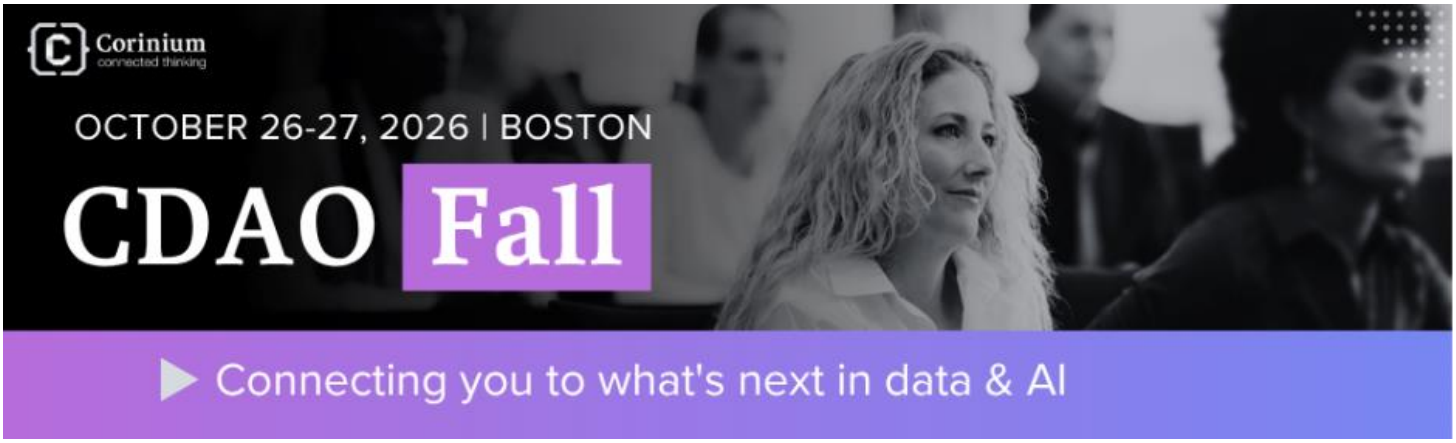

Join the Gathering of the Leading Chief Data Officers in the USA at CDAO Fall Boston 2026.

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:

