

# MAURO FLORES

## Chief Data & AI Officer

Enterprise Transformation | Business Value Through Data & AI | £10bn-Scale Remit

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## EXECUTIVE SUMMARY

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A Data and AI executive with an engineering foundation, hired to transform, turning trusted data and AI into measurable value for the business and its customers and leading the operating-model change that makes it stick. Most recently EVP, Data Democratisation at Virgin Media O2, leading a 300+ extended data organisation across a £10bn regulated business and enabling circa £500M in value. Foundations first, then AI adoption on governed data, then the decisions and value the business runs on: credible with boards on value and with technology leaders on how it is built.

## SELECTED CAREER HIGHLIGHTS

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- **Commercial value:** enabled circa £500M in business value across VMO2 data initiatives, for example the more than £250M of fraud VMO2 helped prevent (public Tableau customer story) and £100M+ in network investment optimisation.
- **Attributed floor:** directly attributed at least £23M in annualised benefit at VMO2 since July 2024 on a conservative basis, with a 2026 trajectory above £30M.
- **Customer trust and AI at scale:** co-led and built the measurement engine behind VMO2's Customer Trust Indicator, and scaled AI adoption to 2,500 of 5,000 Gemini Enterprise licences on governed data foundations.
- **Platform and P&L scale:** consolidated 9 BI and data platforms into one governed stack (£13M+ annual TCO cut), scaled self-service to 11,000+ users, and grew the MuleSoft EMEA Training & Certification P&L roughly tenfold through IPO and the Salesforce acquisition.

**Recognition:** British Data Awards 2026 winner, Data Team of the Year; Transformational Leader 2026, Anaplan Customer Awards; Google Cloud Next 2026 and Anaplan Connect London 2026 speaker.

## PROFESSIONAL EXPERIENCE

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### Independent Advisory

London, UK | Jul 2026 - Present

#### Strategic Advisor

Advising the Managing Director and leadership team of a leading UK enterprise data consultancy on strategy, positioning and growth in a changing data and AI market.

### Virgin Media O2

London, UK | Aug 2023 - Jun 2026

#### EVP, Data Democratisation | Enterprise Data & AI Transformation Remit

Hired to transform how a £10bn regulated telecoms and media business makes decisions, moving it from fragmented reporting and manual workarounds to governed data products, self-service and AI-ready foundations. Ran a 300+ extended data organisation across Data Strategy, Governance, Privacy, Business Intelligence, a Centre for Enablement (C4E), a Data & AI University, Data Culture, GTM, Innovation and Transformation, with ~100 data and analytics engineers, platform engineers and architects within it. Ran the function as a value centre: demand gated by signed-off business cases, value realisation tracked.

## PROFESSIONAL EXPERIENCE (CONTINUED)

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### Virgin Media O2 (continued)

- **Operating model and organisation:** moved the business from fragmented reporting, manual workarounds and weak ownership to governed data products, self-service and AI-ready foundations; aligned the Executive Committee to treat data as a certified product. The work was operating-model change, not dashboards.
- **Customer Trust Indicator:** co-led and built the measurement engine behind VMO2's new Customer Trust Indicator, the company's top customer experience measure, with the Consumer Strategy team. Developed the data engine and Experience Trust Indicator (ETI) on the enterprise data foundations the team created, turning hundreds of operational signals into a board-level decision tool.
- **Enterprise AI adoption:** scaled AI adoption across governed data, deploying 2,500 of 5,000 Gemini Enterprise licences alongside conversational analytics and data agents. Anchored adoption in certified business layers, governance, privacy and data-quality controls, never ahead of the trusted data foundations.
- **Enterprise data strategy:** aligned the Executive Committee to a modern data operating model that treats data as a certified product. Established dbt-governed business logic, Atlan metadata context, and AI risk workflows to secure and accelerate data access.
- **Adoption at scale:** scaled self-service data capability to 11,000+ Tableau users, 250+ certified data products and 200,000+ monthly views. Built the Data & AI University to train 6,000+ colleagues, including field programmes for 2,000+ technicians and store-level profitability tools in retail.
- **Platform and cost discipline:** consolidated 9 fragmented BI and data platforms into a single governed stack. Decommissioned legacy tools and expanded the Atlan marketplace, cutting annual platform TCO by £13M+ while strengthening lineage and data quality.

## RECOGNITION & SPEAKING

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**Speaking:** [Google Cloud Next 2026](#) speaker (data agents to production at scale); main customer keynote at [Anaplan Connect London 2026](#); main-stage speaker at the [Women in Data Flagship](#) two years running.

**Awards:** [British Data Awards 2026](#) winner, Data Team of the Year (20+ people), and finalist, Data Transformation of the Year; Transformational Leader 2026, Anaplan Customer Awards; Women in Data 2026 finalist across four categories.

**Advisory & policy:** represented Virgin Media O2 at a UK Government [Department for Science, Innovation and Technology \(DSIT\)](#) roundtable with the Minister for Digital Government and Data, advising on enterprise data-value creation, data exchanges and the regulatory safe spaces for compliant data and AI innovation, alongside Unilever, Experian, GSK and RELX.

**Coverage:** public [Tableau customer story](#) on how VMO2 helped prevent more than £250M of fraud and blocked 92M+ malicious texts, with a further [Interface Magazine](#) feature on democratising data as a cultural movement.

