F5 regional CXO roundtable series

London edition

Architecting the AI-enabled enterprise

Key takeaways | May 13, 2025

Lessons from the London CXO roundtable

An actionable path for scaling AI for business outcomes
13 May 2025, London

Executive summary

As AI reshapes industries, enterprises face the urgent challenge of scaling from exploratory pilots to transformative, enterprise-wide deployments. On May 13, 2025, the F5 CXO Roundtable in London convened over 10 senior leaders from financial services, insurance, consulting, and technology sectors to explore bold strategies for architecting AI-enabled enterprises. Hosted in London—a global leader in AI innovation, ranked third in Stanford's Human-Centred AI (HAI) index—the discussion revealed a sophisticated blend of enthusiasm and caution, reflecting the UK's mature AI ecosystem. Participants grappled with complex barriers: fragmented data ecosystems, governance challenges, talent scarcity, and the tension between immediate ROI and long-term strategic vision.

This report distills the roundtable's rich dialogue into actionable, thought-provoking priorities for CXOs, emphasizing AI's potential to redefine industries while addressing ethical, societal, and technical complexities.

- **Strategic imperatives:** Harness AI to create new markets and business models, not just optimize existing processes.
- **Critical challenges:** Overcome data fragmentation, governance gaps, and the rapid pace of technological change.
- **Implementation approach:** Build secure, hybrid, and quantum-ready AI architectures for scalability and innovation.
- **Success metrics:** Measure impact through market expansion, societal value, and ethical compliance.
- **Next steps:** Prioritize visionary leadership, robust governance, and cross-industry collaboration.

1. Strategic imperatives for scaling AI

The roundtable identified five forward-looking priorities to position enterprises as AI-driven innovators, drawing on London's advanced AI discourse.

1.1 Redefine business models with AI

Insight: AI's transformative potential lies in creating new markets and revenue streams, not merely enhancing efficiency.

Recommendation

- Move beyond cost-cutting to leverage AI for market expansion, such as hyper-personalized insurance products or biometric payment systems.
- Treat AI as a catalyst for reimagining business models, akin to the internet's impact in the 2000s.

Actions

- Identify opportunities for AI to create novel products, such as parametric insurance or AI-driven advisory services.
- Align AI initiatives with long-term strategic goals to drive competitive differentiation.
- Foster a culture of innovation that encourages experimentation with new AI-driven markets.

1.2 Balance internal and external AI applications

Insight: While internal use cases (e.g., coding assistance, customer support) are scaling rapidly, customer-facing applications lag due to heightened trust and security requirements.

Recommendation

- Prioritize high-impact external applications, such as personalized client experiences, while maintaining rigorous governance.
- Invest in high-quality datasets, robust model architectures, and stringent security to enable public-facing AI.

Actions

- Deploy customer-facing AI in low-risk, high-value areas like fraud detection or chatbots.
- Strengthen data and governance frameworks to support external AI deployments.
- Build trust through transparent, secure, and compliant AI systems.

1.3 Build quantum-ready AI architectures

Insight: Quantum computing's imminent rise could revolutionize AI by enabling parallel processing of vast datasets, but it also poses security risks.

Recommendation

- Prepare for quantum-driven AI advancements by designing flexible, scalable architectures.
- Anticipate quantum's impact on cybersecurity, particularly in financial services, where encryption vulnerabilities could emerge.

Actions

- Assess current AI architectures for quantum compatibility, focusing on modularity and scalability.
- Invest in research partnerships to explore quantum-AI integration.
- Develop quantum-resistant security protocols to safeguard AI systems.

1.4 Foster ethical AI governance

Insight: Robust governance is critical to mitigate risks like bias, privacy violations, and societal harm, ensuring accountability across AI deployments..

Recommendation

- Implement centralized, top-down governance to standardize ethical and compliance practices.
- Embed ethical considerations, such as bias mitigation, into AI development from the outset.

Actions

- Establish a cross-functional AI governance council to oversee ethical and regulatory compliance.
- Deploy real-time monitoring tools, such as auditable dashboards, to ensure accountability.
- Engage with regulators to co-develop ethical AI standards.

1.5 Cultivate AI talent and societal resilience

Insight: Talent shortages and the societal impact of AI-driven automation pose significant challenges, particularly for younger generations.

