Modern Data 101 Community

November 2026

Forward Deployed Engineers

How FDEs Bridge the Enterprise AI Conversion Gap

OpenAI, AWS, DataOS and Microsoft each built a business to put engineers inside customers, within eight weeks.

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Table Of Contents

1. Executive Summary
2. The Gap Between Investment and Value
3. What a Forward Deployed Engineer Is
4. Why 2026 Made the Model Mainstream
5. Human Middleware: What FDEs Do at the Joint
6. Productising the Joint: DataOS as a Worked Example
7. The Residue Problem
8. Where FDEs Pay Back and Where They Do Not
9. Sourcing and Operating Model
10. Conclusion
11. References

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1

Executive Summary

From The Modern Data 101 Community

This report explores how FDEs close the gap between data investment and AI value, but only if what they learn is captured.

Enterprises have bought the data platforms, the models and the agents. What most have not bought is the capacity to connect them to how the business actually runs. 88% of organisations now use AI in at least one function, yet only 39% report any EBIT impact at the enterprise level. Among 4,454 CEOs, 56% report neither higher revenue nor lower cost from AI over the past year. The investment is landing. The conversion is not.

Conversion happens at the joints: where data meets definitions, models meet systems, and agents meet people. A forward-deployed engineer (FDE) works inside one customer's environment, builds against its real systems, and stays accountable for whether the result works. Palantir built a company on the model. In 2026, OpenAI committed over $4 billion, AWS $1 billion, and Microsoft $2.5 billion to businesses built around it.

The evidence for why is consistent. Only 25% believe that AI is deeply transforming their business, while cost is the primary barrier for 40%. This paper treats the FDE as the response to that gap, and asks what a good response looks like.

Our core:

- FDEs are the missing link in a literal sense. They are the only role whose job is the joint between a data investment and an AI outcome.
- An FDE is human middleware for a data layer that is not finished. Most of the work (resolving definitions, repairing data, mapping entitlements, wiring systems) is work a governed data layer should eventually carry as product.
- The test of an FDE program is the residue it leaves: discovered context captured as reusable, governed assets. Programs that leave residue compound. Programs that leave dependency become expensive staff augmentation.

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2

The Gap Between Investment and Value

The gap between AI investment and AI value is a conversion gap, and the surveys agree on its shape. Nearly two-thirds of organisations have not begun scaling AI across the enterprise, and about 6% qualify as high performers, with more than 5% of EBIT attributable to AI.

