

A Central AI Team **Does Not Scale.**

Concentrating AI capability in one function while the workforce stays a passive user of pre-built tools is a structural bottleneck, not a governance choice.

SWIPE →

The capability model has four pillars.

- 01** Tooling — low-code environments, copilots, reusable model libraries
- 02** Governance — data classification, model validation, auditability
- 03** Operating model — use-case ownership sits in the business unit
- 04** Capability development — learning embedded in daily workflows

Not every employee becomes a data scientist.

It means staff can assemble, adapt, and operationalise AI in their own domain using structured tools and governed environments that abstract complexity without compromising robustness.

4

Measurable outcomes, once aligned.

Shorter deployment cycles. Higher adoption, because solutions come from people who understand the operational context. Traceable ROI. Central teams freed for architecture work.



Zero end-to-end delivery from the centre, by design. Ownership of AI use cases sits with the business unit — accountable for outcomes and KPIs.



AI transformation becomes sustainable only when creation is democratised, structured, and aligned to measurable outcomes.

Terence Kok

on moving from AI as a service to AI as a capability

AI as a service vs. AI as a capability.

“AI AS A SERVICE”

Business units submit requests

Central team designs and deploys

Latency, dependency, limited scope

“AI AS A CAPABILITY”

Workforce builds within guardrails

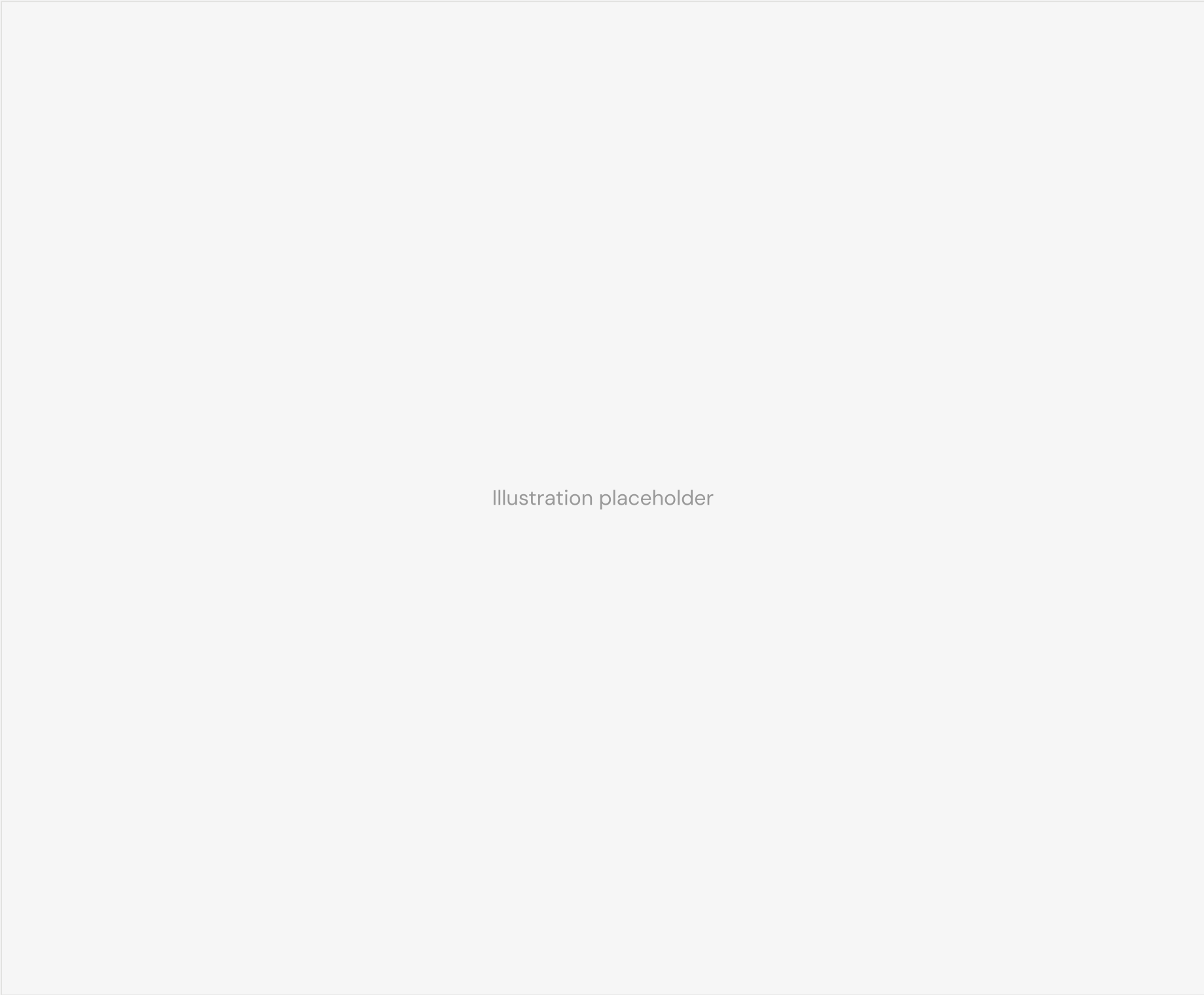
Central team sets standards, not delivery

Distributed execution, faster iteration

Standards authority, not delivery bottleneck.

Data classification policies, model validation protocols, auditability requirements, and cybersecurity controls — decentralisation without these guardrails introduces risk. The central AI function sets them; it doesn't gate every use case through them.

Especially where domains are heterogeneous.



Full framework for smart cities, infrastructure, and government services:
terencekok.com/blog/scaling-ai-requires-capability-centralisation

Stop serving solutions. **Start creating conditions.**

Invest in shared platforms, define clear standards, align incentives, and hold business units accountable. That’s the leadership job now.



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