-term business objectives rather than a collection of isolated technical initiatives.
- **Executive Leadership and Strategic Competence:** The model emphasizes the development of executive capability in AI governance and strategic decision-making. It equips senior leaders to operationalize and govern enterprise AI strategy, guide AI investments, and oversee enterprise-wide AI transformation at the C-suite level.

- **Governance, Ethics, and Responsible AI:** The AISMI-AISM Model embeds governance structures, ethical principles, and responsible AI practices within strategic decision-making processes, ensuring that AI adoption aligns with regulatory expectations and organizational values.
- **Organizational Design and Operating Model Adaptation:** The model provides guidance for adapting organizational structures and operating models to support scalable AI integration. This pillar ensures AI is embedded across the enterprise rather than confined to individual functions or departments.
- **Culture, Mindset, and Change Readiness:** The AISMI-AISM Model addresses cultural readiness and change management, fostering a workforce capable of adapting to AI-driven transformation and collaborating effectively with AI-enabled systems.
- **AI Value Realization and Strategic Impact:** This pillar focuses on measuring AI's contribution to strategic business outcomes. It enables organizations to assess value realization, justify AI investments, and align AI initiatives with measurable business impact.
- **AI Roadmap Execution and Strategic Planning Capability:** The model includes a structured, multi-year roadmap that guides organizations from early-stage AI adoption through enterprise-wide strategic integration, supporting sustained maturity progression.

Critically, these pillars are designed to operate as an integrated system rather than as independent dimensions. Strategic alignment functions as the coordinating nucleus through which leadership capability, governance structures, organizational design, cultural readiness, value realization, and execution planning are aligned. This integrated design distinguishes the AISMI-AISM Model from existing maturity frameworks that assess dimensions in isolation without providing a unifying strategic logic.

By integrating these pillars, the AISMI-AISM Model provides a comprehensive, organization-wide AI maturity model that addresses enterprise-level transformation requirements insufficiently covered by existing models and frameworks.

## **2.5 Conclusion**

As organizations transition toward increasingly AI-integrated operating environments, the limitations of existing AI maturity models and adoption frameworks become more pronounced. While current models and frameworks offer valuable insights into operational readiness and technical deployment (Vorvoreanu et al., 2023; Bloedorn et al., 2022; Schut et al., 2020), they do not position strategy as the central driver of AI maturity.

The AISMI-AISM Model establishes strategy as the core construct of AI maturity. Through a strategy-centered architecture, the model ensures that AI initiatives are consistently aligned with long-term business vision, executive decision-making, and enterprise-wide transformation

objectives. AI adoption is therefore treated not as a technical exercise, but as a strategic capability embedded within the organization's governance, structure, and culture.

A defining strength of the AISMI-AISM Model lies in its integrated treatment of executive leadership and cross-functional alignment. Rather than positioning strategy as a secondary dimension, the model uses strategic alignment as the foundational nucleus through which all maturity dimensions are developed. This approach enables sustained leadership engagement, coordinated execution, and scalable integration.

Ultimately, the AISMI-AISM Model fills a critical gap in the AI maturity literature by advancing a strategy-centered model of AI maturity. The model positions strategy as the core organizing construct through which executive leadership capability, governance arrangements, organizational design, and AI value realization are coherently integrated at the organizational level. In doing so, the AISMI-AISM Model reframes AI maturity as a strategy-centered organizational capability rather than a primarily technical or operational construct. This reframing provides a rigorous basis for sustained, organization-wide AI transformation and long-term competitive advantage.

## **SECTION 3 – Executive-Level Justification for Strategy-Centered AI Transformation**

### **3.1 Introduction to Executive-Level Justification**

Building on the gaps identified in the literature review, this section reframes those limitations from an executive leadership and governance perspective, focusing on why the absence of a strategy-centered approach to AI maturity presents material risks to organizational coherence, value realization, and long-term transformation.

As artificial intelligence (AI) becomes increasingly embedded within organizational operations, its potential to drive innovation, enhance decision-making, and generate business value is widely acknowledged. However, the success of AI initiatives depends fundamentally on the ability of executive leadership to operationalize and govern enterprise AI strategy through sustained strategic oversight. Decisions made at the organizational and executive levels shape not only technical investment priorities, but also governance structures, accountability mechanisms, and operating models that determine how AI capabilities are adopted, scaled, and sustained over time (Vorvoreanu et al., 2023).

Despite the growing reliance on AI maturity models to assess organizational readiness, many existing frameworks emphasize technical capability, operational deployment, or ethical compliance. Consequently, they provide limited support for executive leaders seeking to align AI initiatives with enterprise strategy, coordinate cross-functional adoption, and manage long-term transformation (Schut et al., 2020). This shortcoming underscores the need for an AI maturity model that explicitly supports strategy-driven executive decision-making, strategic governance, and enterprise-level coherence (Vaish et al., 2021).

Accordingly, this section examines the executive-level challenges arising from existing AI maturity models and adoption frameworks and establishes the necessity of a strategy-centered AI maturity model capable of enabling informed leadership, strategic alignment, and sustained organizational transformation (Bloedorn et al., 2022).

### **3.2 Problem Statement: The Need for Strategy-Centered AI Transformation**

As AI adoption accelerates, organizations increasingly require a coherent, strategy-centered approach to AI transformation. Existing AI maturity models provide valuable insight into operational readiness and governance but do not consistently align AI initiatives with long-term organizational strategy. As a result, AI adoption often progresses without a unifying strategic logic, giving rise to the following challenges:

- **Insufficient Strategic Alignment:** Many models emphasize operational maturity without explicitly connecting AI initiatives to organizational mission, vision, and strategic objectives. This increases the likelihood that AI efforts remain fragmented, tactically driven, or weakly connected to enterprise-level value creation (Vorvoreanu et al., 2023; Armutat et al., 2024).

