DOCUMENT 00 · FRAMEWORK OVERVIEW

What SEVEN-G is and what it is for

A framework for value, governance and transformation with artificial intelligence

Fernando García Varela Version 0.2 (working draft) 16-09-2026

Version 0.1 in operation as an open reference framework

9	3	0–7	10
spheres of impact	ambition levels	phases with decision gates	value measurement rules

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THE ESSENTIALS Always mandatory

Initial reading for anyone who is going to use the framework. The quick start (section 0) and sections 1 to 6 are enough: what it is, what problem it solves, how it is built (spheres, corporate cycle, lifecycle with gates, governance and measurement) and the ten value measurement rules.

Obligation matrix and layered reading (document 94)

00

Quick start

SEVEN-G (*Seven-phase Enterprise Value & Governance*) is a complete method, **free of charge and modifiable**, that lets a company, a consultancy or an independent professional implement, govern and measure an organisation's artificial intelligence —enterprise self-consulting supported by AI— and answer, with evidence, whether it is transforming itself or just becoming more efficient. This section takes about fifteen minutes to read and serves a single purpose: **deciding whether it is worth reading on**.

What it does, in four ideas

1. **It organises the company's AI as a portfolio**, not as a list of projects: each use case is registered, and its phase, its cost, the value expected from it and its accountable owner are known.
2. **It places decision gates between phases.** Moving forward requires results and verified documentation; otherwise the use case iterates, pivots or stops, and the reason is recorded.
3. **It separates who decides, who builds and who controls**, and translates regulation (EU AI Act, GDPR, DORA, NIS2, ISO/IEC 42001) into specific phases, roles and evidence.
4. **It measures value in money and with a status** —validated, declared or estimated— and tells the board, with eight observable signals, whether the company is transforming itself or just becoming more efficient.

What it is compared with the standards. SEVEN-G is an operating methodology for transforming the company with AI: it decides where to invest, governs each use case and measures value with evidence. Standards and regulation —ISO/IEC 42001, ISO/IEC 38507, ISO/IEC 23894, ISO/IEC 42005, the NIST AI RMF or the EU AI Act— say **what must exist**: a management system, responsibilities of the governing body, a risk process, impact assessments, legal obligations. SEVEN-G is the **operating layer that makes it work**, case by case and portfolio by portfolio, with investment and value discipline: who decides at each gate, with what evidence, what it costs and what it yields. It is not an alternative to ISO/IEC 42001 nor equivalent to a certification: its crosswalk (document 34, section 9.1) says which requirement it covers, which it covers in part and which needs an external control.

What you get, at no cost

SEVEN-G is not a brochure that ends in a sales proposal: **the working material is here, in full**. The documents explain the method; the templates are the deliverables, ready to be filled in; the tools are applications that work with each company's data. Everything can be used as it is, trimmed, extended,

renamed or built into the methodology that the company or its consultancy already uses, with a single condition: credit the author and indicate the changes.

SEVEN-G in fifteen minutes: what you get, free and modifiable

Everything shown here is published, can be opened or downloaded without registration and can be adapted to each company.

42

documents

The complete method: strategy and portfolio, lifecycle with decision gates, governance, risk and compliance, value measurement, people, data, operations and the board. In HTML and PDF, in English and Spanish.

Library index · 01 Methodology · 90 Implementation guide

74

editable templates (Word)

One for each piece of lifecycle evidence and for each register, report and decision of the company, the board, compliance, suppliers and audit. Download them, fill them in and change them.

All templates · P01 Use case charter

7

ready-to-use applications

They open in the browser, with no installation or server; data is kept in the company's own files (JSON and CSV). They include fictitious sample data to try them out.

T01 Use case register · T11 Value and costs · T14 Transformation index · T15 Maturity · T17 Board dashboard · T23 Implementation journey

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FIVE WAYS TO START, DEPENDING ON THE TIME AVAILABLE

5 minutes

See SEVEN-G in five slides: what it is, what it solves and how it is used.

15 minutes

Read this section and go through the flow diagram and the usage map in section 1: what happens in each phase and what is decided at each gate.

30 to 60 minutes

Open the sample use case register and the board dashboard generated from it, and answer the maturity diagnosis with the company's actual situation.

2 to 4 hours

Take the SEVEN-G course: nine short modules, with paths by profile (board director, management, AI Office, risk, use case team, consultant), exercises on the example data and self-check questions.

90 days

Follow the90-day implementation plan or, in a medium-sized, unregulated company, the minimum path in a Lite scope.

Source: SEVEN-G

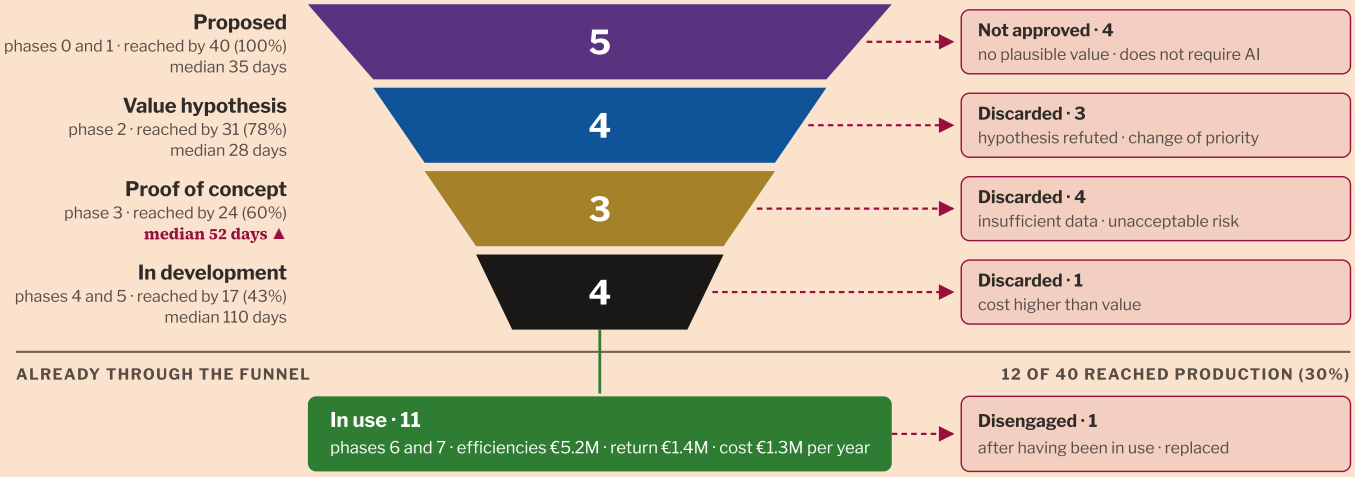
> **Why it matters.** Most of the cost of bringing order to AI lies not in understanding what has to be done, but in producing the instruments: policies, minutes, registers, checklists, dashboards. Starting from complete material, which can be modified without asking for permission, lets the effort go into deciding rather than into formatting, and makes it possible to check in an afternoon —with the sample data— whether the approach fits the company before committing anyone.

What you actually get, for anyone who wants to see it before reading

Two quick views, with the fictitious sample data: the AI use case portfolio read as a funnel (which phase each use case reaches, how many are lost at each one and why) and the board dashboard generated from that same register (cost, return and net of the portfolio). This is what using SEVEN-G leads to: from one use case's register entry to a board decision backed by evidence.