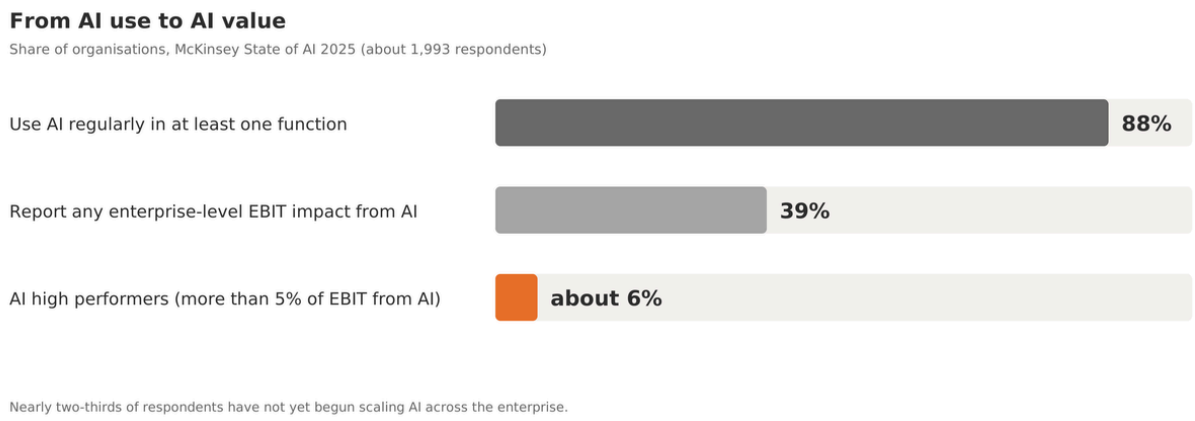


Image: From AI use to AI value. Source: Modern Data 101

The pattern repeats across surveys. Only 12% of CEOs report both revenue gains and cost savings from AI, and the leaders have built the foundations the rest lack: an environment that enables integration, a defined roadmap, risk processes and a culture that adopts. High performers are nearly three times as likely to fundamentally redesign workflows. Read together, these figures describe one failure from several angles. Money reached tools. It did not reach the joints between them.
Six joints separate a data and AI investment from an outcome, and each leaks differently.

No single product closes all six. A well-governed platform closes the first two. Models and agents operate on the third and fourth. The last two belong to the organisation. The FDE is the one role whose work spans all six, which is why it keeps appearing in strategies that are otherwise about technology.

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Joint	What leaks	What closes it
Data to platform	Data that exists but is not usable: access, quality and ownership are unresolved	Governed data products with named owners
Platform to meaning	Systems that disagree on what a customer, an order or a margin is	A shared semantic layer and certified definitions
Meaning to model	Models and agents that retrieve the wrong version of a fact	Retrieval that carries certification, freshness and entitlement
Model to workflow	Capabilities that never connect to the systems where work happens	Integration built against real systems and real exceptions
Workflow to people	Tools that work and are neither used nor trusted	Redesigned roles, escalation paths and evaluation
People to outcome	Value that is never measured or attributed	Outcome ownership and an instrumented baseline

Image: Six joints separate a data and AI investment from a business outcome, each with its own leak and its own fix. Source: Modern Data 101.

3

What a Forward Deployed Engineer Is

A forward deployed engineer is an engineer who works inside a customer's environment, builds against its real systems and data, and stays accountable for whether the solution works. Palantir drew the distinction crisply: a regular developer builds one capability for many customers, while an FDE builds many capabilities for one customer. The model began in defence and intelligence, where software had no value until it was adapted to a specific operational reality, and it carried into Palantir's commercial business through Foundry and later AIP.

AI has produced a variant. A forward deployed AI engineer connects a model to the customer's data, builds the evaluations that show an agent behaves, wires in authentication and logging, and decides where the model runs. The work is probabilistic, so the same prototype can behave differently on enterprise data, security policy, legacy applications and exception cases. That is why the role cannot be done from a distance, and why it keeps being described as the last mile of AI.

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What separates an FDE from the roles around it

Consultants advise and finish at the recommendation. Solutions engineers demonstrate and finish at the sale. Implementation partners configure and finish at go-live. Data engineers build pipelines and rarely own the business outcome. The FDE is defined by where the work does not finish: it continues until the system runs in production and somebody relies on it. The titles overlap in practice, and the test is simple. Who is accountable on the day the system goes live?

4

Why 2026 Made the Model Mainstream

The FDE model moved from a Palantir trait to an industry structure within a single year. OpenAI launched its Deployment Company on 11 May with over $4 billion from 19 investors and the acquisition of Tomoro, a firm of about 150 FDEs. AWS committed $1 billion to its own FDE organisation at the end of June. Microsoft followed on 2 July with Frontier Company, backed by $2.5 billion and 6,000 specialists. Anthropic launched a services company with private equity partners and, in October, a $100 million academy to train engineers who can take AI from a first use case into production.

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Services firms moved in parallel. EY launched FDE roles in the UK and Ireland in April, recruiting around 50 senior AI engineers to work inside client teams. Deloitte's Industry Solution Studios now place FDEs with clients in six- to eight-week sprints on the platforms those clients already run, and KPMG, PwC, McKinsey and BCG have all advertised FDE roles.

