Transcript

Moderator: Dr. Andy Packham:

0:06
So welcome to another Elevate podcast that everybody wants to make the most from AI.
But the simple truth is you can't scale chaos without a clear managed data policy.
AI on a large scale can be risky and very costly.
And as enterprises accelerate AI adoption, many of them are now discovering that fragmented tools, siloed data, disconnected pilots are creating more complexity than value.
To move from experimentation to enterprise scale impact, organization really need to be building cohesive, trusted and reliable AI estate.
It's not just about moving models from the concept lab into real use.
It's about making sure these solutions are strong, can be measured and help the business reach its goals. By moving from small experiments to fully working, AI organisations are seeing real benefits that matter to their leaders, such as more sales, improve productivity, and getting ideas out faster.
But without the basics, the robust foundation to the likelihood and success is low.
And that's why we're talking about AI estates today.
In this episode, we're going to cover what AI estates are coming through the hype, how Microsoft Azure helps build that trusted foundation, and how HCLTech AI Foundry helps us build that practice.
But before we kick off, let me introduce our expert guests for today's episode.
With me are **Srini Kompella** from **HCLTech**, who's helped multiple organisations through digital change, and **Matt Sinclair** from **Microsoft**, who heads the AI Apps GTM Strategy.

So Srini, let's start with you.

If I'm a CIO, how do I know that I'm now, I've been doing proof of concepts? How do I know that I'm now ready to move on? How do I think about what an AI Estate is and, you know, and what does that mean in terms of establishing it?

Speaker: Srini Kompella

2:05
Yeah.
So first of all, Andy, you know, pleasure to be,, here very topical because I think the age of experimentation is coming to a close or hopefully has come to a close.
And a lot of the, you know, enterprises, right?
I mean, experimentation is critical, but it's about scaling now, scaling of AI and enterprise level.
So, you know, in, in the last 18 months or so, I think every company has done its share of, you know, POCs, pilots, experiments, right?
And, typically, you know, the companies find that, you know, the POC results are quite good.
But then when you think about moving to production, scaling and getting AI to be adopted in day-to-day lives, you know, the, challenges are immense, very different from what you see in the POC stage, right?
So, and the typical challenges, I mean, just purely looking at it from a technology perspective, you know, even without considering the people process implications of, you know, implementing scaling and getting AI to be adopted, you know, just from a technology standpoint itself, you know, the POC's are quite limiting, right?
You know, so be it in terms of the lack of, you know, the real world data sets or in terms of the connection with the true business value as opposed to, you know, a small benefit that you can derive it of AI.
You know, the importance of AI from a business strategy.
I mean, you know, a lot of elements, you know, going to, you know, the widening gap between POC's

and, you know, production scale AI, right?
And, and CIOs can start, you know, seeing the need for scaling, you know, as soon as they find that, you know, majority of the experiments, I mean, there are a lot of dollars and efforts that go in, but majority of the experiments do not go beyond that.
You know, concept labs, as you said, and the into production.
That's the trigger to say that, you know, you got to think differently in terms of, you know, designing or architecting for scaling of AI right from the beginning, right?
As opposed to thinking and looking at it as after the fact.
So what that means is that, you know, then the companies will need to start thinking about establishing, you know, what we call as an AI estate.
And, this is really about, you know, not just the AI models as you call, but it is, you know, what is the right infrastructure that powers the, you know, AI? What, because you know, it has serious implications on the ROI, right? What data sets do you need to have to power the AI, right? So, so these two elements, you know, you can look at them as, you know, first mile problems, right?

So because you know, you're really trying to get the compute, the infrastructure and data, you know, closer to the models, you can get the models to the data or vice versa, but still you're getting them together. That's the first mile problem. Then the models, I mean, today, if we look at it, a lot of the models are incredibly powerful. I mean, they can solve for more things than what you and I might want to look at as problem statements, right? I mean, you know, there are always these bigger problem statements that are, you know, way beyond, you know, even human intelligence today.

But AI models are very powerful. So you solve for the first mile problem first.

So the AI estate then needs to have the infra, you know, strategy sorted out, the data strategy, you know, started out and setting up into an integrated estate.