- **Limited Executive Leadership Guidance:** Existing models offer minimal structured support for strategy-driven executive decision-making, leaving leadership roles in AI governance underdeveloped despite their critical importance. In many organizational contexts, this can limit executives' ability to actively shape AI strategy, prioritize investments, and oversee enterprise-wide transformation (Bloedorn et al., 2022; Vaish et al., 2021).
- **Fragmented Enterprise Integration:** AI adoption is frequently assessed at departmental or functional levels, with limited guidance for enterprise-wide coordination and strategic integration. This increases the risk of siloed AI initiatives that fail to scale or align with organization-wide objectives (Schut et al., 2020).
- **Inadequate Strategic Value Measurement:** While technical and operational metrics are often addressed, frameworks for measuring AI's strategic and financial impact holistically remain underdeveloped. In particular, existing approaches often struggle to capture AI's multidimensional value across strategic outcomes, organizational capability development, and long-term transformation. Without clear links between AI initiatives and enterprise-level outcomes, organizations may face challenges in justifying investments, prioritizing initiatives, and sustaining long-term executive support (Vaish et al., 2021)..
- **Absence of Long-Term Strategic Roadmaps:** Many models, including HR-AIMM (Armutat et al., 2024) and the MITRE AI Maturity Model (Bloedorn et al., 2022), provide limited explicit guidance on multi-year planning for AI maturity progression. While HR-AIMM defines progressive stages of HR-related AI maturity, it does not extend to enterprise-level transformation roadmaps.

Taken together, these limitations underscore the need for a strategy-centered AI maturity model capable of guiding executive leadership, enterprise integration, value realization, and long-term transformation.

### **3.3 Why Existing Models Fall Short**

From an executive and governance perspective, these limitations extend beyond technical or methodological gaps and create material risks to strategic coherence, leadership accountability, and the organization's ability to realize sustained enterprise value from AI investments.

AI maturity models are widely used to assess organizational readiness for artificial intelligence adoption. However, most existing models and adoption frameworks fall short of addressing the strategic requirements necessary for sustained, enterprise-wide AI transformation. The majority emphasize technical capability, operational readiness, or ethical compliance while underemphasizing strategic alignment, executive leadership, and cross-functional integration—capabilities that are critical for long-term value creation.

#### **1. Limited Strategy-Centered Orientation**

A primary limitation of existing AI maturity models is their insufficient emphasis on strategic alignment. Models such as the Microsoft Responsible AI Maturity Model (RAI MM) (Vorvoreanu et al., 2023) and the MITRE AI Maturity Model (Bloedorn et al., 2022) provide valuable guidance on operational readiness and technical maturity but do not explicitly embed AI within the organization's overarching business strategy.

Without a clear connection to corporate mission, vision, and long-term objectives, AI initiatives risk becoming fragmented or tactically driven. This lack of strategic integration constrains organizations' ability to scale AI initiatives coherently across the enterprise and, over time, limits AI's potential contribution to sustainable competitive advantage and long-term differentiation. (Schut et al., 2020; Vaish et al., 2021).

## 2. Insufficient Executive Leadership Development

Another critical gap is the limited attention given to executive leadership development. While leadership involvement is occasionally acknowledged, existing models rarely provide structured pathways for building executive competence in AI governance and strategic decision-making.

The RAI Maturity Model (Vorvoreanu et al., 2023) references leadership participation but does not offer explicit mechanisms for strengthening executive capability. Similarly, the HR-AIMM (Armutat et al., 2024) emphasizes managerial and functional leadership considerations rather than explicit C-suite leadership development. As a result, AI initiatives may lack strategic sponsorship, coherent prioritization, and sustained executive oversight. Over time, this weakens governance accountability, increases inconsistency in decision-making, and undermines leadership's ability to steer AI as an enterprise-wide strategic capability.

## 3. Siloed Adoption and Limited Enterprise Integration

Many AI maturity models and adoption frameworks assess AI readiness at departmental or functional levels, particularly in early maturity phases, rather than at the enterprise level. Frameworks such as the IBM AI Maturity Framework (Vaish et al., 2021) and the Google Cloud AI Adoption Framework (Schut et al., 2020) offer implementation-oriented guidance, with enterprise-wide integration emerging progressively as organizational AI maturity increases.

This siloed approach increases the likelihood of isolated AI pilots that achieve localized functional maturity but fail to scale, coordinate, or align with enterprise-wide objectives. Even comprehensive models such as the MITRE AI Maturity Model (Bloedorn et al., 2022) do not sufficiently address enterprise-wide integration, which is essential for realizing AI's full organizational impact.

## 4. Inadequate Measurement of Strategic Value

Existing models also fall short in measuring AI's strategic and financial impact. While operational metrics such as efficiency gains or deployment maturity are commonly assessed, structured approaches for evaluating AI's contribution to business outcomes remain underdeveloped.

The IBM AI Maturity Framework (Vaish et al., 2021), for example, emphasizes technical and operational performance indicators and application-level business impact but lacks explicit mechanisms for linking AI initiatives to enterprise-level strategic value creation. Without clear value realization metrics, organizations may struggle to justify AI investments, demonstrate return on investment (ROI), and sustain executive and stakeholder support. This, in turn, increases investment fragility, shortens planning horizons, and weakens confidence in AI as a long-term strategic asset.

## 5. Absence of Long-Term Strategic Roadmaps

Most AI maturity models provide a static assessment of current maturity but do not offer structured, multi-year roadmaps for AI transformation. Models such as the MITRE AI Maturity Model (Bloedorn et al., 2022) and the HR-AIMM (Armutat et al., 2024) outline maturity stages but do not provide detailed guidance for long-term strategic execution across the enterprise.

The absence of explicit long-term roadmapping mechanisms in many AI maturity frameworks can limit organizations' ability to sequence AI initiatives effectively, coordinate investments across maturity stages, and adapt strategy as AI capabilities and organizational priorities evolve (Schut et al., 2020).

### **3.4 How the AISMI-AISM Model Fills the Gap**

The AISMI-AISM Model is explicitly designed to address the limitations identified in existing AI maturity models and adoption frameworks. It adopts a strategy-centered architecture that integrates leadership, governance, value realization, and enterprise-wide execution into a unified maturity model.