The wave has two sides. Embedding people is one answer to the deployment gap. Productising the work those people do is the other. The table lists both, because the organisations in this paper split between them and several do both.

Organisation	Type	Embeds engineers	Productises the joint
Palantir	Platform company	FDEs deployed with each customer from the start	Foundry, the Ontology and AIP carry the model of the customer's business that FDEs build against
OpenAI	Model lab	Majority-owned deployment company with outside investors; FDE is the primary job title	Models and agent tooling; the data layer stays with the customer
Microsoft	Cloud and software	Internal operating business combining forward deployed engineers, technical consultants and industry specialists	Cloud, data and Copilot platforms that engineers deploy on
AWS	Cloud	Internal FDE organisation that embeds engineers with customers	Cloud data and AI services that engineers deploy on
Anthropic	Model lab	Services company with private equity partners, plus an academy for customer and partner engineers	Models and an open protocol for connecting agents to data
EY	Big Four	FDE roles recruited into client delivery teams, with governance built in from the start	Delivery methods and governance practice
Deloitte	Big Four	FDEs inside industry studios, working in bounded sprints on clients' existing platforms	Proprietary IP, accelerators and licensed software inside the studios
DataOS (The Modern Data Company)	Data platform	Relies on customer data teams building on self-serve tooling	Data products that carry meaning, quality signals, lineage and access rules, a universal semantic layer, a governance engine and MCP-native access

Image: Organisations answer the deployment gap in two ways: by embedding engineers with customers, and by turning that work into product. Source: Modern Data 101, from company announcements and filings.

Four readings of this wave stand out. First, the vendors have concluded that consumption revenue depends on production, so the engineers who make production happen are a sales function by another name. Palantir's numbers show the logic: net dollar retention of 165% in the third quarter and US commercial revenue up 148% year on year. Second, labs and consultancies are now competing for the same work, which is why even Microsoft's leadership insisted its venture goes beyond the FDE label.

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Third, people have become the constraint, which is why a lab is funding an academy. Fourth, the table shows that the answers split between people and product. The people answer scales with headcount. The product answer scales with reuse. The upcoming sections explain why the second answer decides how many people the first one requires.

5

Human Middleware: What FDEs Do at the Joint

Strip away the title and an FDE does five jobs, each of which compensates for something the data layer cannot yet do. We call the pattern human middleware. The role exists because the software between the data platform and the AI system is unfinished, and a person is doing the work that software should.

Job	What the FDE does by hand	What it should become	How DataOS carries it
Make data usable	Finds where the data lives, repairs quality and negotiates access	Governed data products with owners, quality thresholds and access policy	The data product is the core unit. It layers over the existing stack (Snowflake, Databricks, BigQuery) without migration and queries data across sources without copying it
Make meaning shared	Reconciles what revenue or an active customer means across teams	A semantic layer with certified, versioned definitions	A universal semantic layer: business logic is defined once in SQL semantic models and every data product resolves through it
Make systems connect	Writes connectors to ERP, CRM and legacy applications and handles authentication and exceptions	Standard interfaces to governed data and actions	Products are served over REST, GraphQL and SQL and exposed through MCP for agents and tools, on premises, across clouds or hybrid
Make behaviour trustworthy	Builds evaluations, guardrails and escalation paths and tests with real users	Evaluation and policy enforcement attached to the data and the platform	Heimdall acts as the policy decision point for access. Policy-as-code, zero-trust access, lineage and observability attach to each product
Make learning travel	Records edge cases and feeds them back to product and platform teams	Captured context that every later team can query	The Data Product Hub lists each product with its certified status, quality signals, owner and semantic definitions; Metis manages the metadata beneath it

Image: The five jobs an FDE performs by hand, what they should become as infrastructure, and how DataOS productises each one. Source: Modern Data 101, from DataOS company materials and documentation.

