

XDW 26

AI GOVERNANCE & STRATEGY

Governance is the
most misunderstood
word in AI?

HOW A DESTINATION IS BUILT

A typical destination organisation today.

Brand, content, social, PR, web, insight, campaigns, partnerships and visitor services. Each a function with its own remit.

MARKETING & COMMUNICATIONS



Brand

IDENTITY
& GUIDELINES



Content

STORIES
& ASSETS



Social

CHANNELS
& COMMUNITY



PR

PRESS
& REPUTATION

DIGITAL & INSIGHT



WEB

SITE
& PLATFORM



INSIGHT

DATA
& RESEARCH

GROWTH & SERVICE



CAMPAIGNS

SEASONAL
& ALWAYS-ON



TRADE

PARTNERS &
BUSINESSES



VISITOR SERVICES

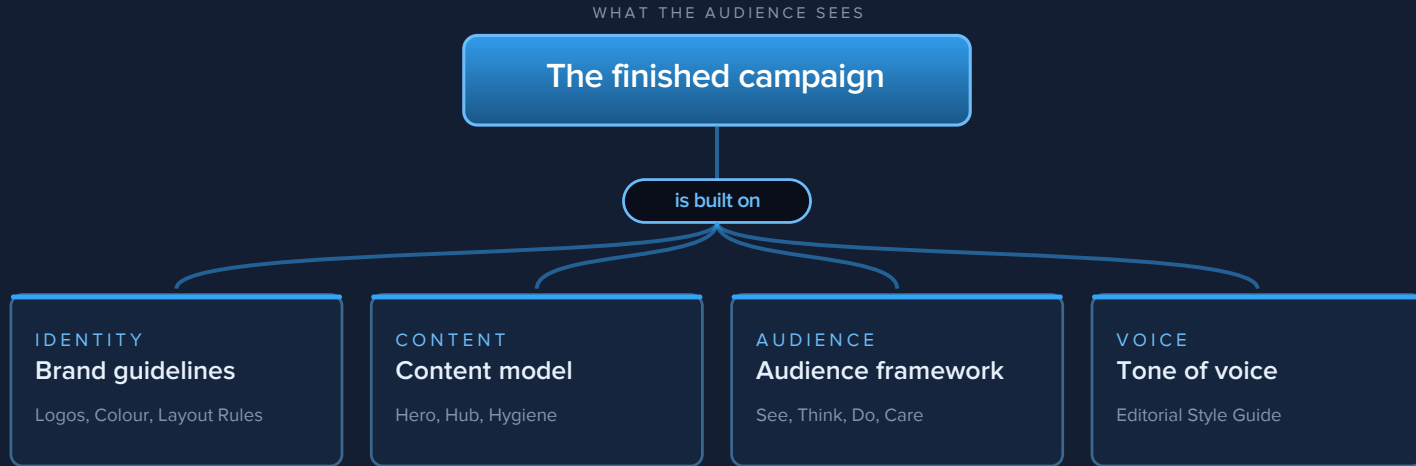
WELCOME &
ON THE GROUND

CAPABLE AND QUIETLY WORKING IN SILOS.

HOW THE WORKS IS BUILT

Most creative work rests on systems.

Brand guidelines, content models, audience frameworks, tone of voice. The craft has **always** carried a documented method underneath.