#### 1. Strategy-Centered AI Alignment

Unlike existing models that treat strategy as a supporting dimension, the AISMI-AISM Model places strategic alignment at the core of AI maturity. By directly linking AI initiatives with the organizational mission, vision, and long-term objectives, the model ensures that AI adoption drives competitive advantage, enhances scalability, and creates sustainable value not just isolated technical deployment.

#### 2. Executive Leadership Enablement

The AISMI-AISM Model includes structured mechanisms to assess and support executive leadership in AI governance and strategic decision-making. By focusing on C-suite readiness and leadership accountability, the model ensures that AI transformation is guided by AI strategy and stewarded by senior leaders, with sustained oversight and prioritization across the organization.

#### 3. Enterprise-Wide Integration

The model emphasizes enterprise-wide AI integration, moving beyond siloed functional or departmental adoption. It prioritizes cross-functional coordination, organizational design alignment, and the adaptation of operating models to ensure that AI initiatives scale effectively and cohesively across the entire organization.

### **3.5 Market Need for the AISMI-AISM Model**

As AI adoption accelerates, organizations are increasingly recognizing that technical deployment alone is insufficient to deliver sustainable, long-term value. Market evidence shows that organizations achieve greater scalability and strategic alignment when AI adoption is underpinned by structured strategic planning, rather than just operational readiness (Challapally et al., 2025).

The AISMI-AISM Model responds directly to this market need by offering a strategy-centered AI maturity model that integrates leadership engagement, enterprise-wide execution, and long-term value realization.

### **3.6 Strategic Advantage of the AISMI-AISM Model**

The AISMI-AISM Model provides a distinct strategic advantage by positioning AI as a core enterprise capability, rather than a standalone technical function. Through explicit strategic alignment and executive leadership enablement, the model ensures that AI initiatives remain consistently aligned with evolving business priorities and market conditions, thus securing long-term competitive advantage.

Organizations applying the AISMI-AISM Model are better positioned to adapt to technological change, scale AI initiatives effectively, and sustain long-term competitive advantage.

### **3.7 Conclusion**

Existing AI maturity models and adoption frameworks provide valuable insights into operational and technical readiness but fail to support strategy-centered AI transformation comprehensively. The AISMI-AISM Model directly addresses this gap by integrating strategic alignment, executive leadership, enterprise-wide integration, value realization, and long-term roadmapping into a single, cohesive maturity model.

By enabling organizations to move beyond isolated AI initiatives toward coordinated, strategy-driven transformation, the AISMI-AISM Model provides a robust foundation for achieving sustainable AI maturity and long-term organizational success.

## **Section 4 – Overview of the AISMI-AISM Model™**

The Artificial Intelligence Strategy Management Institute – Artificial Intelligence Strategy Maturity Model (AISMI-AISM Model) is a strategy-centered model designed to guide organizations toward enterprise-wide, strategically integrated AI transformation. By prioritizing strategic alignment as the central organizing construct, and enabling executive leadership and enterprise-level impact through it, the AISMI-AISM Model positions AI as a central driver of long-term value, competitive advantage, and coordinated organizational transformation, rather than treating it solely as a technical capability or functional tool.

Its core purpose is to ensure AI initiatives are closely connected to an organization’s long-term vision, value agenda, and strategic objectives. The model provides a structured pathway to assess AI maturity, enhance strategy-driven executive decision-making, embed AI into governance and operations, and progressively integrate AI into core business and strategic processes. This enterprise-focused, strategy-centered approach differentiates the AISMI-AISM Model from traditional AI maturity models, which often emphasize technical deployment, operational scaling, or domain-specific adoption.

### **4.1 Purpose of the AISMI-AISM Model™**

The AISMI-AISM Model is designed to achieve the following strategic objectives for organizations pursuing a strategy-driven approach to AI adoption:

#### **1. Enable Strategy-Centered AI Transformation**

- Provides a clear, structured pathway to align AI initiatives with the organization’s mission, vision, and strategic goals.

#### **2. Strengthen Executive Leadership Capability in AI**

- Equips executives with insights and frameworks to understand AI’s strategic implications and effectively govern AI-driven transformation.

#### **3. Guide Structured AI Maturity Progression**

- Offers a multi-stage pathway to guide organizations from exploratory AI adoption to fully integrated, enterprise-level transformation.

#### **4. Promote Enterprise-Wide Alignment and Coherence**

- Ensures consistent, enterprise-wide AI adoption, reducing fragmentation and enabling coordinated organizational impact.

#### **5. Integrate Governance, Culture, and Value Realization with Strategy**

- Integrates responsible AI governance, ethical considerations, cultural readiness, and measurable outcomes into a unified strategic maturity model.

## 4.2 Primary Use Cases

The AISMI-AISM Model is designed to support various organizational stakeholders, each engaging with it from a strategic and enterprise-level perspective.

For Executives and Boards

- Align AI investments with overarching corporate strategy to drive long-term value.
- Assess organizational and leadership readiness for AI-driven transformation.
- Guide multi-year AI capability planning and strategic prioritization.
- Evaluate executive and organizational maturity in AI governance and decision-making.

For Strategy and Transformation Leaders

- Develop comprehensive, multi-year AI transformation roadmaps at the enterprise level.
- Coordinate cross-functional AI initiatives and dependencies.
- Assess enterprise-wide impact and strategic alignment of AI programs.

For AI, Data, and Digital Leaders

- Align technical AI roadmaps with organizational strategy and business outcomes.
- Prioritize AI initiatives based on enterprise value rather than technical feasibility alone.
- Establish leadership-aligned governance structures for ethical and responsible AI deployment.

For HR, Culture, and Change Leaders

- Evaluate workforce and cultural readiness for AI-driven transformation.
- Develop AI leadership competencies across managerial and executive levels.
- Guide organizational redesign to support AI-integrated roles, workflows, and operating models.

