Microsoft Azure

# Implementing an AI Centre of Excellence

**Azure Essentials guidelines to establish a robust and effective CoE**

# Executive summary

While 79% of leaders acknowledge AI's importance, a whopping 60% lack a clear implementation strategy.[1] An AI Centre of Excellence (AI CoE) bridges this gap by standardising best practices, fostering AI talent and ensuring cross-functional collaboration.

For many organisations, the biggest hurdle isn't just adopting AI – it's making sure it delivers real business value. Navigating this complexity can sometimes be overwhelming, as leaders must balance innovation with feasibility, cost and measurable impact.

This eBook provides strategic guidance for organisations to structure and implement AI initiatives. It poses key questions to help shape a CoE model that aligns with each organisation's level of AI proficiency and business needs. Generative AI is a transformative force, unlocking new levels of innovation and operational efficiency. Accordingly, this eBook is anchored within the context of generative AI.

Rather than being a step-by-step implementation guide, this eBook helps organisations understand the critical challenges that AI adoption presents today. It addresses topics as important as the need for alignment with business strategy, organisational readiness, responsible AI, security risks and workforce skilling. It also explores key issues like data and technical infrastructure requirements, AI associated processes, cost efficiency and performance measurement. By the end of this eBook one thing will be clear: successful AI adoption is fundamentally about strategy, processes and people.

Designed for organisational leaders, it integrates insights from the AI guidance within the Microsoft Cloud Adoption Framework, Azure Well-Architected Framework, Responsible AI, the FinOps Framework and Microsoft AI skilling offerings – all contained within **Azure Essentials** – to help establish a scalable, business-aligned AI CoE.

1. AI at Work Is Here. Now Comes the Hard Part

# Introduction

## Unlocking AI's potential: The case for an AI CoE now

The rapid advancement of AI technology offers transformative opportunities, but its successful implementation requires strategic guidance, specialised expertise and a structured approach. According to the IDC study '**2024 Business Opportunity of AI**'[1] three out of four employees use AI at work. However, AI usage is mostly reserved for productivity tasks (43%), with functional (31%) and industry (26%) use cases being significantly less exploited.

This gap in adoption is further highlighted by other studies,[2] as only 1% of business leaders believe they have reached AI proficiency. This indicates that very few organisations have successfully integrated AI into their workflows to achieve significant business outcomes. Furthermore, ongoing challenges for AI adoption in general, and GenAI specifically, remain a strong barrier for most organisations.

While building upon general AI principles, GenAI introduces distinct requirements that call for a focused approach. This eBook will equip you to understand and address those specific needs.

The top barriers in AI adoption include:

- Failing to understand how or where AI can create and capture business value.
- Requiring an enterprise-wide AI roadmap prioritised by value, feasibility and risk.
- Lacking a sound operating model to address challenges related to processes, infrastructure or resource efficiency.
- Missing the right organisational roles, skill sets or talent management strategies. Skills gaps are the biggest barrier to AI adoption.
- Facing concerns over security, data or other risks.
- Neglecting an organisational-wide approach to responsible AI governance.
- Insufficient or inadequate leadership support or engagement.
- Potentially high costs derived from infrastructure, third-party APIs or custom developments.

1. IDC InfoBrief, sponsored by Microsoft, 2024 Business Opportunity of AI, doc #US52699124, November 2024

2. Superagency in the workplace: Empowering people to unlock AI's full Potential

**An AI Centre of Excellence (AI CoE) tackles the challenges of AI adoption by serving as a strategic enabler. It bridges gaps and aligns stakeholders to develop a unified vision for AI adoption. By fostering a coordinated approach, the CoE ensures that AI initiatives are effectively integrated, maximising their impact and value across the organisation.**

## Purpose of a CoE

A Centre of Excellence (CoE) orchestrates mastery and innovation to navigate and capitalise on technology upheavals. It is conceived as a strategic initiative to harness and diffuse the transformative power of artificial intelligence within organisations. It focuses on providing direction, establishing and promoting best practices, acting as a knowledge and skilling hub and fostering AI adoption.

