

# FUTURETECH STRATEGY FORUM



## TRANSFORM MOBILISE SECURE

DE VERE COTSWOLD WATER PARK HOTEL  
16th & 17th SEPTEMBER 2025

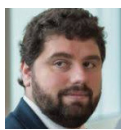
Introducing our  
Chair for the  
Forum...



**Richard Corbridge**  
**Chief Information Officer**  
SEGRO

**SEGRO**

## SPEAKERS



**Amaury Cothenet**  
**Regional Chief  
Information Security  
Officer**  
Allianz



**Ranil Boteju**  
**Chief Data and Analytics  
Officer**  
Lloyds Banking  
Group



**Phil Scully**  
**VP Digital and EMEA  
Technology**  
RS Group



**Vladimir Bendikow**  
**Chief Data Officer**  
FirstBank UK



**Patrick Flynn**  
**Chief Operating Officer**  
HSBC Innovation Banking



**Roger Pearson**  
**Director - Global Data and  
Analytics**  
Smith & Nephew



**Kate Daly**  
**Chief Information Officer**  
Tullow Oil



**Sampada Basarkar**  
**Executive Director -  
Software Engineering**  
Vodafone



**Mathew Thomas**  
**Global People Analytics  
Director**  
Reckitt



**Sameen Gul**  
**Global IT Director Digital  
and GenAI**  
Reckitt



**Adrian Polglase**  
**Enterprise Architect -  
Data**  
Rolls-Royce



**Kam Karaji**  
**Director, Cybersecurity and  
Risk Management**  
NFL International



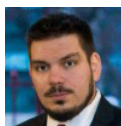
**Robert Smith**  
**Associate Director of  
Emerging Technologies  
and Insights**  
Flutter



**Miryem Salah**  
**Director - Vodafone  
Business IT Hubs, Digital,  
Data and Transformation**  
Vodafone



**Blaine Tookey**  
**Technology Principal**  
BP



**Stylianos Taxisdis**  
**Head of Data and  
Analytics**  
CV-Library



**Matthew Connors**  
**XR Digital Product Area  
Owner**  
Volvo



**Ravi Jay**  
**Head of Agile Delivery**  
Jaguar Land Rover



**Adrian Pinder**  
**Head of Digital and Data**  
DS Smith



**Sanja Hukovic**  
**Head of Model and AI Risk  
Management**  
London Stock Exchange  
Group



**Deon Pillay**  
**Head of Marketing  
Technology, Enablement  
and Governance**  
Legal & General



**Baljinder Kang**  
**Engineering Platform Lead**  
NatWest Group



**Nivedh Iyer**  
**Head of Group Data  
Management, Group Data  
and Analytics**  
Danske Bank



**Keith Edwards**  
**Head of IT, Change and  
Mortgage Servicing**  
Leek Building  
Society



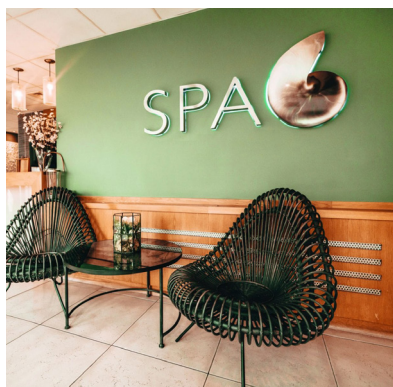
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E: [info@ahmediauk.com](mailto:info@ahmediauk.com) T: 01293 850300



### MAIN THEMES

- **Leveraging Data Analytics for Smarter Business Decisions**
- **Empowering Teams with Transformative Technology**
- **Addressing the Talent Gap and Future-Proofing the Workforce**
- **Seamless, Secure, and Scalable Network Connectivity**
- **Your Strategic Guide to Tech Solution Selection**
- **Adapt, Innovate, Dominate - Digital Transformation in Action**
- **Machine Learning - Optimising Processes for Business Growth**
- **The ESG Agenda - The Future of Responsible Business**
- **Change Management - Enabling Tech and Digital Transformation**
- **AI - Innovating Today, Shaping Tomorrow**

### VENUE



### DE VERE COTSWOLD WATER PARK HOTEL

Set among the honey-coloured villages and gently rolling hills of The Cotswolds, De Vere Water Park is a hotel as spectacular as its surroundings. In the heart of the 152 lakes that spread across the unique Cotswolds Water Park, this is a place where modern design effortlessly combines with its natural surroundings.



