



12 NOVEMBER, 2025

CDAO Benelux



Europe's Foremost Data Event for Top Leaders Across The Benelux And Beyond

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.

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

Confirmed Speakers*

Dr. Irina Mirkina, *Chief AI Scientist* – FUGRO

Tomas Trnka, *Chief Data Officer* – **EAG**
Utku Baris Pazar, *Former Chief Strategy and Digital Officer* – **BEKO CORPORATE**
Stijn Christiaens, *Founder and Chief Data Citizen* – **COLLIBRA**
Ole Olesen-Bagneux, VP, Chief Evangelist - **ACTIAN**
Tamas Fogarasi, *Director of Data & Analytics* – **KCC Property Holdings**
Timea Toltszeki, *Data Enablement Director* – **TEVA PHARMA**
Ilja Hermans, *Data Strategy Director, Global Insights and Analytics* – **PHILIPS**
Armando Pais do Amaral, *Head of Data Science and Technology* – **VANWONEN**
Gaurav Singhal, *Head of Data Monetization* – **COFRA HOLDING AG**
Bruno Avila, *Head of Digitalization, Process and Information* – **CITY OF AMSTERDAM**
Olivier Maugain, *Data Governance & Activation Manager* – **IKEA**
Deepayan Roy, *Global Analytics Manager, Procurement Excellence* – **VATTENFALL**
David Havas, *Head of Industrial Data and Analytics* – **MOL GROUP**
Tim Ottens, *Senior Data Scientist* – **POSTNL**
Anna Bisch, *Program Director IT, Digitalization and AI* – **SHELL ALUMNI**
Muhammad Imran, *Senior Manager Data Science & AI, D&A* – **COCA COLA EUROPACIFIC PARTNERS**
Bassma Elrafie, *Principal Data and Tech Consultant* – **ZALANDO SE**
Kamalika Ghosh, *Head of Data Strategy & Engineering* – **PHILIPS**
Uwe Klemm, *Enterprise Solution Architect* – **TRICENTIS**
Anwar Mirza, *Data Strategy and Governance* – **EX-FEDEX**

CDAO BENELUX 2025

Wednesday, November 12th, 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 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, <i>Chief AI Scientist</i> – Fugro *
09:30 CET	Panel Discussion: Why Integrating Data, AI & Digital So Often Stalls — And How to Finally Unlock 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 Moderator: Armando Pais do Amaral, <i>Head of Data Science and Technology</i> – VANWONEN Deepayan Roy, <i>Global Analytics Manager, Procurement Excellence</i> – VATTENFALL Tim Ottens, <i>Senior Data Scientist</i> – POSTNL*

10:00 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 Timea Toltszeki, <i>Data Enablement Director</i> – TEVA PHARMA*	
10:30 CET	<i>Mid-Morning Coffee & Networking in the Exhibition Area</i>	
	TRACK A:	TRACK B:
10:50 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 Tamas Fogarasi, <i>Director of Data & Analytics</i> – KCC Property Holdings Kamalika Ghosh, <i>Head of Data Strategy & Engineering</i> – PHILIPS*	Discussion Group: Data Integrity Under Pressure: Tackling Compliance Risks and Enabling AI/ML at Scale In today’s data-driven world, data errors and inconsistencies have significant business impact—from disrupting decision-making and risking compliance to undermining AI and analytics initiatives. This discussion brings together industry leaders to explore the toughest challenges in maintaining data accuracy, including incomplete or inconsistent data, data silos, compliance risks, integration complexities, and ensuring end-to-end data integrity. Key Topics: • Addressing the top data integrity challenges in complex environments • Automating data validation to ensure compliance and reduce risk • Supporting scalable AI/ML initiatives with high-quality data Moderator: Uwe Klemt, <i>Enterprise Solution Architect</i> – TRICENTIS Anna Bisch, <i>Program Director IT, Digitalization and AI</i> – SHELL ALUMNA*
11:35 CET	Discussion Group: Governance at the Speed of AI	

	Opening Question: Share who you are, your organisation, and your role -- and perhaps how did you end up in data & AI? • How are you involved in AI projects today? • What governance approach is being applied in those projects / at your organisation? • How does that differ from previous data governance programs? Closing Question: In 1 sentence share with the audience what you want them to remember, or what would you say to your younger self just leaving school today? Moderator: Stijn Christiaens, <i>Founder and Chief Data Citizen</i> – COLLIBRA Anna Bisch, <i>Program Director IT, Digitalization and AI</i> – SHELL ALUMNA*
12:10 CET	<i>Lunch & Networking in the Exhibition Area</i>

