

EXECUTIVE BRIEFING

Digital Twins: **Your Keys** to **AI Transformation**

A LinkedIn Live panel · July 29, 2026

PANELISTS



Steve Tout

Founder & CEO, Identient



Geeta Pyne

Advisor, CTO



Chirag Shah

CSO/DPO, Model N



Heather Vescent

Futurist & Advisor



IDENTIENT

identient.com/digital-twins

The 45-minute session, distilled

Three practitioners who run digital twins in production — an enterprise architect, a global CISO, and a founder building twins for clients — on what they built, what it delivered, and what leadership should decide next. Each section below maps to one segment of the discussion; skim the bold leads and pull quotes for the one-minute version.

Panelists



Geeta Pyne Enterprise Architect · Advisor & CTO
Former Chief Architect, TIAA; Chief Enterprise Architect, Intuit. The enterprise-twin view.



Chirag Shah Global Information Security Officer & DPO, Model N
Security & privacy leader (Model N, MobileIron, eBay). Runs a production knowledge twin.



Steve Tout Founder & CEO, Identient
Identity & security at scale (VMware, PwC, Oracle); author, The CISO on the Razor's Edge. Builds twins for clients.

Moderator



Heather Vescent Futurist & Advisor
Has researched digital identity and personal twins for over a decade; framed and led the discussion.

The session in five signals

- **The definition has flipped.** Twins are now two-way, conversational models of knowledge and organizations — able to recommend or act.
- **The results are operational.** 80% faster incident response, contract reviews without attorney bottlenecks, self-service audit prep.
- **Ownership is the #1 blocker.** Not the technology. Twins stall when no single leader owns them.
- **Trust is earned.** Human-in-the-loop first, visible reasoning, no surprises.
- **Scale is coming.** Expect dozens to hundreds of twins — ease of building and governing them is the strategic question.



From Wind Tunnels to Cognition

Heather asked: *The term began in industrial simulation. What does “digital twin” mean now?*

- **Chirag Shah** — From one-way models of single machines to two-way twins of factories, supply chains, and business processes — systems that observe, predict, recommend, and, with governance, act.
- **Geeta Pyne** — The twin is enterprise cognition: knowledge, relationships, and intent in a “living enterprise” that runs what-if analysis so you see consequences before you commit.
- **Steve Tout** — The precedent is virtualization — VMware collapsed weeks of infrastructure into minutes. LLMs do this for knowledge: he collapsed a full podcast season into one memory and interrogated every guest through a single chat, with grounded answers.

Why it matters: Build your AI strategy against this definition: a conversational, continuously updated model of your organization's knowledge that can inform — or take — action.



Field Notes: What They've Built

Heather asked: *Everyone here has gone beyond experimentation. What have you built — and what happened?*

- **Geeta — the enterprise twin.** A knowledge graph connecting systems, processes, and customer journeys. Ask it the blast radius of a change *before* production breaks; probe untapped white spaces cheaply in simulation before committing hard dollars.
- **Steve — the decision-velocity twin.** Twins grounded in a company's own verified data collapse days of stakeholder meetings into on-demand answers. In production: a contract-review twin inside Microsoft Teams for an insurance agency, drawing on the firm's own precedent.
- **Chirag — the security knowledge twin.** “NeuroSec” unifies policies, playbooks, postmortems, and threat models. Access requests answered in minutes instead of email chains; incident triage cut from ~30 to ~5 minutes; audit prep shifted from “chase the CISO” to self-service.



“Reducing the time from intent to execution — from experimentation to execution — is the biggest benefit of the digital twin.”

Geeta Pyne · Enterprise Architect & Advisor

The numbers the panel put on the table

80% faster incident response (30 → 5 min)	3h → 20m task compression reported by Chirag's teams	62% of workers waste time hunting for info (Microsoft)	7% fully trust generic AI output (Slack survey)
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Why it matters: These are practitioner-reported production results, not vendor benchmarks. The pattern: make trapped knowledge queryable and grounded, and the payoff arrives as speed.

