

RETHINKING THE ENTERPRISE DATA OPERATING MODEL

CDAO NY
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Introduction



Dr. Ramendra (Ram) Singh

Experience

$$\sum_{n=1}^{30} \textit{Experience}_n (CMO, CPO, CAO)$$
$$= \lim_{n \rightarrow \infty} (\textit{Data \& Analytics Solutions})$$

Past Brands



GM, Products

CMO

CDAO

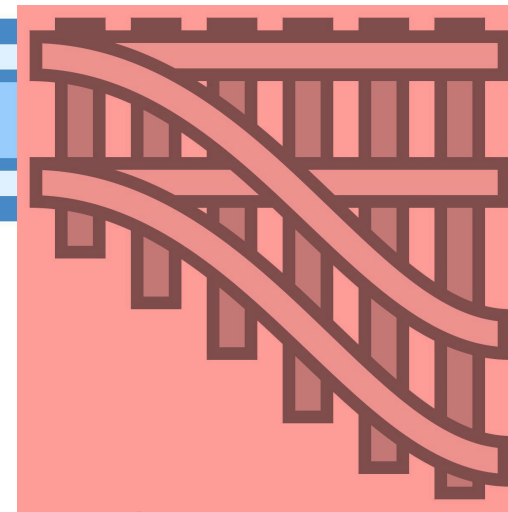
Interests

- D&A Product Development
- AI-Native Analytics
- Academic Research
- Decision Sciences

Why Rethink the Operating Model?

What We Built

- Centralized data lakes
- Monolithic governance gates
- Retrospective BI dashboards
- Unit-by-unit funding
- Sequential delivery

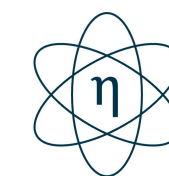


The Gap

- Data ownership silos
- Fast-feedback & correction
- Execution to break pilot purgatory
- Resistance causing shadow functions

What AI Demands

- Distributed domain ownership
- Modular governance
- Prescriptive, forward-looking AI
- Cross-unit shared investment
- Compounding, fast-cycle delivery



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Keeping it Real:

**Simple but Essential
Considerations to Scale Delivery &
Adoption**

01

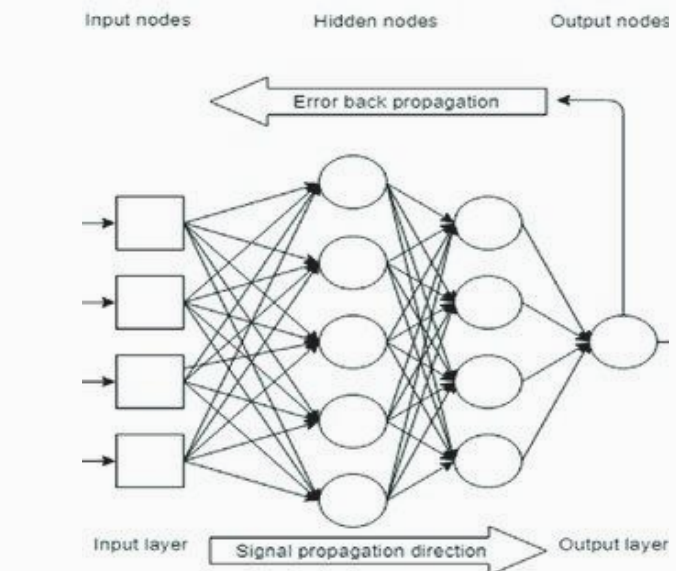
AI-native analytics aren't meant to confirm what you did.

They're designed to tell you what must be done.



Reports & Task Agents

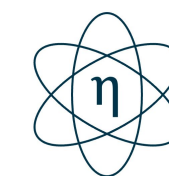
- Use less than 10% of the data
- Focus heavily on past performance
- Justify or amplify past actions



Learning Models (that Feed Agents)

- Can use all the data provided
- Focus primarily on predicting outcomes
- Usually used to break away from externally created bounds or patterns

98% of orgs increased D&A investment in 2025.
Only 34% changed business models
— Deloitte / DAIL Benchmark 2025



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If your operating model can only handle what it expects, it will reject the modifications that matter the most.

