Enterprise Data and Business Intelligence & Analytics Conference Europe

Conference and Exhibition: 15-16 November 2022, London
Workshops: 14 & 17 November 2022, London

Group Booking Discounts Available

Designed by Practitioners For Practitioners

Why You Should Attend:

Four Conference Tracks with 50+ Sessions. Choose from conference tracks focusing on Enterprise Data, Business Intelligence & Analytics, and Data Strategy.

Half-Day and Full-Day Workshops. Choose from a comprehensive range of workshops on specific topics to get you quickly up-to-speed or fine-tune your performance. Choose from introductory to advanced levels.

Learn from your Peers. The conference provides an interactive forum where Data Management Professionals can meet, discuss and debate how best to rise to the challenges faced by their organisations today and in the future.

Case Studies & Contributors Include:

- Allianz
- Bank of England
- Dufrain
- Farfetch
- Gothernberg Energy
- Gousto
- Lloyds
- Motors Insurers Bureau
- NEST Corporation Pensions
- OpenReach
- Openwork Partnership
- PwC
- Sandoz
- Sky
- Swedbank
- TempCover
- Thoughtworks
- Volvo Penta

and more!

Keynote & Featured Speakers Include:

Barry Devlin
*Founder and Principal
9sight Consulting*

Cathy Pendleton
*Senior Data Governance Manager
Gousto*

Christina Finlay
*Director, Data & Analytics
NEST Corporation
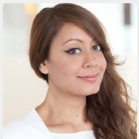(Pensions)*

Donald Farmer
*Principal
TreeHive Strategy*
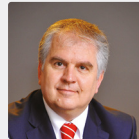
Ellie Fitzpatrick
*Director, Chief Data Office
PwC*

Graeme McDermott
*CDO
TempCover*

Ian Wallis
*Managing Director
Data Strategists Ltd*

Kiran Gill
*Head of Data Services & Operations
Data Lab, Lloyd's*

Rick van der Lans
*Independent Analyst, Consultant, Author and Lecturer
R20/Consultancy*

Yasemin Kural
*Senior Head of Data Architecture
Farfetch*

Lisa Allen
*Director of Data & Services
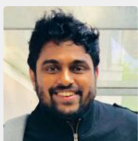Open Data Institute*

Walid el Abed
*Founder & CEO
Global Data Excellence*

Ciara McMorrow
*Head of Data Regulation & Change
Sky*

Abel Aboh
*Data Management Lead
Bank of England*

Naveed Ahamed
*Enterprise Architect & Data Architecture Practice Lead
Allianz*

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AGENDA AT A GLANCE

MONDAY 14 NOVEMBER 2022: CONFERENCE WORKSHOPS

Half Day Workshops 09:30 - 12:45	**How to Design a Logical Data Fabric?** *Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/Consultancy*	**Data and Analytics as a Line of Business** *Donald Farmer, Principal, TreeHive Strategy*	**Getting Started With Data Quality – A Primer** *Jon Evans, Information Strategist & Founder, Equillian*
Half Day Workshops 14:00 - 17:15	**Lean Data Architectures to Minimize Data Copying** *Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/Consultancy*	**Managing Data for Decisions: A Focussed Approach for the Modern Business** *Donald Farmer, Principal, TreeHive Strategy*	**Data Governance Fundamentals** *Nicola Askham, The Data Governance Coach*
Full Day Workshop 09:30 - 17:15	**Data Strategy From Framework to Execution**, *Ian Wallis, Managing Director, Data Strategists Ltd & Godfrey Morgan, Head of Strategy & Governance, People Analytics and Insight, HMRC*		
	Morning Break – 11:00 - 11:15, Lunch Break - 12:45 - 14:00, Afternoon Break – 15:30 - 15:45		

TUESDAY 15 NOVEMBER 2022: CONFERENCE DAY 1 & EXHIBITS

09:00 - 09:10	Conference Welcome, *Ian Wallis, Managing Director, Data Strategists Ltd & Donald Farmer, Principal, TreeHive Strategy*		
09:10 - 10:00	**Plenary Keynote: Enterprise Data and Decisions: Bringing an Action-Oriented Focus to the Modern Data Stack,** *Donald Farmer, Principal, TreeHive Strategy*		
10:10 - 10:50	**Plenary Keynote: Data Lakehouse: Marketing Hype or New Architecture?,** *Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/Consultancy*		
10:50 - 11:20	Networking Break & Exhibits		
11:20 - 12:05	**Keynote Panel: Creating a Holistic Data Management Strategy** *Moderator: Nino Letteriello, President & Partner, DAMA EMEA & FIT Strategy Panellists: Guy Harvey, Senior Manager, Data Management, Openreach, Ellie Fitzpatrick, Director, Chief Data Office, PwC & Ian Wallis, Managing Director, Data Strategists Ltd*	**Keynote Panel: Talent Strategies for Building Great Data Teams** *Moderator: Christina Finlay, Director, Data & Analytics, NEST Corporation (Pensions) Panellists: Abel Aboh, Data Management Lead, Bank of England, Megan Dooley, Head of Data, Openwork Partnership & Yasemin Kural, Senior Head of Data Architecture, Farfetch*	
12:15 - 13:00	**A Practical Approach to Creating Enterprise Data Architectures** *George Staw, Data Architect, Motor Insurers Bureau*	**Data Cataloguing at AstraZeneca: Driving FAIR Data** *Martin East, Senior Information Architect, AstraZeneca*	**Agile Data Warehousing on Modern Data Stack** *Zoltán Csonka, Data Architect, Infinite Lambda Ltd* — **Creating User-Centric Business Intelligence** *Diego Cordero, BI Lead and Data Strategist, Profusion*
13:00 - 14:30	Networking Lunch & Exhibits		
14:00 - 14:20	**Delivering Business Value at Scale with Data Fabric,** *Jonathan Sunderland, Consultant, Ab Initio*		
14:30 - 15:15	**Centralised Data Governance of a Distributed Data Landscape** *Mike Ferguson, Managing Director, Intelligent Business Strategies*	**Across the Andes by Frog: Setting a Course for a Data Strategy Implementation** *Ian Wallis, Managing Director, Data Strategists Ltd*	**Keynote: 'Data Literacy' Isn't Enough!** *Christina Finlay, Director, Data & Analytics, NEST Corporation (Pensions)*
15:25 - 16:10	**Panel: Financial Services - Surviving the Last 3 Years** *Sue Geuens, Senior Manager, Dufrain*	**Data Mesh Journey Planning** *Phillip Radley, Principal Data Strategy Consultant, Thoughtworks*	**Keynote Panel: Data Management Disciplines - Separate Specialities or Better Together?** *Nicola Askham, The Data Governance Coach, Rav Ubhi-Adams, Data Consultant (Business Intelligence & Data Governance), Rua Analytics & Steve Tuck, Head of Data Governance & Data Quality, Thames Water*
16:10 - 16:40	Networking Break & Exhibits		
16:40 - 17:25	**Panel: Financial Services - Surviving the Last 3 Years** *Sue Geuens, Senior Manager, Dufrain, Graham Ward, Programme Manager, ePrivacy, Natwest & Alpesh Doshi, Founder & CEO, Fintricity*	**Keynote: Data Leaders Exposed: Fireside Chat** *Ian Wallis, Managing Director, Data Strategists Ltd & Graeme McDermott, CDO, TempCover*	
17:30 - 18:15	Networking Drinks Reception		