Recommendation

- Invest in upskilling programs and partnerships to build AI expertise while addressing workforce displacement.
- Promote AI as a tool for expanding opportunities, redirecting human capital to innovative roles.

Actions

- Develop internal AI training academies to upskill existing teams.
- Collaborate with educational institutions and startups to access specialized talent.
- Advocate for policies that support workforce transitions in an AI-driven economy.

2. Critical challenges

The roundtable highlighted systemic barriers that demand strategic solutions to unlock AI's full potential.

2.1 Data fragmentation and legacy systems

Mitigation: Modernize data infrastructure to unify fragmented systems and ensure AI-readiness.

Action: Invest in data governance and integration to support scalable AI workflows.

2.2 Pace of technological change

Mitigation: Adapt to rapid advancements, including quantum computing, while managing human adaptability.

Action: Build flexible architectures and foster a culture of continuous learning.

2.3 Short-term ROI vs. Long-term vision

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

Action: Secure leadership commitment to long-term AI goals, even without immediate ROI.

3. Implementation plan: Scalable AI architecture

To address these challenges, enterprises need a secure, modular, and future-ready AI architecture.

3.1 Design principles

Modularit : Use containerized, API-first designs to support diverse AI models and environments (cloud, on-premise, hybrid).

Interoperability : Ensure seamless integration with legacy systems and client ecosystems.

Security : Prioritize cybersecurity for agentic AI and APIs, treating them as live threat surfaces.

Observability : Incorporate explainability and compliance through token-level telemetry and drift monitoring.

3.2 Architecture components

Data layer

- High-quality, governed data systems to enable AI scalability.
- Secure pipelines for enterprise-wide AI workflows.

AI layer

- Modular models, including generative AI, predictive analytics, and agentic systems for AI-to-AI orchestration.
- Support for advanced use cases, such as biometric authentication and real-time risk management.

Governance layer

- Real-time monitoring for ethical and regulatory compliance.
- Auditable dashboards for transparency and accountability.

Integration layer

- API-driven interfaces to connect AI with existing systems.
- Hybrid environments to balance on-premise data security with cloud scalability.

3.3 Implementation steps

- **Initiate with transformative use cases:** Start with high-impact applications, such as personalized client services or fraud detection.
- **Build data foundations:** Unify data systems and strengthen governance for AI-readiness.
- **Deploy governance frameworks:** Implement centralized oversight and real-time monitoring.
- **Scale with flexibility:** Adopt hybrid, modular architectures to support diverse AI models.
- **Prepare for quantum:** Design quantum-compatible systems to future-proof AI investments.

4. Success metrics

AI initiatives should be evaluated through metrics that reflect transformative impact and ethical responsibility.

- **Market expansion:** Revenue growth from new AI-driven products and markets.
- **Operational transformation:** Enhanced automation and decision-making capabilities.
- **Ethical compliance:** Adherence to regulatory, ethical, and societal standards.

Action: Establish processes to track market impact, scalability, and ethical outcomes, integrating metrics into F5's client advisory frameworks.

5. Next steps

To drive AI transformation, F5 recommends the following near-term actions:

- Position AI as a strategic driver for new markets and business models, guiding clients to reimagine their industries.
- Strengthen data infrastructure and governance to enable scalable, secure AI deployments.
- Build hybrid, quantum-ready architectures to ensure long-term competitiveness.
- Address talent and societal challenges through upskilling and advocacy for workforce resilience.
- Foster cross-industry collaboration to share insights and accelerate AI innovation, leveraging forums like this roundtable.

These insights from the London roundtable provide a visionary roadmap for F5 to empower clients to lead the AI revolution, balancing innovation with ethical responsibility in a rapidly evolving global landscape.

Attendees

Name	Company	Designation
Avi Aggarwal	Deutsche Bank	Director & CTO – HR, Procurement & Legal
Craig Chatfield	FNZ Group	Head of Digital Assets
Diego Katzeff	HSBC	Director Digital Credit and Lending Technology and Servicing
Gautam Samanta	Conforge	President & Executive Board Member
Matt Nears	Crawford & Company	Deputy Chief Information Security Officer
Matt Willis	LSEG	Head of Data & AI Platform
Natasha Davydova	AXA	CIO
Obi Maduaka	BNY	SVP, eFX Product Manager
Richard Armstrong	KPMG	Director - Lead Enterprise Architect
Tanja Magas	JPMorgan Chase & Co.	Executive Director