CDAO Nordics 2025 brings together the region's most influential data, analytics, and AI leaders for a full day of practical learning, peer-driven insights, and meaningful networking. Whether you're focused on building core data capabilities or driving enterprise-wide transformation, this event is designed to support every stage of your journey. Join us to gain actionable strategies, explore cutting-edge use cases, and leave inspired with new ideas, tools, and connections to elevate your impact throughout the year ahead.

WHAT'S NEW FOR 2025?
1. **Collaborative sessions** designed to tackle shared challenges across data strategy, talent, governance, and technology adoption 2. **Fresh insights** from senior leaders across sectors, sharing lessons learned and emerging best practices 3. **AI in action** — explore how real-world implementations of generative and predictive AI are delivering business value 4. **Leadership growth** — sharpen your strategic thinking and influence as a modern data leader 5. **Innovation acceleration** — hear how organizations are modernizing architecture and enabling agility through cloud, automation, and data culture

CDAO Nordics 2025 Key themes:

In 2025, we'll explore how organizations across the Nordics are unlocking business value from the convergence of AI, data, and digital transformation, while modernizing data architectures to enhance scalability, speed, and trust. Sessions will focus on operationalizing governance to balance innovation with compliance, breaking down silos to build agile, cross-functional teams, and empowering the next generation of data and AI leaders with the skills and mindset needed to drive change.

✉ *Get in touch with the Conference Producer for this event via* kathleen.vitug@coriniumgroup.com

Confirmed Speakers*

Emil Ackerman, *Chief Data Officer* - **Pirkanmaan hyvinvointialue**
Jessica Mellgren, *Chief Enterprise Architect* – **BILLERUD**
Eric Melcher, *Chief Technology Officer* – **PROFISEE**
Jeff Chen, *Chief Data Scientist & Director* – **AIRA**
Pier Martin, *Vice President, Data Analytics* – **ZEAL NETWORK**
Erica Campbell, *Global Consumer Data & Advanced Analytics Director* **– ELECTROLUX**
Luba Weissmen, *AI & Data Director* – **EPIROC**
Ashish Soni, *Head of Data Science & Analytics, Financial Crime Prevention* – **SEB**
Rakesh Rana, *PhD, Head of Data* – **HAYPP GROUP**
Ramakrishna Poojari, *Head of Group Data Strategy and Data Transformation Office* – **SWEDBANK**
Henrik Tingwall, *Head of Lean PMO and Digital* – **APOTEKET**
Nina Alias, *Head of Data & Analytics Engineering* – **NOBA BANK GROUP**
Hajar El Hanaf, *Data Transformation Lead* – **ELECTROLUX GROUP**
Ulf Holmstrom, *Lead Data Scientist* – **SCANIA**
Gabor Harsanyi, *Head of M&CR Data Office* – **ERICSSON**
Yamur Al-Douri, *Senior Project Manager Research and Development* – **SCANIA GROUP**
Divya Panicker, *Head of Data Analytics and AI* – **ORIOLA**
Mohammad Reza Babaee, *Senior Product Manager, Data Products & Platform* **– DELAVAL**
Ashley Farrugia, *Master Principal Architect* – **DREMIO**
Gervase Bevan, Senior Account Executive Nordics – **ALTERYX**

CDAO NORDICS 2025
Wednesday, November 5th, 2025

08:00 CET	*Registration & Breakfast*
08:50 CET	**Chair's Opening Remarks**
08:55 CET	**Speed Networking – Making new connections at CDAO Nordics** During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know. Have fun!
09:00 CET	**Opening Keynote: Small Language Models – The Next Frontier in Practical AI** As the industry shifts from the era of massive foundation models toward smaller, domain-specific systems, small language models (SLMs) are emerging as a powerful alternative — offering efficiency, control, and scalability for real-world enterprise use. • Understanding what small language models (SLMs) are and how they differ from large-scale LLMs. • Why SLMs may be the key to more efficient, private, and enterprise-aligned AI. • Insights from recent NVIDIA research and what it signals for the future of AI infrastructure. • How executives can prepare their organisations to leverage SLMs for competitive advantage. Jeff Chen, *Head of AI -* **COMBIENT GROUP**
09:30 CET	**Panel Discussion: Why Do So Many AI, Digital & Data Strategies Clash and How Can Enterprises Finally Align Them to Deliver Value?** This panel explores how enterprises can align AI, digital transformation, and data strategy into a unified engine of business growth and resilience. • Rethinking the role of data in a platform-led enterprise • Breaking down silos to drive cross-functional collaboration and shared KPIs • Ensuring responsible and explainable use of AI in complex environments • Enabling real-time, insight-led decision-making at all levels • Creating a scalable, data-driven culture in legacy-rich industries **Moderator**: Divya Panicker, *Head of Data Analytics and AI –* **ORIOLA** Luba Weissmen, *AI & Data Director –* ***EPIROC*** Henrik Tingwall, *Head of Lean PMO and Digital –* **APOTEKET**