### 4.3 Target Stakeholder Groups

The AISMI-AISM Model is designed for organizations across sectors and scales that are embarking on enterprise-level AI transformation. Key stakeholder groups include:

- C-suite Executives (CEO, COO, CIO, CSO, CDO, CHRO) overseeing strategic direction and enterprise governance of AI.
- Enterprise Strategy and Transformation Teams responsible for organization-wide AI initiatives.
- AI Governance and Responsible AI Leaders overseeing ethical standards, risk management, and compliance.
- Board Committees overseeing innovation, digital transformation, and enterprise risk management.
- Public-Sector Digital Transformation Leaders guiding large-scale AI adoption.
- Large Enterprises, Mid-Sized Organizations, and Institutions scaling AI across multiple functions and domains.

### 4.4 Core Strategic Pillars of the AISMI-AISM Model

The AISMI-AISM Model structures AI maturity around seven interdependent strategic pillars, which collectively form the architecture of strategy-centered AI transformation:

1. Strategic AI Alignment
  - Ensures AI initiatives are directly aligned with organizational strategy, mission, and long-term objectives.
2. Executive Leadership and Strategic Competence
  - Develops leadership capability to govern AI, make AI-informed strategic decisions, and guide enterprise transformation.
3. Governance, Ethics and Responsible AI
  - Establishes governance structures, ethical principles, and accountability mechanisms for sustainable AI adoption.
4. Organizational Design and Operating Model Adaptation
  - Aligns structures, processes, and workflows to embed AI within the organization's core operating model.
5. Culture, Mindset and Change Readiness
  - Enables the cultural and behavioral shifts required for effective human–AI collaboration.

6. AI Value Realization and Strategic Impact
  - Ensures AI initiatives deliver measurable business value and inform strategic decision-making.
7. AI Roadmap Execution and Strategic Planning Capability
  - Supports the development and execution of multi-year AI transformation plans.

#### **4.5 AISMI-AISM Model Maturity Levels**

The AISMI-AISM Model defines five progressive maturity levels, reflecting increasing degrees of strategic integration, leadership capability, and enterprise-wide AI adoption:

- Level 1 – Awareness  
Isolated AI experimentation with minimal strategic alignment or executive engagement.
- Level 2 – Emerging  
Growing leadership awareness and initial alignment of AI initiatives with business needs, though adoption remains localized.
- Level 3 – Developing  
Clearly defined AI strategy, emerging governance structures, and increasing cross-functional coordination.
- Level 4 – Strategic  
AI is embedded in strategic planning, leadership decision-making, and organizational operations.
- Level 5 – Transformational  
AI functions as a central driver of strategy, innovation, and enterprise operating model transformation.

These levels emphasize AI strategic maturity rather than technical sophistication alone, reinforcing strategy as the central organizing construct of the AISMI-AISM Model.

#### **4.6 Enterprise Value Proposition of the AISMI-AISM Model**

The AISMI-AISM Model enables organizations to adopt AI in a way that delivers sustainable, long-term strategic value.

##### **Key Value Propositions**

1. Enterprise-Wide Strategic Coherence  
Aligns AI initiatives with organizational strategy, avoiding fragmentation and siloed deployment.
2. Executive and Leadership Enablement

Strengthens leadership capability in AI governance and strategic decision-making.

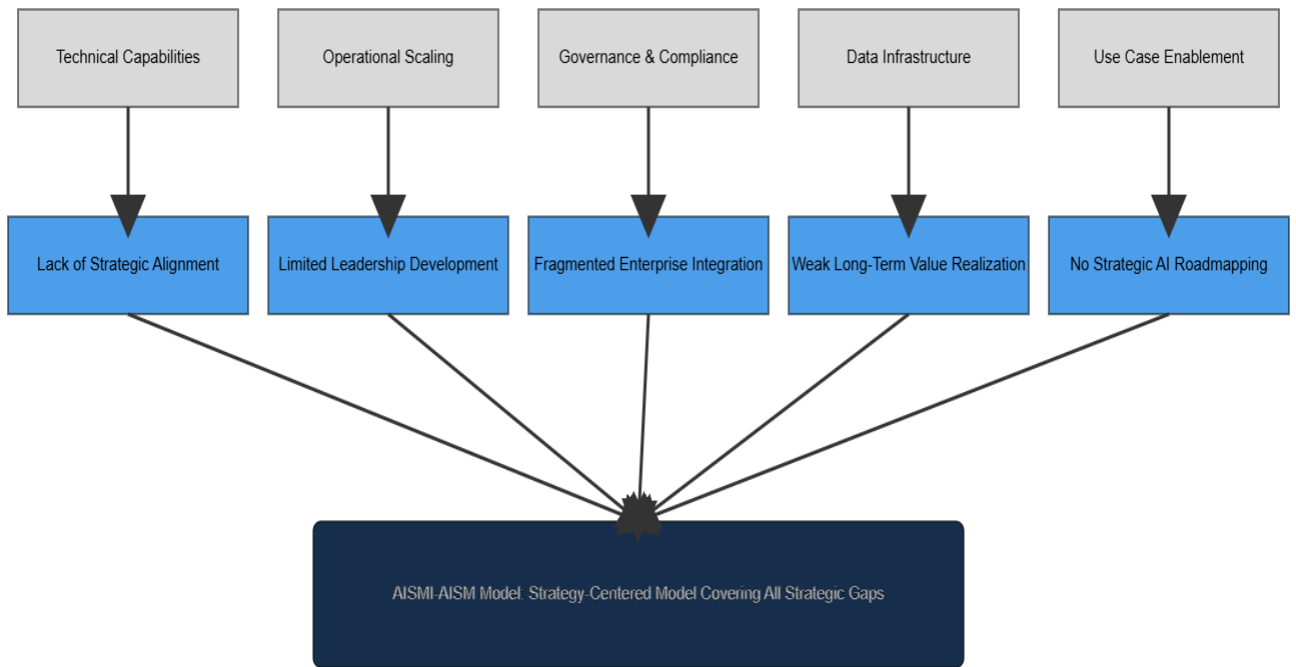
3. Accelerated Organizational Readiness  
Aligns people, processes, and structures to support AI-enabled transformation.
4. Sustainable Value Creation  
Ensures measurable business and societal value while embedding responsible AI practices.
5. Structured Navigation of AI Complexity  
Provides a clear, multi-year roadmap that reduces risk and supports continuous progress.