Then the AI models, right, and you know, then once the models are, you know, getting built, these models need to be integrated with the business processes and applications, right?
So that's really how you bring about the AI, you know, to life, you know in day-to-day, right?
It can be physical systems, it can be digital systems like digital applications or physical systems like robots or, you know, devices, right?
But still, the models need to be integrated. So this means the AI Estate will need to have a robust integration layer, including potentially an application layer, right for consumption downstream.
And then the, estate will need to have inbuilt, you know, governance and policies because again, you know, it needs to be more like a utility as opposed to people trying to figure out if the model or the AI initiatives that they are creating, you know, meet the responsibility. You know, criteria of the corporation or regulations. Or similarly, you know, they shouldn't worry after the fact as to whether the AI can be trusted or whether AI policies, you know, cover for the data privacy, security and the fairness of the AI models, you know, elimination of bias. So all of it need to be part of the AI Estate where the governance and, and policies are baked in.
So all of these elements is what we call as the AI Estate and the CIOs.
We need to start thinking about establishing that. It's stayed very early in the cycle because it'll help in Pocs to be more realistic on the one hand. And Second, it increases the probability of getting the EI models into, you know, production and eventual deployment.

Moderator: Dr. Andy Packham:
Srini, I think you said something really important about utility, but if you know that that is the utility, it's you turn it on, it just works. But we know that that is hugely complex. That isn't easy. So Matt, kind of looking at Azure and the stack, how do you put all of that capability that sits then as you're together, you know, not only to deliver that utility capability, but you know, obviously that's, you know, it's also got to be very, very responsible. It's got to be very reliable.

So you know, love to get your thought on how you glue that together.

Speaker: Matt Sinclair

7:44
Absolutely.
And it can be difficult, like being very honest, if you run it on your own and you're a customer, you're trying to build all this stuff, It can be complicated if you don't have the right partners, if you don't have the right skill set in your organization to build it out.
And so that's where with HCLTech, with Microsoft bringing these products and capabilities together to help customers kind of build out these AI states that that Srini so well articulated.
Before I talk about Azure, I want to talk about just like two or three points that really resonated from Srini section that kind of connect into the way we think about establishing in these foundations and these AI estates with Microsoft.
So first thing is for customers, after they hit about 3 or 4 use cases, if they're building these out independently, we actually see a huge decline in their ability to get value out of AI scenarios because they end up having to rebuild code that they've already built before.
They have to re-establish connections in the data sets that they've used before they trip over the security and compliance.
And so if you don't have an AI platform, if you don't have these repeatable patterns, if you don't have these governed scenarios where developers know which models they can use or know the deployment scenarios or know the parts of the stack that they can integrate, you actually lose a lot of time and value by not having an AI estate established.
And so that's a big learning that we've had at Microsoft and we're building that into the capabilities that we're bringing to customers.
And so the core, I guess, AI product platform that we have at Microsoft we refer to as Foundry and that has all the kind of bits and pieces and the reason why we have that concept.
And Srini and I were talking actually before the podcast for this notion of a Foundry, because it really does articulate this idea of repeatability, this idea of acceleration scale, you know, not doing one or two, but doing 10,000 and having the guardrails and the safety in place to be able to do that.
You know, if you think of foundries, if you think of factories, it's not just a place of productivity, it's a place of safety and it's a place of confidence and efficiency.
And that's really the the vision we have as we articulate sort of our AI platform from Microsoft.
And so when you think about what those specific components are at the AI layer, you think about, you know, the, the trustworthiness of the AI or the responsible AI.
And that's really one of the main things that forgetting about all of the incredible intelligence and the amazing possibilities that that, you know, LLM and AI can bring to applications and businesses.
How you control it and use the guardrails to make sure it's acting compliantly, to make sure it's acting responsibly is one of the key things we have built into the platform.
Whether it be filtering inputs from requests, whether it be filtering the outputs of the model, whether it be catching things like copyright of images, whether it be capturing profanity or themes that we don't want it to communicate.
Having those tools built in and be automated as part of both the development life cycle, but also when you to get into production is super important.
So you can feel confident about the, the AI that you're deploying and to make it repeatable.

So if you have developers who, you know, maybe don't have as much experience with AI, but want to move at the speed of AI in the way that they develop, they can feel confident that they're using the tools that are keeping them compliant and safe.

