How CDOs Are Aligning AI with Real Business Use Cases that Deliver Value

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1. Executive Summary
From AI Hype to Business Value

What AI use cases are actually moving the needle?

That's the question many data leaders are being asked and asking themselves.

Sure, the tech matters. So do the people, the processes, and the platforms. But at the end of the day, it comes down to this: **What real, measurable value is AI bringing to your business?**

Many organizations start with, "Can we AI this?" when the real starting point should be, "What's the business problem and how will we track success?"

This report is grounded in firsthand insights from CDOs and AI leaders at **Microsoft, McKesson, AIT Worldwide Logistics, Medtronic, Toyota, Saint-Gobain, and Federal Energy Regulatory Commission (FERC).** Their message is consistent: value doesn't come from experimentation alone. It comes from purposeful alignment between data, people, and outcomes.

According to Informatica's **CDO Insights 2025**, an annual survey of data and AI strategy challenges and top planning priorities, 87% of data leaders say AI is now a board-level priority. Yet fewer than half report measurable impact from current initiatives.

We unpack seven use cases that data leaders expect to deliver considerable value as they execute their data and AI strategies:

- **Analytics and Business Intelligence**
- **Cloud and Application Modernization**
- **Business Process Automation**
- **Customer Experience Optimization**
- **GenAI Adoption at Scale**
- **Regulatory Compliance and Governance**
- **Supply Chain Optimization**

From improving free cash flow to accelerating time-to-insight from analytics, the outcomes are real but only when AI is tied to defined goals that deliver value, backed by trusted data, and supported by aligned stakeholders.

This report makes a compelling case: **AI can only scale when it's built on business clarity, trusted data, and human alignment.**

2. The Shift: From “Can You AI This?” to “What Problem Are You Solving?”

Business value, not novelty technical innovation, is the benchmark for success. This shift is emphasized clearly by **Patrick Chew, VP of AI & Data Science at AIT Worldwide Logistics**, who cautions against backward approaches to implementation: “What is your problem statement? What are you trying to solve? Once you have that, it’s smooth sailing towards building your use case.”

That intentionality is critical. AI becomes a strategic driver not when it’s inserted into every process, but when it is directed toward challenges where measurable outcomes like cost savings, faster trusted decisions, and improved experiences are within reach.

This section explores **seven strategic domains** where data and AI leaders are unlocking measurable value.

By breaking down data silos and enabling real-time dashboards and AI-powered intelligence, companies gain a competitive edge over slower, less-informed rivals.

2A. Analytics and Business Intelligence

Analytics and business intelligence (BI) are essential for CDOs to transform raw data into actionable insights that drive measurable business outcomes. With BI, organizations move beyond gut instinct, turning vast datasets into clear, timely actions.

Modern analytics platforms empower not just IT teams but also business users to access insights on demand. By breaking down data silos and enabling real-time dashboards and AI-powered intelligence, companies gain a competitive edge over slower, less-informed rivals. Bottlenecks and inefficiencies become solvable problems, not educated guesses.

Of course, none of this is possible without trusted data. CDOs play a crucial role in ensuring data quality, lineage, and regulatory compliance, the foundational requirements in a world where privacy risks and compliance obligations are growing. Yet despite modern tools, the complexity of enterprise data environments continues to challenge analytics maturity.

At French manufacturing giant **Saint-Gobain**, a data product is defined as an integrated package that includes datasets, analytics consumables like dashboards, and AI capabilities tailored to meet specific user needs.

Sharing his perspective in a CDO Magazine interview, **Benoit Lepetit, Group Chief Data & Analytics Officer at Saint-Gobain**, emphasizes the importance of linking data to business value. "Our priority is ensuring that data products deliver measurable outcomes and align with strategic goals," he explains.

One major challenge in achieving this at a highly decentralized company like Saint-Gobain is organizational silos. "We need to break down these silos to enable seamless data integration across business units and leverage the full strength of our group," says Lepetit.

Further, Lepetit structures Saint-Gobain's data and AI priorities around two pillars: access to information and optimization. The aim is to provide seamless access to information for all employees.

To facilitate this, Saint-Gobain built an internal data marketplace that connects data producers with consumers, integrating GenAI to allow users to make semantic queries. For example, users can ask for the production volume of a specific plant in a particular country and receive answers directly from within larger datasets or reports.