Microsoft provides an actionable approach to establish an AI CoE and aligns to the **five pillars of AI readiness**, helping organisations understand the key drivers of AI business value. Organisations should establish different competencies, or areas of expertise, that are relevant in the context of AI:

- **Business strategy:** business value alignment, use case identification and prioritisation
- **Organisation and culture:** organisational readiness, skilling and knowledge management, AI roles and functions
- **AI strategy and experience:** use case implementation and AI lifecycle mastery
- **Technology and data strategy:** data practices, development and deployment processes, infrastructure management, cost efficiency and AI model performance measurement
- **AI governance:** responsible use of AI

## Considerations for designing an effective AI CoE

Key questions arise when defining a CoE's structure, scope and focus:

- Should the CoE concentrate on technical and operational aspects, on strategy and business alignment or adopt an integrated approach?
- Should it focus on execution responsibilities like developing LLM models or serve as a guiding body, setting principles and frameworks?
- Do organisations need to create an independent team or can the necessary AI expertise be embedded within existing teams or CoEs?
- Should the CoE operate as a centralised entity, a decentralised network or a hybrid model?
- Who should be part of the CoE to ensure its effectiveness?

The value and purpose of a CoE are generally understood, but its design and responsibilities can vary based on an organisation's needs, priorities and AI proficiency. With the right guidance, a CoE can be tailored to fit specific contexts and evolve as the organisation advances in its AI journey.

Another issue to be considered is the target of the CoE itself.

- Should it primarily serve internal teams, support external clients or focus on partners and ecosystem collaboration?
- If internally focused, does it also deliver AI services to the market as part of the organisation's business model, or is it strictly enabled for internal AI adoption?

Regardless of its implementation, the AI CoE supports leadership and organisational alignment. Strong executive sponsorship and sustained commitment are crucial for the success of AI initiatives.

### AI doesn't exist in a vacuum – neither should its CoE

AI emerges alongside or after other existing technologies and relies on cloud infrastructure, data management and AI governance. It will more commonly integrate with or build upon existing initiatives rather than being the first CoE initiative within an organisation.

A small team of dedicated experts can effectively implement AI. While an independent AI CoE can be appropriate for some organisations, proficient AI practices can also be effectively achieved through a focused team within already existing structures. The key is to avoid unnecessary complexity and ensure that AI adoption builds upon strong foundations rather than operating in isolation.

### Should the organisational design of a CoE be centralised or decentralised?

Choosing the right organisational model depends on several factors. A CoE will always require some level of centralisation to support governance, best practices and alignment across all AI initiatives. However, execution is often decentralised, especially in larger organisations or industries where AI adoption varies across departments.

Organisations needing greater control, compliance and standardisation might prefer a centralised model. In contrast, more distributed organisations, where business units operate independently, may opt for a hybrid approach, with the CoE providing strategic oversight while allowing departmental or regional execution.

**The level of AI proficiency within an organisation is crucial. Companies at an early stage of their AI journey may benefit from a centralised CoE to consolidate expertise and foundational practices, accelerating AI adoption. The decision also involves balancing scalability and robustness. A centralised model ensures control and consistency, while a hybrid approach provides flexibility.**

## Security considerations

Security is a crucial issue, and as such it will impact any AI-related initiative.

As organisations integrate AI into their workflows, they must account for risks related to data protection, model security, compliance, adversarial attacks and responsible AI governance. Security is not a standalone function, but an essential component of every practice outlined in this document.

While each practice incorporates security in different ways, the AI CoE plays an important role in setting guidelines and supporting teams in secure AI implementation. Rather than replacing dedicated security teams, the CoE needs to be in close and constant collaboration with them, to help embed security considerations into AI-related processes and align them with organisational security policies.

# Driving business value: Strategy and organisational alignment

AI is more than a tool to boost individual productivity. It provides a transformative opportunity for organisations, enhancing operations and driving business value. However, unlocking the full potential of AI requires acknowledging that technology alone is not enough. A broader strategic approach is essential, aligned with the with the organisation's business goals, capabilities and maturity.

A **Microsoft study**[1] highlights that AI leaders, who align their AI strategies with business goals, consistently create business value. Beyond the higher returns, leading organisations are also quicker in deploying AI solutions, with 29% implementing them in under three months, compared to just 6% among laggards.

