



From Data Silos to AI-Ready Platforms

Connected data is worth more than Stored data

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Three questions

1

Why did the investment not show up when the country needed it most?

A crisis is an audit of your joins, not of your storage.

2

What is D2 — and, just as important, what is it not?

It is a road. It is not another warehouse, and it does not replace what you already run.

3

What does any of this change inside your organization?

The national pattern is copyable. The evidence says most of you need it.

The short answer to all three is the same: value is created at the joins, not in the stores.

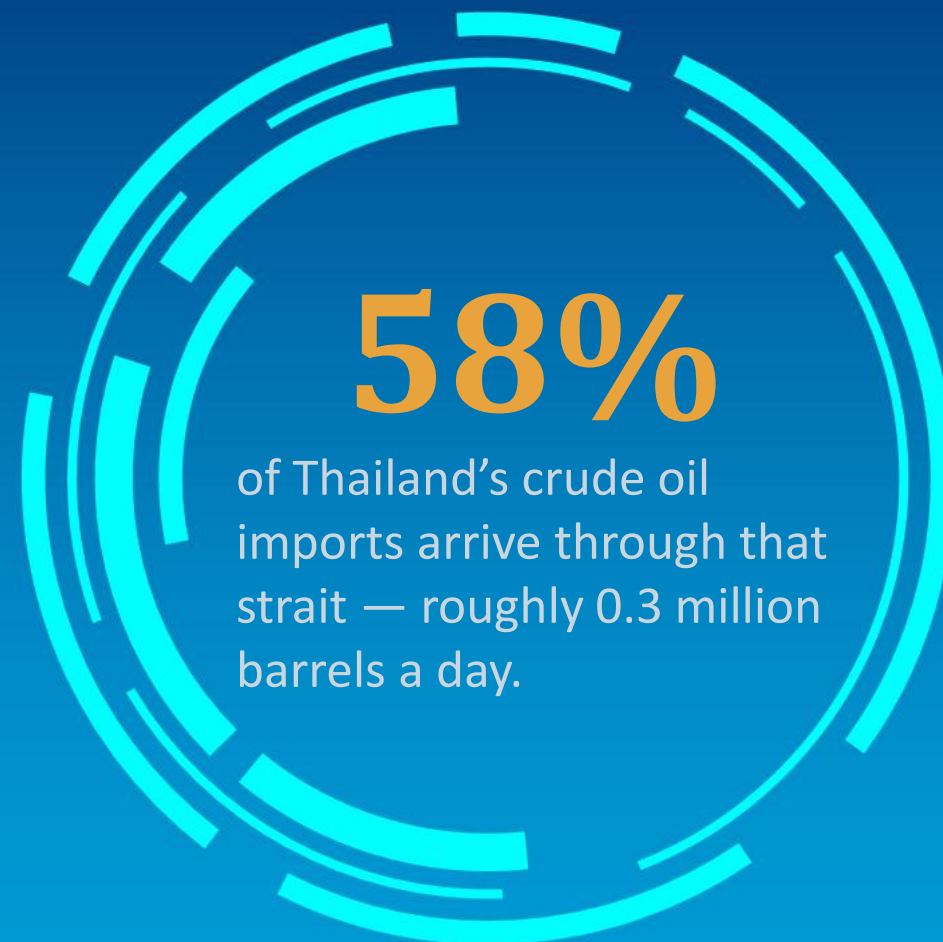
The Strait of Hormuz closed.

Iran announced the closure of the strait, and senior IRGC commanders warned that any vessel attempting to transit would be attacked.

Within days, Thailand's Energy Minister ordered an immediate suspension of crude and petroleum product exports to protect national reserves, and a Joint Management and Monitoring Centre was stood up.

Every leader in this room spent that fortnight trying to answer one question: how bad, how fast, and for whom?

3



Thailand was named the most exposed economy in ASEAN

4.7%

of GDP

Thailand's net oil imports — the highest share in the region (Nomura).

0.5%

of GDP

Estimated deterioration in the current account for every 10% rise in oil prices.

24%

of LNG imports

Arrive via the same strait — the primary fuel for electricity generation.

