



International
Institute of Information
Technology Bangalore



IIMU

भारतीय प्रबंध संस्थान उदयपुर
Indian Institute of Management Udaipur

For Data and Analytics Leaders

Chief Data & AI Officer Program

Dual Alumni Networks

24

Weeks

7

Modules

7

Applied CDAIO Decision Labs

5

Dossier Artefacts

The Elevation

Every Enterprise Needs a CDO/CDAIO. Few Data Leaders Are Ready.



Where You Are

- ✓ You've built and managed data teams
- ✓ You've owned analytics strategy for a business unit or product line
- ✓ You work with CIOs, CDOs, CTOs, and business leaders to translate data work into business metrics



The Authority Gap

- ✗ No enterprise data strategy ownership
- ✗ No P&L or budget defence experience
- ✗ No regulatory command across DPDP, RBI, SEBI, IRDAI
- ✗ No board-facing authority or C-suite political navigation
- ✗ Limited enterprise AI decision-making, governance, and investment framing



Where You Need to Be

- ✓ Own enterprise data and analytics strategy
- ✓ Defend a multi-crore data budget to the CFO
- ✓ Navigate CDO/CTO/CIO/CAIO politics and present to the board
- ✓ Operate the data office with governance cadences and regulatory compliance
- ✓ Build board-ready narratives for data and AI investment

This program closes the authority gap in 24 weeks.

