CDAO Benelux 2025 brings together the region's most senior data, analytics, and AI leaders for a high-impact day of practical insights, strategic discussions, and peer-to-peer networking. Whether you're advancing foundational capabilities or scaling enterprise-wide innovation, this event is designed to support your goals at every stage of the data journey. Join us to gain actionable strategies, explore cutting-edge applications, and connect with a powerful community of leaders driving data transformation across Belgium, the Netherlands, and Luxembourg.

WHAT'S NEW FOR 2025?

1. **Peer-led collaboration** — highly interactive sessions built to address shared priorities around strategy, governance, skills, and adoption
2. **Fresh local insights** — unfiltered perspectives from Benelux-based CDOs and data leaders across finance, public sector, retail, energy, and more
3. **AI at scale** — discover how organizations in the region are integrating generative, predictive, and embedded AI to deliver measurable outcomes
4. **Modern data leadership** — strengthen your influence and strategic vision in a changing regulatory, technological, and economic landscape
5. **Future-ready innovation** — explore how cloud, automation, and modern architecture are unlocking agility and resilience

CDAO Benelux 2025 Key Themes:

In 2025, we'll explore how leading organizations across the Benelux are accelerating the value of data and AI through modernization, culture, and cross-functional collaboration. Sessions will dive into real-world AI use cases, scalable governance, talent development, and architecture evolution—helping leaders deliver trusted, high-impact data solutions while navigating growing complexity and change.

*Invited Speakers**

Gabriela Filip, Chief Data and Analytics Officer – KNAB BANK
Tomas Trnka, Chief Data Officer – EAG
Francesca D'Amato, Group Chief Data and AI Officer – RCS MEDIAGROUP
Danielle Timmins, Chief Data & Analytics Officer – FREERANGE CREATIVES
Devan Manmoandas, Chief Financial Officer – MOZA BANCO
Dr. Ben E. Kuzey, Field Chief AI Officer – MICROSOFT
Francesco Angileri, Head of Data & Analytics – MR MARVIS
Kamalika Ghosh, Director, Business Insights, Data Management & Engineering – PHILIPS
Sebastian Smerat, Head of Data-driven Organization – THYSSENKRUPP MATERIALS SERVICES
Bogdan Pirvu, Head of Data & Analytics – NOVOMATIC
Lei Pan, Manager Technical Data Science, Transaction Monitoring Detection – RABOBANK
Kieran O'Driscoll, Head of Data & Analytics, Africa & Middle East – THE HEINEKEN COMPANY
Dávid Havas, Head of Industrial Data and Analytics – MOL GROUP
Armando Pais do Amaral, Head of Data Science and Technology – VANWONEN
Ilja Hermans, Data Strategy Program Lead – PHILIPS
Olivier Maugain, Data Governance & Activation Manager – IKEA
Rafał Wojdan, Director of Data Science – RYVU THERAPEUTICS
Yali Sassoon, Co-Founder & Chief Technology Officer – SNOWPLOW

Confirmed Speakers
Dr. Irina Mirkina, *Chief AI Scientist* – **Fugro**
Tomas Trnka, *Chief Data Officer* – **EAG**
Tom Kronenburg, *Head of Data*, **Simmons & Simmons**
Armnado Pais do Amaral, *Head of Data Science and Technology* – **VANWONEN**
Oliver Maugain, *Data Governance & Activation Manager* – **IKEA**
Gaurav Singhal, *Head of Data Monetization* – **COFRA Holding AG**

CDAO BENELUX 2025
Wednesday, November 12th, 2025

08:00 CET	*Registration & Breakfast*
08:50 CET	**Chair's Opening Remarks**
08:55 CET	**Speed Networking – Making new connections at CDAO Benelux** 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: AI & Data Strategy: Vision, Value, and Verve in High-Stakes Environments** AI is revolutionizing critical industries—from infrastructure to energy—where stakes are high and responsible innovation is essential. In this keynote, we'll explore how to build a bold yet ethical AI and data strategy that delivers real business impact, especially in complex, regulated environments. Learn how to align your data foundations with AI goals, foster diverse innovation, and embed trust at the core of your roadmap. Key Takeaways: • 4 steps to design an integrated AI roadmap—prioritizing value, identifying key resources, and removing adoption barriers. • 3 approaches to foster ethical, explainable AI development using clean and well-governed data. • 2 principles to assess and maximize the real-world impact of AI using data-driven metrics. Dr. Irina Mirkina, *Chief AI Scientist* – **Fugro**
09:30 CET	**Panel Discussion: Integrating Data, AI & Digital to Accelerate Business Value** • Converging tech, data, and transformation agendas • Cross-functional KPIs: data and digital alignment in action • Driving embedded intelligence across customer and operational journeys • Creating data agility in highly regulated industries • From strategy to execution: enabling scalable digital ecosystems
10:00 CET	**Presentation: From MLOps to LLMOps: Industrialising AI Across the Lifecycle** • What are the key challenges in adapting MLOps for GenAI? • Ensuring transparency, reproducibility, and governance for LLMs