03

Hindsight: What They Wish They'd Known

Heather asked: *Rapid fire — what do you know now that you wish you'd known at the start?*

- **Geeta** — Ownership beats technology. Fragmented accountability — not the stack — is the #1 blocker she has seen inside real enterprises.
- **Steve** — The enthusiasm gap is real. Until people see a twin work, they don't believe it. Demonstrate; don't describe.
- **Chirag** — The shift is from abstract to operational — and governance must move with it. That pairing “changes the ballgame.”

Why it matters: Before funding anything: name one accountable owner, budget for show-and-tell, and pair every deployment with governance.

04

Earning Trust: From 7% to Adoption

Heather asked: *If only 7% of workers trust generic AI output, how did you earn trust in your twins?*

- **Steve** — Three separate investments — awareness, education, hands-on training — and one non-negotiable: the CEO must visibly trust the twin and carry the vision company-wide.
- **Geeta** — Verify, then trust. Start human-in-the-loop, graduate to human-on-the-loop; show the evidence and reasoning behind every output and let people validate it.
- **Chirag** — Transparency and continuous awareness. Make hidden bottlenecks visible and keep teaching — the real shift is cultural, not technical.



“Users trust systems that don't surprise them.”

Chirag Shah · Global Information Security Officer & DPO, Model N

Why it matters: Trust is a designed outcome. If your CEO won't demo the twin, don't expect the workforce to adopt it.

05



The Magic Wand: What Still Needs Fixing

Heather asked: *If you could fix anything about digital twins today, what would it be?*

- **Geeta** — End knowledge fragmentation — an “encyclopedia for the enterprise,” connected and current, with access permissions built in from day one.
- **Chirag** — Solve the stale twin problem: real-time retraining, drift detection, and self-correcting feedback loops. A twin that lags reality becomes a liability.
- **Steve** — Make twins radically easier to build and run — no-code, secure, maintainable. Organizations will run dozens to hundreds; ease of deployment decides who gets there.
- **Heather (moderator)** — Relieve the short-term profit pressure. Twins are a compounding, long-horizon capability — don't suffocate a “baby technology.”

Why it matters: Read these as your diligence checklist: unified permissioned knowledge, no stale twins, portfolio-scale operations, an honest ROI horizon.

06



The Payoff: Unlocking AI Transformation

Heather asked: *How have digital twins unlocked AI transformation in your organization?*

- **Geeta** — Two payoffs: technical-debt visibility (“where the skeletons are buried”) and operational stability — resilience, security posture, compliance. Not one enterprise twin; a portfolio.
- **Chirag** — AI moved from strategy deck to operational ROI — and adoption stuck once teams saw twins scale humans rather than replace them. Three-hour tasks now take twenty minutes.
- **Steve** — The translation layer: his twin speaks CFO and general counsel fluently. Identient's digital chief of staff, Ashby, answered a non-technical advisor's questions better than he could have himself.



“The real value of digital twins is that translation layer — from technical speak into a language the business understands.”

Steve Tout · Founder & CEO, Identient

Why it matters: The transformation story isn't headcount reduction. It's capacity, stability, and comprehension — expertise that finally speaks every stakeholder's language.



Five questions for your leadership team

Ask	Because
Who owns our twin agenda — by name?	Fragmented ownership is the #1 blocker the panel has seen.
Which decision or process would a twin accelerate first?	Proven wins: incident response (~80%), contract review, audit prep, change-impact analysis.
Is our knowledge connected and permissioned enough?	A twin is only as good as the knowledge graph beneath it.
What is our staged-autonomy plan?	Human-in-the-loop first, visible reasoning, no surprises.
Can we operate twins at portfolio scale?	Dozens to hundreds are coming; governance and currency decide who compounds the advantage.

The bottom line

Digital twins have crossed from simulation curiosity to operational infrastructure — the panel wasn't forecasting, it was reporting. Organizations that name an owner, connect their knowledge, stage trust deliberately, and prepare for portfolio scale will make 2026 the year their AI transformation became measurable.

GO DEEPER

Explore how Identient designs, deploys, and governs digital twins — frameworks, case studies, and the thinking behind this session:

identient.com/digital-twins