The key to driving value lies not only in identifying use cases, but also in ensuring the 'organisational fit'. Use cases must align with the organisation's overarching strategy and its ability to deliver on that strategy. This includes aligning processes, organisational structure, skills, data, leadership commitment and metrics.

AI has transformational potential, but only if it's adopted with intention. Strategy and organisational alignment ensure AI initiatives are targeted, scalable and in tune with broader goals. Without that foundation, organisations risk underutilising AI's potential or facing costly failures.

1. IDC InfoBrief, sponsored by Microsoft, 2024 Business Opportunity of AI, doc #US52699124, November 2024

## The role of the CoE in driving business value

The CoE plays an active role in helping an organisation harness business value from AI. It sets up the necessary support mechanisms for the AI journey and ensures the right people are involved at the right time. Key responsibilities include:

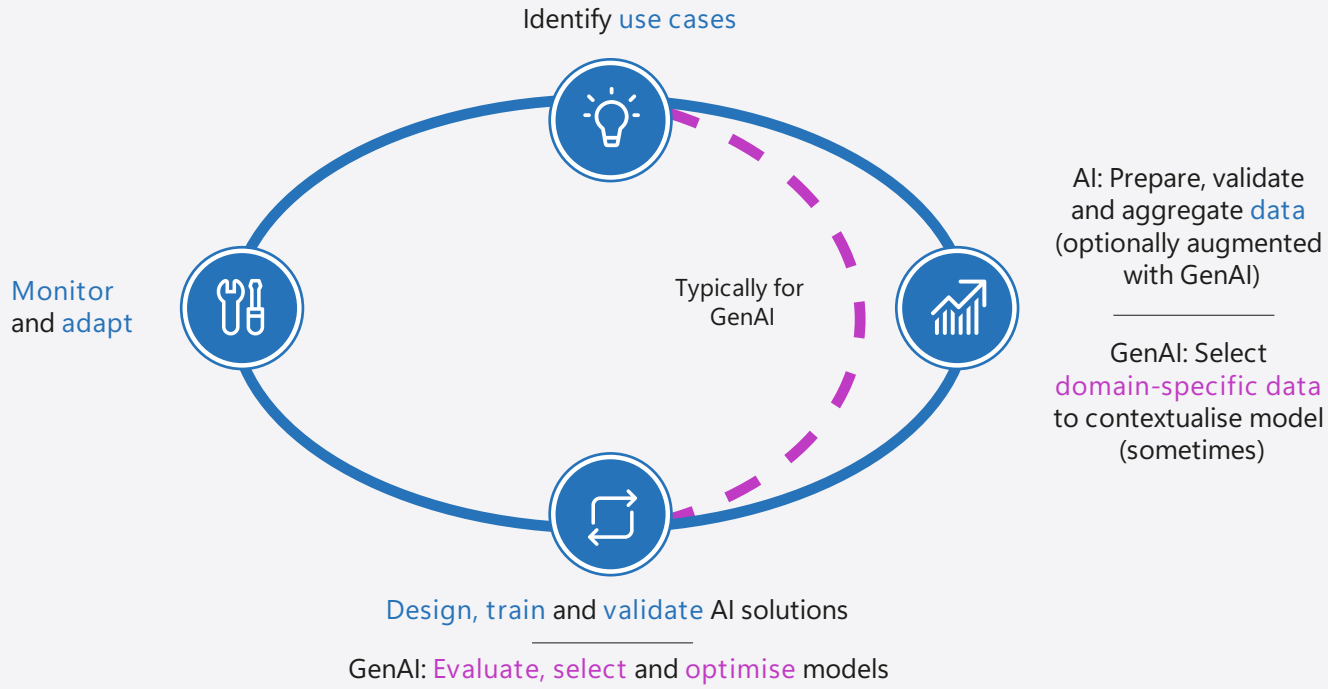
- Aligning AI initiatives with organisational and business priorities.
- Measuring and communicating the impact of these initiatives.
- Promoting and overseeing leaders' alignment and commitment.
- Raising awareness and understanding of AI within the organisation to drive adoption and build capabilities.
- Ensuring key business and technical decision-makers, as well as other stakeholders, are actively involved in AI initiatives.
- Bridging between technical and leadership to translate technical capabilities into business outcomes.