10:00 CET	**Presentation: Beyond the Hype: Real-World Lessons from Building AI into Enterprise Data Management** Everyone's talking about AI, but few organizations have truly succeeded in embedding it into mission-critical enterprise systems. Drawing on years of experience integrating AI capabilities into master data management, Eric Melcher, Chief Technology Officer at Profisee, offers an honest, practitioner-level perspective on both the promise and the reality of enterprise AI adoption. This keynote shares candid insights on: - Lessons learned — relevant to any data leader — from deploying AI across the product and engineering lifecycle. - The gap between boardroom AI expectations and operational reality, and why Profisee isn't focused on measuring productivity gains (yet). - The critical missing pieces between where enterprises are today and the "agentic" AI future everyone is talking about. - How master data and structured data are becoming essential prerequisites for many AI initiatives. Rather than a vendor pitch or philosophical discussion, this is a peer-to-peer session connecting the dots between Master Data Management (MDM) and real-world GenAI results, offering practical lessons and reflections for data and technology leaders shaping their own AI strategies. *Eric Melcher, Chief Technology Officer – **PROFISEE***
10:30 CET	*Mid-Morning Coffee & Networking in the Exhibition Area*

	TRACK A: Business Transformation	TRACK B: Tech Innovation Hub
11:00 CET	**Discussion Group: Applying AI and GenAI to Drive Customer-Centric Innovation** Organisations are experimenting with AI and GenAI to enhance customer experiences, streamline operations, and accelerate decision-making. Yet, the greatest impact comes when these initiatives are built on trusted, governed, and well-prepared data. This discussion will explore practical examples and lessons learned from early adopters across industries that are connecting data, analytics, and AI to deliver measurable business outcomes. **Key Discussion Points:** Preparing and governing enterprise data to make AI outputs trusted and explainable	**Discussion Group: Modernising Data Infrastructure for Scalable, Trusted Analytics** Every organisation is trying to balance speed, trust, and cost as data environments become more complex. This discussion explores how leaders are modernising their data foundations to deliver reliable insights at scale — without getting lost in the technical weeds. **Key Discussion Points:** - Building a flexible data foundation that can evolve with business needs. - Making data architecture decisions that balance cost, performance, and agility.

	- Personalizing customer experiences at scale with analytics and automation - Optimizing operations and supply chains through predictive and prescriptive insights - Using GenAI to improve content, marketing, and business decision workflows - Scaling AI use cases beyond proof of concept through data readiness and governance **Moderators**: Gervase Bevan, Senior Account Executive Nordics – **ALTERYX** Rakesh Rana, PhD, Head of Data – **HAYPP GROUP** Erica Campbell, *Global Consumer Data & Advanced Analytics Director* **– Electrolux**	- Embedding governance and trust without slowing down innovation. - Lessons learned from moving to modern, cloud-optimised platforms. - The leadership challenge: aligning business priorities with technical execution. **Moderator:** Ashley Farrugia, *Master Principal Architect* - **DREMIO** Yamur Al-Douri, *Senior Project Manager Research and Development* – **SCANIA**
11:40 CET	**Presentation: Implementing GenAI on a Data Mesh Architecture — Lessons from Real-World Deployment** **Description:** As organisations explore how to operationalise GenAI, the underlying data architecture becomes a critical success factor. In this session, Ulf [Surname], [Job Title – Company], shares a practical case study of how his team built and deployed a GenAI solution on top of a data mesh architecture. He'll discuss key design choices, technical and organisational challenges, and the lessons learned in enabling scalable, trusted, and efficient AI-driven insights across distributed data domains. Ulf Holmstrom, *Lead Data Scientist* – **SCANIA**	
12:10 CET	*Lunch & Networking in the Exhibition Area*	