7 Modules. 1 Campus Immersion. 5 Board-Ready Artefacts

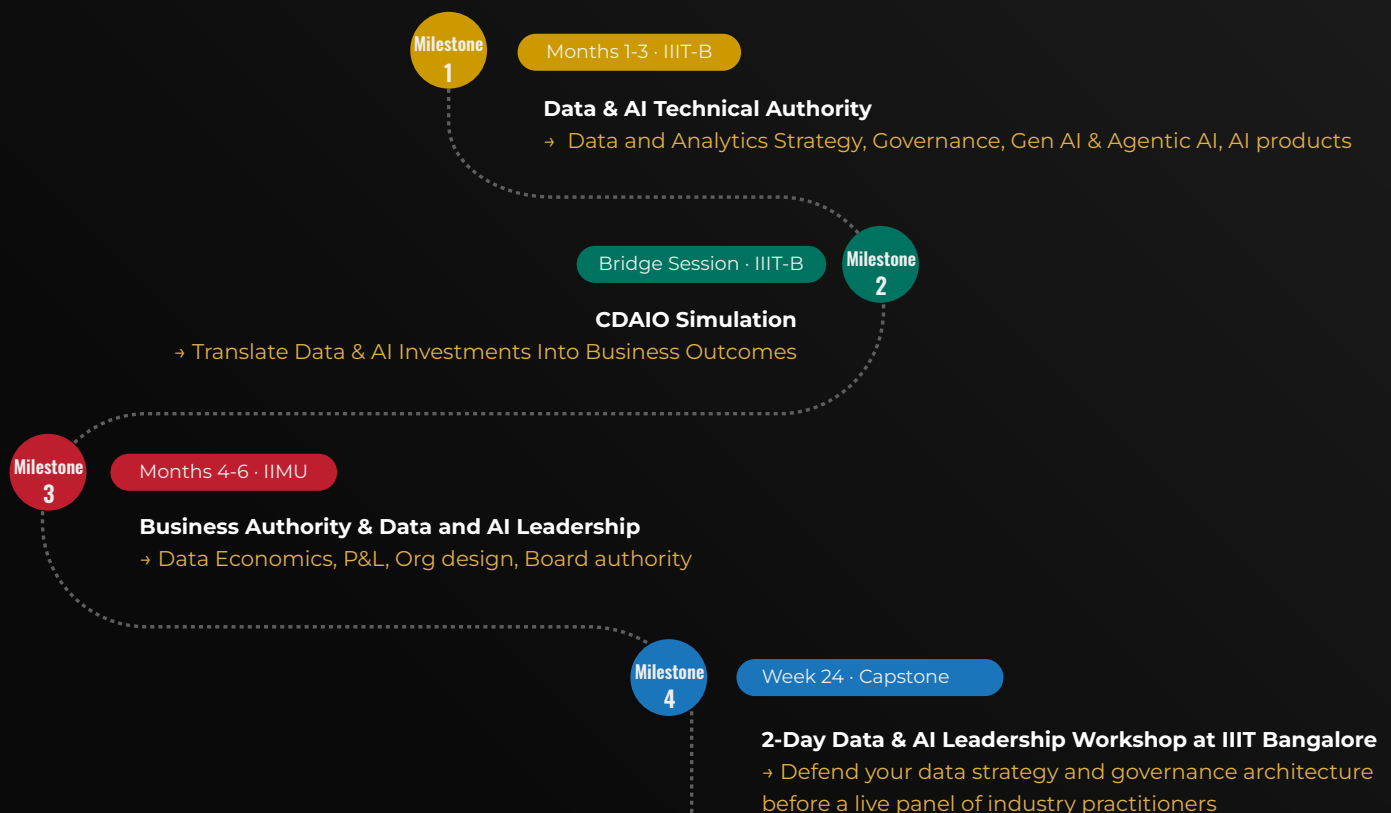
In 24 Weeks, You Will Be Able To

The Exit Capability

- 1 Own and execute an enterprise data and AI strategy across your organisation.
- 2 Construct and defend a data function P&L and investment case.
- 3 Build and execute a data monetisation strategy aligned to your organisation's commercial reality.
- 4 Drive innovation through AI governance, vendor evaluation, and scalable AI product design.
- 5 Navigate CDO/CIO/CAIO/CTO dynamics and build coalitions across the C-suite.
- 6 Operate the data office with governance cadences and regulatory compliance - across DPDP, RBI, SEBI, and IRDAI.
- 7 Lead organizational change - build a data-first culture, deploy enterprise analytics literacy, and design the data organisation from the ground up.
- 8 Execute a structured CDO/CDAIO first 100 days - stakeholder map, governance cadence, and structural moves from day one.

Here's How You Get There.

~7 hrs/week | 24 weeks | 160+ learning hours



Architecture

7 Modules | One Board-Ready Strategic Dossier

Technical authority alone is not enough. Business fluency alone is not enough. A CDAIO needs both.



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Data & AI Technical Authority

The technical authority a board expects from its CDAIO.

Module 1

Module 2

Module 3

Module 4



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Data as Business

The business fluency that defines a Data and AI Leader.

Module 5

Module 6

Module 7

BRIDGE SESSION · IIIT-B-LED

CDAIO Simulation: Translate Data & AI Into Business Outcomes

Capstone · Board-Ready Strategic Dossier

1. Board Memo
2. 3-Year Data & AI Roadmap
3. CFO Investment Case
4. CDAIO 100-Day Mandate Plan
5. Board Presentation Deck

Highlights

Program Highlights

A program designed to build readiness across technical authority and board-level leadership.



Applied CDAIO Decision Labs

Covering budget defence, governance, stakeholder navigation, and board-level trade-offs



Board-Ready Strategic Dossier

Five executive artefacts built across 24 weeks. Defended under realistic board-level constraints. Use it in CDO interviews and board



Built for Indian Governance Reality

A CDAIO-specific program with DPDP, RBI, SEBI, and IRDAI regulations built into the curriculum as operating frameworks.



Dual Executive Alumni Networks

IIIT-B and IIM Udaipur. Two networks. Access to India's top data and business leadership communities.



A Room of Senior Data Leaders

Peer cohort of senior data and analytics leaders across BFSI, GCCs, IT/ITES, and healthcare.

Format: 24 Weeks. 160+ Learning Hours. Live + Recorded Sessions. 1 Campus Immersion at IIIT-B

No traditional long-form written examinations.

Assessment combines MCQs with applied assignment deliverables.

2-week pre-work before Day 1.

Data maturity self-assessment, data estate one-pager, stakeholder map, and cohort introductions. You start building artefacts before Week 1.