### EVENT AGENDA STRATEGY NIGHT LIVE



17:00 - 18:00 **Registration and Networking Reception**

18:00 - 18:15 **Drinks Reception**



#### MEET THE SPEAKERS

A fun and interactive way to meet the speaker faculty



20:00 - 21:30 **Networking Dinner**



# EVENT AGENDA DAY ONE - 16th SEPTEMBER

08:00 - 08:30 **Registration and Networking Reception**

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08:30 - 08:40 **Chair's Opening Remarks**



**Richard Corbridge**  
Chief Information  
Officer  
SEGRO

**SEGRO**

08:40 - 09:00 **AI at Scale - Creating a Sustainable Foundation for Innovation**



**Ranil Boteju**  
Chief Data and  
Analytics Officer  
Lloyds Banking  
Group

As AI adoption accelerates, large organisations face the challenge of scaling solutions effectively across multiple teams, functions, and geographies. Successfully expanding AI capabilities requires strategic alignment with business objectives to ensure that initiatives deliver measurable value, so a robust data ecosystem with high-quality, well-governed data pipelines that facilitate seamless deployment is essential.

This session will provide a roadmap for those looking to scale AI effectively. Ranil will address both technical and strategic dimensions, offering insights into how enterprises can build a sustainable AI foundation that drives innovation, efficiency, and long-term competitive advantages.





09:00 - 09:20

## Leveraging Gen AI for Strategic Operational Excellence



**Sameen Gul**  
Global IT  
Director Digital  
and GenAI  
Reckitt

As AI continues to shape the future of business, companies are increasingly turning to this technology to enhance operations, improve efficiency, and drive innovation. For Reckitt, integrating AI is a key part of their strategy to stay ahead in a competitive market.

Reckitt is leading the charge with an ambitious GenAI programme, reshaping their operations and marketing strategies. From redefining brand building to streamlining processes and boosting creativity, advanced systems are helping them enhance team agility and achieve greater impact.

Sameen will share their journey, focusing on the development of in-house capabilities and the challenges and opportunities of incorporating AI into a global organisation. He will also highlight how automation is enabling marketing teams to move from manual tasks to more strategic, innovative work, driving both efficiency and business growth.



09:20 - 09:40

## Solution Provider Case Study

09:40 - 10:00

## Driving Sustainability and Advancing ESG Goals



**Miryem Salah**  
Director -  
Vodafone  
Business IT  
Hubs, Digital,  
Data and  
Transformation  
Vodafone

As the world faces unprecedented environmental challenges, the need for sustainable practices has never been greater. Technology plays a crucial role in advancing these efforts while aligning with Environmental, Social, and Governance (ESG) principles.

In this session, Miryem will explore how Vodafone is harnessing ESG data to manage contractual risks and strengthen their competitive edge in the bidding process. A standout example is the Vodafone Mobile Carbon Calculator, an innovative tool that provides business customers with valuable insights into the carbon emissions associated with their mobile plans.

By leveraging this data, Vodafone not only reinforces their commitment to sustainability but also gains a strategic advantage in bids and contracts. Through these initiatives, the company is driving meaningful change while delivering long-term business value.



10:05 - 10:25

## Solution Provider Case Study - Streams 1, 2, 3, 4

10:30 - 11:00

## Business Meetings





11:05 - 11:20

## CROSS-SECTOR STREAM

### Digital Excellence - Turning Strategy into Action and Results



**Kate Daly**  
**Chief Information Officer**  
Tullow Oil

Digital transformation can seem like a daunting challenge, but with the right strategy, it becomes a powerful driver of efficiency, innovation, and business growth. Tullow Oil's journey is a prime example of how organisations can leverage technologies to enhance operations, improve decision-making, and achieve significant cost savings. By establishing an Automation Centre of Excellence, businesses can seamlessly integrate robotics, AI, and ERP systems, propelling their digital transformation forward.

In this session, Kate will outline the key steps involved in shaping and executing a successful digital strategy, such as implementing automation, cloud migration, and utilising rapid application development tools such as Power Apps. Attendees will gain practical insights on overcoming common obstacles, managing budgets effectively, and ensuring that digital initiatives deliver measurable results.