13:10 CET	**Presentation: Developing a Data Operating System** To drive consistent business impact, data teams need more than just a modern stack — they need a clear, structured operating system. In this session, Pier Martin will explore how embedding human-centered principles and soft skills into your data culture can radically improve ROI. From real-world day-to-day team

	challenges to practical leadership strategies, he'll offer insights and immediate actions for building stronger, more effective data functions. • **Data Teams Need an Operating System—Not Just a Stack:** Why focusing only on tools and technology misses the mark, and how process, mindset, and communication routines create consistency across data functions. • **Soft Skills as a Multiplier for ROI:** How skills like storytelling, empathy, and influence-building amplify technical output and help data teams embed more deeply into business strategy. • **Prioritization as a Leadership Capability:** Why leaving prioritization to tooling or backlog grooming is a mistake—and how data leaders can guide their teams by aligning decisions to business impact. • **From Insight to Action:** Common roadblocks data teams face and practical changes leaders can implement immediately to improve alignment, output, and morale. Pier Martin, *Vice President, Data Analytics –* **ZEAL Network**
13:40 CET	**Presentation: Knowledge-Based Management in Health and Social Services: Lessons from Pirkanmaa** • **About Pirkanmaa Wellbeing Services County:** Serving over half a million citizens with health, social, and rescue services, supported by 20,000 employees. • **Data at the Core:** These services generate vast and diverse data that, when managed effectively, can unlock real value for both operations and citizens. • **Enabling Data-Driven Operations:** Success requires addressing the full chain — from data collection to refinement, governance, and meaningful utilization. • **Knowledge Management in Action:** Practical examples and approaches for turning raw service data into actionable insights that improve decision-making, efficiency, and service quality. Emil Ackerman, *Chief Data Officer -* **Pirkanmaan hyvinvointialue**
14:10 CET	**Fireside Chat: Preparing People & Processes for AI Risk and Transformation** • What leaders must do now to future-proof AI and analytics teams • Embedding risk management into AI-driven transformation • Striking the balance between innovation and accountability • Managing AI risks and compliance in highly regulated industries • Building governance frameworks that enable innovation without losing control • How evolving regulation impacts the structure and role of data/AI teams **Moderator**: Divya Panicker, *Head of Data Analytics and AI –* **ORIOLA**

	Gabor Harsanyi, *Head of M&CR Data Office* – ERICSSON
14:40 CET	*Networking in the Exhibition Area*
15:10 CET	**Presentation: The Strategic Impact of Embedding Data Governance in Enterprise Architecture** • Initial scepticism and what changed your mind on Data Governance lead role • The hiring process and role definition for the data governance lead • Concrete examples of how this integration improved organizational awareness • The cohesive relationship between data, architecture, and business outcomes • Key lessons learned and recommendations for other organizations Challenges faced and how you overcame them Jessica Mellgren, *Chief Enterprise Architect* – BILLERUD
15:40 CET	**Presentation: From Merger to Modernization: A Data Lakehouse Transformation** *Building a Centralized Data Lakehouse in the Cloud at NOBA Bank Group* • Our Merger Challenge: Integrating and harmonizing data assets from two organizations. • Why the Cloud: Drivers for moving to a scalable, secure, and flexible cloud-first architecture. • Centralized Data Lakehouse Approach: Balancing structure (data warehouse) with flexibility (data lake) to meet diverse business needs. • Moving to the cloud to unify and modernize the data foundation. • Ensuring quality, governance, and scalability in the process. • Preparing the groundwork for advanced analytics and AI. Nina Alias, *Head of Data & Analytics Engineering* – NOBA BANK GROUP
16:10 CET	**Closing Roundtable: GenAI Power Struggles: Who Really Owns the Value — and How Do Enterprises Avoid Chaos?** Description: As GenAI spreads across organizations, it's creating new power dynamics over data ownership, governance, and decision-making. This roundtable brings data and AI leaders together to debate the toughest questions: how to balance innovation with accountability, who really owns the insights created by GenAI, and how to prevent decentralization from spiraling into chaos.

	Discussion Points: • Who owns the value created by GenAI? Business, tech, or the customer? • How is GenAI shifting the role of the CDO, CIO, and business leaders? • Empowering product and domain teams to responsibly use LLMs • The rise of internal data marketplaces — trend or transformation? • How to avoid decentralisation chaos: platform strategy, trust, and standards **Participants:** Ramakrishna Poojari, *Head of Group Data Strategy and Data Transformation Office* **– SWEDBANK** Luba Weissmen, *AI & Data Director – **EPIROC*** Hajar El Hanaf, *Data Transformation Lead –* **ELECTROLUX GROUP** Divya Panicker, *Head of Data Analytics and AI –* **ORIOLA**
17:00 CET	*Networking Drinks and Prize Draw*
18:00 CET	**End of Event**