Level 2.2

of 3

Where the Ministry of Energy placed the country on its oil-supply risk scale.

None of these numbers is a technology problem. All of them needed to be assembled from separate owners, at speed.

THE DIAGNOSIS

The war room did not lack data

“We had the data. What we did not have was the time to assemble it.”

To place the country on a three-level risk scale, someone had to reconcile:

Reserves and refinery throughput

Tanker positions and arrivals

Customs import flows

Retail fuel price surveys

Oil Fuel Fund balances

Freight and insurance costs

Household expenditure data

Seven owners. Seven cadences. Seven definitions. One decision window measured in days.

Four walls, and only one of them is technical

1 **Mandate**

Nobody was obliged to share. Sharing was a favour that could be withdrawn, so it was never designed for.

2 **Meaning**

The same field means different things in different agencies. Without agreed definitions there is nothing to join on.

3 **Ownership**

Owners fear losing control, not losing data. Consolidation asks them to surrender both at once.

4 **Operations**

Data arrives routine reports, not decision. A monthly file cannot answer a Tuesday question.

Buying a larger platform addresses the fourth wall and leaves the other three standing.

AI-ready is not the same as data-rich

- **Connected** It can be joined to data from another domain without a project.
- **Contextualized** It carries definitions, lineage and provenance with it.
- **Governed** Rights, consent and purpose are explicit and enforceable.
- **Timely** It arrives at decision making, not reporting cadence.

Volume moves you up none of these four. Only connection does.



Part Two

D2 — Data Integration and Intelligence

A road, not another warehouse.



WHAT IT IS

D2 is a road, not a warehouse

BDI designed D2 as a shared space for linking and sharing data between government agencies, the private sector and partners — covering sectoral data, spatial data and central data systems — and intended to become part of the National Data Backbone.



A warehouse asks everyone to move in. A road asks only that they agree where the junctions are.

Three national systems, three different jobs

GD Catalog

Registers government datasets so they can be found.

“What exists, and who owns it?”

GDX

Exchanges government data to deliver a service to a citizen.

“Complete this transaction.”

D2

Consolidates datasets from many agencies for analysis.

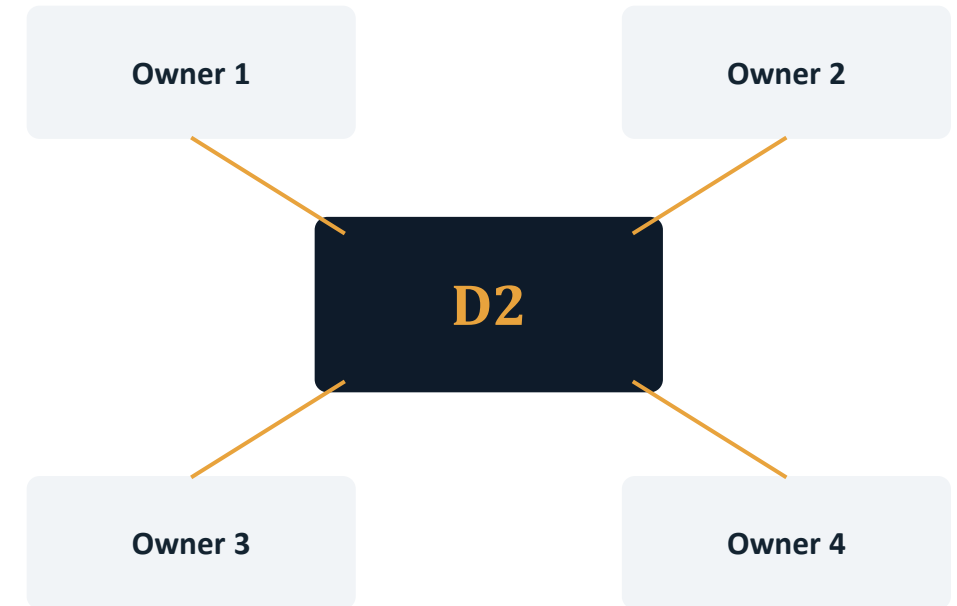
“What is happening, and what should we do?”

