

# LEAD THE CHARGE FOR CHANGE

**Prepare for Innovation, Establish Best Practices and Write Your Transformation Story**

Join our panel of top-tier industry leaders and experts, including:



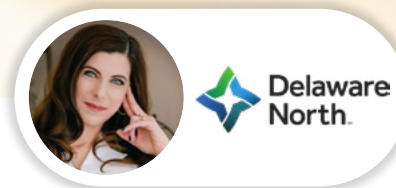
**Vinay Jha**  
COO, Finance  
BMO Financial Group



**Madhu Mukherjee**  
Head of Business  
Transformation  
Grubhub



**Renaud Fournier**  
Chief Business and Digital  
Transformation Officer  
MIT



**Lisa Susko**  
Dir, Talent Transformation  
and Implementation  
Delaware North



**Jonathan Wells**  
CIO & Senior Director,  
Technology Integration and  
Transformation Leader  
WTW



# WELCOME TO THE BUSINESS TRANSFORMATION EXCHANGE USA FALL 2024

## Dear Attendees and Collaborators,

Welcome to a pivotal moment in leadership and innovation. As we entered 2024, a recent survey revealed a critical insight with an overwhelming 73% of Leaders and Managers finding themselves unprepared for leading change\*. This statistic is not just alarming—it's a clarion call for introspection and action.

What shape does this impending change take? Predominantly, it veers towards the digital horizon. According to another survey, 72% of enterprises now prioritize digital transformation in their strategic plans, with 80% of these leaders convinced that Generative AI will significantly enhance business efficiencies\*.

Yet, the scope of transformation extends beyond the digital realm. The evolving attitudes of a diverse generational workforce, escalating demands for ESG (Environmental, Social, and Governance) accountability, and the imperative for robust disaster resilience, spotlight our multifaceted challenges. These are the ripples from pandemics, climate crises, and increasing global unrest—forces that surpass individual influence but demand collective action.

This is where our journey at the Exchange begins. We are uniting America's most formidable brands to unearth unique perspectives and forge strategies for progression. Our mission is to cultivate a forum for thought leadership and deep reflection on the multifaceted nature of business transformation.

Prepare to engage with change like never before.

We eagerly anticipate your presence at an Exchange designed to inspire and challenge. Join us in embracing transformation in all its dimensions.

Warmest regards,

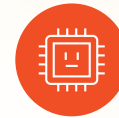


**James Stevenson-Roberts**  
Event Director  
Business Transformation Exchange

## Agenda Highlights



**Ready for Change:** How do we manage dramatic change and advanced technology to achieve the best results? Preparation is key if enterprises wish to leap forward and maintain competitiveness. Let the Exchange be a stepping stone in your transformation journey.



**Unprecedented Speed of Technological Innovation:** The AI craze has not slowed in 2024, with promises of greater technological complexity to come through our many interactive sessions and explore how to tackle the tech transformation question, which is changing from 'when' to 'how' at breakneck speed.



**'Radical' Change and Macrocondition Resiliency:** As macro-level unpredictability grows, so should our mindset for 'radical' transformation. From data 'democratization', disaster mitigation and worst-case scenario thinking, collaborate to create a more resilient transformation over the two days of the Exchange.



**Industry 5.0:** With Digitalization, AI, and Machine Learning implementation, we need to incorporate the human element into our technology more than ever. Join in exploring the exciting opportunities and techniques taking place across America!

# WHAT IS AN EXCHANGE?

An Exchange is one of the most personalized event experiences in the market today! Join a group of 70 Business Transformation leaders for two days of insights and discussions on the top challenges and priorities facing the field, amidst curated peer-to-peer networking and trademarked one-to-one meetings with solutions from the field.

## DO I QUALIFY?

- ✓ My company's annual turnover is \$1 billion or above
- ✓ I control or directly influence where the operational excellence/ BPM/process improvement budget is spent
- ✓ I control or directly influence corporate strategy at the regional, divisional or group level
- ✓ I have an active requirement for these solutions within the next 6-12 months
- ✓ I have a personal annual budget of \$1m or above

## How does it work?



### STEP 1

Request an invite



### STEP 2

Join a registration call with your dedicated Exchange representative to share your ongoing challenges and requirements