WEDNESDAY 16 NOVEMBER 2022: CONFERENCE DAY 1 & EXHIBITS

09:00 - 09:05	Welcome Address & Conference Opening, *Ellie Fitzpatrick, Director, Chief Data Office, PwC & Lisa Allen, Director of Data & Services, Open Data Institute*		
09:05 - 09:55	**Plenary Keynote: When Good Data Goes Bad,** *Dr. Barry Devlin, Founder and Principal, 9sight Consulting*		
09:55 - 10:25	Networking Break & Exhibits		
10:25 - 11:05	**Keynote: The Customer Is Always Right - Or Are They?** *Daragh O Brien, Managing Director, Castlebridge & Sue Geuens, Data Governance, Financial Services, Capgemini*	**Keynote: The Rise of Value Driven Intelligence** *Dr Walid el Abed, Founder & CEO, Global Data Excellence*	
11:15 - 11:55	**Modern Data Architecture for an Application Ecosystem** *Naveed Ahamed, Enterprise Architect & Data Architecture Practice Lead, Allianz*	**Making the Big Data Elephant CEO's Best Friend** *Håkan Edvinsson, CTO, Informed Decisions Consulting AB & Johan Lindholm, Data Governance Lead, Göteborg Energi AB*	**The state of MLOps - Machine Learning in Production at Enterprise Scale** *Bas Geerdink, CTO, Aizonic* — **Synthetic Data: The Future of AI Modelling** *Andrea Isoni, Founder, PhD, AI Technologies*
11:55 - 13:25	Networking Lunch & Exhibits		
13:25 - 14:05	**How to Build the Enterprise Business Information Model** *Alar Krist, Information Architect, Swedbank*	**Data Modelling in the Age of Data Mesh** *Juha Korepla, CPO, Ellie*	**Big Data from Big Engines Enabling Bold Decisions** *Håkan Edvinsson, CTO, Informed Decisions Consulting AB & Valentina Niklasson, Data Governance Lead, Volvo Penta* — **AI: Augmented - Solving Organisations' Most Difficult Problems** *Jake Luscombe, Lead Data Scientist, Thoughtworks*
14:15 - 14:55	**Forget the Mainstream - Creative Strategies and Solutions for Analytics and AI,** *Andreas Bitterer, Chief Analytics Evangelist EMEA, SAP*		
15:05 - 15:45	**Plenary Keynote Panel: The Chief Data & Analytics Officer as the Innovator, Enabler and Change Agent**		
15:45 - 16:05	Networking Break & Exhibits		
16:05 - 16:45	**Plenary Keynote Panel: Ethical Data Management - Who says you Kant?,** *Daragh O Brien, Managing Director, Castlebridge, Ellie Fitzpatrick, Director, Chief Data Office, PwC & Lisa Allen, Director of Data & Services, Open Data Institute*		
16:45 - 17:00	**Conference Close - Where Do We Go From Here?** *Ellie Fitzpatrick, Director, Chief Data Office, PwC & Lisa Allen, Director of Data & Services, Open Data Institute*		

THURSDAY 17 NOVEMBER 2022: POST-CONFERENCE WORKSHOPS

09:00 - 16:30	**Telling your Data Story – Presentation Skills for the Data Practitioner** *Daragh O Brien, Managing Director, Castlebridge & Sue Geuens, Data Governance, Financial Services, Capgemini*	**Unpicking Data Mesh, Deconstructing Data Lakehouse** *Dr. Barry Devlin, Founder and Principal, 9sight Consulting*	**AI and Semantically Driven Knowledge Modelling for the Business Ecosystems** *Dr Walid el Abed, Founder & CEO, Global Data Excellence*
	Morning Coffee – 10:30 - 10:45, Lunch Break – 12:15 - 13:15, Tea Break– 14:45 - 15:00		

PLENARY KEYNOTES

09:10 - 10:00

Enterprise Data and Decisions: Bringing an Action-Oriented Focus to the Modern Data Stack

Donald Farmer, Principal, TreeHive Strategy

Do you remember "decision support systems?" They sound like old technology, but in truth they have never gone away. Business intelligence, data science, self-service analytics – call it what you will, we are still supporting users in making better decisions. When we take this perspective seriously, many aspects of our data strategy shift focus. So, in this keynote we will take a hard look at how decisions are made in the modern enterprise, by humans and machines, and how we can model our data architecture to support them. We'll look at the implications for master data and governance and we will make a particular point of considering self-service, data science and automation scenarios.

09:05 - 09:55

When Good Data Goes Bad

Dr. Barry Devlin, Founder and Principal, 9sight Consulting

Data doesn't really "go" bad, of course. At least, not in the way that week-old milk in the fridge does. When you open that carton, you just know it's bad. Bad data doesn't stink like that. Or mostly not. But consuming it can be just as sickening. Sometimes data just starts off bad and gets worse. Other times, it's people or processes that do bad things to it almost as soon as it's created or maybe even before it's captured. Or maybe it's what happens as it's used as information or interpreted to gain insights. Worse still, nobody may notice how bad it is until government or regulatory inspectors arrive at the door. Worst of all, it may be like nuclear waste, dumped at night in a well, slowly and invisibly poisoning everybody who draws from it. So much to go wrong! So much to lose. The sad truth is that—despite the incomparable weight placed upon it today— data can be and often is bad in so many ways. In this session, we'll explore a few examples of how good data went bad, why it happened and what was the outcome, and how you can avoid similar rotten problems in your business.

Key take-aways:
- Good data begins at home... with the best intentions;
- If data are facts, what happens when facts are no longer factual;
- If you don't manage it (the data), you can't measure it (your business);
- Data used without knowledge is a recipe for disaster;
- Ever more data isn't all it's cracked up to be.