## Section 5 – Visual Framework Support the AISMI-AISM Model

### 5.1 Strategic Gap Diagram

This diagram visualizes the strategic gaps present in existing AI maturity models and illustrates how the AISMI-AISM Model addresses these gaps. It highlights the divergence between technically oriented AI adoption approaches and the strategy-centered orientation of the AISMI-AISM Model, emphasizing areas where traditional models lack executive-level alignment, strategic coherence, and enterprise integration.

**Strategic Gaps in Existing AI Maturity Models — and AISMI-AISM Model's Strategic Coverage**



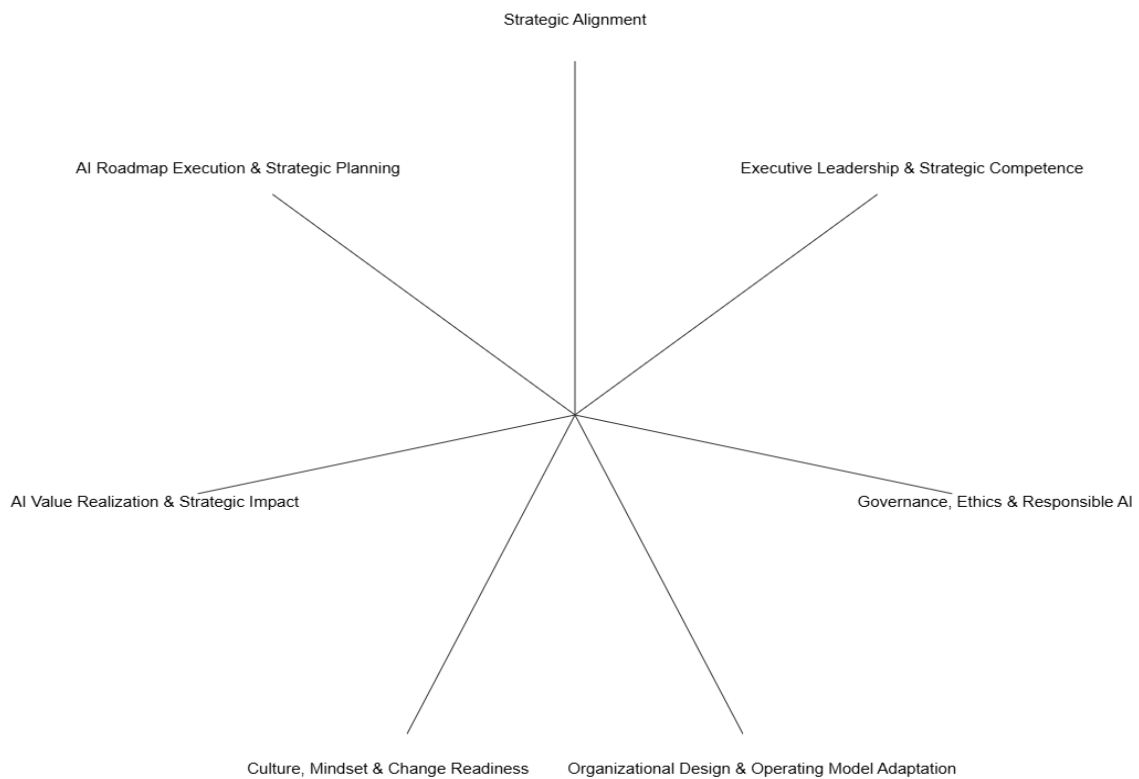
**Figure 1. Strategic Gap Diagram.**

Strategic gaps in existing AI maturity models contrasted with the strategy-centered coverage provided by the AISMI-AISM Model.

## 5.2 AISMI-AISM Model Pillar Radar Chart

This diagram represents the holistic balance of the seven strategic pillars within the AISMI-AISM Model and illustrates their interdependence. The radar chart emphasizes that effective and mature AI transformation requires balanced development across all strategic dimensions, rather than disproportionate focus on technical, operational, or governance components alone.

**AISMI-ASMM Model Strategic Pillar Coverage Map**

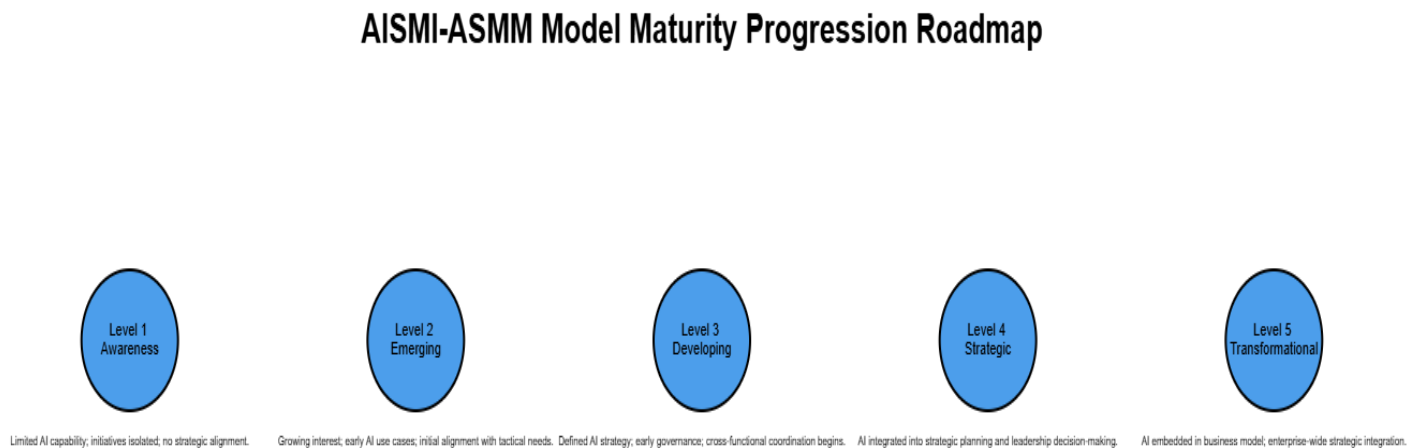


**Figure 2. AISMI-AISM Strategic Pillar Coverage Map.**

Radar chart illustrating the balanced and comprehensive coverage of the seven strategic pillars required for strategy-centered AI transformation.