Differentiation

What This Program Covers Differently



- **Tech + Business Capabilities**
Technical depth combined with strategic leadership training
- **CDAIO-Specific, Not Generic**
Every module framed for the CDAIO mandate. No generic data science or digital
- **India's Regulatory Grid**
Built into the curriculum through cases, applied discussions, and governance frameworks
- **P&L Ownership & Data Economics**
Data asset valuation, P&L construction, CFO investment cases. Built through live budget defence exercises
- **C-Suite Political Navigation**
CDO/CTO/CIO/CAIO dynamics, failure mode analysis, 100-day mandate planning. Taught through syndicate simulations
- **Board-Ready Strategic Dossier**
Five executive artefacts, defended under realistic board-level constraints

Many **management programmes** focus on strategy, while **analytics programmes** focus on technical depth. This program is designed to combine both through a CDO/CDAIO-specific lens.

Two Institutions

One CDO/CDAIO-Ready Leadership Path



International
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Technology Bangalore

India's Leading AI & Technology Institute

- ▶ **A+ NAAC Accredited**
India's highest institutional quality benchmark
- ▶ 5000+ research papers, 100+ patents, and strong industry ties

What You Master

- Data strategy & enterprise architecture
- Data governance & regulatory grid
- GenAI & Agentic AI playbook
- AI products & production scaling



Accredited



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Indian Institute of Management Udaipur

Globally Recognised Business School

- ▶ **AACSB Accredited**
Recognised among globally accredited business schools
- ▶ Featured in FT and QS global rankings across consecutive years

What You Master

- Data economics & P&L ownership
- Org design & change management
- Board authority & political navigation
- CDAIO 100-day mandate & personal brand strategy



Top 6% globally



Ranked for 6 Years

BRIDGE SESSION




























Translate Data & AI Investments Into
Business Outcomes





IIIT-B

Comparison

A Program Designed for Expert Depth Across All 9 CDO/CDAIO Skills

Indicative comparison based on publicly available program information as of 2025.

Core CDO/CDAIO Skill	Mgmt Prog	Analytics Prog	IIIT-B + IIMU
Data Strategy & Enterprise Arch			
Data Governance & Regulatory Grid			
GenAI & Agentic AI Decision Playbook			
AI Products & Production Scaling			
Data Economics & P&L Ownership			
CDO Political Navigation & Board Authority			
CDO/CTO/CIO/CAIO Dynamics			
Org Design & Change Management			
Board-Ready Strategic Dossier			

 Missing  Light  Adequate  Expert Depth

Management programmes build business strategy but lack depth in analytics, and completely miss data strategy, governance and regulation. Analytics programmes build architecture but miss leadership framing, P&L understanding, and board authority.

The Chief Data and AI Officer program from IIIT-B and IIMU covers both - across all 9 competencies listed above.

Competencies are developed through decision labs, case discussions, workshops, and the board-ready Strategic dossier.

Program Faculty

Core Faculty · Data & AI (IIIT-B)



Prof. Chandrashekar Ramanathan
Dean (Academics), IIIT-B



Teaches:
Data Architecture, Enterprise Systems, Cloud Strategy



Prof. V. Sridhar
Professor, IIIT-B



Teaches:
Data Governance, Regulatory Foresight, DPDP Compliance

Core Faculty · (IIMU)



Prof. Anirban Adhikary
Program Director, IIMU



Teaches:
Operations Management, Quantitative Methods and Information Systems



Prof. Vijayta Doshi
Program Faculty, IIMU



Teaches:
Organizational Behavior and Human Resource Management



Prof. Arun C.R.
Program Faculty, IIMU



Teaches:
Operations Management, Quantitative Methods and Information Systems



Prof. Ashok Banerjee
Program Faculty, IIMU



Teaches:
Finance and Accounting

Module 1 · Weeks 1-3

Data Strategy & Enterprise Architecture for the AI Age

The average CDO tenure is 2.4 years. The most common reason for early exit? A data strategy that never connected to business priorities.

- ✓ Enterprise data maturity diagnostic, AI-readiness gap analysis
- ✓ Architecture decision-making: lakehouse, mesh, fabric, streaming, hybrid
- ✓ Build-buy-partner decisions; TCO, vendor lock-in, multi-cloud strategy
- ✓ Build operating scorecards covering data quality, AI adoption, governance, and business impact

Your Deliverable

Enterprise Data Maturity Assessment, Data Strategy Roadmap & CDAIO Operating Scorecard Draft

Module 2 · Weeks 4-6

Data Governance, Quality & India's Regulatory Grid

HDFC Bank operates under RBI, SEBI, DPDP, and soon the full DPDP Rules 2025 framework, simultaneously, for 60 million customers. If your governance model cannot hold, your CDO/CDAIO tenure ends with a compliance failure.