- Manajit Barman, *Chief Data Officer* – UNITED STATES AIRFORCE
- Ash Dhupar, *Chief AI & Data Officer* – HONEYWELL AEROSPACE TECHNOLOGIES
- Aiswarya (Ammu) Menon, *Chief Data & AI Officer* – NYC HEALTH + HOSPITALS
- Yvonne Li, *Chief AI and Data Officer* – STARR INSURANCE
- Nondas Sourlas, *Chief Data and Analytics Officer* – CLOSEKNIT (CareFirst BlueCross BlueShield)
- Duyum Ryan, *Finance Chief Operating Officer & SVP (Finance Data Strategy)* - THE CIGNA GROUP
- Achuth Rao, *Chief Product Officer & Head of Data & Analytics, AI Products* – NEW YORK LIFE INSURANCE COMPANY
- Sanjay Sidhwani, *Chief Data & Analytics Officer* – VALLEY BANK
- Adem Albayrak, *Chief Data and AI Officer* - ALZHEON
- Dr. Tarun Sood, *Chief Data and AI Officer*, AMERICAN CENTURY INVESTMENTS
- Vikas Sachdeva, *Chief Information Officer* – HEALTHDRIVE CORPORATION
- Andrew Patricio, *Chief Data and AI Officer* – UNIDOS US
- Dartanion Williams, *Chief Data Officer and Executive Director* – CITY OF BALTIMORE
- Khizar Hayat, *Chief Data Officer & Chief Operating Officer* – DAKOTA
- Elena Alikhachkina, *Chief Data and AI Officer*, TE CONNECTIVITY
- Justin Heller, *Former SVP, Chief Data Officer* – SYNCHRONY FINANCIAL
- Besa Bauta, (*Former Chief Information Officer) Assistant Professor* – NYU
- Thomas Shola, *(Former Chief Risk Information Officer) Executive Director IT, Cyber, Enterprise Data & Analytics* - FIRST CITIZENS BANK
- Heather Harris, *Field Chief Data & Analytics Officer* – ALTERYX
- Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*– BELL AND HOWELL
- Trang Nguyen, *Vice President, Data Science* – PRUDENTIAL FINANCIAL
- Diego De Aragao, *Senior Vice President, Balance Sheet and Analytics*, CITIGROUP
- Moshmi Sanagavarapu, *SVP Data Management* – OMNICOM MEDIA
- Ravinath Kausik, *Vice President, Data Science, AI and Analytics* – THE HARTFORD
- Isa Terzi, *Vice President, Data* – ERGO NEXT INSURANCE
- Alexander Shvets, *Head Medical & R&D Data Science & AI* – IPSEN
- Yogesh Bhardwaj, *Sr. Director GSO Business Partner, Data & IT Shared Services* – SENSATA
- Polina R. Ware, *Global Director, Digital Innovation & Enterprise Solutions* – PPG
- Haritha Yanam, *Managing Director, Data Science & AI* – WEBSTER BANK
- Kamal Distell, *Vice President Enterprise Data* – TRAVELERS
- Erin Fidyk, *Director Oncology Enterprise Data Science* – JOHNSON & JOHNSON
- Suresh Kumar Gunasekaran, *Senior Software Engineer* - WALMART GLOBAL TECH
- Colleen Tartow, *Senior Director, Enterprise Data Engineering* – CAPITAL ONE
- Fariha Chaudry, *Head of Engineering M&A* – GE HEALTHCARE
- Taige Eoff, *Go to Market Data Practice Lead, Google Cloud* – GOOGLE
- Al Yazdani, *Senior Vice President, Data Science & Applied Ai, Investor & Issuer Services* – CITI BANK
- Tasneem Nipplewala, *Head of Data, Cyber and AI Enterprise Architecture* – MASSMUTUAL
- Gorkem Sevinc, *Co-founder and CEO* – QUALYTICS
- Amritha ArunBabu Mysore, *Head of Product – Marketing and AI* – STAPLES
- Richard Inserro, *Director, Data Governance, Standards, and Assurance* – MERCK
- 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

- Frederique De Letter, Head of Data Analytics & AI – PLANTE MORAN
- Michael Mangione, *Global Head - Digital & AI Experience Transformation* - W. L. GORE & ASSOCIATES
- Chandrakanth Thadkapally, *Senior Software Engineer/Senior Technical Lead* – WALMART
- Ravi S. Chaudhary, *VP - Intelligent Automation / AI Strategy* - WATTS WATER TECHNOLOGIES

Pending:

- Shannon Gilbert, *VP, Data and Analytics, P&C Chief Data Officer* - USAA
- Gene Voskov, *Chief, Data Analytics & Resources Bureau, Division of Local Services*, MASSACHUSETTS DEPARTMENT OF REVENUE
- Nachiket Mehta, *Vice President, AI & Data Engineering* – THE HARTFORD
- David Twitchell, *Senior Vice President and Chief innovation Officer* – BOSTON MEDICAL CENTER (BMC)
- Shesh Narayan Gupta, *Senior Manager Data Science* – CAPTIAL ONE
- Steve Winawer, *Head of Data, Digital, and Technology USBU* – TAKEDA
- John Mariano, Head of Artificial Intelligence, Data and Engineering – ANLYLAM PHARMACEUTICALS
- Jay Hinton, *Global Head of Product, Data & Analytics* – BNY
- Arvind Rajagopalan, *VP Data & AI* – FEDEX
- Vijay Venkatesan, *Chief Technology Officer* - IKS HEALTH
- Erik LaRochelle, *VP of Data, Analytics & AI* – SHARK NINJA

Questions about the program? Get in touch with Conference Producer Kathleen Vitug at kathleen.vitug@coriniumgroup.com