This shift is transforming how the organization makes decisions. "In the past, IT would create reports to model and distribute data. Now, data production is decentralized, and consumers can access trusted information from a central hub through APIs or direct semantic queries and get the answers they need exactly when they need them," says Lepetit.

As enterprises move toward AI-augmented analytics, the CDO's role continues to evolve, from steward and enabler to strategic orchestrator of enterprise intelligence. Connecting analytics tools to governed, high-quality data sources is no longer a best practice; it's a business imperative for AI success.

> **"Leveraging AI for code conversion has been a big game-changer because we don't have to manually rewrite that code from SAS to Databricks"**
>
> -Kristen Dalboe

2B. Cloud and Application Modernization

AI doesn't thrive in outdated environments. Yet for many organizations, legacy systems — rigid architectures, outdated codebases, fragmented infrastructure — remain a fundamental blocker to scalable, intelligent operations. That's why forward-thinking CDOs are aligning AI initiatives and modernization mandates — using AI to accelerate modernization, and building a modernized environment that allows AI to scale with agility.

At **FERC**, AI is delivering direct impact through code conversion, enabling a smoother shift from on-prem legacy environments to scalable, cloud-native infrastructure.

"We are undergoing a major initiative to migrate analytic workloads from old legacy systems like SAS (Statistical Analysis System) and into the Cloud and Databricks. Leveraging AI capabilities to do the code conversion has been a big game-changer because we don't have to manually rewrite that code from SAS to Databricks," says **FERC Chief Data Officer Kirsten Dalboe**.

This is more than just technical debt relief; it's a step toward long-term AI readiness. By modernizing workloads and infrastructure, FERC is ensuring that downstream AI models and analytics can function within systems that support scale, speed, and integration.

At **Microsoft**, the modernization lens is even broader — connecting internal platforms, customer-facing tools, and partner ecosystems. For **Karthik Ravindran, General Manager of Enterprise Data, AI and Regulatory Governance at Microsoft**, modernization is as much about adaptability and inclusion as it is about infrastructure. His criteria for success include human-in-the-loop capabilities, an open standards base, and adaptable economics.

Human-in-the-loop capabilities ensure that domain experts and not just data scientists can participate in building and curating data products. Open standards allow organizations to swap tools without re-architecting the foundation. Adaptable economics signal a broader shift toward value-based pricing rather than seat, subscription, or consumption-based models.

From a business standpoint, the modernization journey isn't just about reducing technical debt; it's about unlocking value. Informatica's research supports this view: cloud modernization leads to real-time data processing, improved analytics delivery, and better decision-making across the enterprise. For CDOs, this means fewer silos, better security, and the ability to deliver trusted data pipelines that power not only AI but also analytics initiatives across the business.

2C. Business Process Automation

If there's one area where AI is already proving its ROI, it is business process automation (BPA). Whether through GenAI, machine learning, or simpler forms of intelligent automation, organizations are using AI to reduce human error, cut costs, and improve efficiency.

The inability to automate processes across functions such as supply chain, procurement, sales, and finance leads to misalignment, errors, and poor customer experiences. Organizations struggle to enforce compliance, ensure consistency, and scale efficiently, which can directly impact competitiveness and profitability.

Two vital focus areas for AI at pharma major **McKesson** are improving employee experience and modernizing operations. **Shivanku Misra, McKesson's Enterprise VP, Head of Analytics & AI** explains that improving employee experience involves using technologies like GenAI to automate mundane and repetitive tasks like data extraction, initial analysis and even putting together a point of view. "Automating day-to-day tasks like quality checks is accelerating our development," he says.

Misra shares that the organization is also bullish on deriving value from modernizing operations in core areas such as supply chain, finance, contracts, pricing, and customer care — all with a strong focus on improving operational efficiency. The value, he notes, falls into three key buckets: free cash flow, profits, and cost savings.

> **"Since developers often avoid writing unit tests, automating this process ensures better coverage, reducing errors and increasing productivity."**
>
> -Brian Kursar

Speaking in a CDO Magazine interview, **Brian Kursar, Toyota Motor North America's Group Vice President – Head of Enterprise AI**, shares that today's enterprise data landscape includes unstructured sources such as survey responses, social media posts, call center transcripts, repair manuals, owner's guides, images, audio files, and even code.

Kursar explains that code wasn't historically viewed as a true data source, but AI-driven automation is changing that perspective. AI tools can now generate unit tests with a simple right-click, significantly improving code quality and developer efficiency.