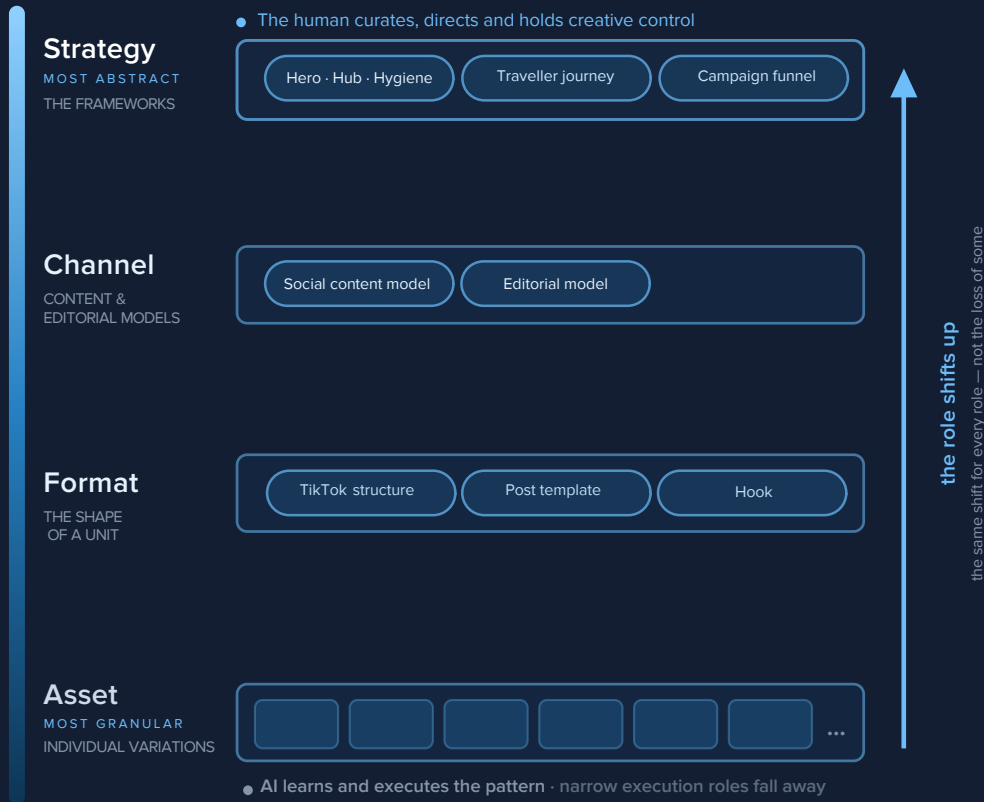


WHERE JUDGEMENT LIVES

The patterns go all the way down.

AI learns patterns at every level, from strategic frameworks to the shape of a single TikTok, so the human role rises to where judgement lives.

AI takes the method at every depth — the originality and the direction stay human.

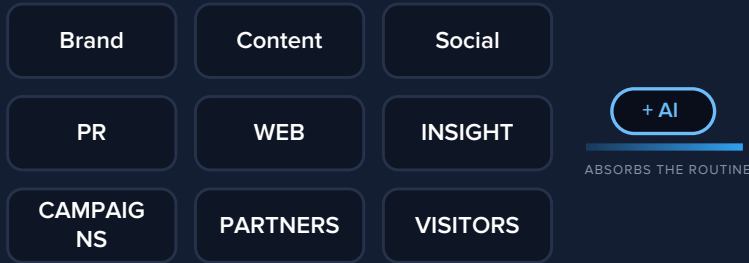


THE REFRAME

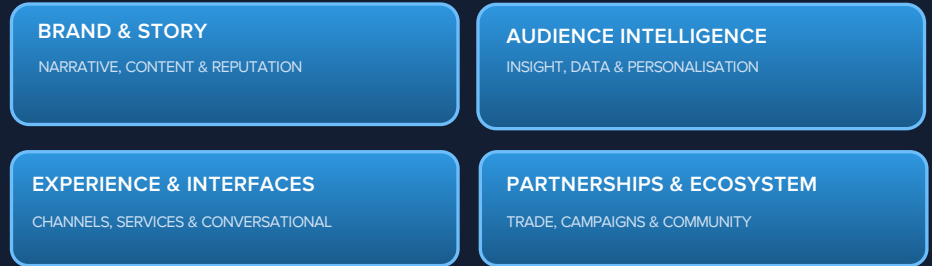
The roles change and the organisation grows.