10:10 - 10:50

Data Lakehouse: Marketing Hype or New Architecture?

Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/Consultancy

The data lakehouse is the new kid on the data architecture block. In a nutshell, the data lakehouse is a combination of a data warehouse and a data lake. The architecture is developed to support a typical data warehouse workload plus a data lake workload. It holds structured, semi-structured and unstructured data. Technically, in a data lake house the data is stored in files that can be accessed by any type of tool and database server. The data is not kept hostage by a specific database server.

SQL engines are also able to access that data efficiently for more traditional business intelligence workloads. And data scientists can create their descriptive and prescriptive models directly on the data. It makes a lot of sense to combine these two use cases, because they are sharing the same data and they are sharing logic. But is this really possible? Or is this all too good to be true? This session discusses all aspects of data warehouses and data lakes, including data quality, data governance, auditability, performance, immutability, historic data, and data integration, to determine if the data lakehouse is a marketing hype or whether this is really a valuable and realistic new data architecture.
- Key characteristics of data lakehouses, such as multipurpose, data stored once, structured and unstructured data, schema enforcement, open file formats, low-cost data storage, and ACID compliant
- Differences between data warehouses, data lakes, and data lakehouses
- Benefits of combining the data warehouse and data lake use cases
- Overview of new technologies for data lakehouses, including Amazon Athena, Databricks Delta Lake, Dremio, and Starburst
- The potential role of data virtualization
- Challenges with implementing logic for data quality enforcement, data integration, keeping track of history, anonymization, and auditability

15:05 - 15:45

Panel: How to Leverage BI & Analytics to Empower Effective Decision Making

09:10 - 10:00

Panel: Ethical Data Management - Who says you Kant?

Daragh O Brien, Managing Director, Castlebridge

Ellie Fitzpatrick, Director, Chief Data Office, PwC

Lisa Allen, Director of Data & Services, Open Data Institute

Ethical issues in data management have existed since time immemorial, but the pace and scale of digitalisation of processes across society and the emergence of new social and business models enabled by data give rise to new and often challenging ethical questions in practice. This panel will discuss (amongst other things) three fundamental questions:
- What is Ethical Data Management?
- How can organisations implement Ethical Data Management in practice?
- What other social or societal changes are required to support sustainable ethical data management practices at scale?

Half Day Workshops:

09:30 - 12:45

How to Design a Logical Data Fabric?

Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/ Consultancy

Companies are becoming increasingly dependent on data. Having access to the right data at the right time is therefore essential. This implies that users need frictionless access to all the data, wherever it is stored, in a transactional database, a data warehouse, or a data lake. It does not matter to users where data comes from as long as it meets all their requirements. Users do not want to be hindered by all the data delivery silos. They want one system that gives them access to all the data they need.

A popular new architecture that supports this approach is the data fabric. With a data fabric, existing transactional and data delivery systems are wrapped (encapsulated) to make all the independent systems look like one integrated system. A data fabric is formed by a software layer that resides on top of all the existing transactional silos and data delivery silos, enabling all data consumers to access and manipulate data. Technically, data is accessed and used through services. Data fabrics can be developed with many different technologies, including low-level programming languages, specialized tools, and data virtualization.

Besides explaining what a data fabric is, this session focuses on developing them using data virtualization resulting in logical data fabrics. Pros and cons of this approach are discussed.

- What a data fabric is, and why do organizations need one?
- How you can architect a service-centric fabric to gain flexibility and agility?
- The data management and integration capabilities that are most relevant.
- Where to start your journey to data fabric success?
- The importance of transactional and analytical services.
- What is a logical data fabric?
- Metadata and the logical data fabric.

Data and Analytics as a Line of Business

Donald Farmer, Principal, TreeHive Strategy

By the end of this workshop your team will have a sound understanding of how data and analytics can expand, enhance and strengthen your business and your relationships with clients. You'll have some practical guidelines for strategy, messaging and design which can get you started on your own analytics journey.

- Introduction: Data as a resource, analytics as a differentiator.
  - We believe that data without analytics is a wasted resource; analytics without action is a wasted effort. We review the value of data to software companies and the potential for analytics as a new line of business.
  - Case studies. Real-world examples of software companies who have developed analytic products and services using a gameplan methodology.

- Three simple models to get you started
- Although there are many ways in which you can leverage data as a resource and analytics as an offering, we have found three to be relatively easy and effective to start with. We'll review the components and technologies of each, with some guidelines for success and pitfalls to avoid.
  - User dashboards
  - Predictive analytics and alerting
  - Benchmarking and associative analytics
  - Communities of practice and tools of choice
- When you introduce analytics as a line of business, users and their social interactions, whether in the office or online, will be critical to your success. We show how communities of practice develop around the tools we choose – and we describe how to ensure your tool is chosen.
  - Governance and privacy
- In any discussion of data and analytics today, concerns about privacy and compliance always come to the surface. We'll introduce the subject with enough detail for you take the first, important, practical steps to being well governed for today's regulatory environment.
  - Narratives and gameplans

These are simple tools for mapping and aligning strategy. However, although simple, they offer subtle and effective capabilities for planning features and releases and for aligning teams such as marketing and management around a vision.

Learning objectives:

- The nature of data as asset
- The importance of analytics to realising that value
- Ways in which data and analytics can be developed as a line of business
- Simple models for data and analytics as a line of business
- The value of benchmarking
- How to encourage and support internal and external communities
- How to be strategically more agile when creating data and analytics lines of business
- Addressing ethics and governance concerns

Getting Started With Data Quality – A Primer

Jon Evans, Information Strategist & Founder, Equillian

Today, more than ever, the quality of data, underpinned by a robust approach to Data Quality Management, is critical to the success of every organisation. Unfortunately, it is a topic that is still impenetrable to many through the use of unfamiliar jargon and too much emphasis on technology.

In this half-day workshop, Equillian's Jon Evans seeks to redress the balance, by taking the audience on a journey from first principles right through to advice on establishing a Data Quality Programme. Along the way, both beginners and those already familiar with the topic will benefit from a business-focused approach, based on industry best practice coupled with many years of experience helping organisations tackle their Data Quality challenges.