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The data evidence shows why the first two jobs absorb so much effort. In our survey of 540+ practitioners, almost 70% say their data is not clean or trustworthy enough for AI, and 53% have no easy way to trace its lineage. 73% discover after the fact that the data behind a decision was wrong or outdated, and 80% rank a semantic layer with standardised definitions as the most important AI enabler. An engineer embedded in such an estate spends the early weeks doing what a governed data layer would do automatically.

This reframes the debate over FDE cost. The useful question is how much of an FDE's work is bridge-building that should have been infrastructure. Every hour spent reconciling a definition or repairing a pipeline is an hour of unproductised platform work, and it will recur at the next engagement unless something captures it. The same logic explains why the previous report of this series found that agent failures cluster in the data layer: the FDE is the person who catches those failures by hand.

6

Productising the Joint: DataOS as a Worked Example

80% rank a semantic layer with standardised definitions as the most important AI enabler.

If FDEs are human middleware, the useful question is what finished middleware looks like. Platforms like DataOS, built by The Modern Data Company, and its design choices line up closely with the five jobs above.

DataOS describes itself as an operating system for data. It layers over an existing stack and takes the data product as its core unit. This is a distributed, microservices-based system whose core services divide the work: Heimdall decides access, Metis manages metadata and the catalog, Minerva runs queries, and Poros orchestrates. Data developers work in a multi-tenant user space, defining resources and policies in YAML and semantic models in SQL, with a self-serve workbench for building and testing products.

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Meaning travels with the product

A data product on DataOS encapsulates its semantics and context together with its governance and policies, so the same trusted data serves analytics, finance, marketing and AI. The universal semantic layer defines business logic once. This is the platform form of the second FDE job: the definition is agreed one time, written into the product, and resolved by every consumer.

Governance acts at the point of access

Heimdall sits in the path of every request, whether to a dataset, an API route or another service, and decides who may reach what. With policy expressed as code and access built on zero-trust principles, the rule that an FDE would otherwise map by hand and re-check at each handover is enforced where the data is read.

Agents get a native interface

Products are exposed through MCP as well as REST, GraphQL and SQL. An agent resolves its question through the semantic layer, constrained by the product's definitions and observed through its quality gates, instead of writing raw SQL against arbitrary tables. That is the design answer to the context failures described in Volume 07.

Residue has somewhere to live

The Data Product Hub is a catalog in which each product shows its certified status, quality signals, ownership, and semantic definitions. Every definition agreed, data repair made, and access rule mapped during a deployment can be published as a property of a product that later teams discover, which is the capture mechanism the next chapter says every program needs.

What changes for the FDE

On a platform of this shape, an FDE's early weeks change. Instead of reconciling definitions and mapping access rules by hand, the engineer expresses them once in the product and the platform enforces them. What remains is the part that stays local: redesigning the workflow, evaluating the system against real users and earning adoption. The same logic applies to any platform that carries these properties. DataOS is one implementation, and the test for any of them is whether discovered context ends up as a governed asset or as a note in an engineer's folder.

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7

The Residue Problem

Residue needs a container. A governed data product is one: it holds the agreed definition, the repair, the access rule and the owner in a form later teams can discover. That is why the data product layer matters to FDE economics, and why Chapter 06 treats a platform built around data products as a worked example. Without a container, residue survives only as habit, and habits do not transfer between teams.

Four questions to ask at the end of any engagement

- Which definitions did we agree, and in which published data product can everyone else find them?
- Which data did we repair, and does the fix live in the pipeline or in a notebook?
- Which access rules did we map, and does the platform enforce them at the point of access?
- Who else can operate this system without the engineer?

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8

Where FDEs Pay Back and Where They Do Not

FDE value concentrates where three conditions overlap: high integration complexity, high context specificity and high value at stake. Two further conditions decide whether the spend is recovered.