13:10 CET	Presentation: AI in 2025: How Cost and Capability Changed Everything in One Year • How cost dynamics are rapidly shifting the balance between ML and AI, and why in many domains AI is starting to replace ML. • Real-world use cases where EAG has accelerated adoption of applied AI in the last 12 months — what's possible now that wasn't before. • New frontiers of automation unlocked by AI advancements, such as voice agents and other operational innovations. • Benchmarks from experimenting with multiple AI providers: strengths, weaknesses, and practical lessons learned. • What these changes mean for leaders planning their AI strategy in 2025 and beyond. Tomas Trnka, <i>Chief Data Officer</i> – EAG*
13:40 CET	Presentation: Metadata in the Age of AI AI is transforming both how metadata is managed and how it drives value across organizations. In this session, Actian's Chief Evangelist Ole Olesen-Bagneux explores how AI streamlines metadata processes — eliminating manual work, improving discoverability, and unlocking new levels of intelligence. Learn how metadata is evolving from a back-office necessity into a strategic catalyst for innovation, governance, and trustworthy AI.

	Key Discussion Points: • How AI is reshaping metadata management and reducing manual overhead • The role of metadata in enabling trustworthy, scalable AI initiatives • Moving metadata from technical function to strategic business asset • Designing metadata architectures that balance automation with governance Ole Olesen-Bagneux, <i>VP, Chief Evangelist</i> – ACTION*
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 Moderator: Olivier Maugain, <i>Data Governance & Activation Manager</i> – IKEA Kamalika Ghosh, <i>Head of Data Strategy & Engineering</i> – PHILIPS*
14:40 CET	<i>Networking in the Exhibition Area</i>
15:10	Presentation: Leading Digital and AI Transformation: Lessons Learned from the Frontlines Session Overview: AI is reshaping how organizations scale innovation, transform operations, and empower their workforce. Drawing from his experience leading large-scale digital and AI transformation initiatives, Utku will share practical lessons on what it takes to drive measurable change — from strategy to execution. Key Talking Points: • How the rise of agentic AI is accelerating enterprise transformation • Lessons from scaling AI across global organizations — where to start and what to avoid • How leadership, culture, and workforce transformation determine AI success • The evolving role of consulting and partnerships in driving enterprise AI adoption • Reflections on staying relevant and adaptive in an era of constant technological change Utku Baris Pazar, <i>Former Chief Strategy and Digital Officer</i> – BEKO CORPORATE

15:40 CET	Presentation: Hard Way to Apply Digital Process Twins • Building digital process twins starts with honesty: organizations shall know their real processes. • Without structured, clean, and contextualized data, the digital twin is just a digital hallucination. • Process mining is not magic—it's a forensic exercise that demands deep operational and data knowledge • The hardest part isn't the process mining itself—it's starting with aligning fragmented systems, undocumented workflows, and tribal business logic. • Hard to apply a ready-to-use process twin—you earn it through relentless mapping, validation, and iteration. David Havas, <i>Head of Industrial Data and Analytics</i> – MOL GROUP*
16:00 CET	Panel Discussion: From Data to Value: Leading Transformation in Complex Enterprises In large, complex organizations, turning data into tangible business value requires more than technology — it demands cultural change, strong governance, and a clear roadmap. This panel brings together senior leaders from diverse industries to share how they are aligning data strategy with business priorities, overcoming adoption challenges, and delivering measurable impact. Discussion Points • Ensuring data strategy is directly tied to business objectives from the outset • Overcoming cultural barriers to data-driven transformation • Measuring and communicating the business value of data initiatives to leadership and stakeholders • Applying governance frameworks and processes to scale data capabilities responsibly • Balancing innovation with operational stability during infrastructure modernization • Lessons learned from failed or stalled data projects that shaped current approaches Moderator: Gaurav Singhal, <i>Head of Data Monetization</i> – COFRA HOLDING AG Muhammad Imran <i>Senior Manager Data Science & AI, D&A</i> – COCA COLA EUROPACIFIC PARTNERS Bassma Elrafie, <i>Principal Data and Tech Consultant</i> – ZALANDO SE Ilja Hermans, <i>Data Strategy Director, Global Insights and Analytics</i> – PHILIPS*
16:30 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: Olivier Maugain, <i>Data Governance & Activation Manager</i> – IKEA Bassma Elrafie, <i>Principal Data and Tech Consultant</i> – ZALANDO SE Bruno Avila, <i>Head of Digitalization, Process and Information</i> – CITY OF AMSTERDAM*
17:00 CET	Chair's Closing Remarks
17:10 CET	Networking Drinks and Prize Draw
18:00 CET	End of Event