

# Why AI Makes Oracle Multicloud Key for Your Company



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# The Myth of the Single AI Decision

Ask a chief executive when their company became “AI-ready” and the answer might often be based around a date, such as the day a platform was chosen, or the day a pilot went live. Readiness does not work that way. It happens in five shifts, and most companies are further along on some than they realize and further behind on others than they would like to admit.

The first shift is the data foundation, which means information that is available, governed and usable by AI wherever it sits. The second is the technology stack, where databases, clouds and platforms work as one system. The third is governance, the rules that let a company trust AI enough to let it act. The fourth is the products and services AI makes possible. The fifth is the change inside the business, the new habits and roles that turn everything else into results. Each shift depends on the one before it. That makes the foundation the shift that matters most and the one most often skipped, because tools are easy to buy and the data work beneath them is easy to postpone. A company can license the best model on the market, but if its most valuable data is spread across clouds that were never designed to work together, the model cannot reach it.

This ebook is about that first shift. The next one asks what getting the foundation right is worth to the business.

# 01. Why AI Projects Stall

Many AI projects stall on an architecture that was never designed to let the model reach the data it needs.

## The real problem is architecture

“The absence of a multicloud strategy is not the primary reason AI projects fail,” says Chris Hollies, CTO of Capgemini’s UK Oracle Practice. “But a considered multicloud strategy can contribute significantly toward success as organizations move beyond experimentation.”

What Hollies does point to is architecture. In most large enterprises the data, the models, the applications, the governance and the operational processes grew separately, and nothing ever obliged them to work as one system. The result is architectural misalignment. “AI value depends on bringing together data, models, applications, governance and operational processes,” Hollies says. “The stall can happen when those components were never designed to operate as a coherent portfolio.”

Inside the business, the symptoms are easy to recognize. “In practice, the stall usually looks like data trapped in different cloud environments, inconsistent security models and teams spending more time moving data than creating value from it,” says Al Walker, OCI Presales Lead at Capgemini North America. Pilots impress, then fail to scale because each one depends on data it cannot reliably reach.

There is a second reason projects stall, and Hollies puts it close behind the first. “It is relatively easy to identify a problem statement, and then you can run a POC against that,” he says. “But you end up with multiple discrete POCs.” The questions that decide whether a pilot ever becomes a production system tend to be asked late. How will it be governed at scale?

How will it be operated and secured? How will adoption be won? Underneath all of them sits the same question about data. “Is my enterprise data governed and exposed and activated in a way that agents can actually interact with it? Do I have a semantic model that artificial intelligence can understand at scale? And do I have an architecture that allows me to build solutions that will scale?” That, he says, is “the bit that a lot of customers missed in the rush to demonstrate what you could do with AI in a discrete use case.”

For many companies, the data that matters most sits in Oracle Database, while the AI they want to use runs on one of the big cloud platforms such as AWS, Microsoft Azure or Google Cloud. Oracle Multicloud collapses that distance. Instead of moving large volumes of sensitive data to where the AI runs, Oracle delivers its database services natively inside those clouds. The data stays in the system built to manage it and AI services can use it “at near-native speeds,” as Hollies puts it. Walker describes the effect as removing “the historical blockage between where the data lives and where innovation happens.”

## What it looks like in practice

Hollies is careful about how he frames what that looks like. Multicloud adoption so far has been driven by circumstance rather than by AI, and the programs Capgemini has delivered are no exception. What he describes is the situation Oracle Multicloud is designed for. Consider a large financial services company with decades of customer, transaction and risk data in Oracle, running most of its applications on Azure and operating under strict regulatory and sovereignty rules. Its Oracle Database runs



natively inside Azure, where Microsoft’s AI services reach the data with minimal latency. Capgemini can redesign the company’s risk, compliance and operational processes around new agentic AI capabilities, with the same governance and security applied across both platforms. The outcome, Hollies says, “is a regulated enterprise able to operationalize AI against its most valuable data while maintaining trust, compliance and business continuity.”

He is straightforward about where this stands today. Multicloud has not yet been the thing that rescued an AI program. “We think it opens a huge AI opportunity,” he says. What Capgemini has already proved is the harder half, which is that the data problem is solvable. On a recent engagement for a consumer broadband and data services provider, the team tested whether an external routing solver could outperform the tool the field service group was using. The inference model needed three disparate

systems to agree, covering Oracle Field Service scheduling, employee skills and service center arrivals, none of which lined up on client, people or time. Once that mapping was built and the data cleansed, the simulator reproduced a real working day in a real geographic zone closely enough to be trusted against live customer data.

## One clear job for each cloud

For a board, the question worth asking is whether each cloud has a clear job. Almost every company runs several, so the number says very little on its own. The pattern Hollies sees working is simple. The cloud platform remains the home for applications and AI, Oracle remains the trusted system of record, and Oracle Multicloud removes the barrier between the two. “That is when multicloud stops being infrastructure strategy and starts becoming business strategy,” he says.

Before any of that though, though, both would start somewhere simpler. “I would probably first just ask what the business problem is that they are trying to solve,” Walker says. “If you start with the business problem, then you can determine what the cloud strategy is going to be after that.” The architectural questions follow from the answer. Where are the applications? Where does the data reside? Is the company using best of breed across several providers? A company that cannot answer the first question will get little from answering the rest.

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**Chris Hollies**  
CTO of Capgemini’s UK  
Oracle Practice

## 02. Accountability by Design

A multicloud AI project run by technology partners works only when each knows exactly what it owns, and where the two work as one.