## Subject matter experts: A central piece of the AI process

AI is not an issue solely for technology departments, instead it requires strong collaboration between technical and business teams. AI, particularly GenAI, introduces a new paradigm. The following diagram provides a simplified representation of the AI implementation process, which generally follows four key stages. While these stages apply to both traditional AI and GenAI, the approach and effort can differ significantly.

Throughout this cycle, domain experts (from business or specific functions) play a crucial role in identifying relevant use cases, determining the necessary data and evaluating the model's effectiveness, especially considering the unique challenges of GenAI like hallucinations or model variability. Meanwhile, technical experts handle data management, model design, training, adaptation and selection. Therefore, close collaboration between these experts is not only necessary but fundamental for GenAI initiatives. It reflects a vital condition that organisations foster a culture and behaviours that support this collaboration.

### Technical and domain experts' collaboration is key during the AI lifecycle



# Organisation and people practices

According to **Microsoft's research,**[1] organisations face significant challenges in AI adoption.

**25%**
report a lack of AI governance and risk management.

**27%**
are concerned with costs.

**26%**
believe their data foundation lacks necessary governance processes.

**45%**
Lack sufficiently skilled workers, despite increased AI adoption for individual productivity.

## Organisational readiness and adoption

AI adoption initiatives are essential for integrating AI into workflows and strategies to deliver business value, foster skill development and encourage buy-in. These initiatives help bridge the gap between innovative technology and practical implementation, ensuring consistent and strategic use of AI tools.

Resistance to AI adoption can be overcome by focusing on clear communication, practical use cases and employee empowerment. Addressing common concerns, such as fear of job displacement, through upskilling and reskilling initiatives helps teams see AI as a tool that enhances their work rather than replacing them. When employees understand how AI can automate repetitive tasks, provide data-driven insights or unlock creativity, they are more likely to embrace its potential.

Building a culture of innovation is also crucial. Organisations that prioritise hands-on training, leadership support and transparent discussions about AI's role create an environment where employees feel confident and motivated to adopt new tools. By aligning AI strategies with real-world needs and demonstrating tangible benefits, companies can foster enthusiasm and drive meaningful impact across teams.

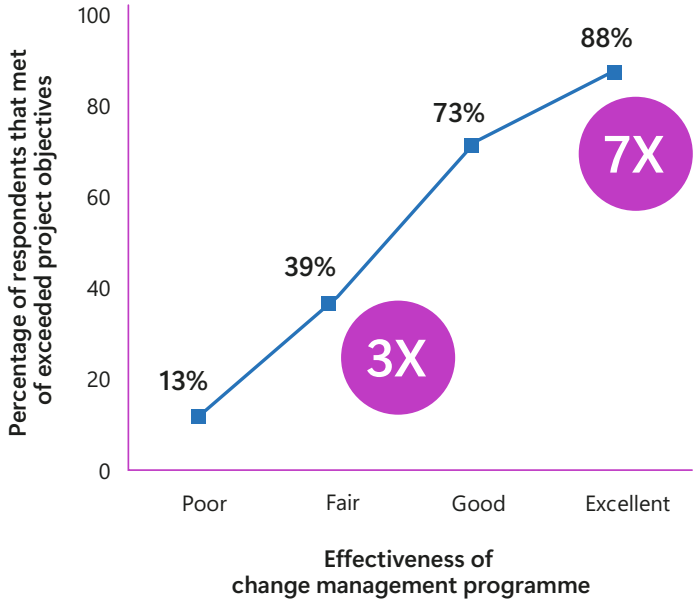
1. IDC InfoBrief, sponsored by Microsoft, 2024 Business Opportunity of AI, doc #US52699124, November 2024

## Driving adoption: How change management can help

The business value of AI is clear, with **research**[1] showing a USD 3.7× return for every USD 1 invested in AI. However, achieving this value requires more than just financial investment; it demands enterprise-wide practices to ensure the workforce can fully leverage the technology. Both leaders and employees must understand and embrace AI to unlock its true benefits. Organisations must take a deliberate approach both to prepare for the opportunities AI presents and to address the necessary organisational transformations to ensure readiness, diminish resistance and drive adoption.