A Real Example

Media & Attribution

Believed: ROAS looks strong

Found: Incrementality is flat

Customer

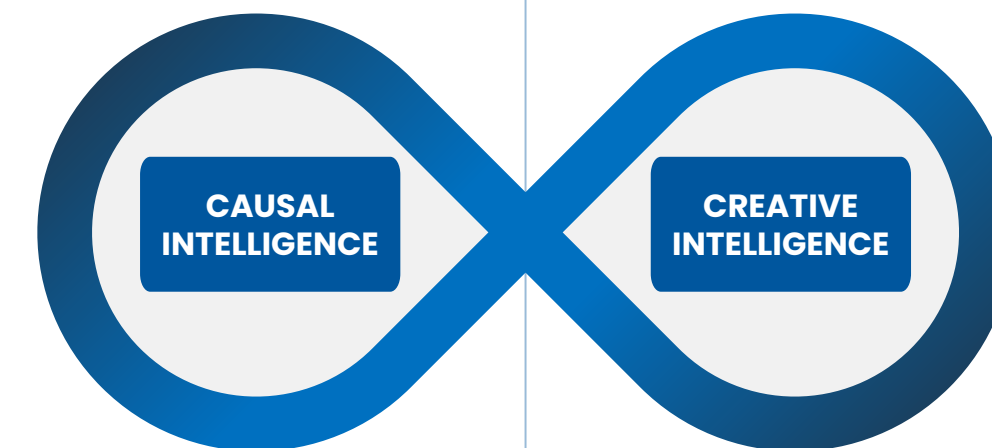
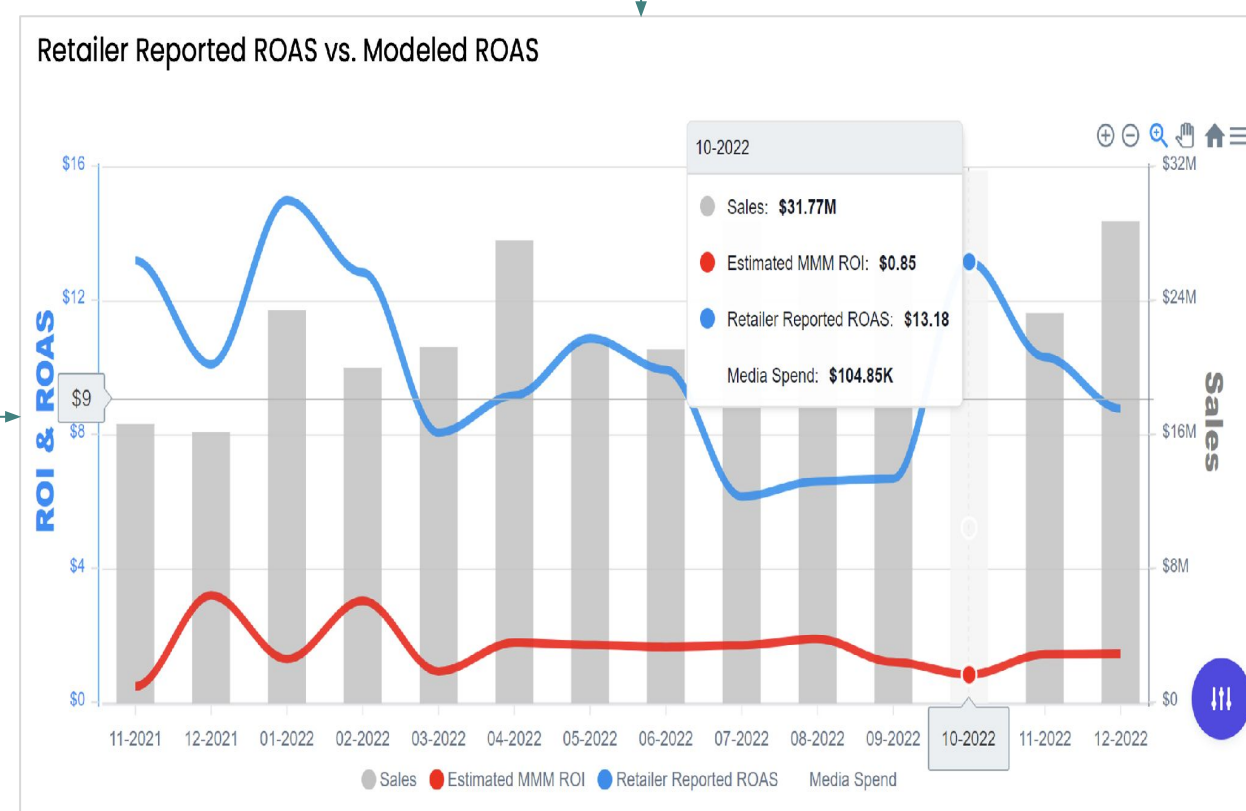
Believed: Loyalty segment is healthy