And so that whole, how do you build not only the functionality within the platform, but make it built into the processes of Foundry as a big part of, of how we're thinking about that AI capability.
The second part, and Srini mentions a little bit of the application layer and how you get this into production. But AI by itself is not very useful, right? Just the AI like the LLM is, is fun, like if you turn

into a little Chapel or something, but like it needs a couple of things that needs data and it needs an interface, whether that interface be a UI for a human or whether it be an API or, you know, an A2A connection into another agent. It needs a way to interact with things, right? And so that's where you start then building out the other components of the stack. So at Microsoft, you know, with Foundry is that sort of core AI layer we then want to be able to integrate into in particular application layers.

And so whether that be websites, whether that be, you know, applications, mobile apps, things like that or for those more modern protocols themselves. And that comes with fundamental application security requirements, right. We've been building apps for decades right in the cloud. People forget that you still need to bring those principles of security and governance and deployment to things like agentic solutions. It doesn't change. All it does is accelerate the risk if you don't have those principles in place.
So making sure you have that foundational, you know, in this case Azure, Azure Foundations with the networking set up, with the security credentials set up, with the authentication set up around, you know, whether it be with Entra ID or some other authentication tools so that the agent or the human can interact in the right way. And how do you make sure that that cascades all the way through again to that point about repeatability, that point around how the developers can just kind of build safely in their environment using this concept of the foundry, because all the tools are already set up and templated. That kind of confidence helps you move at scale while still keeping your security, certainly for your application in place. The final one I'll touch on before I pause is the data layer, which like for me, this is the one people forget the most, but, they have the biggest pain when they realise they've forgotten. And we've, we've spoken about data migrations and, you know, setting up data estates in the cloud in the past, but it's even more important now because the, the, whether you say that the fuel of AI or the language of AI really is data, the LLM's and the AI are useless without the context of your organization, without the context of the information or the use case that you're looking to bring to life. So you need that connected data estate. And for us, that's fabric. Microsoft Fabri, is the, the Azure tool that allows you to bring a connected data estate together, have that, that medallion type of workflow for your data. So you have high quality data, you know, and, and low quality data kind of separated. Your agents can connect in securely so that they can retrieve the right information and find it. But then governing it is the most important thing. And you know, Andy and you both mentioned the words trusted.

That really is the key because your, your AI application or your agent shouldn't access information that it should be able to access, right? It shouldn't if it doesn't inherit the right credentials or inherit the right permissions, it shouldn't be able to access certain documents or access certain pieces of information. That's really where organizations trip up the fundamental governance layer and the fundamental data workflows. If you don't have that in place, the agents in the AI will just exacerbate those problems.

And so whether it be with things like Purview, which is the Microsoft governance solution, where you can tag sensitivity labels and track and trace kind of how the data is flowing through a workflow or through an application. Those things again, help developers build with confidence and save you as you move to production because those guardrails are already in place.

And so there are a couple of the layers and we can spend hours talking about this stuff, but there are a couple layers we think about in terms of the tools and capabilities that really are essential to building that, that AI Estate or that AI foundry.

Moderator: Dr. Andy Packham:

14:28
I think that key point around this is so complex and it is so it is so difficult, but so easy also for, for

problems to creep in by putting those guard rails. And, you know, I think sometimes we forget, you know, it's a great metaphor. The guardrail is what, you know, we know a physical guardrail.

And then we suddenly see in the, in digital world, it makes, it makes a lot of sense when you think about it that we can allow our developers that freedom to build, to innovate, but protect the company, the data assets at the same time. I think that's a very powerful way of looking at it.

So Srini kind of operationalized this, what's the biggest, what do you see here? I think that, you know, what's the single discipline that poses the greatest risk to scaling AI if it's neglected. If you've got some examples of that, that would be brilliant.

Speaker: Srini Kompella

15:22
Yeah.
Look, I mean, there is no one thing, you know, to be honest, right? I mean, because it is complicated to scale AI. So I mean, if, if you have to call one thing, it is actually not technology. You know, technology exists today. I mean, you know, Matt talked about all the incredible technology coming in from Microsoft, right? Technology exists today, in, you know, not all of the technology is actually getting deployed.
If there's one thing, I mean, it, it is actually the people, right? So on, you know, who are critical for scaling of AI, right? So it is the people skill sets, it's the mindsets, it is a culture, it is, you know, , the people's ability to not just adapt to the change, but drive the change. It is to reimagine the operating model because things change, right? A lot of the processes may need to get rewired with AI because otherwise, I mean, you just automate inefficiency, right?