The AI use case portfolio as a sales funnel

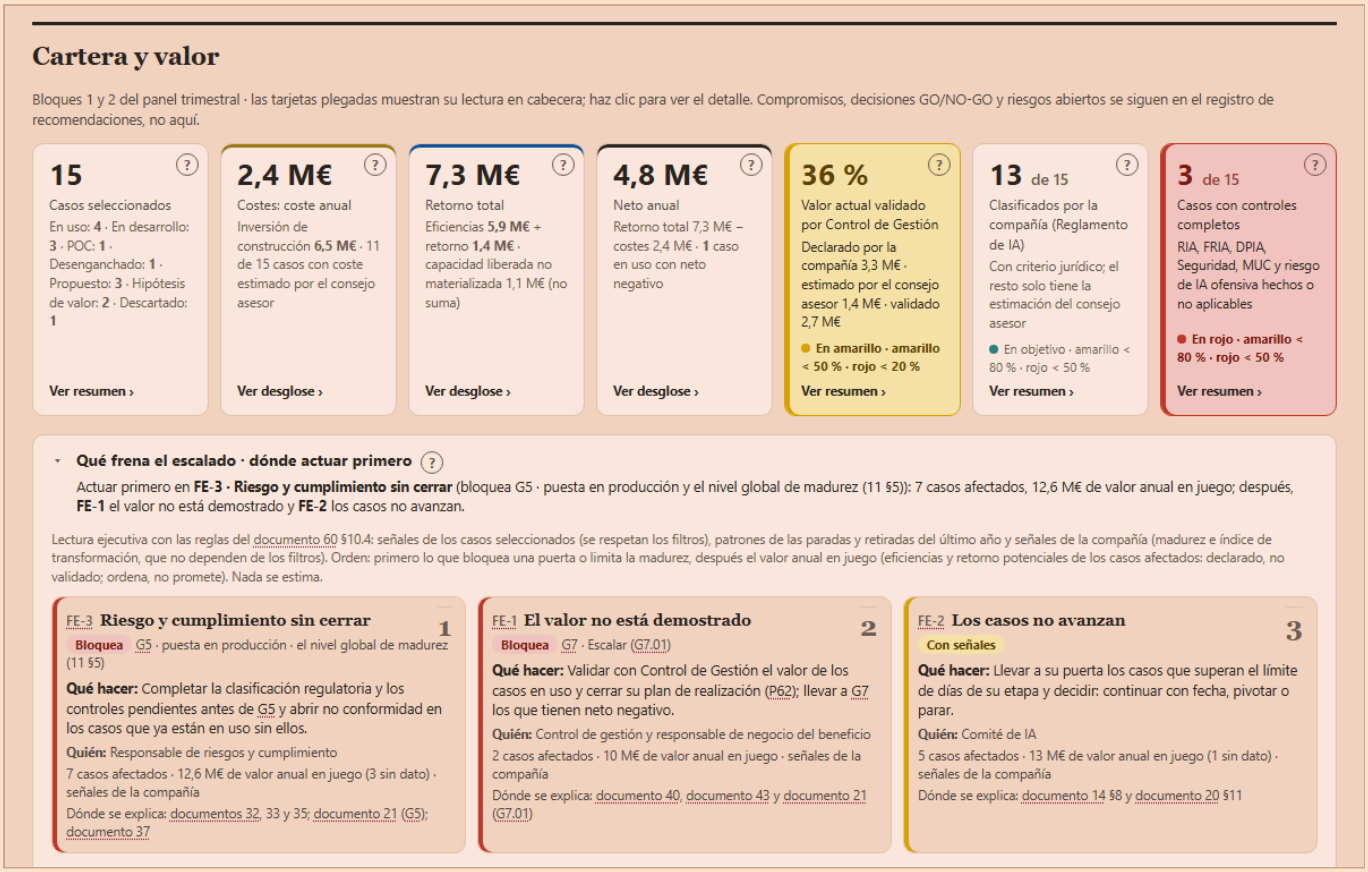
The funnel holds the use cases in progress; on the right, those that did not pass each stage; below, those that have already gone through it. Illustrative data



▲ exceeds the reference time limit of the stage. Illustrative data, not representing any organisation. Source: SEVEN-G

The board dashboard, generated from the sample use case register

"Portfolio and value" view of the full dashboard: cost, return, net and validation of a portfolio of 15 fictitious use cases



Source: sample dashboard from the use case register, generated with the board dashboard, fictitious data. Screenshot in Spanish

Is it useful? (for your company, or for the consultancy or professional advising it)

It is probably useful if…	It is probably not useful, or not yet, if…
You already have AI use cases —pilots, generative assistants, models, agents— and nobody can say with evidence **how much they cost, how much they contribute and who is accountable** for each one.	You are looking for a technical guide to **build models or choose technology**. SEVEN-G governs and measures. Building software with AI is a different problem: SPAD, an independent method, solves it, and document 53 is the only bridge between the two.
The board or senior management ask about AI and receive an **inventory of technical projects** instead of business decisions.	You are looking for a **certification or a seal**. There is none: the declaration of application is a self-declaration that can be verified by audit.
There are **many pilots and few use cases in production**, and no rule for stopping what does not work.	You expect **legal advice** or a guarantee of compliance. The framework maps obligations to evidence, but each company is responsible for its own compliance.

It is probably useful if…	It is probably not useful, or not yet, if…
You have to **demonstrate compliance** with evidence rather than statements.	You only have one or two trials with no budget and no intention of taking them to production. Start with the acceptable use policy (document 31) and the AI system inventory (T02), and come back when there is a portfolio to govern.
You are a **medium-sized company** with no AI team: the Lite scope works with the executive committee, one part-time person and an external auditor.	**Nobody in management is going to own the decisions.** The framework requires a sponsor for each use case and a real ability to stop; without that, it only produces documents.
You are a **consultant or an in-house lead** and need a complete method that you can adapt and apply with your own way of working, citing the source (document 91).	

What it asks in return. It costs no money, but it does take discipline: someone to drive it, a use case register kept up to date and decisions taken with the evidence on the table. What is non-negotiable fits in fourteen rules, the **core** (document 01, section 14.1); everything else is applied in proportion to the risk and materiality of each use case (principle 11, document 94). Adoption can be **modular** —starting only with the register, with the decision gates, with value measurement or with the board dashboard— and be extended later. The implementation guide (document 90) proposes a 90-day plan and a minimum path for medium-sized companies; document 96 and its tool, the implementation journey (T23), say where to start according to the AI and the governance the company already has.

Where to go next, depending on who you are

If you are…	Continue with…
A member of the board or of senior management	Section 5 of this page (transforming or just becoming more efficient), the board conversation guide and the sample board dashboard (T17).
An AI, data or technology lead	The foundational methodology, the phase manuals and the use case register (T01).
Risk, compliance, data protection or audit	The regulatory mapping, the AI risk methodology and the AI audit framework.
Finance or management control	The value measurement rules and the value and cost calculator (T11).
A consultant or the person in charge of implementing the framework	The implementation guide, the guide for consultants and the application cases.

The rest of this page develops the above in detail: what SEVEN-G means and how it is followed (section 1), the problem it solves (2), what it helps with (3), how it is built (4), how it tells transformation from efficiency (5) and the rules it uses to measure value (6).

01

What SEVEN-G means

SEVEN-G means **Seven-phase Enterprise Value & Governance**: one enabling phase 0 and seven value phases (1-7), with governance applied across all of them.

The intent of the framework is to enable, with AI support, a model of **enterprise self-consulting**: any company, consultancy or independent professional should be able to use SEVEN-G to implement, govern, measure, adapt, extend and improve an AI system without depending on a closed third-party interpretation.

SEVEN-G is designed to be **compatible** with existing governance structures, with in-house or external consulting support, and with other frameworks the company may already use. It does not require replacing them: it allows organisations to integrate them, structure their contributions and convert them into traceable decisions based on shared value, risk, compliance and measurement criteria.

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SEVEN-G enables an organisation to **implement, govern and measure** artificial intelligence with the same rigour it applies to its finances, its risks or its regulatory compliance, and enables its decision and governance bodies to answer, with evidence, a question that almost no one can answer today:

> **Is the company transforming itself with AI, or is it just becoming more efficient?**

Both are legitimate. The problem arises when they are confused: when a portfolio of automations is presented as transformation, when savings are declared that never materialise, or when the bets that could change the business are blocked using the same return criteria as a cost-cutting project.