# TULLOW



11:05 - 11:20

## BFSI STREAM

### Empowering Departments Through Strategic Platform Selection



**Deon Pillay**  
**Head of Marketing Technology, Enablement and Governance**  
Legal & General

Creating a seamless integration of technology across departments is essential for driving success. The key lies in optimising the way marketing, sales, and technology ecosystems collaborate to ensure that each team can leverage the right tools and platforms while working in harmony, such as ensuring CRM systems and other platforms are configured to deliver relevant content tailored to their specific needs.

Deon will discuss how to identify platforms that can be utilised and scaled to meet the broader needs of your business. He will explore how, by selecting the right tools, you can facilitate cross-functional collaboration and leverage various strengths. This approach ensures that both people and technology are aligned to deliver maximum impact across the entire organisation.



11:25 - 11:45

## CROSS-SECTOR STREAM

### Framing the Right Questions for Successful Transformation



**Ravi Jay**  
**Head of Agile Delivery**  
Jaguar Land Rover

The successful implementation of Gen AI in global enterprises requires more than just advanced technology, it demands a strategic approach that focuses on asking the right questions at each stage of the transformation journey.

This session will explore the key frameworks and strategic considerations that enable scalable AI deployment, ensuring that organisations choose solutions that address real business challenges, rather than simply seeking problems to solve.

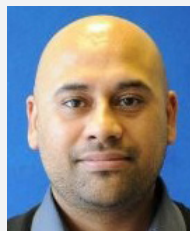
Ravi will provide a structured approach to adoption, starting with assessing organisational readiness and identifying core business needs. He will share insights on how to navigate common challenges, make informed technology choices, and frame the right questions to ensure AI transformation delivers sustainable, high-impact results.

JLR

11:25 - 11:45

## BFSI STREAM

### Driving Intelligent Automation at NatWest



**Baljinder Kang**  
**Engineering Platform Lead**  
NatWest Group

NatWest are enhancing their customer proposition, adopting forward-thinking automation strategies to drive intelligence across various functions, with the goal of creating a more self-service-driven banking model.

This session will explore how these advancements contribute to a more proactive, data-driven approach that empowers customers with better financial insights and services. Baljinder will share his perspective on how to best embed automation and drive intelligence to maximise the value of customer data, improving the overall banking experience.



**NatWest Group**

11:45 - 12:05

## CROSS-SECTOR STREAM

### Horizon Scanning - A Future Thinking Strategy



**Robert Smith**  
Associate  
Director of  
Emerging  
Technologies  
and Insights  
Flutter

In a world where change is constant and unpredictable, horizon scanning enables businesses to anticipate shifts before they occur, allowing them to be proactive rather than reactive. By adopting this approach, organisations can identify early signals of disruption and adapt their strategies in line with the latest trends in technology, innovation, and global developments.

In this session Robert will share insights on emerging opportunities, from AI breakthroughs to disruptive market forces, equipping you with the tools to embed horizon scanning into your strategic planning. Discover practical strategies to turn foresight into action, build resilience, and adapt with confidence, while sharpening your vision and navigating the future of business and technology with clarity.



11:45 - 12:05

## BFSI STREAM

### Frameworks for Modelling and Managing Emerging Risks



**Sanja Hukovic**  
Head of Model  
and AI Risk  
Management  
London Stock  
Exchange Group

There are many unique risks associated with today's emerging technologies, particularly as machine learning systems become more embedded in critical decision-making processes. These include biases in data and algorithms, challenges in explainability and transparency, adversarial attacks that can manipulate AI outputs, and regulatory uncertainties. In highly regulated industries like the BFSI sector, where trust, compliance, and security are paramount, understanding these risks and proactively addressing them is essential.

Sanja will provide an overview of the most efficient practical tools for technology risk assessment, exploring how to systematically identify, evaluate, and mitigate challenges. She will outline different modelling approaches, including probabilistic assessment, scenario analysis to anticipate and stress-test, and how to harness control-based frameworks.





12:10 - 13:00

### Group 1 - P2P Connect Speed Networking



12:10 - 13:00

### Group 2 - Group Discussion Enabling People Through Technology - A Change Management Approach



**Adrian Polglase**  
**Enterprise**  
**Architect - Data**  
Rolls-Royce

Technology is reshaping the way organisations operate, presenting both challenges and opportunities for leaders and employees alike. Successful adoption requires more than just implementation, it demands a strategic approach to change management that prioritises people, engagement, and adaptability.

In an interactive format, explore how to navigate organisational change, engage employees effectively, and drive successful technology adoption. Participants will be encouraged to share their experiences, challenges, and insights, building a collective takeaway through discussion and real-world examples.

