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SESSION 6

**RECOMMENDATIONS on How Capital Flows Shaping the
Future of AI—and Who Will Capture Long-Term Value**

CONTRIBUTORS

- Richard Frey, Chief Executive Officer, INAIT
- Moody Hadi, Head of AI Strategy & Execution Enterprise Data Organization, S&P Global
- Dr. Morgan Eldred, Founder, Digital Energy

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“Building world-class AI ecosystems requires sustained investment in universities, startups, research institutions, and industry partnerships long before companies reach public markets or global recognition.”

Richard Frey
Chief Executive Officer, INAIT



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Build AI Ecosystems That Create Long-Term Competitive Advantage

Richard Frey
Chief Executive Officer & Co-Founder, INAIT

Capital alone does not create AI leadership. Sustainable competitive advantage emerges when investment supports complete innovation ecosystems that combine research excellence, entrepreneurial talent, industrial collaboration and commercial execution.

Current attention has focused heavily on generative AI and large language models, but these technologies represent only the beginning of a much broader transformation. Significant opportunities are emerging across physical AI, robotics, intelligent automation and autonomous systems that will redefine industries over the coming decade. Organisations that invest exclusively in today’s dominant technologies risk overlooking the next wave of innovation.

History suggests that first movers do not always become long-term winners. Instead, market leadership often belongs to those organisations capable of continuously adapting as technologies mature, commercial opportunities evolve and customer demand changes. This requires investment strategies that balance short-term commercial deployment with long-term research and ecosystem development. Business leaders should therefore build innovation environments that encourage collaboration between universities, technology companies, investors, startups and established enterprises. Such ecosystems accelerate knowledge transfer, reduce commercialisation risk and enable breakthrough technologies to scale more rapidly into global markets.

The future AI economy will reward resilience more than speed. Those who combine patient capital with world-class talent, research capability and industrial partnerships will be best positioned to capture enduring value as AI expands beyond today’s applications into entirely new categories of intelligent systems. ■



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“National AI investment succeeds when capital aligns with strategic priorities, strengthens workforce capabilities, accelerates industrial transformation, and delivers measurable contributions to long-term economic diversification.”

Moody Hadi
Head of AI Strategy & Execution Enterprise Data Organization, S&P Global



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Measure AI Success by Economic Impact, Not Technological Hype

Mohammed Hadi
Head of AI Strategy & Execution, Enterprise Data Organization, S&P Global

Artificial intelligence is entering a period where commercial discipline must replace market enthusiasm. While investment in AI continues to accelerate, long-term success will depend less on the scale of funding and more on the ability to demonstrate measurable economic value. Organizations should resist the temptation to evaluate AI through the number of models deployed or the pace of technology adoption. Instead, success should be measured by improvements in productivity, operational efficiency, customer value, revenue growth and enterprise competitiveness.

Every major technology revolution experiences a cycle of inflated expectations before sustainable business models emerge. AI is no exception. Organizations that focus on solving meaningful business problems with clear economic outcomes will outperform those pursuing AI simply to keep pace with market trends. Investment decisions should therefore be guided by rigorous commercial evaluation, ensuring that every initiative contributes to strategic priorities and delivers measurable return on investment.

Leaders also have a responsibility to establish transparent performance metrics that distinguish genuine value creation from speculative activity. As AI becomes embedded across the enterprise, disciplined governance and outcome-based investment will become increasingly important. The organizations that lead the AI economy will not be those investing the most capital, but those consistently converting intelligent technologies into sustainable business performance and long-term economic growth. ■

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“The next generation of AI growth will come from entrepreneurs creating practical applications, empowering consumers through useful products rather than relying solely on foundational AI model providers.”

Dr. Morgan Eldred
Founder, Digital Energy



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Commercialising AI Through Practical Enterprise Adoption

Dr. Morgan Eldred
Founder, Digital Energy

Artificial intelligence will only fulfil its economic potential when organisations move beyond building technology and begin scaling practical business applications. While enormous investment has been directed towards infrastructure, models and computing capacity, the next stage of AI growth depends upon creating solutions that solve real operational problems across every industry.

Much of today’s software environment remains rooted in legacy architectures designed before AI became widely available. This creates a significant opportunity to redesign enterprise systems around intelligent automation rather than simply adding AI features onto existing processes. Organisations that embrace AI-first operating models will create substantial productivity gains while improving decision making, customer experience and workforce effectiveness.

This transformation will not occur overnight. Like previous technology revolutions, AI requires time for businesses to discover high-value use cases and for markets to mature. However, organisations that invest early in practical implementation will establish lasting competitive advantages as adoption accelerates.

Investment should therefore prioritise commercial deployment rather than technology demonstration. Capital must support innovators who can build scalable applications, simplify adoption and deliver measurable business outcomes across industries. As AI becomes embedded within everyday operations, value creation will increasingly come from execution rather than invention. The organisations that succeed will not necessarily possess the largest models or the greatest computing power. They will be those that consistently convert AI capability into profitable products, efficient operations and sustainable enterprise growth. ■

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Advisory Board Roundtable
Session 6 Podcast

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Richard Frey
Chief Executive Officer
INAIT



Moody Hadi
Head of AI Strategy
& Execution Enterprise Data Organization
S&P Global



Dr. Morgan Eldred
Founder
Digital Energy

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