



CDAO Chicago

The AI Lens: (Re)thinking the Relationship Between Business & Data



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AI: An Incredibly Fast Journey



< 2020

Limited Adoption

- Select resources
- Exploratory

Investment

- Bootstrapped and limited in most cases



2021 - 2022

Early Adopters

- GTM solutions
- Use case exploration

Investment

- Platforms
- Data scientists
- Analysts
- Infrastructure redesign



2023 - 2024

Mainstream

- Solutions explode
- Use cases explode

Investment

- Multiple Platforms
- Multiple areas of talent & skillset
- Major data & infrastructure cost
- High return expectations



2024 >

Scale

- Refine & choose

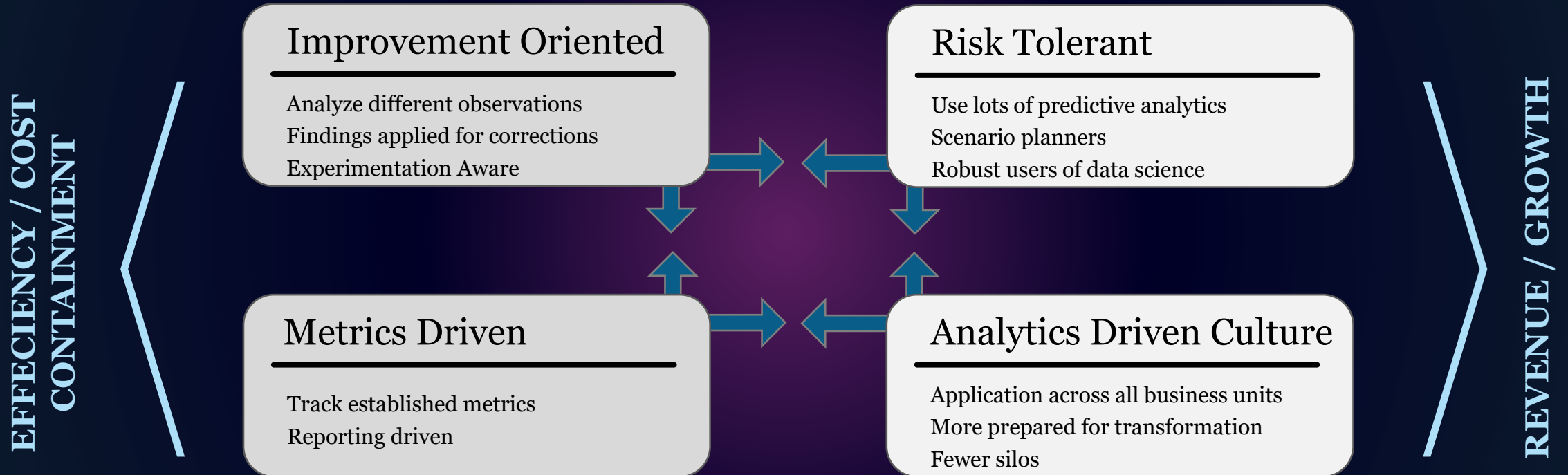
Imperative

- Investment may continue to grow but will flatten
- Focus may be on showing return

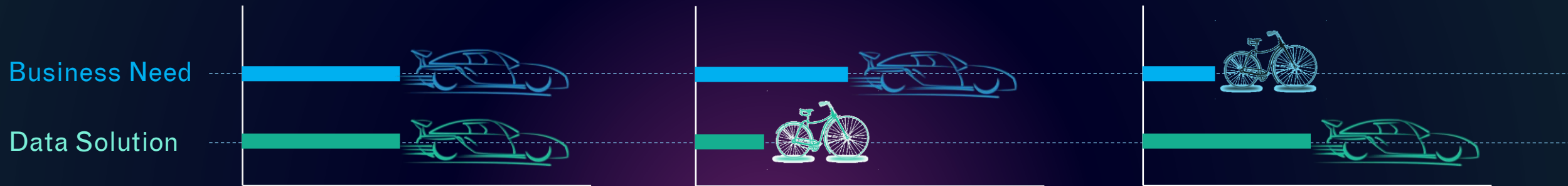
AI has clearly crossed the chasm!