So if if there is one thing, you know, it is not technology, it is people, but from a but, but if you, if you think about now, you know, how do you actually make it happen in terms of the scaling of the AI?

Assume that, you know, the people change is happening. There's leadership sponsorship that is coming in and almost every company, you know, is talking about AI, you know first, right.
So with that sponsorship, I mean, how do you scale AI with the assumption that the people are on board with, you know, the, the, you know, rescaling and that, you know, need for change. Then the complexities, you know, there are a few, right?

If, if there, if, if the enterprises focus on those, then there is a better chance of, you know, not just scaling AI, but delivering value with AI, right? It, it is first, first and foremost, I mean, it, is like any large technology like transformation program, right? So I mean, Matt was alluding to it, right?

I mean, we've been building apps for years, you know, in cloud, right? And you know, so, but, but you know, when, when you're, you're doing, you know, transformation with applications, you know, then, then you,, you take a certain disciplined approach in architecting the solutions, right, planning, you know, for the implementation on the roll out and then the continuous fine tuning that needs to happen.
So, so first there needs to be that same discipline of, of technology LED transformation, right? In, this case, it happens to be AI, right?

And it does happen to touch, you know, more areas than before, you know, because it, it does impact your business processes, it does impact people, it does impact infrastructure, the data layer, the governance, the privacy, security and the last mile integration with applications on the system.

So all of this will need that systems thinking in the enterprise, you know, architectural thinking, you

know, to come in place pretty early on, right. So, so that, you know, I think Matt said something really nice. I mean, you know, otherwise it can accelerate the risks. You know, that's beautiful way of looking at it, right? I mean, if you if you don't design for it upfront, then you actually accelerate the risk, which you don't want. No enterprise wants it. So, so assume that the people aspect is taken care of. The next one is really this enterprise architectural thinking, systems transformation thinking, right?

So to me, I think that's the most critical aspect that needs to come in in order for any enterprise to, you know, not just do the Pocs or, you know, few use cases, but to create an enterprise wide impact with AI.

Moderator: Dr. Andy Packham:

18:44
Yeah, I think it's really yes, Srini is spot on.

But I look personally, it's taken me a long time not to learn AI, but to learn how to unlearn some of the ways I've worked in the past and actually use AI in ways that it's much more productive, you know, and I'm sure, you know, that's going to be multiplied many, many times.

So, Matt, what are some of the current myths or, you know, misconceptions that are presenting or, you know, preventing organisations from scaling and, you know, how do you go about cutting through that misconception?

Speaker: Matt Sinclair

Yeah, , the biggest one I can think of actually connects really well with Srini's first point around the people and, people being fearful of AI, right. The AI is going to take my job.

The AI is going to leak my data like I have this, this inherent fear of, of the AI and what we actually see in reality is the most valuable use cases out there are humans and AI working together.
So my, my to the point you mentioned, Andy, about kind of changing the way you work and you know, Srini about, about fusing these tools amongst an organization.
The, myth of like, Hey, the AI is here to replace me is actually we, we rarely see that.
What we see is compliment this, I can do my job better.
I can do my job more effectively. I can eliminate the toil in my work. And that's a very deliberate word that we use around, Hey, the, the kind of busy work or the, the work that's like, hey, go find this stuff or research this thing that would take me as a human 4-5 days, a properly configured agent.

It can take a matter of minutes, hours if a little more complex. So that allows me as the human to actually do more creative things, be more engaged with my customers or my employees or my organization or whatever it is. And so I think that's one of the biggest myths that we're seeing like limit the adoption of AI.
Now, that's not to say there shouldn't be concerns. We should definitely be cognizant of how people are interacting with AI and, and what jobs we kind of move around. But certainly the reality we see today is that complementing of each other being far more effective.

The second thing is, is a point I've already iterated, but I'll mention it again, is people think the AI itself is going to leak my data and it's going to be the thing that, you know, goes wild.
Well, actually that's well within our control. It's actually got nothing to do with the AI.

It's got to do with fundamental data security and application security, right?

We all heard the stories, you know, when Journey to AI first came out about companies releasing chat bots and then leaking sensitive data.