The practical goal is for boards, senior management and control bodies to understand and measure the contribution of enterprise intelligence in their company, understand and contain its risks, and decide with portfolio discipline which use cases deserve investment to improve efficiency, transform capabilities and create measurable impact on P&L.

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SEVEN-G provides four things:

1. **A map of where and with what ambition** to use AI: nine spheres of impact and three ambition levels (Optimise, Augment, Transform).
2. **A controlled lifecycle** for each use case, with phases, auditable decision gates (*gates*) and a real ability to stop or retire.
3. **A governance system** with separate roles, clear responsibilities and mapped regulatory compliance (EU AI Act, ISO/IEC 42001, GDPR, DORA and sector-specific regulation).
4. **A measurement system** with explicit rules that separate validated value from declared value, efficiency from growth, and evidenced transformation from announced transformation.

Adoption can be **full or modular**: a company may deploy the entire framework or start with a specific component (for example measurement, *gates*, regulatory inventory or oversight dashboard) and then expand without losing methodological coherence.

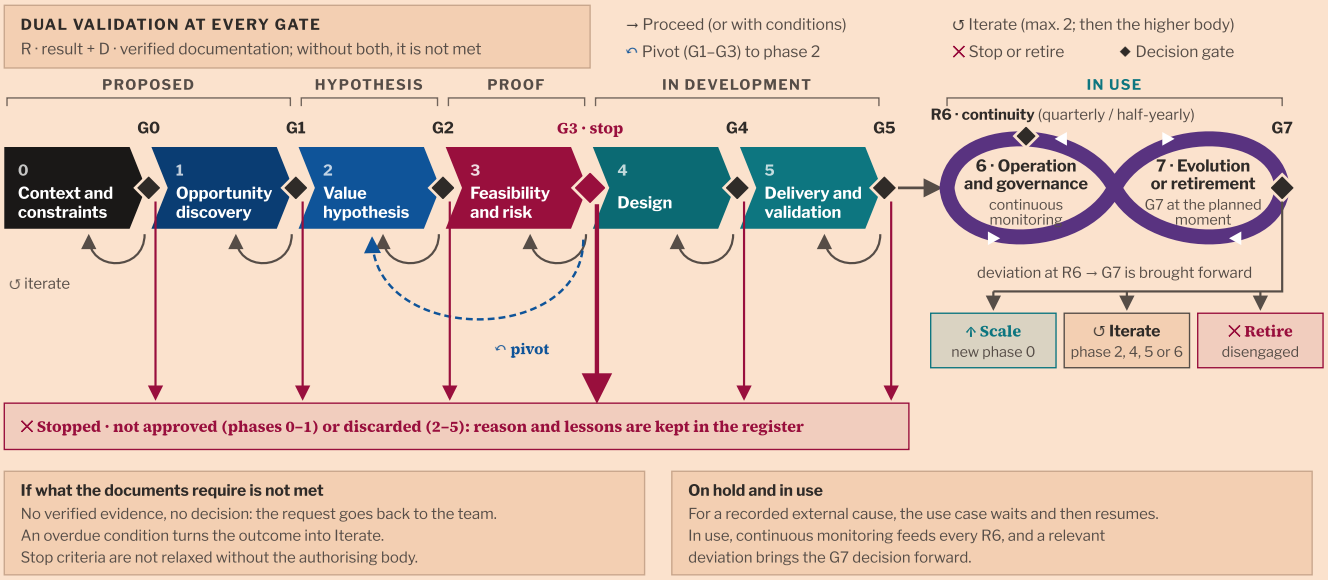
All of this comes with templates, audit criteria and tools —including an AI dashboard for the board— that allow it to be applied in any sector.

How SEVEN-G is used, at a glance

Before the detail, the route. Each use case moves through phases and, at the end of each one, a decision gate checks the result and the documentation at the same time (dual validation). If what the documents require is not met, the use case does not move forward: it iterates (at most twice before the decision is escalated), pivots to a new hypothesis or stops, and the reason is recorded. Once past go-live (G5), the use case enters an operation loop with continuous monitoring and periodic continuity reviews (R6), until gate G7 decides to scale it, iterate it or retire it.

How a use case flows through SEVEN-G

Phases, gates with dual validation, iterations, exits and the operation and continuous improvement loop



Source: SEVEN-G · transition rules in document 20 §11 and document 21 §3

The following map brings together in a single view how the framework is followed: at the top, the corporate cycle in which the company decides and oversees; in the centre, the lifecycle of each use case, with its funnel stage, its phase, its decision gate and the templates, documents and tools used in it; at the bottom, the cross-cutting governance that accompanies every phase. Each element links to the document, section, template or tool that develops it.

> **Why it matters.** SEVEN-G has many pieces, and a first-time user needs to know what applies at each moment and where to find it. The map answers three practical questions —which phase a use case is in, what must be provided to pass its gate and with which template or tool— and serves as a starting point to navigate the library without reading all of it.

How SEVEN-G is used: phases, decision gates, documents, templates and tools

Navigable map of the framework. Each box takes you to its document, section, template or tool.

COMPANY LEVEL · CORPORATE CYCLE

Annual, with quarterly oversight · led by the board and senior management

C1 · Diagnosis
Where are we?
11 Maturity · 12 Index · 32 Inventory · P33 · P34 · T15 · T14

C2 · Direction
Where to play, with what ambition and risk appetite?
13 Thesis · 10 Spheres · 31 Policy · P35

C3 · Portfolio
What do we fund, what do we stop and in what balance?
14 Portfolio · P36 · T01

C4 · Oversight
Is what was decided being delivered?
60 Board pack · 61 Conversation · 62 Register · P67 · P69 · T17 · T18

C5 · Review
Have we progressed? Are we transforming?
11 Maturity · 12 Index · P37 · T14 · T15

↓ **C3 decides** which use cases enter the lifecycle, with what ambition, intensity and budget.

↑ **The use case register (T01)** feeds oversight (C4), the board dashboard (T17) and the transformation index (T14).

USE CASE LEVEL · LIFECYCLE WITH DECISION GATES

Each use case goes through phases 0 to 7 · manual for each phase in document 20

	Proposed (phases 0 and 1)		Value hypothesis (phase 2)	Proof of concept (phase 3)	In development (phases 4 and 5)		In use (phases 6 and 7 · or disengaged)	
PHASE	0 · ENABLING Context and constraints	1 Opportunity discovery	2 Value hypothesis	3 · STOP Feasibility and risk	4 Solution design	5 Delivery and validation	6 · ↻ in a loop Operation and governance	7 Evolution or retirement
DECISION GATE	◆ G0 · Authorisation Checklist LV-G0	◆ G1 · Opportunity Checklist LV-G1	◆ G2 · Hypothesis Checklist LV-G2 Board if Transform	◆ G3 · Feasibility Checklist LV-G3	◆ G4 · Design Checklist LV-G4	◆ G5 · Go-live Checklist LV-G5 Multi-level sign-off	◆ R6 · Continuity Checklist LV-R6	◆ G7 · Scale or retire Checklist LV-G7 Board if Transform
IF THE GATE IS NOT PASSED	↺ Iterate ✕ Stop	↺ Iterate ↶ Pivot to P2 ✕ Stop	↺ Iterate ↶ Pivot to P2 ✕ Stop	↺ Iterate ↶ Pivot to P2 ✕ Stop · main	↺ Iterate ✕ Stop	↺ Iterate ✕ Stop	↻ **Operation loop** · continuous monitoring (52) → R6 quarterly (Enterprise) or half-yearly (Lite): continue operation, with conditions or bring G7 forward in case of deviation ↑ Scale · new phase 0 ↺ Iterate · phase 2, 4, 5 or 6 ✕ Retire · disengaged	
TEMPLATES (EVIDENCE)	P01 · P02 · P03 · P04 · P05	P06 · P07 · P31	P07 · P08 · P09	P04 · P10 · P11 · P12 · P13 · P14	P15 · P16 · P17 · P18 · P19 · P20	P12 · P19 · P21 · P22 · P23	P24 · P25 · P26 · P27 · P28 · P65	P07 · P28 · P30
SUPPORTING DOCUMENTS	01 Intensity · 30 Roles · 32 Inventory	10 Spheres · 14 Entry	40 Measurement · 41 Indicators · 12 Ambition	33 Risks · 34 Regulation · 36 Suppliers · 42 Costs	35 Security · 51 Data · 23 Adoption	53 Building · 38 Audit	52 Operations · 37 Incidents · 43 Benefits	43 Benefits · 14 Retirement
TOOLS	T01 · T02 · T04	T05	T11 · T05	T06 · T13	T06	T11	T17 · T02	T11 · T17

AT EVERY GATE — **Dual validation** (results and verified documentation) and decision: Proceed · Proceed with conditions · Iterate · Pivot · Stop; at G7, Scale · Iterate · Retire (common rules). Each decision is recorded in P29 with the *gate* manager T03; the use case record P31 accompanies it from phase 1 to phase 7. In Lite, G0–G2 and G4–G5 are grouped, but each gate is decided and recorded separately (grouped gates). Iterate, pivot, stop, on hold and scale: transitions between phases.

