

CASE STUDY

Building Scalable, Sustainable AI Governance for a Global Telecommunications and Technology Provider

When the chief executive officer (CEO) of a global communications firm called for the company to embrace artificial intelligence (AI), the mandate was clear, but the path forward was not. The firm lacked the ethics and compliance roadmap necessary to turn the CEO's ambitious vision into a tangible plan.

The company selected BRG to build an AI governance framework and engagement plan. To accurately assess organizational needs, we met with a cross-functional team including commercial leaders, software engineers, information technology (IT) and information security professionals, legal and compliance, and other key stakeholders. Recognizing the need for long-term governance, we developed and launched an AI Governance Council so the organization could address ethics and compliance risk for both internal uses of AI (e.g., document summarization and other efficiency-related tasks) and the development and sale of AI-enabled technologies.

We established this council to ensure a thoughtful and risk-conscious approach to the mandate to embrace AI and also ensure that the right voices were at the table. In our experience, sustainable and successful governance efforts require the business to understand the factors driving its commercial AI strategy and to build and implement a program that enables that strategy without creating unnecessary friction.

BRG developed a curated program for the organization to both address immediate needs and build long-term, self-sufficient capabilities.

This included developing an AI Ethics and Compliance Policy, a full-scale risk management framework (RMF) based on the NIST AI RMF and ISO 42001, AI approval and assessment guidebooks, evaluation forms, and training materials. We also worked with the client to build the new processes into workflow systems such as Jira and the client's compliance systems. BRG continues to partner on this strategic initiative, guiding the client from strategy through execution to ensure it has the support it needs.

FOR A DEEPER DISCUSSION OR TO SCHEDULE A PRIVATE CLIENT BRIEFING, PLEASE CONTACT BRG.



Amy Worley

Managing Director & Data Protection Officer
aworley@thinkbrg.com
202.753.5819



Key Performance Indicators



Developed a bespoke AI governance resource center to meet the company's specific needs and built a tools repository



Developed specific quantitative guidance on risk appetite, AI risk assessment methodology, mitigations, and management based on the company's existing matrices



Integrated AI governance into existing approval workflows to eliminate redundancy and enhance operational efficiency

INTELLIGENCE THAT WORKS

BRG combines world-leading academic credentials with world-tested business expertise, purpose-built for agility and connectivity, which sets us apart—and gets you ahead.

Our top-tier professionals include specialist consultants, industry experts, renowned academics, and leading-edge data scientists. Together, they bring a diversity of proven real-world experience to economics, disputes, and investigations; corporate finance; and performance improvement services that address the most complex challenges for organizations across the globe.

Our unique structure nurtures the interdisciplinary relationships that give us the edge, laying the groundwork for more informed insights and more original, incisive thinking from diverse perspectives that, when paired with our global reach and resources, make us uniquely capable to address our clients' challenges.

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