As AI takes on the patterned execution, narrow functions broaden into directed ones and capabilities the organisation could never resource before become possible.

TODAY · NINE NARROW FUNCTIONS



FOUR DIRECTED ROLES



AND THE ORGANISATION GROWS · NOW POSSIBLE



CAPABILITY AND AUTONOMY

The decision to build stays human.

AI can learn any documented pattern. The human decides which one fits.

THE HUMAN SELECTS



Chooses which systems fits the need.

THE PATTERN LIBRARY · DOCUMENTED SYSTEMS AI CAN LEARN

Content model

Hero

Hub

Hygiene

Traveller journey

Dream

Plan

Book

Experience

Share

Campaign funnel

Awareness

Consideration

Conversion

Advocacy

AI learns any documented pattern. The human decides which one the moment calls for.

01

PART ONE

The misunderstanding

THE MISUNDERSTANDING

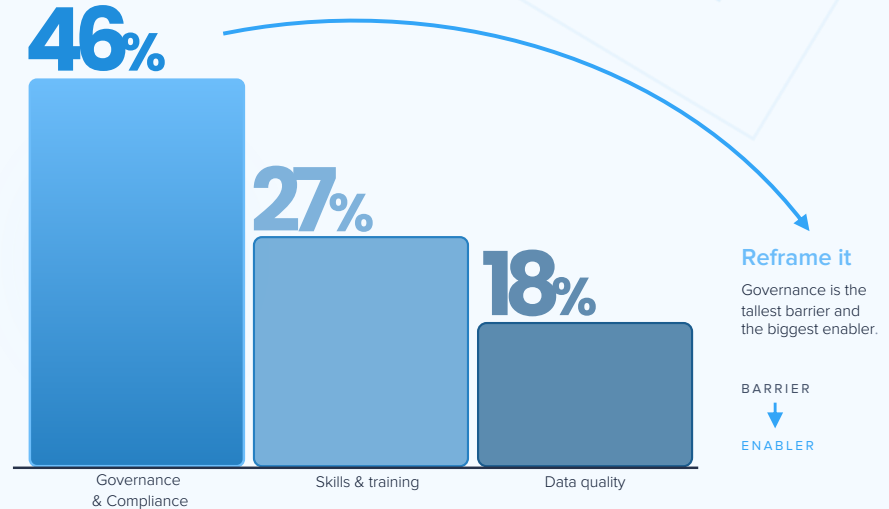
Governance is heard as compliance.

46%

name governance and compliance the **leading barrier to AI value**. Leaders read it as a brake. The evidence says it is the engine.

GRANT THORNTON · AI IMPACT SURVEY · 2026

LEADING CAUSES OF AI UNDERPERFORMANCE



THE MECHANISM

Disclosure is downstream of trust.

People will not be honest about how they used AI **while their worth is measured by output** they can no longer claim alone.



THE SHIFT IN THE QUESTION

From whether to how.

The useful question has to change. How AI was used **opens the conversation** that whether it was used closes.



THE SHADOW ECONOMY

Mandates without frameworks erode trust.

Ask for AI use without support and people fall back on unapproved tools in private.

WATERLINE · WHAT'S VISIBLE

SANCTIONED USE

APPROVED TOOLS, LOGGED & GOVERNED

THE SHADOW ECONOMY

35%

have put proprietary data into public AI tools

67%

Of leaders believe a leak has already happened.

Most AI use sits below the line, unseen, unmanaged, and already a risk.

THE REFRAME

The anxiety is a leadership gap.

The fear is a rational response to leaders asking for adoption before deciding what they value about people's work.

GEN Z · 18 TO 34

“AI is replacing us.”

FEAR OF DISPLACEMENT

REPORT HIGH FEAR



24%

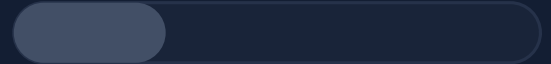
DEUTSCHE BANK RESEARCH · 2025

MILLENNIALS & OLDER · 55+

“AI is undermining us.”