G · CROSS-CUTTING GOVERNANCE, PRESENT IN EVERY PHASE

Who decides, who builds and who controls; risk, compliance, measurement and people

Governance and control
30 Governance · 31 Policy · 38 Audit · P38 · P42

Risk and compliance
32 · 33 · 34 · 35 · 36 · 37 · P50

Measurement and value
40 · 41 · 42 · 43 · P62 · P63

People, data and operations
23 · 50 · 51 · 52 · 53 · P45

Getting started and adopting the framework
01 · 02 · 03 · 90 · 91

92 P32

00 document P00 template (also in Word) T00 tool ◆ decision gate · in red, the main stop gate

→ progress · ↺ iterate · ↶ pivot · ✕ stop or retire · ↻ operation loop

Source: SEVEN-G

02

The problem it solves

In most organisations, AI grows faster than their capacity to govern it. The symptoms are recognisable in any sector:

Symptom	Consequence
The board receives AI as an **inventory of technical projects**, not as business decisions.	It cannot prioritise, cannot make demands and cannot exercise its oversight responsibility.
There are **many pilots and few use cases in production**. Pilots are neither closed nor scaled.	Recurring cost with no return and a loss of internal credibility.
Value is declared, not validated. Released hours are added up as savings even though no one has realised them.	Aggregate figures that do not withstand an audit and poorly grounded investment decisions.
No one can stop a project. There are no formal criteria for iterating, pivoting or retiring.	Portfolios that only grow and concentrate risk.
Accountability is **fragmented** across technology, business, risk and compliance. Whoever builds also approves.	Weak controls and a lack of accountability.
Regulatory and security risk is addressed late: classification under the AI Act , impact assessments, suppliers, agents with excessive permissions, AI used by attackers.	Legal, reputational and operational exposure.
The word **"transformation"** is used to describe use cases that do the same thing at lower cost.	The organisation believes it is transforming when it is only becoming more efficient, and fails to take the decisions that real transformation would require.

SEVEN-G starts from a premise: **these problems are not technological; they are problems of governance and measurement**. That is why the framework is aimed both at the teams that build and at those who decide and oversee.

03

What SEVEN-G helps with

3.1 Implementing AI

- Identify opportunities from the business, not from the technology available.
- Formulate each use case as a **falsifiable value hypothesis**: baseline, target, attribution method and success threshold defined before investing.
- Follow a lifecycle with known phases and deliverables, from defining the context through to operation, scaling or retirement.
- Decide with explicit criteria at each *gate*: proceed, proceed with conditions, iterate, pivot or stop.
- Move from pilot to production with requirements for operation, human oversight, monitoring and reversibility.
- Address generative AI and agents with specific controls: evaluations, agent identity and permissions, intent-based access control, a kill switch and human validation for sensitive actions.

3.2 Governing AI

- Establish **who decides, who builds and who controls**, with segregation of duties: whoever builds does not audit, and no one approves their own work.
- Maintain an **AI system inventory** with each system's regulatory classification, its assessments (data protection, fundamental rights, security) and its owner.
- Integrate AI into existing bodies —board, risk committee, internal audit, compliance— instead of creating a parallel governance structure.
- Translate regulation into concrete controls. SEVEN-G does not embed any specific regulation: it **maps** each obligation to a phase, a role and a piece of evidence, so that the framework survives regulatory change.
- Manage AI suppliers: build, buy or partner; technological dependency; contracts that protect data and intellectual property; obligations relating to critical third parties.
- Treat deviations as **nonconformities**, with containment, root cause, corrective action and re-audit.

3.3 Measuring implementation and value

- Measure each use case in money, with a formula and a validation status: **validated** (by management control or audit), **declared** (by the business area) or **estimated** (by the AI Committee, the board or the assessment team).
- Separate **efficiencies** (lower cost) from **return** (revenue, retention, price, margin), and both from **recurring cost**.
- Apply rules that prevent inflated figures (section 6).
- Measure the **agility** of the decision-making system: time from idea to approval and to production, by risk level and ambition level.
- Measure **maturity** with observable evidence, not self-assessments.
- Keep a **register of recommendations and decisions** with persistent identifiers, owners, dates and evidence, so that follow-up does not depend on people's memory of meetings.

3.4 Knowing whether the company is transforming or just becoming more efficient

This is the framework's most distinctive contribution and is developed in section 5.

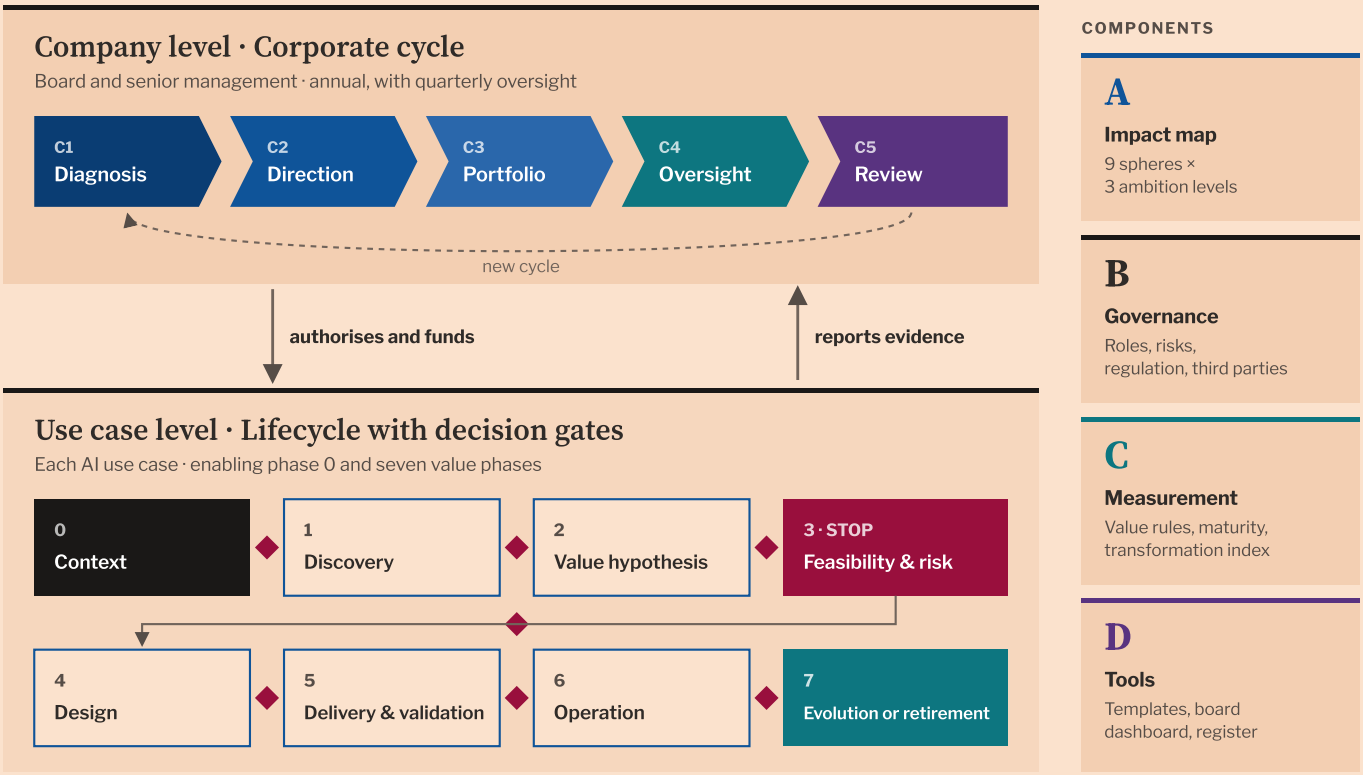
04

How the framework is built

SEVEN-G is organised into two levels of governance —the **company** level and the level of each **use case** — and four components used at both levels.

