

Enterprise OS

Why Your Enterprise AI Is Failing
— It's Not the AI You're Missing. It's the OS.

Dave Tanaka / 田中訓

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Disclaimer: This presentation reflects my personal views and does not represent the views of any employer or organization.

The Problem No One Talks About

“I once asked an internal assistant to summarize a document I had permission to access. It declined due to policy restrictions. That moment revealed something important: when AI appears “blocked,” the issue is often not the model — it’s the way knowledge is governed and structured.”

The AI wasn’t broken. It was underfed — missing the structure it needed.

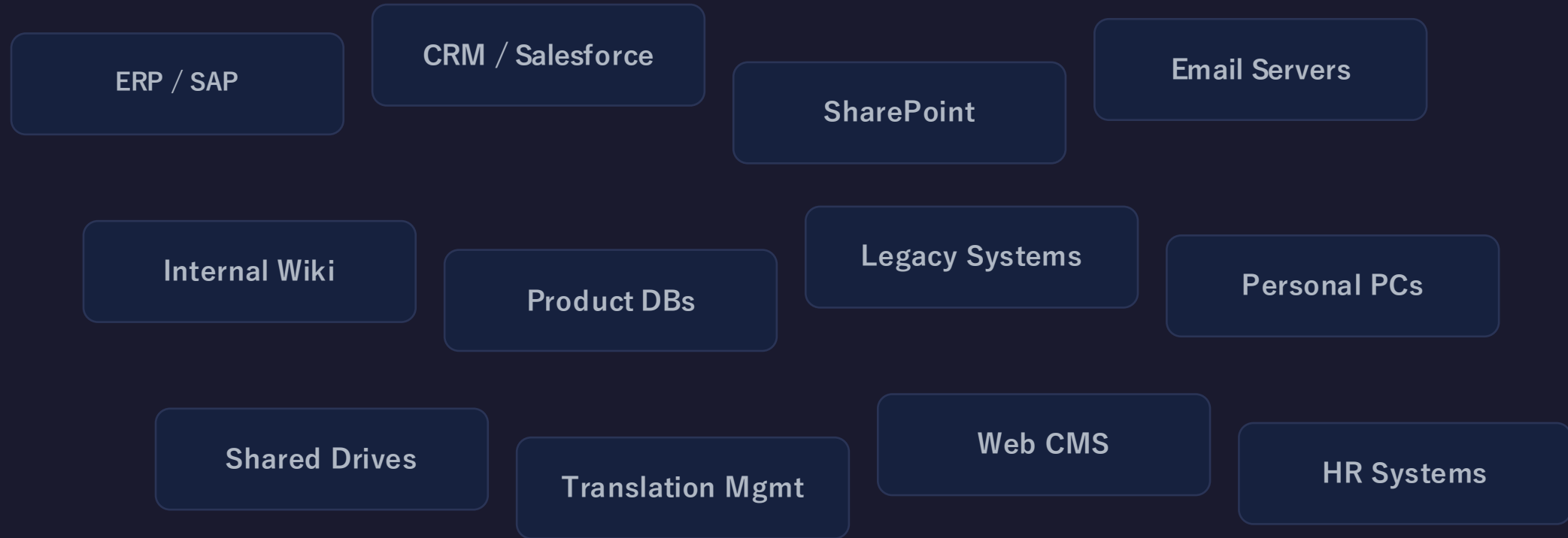
**88% of organizations now
in at least one function**
(McKinsey 2025)

**Only a small share say AI is
fully scaled enterprise-wide**
(McKinsey 2025)

**Employees still spend a
significant share of their
time searching for
information**
(MGI)

The Root Cause

It's not the AI. It's the way knowledge is stored and connected beneath the surface.



Many disconnected systems • Limited version history • Fragmented search • AI struggles to make sense across them

What Post-it® Notes Teach Us About Designing AI-Ready Organizations

1968

Spencer Silver invents a 'failed' adhesive. It sticks but peels off. Nobody sees a use for it.



12 years
later

Art Fry needs a bookmark for his hymnal. He remembers Silver's 'failure.'



Post-it®
Notes

Born from 15% Culture — the policy letting employees spend 15% of time exploring.

The question that changes everything:

What if every organization were designed so employees naturally had space to explore — not as a policy, but as part of how the system works?

The Idea of an Enterprise OS

An Enterprise OS is a shared knowledge layer that keeps track of changes and connects people, systems, and AI.

Layer 1

Infrastructure

Git as the versioned file system for corporate knowledge. Every change tracked. Every version recoverable. Every department connected.

Layer 2

Intelligence

AI reads from a unified, structured knowledge base. Context. History. Relationships. Your enterprise AI can finally make sense of them..