Rethinking for
value and scale

Data: Maturity Impacts AI's Value Creation



Business: Relative Pace Sets AI Use Case Strength



- Use cases are strong and adoption is good
- Highest probability of scaling AI across the full enterprise
- Supports the strongest investment in data infrastructure

- Solutions are likely to be outsourced
- Infrastructure investment could be a hurdle
- Usually difficult to attract / retain talent

- Use cases may be weak and business may not commit
- Disillusionment could slow progress
- Internal competition between data owners could weaken use cases more

Navigating New Dynamics of Data & Business for AI Solutions

Will Require CDOs / CAOs to Challenge or Evolve Past Ways of Thinking



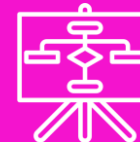
Redefining Business Intelligence

Implications of summarizing vs. expanding



Moving from KPIs to Key Outcomes

Convergence around what matters the most to the enterprise



Culture of Curiosity & Experimentation

Significantly different way of GTM for experimentation



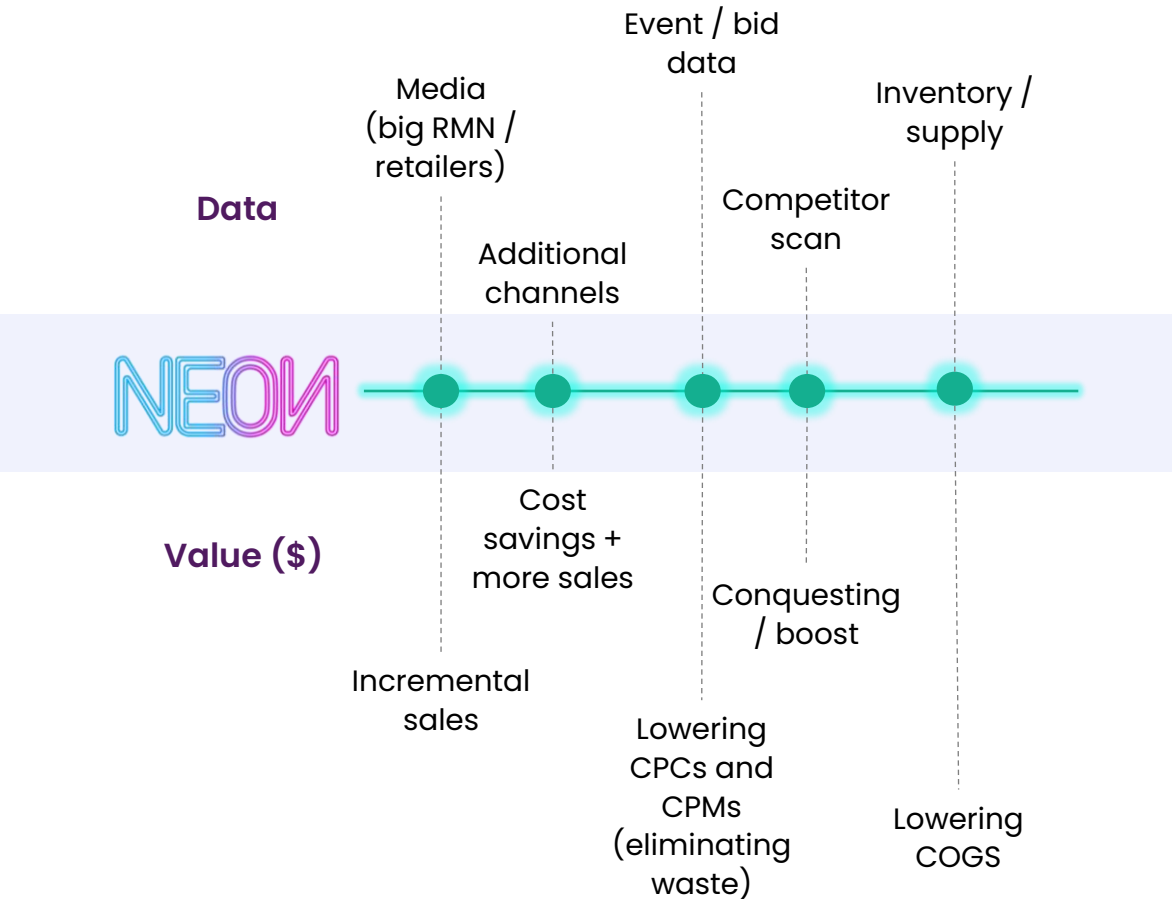
Decentralization of Control

AI is a team-sport and it will require a setup conducive to that

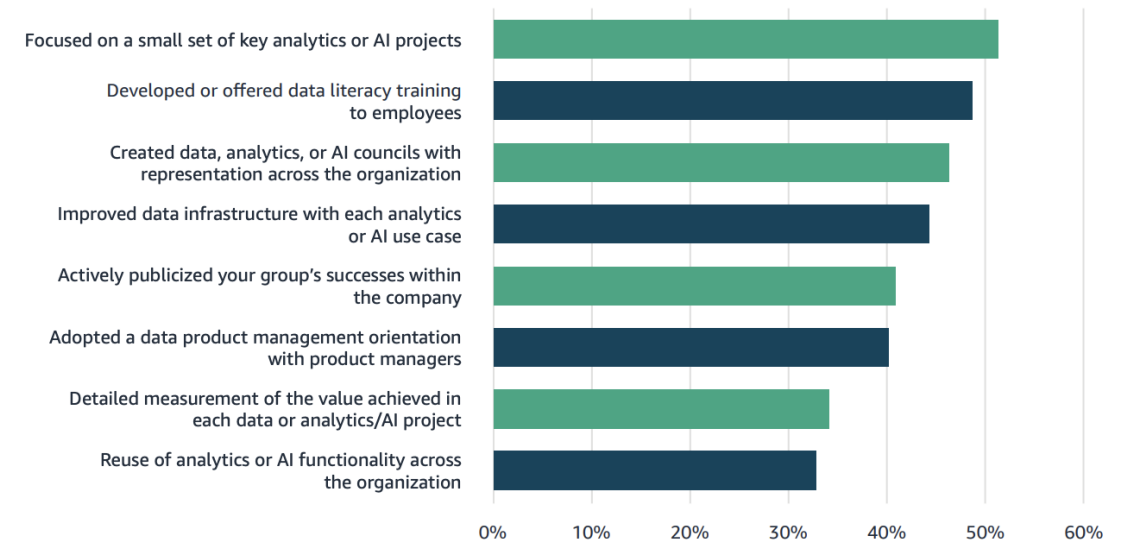
Key Learnings: My Own Journey

Value is Created in Small, Sequential Increments with a Key Focus

Ensure Tangible Value is Delivered with Each Dataset



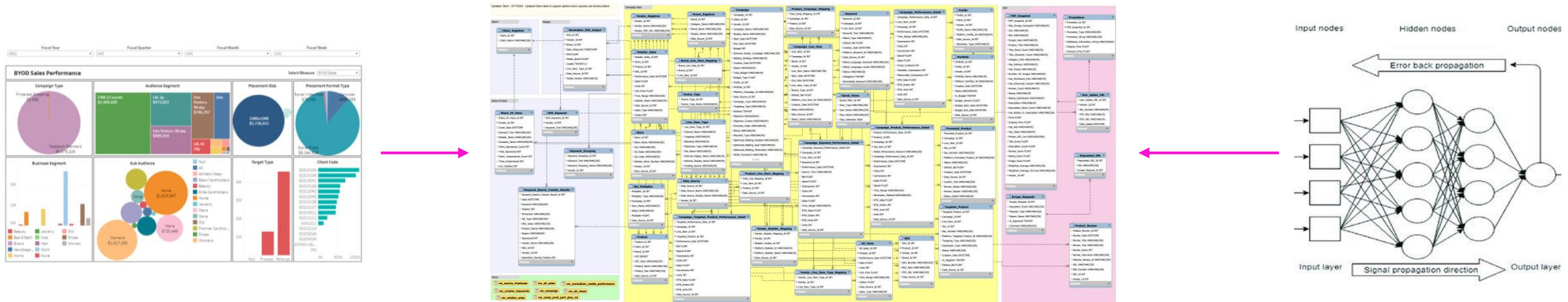
Which of the following initiatives have you undertaken to bring more value to your organization as CD(A)O?



Source: AWS (CDO Agenda 2024)

Depending Too Much on Summarizations can Induce Biases

And Lead to Underutilization of Data for AI Models



Summarizations

- Use less than 10% of the data
- Focus heavily on explanation of past performance
- Often used to justify actions