Discussion points will include:

- Best practices and common pitfalls in implementing new technology
- Overcoming resistance and driving employee engagement
- Aligning technology with organisational goals and culture
- Leading teams through transformation with confidence and clarity



13:00 - 14:00

### Networking Lunch

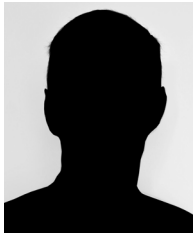


14:05 - 14:55

### Group 2 - P2P Connect Speed Networking



14:05 - 14:55



**Adrian Polglase**  
**Enterprise**  
**Architect - Data**  
Rolls-Royce

## **Group 1 - Group Discussion**

### **Enabling People Through Technology - A Change Management Approach**

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15:00 - 15:45

## **Business Meetings**



15:50 - 16:10

## **Scaling Gen AI in Enterprises**



**Adrian Pinder**  
**Head of Digital**  
**and Data**  
DS Smith

The rapid rise of Gen AI presents both significant opportunities and challenges for large enterprises, however implementing at scale requires navigating complex technical, operational, and cultural hurdles. DS Smith are exploring the potential of Gen AI to drive innovation in packaging design, customer communication, and sustainability efforts.

In this session Adrian will cut through the hype to explore the key difficulties businesses face, such as aligning AI initiatives with strategic goals, managing compliance, and leading organisational change. He will outline practical strategies for overcoming these hurdles, avoiding common pitfalls, and ensuring a successful rollout.



16:10 - 16:30      **Solution Provider Case Study**

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16:30 - 16:50      **The Future of Data - AI-Driven Automation and Strategic Implementation**



**Nivedh Iyer**  
**Head of**  
**Group Data**  
**Management,**  
**Group Data and**  
**Analytics**  
Danske Bank

Modern data management is undergoing a fundamental shift from manual processes to AI-driven automation, revolutionising the way organisations handle and utilise data. Ensuring data integrity, connecting AI with legacy systems, and maintaining compliance with evolving regulations are critical hurdles that must be addressed.

This session will showcase how AI-powered tools are streamlining workflows through intelligent categorisation, predictive analytics, automated cleaning, validation, and duplication, significantly improving accuracy and decision-making capabilities. Nivedh will explore practical strategies to overcome barriers, accelerate adoption, and optimise data management processes.



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16:55 - 17:15      **Solution Provider Case Study - Stream 1, 2, 3, 4**

17:15 - 18:00      **Business Meetings**



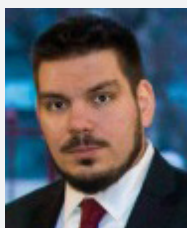


18:05 - 18:35



## CROSS-SECTOR STREAM

### Navigating Digital Disruption - Strategies for Success



**Stylianos Taxis**  
Head of Data and Analytics  
CV-Library



**Blaine Tookey**  
Technology Principal  
BP

As digital transformation continues to evolve, businesses operating across multiple markets must navigate the complexities of emerging technologies, regulatory landscapes, and strategic execution. This panel will bring together industry leaders to discuss key approaches, best practices, and the latest trends in shaping an effective digital strategy that balances global consistency with local adaptability.

Discussion points include:

- How can organisations develop a unified yet flexible digital strategy that caters to diverse market needs?
- What are the most impactful emerging technologies, such as blockchain and IoT, and how can they be leveraged effectively?
- How can companies ensure compliance with varying cybersecurity and data privacy regulations across different jurisdictions?
- What KPIs should be used to measure success and ensure continuous improvement?



18:05 - 18:35



## BFSI STREAM

### Managing Security and Sustainability in the Age of Intelligence



**Amaury Cothenet**  
Regional Chief Information Security Officer  
Allianz

As AI enters its next phase with agentic capabilities, businesses must consider the broader implications of the technology. This panel will feature esteemed industry leaders who will discuss innovative strategies, best practices, and the latest trends in implementing AI responsibly, governing it effectively, and ensuring its sustainability and security.

Discussion points will include:

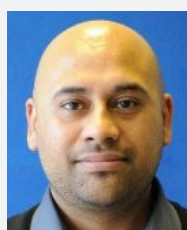
- How can you establish robust frameworks for ethical use, transparency, and accountability?
- What are the benefits of creating in-house AI technology for enhanced security and control over sensitive data?
- How can you address strategies for reducing energy consumption and promoting greener practices in alignment with ESG goals?



