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The AI Marketplace Imperative

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01

Why the next level of competitive advantage is not building AI, but distributing it

Building AI is no longer the constraint. Most organisations can build AI. Very few can scale it.

In boardrooms globally, AI has moved decisively from experimentation to expectation. Across industries, executive teams have shifted AI from innovation agendas to strategic priority, investing heavily, building models, launching pilots and embedding AI into core business processes.

And yet, despite this progress, a persistent and uncomfortable truth remains.

Most AI does not scale. It delivers in pockets. It works in isolation. But it rarely propagates across the enterprise. The challenge is not a lack of ideas. In fact, most organisations, have an abundance of them. The real problem lies in how those ideas move, or more accurately, fail to move, across the enterprise.

AI solutions are too often built once, used once and then quietly archived. Teams unknowingly reinvent the same capabilities across different business units. The AI use cases generated in one geography, rarely benefits another. Value realising models remain hidden within silos, while the organisation repeatedly solves the same problems from scratch. The result is fragmented innovation and lost enterprise value.

Forward-thinking organisations are beginning to recognise that the answer is not simply “more AI”. The answer, is actually the need for a more optimal way of scaling intelligence across the enterprise.

This is why a new architectural pattern is rapidly emerging among leading organisations as one of the most powerful innovations in enterprise AI. **The AI Marketplace.**

The AI Marketplace Imperative

02

The scaling challenge most enterprises underestimate

Most companies still treat AI solutions as projects. A business unit identifies a problem. A team builds a model. The solution is deployed locally. The project delivers localised value, but the solution rarely propagates across the entirety of the enterprise. There’s no creation of systemic advantage. Meanwhile, across the organisation, another team facing a similar challenge, begins their own development process from scratch.

This pattern leads to four systemic inefficiencies:

- 1 Duplication of effort** – Teams unknowingly solve the same problems repeatedly
- 2 Slow innovation cycles** – AI capability is rebuilt rather than reused
- 3 Inconsistent and fragmented governance** – Risk and control remain inconsistent and reactive
- 4 Trapped value** – Models and use cases fail to scale beyond their origin, limiting return on AI investment

What’s missing is a system that treats AI solutions as reusable enterprise assets, rather than isolated projects. And the problem becomes even more acute in large group organisations, such as those operating across multiple markets, subsidiaries, or operating companies. Each unit builds its own solutions independently, while the organisation as a whole, fails to capture the compounding value of shared intelligence.

This is the scaling illusion: the belief that more AI activity leads to more enterprise value. It does not. Value in AI is not created by building more models. It’s created by scaling the solutions that already work and by engineering the mechanisms through which intelligence can be distributed across the organisation.



03

The missing layer: distribution at scale

The underlying issue is straightforward, but largely unresolved. Enterprises have invested significantly in:

-  data platforms
-  model development
-  analytics capabilities
-  agentic POCs

But they have not invested in the one capability that matters most at scale: **the ability to distribute intelligence across the enterprise**. Without a distribution mechanism, AI remains localised.

With one, it becomes exponential.

04

The AI Marketplace: a distribution engine for intelligence

AI Marketplaces provide a mechanism for distributing the flow of intelligence across the organisation. It solves this problem by transforming AI solutions into enterprise assets, that can be discovered, governed, reused and deployed at scale across business units and geographies.

Instead of each team building models from scratch, they can browse a catalogue of proven solutions, deploy them rapidly and adapt them to their local context.

Think of it as the internal equivalent of an app store, except instead of mobile applications, the assets being distributed are AI use cases.

In practice, an effective AI marketplace architecture typically includes several foundational components:

Use Case Repository: A structured library of potential AI opportunities, innovation ideas and business challenges worth solving.

Solution Catalogue: A curated collection of validated AI solutions, that are production-ready and reusable across the organisation.

Deployment Platform: Tools that enable rapid integration and safe deployment of AI solutions across business units in different geographies and environments.

Governance & Risk Controls: Embedded mechanisms to ensure AI is deployed safely, responsibly and consistently.

Performance & Value Monitoring: Dashboards that track adoption, performance and realised business value.

Together, these components transform AI from an experimental capability, into an organisational distribution system for intelligence, creating a closed-loop operating model for enterprise AI innovation.



05

The network effect of shared enterprise intelligence

Perhaps the most powerful feature of AI marketplaces is not the technology itself, but the network effect they create.

