

Mauro Flores

Chief Data & AI Officer · How I build data and AI capability that gets used

25 years · 4 countries · 5 industries
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THE OPERATING MODEL

01 Foundations Certified business layers with one named owner per domain. Governance covering ownership, quality, metadata and lifecycle. 9 platforms → 1 governed stack	02 Adoption Self-service on data people trust, plus the training and communities that make it stick in the business. 11,000+ colleagues self-serving	03 Value Run as a value centre: nothing starts without a signed-off business case, and realised value is tracked. £23M+ attributed, £13M+ cost out	04 Then agents AI built only on certified foundations, governed, human in the loop, owned by a named person. Test to production in ~6 months
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The order is the argument. Most organisations start at step four, and that is why their pilots never reach the business.

PROOF AT SCALE

£500M circa, value enabled across data-led initiatives	£250M+ fraud helped prevent (public Tableau story)	£13M+ annual platform cost removed	11,000+ colleagues self-serving certified data	6,000+ trained through the Data & AI University	~24 hrs to detect and shut an unseen fraud route
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How I govern AI - Every agent has a named owner in the business and a data co-owner, inherited from the certified layer it stands on. - An agent can never exceed its owner's permissions. Limits enforced in configuration, not in the prompt, so the model cannot talk its way past them. - Experts evaluate before launch and keep feeding the agent afterwards. Low confidence returns the decision to a human. - The gate is real: agents have been refused production when the data underneath them was not certified.	How I lead the change - I ask one question first: what do you actually own? Not KPIs, not reporting. It finds the real owners and the real champions. - I make the partnership a contract. A signed agreement per business domain, named accountability and commitments on both sides. - Nothing starts without value signed off by the business. Demand management live inside three months. - I change behaviour by recognition, not shame, and rebuild roles around the outcomes actually needed.
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THE CAREER ARC: FROM BUILDING THE TECHNOLOGY TO LEADING THE ORGANISATION

2000 - 2002 · Mexico Acer → MBSystems Where the engineering began: hardware, then networks, software and integration for clients including Ford.	2002 - 2007 · Mexico Tahi Systems Founder & CEO. Built a technology business from zero and sold it at 25. Full P&L.	2007 - 2012 · Mexico Peñoles Group transformation, 60,000-person mining major. First enterprise BI. Taught engineering at Tec de Monterrey alongside.	2012 - 2015 · UK Infomentum Practice lead. Oracle Gold to Platinum. BAE Systems, McDonald's, ICON.	2015 - 2023 · Global MuleSoft → Salesforce P&L more than 10x through IPO and a \$6.5B acquisition. Founded global data strategy.	2023 - 2026 · UK Virgin Media O2 EVP, Data Democratisation. 300+ organisation. £10bn regulated business.
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The first half of my career I built the technology: engineer, architect, founder, and I taught engineering at university. The second half has been about leadership, people and culture, which is what actually changes an organisation. I can still hold a room full of engineers because I was one. That is the advantage, not the headline.

"I did not follow a transformation playbook. I wrote one, and it is on its second version." I authored the self-service analytics, service agreement and data product playbooks that governed how my function worked, peer-reviewed by the senior team and rewritten as the model matured. I do not run change as theory, I run it as application. The measure of my work is whether your people still own it after I leave.