Day One - October 26th	
8:00 – 8:50	*Registration & Networking in the Exhibition Area*
8:50 - 9:00	Chair's Welcome & Opening Remarks
9:00 - 9:30	Opening Panel Discussion: 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? Moderator: Gorkem Sevinc, *Co-founder and CEO* - QUALYTICS Kamal Distell, *Vice President Enterprise Data* – TRAVELERS Trang Nguyen, *Vice President, Data Science* – PRUDENTIAL FINANCIAL Elena Alikhachkina, *Chief Data and AI Officer*, TE CONNECTIVITY

9:30-9:50	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
9:50 - 10:10	Keynote Presentation: The Architecture Decision That Will Define Your Next Five Years • 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 AIRFORCE
10:10-10:45	Panel Discussion: 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? Moderator: WNS Erin Fidyk, *Director Oncology Enterprise Data Science* – JOHNSON & JOHNSON Khizar Hayat, *Chief Data Officer & Chief Operating Officer* – DAKOTA Moshmi Sanagavarapu, *SVP Data Management* – OMNICOM MEDIA Yogesh Bhardwaj, *Sr. Director GSO Business Partner, Data & IT Shared Services* – SENSATA
10:45 - 11:15	*Mid-Morning Coffee & Networking Break in the Exhibition Area*

	TRACK A: Leadership (Cross Industry)	TRACK B: Financial Services
11:15-11:55	**Discussion Group: 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, 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? Duyum Ryan, *Finance Chief Operating Officer & SVP (Finance Data Strategy)* - THE CIGNA GROUP Frederique De Letter, Head of Data Analytics & AI – PLANTE MORAN Fariha Chaudry, Head of Engineering M&A – GE HEALTHCARE	**The Model Risk Conversation Nobody in Financial Services Wants to Have Out Loud** • How are firms practically applying model risk management frameworks that weren't designed for this generation of technology? • The speed at which AI models are being deployed in financial services is outpacing the speed at which model validation teams can operate. How are firms managing that gap without either paralyzing innovation or accepting unquantified risk? • Regulators in the US, EU, and UK are each approaching AI oversight differently, and firms with cross-border operations are caught in the middle. What does a governance framework look like that satisfies multiple regulatory regimes without becoming an operational nightmare? • Where do you draw the line between AI-assisted human decision-making and autonomous AI decision-making in a financial services context, and who in your organization owns that line? Al Yazdani, *Senior Vice President, Data Science & Applied Ai, Investor & Issuer Services* – CITI BANK Mitch Holt, *AVP – Head of Data & Analytics, Pet Insurance* – METLIFE
11:55-12:25	**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	**Track Panel Discussion: Alternative Data, Real Alpha: The New Frontier of Investment Intelligence** • The universe of alternative data available to asset managers has exploded. How are leading firms separating the genuinely signal-generating data from the expensive noise? • Where is the next generation of durable informational advantage actually coming from? • Large language models can now process and

	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: Fivetran Panelists: Available Richard Inserro, *Director, Data Governance, Standards, and Assurance* – MERCK Aaron Chang, *Director, Head of Data Science, Disease Area X* – NOVARTIS	synthesize unstructured financial data at a scale that was previously impossible. How is this changing the research process, and what does it mean for the fundamental analyst whose job was built on doing that synthesis manually? • Acquiring alternative data creates its own governance, privacy, and regulatory obligations that are not always fully considered before purchase. What does a mature alternative data programme look like from a governance standpoint? • How are quant and fundamental investment teams learning to work together as AI blurs the boundary between systematic and discretionary approaches? Reserved for Alteryx
12:25 – 1:25	*Lunch & Networking in the Exhibition Area* Combined CDAO/CAIO	
1:25-1:55	Panel Discussion: 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? Moderator: Taige Eoff, *Go to Market Data Practice Lead, Google Cloud* – GOOGLE Aiswarya (Ammu) Menon, *Chief Data & AI Officer* – NYC HEALTH + HOSPITALS Amritha ArunBabu Mysore, *Head of Product – Marketing and AI* – STAPLES David Krauza, *Vice President, Enterprise Data Strategy, Products, and Governance* – COMCAST Nirav Parikh, *Head of Enterprise Data and AI* – MASS GENERAL BRIGHAM HEALTHCARE	