Change management is essential in this process, providing a structured, value-driven approach to facilitate and sustain adoption, as **Prosci's research**[2] highlights. Beyond just mastering certain techniques, organisational change management involves fostering an adoption mindset rooted in the organisation's culture and behaviours.

Change management typically has two phases. The early stages focus on building readiness, ensuring the organisation is prepared and equipped to perform effectively in a particular situation, such as the adoption of a new technology like AI. In later stages, the focus is on making necessary abilities, skills and behaviours permanent. This involves changing the organisation's 'old' habits into 'new' behaviours that can effectively sustain change over time.

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Source: Research Hub

In summary, change management can be fundamental to help:

- Raise awareness of technology and its value.
- Reduce resistance to change and maximise business impact by aligning technology with user needs and ensuring readiness for AI integration.
- Align the adoption of technology with broader organisational and business strategies.
- Support and direct skilling efforts across the organisation.

However, these efforts require strong sponsorship and organisational leadership to be effective.

1. IDC InfoBrief, sponsored by Microsoft, 2024 Business Opportunity of AI, doc #US52699124, November 2024

2. Why change management is important

## The role of the CoE in driving adoption

The CoE typically focuses on setting direction, defining strategies, providing support, establishing metrics and monitoring impact. However, it can also play a crucial role in driving adoption and leading change.

By definition, the CoE is equipped with the knowledge, skills and capabilities to effectively leverage AI. It holds the authority – and ideally the influence – needed to drive adoption. Strong leadership and C-level support are essential for a successful CoE, as they facilitate progress and collaboration, forming a coalition for change and guiding leaders in effective sponsorship roles.

Therefore, it makes sense for the CoE to lead and execute the change management function by enhancing its skills with specific change management techniques. This approach adds value by equipping CoE members with new competencies. However, this may not be the right solution for every organisation. Many already have dedicated teams focused on change management and driving adoption. Nonetheless, it is worth considering.

## Skilling and knowledge management

Skilling is an integral part of the adoption process, addressing organisational skill gaps and providing targeted learning pathways, hands-on training, structured resources and ongoing support. The AI CoE can streamline these efforts by offering structured roadmaps that guide learning from foundational to advanced levels, including progress tracking, certifications and practical project applications.

This aligns with insights from Microsoft's **own skilling experience**, which emphasises diverse learning strategies tailored to different roles. Microsoft's internal AI skilling programs show how structured training can drive AI fluency across an organisation, integrating AI into daily workflows to boost confidence, efficiency and productivity.

Integrating AI tools into daily workflows further accelerates learning and adoption, supporting productivity through automation, workflow optimisation and improved efficiency in various contexts. The AI CoE plays a key role in helping teams adopt these technologies effectively.

As a result, the organisation enhances its readiness, ensures continuous growth and unlocks new opportunities for innovation and measurable business impact.

# Specific AI roles and functions

## Who's in charge of AI? New organisational roles

The integration of Artificial Intelligence and AI into businesses has led to the emergence of new specialised roles essential for leveraging AI technologies effectively.

Beyond existing roles like Chief Digital Officers or Chief Innovation Officers, new positions have arisen due to the complexity of algorithms, challenges of working with massive volumes of data and the need for a new mindset and skill set for using AI. Just as organisations once required specialised roles to navigate and master digital transformation, they now need dedicated leaders to drive the adoption, integration and governance of AI.

## The CAIO: a key C-Level role for the AI era

There are quite a few roles that have become common practice for some time, for instance the Chief Data Officer (CDaO). However, as AI becomes integral to business strategy, new key roles have emerged.

### Chief Artificial Intelligence Officer (CAIO)

The CAIO aligns AI initiatives with organisational goals to provide a competitive edge. This role oversees the deployment and integration of AI technologies, ensuring the AI strategy is developed, implemented and communicated throughout the organisation. The CAIO also ensures AI implementation complies with the organisation's approach to responsible AI. Acting as a bridge between technical and business areas, the CAIO helps the organisation recognise AI's value while addressing its challenges.

### Head of AI

Given AI's significance, impact and potential, it requires dedicated attention within the broader AI landscape. While it's often seen as easy to use and straightforward to implement, this perception can overlook the unique challenges and organisational implications it brings. Organisations may benefit from creating a distinct leadership role focused exclusively on AI, such as a Head of AI. This role reports to senior leadership, ensuring strategic alignment and overseeing the implementation and governance of AI initiatives.