SEVEN-G architecture

Two connected levels of governance and four cross-cutting components



The diamonds represent the decision gates (*gates*). Source: SEVEN-G

4.1 Component A · Impact map: nine spheres and three ambition levels

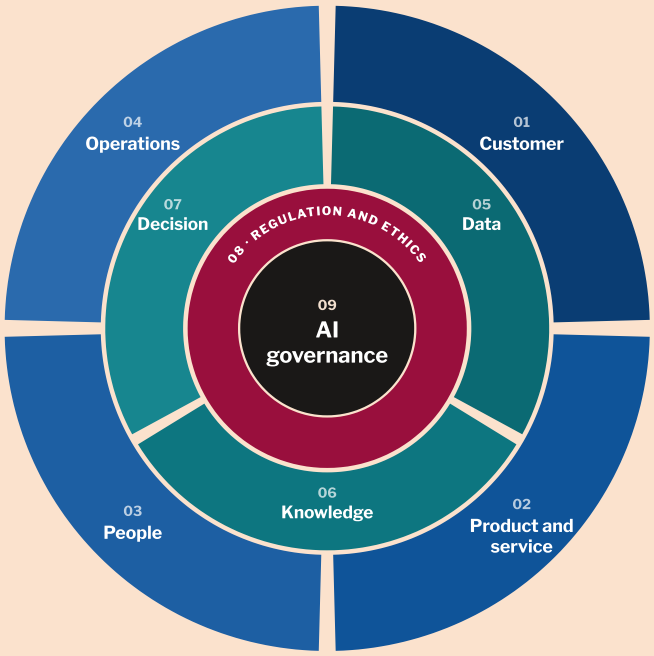
A board does not decide on use cases; it decides on risk, opportunity, competitive advantage and accountability. The impact map makes it possible to talk about AI **without talking about technology**.

> **Why it matters.** Without an impact map, the portfolio fills up with technically attractive but strategically unstructured use cases. The map forces explicit choices on where value should be created, what ambition is acceptable and what should not be funded.

Nine spheres, valid for any sector:

Impact map: nine spheres

From the outside in: where value is created, what enables it, the boundaries and the governance that connects it all



Where value is created

01 Customer · 02 Product and service · 03 People · 04 Operations

Enablers

05 Data · 06 Knowledge · 07 Decision. This is where the uncomfortable questions arise.

Boundaries

08 Regulation, ethics and accountability. Assessed in terms of compliance, anticipation and ethical leadership.

Meta-sphere

09 AI governance. Connects the other eight with the formality of finance, risk or compliance.

Source: SEVEN-G

Type	Sphere	Reference question for the board
Where value is created	01 · Customer	If a competitor knows our customers better because it uses AI better, how long will it take us to lose relevance?
	02 · Product and service	Are we using AI to protect the current product or to build the next one?
	03 · People	Does AI replace, augment or reorganise people's work?
	04 · Operations	Which processes have a demonstrable short-term return and which require a complete redesign?
Enablers	05 · Data	Do we know what data we have, who is accountable for its quality and whether we can legally use it for AI?
	06 · Knowledge	How much critical knowledge depends on a few people and is not available to the organisation?

Type	Sphere	Reference question for the board
	07 · Decision	What does AI decide on its own, what requires human validation and what is never delegated?
Boundaries	08 · Regulation, ethics and accountability	Do we govern proactively, or do we wait for the regulator to force us?
Meta-sphere	09 · AI governance	Does AI have corporate governance with the same formality as finance, risk or compliance?

Three ambition levels, which are not a ladder but three types of bet with different cost, risk, timeframe and organisational resistance:

Level	What it means	Where the value lies	Who should decide
Optimise	Doing the same thing faster, cheaper or with fewer errors. It does not change what is done or who does it.	Mainly in efficiencies (avoided cost).	Management of the business area, within the portfolio framework.
Augment	People do what they could not do before. The role changes, not the business.	Combined: cost and performance (productivity, quality, conversion).	Senior management, with visibility for the AI Committee.
Transform	Changes what is offered, how the company competes or how it is organised.	Mainly in return (revenue, new services, competitive position) and in changes to the operating model.	Explicit decision by the board or senior management.

Spheres 08 and 09 are not assessed on these three levels, because they do not generate value in themselves: sphere 08 is assessed on *Compliance, Anticipation and Ethical leadership*, and sphere 09 on *Structure, Balance between speed and control and Supplier ecosystem* (grades Absent, Basic, Systematic and Advanced; document 10).

4.2 Company level · Corporate cycle

This is the cycle in which the board and senior management perform their role. It runs annually, with quarterly oversight:

> **Why it matters.** Without a corporate cycle, AI decisions remain isolated projects. This cycle turns AI into a management discipline: it sets direction, allocates capital, oversees execution and requires annual evidence-based review.

Stage	Question it answers	Main output
Diagnosis (C1)	Where are we?	Maturity by dimension with evidence, current sphere map, efficiency–transformation profile, AI system inventory.
Direction (C2)	Where do we want to play, and with what ambition and risk appetite?	The company's AI thesis, ambition level per sphere, risk appetite, principles and corporate policy.
Portfolio (C3)	Which use cases do we fund, which do we stop, and in what balance?	Prioritised portfolio with a balance across ambition levels, budget and owners.
Oversight (C4)	Is what was decided being delivered?	Board dashboard, register of recommendations, relevant *gate* decisions, incidents and nonconformities.
Review (C5)	Have we made progress? Are we transforming?	Annual review of maturity, the transformation index and the AI thesis.

A first implementation can concentrate C1 to C3 into **ninety days**: maturity diagnosis (month 1), map of risks and opportunities with owners and economic impact (month 2), and a governance structure with *gates*, metrics and reporting cadence (month 3).

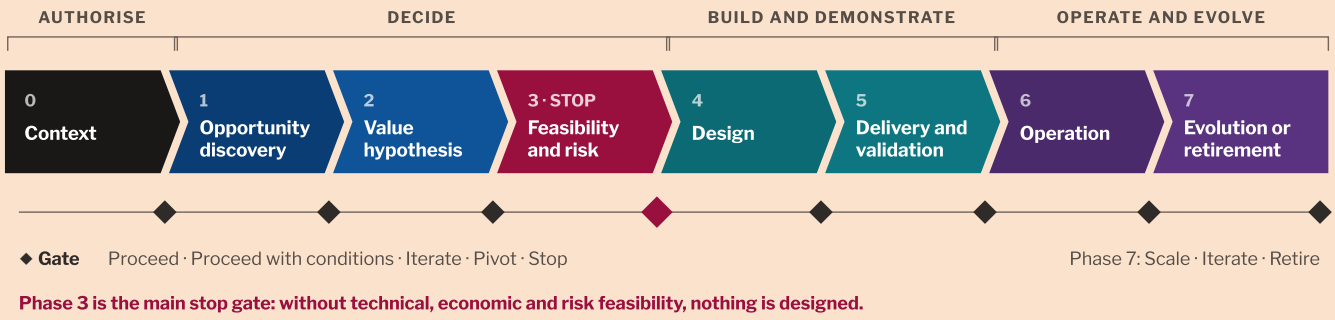
4.3 Use case level · Lifecycle with decision gates

Each AI use case goes through eight phases. **Phase 0** is enabling: without it, the use case is not authorised. The **seven phases** that follow take the use case from opportunity to demonstrated value, and the **G** in SEVEN-G expresses that governance is present in all of them.