Found: LTV is declining in top cohort

Pricing

Believed: Premium SKUs drive margin

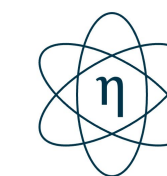
Found: Price elasticity says otherwise



EtaKor Intelligence

- Overhauled traditional analytics using microservices
- Used completely different ensemble of models
- Actively socialize new discoveries

43.4% cite AI inconsistency as top adoption blocker. Often, it's simply a result that contradicts prior assumptions. — State of AI+BI Analytics, 2025



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03

Easy metrics
and insights
already
automated.

Hard ones are
the competitive
advantage but
need a
dedicated
translation layer.

RELIABLE AI-ENABLED DECISIONS

Causal Intelligence · Creative Intelligence

*Where real
competitive
advantage lives*

THE TRANSLATION LAYER ← This is where the operating model fails

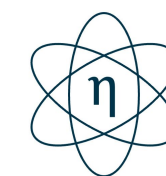
Microservices · Agentic Tools · Weak Signal Detection ·
Uncertainty-Aware Models · Context Enrichment

*~80% of analyst
time spent here*

AUTOMATED & COMMODITIZED

Revenue · Clicks · Conversions · CPM · Impressions · ROAS

*68% of enterprise
data is never
analyzed*

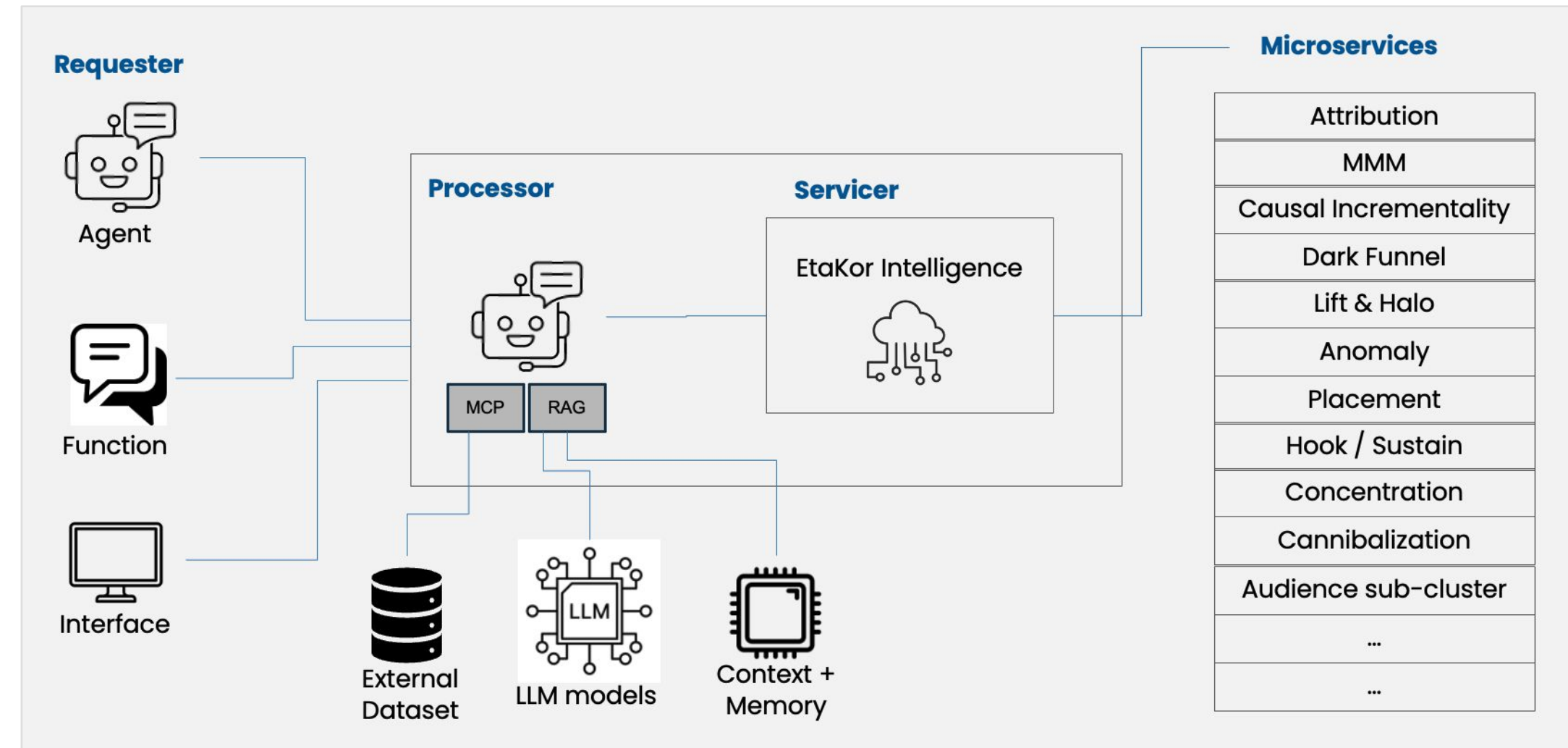


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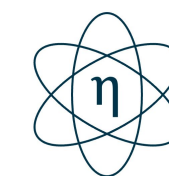
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Monolithic services have limited potential.

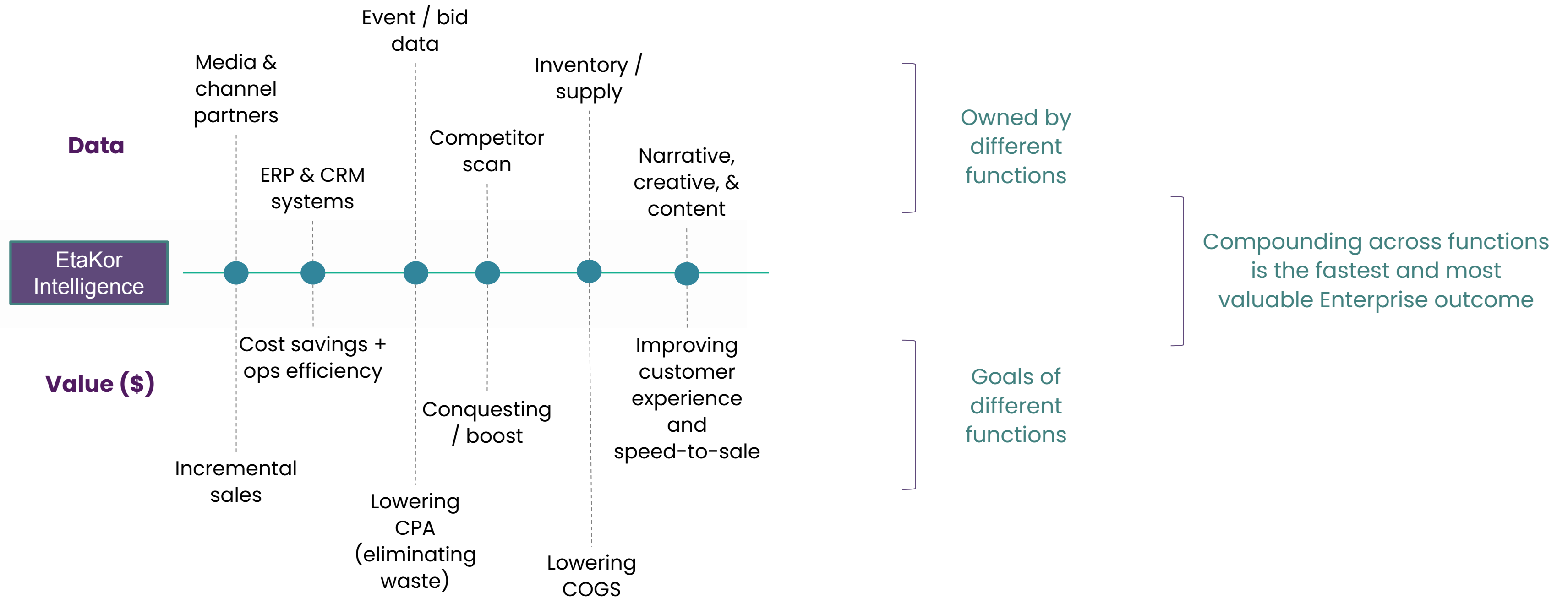
Microservices generate massive value, but when daisy-chained appropriately.