### Technical Roles

Foundational AI roles like Data Scientists, ML Engineers, AI Architects and NLP Engineers are still essential. However, the rise of AI necessitates an evolution in their skills and responsibilities. New specialisations such as Prompt Engineers, AI Agent Engineers, AI Security and AIOps are emerging to tackle the unique challenges posed by large language models and systems.

## Responsible AI and governance

While businesses are beginning to realise the benefits of AI, they are also becoming increasingly aware of its associated risks. Key concerns include data management and privacy, bias, explainability, model accuracy and relevance or appropriate use. These challenges are part of the wider concerns surrounding AI.

Having a responsible approach to AI helps guide the AI lifecycle – from design and deployment to commercialisation and usage – towards responsible practices. Whether deploying third-party solutions or developing their own, organisations should establish internal policies and practices to guide AI and AI initiatives. At Microsoft, principles form the bedrock of responsible AI, leading to trustworthy AI.

Principles serve as the 'north star', guiding how organisations build, commercialise, manage, adopt and use AI solutions. Organisations must establish practices and tools to operationalise these principles efficiently.

Governance is the critical backbone supporting the consistent application of responsible AI principles and practices across an organisation. It involves setting company-wide rules, defining processes and establishing roles for the stakeholders involved in the AI lifecycle.

Responsible AI governance bodies need sufficient financial resources, human capital and authority to enact meaningful changes across the organisation, ensuring responsible AI practices are both actionable and sustainable.

The AI CoE should be an integral part of the governance model, strengthening responsible AI through its practices. This includes skilling, development, deployment, monitoring strategies and data management frameworks.

**Learn more** about Microsoft's responsible AI principles, tools and governance.

## Measuring adoption and organisational impact

Implementing AI in an organisation requires a clear approach to measure its performance, adoption and impact.

Without actionable metrics, it's challenging to evaluate progress, identify improvement areas or manage complexity. A solid strategy depends on well-defined metrics to assess performance and ensure initiatives provide value.

To measure AI success, start by setting clear, measurable objectives aligned with business goals. For instance, a financial institution might use AI for fraud detection to reduce fraudulent transactions, while an IT provider could use it to speed up product development and shorten time to market.

Beyond business outcomes, it's crucial to track how effectively AI is being adopted within the organisation. Metrics like user engagement, frequency of usage and integration with existing workflows can reveal valuable insights into the user experience and identify areas for improvement.

Transparent performance metrics also increase organisational confidence in AI by demonstrating its real-world impact. Establishing clear links between AI performance and business outcomes strengthens stakeholder trust, reduces adoption barriers and highlights AI's role in driving efficiency and innovation.

# Technical practices for overcoming AI challenges

An AI CoE also ensures that AI adoption is technically sound and well-managed. The following technical practices define the key areas that organisations must address, from infrastructure to data handling or deployment processes. While technical in nature, these are not just IT concerns – they address business-critical factors, including the reliability, scalability and security of AI solutions and their alignment with business objectives and ethical considerations.

Whether AI solutions are purchased, integrated or developed in-house, these practices help organisations balance technical execution with strategic business outcomes, ensuring AI-powered applications and automation tools drive measurable value.

## Data practices and concerns

Effective data management is essential for ensuring the reliability, fairness and scalability of AI systems. Unlike traditional AI, GenAI models require specialised data strategies to handle large-scale, unstructured and dynamic inputs. This practice establishes frameworks to support data quality, governance and efficiency while aligning AI initiatives with business objectives.

The CoE plays a critical role in providing AI-specific data standards and best practices while collaborating with specialised teams responsible for broader data governance and architecture. Additionally, AI systems often handle sensitive and regulated data, requiring organisations to comply with standards like GDPR, HIPAA and CCPA. Implementing robust data security, privacy and responsible AI practices helps mitigate risks while fostering trust in AI-driven decisions.

## Development and deployment processes

Ensuring the operational proficiency of AI systems requires structured processes and frameworks to tackle unique implementation, management and optimisation challenges. While AI models excel in controlled environments, real-world deployments demand additional, integrated mechanisms for consistent performance, business alignment and long-term reliability.

