



Embedding Ownership to Scale GenAI: Inside Telenet group's Transformation

How embedded product ownership drove Telenet group's Gen AI transformation.

Madison.Partners

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AT A GLANCE

The situation

Telenet group has the ambition and the energy to scale Gen AI across the organisation. Two critical capabilities needed to develop in parallel: a brand-new Gen AI acceleration capability that needed to be built from the ground up, and an existing AI Governance capability that needed to evolve with the organisation's growing ambition.

The approach

Madison Partners embedded two senior product owners directly inside Telenet group, one per capability, with full ownership and a clear mandate: build the right foundations, align the teams, and hand everything over to internal leadership.

What changed

Both capabilities now run under internal Telenet group leadership, with clear ownership, operating rhythms, and a roadmap that leadership understands and uses.



01 THE AMBITION

// The organizations that will lead are the ones who build the foundation first. //

Generative AI is not arriving gradually. Timelines are compressing, decisions are arriving ahead of schedule, and organizations that treat this as a technology project are already falling behind those who understand it for what it really is: a fundamental shift in how work gets done, decisions get made, and value gets created. For those who get it right, the reward is not just efficiency, but a different kind of organization entirely.

Telenet group understood this distinction early. As one of Belgium's leading telecom providers, the strategic appetite was strong, the business cases existed, and the direction was clear. What Telenet group chose to invest in was the layer beneath the vision: the internal capabilities, the ownership structures, and the governance models that turn Gen AI ambition into something an organization can execute and build on.

Building that core at pace and within a large, complex organization requires experienced senior leaders who can step inside, carry real ownership from day one, and build while everything else is still in motion.



02

THE SITUATION: BUILDING THE CORE FOR WHAT COMES NEXT



*Two capabilities. Two starting points.
One direction.*



Telenet group was not starting from zero. Strategic conversations were underway, business use cases were taking shape, and teams across the organization had both the energy and the intent to move. What the moment called for was structure around that energy. A core that could hold the work together as it grew. Two critical capabilities needed to develop in parallel, each at a different stage of maturity and each requiring a different kind of leadership.

Gen AI Acceleration

A new capability, deliberately built from the ground up. Telenet group had made the strategic decision to create an internal engine capable of identifying, prioritizing, and driving Gen AI initiatives across the business. The team was forming, the mandate was still being shaped, and the operating model did not yet exist. The priority was to establish all of this with both speed and coherence, so the capability could earn credibility quickly and deliver real value from the start.

AI Governance

Already in place but needing to evolve alongside Telenet group's growing ambition. As Gen AI use cases multiplied across teams and domains, governance needed sharper priorities, clearer ways of working, and a more direct connection to strategic direction. Because governance, done well, is not a brake on progress. It gives an organization the confidence to move faster, and the clarity to make better decisions when it matters most.

Running both in parallel, while keeping a large organization coordinated and moving, required senior product owners who could embed directly into these roles, carry accountability, and build the structural core that makes scaling possible without losing coherence.

03

THE APPROACH: EMBEDDED. RESPONSIBLE. PRESENT WHERE IT COUNTS

Madison Partners placed two senior product owners directly inside Telenet group's organization, one leading the Gen AI Acceleration capability, one leading AI Governance. Embedded as leaders operating from within: present in the right conversations, accountable for real outcomes, and focused from day one on building something that would outlast the engagement itself.

A senior product owner in this context is not a project manager or a strategic advisor. They take full ownership of a capability, steer the team, make day-to-day decisions, align stakeholders, and ensure that what gets built is both structurally sound and strategically connected.

For the Gen AI Acceleration Capability

The work built from the foundations outward:



Defining the mandate, service offering, and intake process so the capability had a clear identity and a structured way of engaging with the wider organization



Building the prioritization logic and operating cadences that allowed the team to make consistent decisions and move with confidence



Providing direct people leadership: guiding the team, clarifying individual roles and focus, and creating the stakeholder alignment that turned intent into coordinated action



Establishing backlog processes and governance rhythm that gave the capability its operational heartbeat

For the AI Governance Capability

The work was about strategic evolution rather than reconstruction. The foundations were there. What was needed was sharper alignment with where Telenet group was heading:

-  Realigning priorities for data product governance to better reflect Telenet group's strategic direction
-  Strengthening the governance model so it could support Gen AI decision-making effectively and at scale
-  Steering the team through a period of change with clarity and consistency, so that governance became a genuine enabler of progress rather than a checkpoint around it

Across both domains, Madison Partners translated the broader ambition into a concrete roadmap with clear priorities, defined sequencing, and a path that leadership could understand, commit to, and act on.

// *What shifted was the sense that both capabilities were being actively steered, in the same direction, at the same time. That alignment made everything else significantly easier.* //

– Paul Aerts, Director GenAI, Telenet group



04 BUILT TO LAST

From the first conversation, this engagement had a single end goal in mind: full internal ownership. Every capability shaped, every process established, every operating rhythm put in place was built with the handover as the horizon. Madison Partners embedded to build something strong enough to stand on its own.

That handover has since taken place. Both capabilities now run under internal Telenet group leadership, on the foundations built during this engagement.

*// You build with the people who will carry it forward,
and you leave the organization in a stronger
position than you found it. //*



05

WHAT CHANGED



From ambition to execution: structure, ownership, and momentum in place.



Telenet group set out to make Gen AI scalable, not experimental. What changed is not just structure, but the organization's ability to execute with clarity and confidence.

GenAI Acceleration Capability: from concept to execution engine

What started without formal structure, team, or operating model is now a functioning capability with clear direction and momentum.



A dedicated team is in place, with defined roles and ownership



A structured roadmap and prioritization logic guide decision-making



The organization now has a clear entry point for Gen AI initiatives



The first use cases are moving from ideation into active development

The result: Gen AI is no longer exploratory. It is operational, with an acceleration approach that can be scaled.

AI Governance Capability: from control function to strategic enabler

Governance evolved from a relatively isolated function into a connected, service-oriented capability that actively supports the business.

-  The team shifted from a control mindset to a service-oriented approach
-  Governance is more closely connected to delivery teams
-  Clear priorities and decision frameworks enable faster, more confident choices
-  Organizational buy-in and adoption of governance have significantly increased
-  The first foundations of a governance-focused center of excellence are being established

The result: governance no longer slows progress. It enables it, providing the structure and trust required to scale Gen AI responsibly.

Across both capabilities: coordinated execution at scale

-  Clear product ownership is embedded within Telenet group, not dependent on external support
-  Operating rhythms and ways of working create consistency across teams
-  Strategy is translated into an actionable, organization-wide roadmap
-  Execution is aligned, with stronger follow-through and accountability

Telenet group now has the internal engine to scale Gen AI in a coordinated, business-driven, and sustainable way.



06

LOOKING AHEAD



The capability is theirs. The next chapter is just beginning.



Telenet group's Gen AI journey does not have a finish line. The foundations are in place, the ownership is internal, and the direction is clear. What follows is execution: use cases deepening, teams growing more confident, and the organisation continuing to build on what it now knows how to do.

The organisations that will define the Gen AI era will not simply be the ones who moved fastest at the start. They will be the ones who took the time to build the right capabilities, put the right ownership in place, and had the discipline to do it properly.

Telenet group made that choice.



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Let's Build What's Next.



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