> **Why it matters.** The lifecycle prevents two expensive errors: moving to production without evidence and keeping value-poor use cases alive by inertia. Decision gates introduce investment discipline and make timely stopping possible.

Use case lifecycle

Eight phases with auditable decision gates and a real capacity to stop



Phase 3 is the main stop gate: without technical, economic and risk feasibility, nothing is designed.

Source: SEVEN-G

Phase	Name	Objective	Main evidence
0	**Context and constraints**	Set strategic objectives and regulatory, ethical and budgetary constraints, and assign roles.	Use case charter, context statement, role assignment record.
1	**Opportunity discovery**	Identify opportunities from the business and discard those that do not require AI.	Opportunity portfolio, screening notes, proposed sphere and ambition level.
2	**Value hypothesis**	Formulate a measurable and falsifiable hypothesis. If the hypothesis cannot fail, it is not valid.	Value hypothesis canvas, baseline metrics, attribution method.
3	**Feasibility and risk**	Assess technical, economic, data and risk feasibility. This is the main stop gate.	Feasibility assessment, regulatory classification, risk matrix and register, mitigation plan.
4	**Solution design**	Design the architecture, data and model lineage, human oversight, controls and reversibility.	Architecture record, data and model lineage, governance design, rollback plan.
5	**Delivery and validation**	Demonstrate value under real conditions. Theoretical results are not enough.	Delivery report, validation results, updated risk register.

Phase	Name	Objective	Main evidence
6	**Operation and governance**	Operate stably, watch for degradation, respond to incidents.	Operations manual, monitoring and alerting configuration, incident response plan.
7	**Evolution or retirement**	Scale, iterate or retire based on the evidence of value and risk.	Value realisation tracking, scaling or retirement decision record.

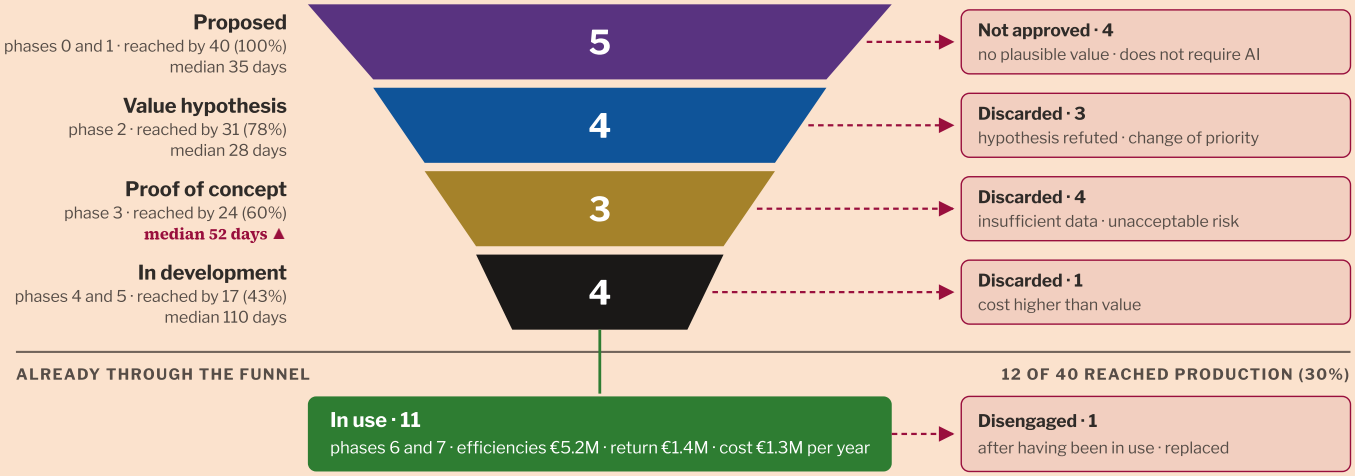
The use case portfolio as a funnel

SEVEN-G looks at the company's set of AI use cases with the same approach as a traditional sales funnel: to reach its final stage —in production— every use case has to go through a mandatory set of states, and in each of them it can move forward, wait or drop out. Registering a use case is the equivalent of logging an opportunity in a CRM: from that moment on it is known which stage it is in, how long it has been there, what cost, efficiencies and return are expected and, if it leaves the funnel, why it left and what was learned.

The funnel stages group the lifecycle phases: **Proposed** (phases 0 and 1), **Value hypothesis** (phase 2), **Proof of concept** (phase 3) and **In development** (phases 4 and 5). The funnel holds only the use cases in progress. Those **In use** (phases 6 and 7) have already gone through it, and those that are **disengaged** after having been in use are tracked separately, with their reason.

The AI use case portfolio as a sales funnel

The funnel holds the use cases in progress; on the right, those that did not pass each stage; below, those that have already gone through it. Illustrative data



▲ exceeds the reference time limit of the stage. Illustrative data, not representing any organisation. Source: SEVEN-G

> **Why it matters.** The funnel turns the portfolio into something the AI committee and the board can read at a glance: how many use cases come in, where they get stuck, how many reach production, what value they produce and what is learned from those that do not get there. It is the view shared by the use case register (T01) and the board dashboard (T17).

Decision gate rules

- Each *gate* is passed through **dual validation**: tangible results and verified documentation.
- Possible outcomes: **Proceed**, **Proceed with conditions**, **Iterate**, **Pivot** or **Stop**. In phase 7: **Scale**, **Iterate** or **Retire**.
- If any mandatory evidence is missing, the use case does not proceed. Partial compliance only allows iterating or proceeding with explicit conditions, a deadline and an owner.
- No one approves their own work. Documentation produced after the fact in order to pass a *gate* invalidates the *gate*.
- A well-founded decision to stop is a valid outcome of the method: avoiding a bad investment also creates value.

Two application intensities

Intensity	When it applies	What changes
Express	Small use cases for internal use, reversible, with autonomy A0 or A1, without sensitive data and below the C2 Express threshold, with eligibility confirmed by the risk function.	The same gates with a reduced list of criteria —all security, compliance and human oversight criteria remain—, a living record instead of templates and an annual review; G3 is still separate.
Lite	Low-risk use cases, internal use, no decisions about people and no customer exposure, limited investment.	Grouped *gates*, simplified templates, decision by the sponsor with a record and verification by the AI Office.
Enterprise	Systems that are high-risk under regulation, direct exposure to customers or people, automated decisions, agents with the ability to act, regulated environments or significant investment.	All *gates* and evidence, independent audit, visibility for the AI Committee and, where appropriate, for the board.

Intensity is decided **use case by use case**. Separately, each company chooses its **implementation scope**, also Lite or Enterprise, which determines how it organises its bodies and verification: with a Lite scope, a medium-sized, unregulated company governs AI with its executive committee, an AI Office of one part-time person and an external auditor, and any use case that meets an Enterprise

criterion is still managed with Enterprise intensity. The implementation guide (document 90, section 2) explains how the scope is chosen and what the minimum path in a Lite scope is.

4.4 Component B · Governance system

> **Why it matters.** If decision, build and control duties are not separated, the framework loses credibility and operational and regulatory risk increases. A clear governance system speeds up sound decisions and reduces the cost of correcting errors.

Use case roles, with segregation of duties:

Function	Role	Responsibility
Decides	**AI Sponsor**	Accountable for value and authorises the investment.
Builds	**AI Product Owner**	Accountable for the value hypothesis and adoption.
	AI Technical Owner	Accountable for the solution, the data and the models.
	AI Operations Owner	Accountable for stability, monitoring and incidents.
Controls	**AI Risk Owner**	Accountable for the assessment and monitoring of risk and compliance.
	AI Auditor	Verifies evidence at the *gates* and closes nonconformities. Independent of the team that builds.