"Since developers often avoid writing unit tests, automating this process ensures better coverage, reducing errors and increasing productivity. This shift highlights the need for a broader AI-driven approach beyond traditional data and analytics," says Kursar.

Toyota has recognized this by establishing a dedicated enterprise AI function to analyze and leverage all forms of content, structured and unstructured. By incorporating images, voice, and code into AI models, the company aims to extract deeper insights and drive greater operational efficiency.

"Our productivity has increased by at least 20%," Kursar reveals.

The takeaway is clear: AI-led BPA isn't just about faster processes, it's about smarter ones. The real value lies in targeting high-friction workflows, improving operational efficiency, and aligning automation with business outcomes from the start.

2D. Customer Experience Optimization

"Customer obsession" is fast supplementing CX phrases like customer-first, customer-centricity, and customer-focused in a CDO's vocab. While the intent largely remains the same, the focus is more on safely leveraging unified data from across sources and touchpoints. This helps better understand customers and their journeys better, enabling improved service that drives favorable market positioning and long-term loyalty.
AI is becoming a cornerstone of this transformation, empowering enterprises to shift from reactive, one-size-fits-all campaigns to proactive, hyper-personalized journeys. This is a key focus area for Microsoft's internal AI strategy and approach to customer success management, as described by Karthik Ravindran, Microsoft General Manager, Enterprise Data, AI and Regulatory Governance.

Microsoft is using AI to scale personalization across channels, in real time: "The top investment that we're looking at right now is how do we apply AI to scale the customer journey, nurturing across omnichannel touchpoints."

Ravindran mentions that in the past, the organization relied on a one-size-fits-all approach to customer journeys — often using broad, one-to-many campaigns driven by static rules and pre-defined paths. This made them slow to react to real-time customer signals and unable to adapt to the broader context of individual customer needs or states.

The tech giant is now using AI to close the gap between customer intent and organizational response. Ravindran explains that the approach is inherently complex but fruitful: "Stitching together near-time customer signals with broader customer context and states, and being able to determine the next best communication or touchpoint, is fairly complex to do at scale. We're finding some promising opportunities to apply AI to support our marketers and customer-facing functions, helping us scale that process end to end."

Ultimately, investing in AI-powered CX isn't just about improving marketing KPIs, it is about reinforcing customer trust, boosting brand loyalty, and transforming the enterprise's ability to compete in an experience-driven world.

2E. GenAI Adoption at Scale

Public and private sector organizations are increasingly announcing GenAI use cases across a wide range of missions and business functions. What started as experiments are rapidly progressing to practical deployment, with large language models (LLMs), summarization tools, and prompt-based automation now being integrated into workflows across departments, including research, legal, and customer support.

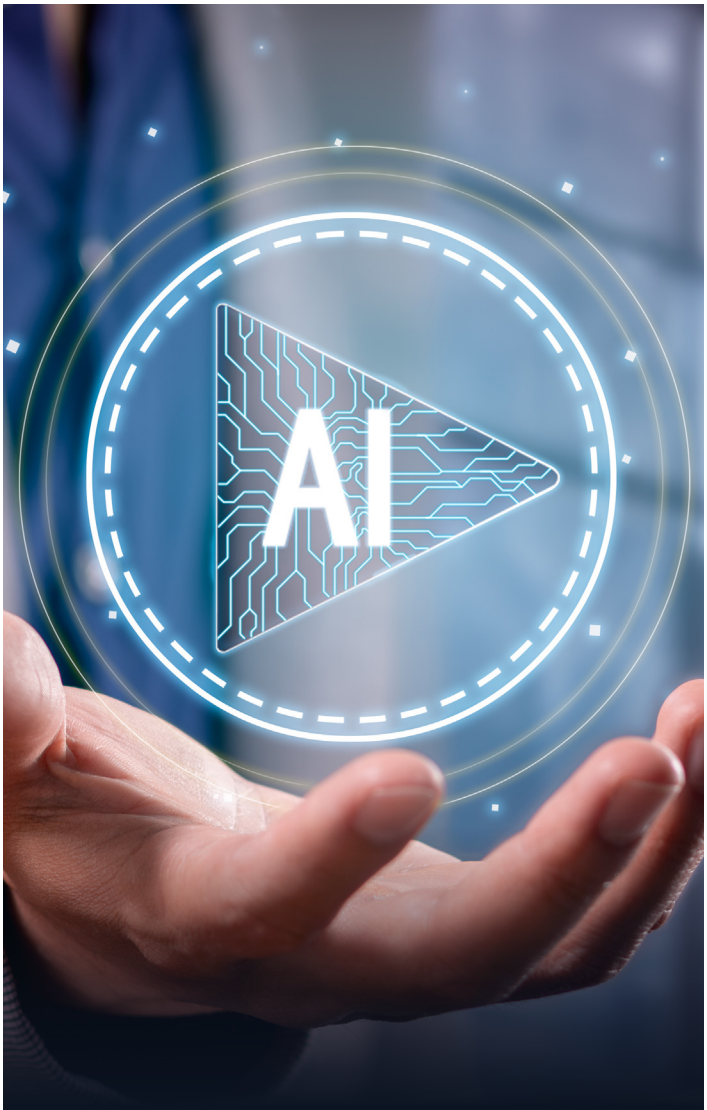
At FERC, GenAI is helping solve one of the agency's most labor-intensive tasks: processing public comments for regulatory proposals. "We receive a lot of comments from the public. So comment analysis and sentiment analysis are a really hot topic and are probably going to be one of our bigger AI use cases," says CDO Kirsten Dalboe.