The session will be structured around 5 key topics:

- The Truth About Data Quality
- The People Side of Data Quality
- Monitoring Data Quality
- Improving Data Quality
- Using Data Quality to Drive Data Governance

14:00 - 17:15

Lean Data Architectures to Minimize Data Copying

Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/ Consultancy

Most data architectures are duplication-heavy. So much data is duplicated multiple times. For example, data about a specific customer can be stored in a transactional system, a staging area, a data warehouse, several data marts, and in a data lake. Also, data infrastructures currently consist of data lakes, data hubs, data warehouses, and data marts. And all these systems contain overlapping data. In addition to these intra-organizational forms of data copying, massive inter-organizational copying takes place.

It is time for lean data architectures that minimize copying of data. The advantages of this are manyfold, such architectures are more flexible, improve productivity and maintenance, lower data latency enabling real or near real data-on-demand solutions, and are less error-prone. Unfortunately, new data architectures are still being designed in which data is stored redundantly. Architects think too casually about copying data and storing it redundantly. In this session, Rick van der Lans explains how to design a lean data architecture and which solutions and technologies are available to develop one. Design guidelines for zero-copy and single-copy data architectures and a comparison with duplication-heavy architectures are discussed. How to minimize intra- and inter-organization copying is discussed. The impact on existing data warehouse, data lake, and data hub architectures are presented.

- From data-by-copying to data-on-demand.
- Business advantages of lean data architectures, such as improved time-to-market, support for (near) real-time data consumers (internal and external), improved conformance to data security and privacy, and improved data quality
- Technical advantages of lean data architectures, such as simplification of development, management and operation of synchronization programs, less complex database and metadata administration
- New Technologies Enabling Lean Data Architectures
- Examples of how to minimize inter-organizational copying of data
- It is time to 'Netflix' your data

Managing Data for Decisions: A Focussed Approach for the Modern Business

Donald Farmer, Principal, TreeHive Strategy

Although data management and data analysis has evolved greatly over the years, in many ways we are still concerned with Decision Support. This workshop explores the wide variety of decisions we make in business and looks at how data, user experiences and personal experiences influence choices and outcomes. With that in

mind, we also look at issues of data quality and master data and we explore data architectures which can be specifically designed for decision support. Finally we will look at the role of automation – data science, artificial intelligence and other forms of automated decision making and we'll see in detail how they both resemble and differ from human decisions. How we support a blend of automation and human decisions is a critical topic for the future of every business.

Attendees will learn:

- The different classes of business decisions which are driven by data.
- The significance of decisions which are not driven by data and how we can bring more data into the conversation.
- Modelling decisions in order to identify what data is critical and useful.
- How user experiences influence decision making.
- Managing data infrastructure, including data quality and MDM, in order to support decisions.
- Governing the decision-making process and its consequences.

Data Governance Fundamentals
Nicola Askham, The Data Governance Coach

When you are just starting Data Governance, understanding exactly what it is and what you need to do can be daunting. In this workshop Nicola Askham, The Data Governance Coach, will take you through the basics that you need to know to help you start your Data Governance journey successfully.

Key takeaways from this session include:

- An understanding of what Data Governance is, is not and how it relates to the other data management disciplines
- Understanding the importance of aligning with your organisations Corporate Strategy
- Understanding the key components of a Data Governance Framework

Full Day Workshops:

09:30 - 17:15

Full Day Workshop: Data Strategy From Framework to Execution
Ian Wallis, Managing Director, Data Strategists Ltd & Godfrey Morgan, Head of Strategy & Governance, People Analytics and Insight, HMRC

Most organisations have a strategy stating business goals over a longer time frame than an annual plan – anything from 3 to 40 years. It sets vision and direction, and there may be functional strategies. People, process, technology and, in enlightened organisations, data are seen to be key assets, you could say the DNA. Each of these warrant their own strategy but what should be in a data strategy, and how should it be deployed?

The publication of data strategies seems to be increasing, yet the quality, breadth and ease to execute vary dramatically. This workshop will explore the key components of a data strategy, how topics interlink and, importantly, its deployment – from the framework through to the execution.

This workshop will be interactive, please bring examples and be prepared to discuss during the workshop. The goal is to enable you to develop a data strategy that works for your organisation.

Key points:

- Understand the purpose of a data strategy
- Agree the framework of a data strategy that works for you
- Determine how to execute the strategy, making it accessible and useful for all.

09:00 - 16:30

Telling your Data Story – Presentation Skills for the Data Practitioner
Daragh O Brien, Managing Director, Castlebridge & Sue Geuens, Data Governance, Financial Services, Capgemini

In the busy business world, data people often struggle to get their message understood and carried forward. "Newbies" and "old-hands" alike can struggle to communicate effectively to trigger and sustain data-related change that doesn't descend into technology failure.

This tutorial will give delegates a crash course on "Telling your Data Story". It's not about naff practices in 'data story telling' and how to present data in interesting ways (nice pictures, pie charts are evil, etc.). This tutorial is about how to talk ABOUT data in interesting ways that will get you engagement, understanding, and buy-in.

Topics that will be covered include:

- Understanding your audience (including the difference between internal presenting and public presenting)
- How to use effective tools for presenting and communicating, and how to use tools effectively (not always the same thing)
  - Including: why PowerPoint isn't entirely evil (but corporate branding standards usually are)
  - Including: understanding narrative patterns in story for engagement
  - Including: A planning tool based on the SECRET methods of an award winning novelist, screen writer, and reformed data modeller…
  - Including: Delivering without Technology
- Understanding the importance of language and language barriers between countries, cultures, and stakeholders
- Why it is important to understand yourself and to understand others
- How to deal with objections, pushback, or hecklers.
- The importance of performance

Delegates will have the opportunity to put their learning to the test with a "lightning talk" on a topic at the end.

Delegates will also receive a pdf resource pack of relevant articles and reference materials to help them develop their story telling skills for the data revolution.

Unpicking Data Mesh, Deconstructing Data Lakehouse
Dr. Barry Devlin, Founder 9sight Consulting

Data warehouses and lakes are so last century!

So, is it time for something better? Data mesh and data lakehouse certainly claim to be so.

But are they? And how do they differ? In essence, they are competing technological responses to the growing needs of digital transformation. So, if you are facing the urgent challenges of delivering high-value, consistent, and near real-time information across Cloud and on-premises environments, it will be critical to understand these approaches, their differences, and how they relate to your current solutions.

In this workshop, Dr. Barry Devlin explains and positions data mesh and lakehouse using the Digital Information Systems Architecture (DISA). Exploring existing and emerging technologies as well as organisational issues, methodologies, and implementation approaches, Barry will help you decide if one of these new approaches is right for your business needs, existing technical environment, and current skills.