**Deon Pillay**  
Head of Marketing Technology, Enablement and Governance  
Legal & General



**Patrick Flynn**  
Chief Operating Officer  
HSBC Innovation Banking



**Baljinder Kang**  
Engineering Platform Lead  
NatWest Group



# Winedown Workshop

## Fizz and Bizz, join our relaxed fun end to the day.

### Canapés | Cocktails | Conversations

18:40 - 19:10



**Richard Corbridge**  
Chief Information  
Officer  
SEGRO

#### Workshop One

##### Moving from Quick Fixes to Sustainable Change

The phrase “too much acorn, not enough oak” captures a core dilemma faced by digital professionals. We often work within short planning cycles, prioritising quick wins and providing targeted solutions to isolated problems. This approach is typically driven by urgent business needs, limited resources, and the pressure to prove value quickly.

While engagement and buy-in are essential, staying in ‘acorn mode’ without a clear path to the broader strategic vision of the ‘oak tree’ means we focus only on immediate demands. This short-term mindset can lead to growing technical and data debt, two significant barriers to long-term transformation. As digital change agents, our objective is to move beyond fragmented, tactical efforts toward cohesive, strategic delivery that unlocks limitless possibilities.

Join the conversation to share how your organisation has approached this challenge, and how you ensure that you’re planting the right ‘acorns’ to cultivate a successful and sustainable digital transformation ‘oak’.



# SEGRO

18:40 - 19:10



**Mathew Thomas**  
Global People  
Analytics Director  
Reckitt

#### Workshop Two

##### Predictive Analytics in Succession Planning - Bridging the Talent Gap

Predictive analytics is transforming succession planning by identifying talent gaps and strengthening leadership pipelines. Reckitt’s data-driven approach to workforce planning leverages machine learning to forecast future needs and cultivate high potential employees.

Matthew will draw from examples of demand forecasting and manufacturing to demonstrate how predictive insights can drive leadership development, optimise talent strategies, and enhance organisational resilience. Through an interactive discussion, attendees will have the opportunity to share insights and explore how businesses can move from reactive hiring to proactive, data-driven decision-making, fostering long-term growth and stability.



# reckitt



18:40 - 19:10



**Phil Scully**  
**VP Digital**  
**and EMEA**  
**Technology**  
RS Group

### **Workshop Three** **Technology Enabled Enterprise - Meeting the Next Generation**

As businesses continue to evolve in a digital-first world, the role of technology in shaping enterprise operations becomes increasingly critical.

This workshop will focus on how organisations can harness emerging technologies to connect and enable teams both locally and globally. Phil will cover how technology can drive efficiency, enhance transparency, and close the widening skills gap within modern enterprises. He will invite a forward-thinking discussion, offering practical insights and real-world examples on how technology can be leveraged to build stronger, more agile businesses for the future.



19:10 - 19:25

#### **Coffee and Networking Break - Day 1 Close**



20:00 - 20:30

#### **Drinks Reception**



20:30 - 22:30

#### **Networking Dinner**



# EVENT AGENDA DAY TWO - 17th SEPTEMBER

08:25 - 08:40 **Coffee and Networking**



08:30 - 08:50

## **From Data to Decisions - Harnessing Analytics for Smarter Business**



**Roger Pearson**  
**Director - Global Data and Analytics**  
Smith & Nephew

Data is often seen as complex and difficult to operationalise, but when combined with effective analytics and governance, it becomes a powerful driver of business success. A well-structured data strategy enables organisations to unlock insights, streamline processes, and empower teams to make smarter decisions that increase revenue, reduce costs, and mitigate risk.

Roger will explore the journey from inception to delivery, breaking down the key steps in building strong processes, analytics capabilities, and governance frameworks. This session is designed for business leaders looking to harness the full potential of data, turning raw information into a strategic asset that fuels growth, innovation, and competitive advantage.

# Smith+Nephew



09:20 - 09:40

## CROSS-SECTOR STREAM

### The Future of VR - Transforming Industries Through Immersive Innovation



**Matthew Connors**  
**XR Digital Product Area Owner**  
Volvo

As VR continues to evolve, industries are seeing a shift in how immersive technologies enhance user experiences, business strategies, and digital interaction. In this session, Matthew will explore the future trajectory of VR, focusing on the integration and management of emerging technologies within large-scale enterprises.

