

Join the Gathering of the Leading Chief Data Officers and Chief AI Officers in the USA at CDAO Fall Boston 2026.

Taking place October 26–27 at the Renaissance Boston Seaport District, CDAO Fall brings together the most forward-thinking Chief Data and Analytics Officers from across the United States for two days of honest, high-impact conversation.

This is where the people driving data and AI transformation come to compare notes, challenge assumptions, and have conversations that don't happen anywhere else. Across two dedicated tracks, combined sessions with CAIO Fall, and a programme built entirely around practitioner insight, CDAO Fall is the gathering that treats its audience as the experts they are.

If data and analytics leadership is where you live, Boston in October is where you need to be.

Renaissance Boston Seaport District 606 Congress Street, Boston, MA October 26–27, 2026

WHAT'S NEW FOR 2026?

- A Co-Located Experience with CAIO Fall: CDAO Fall shares the stage with CAIO Fall, creating a unique two-community event that reflects how the data and AI functions are converging in the real world. Combined sessions throughout both days bring CDAOs and CAIOs together to tackle the challenges that sit at the intersection of both roles.
- Two Dedicated Tracks Built Around You: Choose your experience across a Leadership track covering the strategic and organisational challenges every data leader faces, and a Financial Services track that goes deep on asset management, banking, and insurance.
- Conversations That Actually Go Somewhere: From intimate discussion groups to mainstage panels where the best practitioners go on the record, the format is built for genuine peer exchange. Expect candour, disagreement, and the kind of insight that doesn't make it into a LinkedIn post.
- The Room Matters as Much as the Agenda: Senior data and analytics leaders from financial services, healthcare, manufacturing, retail, and beyond all under one roof in Boston. The connections made in the hallways carry as much value as anything on the stage.

CDAO Fall 2026 | Key Themes

- The Human Side of Data Transformation: Talent, culture, change management, and the organisational dynamics that determine whether a data transformation succeeds or quietly stalls, regardless of how good the technology is.
- From Data Strategy to Business Reality: How senior data leaders are closing the gap between ambitious AI strategy and operational execution, and what separates the organisations genuinely pulling ahead from those still running pilots.
- The Architecture That Enables Everything Else: The foundational decisions on data platforms, integration, and infrastructure that will define what your organisation can and cannot do with AI over the next five years.
- Governing AI Without Killing Innovation: How data leaders are building governance frameworks that satisfy regulators, earn the trust of the business, and still leave room to move fast where it matters.
- The CDAO and CAIO as a Leadership Unit: How the relationship between data and AI leadership is evolving, where the friction lives, and why the organisations getting this partnership right are outpacing everyone else.
- Financial Services at the Frontier: A dedicated lens on the data and AI challenges specific to asset management, banking, and insurance, from model risk and alternative data to real-time fraud detection and regulatory complexity.
- Agentic AI and the Next Wave of Automation: What the shift from AI that advises to AI that acts means for data leaders, and how to build the oversight, observability, and governance capabilities this new generation of systems demands.

Confirmed Speakers CDAO & CAIO:

- Aiswarya (Ammu) Menon, *Chief Data & AI Officer* – NYC HEALTH + HOSPITALS
- Manajit Barman, *Chief Data Officer* – UNITED STATES AIR FORCE
- Ash Dhupar, *Chief AI & Data Officer* – HONEYWELL AEROSPACE TECHNOLOGIES
- Anitha Sivasubramanian, *Chief AI Officer*, LYCA GROUP
- Jillian Landi, *Chief AI Officer*, NEEDHAM BANK
- Nondas Sourlas, *Chief Data and Analytics Officer* – CLOSEKNIT
- Achuth Rao, *Chief Product Officer & Head of Data & Analytics, AI Products* – NEW YORK LIFE INSURANCE COMPANY
- Adem Albayrak, *Chief Data and AI Officer* – ALZHEON
- Dr. Tarun Sood, *Chief Data and AI Officer*, AMERICAN CENTURY INVESTMENTS
- Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA
- Dartanion Williams, *Chief Data Officer and Executive Director* – CITY OF BALTIMORE
- Elena Alikhachkina, Board Director NACD, author AI Oversight
- Yousuf Khatib, *Chief AI Strategy Officer*, VANTAGE FINANCIAL ALLIANCE
- Meghan Barrett Welch, *Chief Data Officer*, MASSACHUSETTS EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS
- Justin Heller, *Former SVP, Chief Data Officer* – SYNCHRONY FINANCIAL
- Besa Bauta, (*Former Chief Information Officer) Assistant Professor* – NYU
- Vikas Sachdeva, *Chief Information Officer* – HEALTHDRIVE CORPORATION
- Trang Nguyen, *Vice President, Data Science* – PRUDENTIAL FINANCIAL
- Moshmi Sanagavarapu, *SVP Data Management,* OMNICOM
- Isa Terzi, *Vice President, Data* – ERGO NEXT INSURANCE
- Alexander Shvets, *Head Medical & R&D Data Science & AI* – IPSEN
- Thomas Shola, *SVP ETS Enterprise Security Risk — Citizens Financial Group* - CITIZENS BANK
- Yogesh Bhardwaj, *Sr. Director GSO Business Partner, Data & IT Shared Services* – SENSATA
- Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*, BELL AND HOWELL
- Mohan Krishna Rayapuvari, *Sr Director AI & Machine Learning*, MANULIFE
- Kamal Distell, *Vice President Enterprise Data* – TRAVELERS
- Amin Assareh, *Vice President, Data Science*, FIDELITY INVESTMENTS
- Ramesh Natarajan, *Head - GenAI/ML Solutions*, DAIICHI SANKYO US
- Colleen Tartow, *Senior Director, Enterprise Data* Engineering, CAPITAL ONE
- Erin Fidyk, *Director Oncology Enterprise Data Science* – JOHNSON & JOHNSON
- Fariha Chaudry, *Head of Engineering M&A* – GE HEALTHCARE