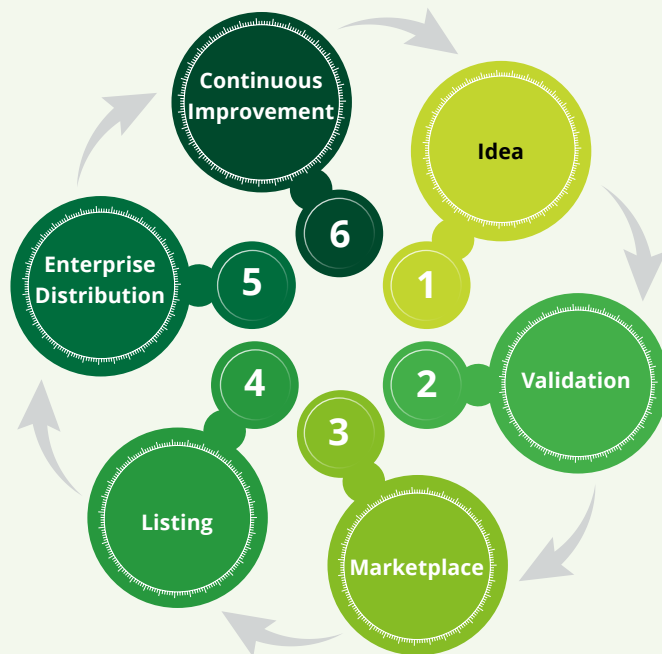
Every solution added to the marketplace increases the value of the platform for the rest of the organisation. A predictive model built in one division, can be reused instantly in another. An operational optimisation solution developed in one market, can scale across multiple geographies.

And as more teams contribute their models and insights, the ecosystem grows richer and more useful. Over time, the enterprise begins to operate as a connected intelligence network rather than a collection of isolated teams.

Traditional AI development follows a linear path:



An AI marketplace transforms this into a continuous cycle:



Instead of rebuilding capability repeatedly, organisations begin reusing intelligence at scale.

What was previously a set of disconnected efforts, now evolves into a coordinated network of intelligence. Innovation stops being linear. It begins to compound.





06

Accelerating innovation velocity

Another major source of value in AI marketplaces, is their ability to **compound innovation**. They accelerate the speed of innovation by compressing the path from idea to production.

Every deployed solution generates data, usage patterns, performance insights and operational feedback. These then feed into the next generation of capabilities, based on actual usage. New use cases emerge. Existing models improve. Deployments accelerate. Value scales.

Without an AI marketplace, the journey from idea to production often takes months or even longer. Each team must assemble its own resources, develop models independently, own data pipelines and then navigate governance and deployment hurdles to get to production.

With an AI marketplace, much of that groundwork has already been completed.

Teams can quickly identify relevant solutions, deploy them through standardised pipelines and focus their energy on adaptation, rather than reinvention. What once required extensive development effort, can now be achieved through configuration and integration.

The result is dramatically improved innovation velocity. And over time, the organisation transitions from isolated AI innovation to a connected intelligence network.

“

AI shifts from bespoke engineering to reusable organisational capability. That's where durable competitive advantage emerges. Not in isolated breakthroughs, but in the speed at which intelligence evolves, spreads and compounds across the enterprise.

”





07

From intelligence to action: the agentic inflection point

The importance of AI marketplaces becomes significantly more pronounced with the rise of agentic AI.

Traditional AI informs decisions. Agentic AI executes them. Agentic systems do not simply analyse, predict or recommend. They act. They trigger workflows, orchestrate processes, interact with systems, and increasingly make decisions within defined guardrails.

In effect, they become a new class of digital worker embedded within the enterprise. But this introduces a new and far more complex scaling challenge. Without structure, agentic AI simply does not scale, it fragments.

If every team begins building autonomous agents independently, organisations risk creating a chaotic ecosystem of disconnected automation systems, inconsistent control and governance, duplication of agent capabilities and increased operational risk.

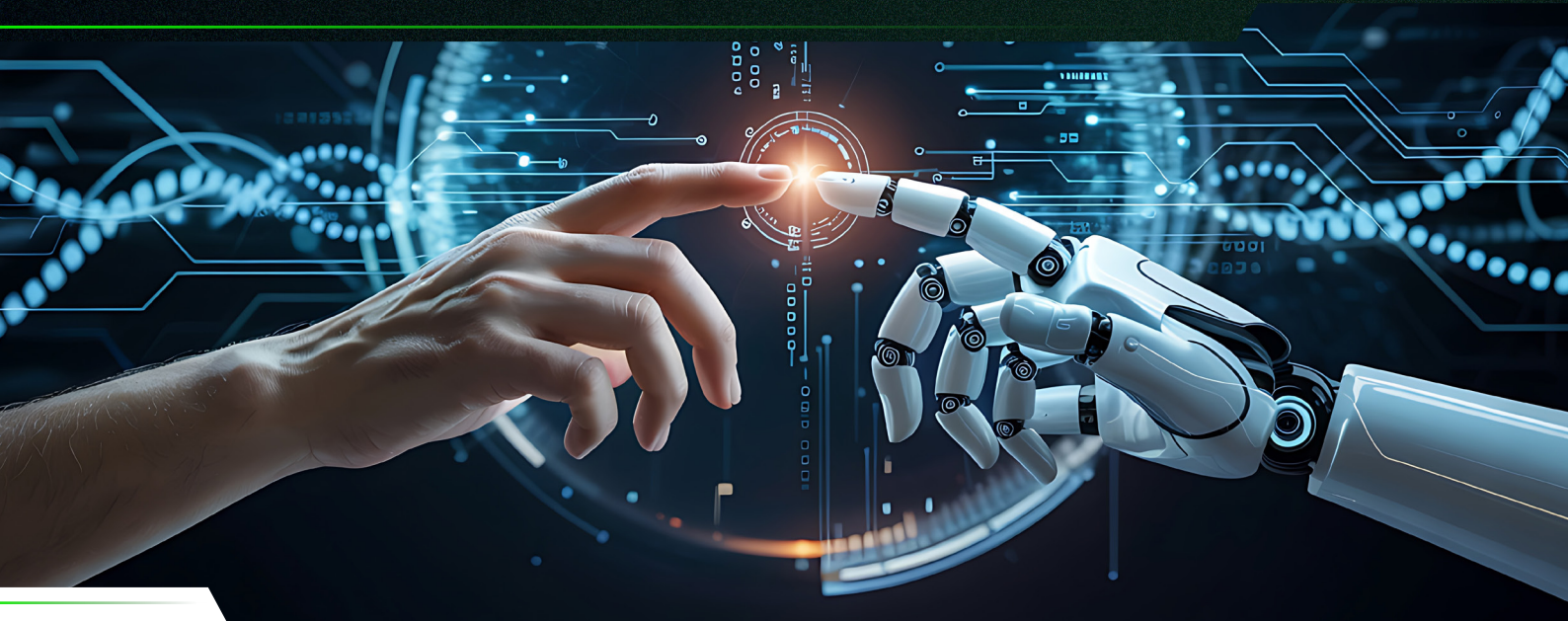
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AI marketplaces offer a viable solution. It allows organisations to catalogue, govern and distribute not just models, but also autonomous capabilities.