- ✓ Governance operating model with council composition, decision rights, escalation
- ✓ DPDP Act 2023, DPDP Rules 2025, RBI data localisation, SEBI, IRDAI compliance
- ✓ Cross-border data flow governance for GCC and multinational contexts
- ✓ Data/AI cybersecurity, CDO-CISO relationship, and breach response governance
- ✓ Governance cadences: monthly data council agenda, quarterly compliance review, annual board report

Your Deliverable

Enterprise Data Governance Framework, Regulatory Compliance Architecture, DPO Accountability Map & Governance Cadence Design

Module 3 · Weeks 7-9

GenAI & Agentic AI: The Data Leader's Decision Playbook

Your CEO will ask you to do something with AI within your first 30 days. Your CTO will propose a vendor. Your CFO will ask what it costs. Your board will ask if it is safe. This module equips you to answer all four credibly.

- ✓ CDO AI Infrastructure Decision Framework; LLM economics, model selection trade-offs
- ✓ GenAI data layer: RAG, vector databases, context architecture, knowledge graphs
- ✓ Agentic AI governance: lineage, quality gates, multi-agent audit trails
- ✓ Post-deployment model monitoring: drift detection, performance tracking, model risk frameworks
- ✓ AI vendor evaluation scorecard, TCO, lock-in, and exit strategy

Your Deliverable

CDAIO AI Strategy Document, Vendor Evaluation Report & Model Risk Framework

Module 4 · Weeks 10-12

AI Products, Scaling & Production AI Governance

96% of AI pilots never reach production. The CDO who can close that gap becomes indispensable. The CDO who cannot is replaced by a CAIO who can.

- ✓ AI-native data products with data contracts, SLAs, and measurable adoption targets
- ✓ Pilot-to-production gap: data readiness, quality gates, cross-functional coordination
- ✓ AI CoE design: centralised, embedded, hub-and-spoke, federated models
- ✓ Responsible AI and broader data ethics: bias, fairness, EU AI Act, surveillance and consent, algorithmic ethics in Indian contexts

Your Deliverable

AI Product & Scaling Strategy, Responsible AI Framework

MID-PROGRAM QUALITY CHECKPOINT · END OF BLOCK 1

Faculty review all four Block 1 deliverables.

BRIDGE SESSION · IIIT-B-LED

CDAIO Simulation: Translate Data & AI Investments Into Business Outcomes

Realistic scenario with hostile CTO, messy data estate, RBI audit, constrained budget. Syndicate-based CDAIO action plan. Simulated board presentation.

Module 5 · Weeks 14-17

Economics of Data & AI: Investment, Monetisation & the Data P&L

The single most common reason CDAIOs lose headcount is not technical failure. It is an inability to prove financial value. This module makes you CFO-ready.

- ✓ Data asset valuation using income, cost, and market approaches
- ✓ Data function P&L: revenue lines, cost structure, AI FinOps, margin analysis
- ✓ Monetisation models weighted for Indian reality (70% indirect / 20% API / 10% direct)
- ✓ CFO-facing investment cases: NPV, IRR, payback, scenario analysis, EBITDA impact

Your Deliverable

Data Asset Valuation, Data P&L, Monetisation Strategy & CFO Investment Case

Module 6 · Weeks 18-20

Building the Data-First Organisation

73% of data transformation initiatives fail due to cultural and structural barriers, not technical ones. This module gives you the playbook to beat those odds.