Layer 3

Human Flourishing

When AI handles routine knowledge work, every employee gets time back. Not for more work — for different work. Creative, human, innovative work.

A Practical Foundation: Git-Based Knowledge Infrastructure

Software engineering has dealt with this problem for decades. The opportunity now is to apply it company-wide.

What is Git?

Similar to "Track Changes" — but applied to all corporate knowledge.

- Every change recorded: who, when, and why
- Nothing is ever lost — full rollback capability
- Teams work in parallel without conflicts
- Built-in review & approval before changes go live

The Proposal

Use Git to manage company knowledge — not just code.

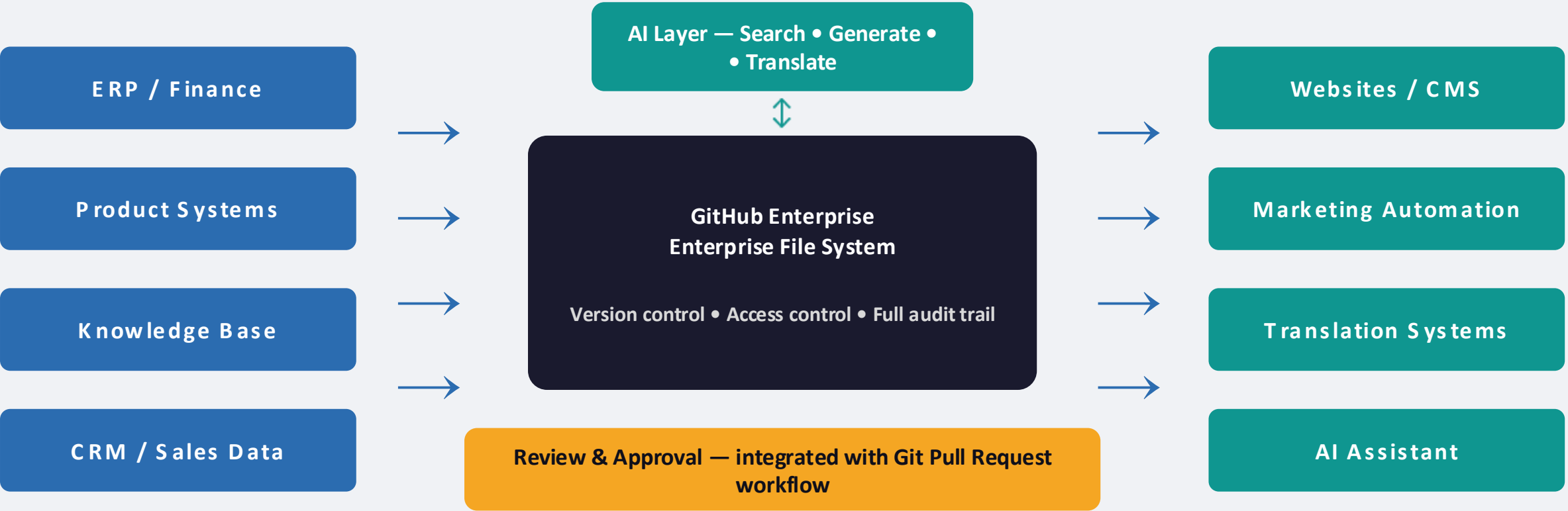
- Beyond code → manage company knowledge
- AI reads from Git → enterprise AI gains history, context, and traceability
- Existing approval workflows integrate naturally
- Decades of innovation, searchable & connected

Used by 90%+ of Fortune 100 companies
150M+ developers already use Git-based workflows
Used across industries — from manufacturing to finance to healthcare

Source: GitHub (2025); Forrester TEI Report (July 2025)

How It Works

GitHub Enterprise as the central hub — connecting data, AI, and business outputs



commit	branch	pull request	merge	fork
Every change recorded with history and rationale	Regional or departmental variants without breaking the source	Review & approval before going live	Approved changes go live everywhere	Enables partner customization

Making It Real: Three Questions You're Probably Asking

Three questions you're probably asking — and honest answers

Q1 How do existing systems connect?

Your systems stay exactly as they are. Enterprise OS just connects them. GitHub Actions syncs data through REST APIs. ERP, CRM, SharePoint — mature connectors already exist for all of them. No custom middleware required. Existing review tools integrate through webhooks and PR status checks.

Phase 1	PoC (single workflow)	3 months
Phase 2	2–3 system connectors	6 months
Phase 3	Full enterprise rollout	12–18 months

Q2 What about security?

Protected by the same infrastructure that secures the world's most critical software.