”

This is a fundamental shift. The AI marketplace evolves from a repository of intelligence into a distribution layer for enterprise action.





08

Governance, risk and trust at scale

One of the most underestimated impacts of AI marketplaces, is their role in governance.

As AI adoption grows, so too do concerns around model risk, ethical deployment and regulatory compliance.

Many organisations struggle to scale AI precisely because they lack a consistent governance and risk framework that is codified and embedded into the use case distribution workflow. And without clear oversight, organisations risk deploying inconsistent or poorly governed AI solutions.

An AI marketplace addresses this challenge by embedding governance directly into the platform. Solutions must pass defined validation gates before being listed in the catalogue. Metadata, documentation and performance metrics accompany each solution. Deployment pipelines enforce security and compliance requirements.

This ensures that AI innovation does not come at the expense of control. In fact, the Marketplace model often improves governance, because it replaces fragmented experimentation with structured oversight. This ensures that AI innovation occurs within a controlled operating environment.

Instead of slowing progress, governance becomes the mechanism that enables scale.

09

The emerging divide

A divide is already forming between organisations.

On one side:

- ✔ companies building AI in pockets
- ✔ struggling to scale
- ✔ repeating work
- ✔ managing fragmented systems

On the other:

- ✔ organisations that treat AI as a distributed capability
- ✔ that reuse and scale intelligence systematically
- ✔ that embed governance into the system
- ✔ that accelerate innovation through structure

The difference between the two isn't talent. It's not technology. It's the operating model.



10

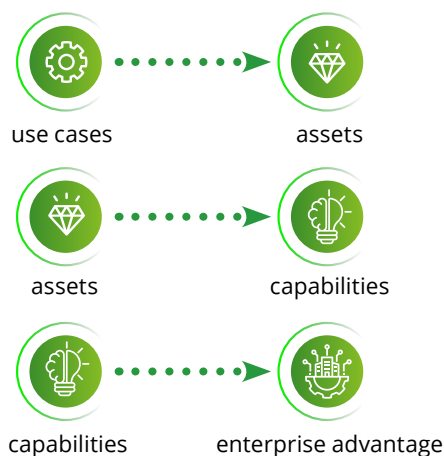
The strategic shift leaders must make

The rise of AI marketplaces reflects a broader shift in how enterprises must think about AI.

The question is no longer simply: "How do we build AI?" The more important question is: "How do we scale intelligence across the enterprise, safely, responsibly and at speed?"

AI marketplaces are emerging as one of the most effective answers to this question.

They convert AI from:



And companies that answer this question effectively, will move beyond experimentation and unlock scalable AI value.

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The system that will define the next era of AI value realisation

The organisations that lead in the AI era will not be those that build the most models. They will be those that build the systems through which intelligence, and increasingly action, can be governed, reused and scaled across the enterprise.

AI marketplaces represent the emergence of that system. Not as a tool. Not as a repository. But as the operating layer through which enterprise intelligence is created, governed and scaled. And over time, that layer will become one of the most important control points in the AI-first enterprise.

Organisations that fail to solve this problem will not stand still. They will continue investing in AI, but without compounding returns. Costs will rise, complexity will continue to increase and over time they will fall behind organisations that have engineered AI to distributed scale.

The next phase of AI advantage will not belong to those who generate the most intelligence. It will belong to those who build the operating layer through which intelligence flows, is trusted and compounds.

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