Given that federal law requires the Commission to respond to every public comment, GenAI tools that can extract themes and sentiments at scale could fundamentally reshape how quickly and effectively FERC performs its mission. For a regulatory agency, this isn't about productivity alone, it's about delivering on legal obligations with transparency and speed.

Toyota Motor's Kursar shares that a key challenge for the organization is enabling new employees to perform like "seasoned experts." To address this, Toyota leverages AI to ingest repair manuals, trouble tickets, and video documentation into a multimodal LLM.

This leads to knowledge accelerators that significantly reduce diagnosis time. For example, resetting calibration on line-level machinery requires understanding G-code, an outmoded and complex system with massive, non-searchable manuals. Previously, a process engineer spent seven hours troubleshooting an issue; now, with AI assistance, it takes just 15 seconds.

"Our AI-driven tools are transforming how we diagnose and repair equipment, making critical information instantly accessible. By integrating these capabilities into smart assistants, we provide new employees with the knowledge of a 20-year veteran, accelerating their expertise. We've also developed custom AI bots tailored for manufacturing workers, delivering great success," Kursar adds.



> "Comment and sentiment analysis are really hot topics and are probably going to be one of our bigger AI use cases."
>
> -Kristen Dalboe

2F. Regulatory Compliance and Governance

In a time when data regulations are expanding globally and AI accountability is under the microscope, enterprises are grappling with how to manage compliance in a scalable, reliable, and agile way.

In the Informatica CDO Insights 2025 report, 93% of CDOs mentioned the regulatory environment as a key factor in slowing or stalling AI initiatives, including 39% who report project delays directly tied to compliance concerns. As GenAI adoption matures, this friction intensifies, especially for organizations that have already embedded GenAI into core business processes.

Among these adopters, data privacy (47%) and data quality (52%) are the top barriers. The challenges deepen at scale: organizations that have moved over half of their GenAI pilots into production report even higher concerns around data quality and protection.

Data leaders across sectors stress that compliance is also about earning trust. In recent CDO Magazine interviews, many leaders have underscored the importance of ethical and responsible AI principles such as transparency, fairness, and accountability as foundations for trusted adoption among stakeholders.

According to Informatica's report, 37% of leaders cite ethical use of GenAI as a key concern, while 28% highlight bias and another 28% point to gaps in AI governance.

Progressive organizations are flipping the script, using AI not only to meet regulatory demands more effectively but also to build data trust, expand access, and unlock new opportunities across analytics, applications, customer experience, and more.

Microsoft's Ravindran explains how AI is helping the organization navigate the increasingly complex regulatory landscape. "We've got plenty of incoming regulations from across global institutions, governments, and industry-standard bodies," he says, describing how difficult it is to "sift through regulatory documents and fill out unique requirements that have to be fulfilled by our products."

In the past, Ravindran notes, the company relied on "teams and teams of lawyers" working in silos across trust domains like privacy, digital safety, and cybersecurity — often generating overlapping guidance due to regulatory similarities. "There's so much commonality across all of these," he notes.

Now, thanks to AI, that process is becoming more streamlined. "In the last three to six months, we've been able to apply AI systems to help pattern match across various regulations." Ravindran emphasizes the value of linking regulatory obligations with existing standards that may already satisfy them, allowing product teams to "focus on what matters," including translating legal language into concrete, product-specific actions.

