FOR IMMEDIATE RELEASE

Three Principles for Making AI Investments, Backed by MIT CISR Research

AI Is Everybody's Business, a new MIT CISR research briefing, guides business leaders on how to invest in capabilities, involve people, and realize value from both predictive and generative AI

CAMBRIDGE, Mass., May 16, 2024 — A new research briefing released today by the MIT Center for Information Systems Research (CISR) presents three principles, supported by data monetization research, to guide business leaders when making artificial intelligence (AI) investments.

The research briefing, titled "AI Is Everybody's Business," explores managing AI using a data monetization mindset and is written by Barbara H. Wixom and Dr. Cynthia M. Beath, authors of the award-winning book, *Data Is Everybody's Business: The Fundamentals of Data Monetization.* Wixom is a principal research scientist at MIT CISR, and Beath is Professor Emerita, University of Texas and an academic research fellow with MIT CISR.

"AI technology's role is to help data monetization project teams use data in ways that humans cannot, usually because of big complexity or scope or required speed," say the authors. "In our data monetization research, we have regularly seen leaders use AI effectively to realize extraordinary business goals."

Principle 1: Invest in Practices That Build Capabilities Required for AI
MIT CISR research shows that an organization's progress in AI is dependent on having equally advanced capabilities in data science, data management, data platform, acceptable data use, and customer understanding.

Invest in AI training—but also invest in practices that will boost the organization's ability to manage data (such as adopting a data cataloging tool), make data accessible cost effectively (such as adopting cloud policies), improve data governance (such as establishing an ethical oversight committee), and solidify your customer understanding (such as mapping customer journeys). In particular, adopt policies and processes that will improve your data governance, so data is only used in AI initiatives in ways that are consonant with your organization's values and regulatory environment.

"We worry that some leaders view buying AI products from providers as an opportunity to use AI without deep science skills; we do not advise this," caution the authors.

Principle 2: Involve All Your People in Your AI Journey
With AI, involving a variety of stakeholders in initiatives helps non-data scientists become knowledgeable about what AI can and cannot do, how long it takes to deliver certain kinds of functionality, and what AI solutions cost. This, in turn, helps organizations learn how to build models people trust.

Given the consumerization of generative AI tools, MIT CISR believes that pervasive worker involvement in ideating, building, refining, using, and testing AI models and tools will become even more crucial to deploying fruitful AI projects—and building trust that AI will do the right thing in the right way at the right time.

Principle 3: Focus on Realizing Value from Your AI Projects
AI is costly and needs to pay off, yet some organizations become distracted with endless experimentation. Leaders with data monetization experience make sure their AI projects realize value in the form of increased revenues or reduced expenses by backing initiatives that are clearly aligned with real challenges and opportunities.

In MIT CISR's research, the leaders that realize value from their data monetization initiatives measure and track their outcomes, especially their financial outcomes, and they hold someone accountable for achieving the desired financial returns.

"When people actively engage in data monetization initiatives *using AI*, they learn, and they help their organization learn," say the authors. "Their engagement creates momentum that initiates a virtuous cycle in which people's engagement leads to better data and more bottom-line value, which in turn leads to new ideas and more engagement, which further improves data and delivers more value, and so on. Imagine this happening across your organization as all people everywhere make it their business to find ways to use AI to monetize data.

This is why AI, like data, is everybody's business."

Read the MIT CISR research briefing, "AI Is Everybody's Business" for sound AI investment principles and examples of leaders achieving big AI wins and maximizing financial returns.

###

MEDIA CONTACT:
Veronica Kido
vkido@kidocommunications.com
617-899-2893

About the MIT Center for Information Systems Research (CISR)
Celebrating its 50th anniversary, the MIT Center for Information Systems Research (CISR) helps executives meet the challenge of leading increasingly digital- and data-driven organizations.

MIT CISR provides insights on how organizations effectively realize value from approaches such as digital business transformation, data monetization, business ecosystems, and the digital workplace. Founded in 1974 and grounded in MIT's tradition of combining academic knowledge and practical purpose, MIT CISR works directly with digital leaders, executives, and boards to develop its insights. Its consortium forms a global community that comprises more than seventy-five organizations.

Connect with *MIT CISR*:
- [LinkedIn](#)
- [Instagram](#)
- [X](#)
- [Facebook](#)