- Sreedhar Sistu, *Vice President, AI Offers*, SCHNEIDER ELECTRIC
- Tasneem Nipplewala, *Head of Data, Cyber and AI Enterprise Architecture* – MASSMUTUAL
- Monica Jang, JD, CLP, *Associate Director of Artificial Intelligence Innovation and Data Strategy*, BOSTON CHILDREN'S HOSPITAL
- Richard Inserro, *Director, Data Governance, Standards, and Assurance* – MERCK
- Sathish Balasubramanian, *Vice President, Head of Enterprise Data, Analytics, GRC, Artificial Intelligence & Machine Learning*, BRIGHT HORIZONS
- Mitch Holt, *AVP – Head of Data & Analytics, Pet Insurance* – METLIFE
- David Krauza, *Vice President, Enterprise Data Strategy, Products, and Governance* – COMCAST
- Nirav Parikh, *Head of Enterprise Data and AI* – MASS GENERAL BRIGHAM HEALTHCARE
- Aaron Chang, *Director, Head of Data Science, Disease Area X* – NOVARTIS
- Michael Mangione, *Global Head - Digital & AI Experience Transformation* - W. L. GORE & ASSOCIATES
- Ravi S. Chaudhary, *VP - Intelligent Automation / AI Strategy* - WATTS WATER TECHNOLOGIES
- Lily Li, *Head of AI Adoption and Solutions*, FRANKLIN TEMPLETON
- Andrew Ekpenyong, *Director, Data Program Management*, CITI
- Prashant Singh Tewatia, *Vice President*, JPMORGAN CHASE & CO
- Santiago Ibanez, *GENAI Lead* – MAPFRE
- Ewa Kozlowska, *Senior Vice President, Treasury and Trade Solutions - Global In-Business Product Risk* – CITI BANK
- Bill Carey, *Managing Director, Client Analytics, Commercial Insurance Risk Control Services* – LIBERTY MUTUAL INSURANCE
- Sakat Sankhla, *Former Business Transformation & Product Leader, Modular Data Center* - NAM for Schneider Electric
- Anu Sundaram, *Vice President Business Analytics* – RUE GILT GROUPE
- Jordi Rodriguez Oliver, *Head of CoE (Center of Excellence)*, MABE GLOBAL
- Greg Freeman, *CEO & Founder* – DATA AND AI LITERACY ACADEMY
- Andrew Gallagher, *Regional Director of Enterprise Sales* – FIVETRAN + DBT LABS
- Anjali Arora, *Chief Technology Officer* – PERFORCE
- David Woods, *SVP – Precisely Global Services* – PRECISELY
- Emma McGrattan, *CTO* - ACTIAN
- Kevin Kratzer, *Manager, Solution Consulting,* SERVICENOW
- Nicole Perreault, *Solutions Engineering Leader,* ALTERYX
- Gorkem Sevinc, *Co-founder and CEO* – QUALYTICS
- Elio Qarri, Founder & CEO – Romb.ai
- Christopher Chen, *Senior Product Manager, Agentic Intelligence* – Simba
- Mireia Rojo Arribas, *Chief Data & AI Officer* – MAPFRE INSURANCE
- Col Gabe Arrington, *HQ AETC, Current Operations*, UNITED STATES AIR FORCE
- Daisy A. Moreno, *Executive Director (Pro-Bono)*, FEDETHICS INSTITUTE

- Neil Cohen, *Vice President, Marketing*, PORTAL26
- Christopher Hippensteel, *Director of Information Technology/CISO*, NEW RESOURCES CONSULTING
- Vikas Marwaha, *Co-founder,* PROPHECY
- Sneha Uppal, *Senior Vice President – Data & AI Executive* - CAPGEMINI
- Wanchin W. Chou, *Chief Insurance Actuary and Asst. Deputy Commissioner* - STATE OF CONNECTICUT INSURANCE DEPARTMENT
- Gayathri Balachandra, *Commercial Data Strategy Leader* – BOSTON SCIENTIFIC
- Malhar Deshpande, *Senior Director of Product Engineering – AI*, CLEAN HARBORS
- Derek Bates, *SVP of Sales* – ALTERYX
- Sarthak Jain, *CEO* – TRAIL
- Cillian Kieran, *CEO* – ETHYCA
- David Blaszkowsky, *Senior Program Manager* – EDM ASSOCIATION
- Bharat Lingam, *CEO* - [x]cube LABS
- Suku Krishnaraj, President, COO – PromptqL
- Polina R. Ware, Global Director of AI – PPG
- Art Gilliland, *CEO* – DELINEA
- Shawn McCabe, *Director of Engineering* – DELINEA
- Brian Henry, *VP of Engineering* – DELINEA
- Jon Toland, *Head of IT systems* – ENVESTNET
- Nirranjana Jaiswwal, *Head of Data Analytics, Customer Engineering, TMEG,* Google Cloud North America

07:30am	*Registration & Coffee in the Exhibition Area*
08:20am	*CDAO & CAIO Fall Chairperson's Opening Remarks* Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*, BELL AND HOWELL
	Atlantic Ballroom - General Session
08:30am	Opening Keynote Presentation: AI-Driven, Future-Ready - Accelerating Enterprise Transformation through AI Maturity • Enhancing customer and employee experiences through intelligent solutions • Driving sustainable growth by embedding AI into core business strategies • Fostering a culture of innovation, continuous learning, and AI fluency • Transforming business outcomes through measurable AI adoption and maturity progression Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA
08:55am	The Data Leader's Dilemma: Governing What You Can't Fully Control • The CDAO role has shifted from infrastructure custodian to strategic architect almost overnight. How are data leaders redefining their mandate as AI moves the goalposts on what governance actually means? • Organizations have invested heavily in data quality and lineage, yet AI is exposing gaps that traditional frameworks weren't built to handle. Where are the most dangerous blind spots right now? • As real-time decisioning becomes the expectation, how do you maintain meaningful oversight without becoming the bottleneck that slows the business down? • The board relationship is changing fast. What does it take to translate data strategy into language that drives genuine executive commitment rather than polite nodding? • If you could redesign your data organization from scratch today, knowing what you know about where AI is heading, what would you do fundamentally differently? *Panelists:* Kamal Distell, *Vice President Enterprise Data* – TRAVELERS Trang Nguyen, *Vice President, Data Science* – PRUDENTIAL FINANCIAL Elena Alikhachkina, *Board Director NACD, author AI Oversight* Achuth Rao, *Chief Product Officer & Head of Data & Analytics, AI Products* – NEW YORK LIFE INSURANCE COMPANY Moderator: Gorkem Sevinc, *Co-founder and CEO* – QUALYTICS
09:25am	Keynote Presentation: Beyond the Pilot Graveyard, What Actually Separates AI Winners from Everyone Else • Most organizations have the same tools, the same vendors, and broadly similar budgets. So why are some pulling away while others are still running the same experiments they ran two years ago? • The companies making AI work in production share organisational and cultural characteristics that have nothing to do with technology. What

