The AI Value Operating Model:
The Circuit Between Demand and Capability

Business Relationship Management is the discipline that connects business ambition to capability, so that AI demand is shaped, governed and measured.

One governed route from ambition to value, instead of a scattergun of pilots, shadow use and unmeasured outcomes.

THE FLOW Ambition › Shaping › Architecture › Execution › Measurement › back to the loop owner

1 BUSINESS LEADERSHIP & STRATEGY

Who
Executives, sponsors, budget and P&L owners setting the strategic priorities

Inputs
Ambition · outcomes sought
constraints: money, risk appetite, capacity

Output
Prioritised strategic demand:
what the organisation wants AI to change

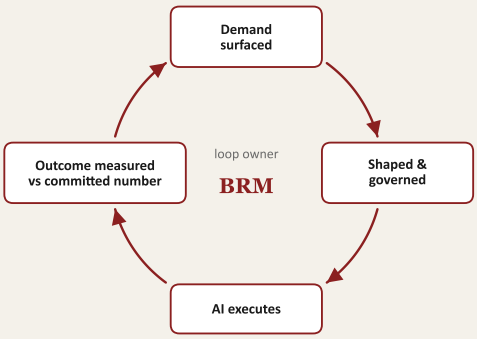
strategic demand: what leadership wants AI to change

2 RELATIONSHIP LAYER · BUSINESS RELATIONSHIP MANAGEMENT · THE CIRCUIT

WHAT THE LAYER DOES

- **Demand shaping** — *improve the request before it becomes work*
- **Value planning** — *what it will be worth, to whom, and by when*
- **Value realisation** — *is the number arriving, and who is changing how they work*
- **Critical-thinking infrastructure** — *the questions every request has to survive*
- **Success criteria & confidence ranges** — *a measure, and how sure we are of it*

THE LEARNING LOOP



The loop does not assemble itself.

GOVERNS THE FOUR RED GATES

- **Shape** — *is the need real, does it need autonomy*
- **Rank** — *against the whole portfolio*
- **Commit** — *named owner and a number*
- **Review** — *month nine, value against the number*

Each sits with nobody until the relationship layer signs it.

THE AI DEMAND FRONT DOOR · SIX GATES, ONE ROUTE IN

Request	Shape	Rank	Commit	Build	Review
WHO SIGNS: Anyone	WHO SIGNS: Unowned → Relationship layer	WHO SIGNS: Unowned → Relationship layer	WHO SIGNS: Unowned → Relationship layer	WHO SIGNS: Engineering	WHO SIGNS: Unowned → Relationship layer

shaped demand: executable, ranked, owned, with a number

3 ARCHITECTURE LAYER · WHAT THE DEMAND LANDS ON

Business architecture
capabilities, processes, governance

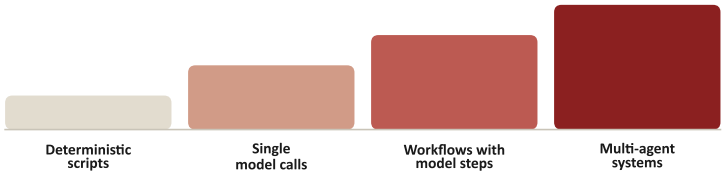
Data architecture
estate, quality, lineage, access

Application architecture
platforms, services, agents

Technology infrastructure
cloud, integration, security

capability, matched to the need

4 AI EXECUTION LAYER · RUNGS OF AUTONOMY



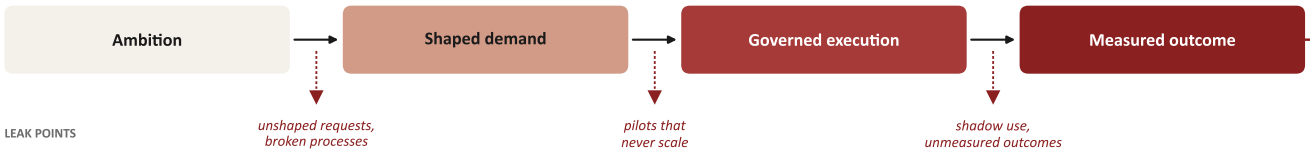
TWO GOVERNING RULES

Most requests are solved two rungs down.

Ask for the lowest rung that solves it.
The ones that need the top rung deserve the governance that goes with it.

cost per task, blast radius and evaluation difficulty rise with each rung

5 VALUE FLOW · IT LEAKS AT THE JOINS, AND THE JOINS ARE RELATIONSHIP WORK



measured outcome returns to the Review gate at month nine