- ✓ Organisation diagnostic: cultural, structural, and political barriers to data transformation
- ✓ Data org design: federated, centralised, hub-and-spoke models, role architecture, reporting lines, data ownership resolution
- ✓ India-specific change dynamics: informal authority networks, PSB/family-business cultures, Kotter and ADKAR for Indian contexts
- ✓ Enterprise data literacy deployment: tiered learning paths, adoption metrics, executive sponsorship
- ✓ Stakeholder dynamics: framing data value for non-technical executives, managing CTO conflicts, building informal authority

Your Deliverable

Org Diagnostic, Org Design with Role Architecture, Change Management Roadmap, and Data Literacy Deployment Plan

Module 7 · Weeks 21-23

The CDAIO Mandate: Board Authority, Political Navigation & the First 100 Days

The CDO/CDAIO role has the highest C-suite turnover rate. Five specific failure modes account for most early exits. This module teaches you to survive them.

- ✓ CDO/CTO/CIO/CAIO dynamics, coalition-building, CAIO coexistence framework
- ✓ Board communication: 15-min data strategy for non-technical audiences, crisis comms for AI failures and DPDP penalties
- ✓ CDAIO first 100 days: stakeholder mapping, quick wins, structural moves, office design
- ✓ CDAIO-to-board pipeline: transitioning to advisory roles and independent directorships.

CDO/CDAIO FAILURE MODES

Why do they fail? This module names the 5 reasons and builds structural protections against each.

Your Deliverable

CDO/CDAIO 100-Day Mandate Plan, Board Presentation Deck, and CDO/CTO/CIO/CAIO Accountability Framework

Capstone · Weeks 24

The capstone uses the key module deliverables as the basis for a **Board-Ready Strategic Dossier**. Learners collate and integrate these deliverables into five executive artefacts

Board Memo	Data maturity diagnosis, strategic priorities, governance posture, AI-readiness, and regulatory status
3-Year Data and AI Roadmap	Phased initiative plan with architecture, data products, AI scaling milestones, and governance evolution
CFO Investment Case	Data P&L, monetisation projections, FinOps model, NPV/IRR, budget defence strategy
CDAIO 100-Day Mandate Plan	Stakeholder map, quick wins, structural moves, CAIO coexistence plan, failure mode protections
Board Presentation Deck	15-minute synthesis of all four artefacts for non-technical decision-makers

Enterprise Challenges. Your Strategic Dossier Starts Here.



Reliance Jio

Data Architecture as a Business Model

How does a digital-scale enterprise turn its data architecture into the foundation for customer growth, ecosystem expansion, and business model advantage?



HDFC Bank

Unified Governance Across Regulatory Pressure

How does a large bank govern data across RBI, SEBI, DPDP, and AI requirements while serving millions of customers under constant regulatory scrutiny?



Flipkart

AI Recommendation and Pricing Architecture

How do recommendation, pricing, and product discovery engines operate when AI must personalize decisions across hundreds of millions of products?



JPMorgan Chase

AI Agents Across Contracts, Payments and Fraud

What happens when AI continuously scans contracts, payments, fraud signals, and risk patterns across one of the world's most complex financial institutions?



Swiggy

AI-Native Data Products at Scale

How do you design data products that power real-time decisions across demand, delivery, restaurants, customers, and operations in 500+ cities?



PhonePe

Real-Time Data Platform at Transaction Scale

What kind of data platform supports real-time decisions, risk controls, and product intelligence across hundreds of millions of digital transactions?



ICICI Bank

Scaling AI from Pilots to Production

How does a bank move AI initiatives beyond experimentation into production systems with governance, ownership, risk controls, and measurable business impact?



Unilever

Driving Data Adoption Across 60,000+ Employees

How does a global enterprise build data adoption across functions, markets, and leadership layers so analytics becomes part of everyday decision-making?



Bajaj Finance

CDO Authority in a Complex Matrix

How does a data leader build authority, influence, and decision rights across business, technology, risk, and leadership stakeholders in a matrix organisation?

Disclaimer: The case study list is indicative and is subject to change based on the discretion of the faculty in keeping with student feedback and industry trends.

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Immersion

2 Days You Can't Replicate Online

Peer syndicate work, live enterprise architecture access, and guided strategy building that doesn't happen through a screen.