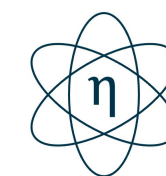
- Requires inter-organizational collaboration
- Works with decentralized data and local governance
- Improves agentic decisions using holistic org context
- Shared accountability reduces skepticism in adoption



Speed comes from compounding small wins, not waiting for the big one. Isolated use cases don't just slow compounding, they make it impossible.



Companies with enterprise-wide AI impact treat it as a system (aggregating data, governance & workflows) and not isolated experiments. — McKinsey 2025



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Slow governance creates shadow functions; no governance keeps you in NoOps stage. New operating model needs modular, fast governance & recursive learning

No Governance

Causes breaches & mistrust

High # of pilots but few implemented

Value attribution overtakes value creation

Slow Governance

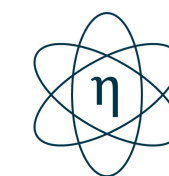
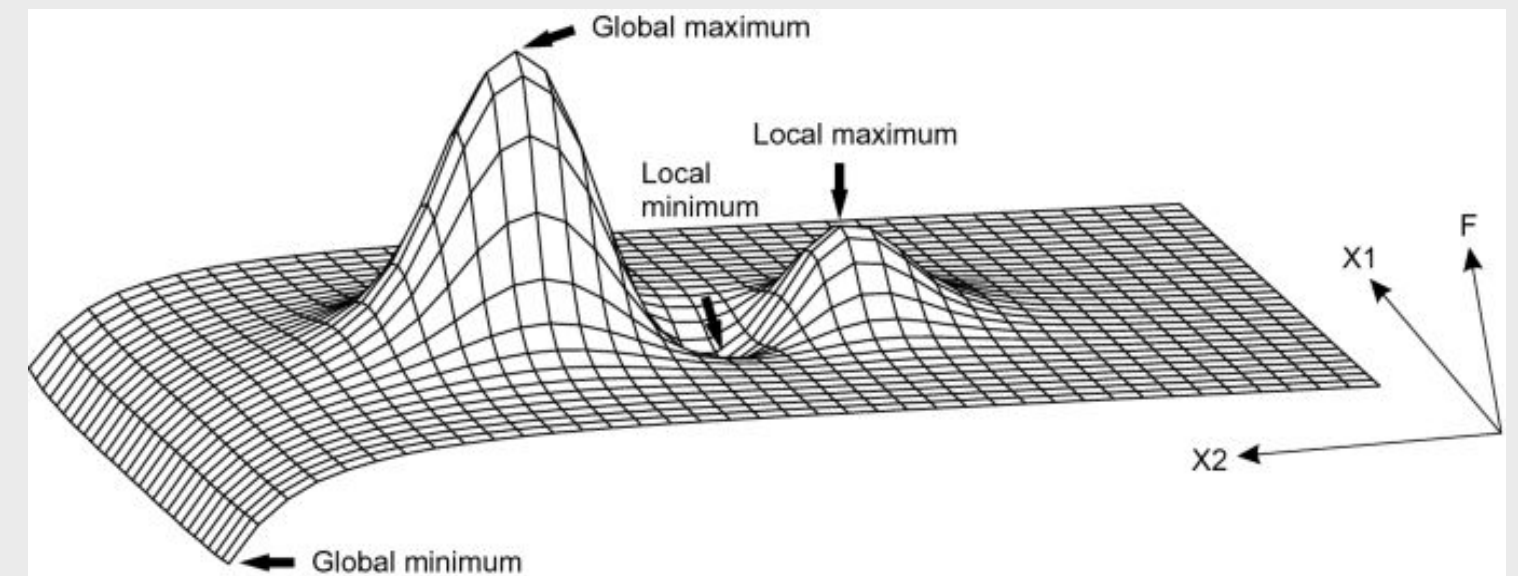
Creates shadow functions

Competing instead of partnering

Further increases silos

The AI Way

- Establish tolerance limits instead of constraints
- Low risk tiers can start with auto-progression
- Create an experimentation sandbox to understand the range of variances
- Create modular cycles, by microservices



In Conclusion:

- **Take stock of services solely aiming to defend prior decisions**
- **Prepare for unexpected findings / insights**
- **Build the “missing middle” – translation of data to lots of scenarios**
- **Start building out microservices instead of large systems**
- **String microservices across functions for Enterprise value**
- **Use recursive learning to establish fast governance processes**

THANK YOU

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