Condition	An FDE pays back when	An FDE does not pay back when
Integration complexity	The use case touches legacy systems, several data sources and approval workflows	It runs on one governed platform with standard connectors
Context specificity	Definitions, rules and exceptions live in practitioners' heads	The process is standardised and documented
Value at stake	A measurable outcome of enterprise significance depends on it	The benefit is marginal or untested
Strategic clarity	The business problem is defined and has an owner	The organisation is still choosing which problems matter
Absorptive capacity	Internal engineers will inherit the system and a transition is planned	No internal team exists to take it over

Image: FDE spend is recovered where integration complexity, context specificity and value at stake overlap, and a clear strategy and a receiving team are in place. Source: Modern Data 101.

Where the last two conditions fail, an FDE becomes expensive staff augmentation with a fashionable title. If the organisation is still deciding which problems to solve, a strategist or architect should come first, because an embedded engineer will build quickly toward an unchosen target.

Embedded engineers are also an access risk

An FDE works inside the customer's most sensitive data estate with the broad access that effective integration demands. That makes the embedded engineer a privileged identity, and organisations that govern agent access carefully often govern embedded humans loosely. 26% of senior AI executives whose firms use agents cannot detect unauthorised agents operating internally, and 49% have not updated governance for agentic risk. A programme that embeds engineers should apply the same least-privilege, purpose-bound access and audit trail to them that it applies to agents.

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9

Sourcing and Operating Model

Three sourcing models are emerging, and each solves a different problem.

Model	What it solves	Main risk
Vendor-embedded: a lab or platform company deploys its own engineers	Deep product knowledge and the fastest path to production on that platform	Optimises for the vendor's platform and consumption; learning may leave with the engagement
Partner-embedded: a consultancy or integrator supplies the engineers	Industry and regulatory context, change management and multi-platform neutrality	Dependency on billable capacity; handover discipline varies
In-house: FDE pods inside the platform or data team	Retention of residue and alignment to enterprise standards	Scarce talent that is hard to hire and keep

Image: Vendor-embedded, partner-embedded and in-house FDEs each solve a different problem and carry a different risk. Source: Modern Data 101.

Most large enterprises will blend all three, and the blend should follow where the residue ought to live. Where the learning belongs to the platform team, in-house FDEs hold it. Where the need is a time-boxed push on one platform, vendors serve. Where industry and regulatory context dominate, partners fit. Deloitte's six- to eight-week sprint structure shows the shape of partner-embedded work done well: a bounded engagement, a defined success measure and a handover.

Inside the enterprise, the FDE works at the edge of a network rather than the end of a pipeline. Domain leaders choose the problems, product teams define the outcomes, platform teams supply reusable capabilities, governance teams set the guardrails, and the FDE connects them where the work happens. The platform team is the FDE's counterpart. Without a platform team to receive the residue, an FDE program has nowhere to put what it learns.

Measures that show whether it works

Time from engagement start to production. The share of pilots that reach production, against a field where only a quarter of organisations convert 40% or more. Residue capture: the share of discovered definitions, data fixes and access rules that exist as governed assets afterwards.

Measures that show whether it lasts

Operator independence: how many internal people can run the system without the engineer. Reuse: how much of the next deployment draws on assets from the last. Outcome metrics for revenue, cost and cycle time sit above all of these, because an engagement that ships without moving the business has only moved the pilot.

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10

Conclusion

Forward deployed engineering is a transitional role, and its value is real while the transition lasts. The roles will persist, and their centre of gravity will move. As data products, semantic layers and governed retrieval mature, the discovery work that fills an FDE's first weeks becomes infrastructure, and the FDE's attention shifts to what stays local: workflow redesign, trust and adoption. Enterprises that capture residue will need fewer FDEs per deployment each year. Enterprises that do not will keep buying the same discovery at a rising hourly rate. The data and AI investments already made are rarely the problem. The link between them is, and that link can be built once.

