Opportunity Explorer

Output Summary

Large Co Plc
Perform Partners
Shaun Walsh
June 2026

Opportunity Explorer — Discovery Output

Large Co plc | June 2026

Explorer complete

CLIENT CONTEXT

Organisation	Sector / domain	Key contact	Entry route
Large Co plc	Regulated Infrastructure — Energy & Utilities	Group Chief Risk Officer	Network event

OPPORTUNITY STATEMENT

The customer has a structurally sound risk governance framework, but it produces reports not intelligence — Risk Intelligence maturity is rated at 1/5. The data that would power real-time risk intelligence sits across five systems with no integration owner, and the AI governance framework needed to responsibly deploy the tools that would change this does not yet exist. The board is pushing to accelerate AI adoption, but the CRO cannot move faster than responsible deployment allows — a clear pathway from current state to AI-powered risk intelligence is the critical gap.

WILL / WAY / WALL — FRICTION READ

Will

Strong executive and board appetite — the CRO is being pushed to accelerate AI, not having to sell it. The risk team is capable and committed. Board pressure for speed tensions against the CRO's duty of responsible deployment.

"I am not selling the concept. I am being asked to accelerate."

Level: Watch & manage

Way

Risk data fragmented across 5+ systems with no integration owner. Governance, accountability and capacity are sequential blockers tackled simultaneously with no progress. Cross-functional authority is lacking — reaching into compliance and finance is deeply political.

"It is everyone's problem which means it is nobody's problem."

Level: Active blocker

Wall

Under Ofgem oversight, any AI touching risk or compliance must be regulator-defensible before deployment. A use-case-specific AI governance framework with mapped accountability does not yet exist. The Ofgem relationship mitigates but does not remove this constraint.

"I have to know in advance how we will answer a regulator's question."

Level: Significant risk

Dominant friction: Way — the structural absence of data accountability and a sequenced governance approach is the primary blocker; addressing it unlocks progress across all three zones.

AGREED SCOPE & SUCCESS CRITERIA

- **Domain focus agreed** — AI: building an AI governance framework to enable deployment of AI-powered risk intelligence, with data integration as the enabling layer.
- **Success criteria** — MVP AI governance brief published and shared with Ofgem within 8 weeks | Data integration spec defined with named owner within 4 months | One AI risk intelligence use case live within 12 months
- **Scope boundaries** — In: AI governance framework design, data integration spec, first use case selection, exec sponsor strategy | Out: Full data integration programme, broader AI scaling, Ofgem formal approval

- **Next step — AI Readiness Assessment** | 2-week engagement to define the MVP governance brief scope, map the first use case, and produce the executive sponsor engagement pack.