# F5 regional CXO roundtable series

## Jakarta edition

## Architecting the AI-enabled enterprise

Key takeaways | January 16, 2025

# Lessons from the Jakarta CXO roundtable

*An actionable path to scaling AI for business outcomes*
*16 January, 2025*

## Executive summary

Indonesian enterprises are eager to harness AI for a competitive advantage but face challenges from legacy systems, regulatory hurdles, and cultural skepticism. On Jan 16, 2025, F5 hosted a roundtable in Jakarta, Indonesia, bringing together 12 senior leaders from banking, retail, insurance, finance, and aviation to tackle these issues. The discussion focused on practical AI applications, such as fraud detection and customer churn analytics, and modernizing data systems to align with Indonesia's Personal Data Protection (PDP) Law. Leaders emphasized starting with internal tools, like employee copilots, to demonstrate ROI, addressing skill gaps through training, and managing costs with self-funded models in a price-sensitive market. The conversation uncovered shared priorities and strategies uniting these sectors.

This report is structured around five focus areas that leaders must align on to move from experimentation to execution:

- **Strategic imperatives:** Integrating AI into operations with cost-efficient internal tools, PDP-compliant data systems, and self-sustaining funding.
- **Critical challenges:** Tackling legacy infrastructure, regulatory risks, skill shortages, and financial misalignment.
- **Implementation approach:** Deploying agile, secure, and compliant AI systems for scalable adoption.
- **Success metrics:** Tracking gains in efficiency, cost savings, customer satisfaction, and PDP adherence.
- **Next steps:** Initiating pilots, reinvesting returns, ensuring compliance, and building governance and skills.

## 1. Strategic imperatives for AI readiness

The roundtable identified six priorities to drive scalable, outcome-focused AI adoption.

## 1.1 Conduct an AI Readiness gap assessment

**Insight:** Organizations often launch AI pilots without understanding gaps in data, infrastructure, or skills, leading to inefficiencies.

**Recommendation:** Perform a structured gap analysis to benchmark readiness and guide investments.

**Actions**

- Audit team capabilities, data flows, and infrastructure readiness.
- Map gaps across AI dimensions — technology, talent, compliance.
- Use this baseline to prioritize funding and capability building.

## 1.2 Align AI initiatives with business outcomes

**Insight:** AI initiatives gain traction when tied to measurable KPIs like fraud reduction or sales growth.

**Recommendation:** Prioritize business-led use cases with clear ROI to secure buy-in.

**Actions**

- Engage business leaders to select high-impact use cases (e.g., fraud detection, churn analytics).
- Define success metrics like revenue uplift or process efficiency.
- Launch pilot workshops to align AI with strategic priorities.

## 1.3 Strengthen data foundations

**Insight:** Siloed data and legacy systems hinder AI, especially under PDP's localization and governance mandates.

**Recommendation:** Prioritize real-time, governed data pipelines over batch processing. Data lineage, contextual tagging, and access control should be embedded at source.

**Actions**

- Assess data quality and accessibility across systems.
- Consolidate and clean datasets for model training.
- Deploy observability tools to monitor data quality and PDP compliance.

## 1.4 Design hybrid AI infrastructure

**Insight:** Cost, latency, and regulatory needs favor hybrid cost-on-premises models over single-environment solutions.

**Recommendation:** Develop a hybrid architecture to optimize workload placement and cost.

**Actions**

- Classify AI workloads by compliance and sensitivity.
- Use policy-based orchestration to manage hybrid environments.
- Implement FinOps practices to monitor AI infrastructure ROI.

### 1.5 Institutionalize AI governance

**Insight:** Uncontrolled AI usage risks PDP non-compliance and operational errors as adoption grows.

**Recommendation:** Governance should span data handling, model usage, access control, and output explainability — from pilot to production.

**Actions**

- Integrate AI governance into enterprise risk and compliance systems.
- Deploy guardrails such as model versioning, audit trails, and access logs.
- Stay aligned with regional laws such as Indonesia's PDP Act.

### 1.6 Build Center of Excellence (CoE) for scalability

**Insight:** Centralized AI teams accelerate experimentation, reuse, and cross-functional alignment.

**Recommendation:** Establish a CoE to standardize and scale AI initiatives.

**Actions**

- Staff with cross-disciplinary experts (data science, infrastructure, compliance).
- Deploy reusable frameworks for model deployment.
- Document best practices to streamline future projects.

## 2. Critical challenges

The roundtable highlighted key challenges that enterprises must address to sustain AI adoption.

### 2.1 Legacy systems and data fragmentation

**Mitigation:** Modern infrastructure with middleware and real-time pipelines to unify the data access across legacy and modern platforms.

