

WHEN THE ROCKET LAUNCHES WITHOUT A LAUNCH PAD

Executive Brief | BTC AI Governance Analysis

Real-World Consequences of Deploying Transformative AI Without Enterprise Governance

THE \$100M LESSON

Dragontail demonstrates a transformation lesson increasingly common in AI initiatives: technology can function exactly as designed while the organization surrounding it remains unprepared for deployment.

BTC’s position is not that transformative initiatives are risk free or fully preventable. The issue is whether leadership understands risk before deployment and agrees to how the organization will respond if those risks materialize.

BTC FRAMEWORK: STRATEGY → TACTICAL → OPERATIONAL

Layer	BTC Capability	Purpose	Output
Strategy	AI Maturity Assessment	Assess strengths, weaknesses & readiness	Maturity Baseline
Tactical	Portfolio Framework	Prioritize & sequence initiatives	Investment Priorities
Tactical	Capabilities Roadmap	Build enabling governance & adoption	Execution Readiness
Operational	Strategic PMO + Risk Mgmt	Govern deployment & realized risk	Risk Response Plan

THE DRAGONTAIL GOVERNANCE GAP

Pizza Hut pursued a rational AI strategy. The technology acquisition itself was not the failure. The larger challenge appears to have been deploying a transformative platform safely into an environment where governance, operator enablement, escalation rights, and ecosystem risk management may not have matured at the same pace as engineering capability.

WHY THE PMO MATTERS

BTC does not position risk as fully preventable. Large transformation initiatives carry uncertainty. The difference is how organizations prepare for it.

Traditional PMO	BTC Strategic PMO
Project tracking	Governance authority
Reactive issue response	Pre-defined Risk Triggers
Technical integration focus	Business + ecosystem risk visibility
Escalates issues	Executes pre-approved remediation

BTC’s Strategic PMOs embrace a structured Risk Management framework that identifies, documents, and evaluates risks alongside their potential business impacts. High-priority risks are presented to Leadership with defined Probability and Impact scenarios, enabling informed decisions to accept, mitigate, defer, or remediate exposure before deployment.

Identify → Document → Pre-approve Response

If trigger conditions are realized during Execution, the Strategic PMO automatically initiates the agreed response plan—replacing ad-hoc decision making, delayed escalation, or organizational inaction with governed execution.

BTC'S DIFFERENCE MAKER

Tools improve tasks. AI transforms business.

Most organizations have AI tools, vendors, and platforms, but they plan and execute transformational efforts like system upgrades. They often lack governed infrastructure required to safely integrate and scale transformative initiatives like Dragontail.

Uber's 2026 experience illustrates a second failure mode. The company burned its entire AI coding budget in four months after incentivizing adoption through internal leaderboards measuring tool usage not value delivered.

Uber's own COO acknowledged the gap: "It's very hard to draw a line between one of those stats and producing 25% more useful consumer features." Adoption without portfolio discipline is not transformation. It is spending.

BTC begins with an in-depth assessment of organizational AI strengths and weaknesses, builds a structured Portfolio Framework to prioritize investments, develops a Capabilities Roadmap to support desired initiatives, and ensures the PMO possesses the governance structure to manage realized risk.

**Everyone wants the AI rocket.
BTC builds the launch pad.**

Business Technology Consulting | AI Strategy & Organizational Consulting