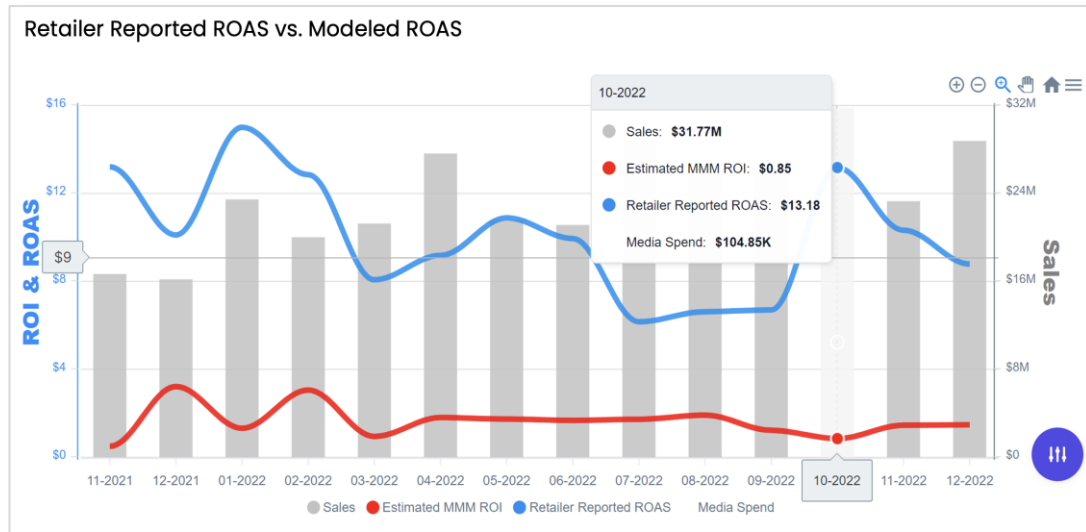
Large Datasets

Learning Models

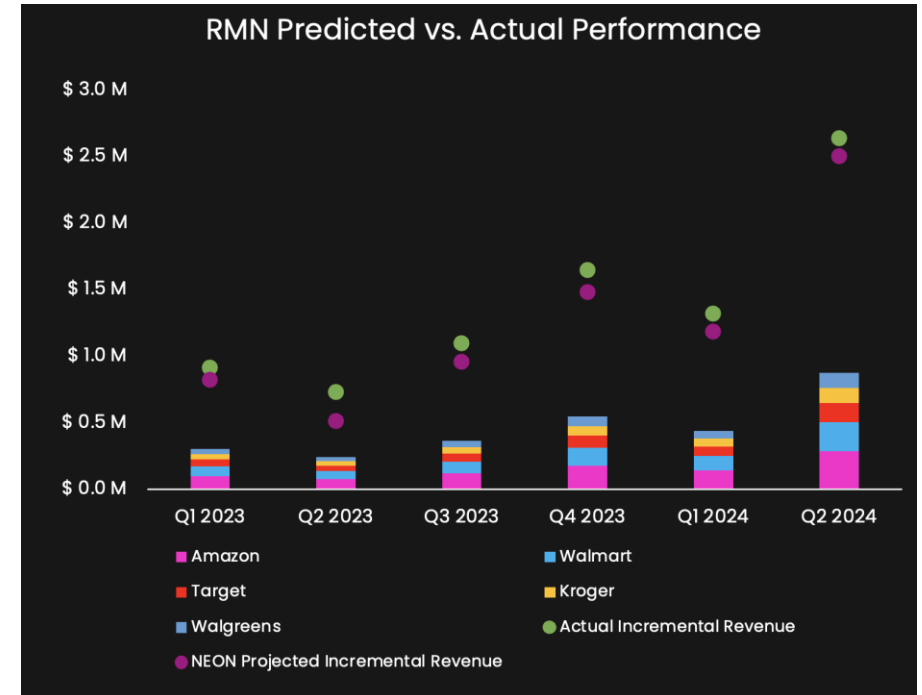
- Can use all the data provided
- Focus primarily on predicting outcomes
- Usually used to break away from externally created bounds or patterns