The AI had nothing to do with that. The application wasn't configured right, the gate, the data controls weren't properly put into the system.
And so the AI had access to information it shouldn't have, so it shared it.
Thankfully, we've come a long way in those two, three years around the tooling that we we build, certainly through Microsoft and what we do with, you know, Purview Defender, things like that to protect inadvertent data leaking. But having that fundamental controls and those good data principles, there's good application principles, much what Srini said in that second part of the, the technology element of the conversation.

That's also, I think a myth that we blame on the AI, but really it's, it's just coming back to our own Social Security and, and data principles. So I would say they're probably the two biggest ones that I see that limit adoption or limit the ability of growth for organisations.

Moderator: Dr. Andy Packham:

So Matt, look, just a couple of quick questions.

21:58
You know, as we're getting through this quick further ends, what one API should every program, you know, every AI transformation program, what one KPI should they be reporting on a monthly basis?

So Matt, do you want to go 1st and then come to Srini?

Speaker: Matt Sinclair
22:14
Yeah, it's, it's amazing how often I get this question in particular about and, and my answer is always the same. If you only measure 1 KPI for every use case, half your use cases won't be effective.

The, power of generative AI and particularly the syngentic wave of applications is the metrics that they can move are actually very different to what we had before. Like we never really talked about productivity savings so much in like all areas of technology.

Now we do with like when we, you know, we think of like agentic software development or agentic Dev OPS, we're thinking about the hours and the time saved from a software engineer.
You know, that's very much the forefront of the conversation. Or even now you know, us as knowledge workers, right, having, you know, we talk about time saving in terms of finding information, doing our job. So productivity is one that that always pops up. But I would say organizations have to think about their specific use case. And one of the the biggest problems that many organizations have when they kind of look at AI transformation all up and they're struggling to get from like POC to production is sometimes it's just measuring the wrong thing.

You know, sometimes they're measuring the wrong KPI.
They don't have that set at the start. So really being certain on is your goal to save money? Is your goal to improve productivity? Is your goal to make this process faster?

Is your goal to improve NPS, whatever that is. Just be super clear on it and make sure that that's the thing you measure. Because if you suddenly take that use case to production and you're not measuring that that metric correctly, you'll suddenly have that project switched off and, and you know, it'll be disappointing for everyone. And people say, oh, this AI thing's nonsense, when in fact it's just that the measurement that's wrong.

That's my usual answer.

The one thing I will say though, is we do measure sort of adoption of AI in organizations as well. And so finding metrics to say, hey, culturally, like how invested is my organization in an AI? Is it just kind of a thing we say or is it a thing we do? And so finding a metric that says, hey, are my, are my employees or are my people actually interacting with AI? Are they using it daily? Are they getting the, the evaluations or the outcomes that they want? That is one that I find is pretty consistent across organizations genuinely trying to do AI transformation. But the rest of them are, I would say relatively use case specific.
But Srini, I'd love your thoughts on this as well.

Speaker: Srini Kompella

24:17
Yeah, no, I mean spot on. I mean, you know, I would take in one notch higher though, Matt.

I mean, I would just call it as like, I mean AII mean there is investment that is going in, investment from technology, prospective investment from people's time, leadership time, right, which is obviously more and so as well, right. So overall there is significant investment that is going in. So I, mean for any enterprise it is about, you know, profit and loss and balance sheets and you know, the, the market value. So I would argue that the number one metric needs to be return on investment. Right now it, it may be one use case, but again, you know, the use case probably needs to be bigger, like think AI led sales and marketing transformation, right? You know, not, I mean, not the five minute deficiencies, right, but the bigger impact use cases. But overall, I think, you know, the number one metric needs to be the return on investment. And the reason I would say that is that, you know, so if we, if we then if we look at it as shifting from experiments or, you know, point use case, you know, efforts to leading AI with a well-defined, well-architected, well-built AI estate, an integrated AI estate, right?

Then there is a big investment that companies are going to put into, you know, something that is not directly linked with every single use case.

So, so if you take that as a, you know, like, you know, look at it almost like a an investment into a, you know, I mean, go back 20 years ago, enterprise data warehouses, right? So, so you know, at that point, I mean, to me, I'm drawing some lessons out of it, right?