Meanwhile, FERC's Dalboe reminds that in the public sector, regulations are central to mission delivery. Like Microsoft, FERC too is exploring AI's regulatory use case. Dalboe notes that legal citation assistance is gaining particular traction in the agency. "We're a regulatory agency with a lot of lawyers, so legal citation assistance is one of the key AI use cases we're exploring. It's an area that's generating a lot of interest across the commission because of its potential to support and streamline legal research."

By helping attorneys navigate complex legal references more efficiently, AI is beginning to show its cost-savings value in high-stakes, compliance-driven environments.

CDOs who embed AI into their governance stack – automating metadata management, applying AI to data lineage, and helping ensure proactive audit readiness — are beginning to reverse the trend of compliance bottlenecks slowing AI innovation.

2G. Supply Chain Optimization

For large-scale distributors, the supply chain is the core engine of the business. Optimizing it is a direct path to margin improvement, enabling faster inventory turns, reduced operational waste, and more accurate demand forecasting.

Global medical technology manufacturer **Medtronic** recognized the potential for enhanced collaboration among its various analytics groups, particularly within the supply chain domain, as early as 2021. The proliferation of self-service analytics, while empowering, also led to disparate data sources and inconsistencies in insights.

To address this challenge, Medtronic consolidated its analytics efforts under the supply chain umbrella, encompassing demand planning, supply planning, inventory management, transportation, distribution, and trade-offs.

"Bringing together diverse analytics talents not only addressed the issue of disparate insights but also emphasized the importance of talent alignment in driving meaningful change," explains **Luciano Miranda, Vice President of Analytics, and Insights for Global Operations and Supply Chain for Medtronic**. *(Miranda shared his thoughts in a CDO Magazine "CDO Field Guide" interview.)*

Following its initial success, the initiative expanded in 2022 to encompass Medtronic's global operations and supply chain management. The expanded scope now covers global supply and supplier management, enterprise systems, facilities, supply chain finance, strategic support functions, IDP initiatives, and quality assurance. It also integrates Medtronic's vast manufacturing footprint of over 60 facilities worldwide into a unified analytical framework.

According to Miranda, this consolidation has delivered measurable value by enabling a holistic view of operations, strengthening cross-functional collaboration, and revealing synergies across traditionally siloed functions. By shifting from vertical analytics to end-to-end visibility, Medtronic has improved decision-making and driven greater operational efficiency.

With a customer base of over 50,000 worldwide, this unified analytics strategy continues to generate meaningful impact across the enterprise and for its stakeholders and improve patient outcomes.

3. The Stakeholder Equation: How and Why Alignment Drives Adoption

> **“We want to ensure our community and our talent are ready and avoid questions like ‘Can you AI this, can you AI that?’”** -Patrick Chew

No AI strategy succeeds in isolation. Even the most technically advanced models fall short without buy-in from those who fund, regulate, use, and benefit from them. That’s why data and AI leaders are shifting their focus from experimentation to enterprise alignment — bridging gaps between IT, business, finance, legal, and operations to ensure that AI is not just implemented, but fully adopted, trusted, and used.

Ravindran from Microsoft emphasizes the need for shared purpose and shared metrics: aligning motivations and having common measurement systems. “Aligning motivations is extremely important. The motivation being to help humans scale, to help increase efficiencies and achieving the and not the or.”

This alignment isn’t accidental. It requires systems of accountability that connect AI experiments such as a use case proof of concept to enterprise objectives that deliver value, often through frameworks like OKRs (Objectives and Key Results).

Microsoft has developed a structured approach that applies to every data and AI investment. The first key result is every data or AI investment should have at least one aligned business stakeholder. Then, at least one aligned business OKR that it is trying to shift. The third one is a documented manifestation of the learnings that came out of the investment.

For Patrick Chew, alignment is also about asking better questions upfront. Instead of jumping into solutioning, his team pushes business stakeholders to define the problem clearly: “Now we’re focusing more on efficiency and effectiveness because the ROI perspectives are more challenging. That’s where we want to ensure our community and our talent are ready and avoid questions like ‘Can you AI this, can you AI that? What are you trying to solve and how is it less of a problem?’”