- ✓ Enterprise Cloud with data residency options
- ✓ Role-Based Access Control (RBAC)
- ✓ Advanced Security (GHAS) with automatic secret scanning
- ✓ SOC2 Type II / ISO 27001 / FedRAMP

Q3 What does it look like for users?

Most people never see GitHub — they just experience work running better.

Marketing → uploads through SharePoint as usual / Approvers → use existing review tools
Engineers → work directly in GitHub / Leadership → just ask the AI

The Cost of Standing Still

What It Costs Today

- 1.8 hrs/day** Employees spend 1.8 hours every day searching for information
McKinsey
- 35% of work time** Lost to searching for and recreating knowledge
Bloomfire / HBR 2025
- 30% slower** Cross-functional collaboration due to silos
HBR / Bloomfire
- \$31.5B/yr** Lost by Fortune 500 companies from knowledge failure
IDC

What Enterprise OS Unlocks

- 3.9 hrs/wk** Time recovered per employee with modern KM
Bloomfire 2025
- 20–25% productivity gain** From strong knowledge foundations
McKinsey Global Institute
- 376% ROI** GitHub Enterprise Cloud over three years
Forrester TEI, July 2025
- 35% less time** Spent searching for information
McKinsey

Most Fortune 500 companies already pay for GitHub Enterprise.

This isn't a new purchase.
It's unlocking the value of an investment you already made.
The real cost is integration and configuration — not licensing.

In Practice: Before & After

Customer Support

TODAY

Agent searches across 5 systems manually

- ~ 47 minutes to find relevant case
- Answers vary by region

WITH ENTERPRISE OS

Agent asks the AI assistant

- Finds the relevant case + similar ones in seconds
- Consistent answers worldwide

Marketing Campaign

TODAY

Teams start from scratch every time

- Past campaigns are hard to find
- Weeks of work per region

WITH ENTERPRISE OS

AI finds 12 similar past campaigns instantly

- Generates draft in hours
- Automatically adapts for local markets

Every Employee Can Build

GitHub + AI doesn't just support engineers — it lets everyone build.

Before: Engineers Build, Others Request

- ✗ Marketing needs a page → files ticket → waits 3 weeks
- ✗ Sales needs a report → asks IT → gets it next quarter
- ✗ Regional team needs content → email chain → lost in translation

After: Everyone Builds, AI Assists

- ✓ Marketing describes need → AI generates → PR review → live
- ✓ Sales asks AI → gets answer with sources → acts now
- ✓ Regional team forks → AI translates + adapts → approved → done

The New Skill Stack

Describe

Tell AI what you need in plain language

Everyone

Review

Check AI output, approve or refine via Pull Request

Everyone

Connect

Link ideas across departments using the knowledge graph

Everyone

Build

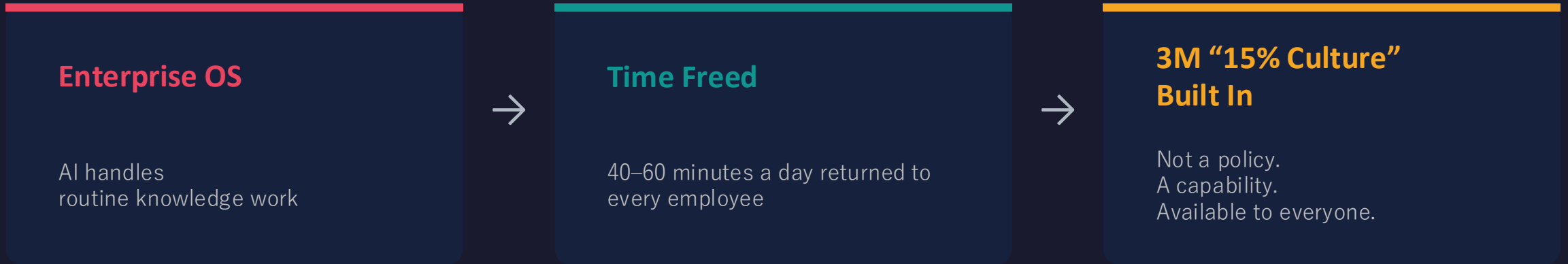
Create workflows and tools with AI

Anyone who wants to improve work

"The most valuable builders in 2026 will be those who can describe what they need — not just those who can code it."

Efficiency isn't the destination.

OpenAI's 2025 Enterprise AI Report shows employees save 40–60 minutes a day. But no one asks the real question: where does that time go?



Human ↔ Human

Colleagues Customers Partners Family

*The companies that win in the AI era won't be the ones with the best AI.
They'll be the ones that use AI to become more human.*

The Virtuous Cycle

When people thrive, companies grow. Enterprise OS is the catalyst.