	are they and how do you build them deliberately? • What does production-ready AI actually look like at an operational level, and how should CDAOs be measuring progress beyond the metrics that make board decks look good? • The gap between AI ambition and AI execution is a leadership problem, not a technology problem. What does closing it actually demand from the person at the top? Ash Dhupar, *Chief AI & Data Officer*, HONEYWELL AEROSPACE TECHNOLOGIES
09:45am	Keynote Presentation: Building an AI-ready enterprise without creating tomorrow's lock-in • Every CDAO is making a foundational bet right now on how they structure their data and AI platform. Whether deliberate or by default, those decisions will constrain or enable everything that follows. • The unified data platform has been promised many times before. What has genuinely changed in the last 18 months that makes platform coherence a real competitive differentiator? • Where are the build versus buy versus partner decisions that look straightforward today but create serious lock-in problems down the road? • What does the practical journey from fragmented tools to an integrated, AI-ready architecture look like for organisations that have already made it? Manajit Barman, *Chief Data Officer*, UNITED STATES AIR FORCE
10:10am	Dirty Data, Broken Promises: The Unglamorous Work That Makes AI Actually Function • Everyone wants to talk about models. Almost nobody wants to talk about the data preparation and quality engineering that determines whether those models are useful or dangerous. Why does the industry keep skipping this conversation? • Data contracts, mesh architectures, and domain ownership models are all being adopted to solve fundamentally the same problem from different angles. Which approaches are proving durable in real enterprise environments? • The organisations furthest ahead on AI often made boring, unglamorous infrastructure investments three to five years ago. How do you make that case to leadership when everyone wants to fund the exciting thing? • If your data foundation were genuinely AI-ready, what would be measurably different about how your organization operates day to day? *Panelists:* Erin Fidyk, *Director Oncology Enterprise Data Science* – JOHNSON & JOHNSON Moshmi Sanagavarapu, *SVP Data Management,* OMNICOM Yogesh Bhardwaj, *Sr. Director GSO Business Partner, Data & IT Shared Services*, SENSATA Gayathri Balachandra, *Commercial Data Strategy Leader* – BOSTON SCIENTIFIC Moderator: Sneha Uppal, *Senior Vice President – Data & AI Executive* - CAPGEMINI
10:40am	*Networking Break in the Exhibition Area*
	Atlantic Ballroom - General Session

11:10am	Keynote Presentation: Why AI Fails without Data Products and Data Contracts Up to 95% of all AI deployments fail to deliver measurable ROI. Why? And what can enterprise leaders do about it? New global quantitative research from Actian shows a clear pattern: organizations lacking data products and enforceable data contracts are far more likely to fail. Based on survey data from enterprise data leaders, this session reveals what separates scalable AI from perpetual pilots and failed experiments. Attendees will leave with concrete design, governance, and operating practices they can apply immediately to their next AI initiative. Emma McGrattan, *CTO* – ACTIAN
11:35am	Spotlight Session: Romb AI: The Intelligence Layer for Data Teams Not long ago, data was just a by-product of doing business. Then companies gave it infrastructure, a discipline, and a chief officer, and it became one of their most valuable assets. What teams learn from that data is worth even more, but it has never had the same treatment. The findings, the context around them, and the approaches that produced them still get lost in decks, threads, and people's heads. In ten minutes, see how Romb connects everything teams have learned and puts it to work across the organization, as a natural part of the day-to-day. Questions get answered from work teams have already done, new analysis starts with full context instead of from zero, and leaders see what is driving results across teams, with every answer cited to the actual work. Elio Qarri, *Founder & CEO* – Romb.ai
11:45am	The Agentic Leap: From AI that Advises to AI that Acts • We spent three years building AI that helps humans decide. We are now building AI that decides and acts on its own. That demands a fundamentally different kind of thinking. Are organizations ready for it? • Over 70% of enterprises are using agentic AI in some form, but fewer than 20% have a governance model designed for autonomous agents. What does closing that gap require? • Agentic systems fail differently from traditional software. They can fail silently, gracefully, and in cascading chains. How are organizations building the observability and intervention capabilities they need? • At what point does an agentic AI system warrant the same level of scrutiny and validation as a human being given significant business authority? *Panelists:* Tasneem Nipplewala, *Head of Data, Cyber and AI Enterprise Architecture* – MASSMUTUAL Sakat Sankhla, *Former Business Transformation & Product Leader, Modular Data Center* - NAM for Schneider Electric Ewa Kozlowska, *Senior Vice President, Treasury and Trade Solutions - Global In-Business Product Risk* – CITI BANK Mohan Krishna Rayapuvari, *Sr Director AI & Machine Learning*, MANULIFE