FERC’s Dalboe stresses the value of candid, ongoing conversations: “It works best to have lots of regular conversations with key partners. We’ve actually been able to pull the timeline a year forward because we were open and transparent. We allowed people to realize that there’s more of an urgency here than many people realized.”

This “radical transparency,” as one of Dalboe’s peers calls it, enables faster decision-making, smoother implementation, and broader organizational confidence, particularly critical when AI touches mission-critical or public-facing workflows.

4. AI Fails Without Data Foundations

If there is one sentiment that unites every executive, it is this: AI will expose the weaknesses in your data before it delivers any value. Despite the allure of GenAI and automated intelligence, organizations that skip data governance, including quality assurance, mastering, and access stewardship, quickly find themselves dealing with skewed models, broken pipelines, and eroded trust.

Chew, reflecting on where many organizations misstep, says it plainly: “We were originally focused on data quality, governance, and building a solid foundation. Then AI came along and shifted everyone’s attention. But many organizations went too far, too fast and are now realizing they need to go back and strengthen their data fundamentals — ownership, processes, and quality before AI can deliver value.”

Similarly, Dalboe’s remarks highlight the deep dependency that AI and analytics share on data readiness and data governance. Before models can predict or prescribe, analysts must understand what they’re looking at and whether they can trust it. The ability to connect BI platforms to authoritative, standardized, well-labeled data is critical. Dalboe underscores the risks of skipping foundational work, even when tools are modernized:

“Have we adequately, fully inventoried our data? Do we have adequate stewardship and management of this data? Do we know what our authoritative and trusted data assets are? Has it been properly tagged and labeled?”

From Informatica’s lens, this aligns with the importance of metadata management, lineage, and cataloging to fuel analytics at scale. It also reflects the need to balance self-service BI with robust governance, so that domain users can explore data confidently without compromising trust or compliance.

Dalboe went further, warning of the real-world risks when flawed data is fed into AI systems, especially in the public sector: “If we immediately start to try to throw AI against that, we will come to incorrect conclusions about the status of a person or the state of their health, among other things. We need to make sure that we’re being thoughtful about things like the data standards.”

McKesson’s Misra sharpens the point even further, targeting the tendency to skip “the boring parts” in the rush to implement AI: “People are trying to bypass the core foundational steps in order to show the value through AI. You just can’t bypass those steps. Otherwise, there will be no value in the insights you get from AI.”

This message isn’t new, but AI has raised the stakes. In a world of fast decisions, automated actions, and real-time insights, data errors now propagate at machine speed. That’s why CDOs are doubling down on foundational disciplines like:

- **Data cataloging, classification, and inventory**
- **Metadata management and intelligence**
- **Data mastering**
- **Lineage transformation and provenance traceability**
- **Access management**
- **Data quality scoring and observability**

The Informatica CDO Insights 2025 report confirms this urgency: a majority of CDOs cite data readiness and not model availability as the top barrier to AI adoption.

And while tooling can help accelerate parts of the process, Misra cautions against mistaking acceleration for omission: “We can use AI to accelerate those steps, but we cannot skip them.”

5. The Human Multiplier in AI Adoption

The data leaders cited in this report consistently returned to one overlooked truth: the success of any AI initiative not only hinges on data readiness, but is directly tied to the readiness, trust, and participation confidence of the people behind it.

Ravindran from Microsoft, captured this tension vividly when discussing the internal friction between technical builders and applied business users: "It is extremely important to make sure that neither of them lose sight of the fact that this technology's purpose is to scale humans. It's not to replace humans."

This framing repositions AI not as an existential threat, but as a force multiplier — a way to augment human capabilities and elevate decision-making. However, unlocking that potential requires psychological safety, a clear change narrative, and mechanisms that reward learning and adaptation.

Ravindran emphasized the importance of intentional leadership in creating these conditions: "You have to create that psychological safety to make sure that the people are willing to embrace this and go on that upskilling journey to reinvent and elevate what is possible. It requires a very strong leadership quotient to nurture and grow that."

Misra echoes this, describing how McKesson deliberately rewards applied learning over theoretical knowledge: "The person who knows the most does not get rewarded. The person who applies that knowledge is the one that shines. And it's always a team effort, not a superhero effort."
At Microsoft, enabling AI adoption at scale means reshaping how teams engage with information, decisions, and outcomes. That effort is grounded in three key practices:

- **Distillation:** reducing information overload
- **Contextualization:** helping leaders explain how AI applies to their domain
- **Gamification:** energizing teams through leaderboards and storytelling

Ravindran sums it up powerfully: "It's not about the carrot or the stick, but it's truly in the spirit of learning."