2-Day Workshop · IIIT-B Campus

Data & AI Strategy Workshop

Led by Industry Practitioners

- ✓ Identify and prioritise the highest-impact data & AI opportunities for your own organisation
- ✓ Design a data layer and governance model with peer syndicate feedback
- ✓ Assess data readiness, governance maturity, regulatory exposure, and AI feasibility
- ✓ Map compliance obligations across DPDP, RBI, SEBI, IRDAI
- ✓ Building an implementation roadmap with phased milestones
- ✓ Refine the CFO investment case and 100-day mandate plan

Outcome

A validated initiative pipeline and implementation roadmap for your organisation

Agendas are indicative and subject to change.



Dossier

The Portfolio That Prepares You for the **CDO/CDAIO Mandate**

Across every module, you build a real CDAIO strategy for your own organisation. Each artefact develops incrementally with faculty feedback - no last-minute sprint.



Board Memo

Data maturity, strategic priorities, governance, AI-readiness. (Modules 1, 2, 3)

CFO Investment Case

Data P&L, monetisation projections, NPV/IRR, budget defence strategy. (Module 5)

3-Year Data & AI Roadmap

Architecture, data products, AI scaling, governance evolution. (Modules 1, 3, 4)

CDAIO 100-Day Mandate Plan

Stakeholder map, quick wins, structural moves, CAIO coexistence, failure mode protections. (Modules 6, 7)

Board Presentation Deck

15-minute synthesis for non-technical decision-makers. Defended under realistic board-level constraints.

This Isn't an Academic Exercise

- Present it to your CEO and board
- Show it in CDO/CDAIO interviews as proof of strategic authority
- Apply it immediately to transform your organisation

Is This Program Right For You?

Designed for Leaders Ready to Take on the C-Suite



Data & Analytics Leader

You have built data teams and delivered analytics at scale.

This program gives you the strategy, governance, and financial frameworks to own the data function at the enterprise level.



GCC Analytics & Data Leader

You have global delivery depth and a strong analytics track record.

This program adds enterprise data authority, India regulatory fluency, and the financial language to lead data strategy at the C-suite level.



Data Engineering AI / ML Leader

You have scaled pipelines and AI systems.

This program gives you the business and governance frameworks to translate that technical depth into enterprise-wide data leadership.



Founders, CDO's/CTOs/CIO's & Senior Consultants

You have operating leadership, direct data and technology ownership, or deep advisory experience.

If data strategy is central to your mandate, this program is built for you.

Eligibility Requirements

- Bachelor's degree (any discipline)
- Minimum 8 years of professional experience

Prior AI/ML implementation experience is not required; however, applicants should have relevant data, analytics, technology, or business leadership experience.

Two Institutions. One CDO/CDAIO–Focused Credential.



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This is to certify that

Participant's Name

has successfully completed the

Chief Data & AI Officer Program

jointly conducted by the International Institute of Information Technology Bangalore
and the Indian Institute of Management Udaipur
on <<Datest Month Year>>

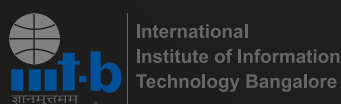
Prof. Debabrata Das
Director, IIIT-B

Prof. Chandrashekar Ramanathan
Dean (Academics), IIIT-B

Prof. Shobhit Aggarwal
Chairperson, Executive Education, IIMU

Prof. Ashok Banerjee
Director, IIMU

Join Two Elite Executive Alumni Networks



IIT-B Executive Alumni



India's Leading AI and Tech Professionals

- Access to annual alumni events, tech talks, research seminars
- Networking opportunities with AI researchers, tech entrepreneurs, and engineering leaders



