

Ankit Goyal

Product Management Leader — Enterprise AI & Data Platforms

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SUMMARY

Two decades building enterprise data and AI infrastructure, the last twelve at Google. I build the layer where policy is authored once in business language and compiled down to whatever each system underneath enforces — applied to data access, then to data quality and fitness, and now to what AI agents are allowed to run on. Founded Google's Data Security Framework as a 20% project and scaled it into a company-wide standard with \$731M+ in audited impact; now set Google's Enterprise AI-Ready Data strategy across a 150+ person forward-deployed program in 10+ business units.

CAREER HIGHLIGHTS

- **\$731M+ audited impact** from the Data Security Framework — founded as a 20% project, now a Google-wide standard protecting 20,000+ sensitive data assets and securing 2.5B+ queries. Built the two-dimension cost-avoidance and productivity model and took it to Google Finance for independent review and sign-off.
- **Chose the layer, and refused the adjacent ones.** Positioned DSF as the policy administration point rather than building another access-control system against the dozens already running, and kept it out of the query path — so it needed no SRE function and could never be the reason a query failed, and the enforcement teams it depended on ended up managing fewer surfaces, not more.
- **Raised AI response accuracy from 35% to 88%** by grounding agents in a governed knowledge graph rather than raw documents. Two industry firsts: enterprise-wide Knowledge Graph integration into Gemini Enterprise, and SAP-to-first-party security policy integration — both now requested by Google Cloud enterprise customers.
- **Built the org, then the succession.** Grew with the group from ~10 people to 150+ across six sites; handed the platform I founded to a product manager I hired, who was promoted to senior PM and given a team of his own.

EXPERIENCE

Google

Mountain View, CA · Aug 2014 – Present

Group Product Manager — Enterprise Data Platform & AI-Ready Data

Oct 2025 – Present

Product lead for the semantic and governance foundation of enterprise AI: federated knowledge graph, graph intelligence services (NL2KG, inference), and governance integrations.

- **Enterprise Knowledge Graph (0-to-1), and the first of its kind in Gemini Enterprise.** Led strategy and launch of the EKG as the platform's semantic core — shared entities with each domain owning and attaching its own — then delivered the first integration of an enterprise-wide knowledge graph into Gemini Enterprise, grounding agent answers in governed context across structured and unstructured, 1P and 3P data.
- **Defined AI-ready data and made it enforceable.** Asked in an executive review which of five launching agents would run on AI-ready data, answered *none of them*, and built the mechanism: business outcomes mapped to data products mapped to consuming agents, with contracts specifying SLA, freshness, accuracy and policy, checked in the reasoning layer at query decomposition.
- **Cut manual data preparation and time-to-deployment for new AI features by 80%** through data products and contracts that remove bespoke integration work. Sold readiness as an enabler — better eval quality, higher velocity, lower build cost — which is why domains adopted rather than routed around it.
- **Platform GTM and customer zero.** Adoption run as a forward-deployed motion embedded with domain partners across 10+ business units, hardened into reference architectures used to advise Google Cloud enterprise customers. Keynote speaker at major data infrastructure summits.

Group Product Manager — Enterprise Data Frameworks & Governance

2020 – Oct 2025

Owned a portfolio of horizontal data capabilities — security, quality, cataloging, monitoring, audit and compliance, classification, human-in-the-loop governance — each incubated 0-to-1 and scaled across domains.

- **Security at scale.** Grew DSF to protect 20,000+ sensitive 1P and 3P data assets and secure 2.5B+ queries, evolving the measure as each one stopped discriminating: assets protected, then queries under fine-grained policy, then audited financial impact.
- **Killed my own product when it converged on another team's.** Ended our catalog's discovery effort, pivoted to metadata enrichment writing back into the infrastructure team's surface, and swapped the teams — my engineers onto DSF, fresh engineers onto the catalog so decisions carried no emotional ownership. Zero attrition; the competing team became the enrichment layer's strongest advocate.
- **Enterprise Data Catalog.** Incubated to product-market fit and adopted across 10+ business units with 2,000+ certified data assets, agents, semantic models and business processes, each carrying a fit-for-purpose data contract.