	Daisy A. Moreno, *Executive Director (Pro-Bono)*, FEDETHICS INSTITUTE Moderator: Anjali Arora, *Chief Technology Officer* – PERFORCE	
12:15pm	From Governance to Velocity: Why Enterprise AI Succeeds or Fails on Internal Alignment, Not Technology • Enterprise AI rarely fails because of technology alone. What does effective alignment between data, AI, risk, legal, security, and the business look like in practice? • Governance is often seen as the function that slows innovation down. How can leaders design governance models that enable responsible speed rather than create bottlenecks? • As AI moves from experimentation into production, ownership becomes more complex. Who should be accountable for decisions that sit across data, models, workflows, and customer outcomes? • The organizations scaling AI successfully are building repeatable operating models, not one-off pilots. What structures, decision rights, and cross-functional ways of working are needed to move quickly without creating unnecessary risk? Aiswarya (Ammu) Menon, *Chief Data & AI Officer* – NYC HEALTH + HOSPITALS David Krauza, *Vice President, Enterprise Data Strategy, Products, and Governance* – COMCAST Nirav Parikh, *Head of Enterprise Data and AI* – MASS GENERAL BRIGHAM HEALTHCARE Polina R. Ware, Global Director of AI – PPG Moderator: Nirranjana Jaiswwal, *Head of Data Analytics, Customer Engineering, TMEG,* Google Cloud North America	
12:45pm	*Lunch & Networking Break in the Exhibition Area*	
	TRACK A: CDAO & CAIO LEADERSHIP (Cross Industry) Pacific A - Track A	TRACK B: CDAO & CAIO FINANCIAL SERVICES Pacific B - Track B
	Chair's Opening Remarks Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*, BELL AND HOWELL	*Chairperson's Opening Remarks* Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA
01:45pm	Panel Discussion: The CDAO as Change Agent: Leading Transformation When the Organization Isn't Ready • Data and AI transformation require cultural change at least as much as technical change, yet most CDAOs are hired for their technical credibility. How do you develop the change of leadership capabilities the role now demands? • Resistance to data-driven decision-making rarely looks like outright opposition. It looks like slow adoption, metric disputes,	Presentation: From Data Foundations to AI Execution: What It Really Takes to Scale Responsibly • Moving beyond pilots: what separates scalable AI execution from disconnected experimentation • Building AI-ready foundations: data quality, governance, access, lineage, and trust • Designing the operating model: ownership, accountability, and decision rights for enterprise AI

	and business units building their own shadow data capabilities. How do you diagnose and address the real blockers? • The data leader who tries to centralize everything creates bureaucracy. The one who decentralizes too aggressively creates chaos. How are practitioners finding the right balance between control and enablement? *Panelists:* Nondas Sourlas, *Chief Data and Analytics Officer* – CLOSEKNIT Dartanion Williams, *Chief Data Officer and Executive Director* – CITY OF BALTIMORE Fariha Chaudry, Head of Engineering M&A – GE HEALTHCARE Moderator: Greg Freeman, *CEO & Founder* – DATA AND AI LITERACY ACADEMY	• Preparing for agentic AI: what changes when AI systems begin to act, not just advise • Scaling responsibly: how to balance speed, innovation, risk, and measurable business value Mireia Rojo Arribas, *Chief Data & AI Officer* – MAPFRE INSURANCE
02:15pm	Track Panel Discussion: From Data Movement to Data Momentum: Rethinking Integration in an AI-First World • Data integration used to be a plumbing problem. In an AI-first environment where models need fresh, clean, and contextual data continuously, it has become a strategic capability. How should CDAOs be thinking about this differently? • The volume, velocity, and variety of data sources has grown dramatically with AI adoption, including new sources like model outputs, vector embeddings, and agent action logs. How are organisations managing the integration complexity this creates? • Many enterprises are still running batch pipelines in a world that increasingly demands real-time. What is the realistic migration path, and where should organisations prioritize the move to streaming first? Moderator: Andrew Gallagher, *Regional Director of Enterprise Sales* – FIVETRAN + DBT LABS Richard Inserro, *Director, Data Governance, Standards, and Assurance (Former)*– MERCK Aaron Chang, *Director, Head of Data Science, Disease Area X* – NOVARTIS	Track Panel Discussion: From Insight to Action: Turning Financial Services Analytics into Business Impact This panel explores how financial services organizations can move beyond reporting and dashboards toward analytics that actively shape business decisions, improve performance, and drive measurable outcomes. • Where analytics teams still get stuck between insight generation and action • How leaders can improve adoption of analytics across risk, finance, marketing, customer, and frontline teams • What it takes to measure the real business impact of analytics beyond activity metrics Moderator: Nicole Perreault, *Solutions Engineering Leader,* ALTERYX Dr. Tarun Sood, *Chief Data and AI Officer*, AMERICAN CENTURY INVESTMENTS Mitch Holt, *AVP – Head of Data & Analytics, Pet Insurance* – METLIFE

	Anu Sundaram, *Vice President Business Analytics* – RUE GILT GROUPE Jon Toland, *Head of IT systems* - Envestnetc	Bill Carey, *Managing Director, Client Analytics, Commercial Insurance Risk Control Services* – LIBERTY MUTUAL INSURANCE Isa Terzi, *Vice President, Data*, ERGO NEXT INSURANCE
02:45pm	Track Presentation: Pyramid from ServiceNow: From Insight to Action: The End of Read-Only Analytics *Abstract:* • For twenty years, BI has been a spectator sport. We built dashboards, admired the charts, and then walked to another system to actually do something about them. Insight and action lived in different worlds. • That gap is closing. This session shows what happens when analytics stops observing and starts acting when agentic workflows and self-service analytics fuse with operational systems to turn a finding into a fulfilled outcome without leaving the flow. • Using Autonomous Data Analytics in ServiceNow, we'll demonstrate live: an AI agent that surfaces an anomaly, reasons about its cause, and triggers the workflow to resolve it governed, auditable, and in the hands of the business user, not just the data team. • We'll tackle the harder questions, too. What does trust look like when analytics can act on its own? Where should the human stay in the loop? And what happens to the traditional dashboard when the answer to "so what?" is already in motion? • Come see the end of the read-only era and what a decision that executes itself really means for your organization. Kevin Kratzer, *Manager, Solution Consulting* - ServiceNow	Co-Presentation: From Identity Security to AI Governance: Why Access Control Is Becoming a Board-Level AI Risk This session will explore how organizations can embrace AI innovation while maintaining visibility, accountability, and control over access to critical systems and sensitive data. Key discussion topics include: • Identity Security & AI Governance: Why identity security is becoming a critical foundation for responsible AI adoption. • Managing Privileged Access Risk: How AI integration into enterprise workflows introduces new security challenges. • Executive Oversight & Accountability: What boards and leadership teams need to know about AI access, risk, and governance. • Cross-Functional Collaboration: How financial institutions can align cybersecurity, data, AI, and risk teams to strengthen governance. • Access Control as a Business Priority: Why managing access risk is essential to protecting operations, maintaining compliance, and building trust. Attendees will gain valuable insights into navigating the evolving AI landscape while strengthening security, reducing risk, and supporting responsible innovation. Shawn McCabe, *Director of Engineering* – DELINEA Brian Henry, *VP of Engineering* – DELINEA