They are complements, not competitors. A catalogue tells you the warehouse exists; an exchange delivers one parcel; D2 is the road that both of them assume is already there.

Do not move the data. Move the rights.

D2 links data from the owning agency according to defined rights and conditions, without requiring everything to be consolidated in one place.

- The owner keeps custody, and keeps accountability.
- Consent and purpose limitation travel with the request.
- No three-year migration programme stands between you and the first answer.



Rights travel. Records stay.

What actually runs on the road



Most organizations attempt step three first, discover step one was never done, and call the result an AI problem.

Mandate has finally caught up with plumbing

● 4 September 2026

The Prime Minister's Office Regulation on Digital Data Sharing, B.E. 2569, is published in the Royal Gazette.

● 5 September 2026

It comes into force, framing how government data is produced, held, transmitted and linked — and requiring BDI to provide a central system for data sharing.

● Sixteen days later

We are in this room, and the question is no longer whether agencies may connect. It is which of you moves first.

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For twenty years the obstacle was described as technical. It was administrative.

What a silo costs when the currency is not money

Every hospital held its patients' records separately. On referral, on transfer, or on emergency admission, the clinician in front of the patient could not see what had come before.

Without the data, a doctor may prescribe a drug the patient is allergic to.

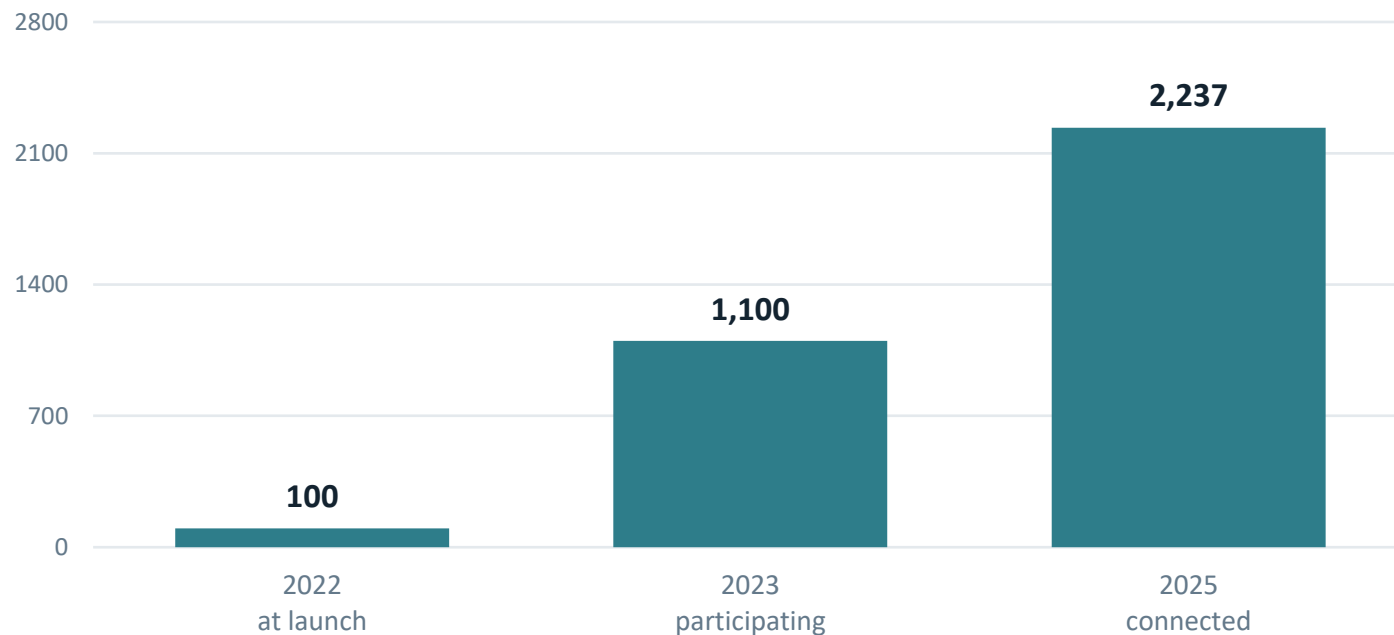
Without the data, and with the patient unconscious, a doctor treats without knowing what conditions they already have.