- **AI-native governance.** Replaced static access policies with dynamic DSF Micro-Agents and Policy Packages, letting agents manage access autonomously and cutting stewardship toil by 80%. Architected the first SAP policy integration with first-party infrastructure. Corporate Engineering & Product Excellence Award (2020).
- **Built a go-to-market function, then designed it out.** Stood up a vendor-run concierge team on a factory model running up to 20 adoptions in parallel, then worked backwards to automate its playbook into self-service with humans in the loop only where needed.

Senior Product Manager — Data Security Framework

2018 – 2020

Converted laterally from the analyst ladder into product management at the same level, on the strength of DSF.

- **Founder and primary driver.** Conceived DSF as a 20% project in 2015 after hand-writing access filters on sensitive compensation data, built the business case, and drove it from prototype to Google-wide launch in 2017 — establishing *define security policy once, apply it everywhere* as a company standard. Migrated existing 20% users onto the platform at launch, so day one had active users rather than an empty funnel.
- **Architecture that held for a decade.** Decoupled users from policies via roles held in a separate system, after a first design hashing per-user filters onto the tables themselves proved unscalable on the write path. The second design is still in production.
- **Won the positioning argument repeatedly.** Defended DSF's scope to an incoming director or VP roughly every two years, each time on the same ground: one authored policy translating across many endpoints means the incumbent access-management teams manage fewer surfaces, not more.

Business Systems Analyst → Senior Business Systems Analyst (L4-L6), Enterprise Finance Systems

Aug 2014 – 2018

- Consolidated fragmented opex and capex systems into a single authoritative spend-analysis platform, still in production 12 years later. Owned the hand-written access filters on sensitive compensation data — the high-risk, low-reward work DSF was invented to eliminate.

PRIOR EXPERIENCE

- **TEKsystems Global Services — Engineering Manager** · 2009–2014. Led practice teams for Fortune 500 clients; owned BI product roadmaps and partnerships with Oracle, Tableau and Informatica.
- **Oracle — Senior Software Engineer** · 2006–2009. Led development for Oracle Manufacturing Operations Center (BI/ERP); ran customer POCs to drive North America adoption.
- **Infosys — Software Engineer** · 2005–2006. Product development for Finacle, Infosys's flagship core banking platform.

LEADERSHIP & ORGANIZATION

- **Succession.** Staged the handover of the platform I founded — execution, then roadmap, then partnerships, then strategy — deliberately reducing my own influence so decisions visibly came from him. He was promoted to senior PM and given a second PM to support him.
- **Org design.** On the leadership team through growth from ~10 to 150+ people across Mountain View, Austin, New York, Munich, India and Brazil. Method for major restructures: draw the target platform architecture as if it were one team, place the best talent against each layer, structure teams around that, then minimize the disruption of getting there.
- **Conflict resolved with a mechanism.** Escalated a partner org running ~50 engineers on experimentation with no production launches; settled at 30–40% capacity preserved for exploration, with business use cases documented as user journeys becoming the accountability unit.
- **PM pipeline.** 200+ interviews conducted; converted 3 rotators into the PM ladder; apprentice mentor delivering 6-month hands-on coaching.

CORE COMPETENCIES

Data & AI platform — enterprise knowledge graphs, semantic layer, data products and contracts, federated / data-mesh architecture, metadata, catalog, lineage, data quality.

AI & governance — agentic surfaces, RAG, NL2KG, MCP, grounding and context engineering, eval design, policy-as-code, access-control automation, shift-left governance, compliance.

EDUCATION

UC Berkeley — Product Management Certification (2019) · **Visvesvaraya Technological University** — B.Tech, Information Science and Engineering (2001–2005)