03:15pm	**Track Presentation: Built for Change: AI Architecture That Outlasts Uncertainty** • Between new models shipping every month and regulations being rewritten just as fast, most enterprise AI architecture decisions are built on an assumption that today's constraints will hold. That assumption leads to pilots stalling out or landing in pilot purgatory. • This session looks at why AI infrastructure needs to be built for change from the start, not retrofitted once the ground shifts. We'll walk through the architectural pattern that lets organizations adapt to new models, new regulations, and new data environments without rebuilding. Flexibility and control, delivered without the runaway costs typically attached to both. • We'll share the architectural requirements: sovereignty, governance, and context, that separate AI systems built to stand the test of change. We'll show you how to design for adaptability so that new models, new regulations, and new data sources are things your AI absorbs rather than breaks under, and how to get there with an approach that makes your data sovereign by default for AI. Christopher Chen, *Senior Product Manager, Agentic Intelligence* - Simba	**Track Presentation: The Power of your AI Consumption Data: An Evidence-based Approach to Security, Governance, and ROI** Every time a human or an agent uses AI in your organization it creates a treasure trove of valuable signal. Be it risk, innovation, use cases, business objectives, spend, ROI — visibility into your AI consumption data creates an evidence-based approach to successfully guide you to a secure and well-governed AI program that delivers on productivity and ROI. In this session you will hear first hand how one company, lead by an AI-skeptic, leveraged full visibility into their AI consumption to create a winning program. Neil Cohen, *Vice President, Marketing*, PORTAL26 Christopher Hippensteel, *Director of Information Technology/CISO*, NEW RESOURCES CONSULTING
03:45pm	*Networking Break in the Exhibition Area*	
	TRACK A: CDAO Pacific A - Track A	TRACK B: CHIEF AI OFFICER Pacific B - Track B
	Chairperson Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*, BELL AND HOWELL	*Chairperson* Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA
04:15pm	**Discussion Group: Building AI Governance that Doesn't Break the Business** • The EU AI Act, evolving US federal guidance, and sector-specific regulation are creating a genuinely complex compliance landscape. How are organisations building frameworks that work across multiple regimes? • Legal and compliance functions want to slow deployment until the	**Aligning AI Initiatives with Business Priorities: A Framework for Impact** • Identifying high-impact AI use cases that address real business challenges • Linking AI initiatives to key performance indicators such as revenue, cost reduction, and productivity

	picture is clearer. Business units want to deploy and deal with it later. How are data and AI leaders mediating that tension? • Responsible AI has been a priority conversation for years. How much of it has translated into operational processes that actually change how systems are built, versus principles that sit in a document? • Where do you genuinely believe the regulatory environment is heading in the next 24 months and how is that shaping your governance investments today? *Co-moderators:* Colleen Tartow, *Senior Director, Enterprise Data* Engineering, CAPITAL ONE Col Gabe Arrington, *HQ AETC, Current Operations*, UNITED STATES AIR FORCE Wanchin W. Chou, *Chief Insurance Actuary and Asst. Deputy Commissioner* - STATE OF CONNECTICUT INSURANCE DEPARTMENT Moderator: Cillian Kieran, *CEO* – **ETHYCA**	• Assessing data readiness by ensuring quality, accessibility, and governance • Evaluating technical and organizational capabilities to support AI delivery *Panelists:* Sreedhar Sistu, *Vice President, AI Offers*, SCHNEIDER ELECTRIC Lily Li, *Head of AI Adoption and Solutions*, FRANKLIN TEMPLETON Daisy A. Moreno, *Executive Director (Pro-Bono)*, FEDETHICS INSTITUTE Malhar Deshpande, *Senior Director of Product Engineering – AI*, CLEAN HARBORS Moderator: Sarthak Jain, *CEO*, TRAIL
04:45pm	Track Presentation: AI Governance in a Regulated Environment - How a Large Healthcare and Research Institution Actually Governs Enterprise AI Adoption and Clinical Data Sharing — The Policy, Licensing, and Data-governance Mechanics Behind Putting AI into Production Responsibly • How is AI governance formally structured across clinical, research, legal, compliance, privacy, and IT functions? • How often are AI governance policies reviewed and updated as technology evolves? • What governance principles determine whether specific datasets can be used for AI development? Monica Jang, JD, CLP, *Associate Director of Artificial Intelligence Innovation and Data Strategy*, BOSTON CHILDREN'S HOSPITAL	Track Presentation: The iPhone Moment for Enterprise AI: One Cockpit for Everyone to Orchestrate Apps, Agents, People and Data, and Hit KPIs • Enterprise AI has a usability problem. As we transform from an app-first era into a chat-first era, screens will merge into one interface. • How do you put the ontology, semantic layer and unified data layer in place so AI agents can use them under governance? • How can every user ask questions, pull reports and proactively get specific recommendations to hit their KPIs, all from one cockpit? • How should AI agents be built and governed so they work with existing applications and tools to deliver business outcomes? • What experience ties it together, so every employee turns insight into action and results with one click?

