

# Your AI Strategy Is Actually a **Training Budget.**

Capacity building and strategy are not the same investment. McKinsey, BCG, Deloitte, and PwC's data all locates the return gap in the same place.

SWIPE →

# Four Data Points, One Gap

- 01** Adoption is everywhere. Returns aren't.
- 02** Where 70% of realised AI value comes from
- 03** Ownership structure predicts EBIT impact
- 04** The literacy gap sits above the org chart

# 88%

## Everyone Already Uses It

88% of organisations now use AI in at least one business function, and 72% use generative AI specifically — up from 33% the year before. Adoption was never the hard part.

McKinsey, State of AI in 2025

# 70%

## Redesign Beats Technology

BCG's client work attributes 70% of realised AI value to organisational redesign — workflows, roles, governance, incentives that only leadership can authorise. The technology stack accounts for 20%; the algorithm itself, just 10%.

Boston Consulting Group, "AI at Work"

# 6%

of organisations qualify as AI high performers, attributing more than 5% of EBIT to AI. In the US, only 1% of C-suite leaders call their generative AI rollout mature.

Source: McKinsey, State of AI in 2025 / State of Organizations 2026



**Over and over again, handing AI to IT or digital functions turns out to be a recipe for failure.**

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Alexander Sukharevsky  
Senior Partner, McKinsey

# Ownership Predicts the Return

## DOESN'T MOVE THE NEEDLE

AI delegated to IT/digital

Concentrated in one executive

No named accountability

## CORRELATES WITH EBIT IMPACT

CEO owns AI governance

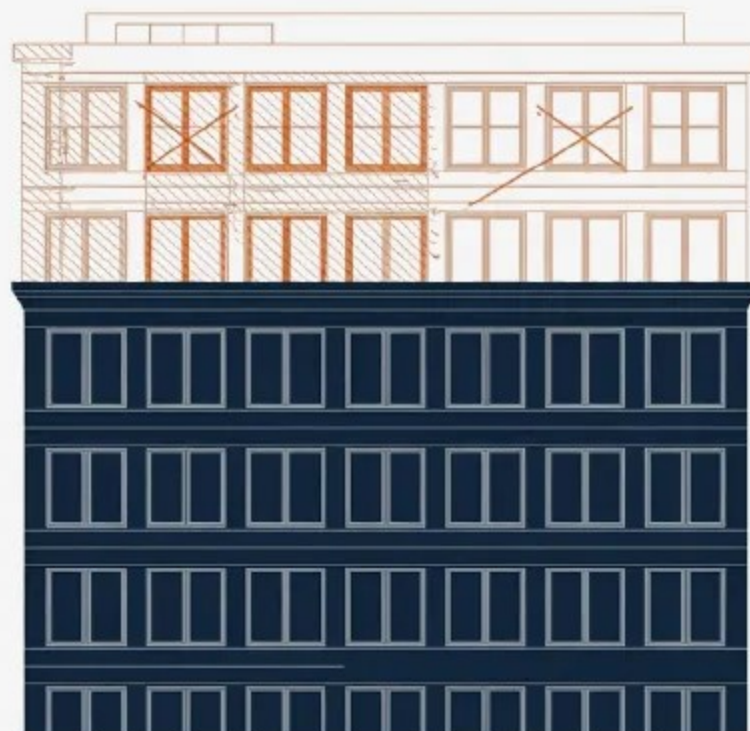
Shared: tech, finance, risk, ops

Named accountability per function

# The Board Doesn't Know What It's **Approving**.

Two-thirds of boards report limited or no working experience with AI. A third are dissatisfied with how much board time it gets. PwC recorded a first this year: 55% of directors now say a board peer should be replaced, citing insufficient expertise.

# Redesign Is Structural, Not Cosmetic



Full breakdown, sources, and the readiness framework:  
[terencekok.com/blog/ai-strategy-capacity-building-not-same-investment](https://terencekok.com/blog/ai-strategy-capacity-building-not-same-investment)

# Fund the Strategy, Not Just the Training.

Capacity building executes a strategy; it doesn't create one. Read the full piece, or take the Five-Dimension AI Readiness Assessment to see where the gap sits in your organisation.



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