	- Managing model deployment, versioning, and continuous learning - Structuring data and feature stores across domains - Automation strategies to reduce handoffs between data and DevOps - Case examples: GenAI pipeline architecture in production
10:30 CET	*Mid-Morning Coffee & Networking in the Exhibition Area*

	TRACK A: Applied AI & Technology Frontiers	TRACK B: Business Impact & Leadership
10:50 CET	**Discussion Group: Modernizing Data Infrastructure for Scalable, Trusted Analytics** Join this peer-led group to discuss the critical elements of building future-ready, reliable, and flexible data infrastructure. *Building the backbone for real-time, reliable, and cost-efficient data operations* - Architecting for low-latency, high-throughput analytics pipelines - Ensuring data quality, governance, and lineage in multi-source environments - Migrating from monolithic to modular, cloud-optimized data platforms - Managing hybrid/multi-cloud data storage while controlling cost and compliance - Leveraging streaming data where it matters: operational analytics & ML enablement	**Discussion Group: AI/GenAI Use Cases in Ecommerce** Retail and consumer leaders will explore how they're applying AI and GenAI to optimize customer experience, supply chains, and marketing. - Creating personalized shopping experiences at scale - Predicting demand and optimizing supply chains in real time - Chatbots, virtual assistants, and AI-enhanced customer service - Leveraging GenAI for marketing content and campaign strategy - Ethical and privacy-conscious personalization in Nordic markets

11:35 CET	Roundtable: The Role of Data Mesh in Enabling Scalable, Cross-Functional Innovation	Roundtable: Driving Business Agility with Data-Driven Decision-Making
	Explore how enterprises are transitioning to domain-driven, decentralized data architecture models while maintaining alignment and governance.	This session explores how organizations are empowering business units to make informed, agile decisions by embedding data across all workflows.
	• 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	• 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
12:10 CET	*Lunch & Networking in the Exhibition Area*	

13:10 CET	Presentation: Talent & Capability – Shaping the Future Data Workforce in Benelux
	• Bridging the data skill gap in a hybrid AI world • Reskilling and upskilling beyond data science • New leadership archetypes: from translators to data product managers • Building diverse teams that think beyond the model • Collaborating with universities and government
13:40 CET	Expert Ask Me Anything: Industrial AI & Predictive Maintenance – From Pilots to Scale
	Ask a leading practitioner how AI is reshaping industrial operations, from uptime optimization to smart manufacturing. • How are Benelux manufacturers scaling predictive maintenance? • Using IoT and machine data to detect anomalies and optimize yield • From proof-of-concept to embedded intelligence

	• The role of edge AI in latency-sensitive environments • GenAI and digital twins: real or hype?
14:10 CET	**Fireside Chat: Data Leadership in a Post-GenAI Landscape – Rethinking Roles, Skills & Value** A frank conversation about how GenAI is reshaping team structures, leadership responsibilities, and data strategy across industries. • What's the evolving role of the CDAO? • Redefining data literacy in the age of GenAI • Balancing innovation with control and governance • Managing cross-functional data teams: what's changed? • How to lead through uncertainty and fast-moving change Oliver Maugain, *Data Governance & Activation Manager* – **IKEA**
14:40 CET	*Networking in the Exhibition Area*
15:10 CET	**Presentation: From Reactive to Proactive – Enabling Data-Driven Decisioning in Real Time** • What infrastructure is needed to support real-time insight delivery? • Applying streaming analytics in logistics, finance, and operations • Use cases for operational dashboards vs. strategic BI • How to create fast, trusted feedback loops in business processes • Architecting for performance: latency, cost, and data volume
15:40 CET	**Fireside Chat: How Pharma is Accelerating R&D and Personalization Through AI** Explore how Benelux pharma leaders are leveraging AI to unlock value in research, clinical trials, and patient engagement. • How is GenAI improving clinical trial design and protocol development? • Integrating patient data, biomarkers, and EHRs for personalization • Use of LLMs in literature review and drug discovery

	• Managing regulatory scrutiny in AI-driven R&D • Accelerating innovation while safeguarding patient privacy
16:10 CET	**Closing Roundtable: GenAI, Data Ownership & the New Enterprise Power Dynamic** Description: As GenAI becomes embedded across organizations, it's redefining how data is owned, accessed, and acted upon. This roundtable brings together data and AI leaders from across sectors to discuss how to balance innovation with accountability, ensure ethical ownership of insights, and futureproof governance structures. **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:** Oliver Maugain, *Data Governance & Activation Manager* – **IKEA**
17:00 CET	*Networking Drinks and Prize Draw*
18:00 CET	**End of Event**