

Problem Diagnosis of AI Deployments

2 MIN READ · SUMMARY OF A 15-MINUTE CONVERSATION

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The bigger picture

In Segment 1, Rajaneesh Kurup of Equinix and Ng Ling Kok of Orange Business unpack why AI pilots struggle to move into production, and why the constraints often sit beneath the model: infrastructure, connectivity, data sovereignty, and ownership.

ROI Conversation (The Challenge)

AI adoption is no longer the main question. The focus is increasingly on what AI is actually delivering

- **Then:** Bring in the technology, build skills and encourage adoption
- **Now:** Show how AI improves efficiency, customer and employee outcomes, operational safety and business performance

Infrastructure, Data, & Connectivity (The Broken Foundation)

In many cases, the environment underneath it was never built for what production AI now demands:

- **Legacy infrastructure:** AI running on infrastructure designed 10+ years ago
- **Thermal density mismatch:** 3–5 kW → up to 130 kW per cabinet
- **Distributed data + latency mismatch:** Data spans clouds, applications and locations, while AI has very different latency requirements
- **Governance + ownership gaps:** AI ownership unclear across IT, business, legal and security

Surviving vs. Thriving (The Different Approach)

The difference is not simply the size of the AI budget, but how clearly investment is tied to priorities and outcomes

- **Surviving:** Experiment first → measure later → governance catches up
- **Thriving:** Business priorities → clear outcomes → IT + business aligned early

Without alignment, the old “**shadow IT**” pattern can repeat: consume first, manage governance and security later.

Top 5% Do Differently (The Success Pattern)

The organisations getting further with AI are looking beyond the individual pilot:

- **Foundation first:** Network, data, security, cloud, and governance designed early
- **Platforms over pilots:** Reusable platforms replace isolated POCs and use cases
- **Flexible capacity:** Consumption-based infrastructure scales up or down with demand
- **Business strategy first:** AI supports the business strategy, not the other way around

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