FEAR OF EROSION

REPORT HIGH FEAR



~10%

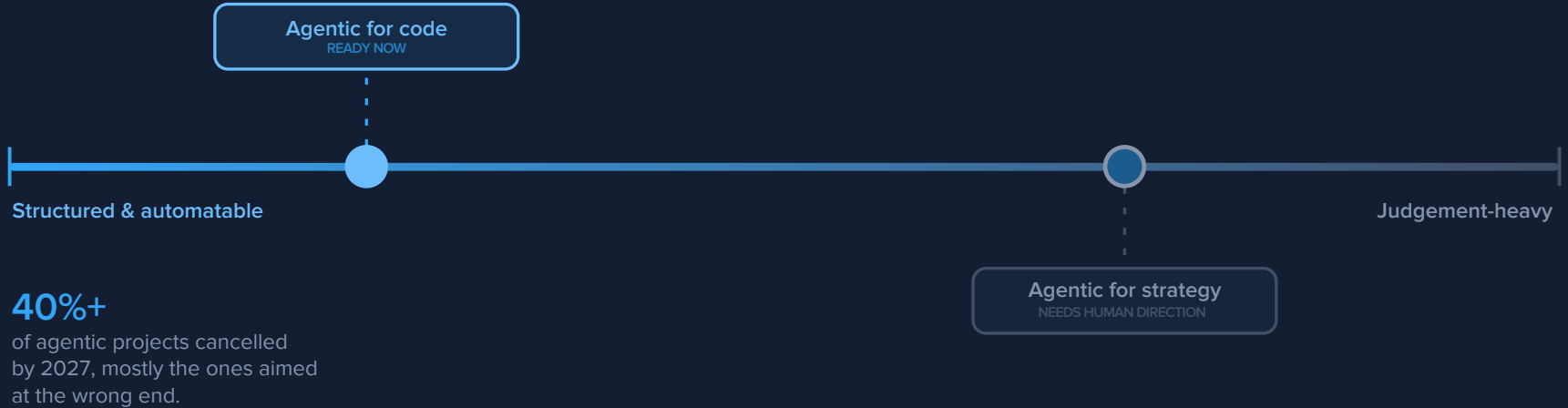
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PART TWO

The response

Agentic systems still need direction.

The useful question has to change. How AI was used **opens the conversation** that whether it was used closes.