He will discuss how XR (Extended Reality) solutions are being deployed to support business operations at scale, with insights into initiatives within Volvo Group Digital & IT. The session will cover the implementation of XR technologies for training and sales, including secure multi-user training modules and immersive sales tools, now deployed across 1,000+ VR headsets worldwide. Attendees will gain a deeper understanding of the challenges and opportunities of scaling XR solutions and how businesses can leverage VR for innovation, productivity, and engagement in the future.

# VOLVO



09:20 - 09:40

## BFSI STREAM

### Overcoming Legacy Constraints in Digital Transformation



**Keith Edwards**  
**Head of IT, Change and Mortgage Servicing**  
Leek Building Society

Many financial institutions still rely on aging legacy systems that were never designed to support modern digital services. These outdated systems lack integration capabilities, making it difficult to provide experiences across multiple digital touchpoints. Smaller institutions, unlike larger banks, face additional challenges in digital transformation due to tighter financial constraints and a deep-rooted tradition of branch-based banking where personal interactions and branch-based services are still valued.

Keith will explore how replacing or upgrading legacy infrastructure requires significant investment, careful planning, and a strategy that minimises disruption to existing services. He will highlight how digital transformation goes beyond adopting new technologies and is about reshaping culture, fostering innovation, and empowering teams to deliver and support services effectively.

# LEEK

Building Society

09:40 - 10:00 **Solution Provider Case Study**

09:40 - 10:00 **Solution Provider Case Study - Stream 1,2,3,4**

10:25 - 10:55

### **Efficiency Brunch**

Topic led roundtables around efficiency challenges in your organisation



11:00 - 12:00

### **Business Meetings**



12:00 - 12:20

### **The Next Frontier of Connectivity**



**Sampada Basarkar**  
**Executive Director -**  
Software  
Engineering  
Vodafone

Vodafone is leading the way in mobile connectivity through cutting-edge technology, strategic partnerships, and significant infrastructure investment. A recent milestone in their innovation journey was the world's first space-based video call using a standard mobile phone, demonstrating the potential of satellite-enabled mobile broadband to bridge coverage gaps.

As part of their commitment to future-proof connectivity, Vodafone is expanding their 5G network and investing £11 billion following the merger with Three UK, aiming to create the UK's largest mobile operator to enable more flexible and cost-effective network deployments.

In this session, Sampada will share insights into the practical challenges and opportunities of integrating satellite technology with mobile networks, drawing from real-world projects and developments. Whether you're interested in the technical possibilities, policy implications, or commercial applications, this session will offer valuable takeaways on how next-generation connectivity can be leveraged to drive innovation and inclusion.



12:20 - 12:40



**Kam Karaji**  
**Director,**  
**Cybersecurity and**  
**Risk Management**  
NFL International

## Cyber Behind the Shield: Lessons in Digital Resilience from the NFL

As one of the most iconic global sports brands, the NFL operates in a world where every second is watched, every digital move is tracked, and the margin for cyber error is zero. In this session, Kam Karaji pulls back the curtain on how a sporting institution synonymous with tradition is redefining its digital resilience strategy.

From tackling ransomware in real time to defending against misinformation during high-stakes international games, this talk will explore how cybersecurity now sits at the heart of operational excellence, fan trust, and brand reputation. Kam will unpack how the NFL integrates cyber into the DNA of its live events, crisis planning, and digital experience, offering insights on how these principles can be applied to any digitally ambitious organisation, whether you're running a sports league, a fintech platform, or a global retail operation.



12:40 - 13:00



**Vladimir**  
**Bendikow**  
**Chief Data Officer**  
FirstBank UK

## Creating a Cohesive and Scalable Analytics Framework



**CLOSING**  
**KEYNOTE**

Implementing a well-defined data analytics strategy is crucial for organisations aiming to enhance efficiency, generate actionable insights, and maintain a competitive edge. A structured approach ensures that data is not only leveraged effectively but that it also aligns with broader business objectives to drive meaningful outcomes.

This session will examine approaches to transforming fragmented data ecosystems, inconsistent methodologies, and siloed analytics into cohesive, high-impact processes. Vladimir will present a case study from FirstBank UK, illustrating how strategic alignment enhances the effectiveness of initiatives. He will discuss the risks of an unstructured approach, where isolated efforts limit scalability and business impact, and share key learnings on integrating analytics seamlessly.



13:00 - 13:10

## Chair's Closing Remarks

13:10 - 14:10

## Networking Lunch