1:55- 2:25	Keynote Presentation: Decisions at Machine Speed: Putting Analytics Where the Action Is The gap between generating an insight and acting on it has historically been measured in days. The organisations closing that gap to seconds are building a fundamentally different competitive capability. • Embedded analytics, edge decisioning, and real-time AI inference are converging to put intelligence directly into operational workflows. Where are the use cases with the clearest measurable impact right now? • Most analytics platforms were designed to answer questions. The next generation needs to trigger actions. How does that shift change what you need from your technology, your data, and your people? Reserved for Actian	
2:15- 2:45	Panel Discussion: 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 organisations ready for it? • 72% of enterprises now have AI agents deployed in some form, yet only 21% have a mature governance model designed for autonomous agents. What does closing that gap actually require? • Agentic systems fail differently from traditional software. They can fail silently, gracefully, and in cascading chains. How are organisations 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? Ravinath Kausik, *Vice President, Data Science, AI and Analytics* – THE HARTFORD Suresh Kumar Gunasekaran, *Senior Software Engineer* - WALMART GLOBAL TECH Tasneem Nipplewala, *Head of Data, Cyber and AI Enterprise Architecture* – MASSMUTUAL	
	TRACK A: Leadership	TRACK B: Financial Services

2:45-3:25	Presentation: Data Without Delays: The Business Impact of Self-Service Analytics This session explores how empowering employees with direct access to data transforms decision-making, operational efficiency, and organizational agility. Self-Service Analytics Empowerment: Organizations gain agility and operational efficiency by giving business users direct access to data, reducing dependency on technical teams, and accelerating time-to-insight. Faster, Confident Decision-Making: Equipping employees with self-service tools enables data-driven decisions at speed, fostering a culture where insights are accessible to all, not just data specialists. Measurable Business Outcomes: The shift to democratized data delivers tangible results: increased productivity, stronger cross-functional collaboration, and a sharper competitive edge in dynamic markets. Chris Banks, *Head GTM Evangelist* - SERVICENOW	Fraud Never Sleeps: Building Real-Time AI Defenses Against Adversaries Who Are Also Using AI • AI-powered fraud is evolving faster than most financial institutions' detection capabilities. Synthetic identity fraud, deepfake-assisted account takeover, and AI-generated social engineering are all accelerating. How are firms keeping pace with adversaries who have access to the same foundational technology? • Real-time fraud detection at scale requires data infrastructure, model deployment pipelines, and decision engines that can operate in milliseconds without false positive rates that kill the customer experience. What does the technical architecture that makes this possible actually look like? • Collaboration between financial institutions on fraud data and threat intelligence is one of the most powerful tools available, and also one of the most legally and competitively complex. How are firms navigating that balance?
3:25-3:45	Track Presentation: Measuring What Matters: Building an AI ROI Framework That Actually Holds Up to Scrutiny • Most AI business cases are built on projections that look compelling in a slide deck and become difficult to defend six months after deployment. How do you build ROI frameworks for AI investments that remain credible through implementation and beyond? • There is a significant difference between AI that reduces cost, AI that generates revenue, and AI that builds strategic capability. How should the measurement approach differ depending on which type of value you are pursuing? Reserved for Insight Software	Track Presentation: The Quant Is Dead, Long Live the Quant: What AI Means for the Investment Research Function • Generative AI can now do in minutes what a junior analyst spent a week doing. That is not a marginal efficiency improvement; it is a structural change to how investment research organisations need to be staffed, organized, and led. • There is a difference between AI that augments investment judgment and AI that replaces it. Where are the most sophisticated asset managers drawing that line today, and how are they expecting it to shift over the next three to five years?