### 5.3 AISMI-AISM Model Maturity Journey Roadmap

This visual depicts the five maturity levels of the AISMI-AISM Model as a progressive transformation journey. It illustrates how organizations evolve from fragmented and exploratory AI initiatives toward full enterprise-wide strategic integration, where AI is embedded within core business processes, leadership decision-making, and long-term value creation.



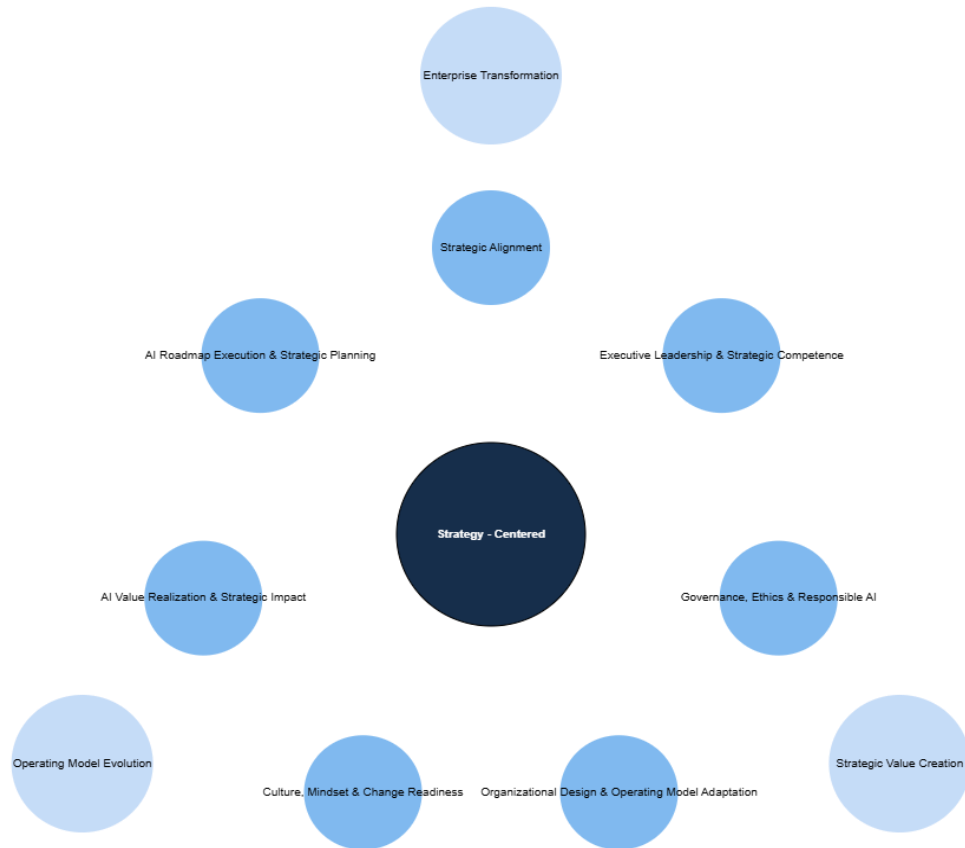
**Figure 3. AISMI-AISM Model Maturity Journey Roadmap.**

Visual representation of the five-stage progression from initial AI awareness to fully integrated, enterprise-scale strategic AI transformation.

### 5.4 Strategy-Centered Construct Diagram

This diagram illustrates strategy as the central organizing driver of the AISMI-AISM Model, with executive leadership functioning as the primary enabling mechanism for strategic AI transformation. It reinforces the principle that all other strategic pillars; governance, culture, operating model adaptation, value realization, and roadmap execution, are enabled and sustained through effective executive leadership and strategic alignment.

## Strategy as the Central Drivers of AI Transformation (AISMI-AISM Model)



**Figure 4. Strategy-Central Construct Diagram.**

Visual representation positioning strategy as the central organizing constructs driving AI transformation within the AISMI-AISM Model.

## **SECTION 6 – Application Scenarios: Strategy-Centered AI Transformation in Practice**

Having established the strategic rationale, leadership implications, and structural design of the AISMI-AISM Model, this section demonstrates how the model operates in practical organizational contexts to address real-world AI transformation challenges.

The AISMI-AISM Model (Artificial Intelligence Strategy Management Institute – Artificial Intelligence Strategy Maturity Model) operationalizes strategy-centered AI transformation by providing organizations with a clear, structured approach to integrate AI through enterprise strategy across functions, leadership structures, and governance systems. Unlike conventional AI maturity frameworks that primarily prioritize technology deployment or functional adoption, AISMI-AISM emphasizes strategic alignment, executive leadership, and measurable enterprise impact, enabling organizations to transition from fragmented, isolated AI initiatives to coordinated, strategy-driven transformation. The following application scenarios illustrate how organizations at different maturity levels can leverage the model to tackle practical challenges, embed AI into core business processes, and achieve sustainable, enterprise-wide strategic value.

### **6.1 Scenario 1 – Establishing Enterprise-Wide AI Strategic Alignment**

#### Context

A mid-sized enterprise has deployed multiple AI initiatives, including chatbots, analytics platforms, and automation pilots across individual departments. However, these initiatives operate independently, each aligned with localized objectives and KPIs rather than a unified enterprise strategy. This pattern is commonly observed in organizations operating at early to intermediate stages of AI maturity, where AI adoption is driven by functional optimization rather than enterprise-wide strategic coordination (Schut et al., 2020; Bloedorn et al., 2022).