What you will learn:

- Origins, drivers, meaning, and detailed functionality of data mesh and data lakehouse
- Benefits—business and technical—and lessons learned for both approaches
- A brief introduction to the rationale, structure, and components of the logical Digital Information Systems Architecture (DISA)
- An in-depth comparison of data mesh and lakehouse with today's data warehouse, lake, etc. using DISA as a basis
- Possibilities and challenges of new database and data management technologies in Cloud, on-premises, and hybrid environments
- Using data virtualization and preparation as tools for integration of all types of content and data in Cloud, on-premises, and hybrid environments
- The central role of context-setting information (metadata) and data governance

AI and Semantically Driven Knowledge Modelling for the Business Ecosystems
Dr Walid el Abed, Founder & CEO, Global Data Excellence

Artificial intelligence is developing at a fast pace.

Many platforms and solutions (ERP, CRM, MDM, SRM, BI…) have been created to analyse data, rules, and transactions. However, the knowledge is fragmented and dispersed across systems which in their turn are not normalized, siloed, and inconsistent as witnessed with Big Data Analytics, IBM Watson, Palantir, and other technologies in the field of artificial intelligence (AI). This type of AI (ML, analytics, and statistics-driven) enables us to understand approximately the world we created, and by extrapolation, it can project us with probabilistic predictions into potential futures, it does not enable a real constructive and transparent human-machine dialogue. The disconnection of the knowledge, language, and business context render the results obsolete. As a result, a new AI and system are an absolute necessity.

- AI definition
- Different types of AI and its limits and risks
- Knowledge theory
- AI knowledge and data interaction
- Human knowledge modelling
- DEMS-NIXUS

Tuesday 15 November: Conference Day 1 & Exhibits

09:00 - 09:10

Conference Opening
Ian Wallis, Managing Director, Data Strategists Ltd & Donald Farmer, Principal, TreeHive Strategy

09:10 - 10:00

Plenary Keynote: Enterprise Data and Decisions: Bringing an Action-Oriented Focus to the Modern Data Stack
Donald Farmer, Principal, TreeHive Strategy

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Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/Consultancy

The data lakehouse is the new kid on the data architecture block. In a nutshell, the data lakehouse is a combination of a data warehouse and a data lake. The architecture is developed to support a typical data warehouse workload plus a data lake workload. It holds structured, semi-structured and unstructured data. Technically, in a data lake house the data is stored in files that can be accessed by any type of tool and database server. The data is not kept hostage by a specific database server.

SQL engines are also able to access that data efficiently for more traditional business intelligence workloads. And data scientists can create their descriptive and prescriptive models directly on the data. It makes a lot of sense to combine these two use cases, because they are sharing the same data and they are sharing logic. But is this really possible? Or is this all too good to be true? This session discusses all aspects of data warehouses and data lakes, including data quality, data governance, auditability, performance, immutability, historic data, and data integration, to determine if the data lakehouse is a marketing hype or whether this is really a valuable and realistic new data architecture.

- Key characteristics of data lakehouses, such as multipurpose, data stored once, structured and unstructured data, schema enforcement, open file formats, low-cost data storage, and ACID compliant
- Differences between data warehouses, data lakes, and data lakehouses
- Benefits of combining the data warehouse and data lake use cases
- Overview of new technologies for data lakehouses, including Amazon Athena, Databricks Delta Lake, Dremio, and Starburst
- The potential role of data virtualization
- Challenges with implementing logic for data quality enforcement, data integration, keeping track of history, anonymization, and auditability

10:50 - 11:20

Networking Break & Exhibits

11:20 - 12:05

Keynote Panel: Creating a Holistic Data Management Strategy
Moderator: Nino Letteriello, President & Partner, DAMA EMEA & FIT Strategy

Panellists: Guy Harvey, Senior Manager, Data Management, Openreach, Ellie Fitzpatrick, Director, Chief Data Office, PwC & Ian Wallis, Managing Director, Data Strategists Ltd

Addressing data management problems can feel like a never-ending cycle—you solve one data problem, and predictably another pops up.

In this session, our experts will share their experience on how a holistic approach to data management, governance and strategy can get to the root of common problems, rather than chasing one-off issues. More specifically, we'll discuss these 3 areas:

- Frameworks and best practice
- Tooling
- Education and engagement
- And more!

Keynote Panel: Talent Strategies for Building Great Data Teams
Moderator: Christina Finlay, Director, Data & Analytics, NEST Corporation (Pensions)

Panellists: Abel Aboh, Data Management Lead, Bank of England, Megan Dooley, Head of Data, Openwork Partnership & Yasemin Kural, Senior Head of Data Architecture, Farfetch

Despite increased data aspirations, nearly one in five executives cite a shortage of analytics and IT talent as a barrier to executing data-centric strategies. While organisations search for people with the needed analytics and IT skills, in-house talent has become a preferred option. Seven in 10 executives said they are committed to re-skilling efforts, but one third are still finding it difficult to build great data teams.

12:15 - 13:00

A Practical Approach to Creating Enterprise Data Architectures
George Staw, Data Architect, Motor Insurers Bureau

You cannot manage what you do not understand, and for IT's corporate customers that is rather unfortunate, because it turns out that the IT industry understands almost nothing about data – doesn't understand what it is, how it is created, not even (and this is particularly hard to believe) what it means to store data in a digital format. But for anyone prepared to apply some basic common sense and to think outside the box, it soon becomes apparent that creating a truly data driven enterprise can be much more straightforward – and much more enjoyable – than we have come to expect.

In this talk we will look at the flaws in IT's usual approach to data and how these can be rectified, thereby removing much of the complexity and uncertainty which usually surround all IT activities – and what a good thing that would be.

Data Cataloguing at AstraZeneca: Driving FAIR Data
Martin East, Senior Information Architect, AstraZeneca

Achieving FAIR data (data which is Findable, Accessible, Interoperable, Reusable) has become a primary goal in the data governance initiatives of many enterprises, not least pharmaceuticals companies. This talk will tell the story of AstraZeneca's journey to FAIR data through data cataloguing, giving sign posts and recommendations for success to audience participants.

Discussion points include:

- What FAIR data is and why it matters.
- The significance of building a data catalogue for data governance and achieving FAIR data.
- The data governance use cases we targeted.
- The strategy and process we adopted for building and populating the catalogue.
- The challenges we faced and how we overcame them.
- Practical recommendations for building a data catalogue.

Agile Data Warehousing on Modern Data Stack
Zoltán Csonka, Data Architect, Infinite Lambda Ltd

Based on project experiences we will show a proven technology stack and methodology on how we build successful data warehouse solutions in a fast and ever-changing environment.