I mean, you know, EDW initiative or a big data initiative, you know, so you said it right. I mean, what is the purpose? So is the purpose to drive efficiency? Is the purpose to drive new revenue streams?

But then all of it still, you know, is needing investment. So what is the return on investment, right? Eventually now in order to define the ROI, the purpose needs to be defined. The, you know, returns need to be quantified reasonably well, right? And investments need to be defined and controlled, you know, governed very strongly. Otherwise you do get into that. I mean, if you go back 20, you know, before big data came in, everybody was on the enterprise data warehouse bandwagon.
And then after some five, 7-8 years, they said, you know, 8090% of the EDW initiatives do not deliver ROI.

Then everybody said it's the big data now, right? And then after 5-7 years, everybody said big data is not delivering the ROI. Now, as you know, professionals in the data on the AI board, we wouldn't want that to be repeated, right? So hence, start with the, you know, thinking of ROI right up front with the AI, right?
And now if you break that down, you know, ROI at an overall level, you know, in some cases it'll be efficiency, right?

But is the deficiency a 5 minute efficiency at an individual level or is that really translating into efficiency for a unit if not at an enterprise level, right? I mean, 5 minute efficiencies are nice. I mean, but it's not going to really contribute any, you know, dollar savings, right? Similarly, even on the business value impact, is it just impacting, you know, such a small subset that you know, your returns in order to not justify the investment? So you know, then it, it doesn't make sense to even pursue that use case, right. So, to me, I think that the ROI thinking will then, you know, portal it down, but obviously that's going to mean a very, very tight collaboration across business on IT.

It is no longer about just IT, it is business and IT more often than is going to be business-led, you know, beyond the establishment of an AI state, right?

So, so to me, that's why I would take it couple of notches higher, you know, onto ROI, which obviously will cover for efficiencies in the value creation, right Matt and Andt

Moderator: Dr. Andy Packham:

27:57
Yeah, Srini that's brilliant. Next question. And you can't say proof of concept. You can't answer proof of concept for this one. What should we stop doing in 2026? Srrini, do you want to?

Speaker: Srini Kompella
28:16
Oh, what should we what should we stop doing?

Moderator: Dr. Andy Packham:
28:18
Yeah, and you can't say proof, not do proof of concepts.

Speaker: Srini Kompella
28:21
Oh, we you should stop literally talking about AI and start doing.

Speaker: Matt Sinclair

You had me on a hook there, shouldn't you? I was like, stop talking about AI.

Speaker: Srini Kompella
28:42
So, so yeah, so we, we should, I mean, because look, I mean the technology is there. I mean, there are some industries which have benefited immensely, right? I mean, you're not seeing, I mean, the level of creativity that is coming in. And I mean, the consumer AI today is far outpacing the enterprise AI.

I mean, you know, the, the consumers are probably generating more value with the AI today than enterprises, right?

So that to me is is an indicator saying that, you know, it's, it's, it's about action.

It's just time for action, right? With the AI, it's, it's really in terms of, you know, saying the took, I mean, you know, Matt talked about it, right? I mean, there is, you know, there are different types of fears.

There is a FOMO as well, but there's a different, you know, various fears.

So, so and people are talking about it, but it's really, I mean to me, I mean, one thing we have to stop doing is, you know, stop talking and then shift into doing with AI.

Speaker: Matt Sinclair

Yeah,, my response was something similar.

It was, it was stop waiting. And so we actually had and, and it's similar to your talking kind of shiny because you have like this really 3 cohorts of people, right? There's those who are doing things with AI, those who are playing with AI and those who aren't doing anything.

And actually, when you look at organizations across all segments across the world, there's still a large portion of organizations who are yet to really dip their toes into even that playing phase of organization. Like we're whatever, 3-4 years into the Generative of AI journey. And the amount of people that, you know, certainly in Microsoft, we see the amount of organizations we see that are still like, hey, this Gen of AI thing, like, can we, can we get started with that now?

Like, is that a real thing? And so if your organization is like waiting to put a use case in production or even worse, waiting for the tech to be ready, you've already missed the wave. And so you better start sprinting the catch up. And, and it's, it's fascinating how many and it can be, you know, not just an organization in totality, but even, you know, business units within an organization. We have customers come in and they say, Oh, I heard from my marketing peer and such and such company, they're doing this use case. Should we start looking at that? What should we be doing? And I'm like, what are you doing? Like, why aren't you already thinking this through? Why aren't you already having this conversation? So people wait for the technology to be ready, but the technology is the worst it's ever going to be right now. And it's only going to get better. And so experimenting with those use cases.