Be Prepared for Surprises

And Findings Won't Always Come with Insights or Explanations



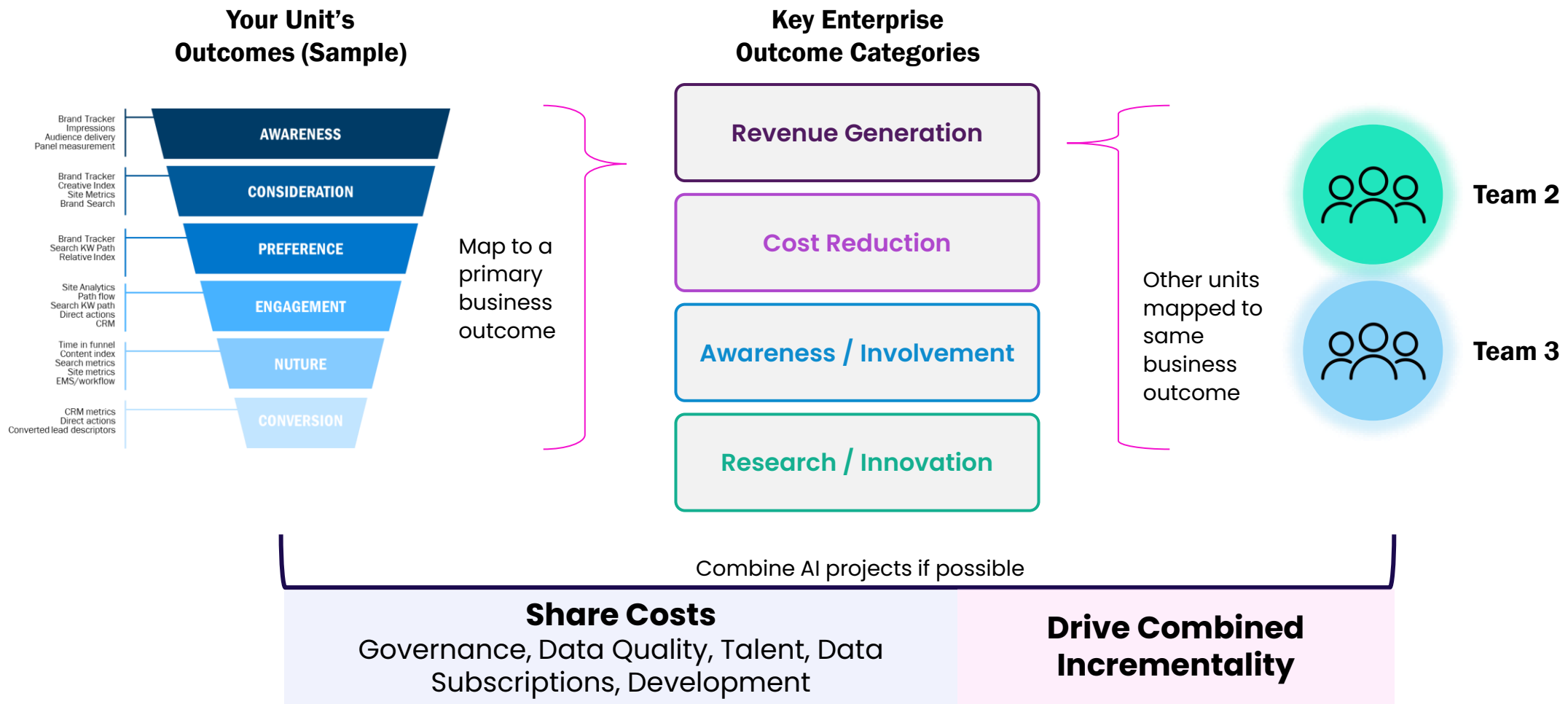
- Reported ROAS is very healthy;
Implication = Increase Spend
- AI model suggests ROAS is poor and flatlined;
Implication = Cut Spend Immediately



- Moved the conversation to incrementality and tracking divergence of predicted revenue

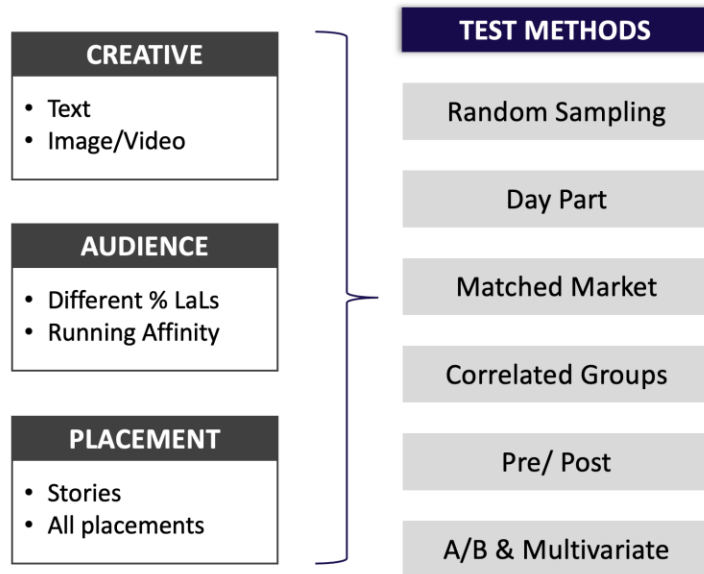
Successful AI Solution Requires Focusing on Key Business Outcomes