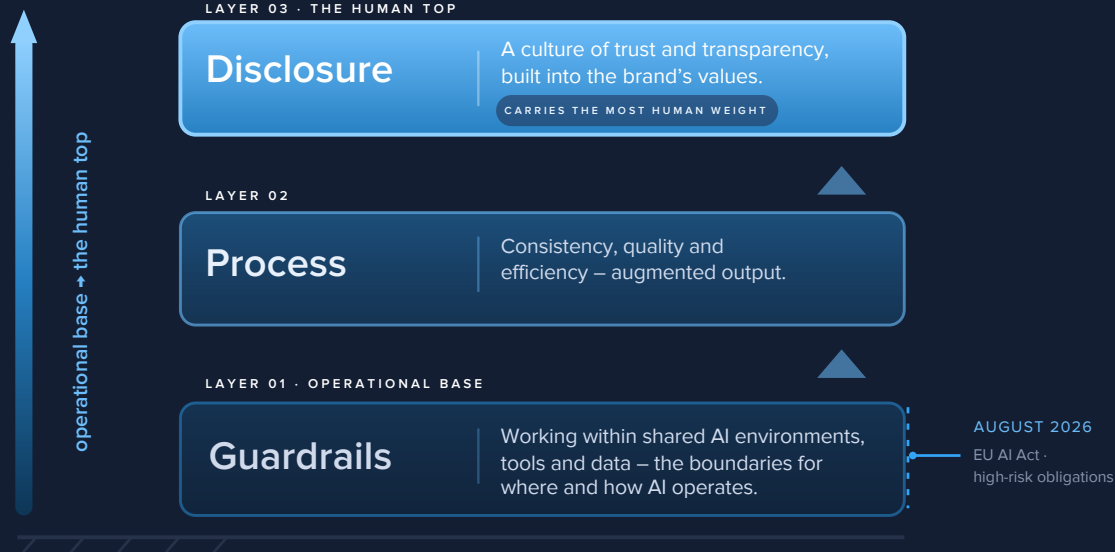
40%+

of agentic projects cancelled by 2027, mostly the ones aimed at the wrong end.

THE SYSTEM

Governance works on three layers.

As people move up to direction and AI takes the execution, governance is the system that keeps the work consistent, useful and trusted.



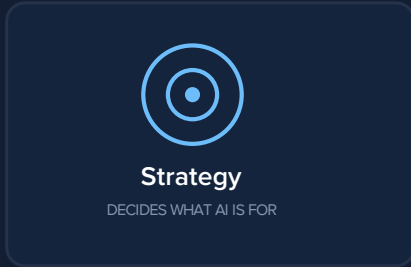
Guardrails set the boundaries, process holds the standard, disclosure builds the trust.

THE INSTRUMENT

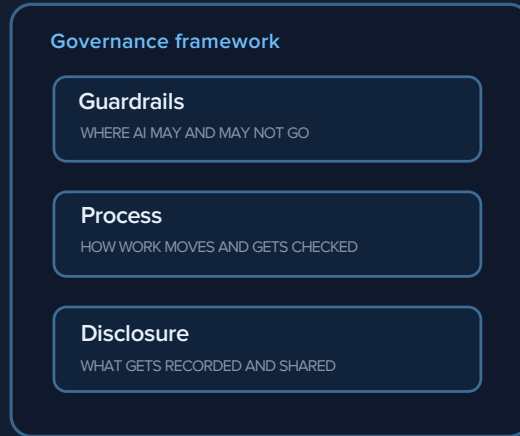
What a governance framework achieves.

A strategy decides what AI is for.
Governance keeps it there.

STRATEGY SETS THE PURPOSE



GOVERNANCE KEEPS IT THERE



THE RESULT



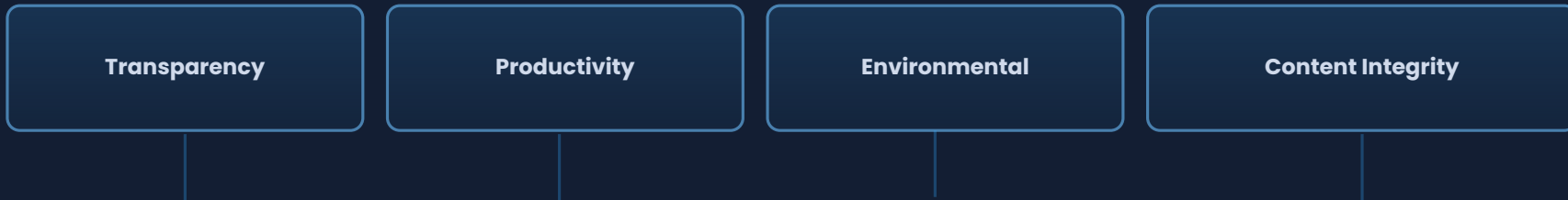
EU AI Act · ready by Aug 2026

THE DTTT AI TRANSPARENCY FRAMEWORK

From principle to instrument.

Four published models resting
on three working instruments.

TIER 1 - MODELS



TIER 2 - INSTRUMENTS - THE FOUNDATION



BREAKOUTS AT 15:30

Change the question and governance changes with it.

The Strategy Room · The Lab · The Debating Room · The Advisory Clinic