And by the way, I'm a big fan of experimentation and POC, just as long as we call it that, like as long as we're not doing Pocs and calling it production or thinking we're like, so this whole like, hey, experimentation, play, what can the tech do? Can it, can it solve this use case now? OK, not yet.

Let's come back to it.
Like having, that culture of innovation, experimentation can actually be really healthy when done correctly. But some organizations are just sitting around going, I don't know, it feels scary.

Feels like it's not right. Yeah. You know, it feels like the tech's not ready.

I'm just going to wait. And unfortunately, they're the ones who are going to miss out because every day you're not doing something with AI, there's a chance for your competitors to leap ahead months, years, if they really kind of catch the wave of AI.
So stop waiting, it's my approach.

But I think it's very similar to what you mentioned Srini about stop talking and start doing

Speaker: Srini Kompella

Yep.

31:39
I mean, you know, as a great man once said, do or do not. There is no try.

Speaker: Matt Sinclair

Exactly.

Moderator: Dr. Andy Packham:

But I think it's so right.
31:43
I mean, I think we're all seeing customers now.
You know, some customers are making huge advantage and they're seeing, you know, dramatic shifts in in those K you know, those KPIs that they're measuring.
So you know, in some respects it shows that's not the technology.
You know, the technology is definitely good enough.
There is, you know, but it is complex and it's bringing together those, those three things people process and technology and looking at doing things very differently and that and that is that is hard to do.
So as we wrap up, just like to get any closing thoughts from both of you Srini, you want to go and any final thoughts?

Speaker: Srini Kompella
32:32
Yeah, look at you know what, once again, you know, really enjoyed the conversation Andy and Matt, right.

So, and to me, I mean, personally looking forward to, you know, how do we really accelerate, you know, I mean, the adoption of AI, right?
This is one of the most game-changing things to happen, right, you know, in our lifetime.

So the the opportunities here and Matt said it right.

I mean, the technology, I mean, this is probably the worst state of technology that we can be in.

That's you know, that's how much more, you know, is going to come.
So really excited with the possibilities, you know, on the kind of value we can create with the in the future, right.

Moderator: Dr. Andy Packham:

33:13
Yeah, Matt.

Speaker: Matt Sinclair
33:14
Yeah, my closing thoughts will be the same kind of message I've shared throughout the conversation, which I really enjoyed.

Thank you both Srini and Andy, you know, the AI is very important.
The AI is super exciting, is super, super shiny that data estate foundations, that fundamental, you know, cloud foundations and applications here like that really is what's going to help you grow even faster and get those use cases into production.

And so while you're experimenting with AI, while you're doing these proof of concepts, making sure you have that really solid data foundation well governed, you have those structured workflows and you're building that AI state that just kind of plugs in to help you scale not only quickly but securely.

That is really where it's worth investing at the time and even if that's incremental across your organization, it'll save you so much hassle and create so much value in the long run rather than just focusing on the shiny things like the LLMS.

Moderator: Dr. Andy Packham:

34:11
Yeah, so thanks.
Look, Srini, Matt, really, I have fantastic insights, been a fantastic conversation.
I've really enjoyed it.
I think for me big takeaway is, you know, there is a massive opportunity here, but it is hard.
It's not, it's not something that we can just sort of plug in and go.
You need to really, you know, Matt, you said it, you've got to focus on the data.
You've got to focus on modernizing the data and making sure you've got the governance there.
You know, by design at the beginning, not put at the not put at the end, you know, Srini measure what matters, what really matters, not just not just what's easy to maybe what's easy to measure, but make sure we also train, you know, we bring people along with this, this change.
And we're not just training people in AI, but training people about how to change their role with AI. I think that's a fundamental shift.

So look, thank you very much.
Matt and Srini, we really appreciate your partnership.
Really appreciate you taking the time out for this.
I've really enjoyed this conversation.
Thank you very much and thank you to everyone else for listening.

Speaker: Srini Kompella
35:17
Thank you.

Speaker: Matt Sinclair
35:18
Thank you both.