#### Challenge

Without a unifying strategic framework, AI investments remain siloed, duplicative, and weakly connected to long-term enterprise value creation objectives.

#### Application of the AISMI-AISM Model

Through the Strategic AI Alignment pillar, the AISMI-AISM Model enables organizations to:

1. Define a Unified AI Strategic Vision aligned with corporate strategy and long-term transformation goals.
2. Map Business Objectives to AI Priorities, ensuring AI initiatives directly support strategic outcomes.
3. Establish Strategic Investment Criteria to evaluate AI initiatives based on enterprise value rather than localized performance metrics.

4. Implement Cross-Functional Governance Structures to coordinate AI initiatives across business units.

#### Outcome

- Enterprise-wide alignment of AI initiatives with business strategy
- Elimination of redundant or misaligned AI pilots
- Prioritized, value-driven AI investments
- AI positioned as a strategic capability rather than a collection of isolated projects

### **6.2 Scenario 2 – Developing Executive Leadership for AI Transformation**

#### Context

A large multinational organization has invested significantly in AI technologies, yet executive involvement remains limited to project sponsorship. Leadership lacks the strategic competence to actively shape AI direction, a limitation consistent with patterns observed in operationally oriented AI maturity frameworks (Schut et al., 2020).

#### Challenge

While existing maturity models assess AI readiness, they provide insufficient guidance for developing executive capabilities in AI governance, strategic decision-making, and enterprise transformation.

#### Application of the AISMI-AISM Model

The Executive Leadership and Strategic Competence pillar supports leadership development by enabling organizations to:

1. Assess Executive Readiness for AI Strategy and Governance
2. Define Leadership Competency Requirements Across Maturity Levels
3. Design Structured Leadership Development Pathways focused on AI strategy, ethics, and governance
4. Embed AI Considerations into Core Executive Decision-Making Processes

#### Outcome

- Executives become active stewards of AI strategy execution and alignment

- Increased leadership confidence in navigating AI-related complexity
- Consistent strategic oversight of AI initiatives at the C-suite level

### **6.3 Scenario 3 – Redesigning the Operating Model for AI Integration**

#### Context

An organization has implemented AI tools across analytics, HR, and operations, but core organizational structures and decision-making processes remain unchanged. As a result, AI adoption remains fragmented and difficult to scale, an issue insufficiently addressed in many existing maturity models (Bloedorn et al., 2022).

#### Challenge

Without redesigning the operating model, AI cannot become a core organizational capability or deliver sustained enterprise value.

#### Application of the AISMI-AISM Model

Using the Organizational Design & Operating Model Adaptation pillar, organizations can:

1. Identify structural and process constraints limiting AI integration
2. Redesign decision flows, roles, and governance layers to accommodate AI
3. Embed AI-enabled collaboration and data-driven workflows into the operating model

#### Outcome

- Transition from AI-enabled teams to an AI-integrated enterprise
- Faster, data-driven decision cycles
- AI embedded within core organizational processes

### **6.4 Scenario 4 – Building an AI-Aligned Organizational Culture**

#### Context

As AI adoption expands, employee resistance emerges due to uncertainty regarding AI's purpose, value, and impact. While HR-focused models such as HR-AIMM (Armutat et al., 2024) address workforce readiness and HR-related competence development, they do not explicitly provide an enterprise-wide strategic perspective.

In this organization, executive leadership has articulated a clear AI strategy and invested in advanced AI capabilities. However, workforce understanding and acceptance lag behind strategic intent, creating a misalignment between leadership direction and day-to-day organizational behavior.

### Challenge

Cultural resistance limits AI adoption when employees do not understand how AI aligns with organizational strategy and values. In this scenario, accelerating AI deployment without addressing cultural readiness risks reinforcing skepticism, reducing trust, and slowing adoption despite strong strategic direction and executive sponsorship.

### Application of the AISMI-AISM Model

Through the Culture, Mindset & Change Readiness pillar, the AISMI-AISM Model enables organizations to:

1. Assess organizational cultural readiness and sources of resistance
2. Develop strategic communication and engagement mechanisms that explain why AI is being adopted, not only how
3. Articulate a clear “AI change narrative” aligned with organizational goals and leadership intent
4. Integrate cultural readiness into leadership behaviors and governance practices, ensuring that cultural adaptation progresses in parallel with technical and strategic advancement

### Outcome

- Increased employee acceptance and participation in AI initiatives
- Alignment between workforce behavior and strategic objectives
- Reduced resistance during AI scaling phases
- Emergence of a culture of innovation, learning, and AI collaboration

## **6.5 Scenario 5 – Ensuring Ethical, Responsible, and Governed AI at Scale Context**

A financial institution operates AI systems across risk management, fraud detection, and marketing, but governance standards vary across teams. While governance elements exist, they are not explicitly integrated at the enterprise strategic level. At the same time, business units express concern that increased standardization and centralized oversight may slow innovation and reduce local responsiveness.

## Challenge

Inconsistent governance increases ethical, regulatory, and reputational risks, while the organization lacks a unified, strategy-aligned framework for oversight.

## Application of the AISMI-AISM Model

Using the Governance, Ethics & Responsible AI pillar, organizations can:

1. Assess governance maturity across business units
2. Standardize policies, risk thresholds, and ethical principles
3. Establish centralized oversight aligned with strategic objectives

## Outcome

- Consistent, enterprise-wide AI governance
- Alignment of AI systems with organizational values and ethics
- Increased trust, compliance, and stakeholder confidence

## **6.6 Scenario 6 – Measuring AI Value and Linking It to Strategic Business Outcomes**

### Context

Although AI tools are deployed, leadership struggles to articulate the long-term strategic value generated by AI investments. Existing frameworks emphasize operational deployment and execution metrics, with less explicit focus on articulating long-term strategic value (Schut et al., 2020).

### Challenge

Without strategic value measurement, AI investments cannot be effectively justified or prioritized.