### Who owns what

Oracle and Capgemini divide the work along a simple line. Oracle supplies the technology that brings its database inside the cloud platforms customers already use, along with the performance, resilience and security expertise around it. Capgemini supplies what no product includes, which is the architecture, data strategy, governance and business change that turn that technology into results.

Hollies makes the split concrete. Oracle provides the cloud tenant and the scalable cloud services running on Oracle-managed cloud hardware. Capgemini decides how the services are assembled so the result is secure, resilient, scalable and auditable, then runs it. “That is all Capgemini,” he says. “None of that is Oracle.” The line matters because the hardest decisions in an AI project do not come with the product. Someone still has to decide who owns the data, what an AI agent may do on its own and how

the work itself will change. “Technology alone cannot deliver the full value of agentic AI,” Hollies says.

On the decisions that shape the whole project, the two teams work together. As Hollies puts it, “Oracle and Capgemini teams often work as one for significant aspects of a project.”

### Decisions that still need an owner

There are further responsibilities, though, including the selection by customers of third-party suppliers, of tooling vendors, of open-weight or closed-weight models and the fulfillment of the external assurance some industries require. Those key decisions have to be assigned ownership within AI programs.

Where several suppliers deliver into one program, Hollies puts the weight on program management. Dependencies have to be understood at the right time, risks have to surface early, and someone has to flag when a risk is about to become an issue. Walker adds the part that is easiest to skip, which is agreeing how issues get triaged before the program actually starts. “There is no getting away from the fact that delivering enterprise programs is hard,” Hollies says.

For a board asked to approve the investment, clarity is worth testing before signing off. Each cloud provider has a defined role, someone clearly owns the authoritative data, governance is consistent across clouds and AI is connected directly to business processes. If those answers are vague at the start, they rarely become clearer later.

“Today’s enterprise data holds the business context AI needs to create value.”

**Kristian Toms**  
Vice President EMEA  
Database Black Belts and  
Multicloud Expert, Oracle

## 98% Have It. Few Use It.

Multicloud is now the default for nearly every enterprise, but few have turned it into an advantage for AI.

98%

Nearly every enterprise already uses, or plans to use, at least two cloud infrastructure providers, according to an Oracle-commissioned 451 Research study cited by ITRnews.

2xw

AI projects led by an external partner succeed roughly twice as often as those built entirely in-house, according to MIT Project NANDA’s report “The GenAI Divide: State of AI in Business 2025.”

- 1. Accumulation vs. portfolio**

“Almost every large enterprise now consumes multiple clouds. Very few have converted that into a strategic advantage,” says Chris Hollies of Capgemini.
- 2. Data next to AI**

Oracle’s database offerings inside Azure, Google Cloud and AWS “allow customers to keep their Oracle data close to AI services running in those clouds, reducing complexity and improving performance,” says Al Walker of Capgemini.
- 3. A bunch of clouds**

Multicloud mostly arrived by accident. “A lot of companies have had multicloud strategies, but it wasn’t because of AI,” Walker says. “It was really because of just circumstance. They have had multiple lines of business within the companies decide that they want this particular provider for their application. So the multicloud was just really that. It was just a bunch of clouds that existed within an organization.”

Sources: ITRnews, on an Oracle-commissioned 451 Research study (multicloud adoption), and MIT Project NANDA, “The GenAI Divide: State of AI in Business 2025.” Quotes from Chris Hollies (Capgemini), from his written preparatory answers, and Al Walker (OCI Presales Lead, Capgemini), from the interview of 18 September 2026.

## 03. From Infrastructure to Impact

Agentic AI stops being a project when core workflows run on it, and the hardest part of getting there has very little to do with technology.

### What embedded really means

Ask Chris Hollies what “embedded” looks like and the answer is ordinary. “AI is naturally part of workflows,” he says. “The core workflows in a function are executed at least in part by AI.” People stay in the loop for approvals, escalations and audit. “If it is a key part of a business workflow, then it is embedded.”

Getting there is mostly a people problem. “Agentic is designed to do something,” says Al Walker, OCI Presales Lead at Capgemini North America. “Designed to make decisions, or run a process, or go a little bit further than just identifying something that is out there.” That makes every agent a change to a business process, and every change to a business process a change for whoever used to run it.

### A shift in responsibilities

Walker gives an example. An approval agent for hiring might work across the recruitment system, reach into Work IQ and scan Copilot and Teams notes to drive the approvals. The people most affected are the ones who did that work before, who now govern the agent instead of doing the work. “It is a shift in responsibilities,” Walker says. “And sometimes there is a real-world impact on just the people that are there.”

The scope runs wider than internal functions. Agents can be built to interact with as many systems as a process requires, which extends the change to suppliers and to the supply chain. Walker points to Oracle’s AI Data Platform as an enabler, since it lets agents be built outside any individual application.

### A new supply chain to understand

What a multicloud strategy adds is visibility and room to move. “If you are building your multicloud strategy around AI, those companies are going to start to be a little bit more successful,” Walker says, because they can see where their data sits, which models they use and which agents reach it.

A company building on AI now depends on a supply chain it must understand, running from GPUs to model providers to the toolsets used to maintain those models. Hollies asks clients whether they understand its resilience and cost, and what degree of control businesses hold over it. Access to frontier models has already proven interruptible, with the Anthropic Mythos/Fable export control incident in June 2026, and while that is an isolated edge case, it underscores this new supply chain dependence.

Which is where this ebook ends and the next one begins. The foundation is what makes agentic AI possible. The question that follows is what it is worth.

# About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

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