3:45-4:15	*Afternoon Break & Networking in the Exhibition Area* - Combined CDAO/CAIO
4:15 – 4:45	**Panel Discussion: Regulation Is Coming Whether You're Ready or Not: Building AI Governance That Doesn't Break the Business** • The EU AI Act, evolving US federal guidance, and sector-specific financial services 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 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? Colleen Tartow, *Senior Director, Enterprise Data Engineering* – CAPITAL ONE Chandrakanth Thadkapally, *Senior Software Engineer/Senior Technical Lead* – WALMART
4:45-5:05	**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

5:05 – 5:35	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 Sanjay Sidhwani*, Chief Data & Analytics Officer* – VALLEY BANK Jillian Landi, *Chief AI Officer*, NEEDHAM BANK
5:35-5:45	Chairs Closing Remarks
5:45-6:45	*Networking Drinks Reception – CAIO & CDAO Prize Draw*
6:45	END OF DAY ONE

Day Two October 27th	
08:00–08:50	*Registration & Coffee in the Exhibition Area*
8:50 - 9:00	Chair's Welcome Remarks and Ice Breaker
9:00-9:30	Panel Discussion: The CDO and the CFO Walk into a Meeting: Making the Financial Case for Long-Term Data Investment • Data infrastructure investment is notoriously difficult to cost-justify in traditional financial frameworks because the value is cumulative, diffuse, and often realized by business units that didn't fund it. How are practitioners solving this problem?

	• CFOs are increasingly being asked to approve significant AI and data platform spending with ROI projections that are genuinely hard to validate. What does a credible, honest investment case look like? • How do you have an honest conversation with finance leadership about the fact that some of the most valuable data investments won't show a return for two or three years? • What metrics have you found actually resonate with finance leadership, beyond the ones that data teams naturally reach for? Duyum Ryan, *Finance Chief Operating Officer & SVP (Finance Data Strategy)* - THE CIGNA GROUP Justin Heller, *Former SVP, Chief Data Officer* – Synchrony Financial
9:30-9:50	Keynote Presentation: The Compound Effect: How the Best Data Organisations Keep Getting Better While Others Plateau • A small number of organisations seem to improve their data and AI capabilities faster than everyone else, compounding advantages year on year. What are the operating practices and cultural habits that create that flywheel? • The difference between organisations that plateau and those that keep accelerating is rarely about technology choices. What is it actually about? • How do you build a data organization that learns systematically from both its successes and its failures, rather than moving on to the next initiative before the lessons from the last one have been absorbed? • What is the one investment, structural decision, or cultural practice that you believe had the most outsized impact on your organization's data capability trajectory?
9:50-10:25	Panel Discussion: 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? Haroon Abbu, *Senior Vice President, Digital Technology, AI & Data Analytics & CDAIO*– BELL AND HOWELL Khizar Hayat, *Chief Data Officer & Chief Operating Officer* – DAKOTA

	Moshmi Sanagavarapu, *SVP Group Director, Data Analytics* - Omnicom-IPG Mediabrands Alexander Shvets, *Head Medical & R&D Data Science & AI* – IPSEN Michael Mangione, *Global Head - Digital & AI Experience Transformation* - W. L. GORE & ASSOCIATES	
10:25-10:45	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	
10:45-11:15	*Mid-Morning Coffee & Networking in the Exhibition Area*	
11:15	Track A: Leadership	Track B: Financial Services
11:15-11:45	Track Presentation: Built to Last or Built to Break: How Data Leaders Are Designing Organisations That Survive Lea dership Change • The data and AI function is often deeply dependent on the CDAO who built it. When that person leaves, how much of what they created actually survives and why is the answer so often "not enough"? • Institutional knowledge, data culture, and team capability are the hardest things to build and the easiest things to lose. How do you design a data organization that is genuinely durable rather than personality-dependent? • Succession planning for data leadership roles is rarely taken seriously until it is too late. What does a responsible approach to building	Discussion group: The Politics of Data: Navigating Power, Ownership, and the Battles Nobody Puts in the Strategy Document • Data ownership disputes between business units are one of the most common and least discussed barriers to data and AI progress. How do experienced data leaders navigate these conflicts without burning political capital they cannot afford to lose? • The CDAO is often asked to democratize data access while simultaneously being held responsible for governance and risk. Those objectives are in genuine tension. How do you manage it? • Shadow data initiatives, rogue analytics teams, and business units building their own pipelines are symptoms of something. What are they telling you and how do you respond constructively?