### Application of the AISMI-AISM Model

Through the AI Value Realization & Strategic Impact pillar, organizations can:

1. Define multidimensional value categories (strategic, operational, cultural)
2. Establish KPIs aligned with AI maturity progression and strategic objectives

3. Track long-term ROI and enterprise impact
4. Integrate value realization into AI roadmap planning

#### Outcome

- Clear visibility into AI's enterprise-wide impact
- AI positioned as a driver of strategic value creation
- Evidence-based investment and prioritization decisions

### **6.7 Scenario 7 – Building and Executing a Multi-Year AI Strategy Roadmap**

#### Context

An organization recognizes the need for a 3–5 year AI strategy but lacks a structured methodology to design and execute it.

#### Challenge

Without a roadmap, AI investments become reactive, poorly sequenced, and weakly coordinated.

#### Application of the AISMI-AISM Model

Using the AI Roadmap Execution & Strategic Planning Capability pillar, organizations can:

1. Design multi-year AI capability roadmaps aligned with strategy
2. Sequence initiatives according to maturity levels and enterprise priorities
3. Coordinate cross-functional execution
4. Continuously adapt strategy as AI capabilities evolve

#### Outcome

- Predictable, scalable, and sustainable AI adoption
- Transparent transformation timelines for leadership and stakeholders
- AI embedded into long-term enterprise planning

## **6.8 Synthesis: Strategic Impact and Practical Applicability**

Across all application scenarios, the AISMI-AISM Model demonstrates its capacity to translate strategic intent into a structured and executable approach to AI transformation. Rather than addressing AI maturity as a collection of disconnected initiatives, the scenarios illustrate how organizations can coordinate leadership, governance, and organizational design. They also show how culture, operating models, and value realization fit within a unified maturity architecture.

Collectively, the scenarios confirm that AISMI-AISM enables strategy-centered AI transformation through three interrelated contributions. First, it provides strategic clarity by ensuring that AI initiatives are explicitly aligned with long-term business strategy, enterprise priorities, and value creation objectives. Second, it supports strategy-centered transformation by developing executive competencies and embedding AI strategy into decision-making at the C-suite and board levels. Third, it enables enterprise-wide integration, fostering cross-functional coordination, cultural readiness, governance consistency, and sustainable AI adoption across the organization.

Rather than treating AI maturity as a technical or operational challenge alone, the AISMI-AISM Model positions AI as a strategic capability embedded within the organization's long-term vision, leadership structures, and enterprise operating model. In doing so, the application scenarios reinforce the practical relevance and applicability of AISMI-AISM as a strategy-driven approach to long-term, enterprise-scale AI transformation.

## **SECTION 7 – Conclusion**

This concluding section synthesizes the strategic, leadership, and organizational contributions of the AISMI-AISM Model, emphasizing how it enables forms of AI transformation that are difficult to achieve through existing maturity approaches.

Artificial intelligence represents one of the most significant transformational forces shaping contemporary organizations. In response, a growing number of AI maturity models and adoption frameworks have emerged to support AI adoption and scaling. While these approaches provide valuable guidance on operational practices, governance considerations, and technical implementation, they often treat strategy as one dimension among many rather than as the central organizing construct guiding leadership decisions, organizational design, and long-term value creation (Schut et al., 2020; Bloedorn et al., 2022). As organizations increasingly recognize AI as a catalyst for enterprise-wide transformation rather than a standalone technological capability, the ability to operationalize strategy coherently across leadership, structure, and execution becomes critical.

The AISMI-AISM Model (Artificial Intelligence Strategy Management Institute – Artificial Intelligence Strategy Maturity Model) responds to this challenge by enabling organizations to govern, scale, and integrate AI as a strategic enterprise capability. Instead of viewing AI maturity primarily as a technical or functional challenge, the model positions strategy as the central driver of maturity progression. AI initiatives are guided by long-term organizational vision, with executive leadership serving as a key enabler embedded within coherent governance structures and operating models.

The AISMI-AISM Model supports organizations across industries and AI maturity levels. Its seven strategic pillars and five-stage progression guide adoption from early experimentation to fully integrated organizational transformation. By embedding AI strategy within executive decision-making and organizational design, the model enables AI initiatives to evolve beyond isolated projects and become durable contributors to sustained business value.

The application scenarios presented in Section 6 demonstrate how the AISMI-AISM Model operates in practice across a range of organizational contexts. Rather than serving as abstract illustrations, these scenarios show how organizations can use the model to align AI initiatives with enterprise strategy, develop executive leadership capability, redesign operating models, address cultural readiness, establish consistent governance, measure strategic value, and execute multi-year AI roadmaps. Collectively, they illustrate how AISMI-AISM enables coordinated, enterprise-scale AI transformation that extends beyond functional optimization.

The visual artifacts introduced in this work including the Strategic Gap Diagram, Pillar Coverage Map (Radar Chart), AI Maturity Journey Roadmap, and Strategy-Centered Construct Diagram, reinforce the model's clarity and coherence. Together, they illustrate how AISMI-AISM Model translates strategic intent into actionable maturity progression, addressing coordination challenges that remain underdeveloped in many prior AI maturity approaches.

Ultimately, the AISMI-AISM Model enables organizations to move beyond isolated AI adoption toward strategic transformation, embedding AI within organizational purpose, leadership decision-making, operational structures, and long-term growth strategies. It serves as a comprehensive strategy-centered AI maturity model, providing both a conceptual framework and a practical guide for executives. who recognize that sustainable competitive advantage in an AI-driven era depends not merely on deploying AI technologies, but on governing, leading, and integrating them strategically.

The Artificial Intelligence Strategy Management Institute (AISM Institute) will continue to advance research and practice in strategic AI maturity through the development of assessment tools, leadership capability frameworks, and applied advisory methodologies. The AISMI-AISM Model represents a foundational contribution to this mission by offering a comprehensive, strategy-centered AI maturity Model designed to empower executives, align enterprise transformation efforts, and unlock the strategic value of artificial intelligence at scale.

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