You will see how we address the challenges with:

- methodologies such as Data Vault
- cloud-based technologies like Snowflake and dbt and how these work together in a flexible architecture.

You will also hear about the risks, the missing parts and the solutions when you are working with modern data stack.

Creating User-Centric Business Intelligence

Diego Cordero, BI Lead and Data Strategist, Profusion

BI experts increasingly see evidence that dashboards are dead. If this is the case, why is this happening? Data shows dashboards are not being used by the decision-making stakeholders even if the data within them is accurate. BI developers sometimes focus too much on how to depict "the right KPIs" and forget who the end users are and what their actual needs are. For example, they might implement BI solutions that require the user to log into a platform instead of bringing BI into the platforms the stakeholders already use whilst making decisions. Is it always necessary to have a data lake to feed their dashboards with live data or could empowering users to upload a csv file be more useful in some contexts?

Diego will go through the process of creating a more truly user-centric BI solution as exemplified by a very successful solution for one of his clients.

13:00 - 14:30

Networking Lunch & Exhibits

14:00 - 14:20

Delivering Business Value at Scale with Data Fabric

Jonathan Sunderland, Consultant at Ab Initio

Data is the lifeblood of the modern organisation. Cataloguing, governing, and controlling your data asset is a foundational step to unlocking its value. The concept of a data fabric builds on this foundation to enable ubiquitous access to this data in a controlled manner for all data consumers. In this session we will explore the key elements of delivering a data fabric, and how organisations are achieving this today with Ab Initio.

14:30 - 15:15

Centralised Data Governance of a Distributed Data Landscape

Mike Ferguson, Managing Director, Intelligent Business Strategies

Many companies today are facing the complexity of governing data that is scattered across multiple types of data store in the data centre, multiple clouds, and the edge. Somehow, they have to know what data they have out there, where it is, what data is deemed personally identifiable information, what data is considered confidential versus internal use only versus public, and how to manage data privacy, data access security, data retention and data quality across the entire environment.

Also, it is not just structured data in files and databases that needs to be governed. What about office documents on laptops and file shares, SharePoint sites, email, web chat and meetings? Some subset of these may be considered confidential. In an era where data protection is critical, and data privacy may require compliance with multiple laws in different regions, countries and states, the challenge is now to be able to

govern data across a distributed landscape. This session looks at this problem, defines the requirements to deal with it and looks at what is needed from an organisational, process, policies and technology perspective to solve it.

- Data governance redefined – data quality, data privacy, data access security and data retention
- The ever increasing distributed data landscape – multiple types of data store from data centre to the edge
- The challenge of governing data in this kind of environment
- The need for multiple data governance classification schemes in order to govern data
- Implementing governance classification across office document stores and structured data stores in a distributed data landscape
- The role of the data catalog
- Training classifiers for automatic classification of structured and unstructured data
- Centrally defining policies and rules to govern distributed data
- Enforcing governance policies and rules across a distributed data landscape
- Implementation challenges

Across the Andes by Frog: Setting a Course for a Data Strategy Implementation

Ian Wallis, Managing Director, Data Strategists Ltd

In this session, Ian will highlight:
- Why organisations should have a data strategy;
- The key steps to define and ensure a successful implementation;
- Why the majority of strategy initiatives fail and how to overcome the challenges you are likely to encounter.

Keynote: 'Data Literacy' Isn't Enough!

Christina Finlay, Director Data & Analytics, Nest Corporation

How do you get past blockers and barriers to deliver a holistic picture of the business? These days we need to do more than just provide a single source of truth, we need to ensure people engage with insight and use it. This feels like an impossible challenge in businesses that work so quickly, then end up with organisational silos. What can you do?

This session will have top tips on:

- using data to break down organisational silos
- driving simplicity in reporting – building insight, not information
- building literacy in the organisation to use insight to make decisions – top tips on what is working

15:25 - 16:10

Data Mesh Journey Planning

Phillip Radley, Principal Data Strategy Consultant, Thoughtworks

Zhamak Dehghani (Thoughtworks Director of Emerging Technologies) published the first Data Mesh paper in 2019 and the early adopters quickly started implementing it. Since then Thoughtworks has helped a variety of clients with their data mesh journeys. In this talk Phill Radley (a Data Strategy Principal at Thoughtworks) will share some of the lessons learned about embarking on a data mesh journey. Including :

- Data mesh 101
- Are you tall enough for this ride ?
- Who is going to lead ?
- How to start ?
- Choosing a route through 4 Principles
- The Tech Stack question
- Getting guidance (free and paid)

Keynote Panel: Data Management Disciplines - Separate Specialities or Better Together?

Nicola Askham, The Data Governance Coach, Rav Ubhi-Adams, Data Consultant (Business Intelligence & Data Governance), Rua Analytics & Steve Tuck, Head of Data Governance & Data Quality, Thames Water

Join this session to hear from a range of different data experts discuss whether their area of expertise works better in isolation or whether there are additional benefits to be had in aligning and working with other data management experts within an organisation.

16:10 - 16:40

Networking Break & Exhibits

16:40 - 17:25

Keynote Panel: Financial Services - Surviving the Last 3 Years

Sue Geuens, Data Governance, Financial Services, Capgemini, Graham Ward, Programme Manager, ePrivacy, Natwest & Alpesh Doshi, Founder & CEO, Fintricity

2019 wasn't a bad year, and we all thought that 2020 would be much of the same with just Brexit to keep us occupied. March 2020 hit with the force of a sledgehammer and like the rest of the world FS was on the back foot. However, unlike many organisations, we couldn't just shut down – we were vital to the running of the country. We couldn't put everyone on furlough, we couldn't have all employees wfh, we couldn't shut down – we needed to have a plan and take action!

Join our panel of FS experts and hear how the FS industry navigated not just Covid, but Brexit, the Ukranian war and everything else that has gone on during the last 3 years. Sue will ask some insightful questions of our experts to start the discussion before opening to the audience.

Keynote: Data Leaders Exposed: Fireside Chat

Ian Wallis, Managing Director, Data Strategists Ltd & Graeme McDermott, CDO, TempCover

Have you ever wanted the opportunity to ask an experienced data leader for advice? To be able to hear about their experiences? Key lessons learnt and what pitfalls they would point out to anyone about to tread the same path? Well, here's your opportunity!

Graeme and Ian have over 60 years' experience in data and analytics, building, developing and leading teams, generating value from data and going through countless rounds of compliance, data integrations, hype cycles as well as dealing with the latest technology trend and software tools to be marketed to data and analytics leaders.. Come and pose your questions to these seasoned professionals in this interactive session, find out what keeps them motivated and what advice they would give to data and analytics leaders of today or in the future.