That learning-first mindset is particularly important in government and heavily regulated sectors, where AI's presence can amplify discomfort by exposing flawed data or outdated processes.

Dalboe recounts how resistance often stems not from disagreement, but from fear: "It was hard to get people to understand that if we were finding errors in the data, we were not attempting to point fingers at them as though they were incompetent. But there were a lot of people who took issue with the idea of feeling like they were getting fingers pointed at them."

AI doesn't just automate tasks — it raises the stakes of visibility and accountability. And unless leaders actively manage that cultural shift, the result will be fear and resistance rather than experimentation and adoption.

In other words, AI surfaces insights, but it's humans who must take action. That requires a culture where experimentation is encouraged, learning is celebrated, and failure is reframed as discovery.

6. A CDO's Guide to Purpose-Driven AI

Four questions that separate real impact from AI hype:

1. Is there a clearly defined business problem?

- Don't start with AI, start with the problem.
- *"What is your problem statement? What are you trying to solve? Once you have that, it's smooth sailing." — Patrick Chew, VP, AI & Data Science, AIT Worldwide Logistics*
- Vague goals lead to fragmented pilots. Precision in scoping unlocks real business alignment and, most importantly, the value expected to be unleashed.
- CDOs must push teams to move from "AI-first thinking" to outcome-first strategy.

2. Do you have the data and is it AI-ready?

- AI amplifies both insights and errors. Weak data foundations will be exposed at scale.
- *"People are trying to bypass the core steps to show AI value. But you just can't skip them." — Shivanku Misra, Head of Analytics & AI, McKesson*
- Readiness depends on more than volume — it's about trust in the data and ultimately confidence in reliable outcomes powered by AI-ready data.
- Use AI to automate and accelerate data preparation tasks, but do not skip them.

3. Is there stakeholder sponsorship and shared accountability?

- No alignment = no adoption. AI that lives in IT alone will never scale.
- *"The first key result is: every AI investment must have at least one aligned business stakeholder." — Karthik Ravindran, GM, Enterprise Data & AI, Microsoft*
- Build systems of shared goals and OKRs that tie AI projects to measurable business results.
- Transparent communication accelerates decision-making and trust.
- "We pulled the timeline forward by a year just by being open and transparent." — Kirsten Dalboe, CDO, FERC

4. Can you measure the outcome and are you willing to act on it?

- If you can't measure the impact, you can't justify the investment.
- Define clear success metrics before building the model and link them to business KPIs.
- It's not just about reporting value, it's about being ready to operationalize insights.
- *"The person who applies that knowledge is the one who shines. It's always a team effort, not a superhero effort." — Shivanku Misra, McKesson*

Bottom Line

To deliver business value with AI, you need more than smart tools — you need clarity of purpose, trusted data, aligned partners, and the courage to act on what the data tells you.

About

CDO Magazine is the premier digital publication giving voice to global executives in data, analytics, AI and security. The publication delivers C-suite-worthy format and quality content — insights essential to accelerating organizational adoption of enterprise disciplines that are key to success in our digital society.

Our passion is to gather leaders in regional communities and connect them to our global executive community. We want to help data, analytics, AI and security executives experience a more profound sense of community through a platform where the best ideas, innovations, companies and leaders are celebrated. CDO Magazine hosts CDO forums in cities, countries and regions around the world.

With an audience approaching 400,000 readers, CDO Magazine is read in 95% of countries globally. Notably, the Global Editorial Board is composed of leading executives from 26 nations. CDO Magazine grew out of the annual Chief Data Officer and Information Quality (CDOIQ) Symposium, founded in 2007 by the MIT Sloan School of Management, in partnership with the International Society of Chief Data Officers (isCDO) and ComSpark.

Informatica (NYSE: INFA), a leader in enterprise AI-powered cloud data management, brings data and AI to life by empowering businesses to realize the transformative power of their most critical assets. We have created a new category of software, the Informatica Intelligent Data Management Cloud™ (IDMC), powered by AI and an end-to-end data management platform that connects, manages and unifies data across virtually any multi-cloud, hybrid system, democratizing data and enabling enterprises to modernize their business strategies. Customers in approximately 100 countries and more than 80 of the Fortune 100 rely on Informatica to drive data-led digital transformation. Informatica. Where data and AI come to life.™