Discreet Implementations will Increase Costs More than Returns



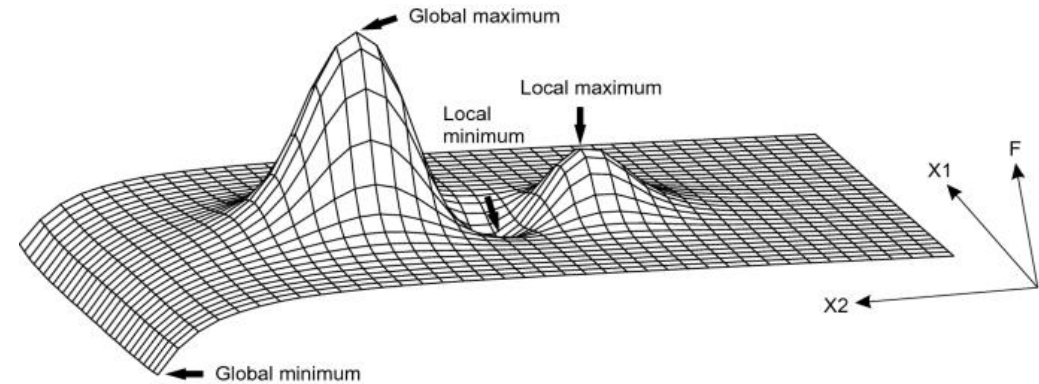
AI Offers Distinct Advantages with Experimentation

Where Data has Velocity, Use Reinforcement Models to Add Value



Classical Way

- Longer sign-off times
- Higher budgetary needs
- Longer timeframes needed
- Complex causal analyses

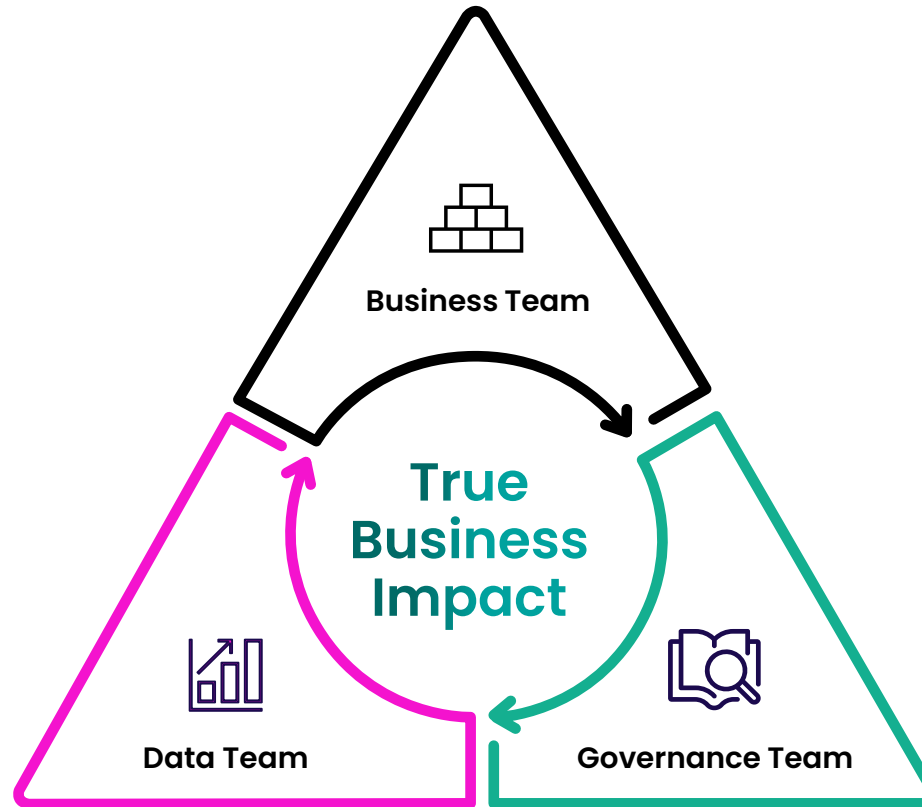


The AI Way

- Choose narrower markets to address budget concerns
- Easily replicated lowering experimentation costs
- Usually delivers optimized results much faster
- Eliminates perceptual barriers related to experimentation

Expand Your Working Group

Decentralized or Matrix Structure Might Work to Your Advantage



Thank You

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