

Shon Lamp: Your AI Is Not Your Advantage (Your Data Is)

● The Deal Room | Pitcher's Corner · 2nd floor | 11:50–12:20 | 



Shon Lamp

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Trusted, governed data, not AI, is CRE's most valuable asset

Shon Lamp of Cushman & Wakefield argued that data has become commercial real estate's most valuable asset in the age of AI. He traced four eras of CRE data, from the digitisation decade of 1999 to 2008 to the generative AI era, in which LLMs make 25 years of unstructured leases, emails and reports queryable and the bottleneck shifts from collecting data to trusting it. The industry is data-rich and insight-poor: data is scattered across systems, numbers cannot be traced to their source, and the most valuable data is unstructured. AI raises the cost of bad data, since a model can turn it into a bad decision at scale with a confident tone. He described a pipeline from ingestion through curation and governance to QA and activation, and said the tooling is no longer the limit.

KEY TAKEAWAYS

- Pick one data domain, such as leases or comps, and map where it lives end to end.
- Name one accountable owner for that dataset, not a committee.
- Build one QA checkpoint before the data reaches any AI tool or executive report.
- Pilot one AI use case on the trusted dataset, measure it honestly, and document lineage as you go.
- Organisations that curate and govern their data with discipline will price risk more accurately and decide better.