Company bodies: the board (or its board committee) sets the thesis, the ambition and the risk appetite, and exercises oversight; an AI Committee manages the portfolio and resolves the highest-level *gates*; an AI Office or centre of excellence provides methodological support, maintains the inventory and consolidates measurement.

Risks: seven categories (strategic, technical, data, economic, legal and compliance, organisational and reputational), with probability and impact scales, response levels and escalation thresholds. These are complemented by risks specific to generative AI and agents, and by exposure to attacks that use AI.

Regulation: the framework maps each obligation to phases, roles and evidence. The main reference is the EU AI Act , complemented by ISO/IEC 42001 , the NIST AI RMF framework, the GDPR , DORA , NIS2 and whatever sector-specific regulation applies to each organisation.

4.5 Component C · Measurement system

> **Why it matters.** What is not measured with common rules cannot be compared or audited. Measurement prevents declared savings from being mistaken for real savings and supports investment decisions based on verifiable economic impact.

Three instruments:

1. **Value per use case and per portfolio**, with explicit measurement rules (section 6).
2. **Maturity model** from 0 to 5, assessed by dimension and based on observable evidence: governance coverage, effectiveness of risk controls, stability in production, audited value realisation, people capability and data readiness.
3. **Transformation index**, which determines where the company's profile sits between efficiency and transformation (section 5).

4.6 Component D · Tools

> **Why it matters.** Tools convert the method into day-to-day operation. Without templates, checklists and registers, the framework remains an intention; with them, decisions become traceable and repeatable across the company.

- **Templates** for each piece of evidence in each phase: use case charter, value hypothesis canvas, *gate* decision record, risk matrix and register, operations manual, value realisation tracking, among others.
- **Checklists** for each *gate*, which turn the criteria into binary controls.
- **AI dashboard for the board**: inventory, validated versus declared value, cost, regulatory compliance, incidents, exposure to AI-enabled attacks, agent identity and permissions, adoption, agility and distribution by ambition level. It is generated from a single data file with a documented schema, with synchronised full and mobile versions.
- **Use case register**, which manages the AI portfolio as a funnel: phase and status of each use case, time spent in each phase, compliance with each decision gate, tags, value and stop reasons (document 03).
- **Board recommendations register**, with identifiers that are never reset, declared status, evidence provided and independent assessment.

- **Sector demonstrations** with fictitious data (banking, insurance, energy, manufacturing, retail, healthcare, telecommunications, logistics, pharmaceuticals, tourism and the public sector).

05

Transforming or just becoming more efficient: how SEVEN-G tells them apart

5.1 The principle

Efficiency and transformation are not distinguished by the technology used. A generative AI agent that drafts replies faster is optimisation; a classical statistical model that makes it possible to launch a product with personalised pricing can be transformation. **What distinguishes one from the other is what changes in the business and where the value appears.**

SEVEN-G does not regard efficiency as a lesser outcome. Many companies need to start there and use it to fund their later bets. What the framework requires is that **the choice be conscious, measured and made by whoever is responsible for it**.

5.2 Use case level · Classifying ambition with verifiable criteria

Each use case is classified in phase 1, confirmed in phase 2 and reviewed in phase 7 against the actual evidence. The classification answers five questions:

#	Question	If the answer is yes, it points to...
1	Does it change the value proposition received by the customer or end user?	Transform
2	Is the process redesigned end to end, and not just a task within the process?	Augment or Transform
3	Do roles, organisational structure or who makes which decisions change?	Augment or Transform
4	Does it generate revenue, services or markets that did not exist before?	Transform
5	Could it be retired without affecting the business model, simply returning to the previous cost?	Optimise

If questions 1 to 4 are answered in the negative, the use case is an **optimisation** use case, regardless of how it has been presented. **Transformation** use cases require an explicit decision by the board or senior management and are assessed using adapted *gate* criteria: the value hypothesis allows greater

uncertainty, but requires intermediate learning milestones, investment limits per stage and stop criteria defined in advance.

5.3 Company level · Transformation index

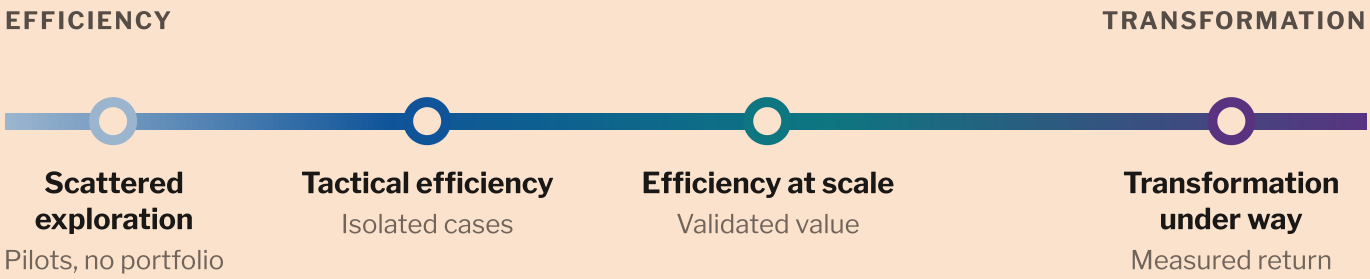
The company's profile is determined by a set of observable signals, all of which can be measured with data from the board dashboard and the inventory:

Signal	What is measured	Efficiency reading	Transformation reading
1. Investment mix	Distribution of cost and investment by ambition level.	Majority in Optimise.	Significant and sustained weight in Augment and Transform.
2. Value mix	Proportion of validated value coming from efficiencies versus return.	Almost everything is avoided cost.	Growing proportion of revenue, retention, price or new services.
3. Realisation	Released capacity that has become real savings or has been reassigned to new activities.	Released hours that are neither realised nor reassigned.	Capacity explicitly reassigned to higher-value activities.
4. Depth of change	Processes redesigned end to end versus automated tasks.	Automation of isolated tasks.	Redesigned processes with new decision points.
5. Operating model	Changes in roles, structure and the allocation of decisions between people and systems, with defined oversight.	No organisational change.	Redesigned roles and structures, and decisions delegated under control.
6. AI-enabled revenue	Percentage of revenue coming from products, services or channels that would not exist without AI.	Zero or marginal.	Significant and growing.
7. Move to production	Proportion of Augment and Transform use cases that reach production, and how long they take.	Higher-ambition bets remain at pilot stage.	They reach production in timeframes comparable to the rest.
8. Board decision	Transformation decisions explicitly taken by the board and tracked in the register.	AI is treated as a technical or efficiency matter.	The board decides on, funds and oversees transformation bets.

With these signals, the company falls into one of five profiles:

Transformation index profiles

The company's position according to observable signals, not according to its discourse



! **Declared but unevidenced transformation**

The discourse is one of transformation, but the signals show efficiency or exploration. It is the profile a board should be most interested in detecting.

Source: SEVEN-G

Profile	Description
Scattered exploration	Pilots with no portfolio, no measurement and no decision on ambition.
Tactical efficiency	Optimisation use cases in production with partially measured value.
Efficiency at scale	A governed optimisation portfolio, with validated value and realised capacity. This is a solid outcome, but it is not transformation.
Transformation under way	Augmentation and transformation bets decided by the board, in production and with measured return.
Declared but unevidenced transformation	The narrative is one of transformation, but the signals show efficiency or exploration. This is the profile a board is most interested in detecting.

The numerical thresholds for each signal and the weighting of the index will be calibrated in the dedicated transformation index document, based on the practical application of the framework.

