

Mauro Flores

Chief Data & AI Officer

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

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Current: Chief Executive Officer, Data, Analytics & AI Advisory, Monarca Group (Self-employed), Jul 2026 to present. Delivery, value creation, executive and strategic advisory.

IN ONE LINE

25 years, where the first half I built the technology, the systems and the integrations and the second half has been leading the people and the change that delivers the value at scale. I have stayed close to the build throughout, which is what lets me set the strategy, own the design, and drive it to measurable results.

WHAT I AM LOOKING FOR

Chief Data Officer, Chief Data & Analytics Officer and Chief AI Officer roles, and enterprise transformation at that level. **What decides it for me is the remit:** whether the mandate is real, whether the board is behind the change, and whether the scope is material. Based in London and open to UK and international searches.

MOST RECENTLY: EVP, DATA & AI (CHIEF DATA OFFICER LEVEL), VIRGIN MEDIA O2

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, and aligning the Executive Committee to treat data as a certified product. A 300+ extended data organisation, around 100 of them engineers and architects. **Run as a value centre: demand gated by signed-off business cases, value realisation tracked.**

Foundations

Nine BI and data platforms consolidated into one governed stack, cutting £13M+ from annual run cost. 250+ certified data products.

AI at scale

All 3,000 available Gemini Enterprise licences deployed on governed foundations, with adoption running ahead of supply, cutting time-to-production for a new agent from months to hours.

Adoption

11,000+ colleagues self-serving trusted data, supported by a Centre for Enablement, a Data & AI University and a Data Culture function.

Value

Circa £500M enabled across data-led initiatives. At least £23M directly attributed on a conservative basis since July 2024, on a 2026 trajectory above £30M.

TWO THAT MATTERED MOST

- **Customer trust.** Co-led and built the measurement engine behind VMO2's Customer Trust Indicator, the company's top customer-trust metric, on enterprise data foundations.
- **Fraud.** More than £250M of fraud VMO2 helped prevent, built in partnership with the fraud director and published as a Tableau customer story.

CAREER

Virgin Media O2	EVP, Data & AI (Chief Data Officer level)	2023 - 2026
Salesforce	Sr. Director, Global Data Strategy & Intelligence	2018 - 2023
MuleSoft	Head of Global Data Strategy & EMEA Training and Certification	2015 - 2018
Infomentum	Senior Practice Lead, Oracle Middleware & Digital Transformation	2012 - 2015
Industrias Peñoles	Head of Digital Transformation	2007 - 2012
Tahi Systems	Founder & CEO	2002 - 2007
MBSystems	Senior Consultant, Networks, Software & Systems Integration	2001 - 2002

BEFORE VIRGIN MEDIA O2

A couple of those I built from nothing, a couple I had to turn around.

- **MuleSoft, built from nothing.** I grew the EMEA Training & Certification P&L roughly tenfold, through the IPO and the \$6.5B Salesforce acquisition, then led it through post-acquisition integration across systems, product and process. Three months in I found they had no data function, so I founded one and ran it globally.
- **Peñoles, a 60,000-employee mining group,** where I led digital transformation across Latin America and Europe, and gave them their first enterprise BI. My first group-level programme.
- **Where the engineering started.** Networks, software and systems integration at MBSystems for clients including Ford, then five years running my own technology business with full P&L ownership.

HOW I WORK

I take accountability for the decisions and the outcome. I decide: the architecture, the platform, what we standardise on, and what we're not going to do. I'm also involved in the cost model, because that one gets away from you fast if not.

I'm an engineer and I've been an architect. I'm involved through the development lifecycle and ensure we adopt best practices, but to scale, my focus is on making my engineering team successful, making the hard decisions that affect our technical roadmap, and enforcing the right operating model to maintain or improve our engineering practices.

We cannot AI our way out of data we don't trust, so I start from the data foundation, one governed single source of truth, that the business actually agrees on. The operating model, the adoption and the commercial value follow from there. The other part of the job is stakeholder work, taking a board, an executive committee and the people who do the work to the same answer.

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. Women in Data 2026 finalist recognition across four categories.

PRACTICAL

London-based and available now. Open to UK and international searches. Bilingual in English and Spanish, and I have reported into US headquarters for most of the last decade.