

Solving AI's Two Connected Problems

Capital control and operational governance require the same evidence base: a precise understanding of where AI is used, what it does, what it costs, what risks it creates, and what outcomes it produces.

AI has moved from an innovation topic to a board-level capital-allocation and governance issue. In a 2026 director survey, 44% of respondents prioritized AI and technology risks or opportunities for upcoming board meetings, 42% identified technology adoption as a major capital focus, and 38% ranked enterprise AI deployment among their top strategic priorities.

The Two Problems Boards Must Solve

Why the Problems Are Connected

Capital control and operational governance depend on the same operational understanding of the business.

Boards cannot make sound investment decisions without knowing:

- where AI is being used
- what work it performs
- what it costs
- what outcomes it produces
- what risks it creates

Similarly, a company cannot automate work responsibly without understanding the underlying workflow, the data involved, the actions the system may take, and where human judgment remains necessary.

The same operational data supports both responsibilities: capital control determines where investment should be made, while runtime governance determines how approved capabilities operate in production.

Illustration: Gymshark

Gymshark is a globally recognized fitness-apparel brand operating on Shopify Plus. Its scale, international reach, product-launch intensity, and high-volume customer interactions make it a useful illustration of how AI capital control and runtime governance connect in a larger enterprise setting.

Customer-Service and Commerce Work

Customer-service and commerce operations may include:

- answering product availability, sizing, delivery, and return questions
- summarizing customer, order, and interaction histories
- drafting responses across email, chat, and social channels
- interpreting promotion, returns, warranty, and regional policies
- checking inventory, fulfillment, fraud, and sourcing records

- preparing approved updates in Shopify and connected systems

Employees may initially use large language models to assist with these tasks, sometimes transferring data from Shopify, email, customer-service platforms, or internal records into a model. These activities do not represent a single AI investment. Some are productivity tools, some may develop into process automation, and others may support revenue growth, customer retention, or customer-facing capabilities.

The Capital View: TLACap

TLACap provides the capital-allocation view. It uses usage, identity, workflow, cost, and outcome data to:

1. classify each AI activity by investment type
2. attribute model, software, integration, and labor costs
3. measure business impact and adoption
4. determine whether the activity improves productivity, revenue, margin, working capital, or risk
5. identify AI consumption that is not producing sufficient value

The same workflow evidence helps determine which activities are ready for production deployment. Routine order-status enquiries, approved address changes, standard return-eligibility checks, and policy-grounded product guidance may become sufficiently repeatable for controlled automation. Questions involving suspected fraud, disputed charges, exceptional refunds, safety issues, influencer or athlete relationships, or material reputational risk may remain human-assisted or require explicit approval.

The Runtime View: milli.run

A runtime such as milli.run implements only the portions of the workflow that are ready for production. It can:

1. govern access to Shopify and connected enterprise systems
2. enforce business rules and regional policies
3. restrict permitted actions and transaction values
4. require human approval at defined decision points
5. escalate exceptions and ambiguous cases
6. record each model decision, system action, and human intervention

The runtime then produces operational metrics, including workflow volume, completion rates, escalations, exceptions, latency, model usage, customer outcomes, and financial impact. TLACap uses those same metrics to assess cost, productivity, margin, capital deployment, and whether additional investment is justified.

The Combined Model

TLACap determines where AI capital is creating value. The runtime

ensures that approved AI capabilities operate within defined controls. Both rely on the same underlying view of workflows, usage, cost, risk, and outcomes.

Source note: Shopify identifies Gymshark as a Shopify Plus merchant in its published customer case study, "How Gymshark outgrew Adobe Commerce and replatformed with Shopify Plus."