		[x]cube LABS has implemented AI-native enterprise operating platforms for more than 50 customers. This session shares what those rollouts taught us, including what we'd do differently. Bharat Lingam CEO [x]cubeLABS
05:15pm	Keynote Presentation: Ensuring Trust, Integrity, and Reliability in AI-Powered Organizations • How to establish clear AI governance frameworks to define accountability, oversight, and decision rights? • How to ensure data integrity and quality through standardized data management and validation processes? • How to implement ethical AI principles covering fairness, transparency, and accountability? • How to design explainable AI systems that build user trust and support decision-making? • How to mitigate bias and unintended outcomes through continuous testing and monitoring? Sreedhar Sistu, *Vice President, AI Offers*, SCHNEIDER ELECTRIC	Keynote Presentation: Closing the Strategy-Execution Gap with AI, Analytics, and Agentic Systems • What are the biggest barriers to operationalizing AI and analytics at scale? • How do you ensure AI-generated recommendations are acted upon rather than ignored? • What organizational changes are required to embed AI into day-to-day execution? • How do you break down silos between strategy, operations, technology, and business teams? Lily Li, *Head of AI Adoption and Solutions*, FRANKLIN TEMPLETON
05:45pm	*Chairperson's Track A Closing Remarks* Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*, BELL AND HOWELL	*Chairperson's Track B Closing Remarks* Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA
05:50pm	*Networking Drinks Reception*	

CDAO/CAIO FALL 2026 Tuesday, October 27, 2026	
07:45am	*Registration & Coffee in the Exhibition Area*
08:25am	*CDAO & CAIO Fall Chairperson's Opening Remarks* Derek Bates, *SVP of Sales* – ALTERYX
	Atlantic Ballroom - General Session
08:30am	The CDO and the CFO Walk into a Meeting: Making the Financial Case for Long-Term Data Investment

	• How should organisations distinguish between data, technology infrastructure and business processes when evaluating data and AI investments? • How can data and finance leaders move beyond traditional ROI to build credible investment cases focused on sustained business value and measurable outcomes? • Who should be accountable for delivering the business value of data and AI investments, and how can CFOs establish effective ownership and financial oversight? • How can organisations demonstrate continuous value throughout long-term data and AI investments, and which metrics matter most to finance leadership? *Panelists:* Dr. Tarun Sood, *Chief Data and AI Officer*, AMERICAN CENTURY INVESTMENTS Justin Heller, *Former SVP, Chief Data* Officer, SYNCHRONY FINANCIAL Moderator: David Blaszkowsky, *Senior Program Manager* – EDM Association
09:00am	Keynote Presentation: Move fast and don't break things: a new model for AI governance Every enterprise wants faster AI, but governance built for humans can't match machines acting in milliseconds, often with excess access and no visibility once running. Companies feel forced to choose: lock down or lose control. Leaders reject that, rebuilding controls to match AI's speed, shipping more agents faster, with a full record of every action. This session shows what's possible when authorization keeps pace with your AI's decisions. Art Gilliland, *CEO* – DELINEA
09:25am	From Strategy Deck to Business Reality: What It Actually Takes to Scale Data and AI Across an Enterprise • Most organisations have a compelling AI strategy and a frustrating implementation reality. What are the structural, cultural, and operational factors that determine whether a data and AI programme scales or stalls? • Scaling AI beyond a handful of use cases requires standardized platforms, shared infrastructure, and consistent practices across business units that often have very different priorities. How do you build that without becoming the team that slows everyone down? • Where does centralization help and where does it hurt? The organisations furthest ahead seem to have found a specific balance between central governance and domain autonomy. What does that balance look like in practice? • Executive sponsorship is easy to get at the start of a transformation and notoriously difficult to sustain through the messy middle. How do data leaders keep leadership genuinely invested when the results are still building? • What does "scaled" look like as an end state, and how do you know when you have genuinely got there versus just having more activity? *Panelists:* Moshmi Sanagavarapu, *SVP Data Management,* OMNICOM Alexander Shvets, *Head Medical & R&D Data Science & AI* – IPSEN Michael Mangione, *Global Head - Digital & AI Experience Transformation* - W. L. GORE & ASSOCIATES

	Anu Sundaram, *Vice President Business Analytics* – RUE GILT GROUPE Moderator: Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*– BELL AND HOWELL
09:55am	Keynote Presentation: Small Teams, Big Impact: What Lean Data Organisations Are Getting Right That Large Ones Are Getting Wrong • Some of the most impressive data and AI results in enterprise are coming from surprisingly small, tightly run teams. What are they doing differently that larger, better-resourced organisations should be paying attention to? • Organisational complexity is one of the biggest hidden costs of data transformation. How do lean organisations stay fast and effective as they grow, and what do large organisations sacrifice when they scale? • The tendency to hire for every gap rather than build versatile, high-trust teams creates coordination overhead that often outweighs the capability gained. What is the right philosophy for data team design? • If you stripped your data organization back to its highest-leverage activities, what would remain and what would you realize you have been over-investing in? Isa Terzi, *Vice President, Data*, ERGO NEXT INSURANCE
10:20am	Keynote Presentation: AI Readiness Starts with Foundations - Data, Governance, and Model Trustworthiness • Which data quality challenges pose the greatest risk to AI success? • Where do data silos limit visibility, insights, or innovation? • Who owns accountability for AI-related decisions and outcomes? • How important is explainability for business-critical AI decisions? Jordi Rodriguez Oliver, *Head of CoE (Center of Excellence)*, MABE GLOBAL
10:40am	*Networking Break in the Exhibition Area*
	Atlantic Ballroom - General Session
11:10am	AI: What's Next? Hype Cycle to Hard Reality AI is expensive, operationally complex, and increasingly impossible to justify as a blanket investment strategy. As organisations move from experimentation to scale, the real constraint is no longer ambition, it's prioritization, cost discipline, and deciding what not to do. • If AI is not cheap to build or run, what use cases should simply be stopped, even if they look innovative? • Are organisations being honest about ROI, or are they subsidizing experimentation under the label of transformation? • Who should have the authority to shut down AI initiatives that don't deliver measurable impact — the CDAO, CAIO, or the business? *Panelists:* Amin Assareh, *Vice President, Data Science*, FIDELITY INVESTMENTS Mitch Holt, *AVP – Head of Data & Analytics, Pet Insurance* – METLIFE Santiago Ibanez, *GENAI Lead* – MAPFRE

