

The C-suite AI readiness map for retail

The Retail AI Operating Model. Not every executive has to be technical. Every executive has to understand how agents change the decisions their function owns, and what they are accountable for.

One question per seat. Ask it at the next leadership meeting and listen for a decision, not a tool.

CEO The AI thesis and the operating model "Which AI decisions do you own personally, and who is accountable for each outcome?"	CMO / MERCHANDISING Range, price, promotion, space "Where did an agent influence a range or price call this quarter? Where was it overridden, and why?"
CSCO / SUPPLY CHAIN Forecast, replenishment, allocation "When the availability agent and the margin agent disagree, whose rule wins, in writing?"	CFO Value, cost, controls, investment cases "Do we measure agents on margin, service, inventory and decision time, or on model accuracy?"
CIO / CDO Platforms, data, architecture, openness "Can our own agents call every system we pay for, or are we accumulating chat boxes?"	COO / STORES Execution, exceptions, workforce "Which workflows were rebuilt around an agent, and which were merely tool-enabled?"
CHRO Roles, judgment, adoption, trust "Whose judgment are we capturing before it walks out of the building, and who redesigned the roles?"	THE TABLE The direct question "If every agent we run had to state the strategy it serves, how many could?"

WHAT THE ANSWERS REVEAL

Decisions or tools. A leadership team that answers in decisions, owners and rules is building an operating model. One that answers in vendors and pilots is just building silos faster.