17:30 - 18:15

Networking Drinks Reception

Wednesday 16 November: Conference Day 2 & Exhibits

09:00 - 09:05

Welcome Address & Conference Opening

Ellie Fitzpatrick, Director, Chief Data Office, PwC & Lisa Allen, Director of Data & Services, Open Data Institute

09:05 - 09:55

Plenary Keynote: When Good Data Goes Bad

Dr. Barry Devlin, Founder and Principal, 9sight Consulting

Data doesn't really "go" bad, of course. At least, not in the way that week-old milk in the fridge does. When you open that carton, you just know it's bad. Bad data doesn't stink like that. Or mostly not. But consuming it can be just as sickening.

Sometimes data just starts off bad and gets worse. Other times, it's people or processes that do bad things to it almost as soon as it's created or maybe even before it's captured. Or maybe it's what happens as it's used as information or interpreted to gain insights. Worse still, nobody may notice how bad it is until government or regulatory inspectors arrive at the door. Worst of all, it may be like nuclear waste, dumped at night in a well, slowly and invisibly poisoning everybody who draws from it.

So much to go wrong! So much to lose. The sad truth is that—despite the incomparable weight placed upon it today—data can be and often is bad in so many ways. In this session,

we'll explore a few examples of how good data went bad, why it happened and what was the outcome, and how you can avoid similar rotten problems in your business.

Key take-aways:

- Good data begins at home... with the best intentions;
- If data are facts, what happens when facts are no longer factual;
- If you don't manage it (the data), you can't measure it (your business);
- Data used without knowledge is a recipe for disaster;
- Ever more data isn't all it's cracked up to be.

09:55 - 10:25

Networking Break & Exhibits

10:25 - 11:05

Keynote: The Customer Is Always Right - Or Are They?

Daragh O Brien, Managing Director, Castlebridge & Sue Geuens, Data Governance, Financial Services, Capgemini

Objective: Data Practitioners can struggle to get and HOLD buy0in and attention. Why do our customers not get it? How can we get them to see they are making a HUGE mistake? Daragh & Sue share insights on PRACTICAL lessons for selling and persuading. Starting with the golden rule: The Customer is Always Right.

Delegates will be guided by two of the most cynical experts in the field as they cut through the bullshit to get to the key issues we need to tackle to move our data agenda's forward.

Content:

- Everyone is in sales. – key lesson for us all to learn.
- What does your customer WANT? What does your customer NEED? What can you actually do? (or: Why is a Data Strategy essential?)
- Sales techniques – what can we learn? Understanding the elevator Pitch (and how to build one)
- Waffles are for Belgians: Why the data-lingo doesn't always fly.
- Telling a story – triggering DESIRE for change/ emotional connection
- When to use data to support your pitch.
- Overcoming objections

Keynote: The Rise of Value Driven Intelligence

Dr Walid el Abed, Founder & CEO, Global Data Excellence

The digital world and its complex interactions create new challenges for Artificial Intelligence, governance and the enterprise data management. While moving from the industrial era to the digital era a unique kind of paradigm shift is imposing itself which is characterised by the acceleration of value creation. We are heading to an era where linear thinking has no place since the possibilities for the creation of our organisation is limitless and every scenario is possible. In consequence, our future is destined to become

as variable and uncertain due to the multitude of choices we will make. In order to overcome these limitations, there are many proposed platforms and solutions.

However, most of these, are trying to create intelligence from existing data disconnected from knowledge and human wisdom ignoring the social contexts by analysing past transactions and interactions with probabilistic predictions into potential futures. As a result, huge energy and cost are spent without concrete outcomes due to the high pace of changes in our societies and behaviours.

A new AI is required to align with the speed of value creation and changes.

- Define Artificial Intelligence and its role
- Learn what is the difference between Conventional AI versus Linguistic AI
- Learn how to make decisions that are based on value (Key Value Indicators) instead of past performance (Key Performance Indicators)
- How to leverage from existing data and systems that has been invested on so far to move into digital era without data integration

11:15 - 11:55

Modern Data Architecture for an Application Ecosystem

Naveed Ahamed, Enterprise Architect & Data Architecture Pratice Lead, Allianz Technology

Modern Data Architecture defines how data is captured integrated, stored, and accessed. It shapes the flow of data by determining, designing, and driving the required data capabilities, hence making data available, accessible, trusted, and actionable. Efficient and consistent use of any applications or tools in the Enterprise Tool Universe needs to have a common understanding of individual underlying data model and data usage.

Cultural shift from what (master data, meta data), why (processes contributing to value streams) to how (applications) is a new way of working being adopted. We have moved away from top-down, big-budget programs and have started adopting an efficient Data architecture framework that would promote a "community for exchanging the data services" and educate people on how to be better with our data. Success is guarenteed using a People-driven approach, Business Processes that support the tsunami of data, Mining those processes and adopting Technology enabling the governance.

Making the Big Data Elephant CEO's Best Friend

Håkan Edvinsson, CTO, Informed Decisions Consulting AB & Johan Lindholm, Data Governance Lead, Göteborg Energi AB

Göteborg Energi is a utility company that captures gigantic amounts of data daily. Detailed data reflecting energy production, distribution, and consumption are obtained, processed and used for many purposes and by many functions. Recently, Decision Intelligence has been introduced to better understand what data to devote the most attention to.

This is done by having the business strategies as outsets, expressing the targets in quantifiable goals, and from there model the dependencies to the intended or started initiatives and

projects. Basically, it answers the question "will the actions we are taking bring us the business outcomes we strive for?". This presentation will show how this is done, who is included, what the results looks like and how they are used. The benefits include:

- Data prioritazion – clearifying what data is vital for achieving and monitoring the expected outcomes,
- Decision making – understanding what decisions need to be made. and what data and knowledge that are required for making those decisions,
- Data improvements – addressing what data that need to be carefully captured, managed, processed and maintained.

Since 2017, Göteborg Energi has worked very successfully with data governance and data management to support and standardize the way it handles data in its daily operations, for public reporting, production optimization, innovation and covering almost any IT solution.

The state of MLOps - Machine Learning in Production at Enterprise Scale
Bas Geerdink, CTO, Aizonic

Artificial intelligence (AI) has quickly become a main focus topic for organisations and governments worldwide. What started in small R&D environments in the 'big data' revolution a few years ago has now grown into a mature practice where data scientists and data engineers work together towards common business goals. AI is powering the finance, retail, energy, and healthcare sectors. This growth also comes with challenges; machine learning models cannot live on their own and have to be incorporated into production environment.