	Moderator: David Woods, *SVP – Precisely Global Services* – PRECISELY
11:40am	Keynote Presentation: Agentic AI Strategy - Balancing Cost, Performance, Autonomy, and Control • Optimizing cost structures by balancing compute intensity, model complexity, and usage patterns • Prioritizing performance through rigorous evaluation of accuracy, latency, and scalability • Designing autonomous systems that can act independently while respecting defined boundaries • Establishing control mechanisms to govern agent behavior, decision rights, and escalation paths Ramesh Natarajan, *Head - GenAI/ML Solutions*, DAIICHI SANKYO US
12:00pm	Driving Accountability in AI: Defining Success Metrics and Governance Models • How has the definition of "accountability in AI" evolved in the past few years? • What does "success" look like for AI beyond model accuracy? • What leading indicators should organizations track to ensure AI initiatives are on the right path? • How are organizations preparing for evolving regulatory requirements around AI? *Panelists:* Ramesh Natarajan, *Head - GenAI/ML Solutions*, DAIICHI SANKYO US Prashant Singh Tewatia, *Vice President*, JPMORGAN CHASE & CO Jordi Rodriguez Oliver, *Head of CoE (Center of Excellence)*, MABE GLOBAL Andrew Ekpenyong, *Director, Data Program Management*, CITI Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA Moderator: Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*, BELL AND HOWELL
12:25pm	Keynote Presentation: From AI Vision to Business Value - Aligning Strategy, Technology, and Data End-to-End • What does a successful transition from AI vision to measurable business value look like? • Which business objectives should be prioritized when defining an AI strategy? • How can organizations ensure alignment between business strategies, technology investments, and data capabilities? • What are the key enablers of successful end-to-end AI transformation? Sathish Balasubramanian, *Vice President, Head of Enterprise Data, Analytics, GRC, Artificial Intelligence & Machine Learning*, BRIGHT HORIZONS
12:45pm	*Lunch & Networking Break in the Exhibition Area*
	Make Connections at the Day 2 Networking Lunch

	Location: Pacific F-H Join us on Day 2 for an informal networking lunch designed to bring together peers, speakers, and sponsors in a relaxed setting away from the exhibition hall, while keeping you close to the energy of the event. Use this time to pick up conversations from the morning sessions, share ideas with fellow data and AI leaders, and meet new contacts from across the community. There will be no presentations and no pitches, just lunch, conversation, and the opportunity to build valuable connections.	
	TRACK A: CDAO CAIO LEADERSHIP Pacific A - Track A	TRACK B: CDAO CAIO FINANCIAL SERVICES Pacific B - Track B
	Chairperson's Opening Remarks Derek Bates, *SVP of Sales* – **ALTERYX**	*Chairperson's Opening Remarks* Celio Oliveira, *Chief Data Officer*, GOVERNMENT OF CANADA
01:45pm	Track Presentation: Equipping Claude, ChatGPT and Copilot for Enterprise Data Work In this session, you will learn to: • Identify workflow gaps: Discover the two key gaps that must be closed to give business data users the same AI-driven revolution that coders already enjoy. • Streamline data workflows: Learn how an inline AI chat experience can optimize data onboarding, preparation, and the publication of data products. • Enhance reliability: Understand how to build seamless data processes that allow you to easily check, rerun, and share your results. • Leverage key technologies: Explore how to use ontologies, memory, and verifiability to anchor AI data work in trusted, repeatable systems. Vikas Marwaha, *Co-founder,* PROPHECY	Track Presentation: When Every Minute Counts: Putting AI to Work in FSI Financial services teams need actionable answers. Delivering them just in time improves the experience for internal and external clients. What changed? Where is the exposure? Which clients are affected? Finding out often means piecing together data across disconnected systems and tracking down the people who know what it means. Drawing on real customer examples, this session explores how PromptQL connects enterprise data with the expertise needed to interpret it. We will examine a major U.S. bank building governed AI access to enterprise data, a global investment bank using AI to investigate settlement failures and a global payments company using AI to answer fraud investigation alerts. These examples will anchor a broader discussion of lessons for risk analysis, reporting, research and client service across financial services. We will examine what makes these workflows effective: connected data, expert knowledge and clear access controls. We will also discuss how to keep people accountable for decisions. Attendees will leave with practical lessons

		for choosing a high-value AI workflow and evaluating the quality of its answers. Suku Krishnaraj, President, COO - PromptqL
02:15pm	Keynote Presentation: The Trust Deficit: Why Employees, Customers, and Regulators Are All Asking the Same Question About Your AI • Trust in AI systems is eroding at roughly the same speed that AI adoption is accelerating. What is driving that erosion and what are organisations doing about it that is actually working? • The employees who are closest to AI systems are often the most skeptical about them, because they see failure modes that leadership does not. How do you build internal trust with the people who know enough to be legitimately critical? • Customer trust in AI-driven products and services is fragile and asymmetric. It takes a long time to build and can be destroyed by a single high-profile failure. How are organisations managing that risk structurally rather than reactively? • Transparency about how AI systems work is increasingly expected by regulators, customers, and employees. How much transparency is genuinely achievable with complex models, and where does the honest answer fall short of what people want to hear? Elena Alikhachkina, Board Director NACD, author AI Oversight	Keynote Presentation: The Fraud Arms Race: How Financial Institutions Are Fighting AI-Powered Threats With AI-Powered Defences • Synthetic identity fraud, deepfake-assisted account takeover, and AI-generated social engineering are accelerating at a pace that is outrunning most institutions' detection capabilities. What does the current threat landscape actually look like for a tier one financial institution in 2026? • Real-time fraud detection requires infrastructure and decisioning engines operating in milliseconds without false positive rates that destroy the customer's experience. What does the architecture that makes this work actually look like in production? • The arms race dynamic means improvements in defensive AI tend to be matched relatively quickly by adversaries who have access to the same foundational technology. Where is the sustainable edge for financial institutions, and does it even exist? • How are firms thinking about the liability and regulatory implications when an AI fraud detection system makes a consequential error, either missing genuine fraud or blocking a legitimate customer? Thomas Shola, *SVP ETS Enterprise Security Risk — Citizens Financial Group* - CITIZENS BANK