Employee Self-Realization

Purpose & Growth	15% time for learning, experimentation, and creative work
Mental Health	Less burnout from repetitive work. More meaning in daily work.
Human Connection	Time to mentor, listen, and build meaningful relationships
Work-Life Integration	Efficiency at work enables presence at home



Company Growth

Retention	Engaged employees stay. Knowledge compounds.
Talent Attraction	“They invest in my growth” becomes your strongest recruiting message
Innovation Velocity	15% time + Enterprise OS = ideas recorded, shared, and built upon
Customer Loyalty	Employees who have time to listen create customers who feel heard

Getting Started

You don't have to boil the ocean. Start with one workflow.

01 Pick One Pain Point

Find the workflow where knowledge fragmentation hurts the most. Content localization, customer support, regulatory compliance —choose the one people complain about every day.

02 Build a PoC on GitHub

Move that workflow's documents into a GitHub repository. Set up version control, branch for regional variants, and enable PR-based approval. Show that it works.

03 Add the AI Layer

Connect an AI assistant to read from the repository. Now the AI has context, history, and structure. Watch it go from “generic” to genuinely useful.

04 Expand Organically

Success drives adoption. Once one team sees results, others will ask to join. Each connected workflow makes the platform smarter.

Why Now?

01 The AI Gap Is Widening

88% of organizations use AI, but only 39% see measurable impact (McKinsey, Nov 2025).
The difference isn't the AI — it's the data foundation. Companies that fix this first will pull ahead for good.

02 Knowledge Is Walking Out the Door

In the U.S., Baby Boomers are retiring at 10,000+ per day. Every departure without knowledge capture is permanent loss. Enterprise OS makes knowledge transfer part of daily workflows — not a side project.

03 The Technology Is Ready

Git, GitHub Enterprise, AI APIs — everything needed already exists. The missing piece isn't technology. It's the vision to connect what's already there.

About the Author



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Japan-based Global Manufacturing Company
Company

30+ Years at the Intersection of Marketing & Technology

1991–97	ASCII	MacPower Magazine — Editor & First Webmaster
1997–00	Adobe	Built adobe.com/jp from 15K to 9M PVs (600 ✕)
2000–03	Apple	apple.com Japan — iMac/iPod/iBook era launches
2003–11	Adobe	eCommerce Japan/APAC — 4%→16% of total sales
2011–Now	Digital Marketing in Global Manufacturing AI-powered tools & automation	

commit log

- A rare career spanning media, creative tools, consumer tech, and global manufacturing
- Built AI-powered enterprise tools (translation automation, technical knowledge search) — practice, not theory
- Country Leader for AI and digital marketing adoption
- Supported Japan deployment of global tools including Adobe Proof and ON24
Built and deployed internal tools via No Code / AI-assisted development
- GitHub: 13 active repositories
- Bilingual (JP/EN) — bridging US tech narrative and Asia-Pacific enterprise reality
- Content creator: youtube.com/@daveTanaka

Views are my own

Sources & References

All data cited in this presentation comes from independent third-party research

AI Adoption & Impact

- McKinsey & Company, The State of AI (Nov 2025) — 88% adoption, 39% enterprise-level impact
- OpenAI, Enterprise AI Report (2025) — 40–60 min/day saved per user
- Deloitte, State of Generative AI in the Enterprise (Q1 2026) — 34% redesigning business with AI

Knowledge Management

- McKinsey Global Institute — 1.8 hrs/day spent searching; strong KM boosts productivity 20–25%, cuts search time 35%
- Bloomfire / Harvard Business Review (2025) — 21% searching, 14% recreating; 3.9 hrs/week saved
- IDC — \$31.5B/year lost by Fortune 500 due to poor knowledge sharing

GitHub Enterprise

- Forrester Research, Total Economic Impact of GitHub Enterprise Cloud (July 2025) — 376% ROI over 3 years
- GitHub (2025) — 92% of Fortune 100; 77k+ enterprises; 180M+ users; Gartner Leader two years running
- Enterprise customers include Mercedes-Benz, GM, Accenture, AstraZeneca, Costco, Cathay Pacific, Generali, Carlsberg

Innovation Culture

- 3M Post-it® history — publicly documented innovation story
- 3M “15% Culture” — publicly documented corporate innovation policy

This presentation is available on GitHub:

github.com/davetanaka/enterprise-os

- Star ★ if you find it useful
- Fork to adapt for your organization
- Issues and pull requests are welcome

Enterprise OS

It's Not the AI You're Missing. It's the OS.

Version-controlled knowledge. AI-powered intelligence. Human flourishing.

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- YouTube <https://www.youtube.com/davetanaka>
- note.com <https://note.com/davetanaka>
- Linked in / X @davetanaka
- <https://github.com/davetanaka/enterprise-os>

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