IIMU Executive Alumni



Global Business Leaders and Strategic Executives

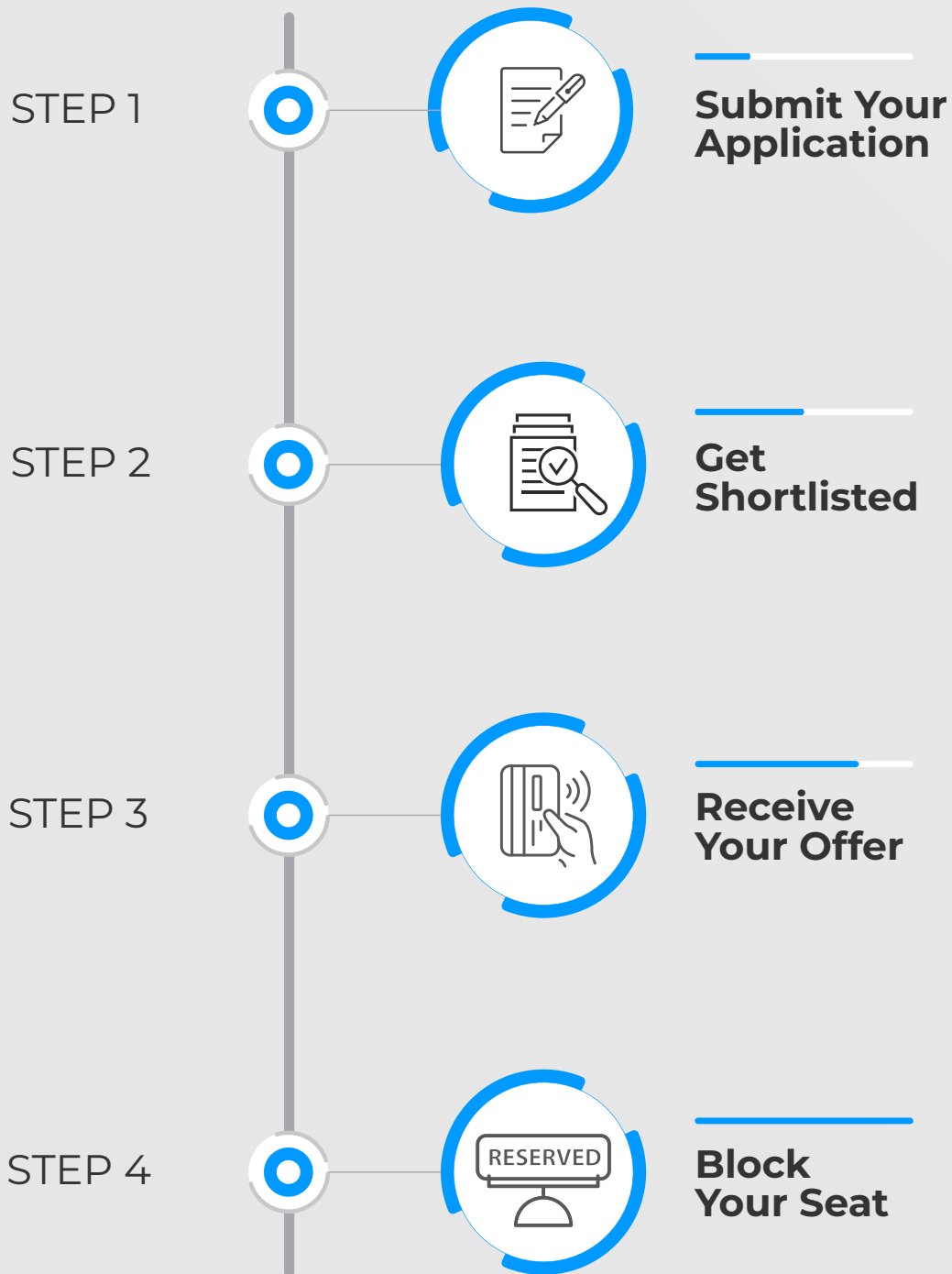
- A permanent lifetime mail id with iimu.ac.in domain will be provided
- Invite to Alumni events across cities for networking with overall institute alums
- Lifetime ID card
- IIMU alum will be provided with a health card with unique benefits
- Any newsletters or articles released by IIMU will be shared/circulated with them
- Any program (non-degree) under ExEd will attract a 10% discount for the Alumni of IIMU
- As a stakeholder, ExEd Alumni will have the privilege to represent IIMU in participating in the ranking process of FT. A questionnaire will be sent to select Alumni for filling the data
- Select Alumni in senior positions may be invited for mentoring under L&D for the full-time students
- Will have access to yearly magazines part of IIMU releases

Disclaimer: Executive Alumni status of IIT-B is subject to the paying of an annual executive alumni membership fee

Admissions & How To Apply

Eligibility Criteria

Bachelor's degree with a minimum of 8 years of work experience, including relevant data/analytics, technology, or business leadership exposure



After 24 weeks, you'll walk into the CDAIO role and own it.



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