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11

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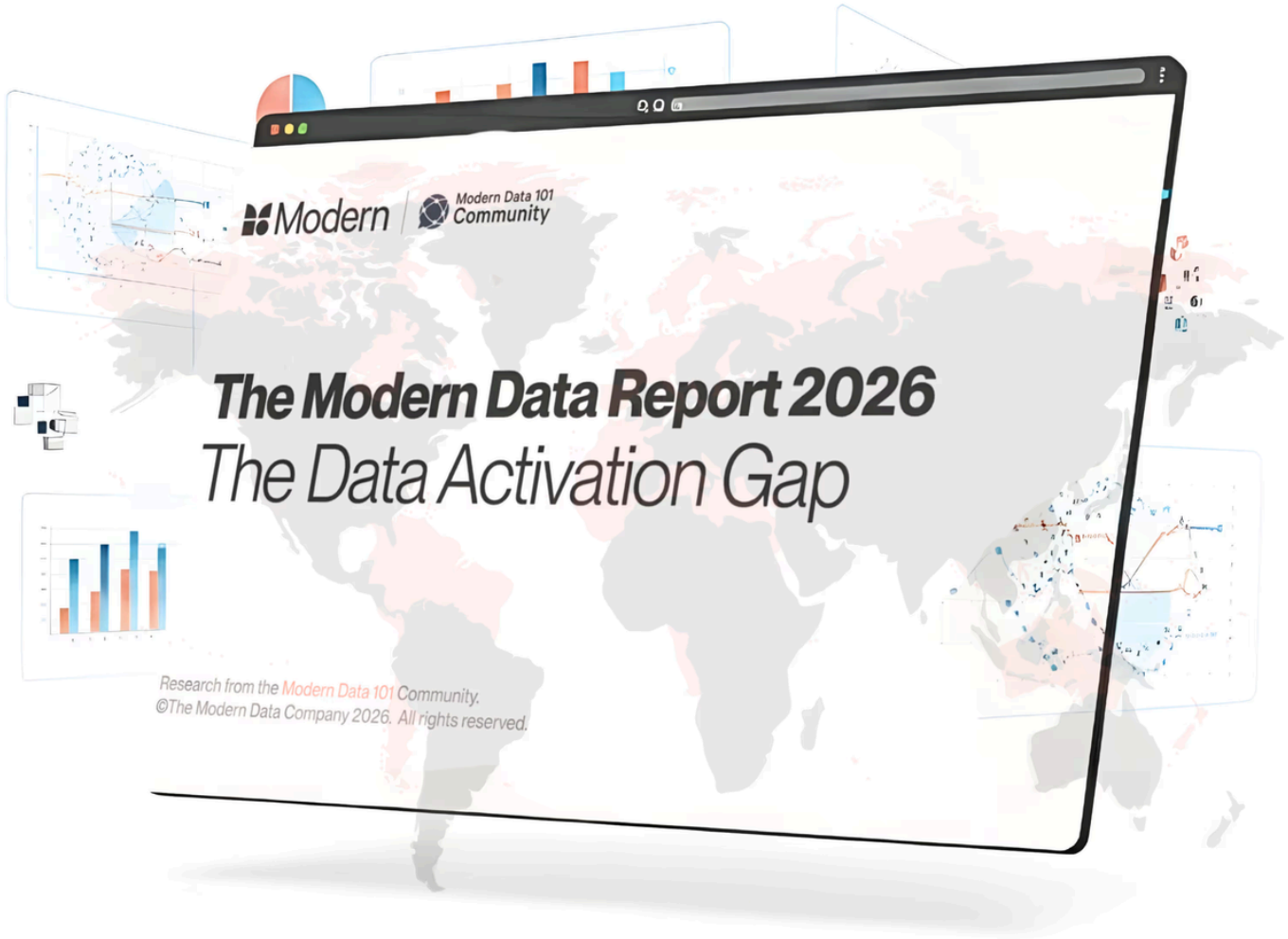
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