To that extent, programming frameworks, tools and infrastructure are evolving at an enormous pace. New architectures and design pattern have arrived to work with these new technologies. One important field of research is MLOps, which has evolved into a way of working and set of best practices to deploy, test, manage, and monitor machine learning models in production. In this session we'll explore this relatively new subject. Bas will explain the need for MLOps, dive into the tools and techniques, and give some examples of real-world solutions.

Synthetic Data: The Future of AI Modelling
Andrea Isoni, Director, AI Technologies

Whenever an organization starts a project requiring Artificial intelligence implementation, very often the question arises: how to find the data to train, and feed the algorithms. Not many organizations have data ready to deploy and, even when data is available, it is often not qualitative ready for the project aim.

There are a variety of reasons why the quality of the data is low or missing completely: in these scenarios the only initial alternative is generating synthetic data.

The use and generation of synthetic data, if properly done, can accelerate the adoption of artificial intelligence into the organization current processes, and enhance the digital business transformation. In a world increasingly under threat of cyber risk and data breaches , synthetic data are also key to avoid disclosing sensitive

data while allowing an AI project to be a success for the organization undertaking it.

In this talk I will give an overview of different approaches on how an organization can start tackling the problem of synthetic data generation, its limitations as well as the advantages over real data (contrary of the common belief, there are also significant advantages over real data).

11:55 - 13:25

Networking Lunch & Exhibits

13:25 - 14:05

How to Build the Enterprise Business Information Model
Alar Krist, Information Architect, Swedbank

The concept of Enterprise Business Information Model (EBIM) will be presented based on Swedbank examples.

Key takeaways what participants will learn:

- what is the the EBIM, how it is related to the business glossary
- what are main drivers to have the EBIM
- a method how to build the EBIM, examples
- what are main roles and responsibilities for EBIM governance

Data Modelling in the Age of Data Mesh
Juha Korpela, CPO, Ellie

Data Mesh has become very popular in recent years. It's a highly decentralized approach that helps data teams to utilize domain knowledge in an efficient way. However, it has its own challenges when it comes to Governance and Metadata Management. How do you make data products understandable across domains? Is there a way to ensure accessibility and interoperability? And how do you make sense of decentralized data in the bigger picture? I believe data modelling can be a clear solution for many of the Data Meshes challenges.

We need to rethink how to apply this well-tested method in modern architecture – bringing business context to the forefront. Join my talk and let's explore data modelling in the age of the mesh!

What you will gain from this:
- Learn about the pros and cons of Data Mesh.
- Understand how to solve governance challenges by making data products business-friendly.
- Ensure that Data Mesh is aligned with your business goals
- Rethink how to use data modelling in the modern age.

Big Data from Big Engines Enabling Bold Decisions
Håkan Edvinsson, CTO, Informed Decisions Consulting AB & Valentina Niklasson, Data Governance Lead, Volvo Penta

Volvo is in a transition towards electric

propulsions and digital services, and it is affecting the entire organization profoundly. One enabler is to obtain and use vehicle data sets from operating Volvo Penta installations which is implying massive data volumes.

Since 2011, Volvo Penta has worked very successfully with master data governance and data management to support and standardize the way it handles data in the business, in its daily operations, data architecture and IT solutions. This needs now to be extended to also include vehicle data. Challenges include:

- Architecting vehicle data having things right from start
- Taking control of new data flows and re-architecting vast data sets
- Cleaning vehicle data
- Putting it into contexts and relate it to business data
- Provide the vehicle data sets to services development, excel decision making, analysis and other applications.

This presentation comprises case stories where vehicle data and business data form fruitful applications for Volvo Penta, its partners, and its end customers.

AI: Augmented - Solving Organisations' Most Difficult Problems
Jake Luscombe, Lead Data Scientist, ThoughtWorks

Increasing levels of complexity and uncertainty are making the decisions organisations face more and more difficult. Most problems have become unmanageable for both humans and machines. Thoughtworks has developed an augmented approach where AI is used to improve human decision-making, not replace it, outperforming traditional approaches with far less computing resources and data . This talk will:

- Explain why we need an AI: Augmented approach to solve organisations' toughest problems
- Show-case some examples of how we have implemented the approach so far, and
- Explore why the four Data Mesh principles create the perfect environment for our approach to AI.

14:15 - 14:55

Forget the Mainstream - Creative Strategies and Solutions for Analytics and AI
Andreas Bitterer, Chief Analytics Evangelist EMEA, SAP

Using analytics in today's world is supposed to be an ubiquitous task. It's an infinite world of new possibilities for companies to leverage an endless supply of data to reimagine their business models, change the way they work and compete. Adding Artificial intelligence and new technologies like machine learning or the Internet of Things, enables companies to engage in even more methods of doing business. However, by most accounts, those possibilities fall mostly flat, as companies lack the creativity and a strategic approach and resort to established (and mostly boring) ways of reporting. In this talk, hear how leading organizations.

- Establish a strategic approach to Analytics and AI
- Find creative ways of using their information assets, leading to digital transformation
- Deliver an innovative customer experience, based on the latest technologies

15:05 - 15:45

Plenary Keynote Panel: The Chief Data & Analytics Officer as the Innovator, Enabler and Change Agent

Our panel will share their experiences and thoughts on how CDO's and senior data executives can play a vital role in enterprise innovation and drive meaningful and effective change within their organisations.

15:45 - 16:05

Networking Break & Exhibits

16:05 - 16:45

Plenary Keynote Panel: Ethical Data Management - Who Says You Kant?

Daragh O Brien, Managing Director, Castlebridge, Ellie Fitzpatrick, Director, Chief Data Office, PwC & Lisa Allen, Director of Data and Services, Open Data Institute

Ethical issues in data management have existed since time immemorial, but the pace and scale of digitalisation of processes across society and the emergence of new social and business models enabled by data give rise to new and often challenging ethical questions in practice. This panel will discuss (amongst other things) three fundamental questions:

- What is Ethical Data Management?
- How can organisations implement Ethical Data Management in practice?
- What other social or societal changes are required to support sustainable ethical data management practices at scale?

16:45 - 17:00

Conference Close - Where Do We Go From Here?

Ellie Fitzpatrick, Director, Chief Data Office, PwC & Lisa Allen, Director of Data & Services, Open Data Institute

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The conference will take place from the 15th – 16th November at:

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