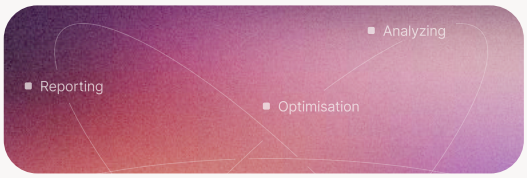
NEBIUS ACADEMY

Guide

Why   companies fail to  scale AI

Discover five common mistakes that prevent real AI adoption and limit organizational impact.

In most organizations, AI adoption did not begin as a strategic initiative. It began as a practical solution.

Teams started using AI tools to solve specific tasks: writing reports, analyzing data, structuring presentations, or automating repetitive processes.

Almost without friction, AI became part of everyday work.

Yet in many organizations:

- There are no shared standards on which tools to use
- There are no common criteria to validate outputs
- There are no clear guidelines on data usage

Most usage emerges from individual initiative, not from a structured organizational policy.

03 First step

02 Real adoption

01 No structure

Five tensions that emerge when *adoption lacks structure*

Only 26%

26% of companies manage to scale AI initiatives beyond pilots. Most remain stuck between isolated experiments and results that are difficult to scale.

Source: BCG Global AI Adoption Study, 2024.

1 Zero visibility or control

What happens

Employees adopt AI tools independently, without formal policies or centralized visibility.

Consequence

- Data exposure risks
- Lack of traceability
- Decisions based on unreviewed outputs

2 Misalignment between experimentation and strategy

What happens

Teams experiment, but the organization has not defined priorities, strategic use cases, or impact metrics.

Consequence

- Too many pilots without scaling
- Resources invested without measurable impact
- Organizational fatigue, with teams losing momentum

3 AI is not integrated into formal processes

What happens

AI is used for isolated tasks, without redesigning workflows or responsibilities.

Consequence

- Uneven productivity
- Difficulty measuring ROI
- Impact limited to individuals, not the organization

4 Skills gap

What happens

Adoption outpaces structured training.

Consequence

- Reactive, generic training
- Lack of role-specific guidance
- Internal anxiety about replacement or irrelevance

5 Weak governance and regulatory risk

What happens

Adoption moves faster than policy

Consequence

- Reputational risk
- Legal risk
- Lack of clear accountability

03 First Step

02 Real adoption

From AI usage *to real adoption*

01 No structure

From AI usage to real adoption

Using AI does not guarantee consistency, control, or sustained impact. The difference appears when organizations move from individual initiatives to organizational capability.

AI usage vs. real adoption

Informal usage	Real Adoption
Spontaneous use AI is used based on individual initiative, without shared direction	**Structured adoption** AI stops being something “everyone uses in their own way” and operates with shared criteria.
Individual ownership Use cases depend on who has time or interest, not organizational priorities	**Role-based guidance** Not all roles need the same approach. Objectives, level of autonomy, and types of risk vary by role.
Isolated applications AI is applied to tasks, not integrated into workflows or decisions	**Workflow integration** AI is applied where value is actually created: in processes, decisions, and deliverables.
Fragmented criteria No shared standards for validation, data use, or documentation	**Clear governance** What can be done, with which data, and under whose responsibility is defined.
Limited visibility Knowledge remains with individuals; leadership sees activity, not progress	**Organizational capability** Learning becomes repeatable practices, clear metrics, and shared visibility.

What “structure” means in practice

Structured adoption typically includes:

- *Use cases defined by function (not generic idea lists)*
- *Role-specific guidance: what to improve, what to review, what not to automate*
- *Minimum quality standards: how to validate outputs and document decisions*
- *Data and security criteria: what can and cannot be shared externally*

This is not about limiting experimentation. It is about turning it into organizational capability.

03 First Step

Where to start

02 Real adoption

01 No structure

Where to start

> *According to McKinsey and Deloitte, companies that capture the most value from AI define organizational priorities before scaling usage.*

A practical starting point typically includes five key decisions.

1 Map real usage before defining strategy

Before defining a strategy, understand how AI is currently being used.

- What tools are being used?
- In which roles?
- With what types of data?
- What tasks are actually being improved?

2 Prioritize roles where impact is measurable

The most effective organizations start where:

- Processes are repetitive or require working with large amounts of information
- Impact can be clearly measured
- Leadership is willing to redesign workflows

3 Translate AI into role-specific use cases

Real adoption happens when each role understands:

- What tasks can be improved
- What decisions can be supported by AI
- What limits must be respected
- How to validate outputs

4 Define minimum standards for usage and quality

Governance does not start with legal documents. It starts with operational clarity:

- What data can be shared with external tools
- How AI outputs are validated
- Which tasks require human oversight
- How decisions supported by AI are documented

5 Build internal capability, not just isolated skills

Training teams should develop judgment, risk awareness, and integration into real workflows. Organizations that move faster invest in:

- Role-based training
- Application in real tasks
- Progressive support
- Impact evaluation

NEBIUS ACADEMY

How Nebius Academy supports structured adoption

We support leaders and teams in moving from isolated experimentation to structured AI adoption, with role-based guidance and clear standards.

How?

Through corporate training programs designed for each business function that translate AI into concrete use cases, decision criteria, and practices that can be applied in daily work.

From isolated usage → to responsible, scalable adoption.