02:35pm	**Keynote Presentation: AI in the Boardroom: Governing Risk, Driving Innovation, Delivering Value** AI is no longer just a technology discussion—it is a business, governance, and leadership challenge. This keynote examines how boards and executive teams can move beyond experimentation to create measurable business value while maintaining trust, compliance, and accountability. Through real-world examples and practical frameworks, attendees will learn how to govern AI responsibly, prioritize high-impact opportunities, and position their organizations for long-term success in the AI era. Vikas Sachdeva, *Chief Information Officer*, HEALTHDRIVE CORPORATION	**Keynote Presentation: AI Innovation at Scale - Balancing Opportunity with Risk Management** • Unlocking AI-driven growth while maintaining strategic and operational control • Establishing governance and risk frameworks that enable innovation at scale • Managing security, compliance, and regulatory challenges in a rapidly evolving landscape • Building trust through responsible AI practices and transparent decision-making Yousuf Khatib, *Chief AI Strategy Officer*, VANTAGE FINANCIAL ALLIANCE
03:00pm	*Networking Break in the Exhibition Area*	
	TRACK A: CDAO Pacific A - Track A	TRACK B: CAIO Pacific B - Track B
	Chairperson's Remarks Derek Bates, *SVP of Sales* – ALTERYX	*Chairperson's Remarks* Jordi Rodriguez Oliver, *Head of CoE (Center of Excellence)*, MABE GLOBAL

03:30pm	Keynote Presentation: Every Data Strategy and AI Problem You Have Is a Business Choice Nobody Made: How to Force the Choice Before the Money Moves Key Points: • Ownership is a strategy decision, not a governance artifact: which few decisions carry the value, and which business leader carries the consequence when each is wrong. Settle both before the money moves. Which of your current AI bets could name them today? • Diffused accountability is an operating model: every data and AI outcome has sponsors and none has an owner, because owning it puts one name on the hook for being wrong. That is a design, not an accident. Why does your organization keep choosing it? • AI did not create the gap. It removed the people covering for it and now acts on it at machine speed: two teams report different numbers, both right, and the agent picks one. Whose review moves when it has been wrong for six months? • One question in every funding meeting: whose objectives carry this outcome? Data leaders who ask it push the decision back to the executive who claimed it. Those who do not absorb accountability for outcomes they were never given. Which one are you? David Krauza, *Vice President, Enterprise Data Strategy, Products, and Governance*, COMCAST	Panel Discussion: Two Titles, One Mission: What CDAOs and CAIOs Are Finally Figuring Out About Each Other • The CDAO and CAIO roles were often created independently, sometimes in competition with each other, and occasionally in confusion about where one ends, and the other begins. Now that both functions are maturing, what have you learned about how to make this partnership work in practice? • The data layer and the AI layer are inseparable in theory but frequently siloed in reality. Where does the friction between these two functions live day to day, and what does it cost the organization when it goes unresolved? • There is a version of this relationship where the CDAO and CAIO spend most of their time negotiating with each other over ownership, budget, and priorities. And there is a version where they operate as a genuine leadership unit that is stronger than either function alone. What is the difference between those two organisations and how do you deliberately build the second one? • If you could say one honest thing to the person sitting across the aisle in the other community tonight, something you would not normally say in a formal setting, what would it be? Adem Albayrak, *Chief Data and AI Officer* – ALZHEON Jillian Landi, *Chief AI Officer*, NEEDHAM BANK Anitha Sivasubramanian, *Chief AI Officer*, LYCA GROUP Moderator: Jordi Rodriguez Oliver, *Head of CoE (Center of Excellence)*, MABE GLOBAL
03:55pm	Keynote Presentation: From AI Strategy to Enterprise Execution: Prioritizing What to Automate, What to Augment, and What to Leave Alone Discussion points: • How to prioritize AI use cases across the enterprise without chasing every new capability	Keynote Presentation: Redefining the AI–Business Relationship - Are CAIOs Prepared to Lead? • Managing the evolution of the CAIO role from technology advocate to business strategist • Preparing organizations for an AI-first future through leadership, governance, and operating-model transformation

	• Where AI adds genuine value versus where traditional automation may be faster, safer, or more cost-effective • How to turn AI strategy into execution across teams, processes, and business units • What leaders need to consider when balancing innovation, risk, governance, and operational readiness Ravi S. Chaudhary, *Former VP - Intelligent Automation / AI Strategy* – WATTS WATER TECHNOLOGIES	• Evaluating whether today's CAIOs are ready to lead the next phase of enterprise AI transformation Anitha Sivasubramanian, *Chief AI Officer*, LYCA GROUP
04:20pm	Keynote Presentation: What the Next Generation of Data Leaders Actually Needs that We Are Not Teaching Them • The pipeline of future data and AI leadership talent is real but incomplete. What are the gaps between how organizations are developing the next generation of data leaders and what those leaders are actually going to need? • Technical excellence gets people into senior data roles. It is rarely what determines whether they succeed once they get there. What are the non-technical capabilities that make the difference? • Mentorship, sponsorship, and deliberate career architecture for data talent are all underinvested relative to their impact. What do organizations that do this well look like? • What is the one thing you wish someone had told you earlier in your career that would have meaningfully changed your trajectory as a data leader? Meghan Barrett Welch, *Chief Data Officer*, MASSACHUSETTS EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS	Keynote Presentation: Human in the Loop is not a Strategy - Rethinking Oversight for Systems that Move Faster than People Do • Human in the loop has become a reassuring but often meaningless shorthand for AI oversight. When systems are making thousands of decisions per second, what does meaningful oversight actually look like? • The cognitive load of overseeing AI systems is a growing problem organisations are only beginning to grapple with. How do you design oversight that humans can actually sustain at scale? • Different decisions warrant different positions on the spectrum from full human control to full autonomy. How are organisations making those calibration decisions systematically rather than case by case? • The most dangerous moment in AI deployment is often not the launch, when everyone is watching, but six months later when oversight becomes routine and then perfunctory. How do you design against that? Besa Bauta, *(Former Chief Information Officer) Assistant Professor*, NYU
04:45pm	*Chairperson's Track A Closing Remarks* Derek Bates, *SVP of Sales* – **ALTERYX**	*Chairperson's Track B Closing Remarks* Jordi Rodriguez Oliver, *Head of CoE (Center of Excellence)*, MABE GLOBAL
04:50pm	*End of Event*	