06

Value measurement rules

These rules are the core of the measurement system and apply to all use cases, in all phases and in all reports:

1. **Every amount has a formula** (units × unit value) and is **incremental** against a baseline or a control group.
2. **Every amount has a status**: validated, declared or estimated. Reports to the board always show the proportion of validated value.
3. **Released capacity is not counted** as savings until it is realised (lower actual cost) or explicitly reassigned. It is reported separately.
4. **A potential without its additional investment, its hypothesis and its timeframe is not a data point.**
5. **Each euro is attributed to a single use case.** When several use cases share an outcome, the allocation is declared.
6. **Efficiencies, return and recurring cost are kept separate.** Annual net value is the sum of efficiencies and return minus recurring cost.
7. **Every magnitude is translated into money.** Improvements in retention, quality or satisfaction are converted into their economic effect, or it is stated that they could not be quantified.
8. **"No data" is not zero.** Missing data is shown as missing and is never estimated without saying so.
9. **Prioritisation uses additional net value per additional euro invested**, not aggregate indicators that hide use cases with negative value.
10. **Each use case explains what it is and what it is used for**, in language that non-specialists can understand.

07

Who it is for

Audience	How it helps them
Board of directors and committees	Oversee AI in business language, know the company's real profile between efficiency and transformation, demand evidence and follow up on their recommendations.
Senior management	Set the thesis and the ambition, manage the portfolio, balance speed and control, and be accountable with defensible figures.
AI, data and technology leaders	Have a common lifecycle, templates and criteria that reduce debate and speed up decisions.
Risk, compliance, data protection and internal audit	Rely on controls, evidence and audit criteria built in by design.
Business areas	Turn their needs into value hypotheses that can be approved, measured and scaled.

SEVEN-G is **sector- and technology-agnostic**, and scalable: the Lite implementation scope makes it applicable to medium-sized organisations with a minimum structure, and the Enterprise scope to regulated groups (document 90, section 2).

08

Framework principles

1. **Value before technology.** Every use case is linked to a measurable business outcome.
2. **Governance is not optional.** It is designed in from the start and makes it possible to move faster with control.
3. **Production is the only truth.** Value is demonstrated under real conditions.
4. **Reversibility.** Every solution can be stopped, rolled back or retired.
5. **Risk is systemic.** It is managed at portfolio level, not only case by case.
6. **Evolve or retire.** No use case remains in the portfolio without evidence to justify it.
7. **Segregation of duties.** Whoever builds does not control, and no one approves their own work.
8. **Evidence, not declaration.** If it is not documented and verified, it is not considered done.
9. **A conscious decision on ambition.** Efficiency and transformation are chosen, measured and decided separately.
10. **People at the centre of change.** AI is also assessed by what it does to people's work, capabilities and responsibilities.

09

What a company that adopts SEVEN-G gains

- A **single view of its AI**: what it has, what it costs, what it contributes with evidence, what risks it takes on and who is accountable for each.
- An **honest diagnosis** of where it stands between efficiency and transformation.
- A **decision-making system** that makes it possible to start, accelerate, set conditions for, pivot and stop use cases using known criteria.
- **Demonstrable regulatory compliance**, with evidence linked to each obligation.
- A **board able to oversee AI** with information that is understandable, comparable over time and verifiable.
- A **common language** across business, technology, risk and the board.

10

Document library

SEVEN-G version 0.1 is operational. Every document, template and tool in this table is available in HTML and PDF, in Spanish and English, and is listed in the library index. Each page shows its downloads and related tools below the cover.

Block	Documents
A · Foundations	00 · What SEVEN-G is and how it helps companies · 01 · Foundational methodology · 02 · Glossary and conventions · 03 · Tools and use case register · 04 · Where SEVEN-G comes from, how it differs and why it is open
B · Strategy and portfolio	10 · Sphere map and ambition levels · 11 · Maturity model · 12 · Transformation index · 13 · AI thesis, ambition and risk appetite · 14 · Portfolio management
C · Lifecycle	20 · Phase manuals · 21 · Gate and audit criteria · 22 · Checklists by gate · 23 · Adoption and change in the use case
D · Governance, risk and compliance	30 · Governance model · 31 · Corporate AI policy and acceptable use policy · 32 · AI system inventory and regulatory classification · 33 · AI risk methodology · 34 · Regulatory mapping · 35 · AI and agent security · 36 · AI third parties and suppliers · 37 · Nonconformities, AI incidents and remediation · 38 · AI audit framework
E · Measurement and value	40 · Value measurement rules · 41 · Indicator catalogue · 42 · AI costs and allocation per use case · 43 · Benefits realisation
F · People, data and operations	50 · People and organisation · 51 · Data and knowledge for AI · 52 · AI operations manual · 53 · Building solutions with AI · 54 · How a company organises itself for AI
G · Board	60 · Board pack · 61 · Board conversation guide · 62 · Recommendations and decisions register
H · Templates	74 templates, linked from the library index and with an editable Word version: from P01 to P31, one for each piece of mandatory evidence in the lifecycle; from P32 to P71, the registers, reports and decisions of the company, the board, compliance, third parties, audit and framework implementation; from P72 to P74, the AI security and governance profiles with the NIST frameworks and the ISO/IEC 42001 statement of applicability.
I · Tools	Use case register T01 (with system inventory, *gate* manager, intensity determination and ambition classification) and connector T17, which feeds the board dashboard and the recommendations register with the register's data.
J · Framework adoption	90 · Implementation guide · 91 · Guide for consultants and support models · 92 · Application cases · 93 · Licence, use by third parties and citation · 94 · Obligation matrix and layered reading · 95 · Where your data is and how to install SEVEN-G on your own server · 96 · Starting points and implementation journey

Block	Documents
K · Course	SEVEN-G course: a guide and nine short modules, with exercises on the example data and self-check questions, to learn what the framework is, how it is used and how to find your way around the site. It defines no rules: each module leads to the document that develops it.

11

Licence and use

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12

Version control

Version	Date	Changes
0.2	14-11-2026	SPAD appears as an independent method for building software with AI, not as part of AI governance; document 53 is the only bridge (D176).
0.1	16-09-2026	First version. Unifies the existing materials (foundational methodology, *gate* criteria, spheres framework, framework templates and board dashboard measurement rules) into a common model, introduces the corporate cycle and the transformation index, and sets the content licence.

External sources cited

Links to the official or primary source, checked before publication. Always verify the version in force on the date of use.

Directive (EU) 2022/2555 of the European Parliament and of the Council of 14 December 2022 on measures for a high common level of cybersecurity across the Union (NIS 2 Directive) · https://eur-lex.europa.eu/eli/dir/2022/2555/oj/eng · Parlamento Europeo y Consejo de la UE · 14-12-2022

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation) · https://eur-lex.europa.eu/eli/reg/2016/679/oj/eng · Parlamento Europeo y Consejo de la UE · 27-04-2016

Regulation (EU) 2022/2554 of the European Parliament and of the Council of 14 December 2022 on digital operational resilience for the financial sector (DORA) · https://eur-lex.europa.eu/eli/reg/2022/2554/oj/eng · Parlamento Europeo y Consejo de la UE · 14-12-2022

Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) · https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng · Parlamento Europeo y Consejo de la UE · 13-06-2024

ISO/IEC 23894:2023 Information technology — Artificial intelligence — Guidance on risk management · https://www.iso.org/standard/77304.html · ISO/IEC (JTC 1/SC 42) · 06-02-2023

ISO/IEC 38507:2022 Information technology — Governance of IT — Governance implications of the use of artificial intelligence by organizations · https://www.iso.org/standard/56641.html · ISO/IEC (JTC 1/SC 40) · 08-04-2022

ISO/IEC 42001:2023 Information technology — Artificial intelligence — Management system · https://www.iso.org/standard/42001 · ISO/IEC (JTC 1/SC 42) · 18-12-2023

Artificial Intelligence Risk Management Framework (AI RMF 1.0), NIST AI 100-1 · https://www.nist.gov/publications/artificial-intelligence-risk-management-framework-ai-rmf-10 · National Institute of Standards and Technology (NIST), Departamento de Comercio de EE. UU. · 26-01-2023

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