



5 NOVEMBER, 2025

CDAO Nordics

Join Nordic's Most Senior Data Leaders to Demonstrate the Practical Impact of Data & Analytics in Your Business

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*
Pedram Birounvand, *Managing Director, Global Head of Data Platform – CVC*
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 Babaei, *Senior Product Manager, Data Products & Platform – DELAVAL*

CDAO NORDICS 2025

Wednesday, November 5th, 2025

08:00 CET	<i>Registration & Breakfast</i>
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, <i>Chief Data Scientist & Director – AIRA</i>
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, <i>Head of Data Analytics and AI – ORIOLA</i> Luba Weissmen, <i>AI & Data Director – EPIROC</i>

	Henrik Tingwall, <i>Head of Lean PMO and Digital</i> – 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. <i>Eric Melcher, Chief Technology Officer – PROFISEE</i>	
10:30 CET	<i>Mid-Morning Coffee & Networking in the Exhibition Area</i>	
	TRACK A: Business Transformation	TRACK B: Tech Innovation Hub

10:50 CET	Discussion Group: Applying AI and GenAI to Drive Customer-Centric Innovation Retail and consumer-facing organisations are experimenting with AI and GenAI to enhance customer experience, streamline operations, and accelerate decision-making. This discussion will explore practical examples and lessons learned from early adopters — across industries — using AI to deliver measurable business impact. Key Discussion Points: • Personalising customer experiences at scale • Optimising supply chains and operations with predictive analytics • Using GenAI for smarter content, marketing, and engagement • Balancing innovation with governance and privacy • Scaling AI use cases beyond proof of concept Rakesh Rana, PhD, Head of Data – HAYPP GROUP*	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. • 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: DREMIO Yamur Al-Douri, <i>Senior Project Manager Research and Development</i> – SCANIA*
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11:35 CET	Roundtable: Driving Business Agility with Data-Driven Decision-Making This session explores how organizations are empowering business units to make informed, agile decisions by embedding data across all workflows. - Aligning data with shifting business priorities in uncertain times - Creating fast feedback loops between insight and action - Making data accessible to decision-makers beyond the data team - Enabling line-of-business leaders with guided analytics - Identifying and scaling “quick-win” use cases Erica Campbell, <i>Global Consumer Data & Advanced Analytics Director</i> – Electrolux	Roundtable: The Role of Data Mesh in Enabling Scalable, Cross-Functional Innovation Explore how enterprises are transitioning to domain-driven, decentralized data architecture models while maintaining alignment and governance. - Implementing domain-oriented ownership of data products - Overcoming cultural barriers in adopting a federated model - Aligning data mesh with legacy systems and cloud migrations - Setting standards for interoperability and discoverability - Lessons from pilot programs: metrics, adoption, and resistance Ulf Holmstrom, <i>Lead Data Scientist</i> – SCANIA Hajar El Hanaf, <i>Data Transformation Lead</i> – ELECTROLUX GROUP Mohammad Reza Babaei, <i>Senior Product Manager, Data Products & Platform</i> – DELAVAL
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.
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	• 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, <i>Vice President, Data Analytics – ZEAL Network</i>
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, <i>Chief Data Officer - Pirkanmaan hyvinvointialue</i>
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 Ashish Soni, <i>Head of Data Science & Analytics, Financial Crime Prevention – SEB</i> Gabor Harsanyi, <i>Head of M&CR Data Office – ERICSSON</i>
14:40 CET	<i>Networking in the Exhibition Area</i>

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, <i>Chief Enterprise Architect</i> – BILLERUD
15:40 CET	Presentation: From Merger to Modernization: A Data Lakehouse Transformation <i>Building a Centralized Data Lakehouse in the Cloud at NOBA Bank Group</i> • 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, <i>Head of Data & Analytics Engineering</i> – 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, <i>Head of Group Data Strategy and Data Transformation Office</i> – SWEDBANK Luba Weissmen, <i>AI & Data Director</i> – EPIROC Hajar El Hanaf, <i>Data Transformation Lead</i> – ELECTROLUX GROUP Divya Panicker, <i>Head of Data Analytics and AI</i> – ORIOLA
17:00 CET	<i>Networking Drinks and Prize Draw</i>
18:00 CET	End of Event