

Operating model

Siloed



Center of excellence



Hub and spoke



Center for acceleration



Embedded



When to choose it

The earliest exploration, testing whether AI is worth investment

Early wins exist, and you need to accelerate adoption with scarce, centralized talent.

A mature CoE has become the bottleneck, and you want business collaboration with distributed ownership.

A mature hub and spoke is in place, and you want frontline domain experts building AI.

AI fluency is high across the business, and you want maximum agility with strong guardrails.