In controlled settings, AI base models perform well due to reduced complexity. However, real-world applications require comprehensive iterative refinement, ongoing, metric-guided evaluation and precise alignment of AI outputs with business goals.

These challenges are optimally handled by product teams closest to the problem, while the CoE provides standardised, reusable frameworks, templates and best practices to streamline organisational efforts. In addition, the CoE incentivises and distributes industry-leading frameworks such as the **Microsoft Cloud Adoption Framework (CAF)** and the **Azure Well-Architected Framework (WAF)** to further support scalable, secure and resilient AI systems.

## Financial efficiency

Managing the financial impact of AI systems requires a structured approach to optimise costs while maintaining performance and scalability. AI solutions often involve high computational and storage expenses, making cost control a critical aspect of operational success.

This practice establishes processes and tools to monitor, forecast and optimise spending, ensuring that resources are efficiently allocated to maximise ROI. A key consideration in cost efficiency is determining whether to develop custom AI solutions or leverage off-the-shelf alternatives. Organisations must assess factors such as cost-integration complexity and adaptability to make informed investment decisions.

Organisations can adopt FinOps principles, which provide a structured approach to cloud financial management through visibility, collaboration and accountability. The **FinOps with Azure eBook** offers best practices for managing cloud costs, aligning financial goals with AI initiatives and optimising spending across teams.

The CoE contributes to cost efficiency by promoting FinOps principles, driving collaboration between finance, engineering and business teams to ensure that financial considerations are integrated into every stage of AI development and deployment.

## Infrastructure management

Infrastructure management establishes the technical and operational foundation required to support the unique demands of AI systems. Poorly managed infrastructure can lead to inefficiencies, higher costs and operational risks that undermine the value of AI initiatives.

The CoE provides guidance, oversight and best practices to help define infrastructure standards, optimise costs and maintain compliance with governance principles and regulatory requirements. While some organisations may have the CoE directly manage infrastructure components, it typically functions in an advisory and monitoring capacity, working alongside infrastructure teams to evaluate, propose and oversee best practices.

Addressing infrastructure alignment with business needs requires centralised oversight and structured decision-making to prevent fragmented approaches that lead to inconsistent performance and increased costs. Organisations that strategically allocate computing resources and consolidate workloads can significantly reduce expenses while enhancing the efficiency and resilience of their AI systems.

## Performance metrics for AI

Effective measurement is crucial for selecting and optimising AI models. Accurately interpreting metrics and benchmarks ensures meaningful AI evaluation, helping organisations choose the right models based on factors like accuracy, efficiency and relevance to their use cases.

Selecting the appropriate model from the AI catalogue requires understanding how different benchmarks align with real-world application needs.

This includes using metrics to assess and mitigate biases in the models, ensuring fairness and ethical outcomes. These metrics can help organisations identify models that are not only effective, but also aligned with responsible AI principles.

Measuring and optimising AI performance is an ongoing process. Organisations should establish a system for continuous monitoring and improvement, using metrics to set baselines, track progress and identify areas for refinement.

# Conclusion:
## Where to go from here

AI is here to stay, and organisations are now seeking to capture its value beyond individual productivity. A well-structured AI CoE can be instrumental in this journey.

To effectively integrate AI, organisations must be prepared for the challenges it brings. This includes assessing readiness, developing a strategic roadmap, establishing clear objectives and governance, defining AI roles and supporting responsible AI use. Equally important is addressing the more technical challenges. Organisations that address both organisational and technical aspects are better prepared to successfully harness the power of AI.

Microsoft's commitment to providing expertise in the age of AI is a further testament to our mission: empowering every person and every organisation to achieve more.

Ready to put these insights into action? Here are some recommended next steps to advance your AI journey:

- Learn from our customers: **Harnessing generative AI: The bold challenge and reward for industry leaders**
- Assess your organisation's overall AI Readiness: **AI Readiness Wizard**
- Define a roadmap with prioritised steps to build your AI competencies. Check chapter 3 of **The AI Decision Brief**
- Get hands-on. Explore **Azure Essentials** to get the guidance you need to enhance Azure and AI adoption.
- Get assistance. **Azure Innovate** helps you accelerate your AI implementation with support, tools and expert guidance.

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