

Your AI Programme Isn't Underperforming. **It's Ungoverned.**

Treat AI like a capital programme — stage-gates, named owners, hard metrics — and growth becomes repeatable, not sporadic.

SWIPE →

What this deck covers

- 01** Why AI growth stalls at the edge of the organisation
 - 02** Treating AI as a capital programme, not an experiment
 - 03** Governance, RoAI, and RoE
 - 04** Sustaining it: the re-underwriting cycle
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Horizons every AI portfolio needs

Core (existing work, fast ROI), adjacent (new services, staged investment), and transformational (long bets, venture-style sizing) — each governed differently.

Source: three-horizon AI portfolio model, this article

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Failure modes behind stalled AI growth

AI framed as an "innovation experiment," no clear owner for value realisation, underinvestment in data and change management, and no baselined KPIs.

Source: common failure modes, this article

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The dual lens that actually measures AI growth: Return on AI Investment (RoAI) for platform economics, and Return on Employee (RoE) for what AI changes about how people work.

Source: measurement framework, this article



AI-driven growth stalls whenever we treat AI as an experiment rather than a capital programme.

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Innovation experiment vs. capital programme

INNOVATION EXPERIMENT

Launched with a press release

No stage-gates, no hard KPIs

Success argued anecdotally

CAPITAL PROGRAMME

Multi-year budget, defined investment case

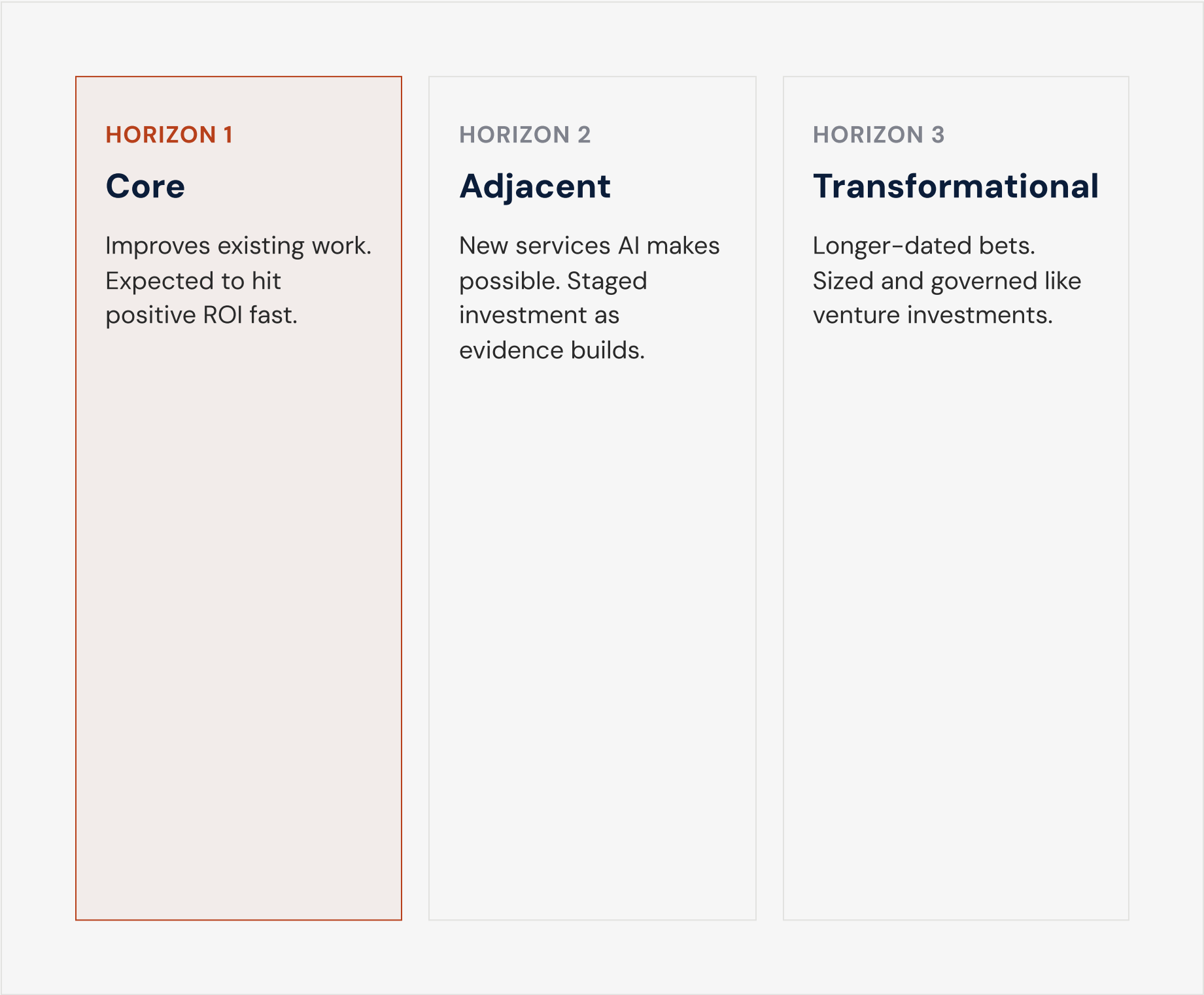
Stage-gates: concept to portfolio roll-out

Progression requires evidence

It fails when responsibility is **diffused**.

An explicit operating model is essential: a central AI function sets reference architecture and shared platforms, while domain teams own use cases and KPI outcomes within their portfolios. A cross-functional steering mechanism arbitrates priorities and keeps local initiatives aligned to the enterprise architecture.

Three horizons, **three governance models.**



The full capital-programme model for AI growth:
terencekok.com/blog/what-does-take-achieve-sustain-growth-ai

Treat AI like concrete and steel.

Governed like capital projects, measured by RoAI and RoE, refreshed on a cycle — that's how AI growth becomes repeatable.



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