This is the same architecture problem as the oil shock, with a different unit of measurement.

Health Link began as the fix for that. It has become something considerably more useful.

PROOF

The slope is the story



≈20,000

The network now in reach: more than 10,000 service units, plus roughly 8,500 clinics and pharmacies, under the April 2026 memorandum between BDI, NHSO and DGA.

Nothing was centralized to achieve this. Each facility kept its own system, and its own patients.

Sources: BDI/NHSO/DGA memorandum, 27 April 2026; BDI Health Link programme reporting, 2022–2026. Counting basis differs slightly across years.

From “where are the records?” to “where will the patients be?”

Health Link’s analytics and AI work supports service planning and public health policy on data that is accurate, comprehensive and trustworthy, drawn from both public and private providers — linking multiple sources into a picture of population health that can be planned against years ahead.

Four questions no single hospital can answer, and the linked network can:



Chronic disease burden

What the real prevalence is, district by district — not what presented at one hospital.



Medication patterns

Utilization and adverse-event signals at population scale, across public and private providers.



Referral flows

Where patients actually travel for care, and therefore where capacity genuinely binds.



Where to build next

Siting services ahead of demand rather than three years behind it.

The records were the means. Public health analytics was always the point.

What a board understands — and what it should insist on

Leakage

AI now checks reimbursement claims across the linked network. Connected data pays for itself before it does anything clever.

Reach

Treatment history is surfaced to citizens directly through the Health-Link application. The join is visible to the person it belongs to.

And the condition attached to all of it:

Health data moves only with the consent of the person it describes. The architecture never asked a single hospital to surrender ownership — which is the only reason twenty thousand of them were willing to join.



Sovereign AI, made concrete

The model travels to the data. The data never leaves its owner.

A worked example

A national fuel-price pass-through model

Inputs sit with the Ministry of Energy, the Oil Fuel Fund office, Customs, the Ministry of Commerce's price surveys, Transport, and the household survey. None of them can hand over raw records. A model trained across those boundaries on D2 does not need them to.

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It answers the question from March:

At Brent \$X a barrel, what is the pass-through to diesel, to freight, and to food prices — over how many weeks — and which provinces and which income deciles absorb it worst?

- No records change hands, and no owner loses control.
- Trained and served on domestic infrastructure, under Thai rules.
- No offshore dependency on a question of national economic security.

That is sovereignty in the operational sense: our data, our infrastructure, our rules.

The same problem, one floor down

Gartner

60%

of AI projects unsupported by AI-ready data will be abandoned through 2026; 63% of organizations lack, or are unsure of, the data management practices AI requires.

Deloitte

40%

of leaders rate their data management as highly prepared for their AI ambitions — governance 30%, talent 20%. State of AI 2026, 3,235 leaders across 24 countries.

KPMG

36%

name data quality as simultaneously their largest barrier and their largest opportunity, pointing to integration and interoperability as the unlock. Global AI in Finance 2026, 1,013 finance leaders across 20 countries.

Three firms, three methods, one finding: the constraint is the joins, and it has not moved in a decade.

Five moves, none of which require a new platform

1 Stop funding consolidation. Fund joins.

Identify the three joins that change a decision and build only those.

2 Write the common dataset before the pipeline.

Agreeing definitions is the expensive part. The plumbing never was.

3 Make rights machine-readable.

If consent and purpose live in a signed PDF, nothing you build will scale past the pilot.

4 Send the model to the data.

Federated access beats a merged master for every use case that crosses a boundary.

5 Measure late decision making, not data volume.

Hours from question to defensible answer. It is the only number your board should ask for.

Every one of these is a governance decision wearing a technical costume.



Value is created at the joins.

Not in the stores, not in the models, and not in the budget line labelled AI.

1

Connect one dataset to D2 this year.

Not your best one. Your most joinable one.

2

Name an owner for every join.

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Not for every system. Systems have owners already; joins do not.

3

Ask for decision latency at your next review.

If nobody can answer, you have found your first project.

Thank you — questions welcome.