**Action:** Prioritize data architecture modernization alongside AI initiatives.

### 2.2 Cost scalability

**Mitigation:** Implement ROI-based prioritization and real-time cost monitoring, and hybrid cloud-on-premises models.

**Action:** Develop budget controls with finance using FinOps and reinvest pilot savings.

### 2.3 Skill gaps and cultural resistance

**Mitigation:** Address AI anxiety through transparent communication and upskilling programs.

**Action:** Launch campaigns to position AI as a productivity enhancer, integrated with role-specific training.

### 2.4 PDP Regulatory compliance

**Mitigation:** Engage regulators early and align deployments with local norms using privacy-by-design principles.

**Action:** Use local cloud providers for sensitive workloads and implement risk assessment frameworks.

### 2.5 Budget misalignment

**Mitigation:** Democratize budgets by tying AI funding to business unit outcomes and reinvesting savings from early wins.

**Action:** Allocate seed funding for pilots, with savings funnelled into further AI initiatives.

## 3. Implementation plan

The roundtable emphasized a modular, secure, and hybrid architecture to scale AI effectively.

### 3.1 Design principles

**Modular** : Containerized models for portability.

**Interoperable** : API-driven integration with legacy systems.

**Secure** : Treat AI pipelines as threat surfaces.

**Auditable** : Ensure traceability of inputs and outputs.

### 3.2 Architecture components

**Data layer:** Real-time, PDP compliant pipelines with metadata management.

**AI layer:** Reusable models for analytics and automation.

**Governance layer:** Compliance dashboards and role-based access controls.

**Integration layer:** APIs to embed AI into CRM, ERP, and other systems.

### 3.3 Implementation steps

- **Audit readiness:** Conduct gap analysis to prioritize investments.
- **Align use cases:** Pilot high-ROI internal tools like copilots.

- **Modernize data:** Build PDP-compliant data pipelines.
- **Embed governance:** Deploy monitoring and compliance tools.
- **Scale hybrid systems:** Use containerized architectures for flexibility.

## 4. Success metrics

A successful AI program must be measurable across multiple dimensions to ensure AI projects deliver tangible value and support long-term enterprise transformation.

- **Business value:** Track revenue growth, cost savings, and improved customer experience.
- **Operational efficiency:** Measure productivity gains, reduced data query times, and streamlined processes.
- **Compliance and governance:** Monitor adherence to regulations like Indonesia's PDP law with metrics such as zero breaches and audit-ready dashboards.
- **Innovation velocity:** Track pilots launched, speed to deployment, and model reuse across functions.

**Action:** Use real-time dashboards to track ROI, efficiency, compliance, brand impact, and innovation pace—then reinvest savings from successful pilots to fuel ongoing AI growth.

## 5. Next steps

To translate insights into action, the roundtable outlined practical steps for CXOs:

- **Launch pilots with sustainable funding:** Start with internal use cases, reinvesting savings to fuel innovation.
- **Modernize data with regional support:** Build real-time data pipelines, leveraging local cloud providers for compliance.
- **Embed governance and skills:** Enforce robust governance and invest in training to drive AI literacy.
- **Build a CoE:** Establish a Center of Excellence to centralize expertise and coordinate AI initiatives.
- **Foster diversity and inclusion:** Ensure diverse representation in AI initiatives to drive innovation and address talent gaps.

By aligning technology with business outcomes and fostering innovation, the Jakarta roundtable outlined a clear path for enterprises to lead in an AI-ready, rapidly evolving digital landscape.

## Attendees

| Name | Company | Designation |
|---|---|---|
| Ahmad Rudi Hartono | Direktorat Jenderal Pajak | Kepala Subdirektorat Pengelolaan Infrastruktur dan Keamanan Sistem Informasi |
| Ardya Dipta Nandaviri | Kalbe Farma | Head of Data Science |
| Edy Susanto | Trans Retail Indonesia | Director of Information Technology |
| Galih | Direktorat Jenderal Pajak | |
| Hafidz Aulia Bhumi-wardhana | Citilink | Group IT Head |
| Ivan Irawan | Kredit Biro Indonesia | Director of Information Technology |
| Iyan Waer | Adira Finance | Head of Digital Product and Engineer-ing |
| Melisa Hendrawati | Superbank | Chief Financial Officer |
| Sigit Prihatmoko | Bank Negara Indonesia | Vice-President Corporate Innovation Center |
| Sonny Supriyadi | Maybank | Chief Data Officer |
| Vikash Kumar Sinha | Prudential Indonesia | Vice President Director |
| Yasril Syaf | Penjaminan Infrastruk-tur Indonesia | Vice-president, IT Strategy, Enterprise & Solution Architect |