	leadership depth in a data function actually look like? • The organisations that maintain data and AI momentum through leadership transitions tend to have something in common beyond good documentation. What is it? RESERVED FOR PROPHECY	• What is the hardest internal political challenge you have faced as a data leader, and what did it teach you about how organisations work versus how they are supposed to work? Isa Terzi, *Vice President, Data* – ERGO NEXT INSURANCE Justin Heller, *Former SVP, Chief Data Officer* – Synchrony Financial
11:45-12:05	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, *Chief Data and AI Officer*, TE CONNECTIVITY	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, (Former Chief Risk Information Officer) *Executive Director IT, Cyber, Enterprise Data & Analytics* - FIRST CITIZENS BANK
12:05-12:25	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	Presentation: From Compliance Cost to Competitive Edge: Rethinking What Regulatory Pressure Does for Your Data Strategy • Financial services are the most heavily regulated industry in the world for data and AI, and most firms treat that as a burden. The ones pulling ahead are treating it as a forcing function that builds capabilities their less regulated competitors don't have. What is the mindset shift that separates them? • SR 11-7, the EU AI Act, DORA, and evolving SEC guidance create a genuinely complex multi-regime compliance environment. How are the most sophisticated firms building governance architectures that satisfy all of it without grinding innovation to a halt? • The data infrastructure investments required for regulatory compliance, auditability, explainability, lineage, model documentation are the same investments that make AI production ready. How are data leaders making that case to unlock compliance budgets for strategic capability building? • Where do you genuinely see the regulatory environment heading in the next 24 months and how is that shaping your data and AI investment decisions today?
12:25-1:25	*Lunch & Networking in the Exhibition Area* - Combined CDAO/CAIO	

1:25-1:55	Panel Discussion: 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? Yvonne Li, *Chief AI and Data Officer* – STARR INSURANCE Amin Assareh, *Vice President, Data Science*, FIDELITY INVESTMENTS Mitch Holt, *AVP – Head of Data & Analytics, Pet Insurance* – METLIFE
1:55-2:15	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 organisations 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 organisations 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
2:15-2:35	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 • 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, *VP - Intelligent Automation / AI Strategy* - WATTS WATER TECHNOLOGIES
2:35-3:05	Panel Discussion: The New Power Couple: How the CDAO and CAIO Have to Work Together or Watch Everything Fall Apart • The CDAO and CAIO roles were created to solve different problems but are increasingly inseparable in practice. Where does the real friction between these functions live, and how are organisations resolving it before it becomes a structural problem? • Data strategy and AI strategy are often developed separately and then expected to align. How do you build genuine joint ownership of the decisions that sit at the boundary? • The reporting line for CDAO and CAIO functions varies enormously across organisations. How much does structure matter versus the quality of the working relationship between the people in those seats? • What are the decisions that look like CDAO decisions or CAIO decisions but are actually only good decisions when both functions are genuinely in the room together?
3:05	Afternoon Break and Networking - Combined CDAO/CAIO
3:35	Keynote Presentation: TOPIC TBC David Krauza, *Vice President, Enterprise Data Strategy, Products, and Governance* – COMCAST
4:00	Panel Discussion: The Future Is Unevenly Distributed: Where Enterprise Data and AI Goes from Here • The gap between AI leaders and AI laggards is widening faster than most people anticipated. What happens to the organisations that are still in early stages of their data and AI journey as the leaders pull further ahead? • Agentic AI, multimodal models, and real-time decision intelligence are converging into something that looks qualitatively different from the AI landscape of two years ago. How should data and AI leaders be positioning their organisations for what comes next? • The pace of change in foundational AI capability is forcing organisations to make architectural and strategic bets on platforms and approaches that may look very different in 18 months. How do you make durable decisions in an environment that keeps shifting underneath you? • If you had to bet on the two or three developments in data and AI that will most significantly change how enterprise organisations operate in the next three years, what would they be?
4:30	Chair's Closing Remarks
	END OF EVENT