## GLOBAL DATA & PLATFORM LEADERSHIP

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Eight years inside two high-growth SaaS businesses, building the data foundations and commercial discipline that turned platform adoption into revenue and customer success. Ran P&L and revenue targets, built the intelligence leadership used to steer the business, and grew a regional P&L tenfold through IPO and acquisition.

### Salesforce

London, UK / Global | Jul 2018 - Aug 2023

#### Sr. Director, Global Data Strategy & Intelligence

Directed Global Data Strategy & Intelligence across Salesforce after the MuleSoft acquisition, reporting into headquarters in San Francisco and leading a globally distributed team including data and analytics engineers, platform engineers and architects. Owned the commercial Training & Certification agenda, driving global platform integration, data strategy and business reporting for senior leadership across Salesforce as the company scaled from ~35,000 to ~80,000 people and folded in acquisitions including Tableau and Slack.

- **Intelligence that steered the business:** built the data foundations, business layers and intelligence products Salesforce leadership used to track customer adoption, revenue quality and partner impact, with clear accountability for each system.
- **Education P&L and operations:** directed the Trailhead Academy EMEA Training & Certification business, owning P&L discipline, sales cadence and quarterly revenue targets while scaling a unified education operating model across the combined organisation.
- **Customer-success measurement post-acquisition:** unified Salesforce and MuleSoft certification into one learning platform so customer success could be measured across the combined base, partnering with product and engineering on the underlying architecture and data.
- **Trusted commercial reporting:** connected MuleSoft's data into Salesforce's core systems (Org62) so certification and training signals fed reliable commercial reporting, using automated API flows underneath.

### MuleSoft

London, UK / Global | Nov 2015 - Jul 2018

#### Head of Global Data Strategy & EMEA Training & Certification

Recruited as the first EMEA leader for Training & Certification during MuleSoft's high-growth phase, joining when the EMEA business was ~40 people. Built the regional business and founded the Global Data Strategy capability through scale-up, IPO and acquisition, with a workforce including a small, globally distributed engineering force across data and analytics, platform engineers and architects.

- **Commercial P&L scale:** grew the EMEA Training & Certification P&L from a ~£400k inherited base to £5M+ annual revenue, expanding from the UK into 10+ EMEA countries. Managed the regional P&L, quarterly targets and sales teams, selling directly and through systems integrators to drive platform adoption.
- **Data strategy initiative:** established early customer-success analytics by self-funding infrastructure after a budget rejection. Resolved a global-bank CIO's urgent ROI inquiry within 24 hours, building the executive trust that secured a milestone enterprise account.
- **Global Data Strategy & Intelligence:** secured CEO sponsorship to establish the Global Data Strategy & Intelligence team, designing business reporting layers and analysing how partner enablement and professional services influenced ACV and growth quality.
- **IPO and corporate transition:** maintained P&L discipline and data reliability through MuleSoft's IPO preparation, preserving operational continuity and carrying the data model through the Salesforce acquisition.

## EARLIER TECHNOLOGY LEADERSHIP

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### **Infomentum | Senior Practice Lead, Oracle Middleware & Digital Transformation**

**London | 2012 - 2015**

- Led the Oracle middleware and digital transformation practice across delivery, pre-sales, R&D and partner growth, with a practice including integration, middleware and software engineers and architects and data and analytics specialists (mainly UK), on complex enterprise client work for clients including ICON Plc, McDonald's, PPL, TRW and BAE Systems; helped move the Oracle partnership from Gold to Platinum.
- Designed enterprise integration solutions hands-on across WebLogic, WebCenter, ADF, SOA Suite and Java, connecting customer needs, commercial context and technical delivery.

### **Industrias Peñoles | Head of Digital Transformation**

**Mexico | 2007 - 2012**

- Led digital transformation for a 60,000-employee multinational mining and metals group (operations across Latin America and Europe, UK-listed Fresnillo plc), leading a team including software, data, integration and platform engineers, and modernising enterprise architecture across middleware, portals, BI, SOA and Oracle platforms.
- Moved the business from fragmented legacy systems toward reusable services, portals and data access, introducing enterprise BI capability and the conditions for a dedicated BI / Big Data function, with sponsorship across finance, HR, operations, sustainability and shareholder relations.

### **Tahi Systems | Founder & CEO**

**Mexico | 2002 - 2007**

- Founded and ran a technology business with full P&L ownership and a team including software, data and platform engineers, winning and delivering middleware, custom enterprise solutions, digital products and data-centric applications across government, higher education, construction and commercial clients.
- Built early social portal and digital engagement products before mainstream social media, with deep technical capability across Microsoft, Java, web, database and integration technologies.

### **MBSystems | Senior Consultant, Networks, Software & Systems Integration Mexico | 2001 - 2002**

- First consulting chapter: network, software and systems integration for major clients including Ford, including network engineers and systems integration specialists in the delivery teams.

## EVIDENCE, EDUCATION & CREDENTIALS

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### **EDUCATION & TECHNICAL FOUNDATION**

**Bachelor of Engineering, Computer Systems Engineering**, Monterrey Institute of Technology and Higher Education. Graduated top of generation; programme included academic collaboration with Carnegie Mellon University.

**Selected historical credentials:** MuleSoft Certified Architect / Instructor, CCNA, Java, and Oracle ADF, WebCenter, SOA and Cloud certifications.

**Languages and citizenship:** British and Mexican citizen, bilingual English and Spanish.

**Beyond the day job:** built and led LimaLama martial arts schools in Mexico and London alongside the technology career (2006 - 2023), training hundreds of students and developing instructors.