### STEP 3

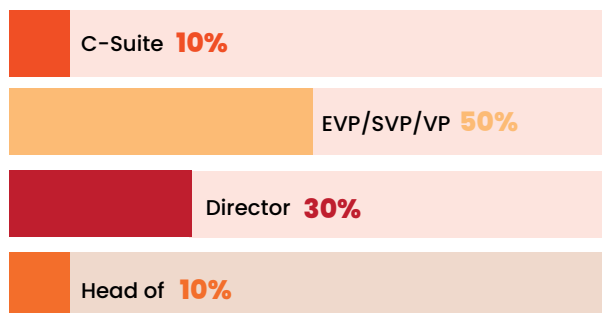
Three weeks out from the event, gain access to the event portal where you can request one-to-one meetings and Think Tank spots



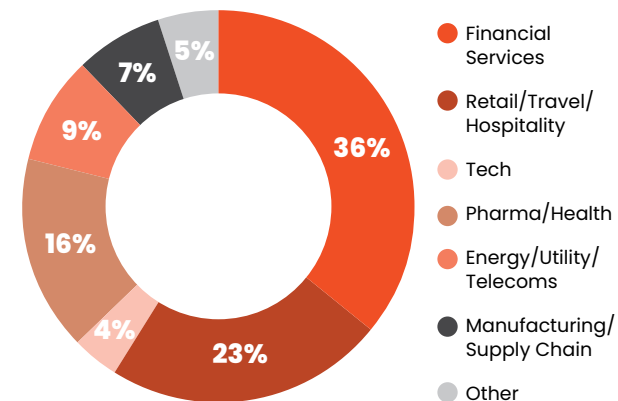
### STEP 4

Receive your personalized itinerary and get ready for the event!

## JOB TITLE



## INDUSTRY



# MEET THE 2024 SPEAKERS



**Jeffrey Barth**  
AI & Digital  
Transformation Leader  
Chairperson



**Renaud Fournier**  
Chief Business and Digital  
Transformation Officer  
MIT



**Vinay Jha**  
COO, Finance  
BMO Financial Group



**Lisa Susko**  
Director, Talent Transformation  
and Implementation  
Delaware



**Florence Hudson**  
Executive Director, Northeast  
Big Data Innovation Hub  
Columbia University



**Adam Kutcher**  
Senior Director, Continuous  
Improvement  
Amtrak



**Shefali Shah**  
Strategic Planning Lead  
Merck



**Monica Parodi**  
VP, Talent Acquisition  
The New York Times



**Adriana Uribe**  
VP, Transformation & PMO IT  
Tiffany & Co



**Jonathan Wells**  
CIO & Senior Director,  
Technology Integration and  
Transformation Leader  
WTW



**Karan Froom**  
Director, Business Transformation  
& Organizational Change  
Management  
The Clorox Company



**Madhu Mukherjee**  
Head of Business  
Transformation  
Grubhub



**Max-Antonio Berger**  
VP, Business Development  
& Transformation  
AB InBev



**Hardeep Kaur**  
Director, Opex and Change  
Management  
Merck



**Raman Tanwar**  
Senior Director, Business  
Transformation Lead  
CHEP



**Dr. Erlin Kakkanad**  
Director, Business  
Transformation  
Principal Financial Group



**Dawn Dirkx**  
Director, Business  
Transformation  
Schneider Electric



**Blake Hill**  
Senior Director of Quality  
Assurance and Agile Delivery  
AccentCare



**Ishneet Kaur**  
Director of Innovation  
National Grid



**Maciej Szymaszek**  
Senior Director, Strategy  
Implementation & Business  
Transformation  
AstraZeneca



**Vatsala Sadasivan**  
Global Operational  
Excellence Lead, R&D  
Sanofi



**Nellie Wartoft**  
CEO  
Tigerhall

# PRE-EVENT RECEPTION **Sunday, September 29th 2024**



Join us for the Pre-Event Reception to meet your fellow attendees in this relaxed setting perfect for breaking the ice and networking ahead of the official Event Day One tomorrow.

# EXCHANGE DAY ONE **Monday, September 30th 2024**

## REGISTRATION & COFFEE

### PARTNER BREAKFAST: The Official Meet and Greet for All Sponsors

Meet your Exchange representatives, receive information on optimizing the two days of meetings and networking and understand the tools and resources available onsite.

07:30 am  
–  
08:30 am

## EXCHANGE WELCOME

James Stevenson-Roberts  
Event Director  
Business Transformation Exchange USA

08:30 am  
–  
08:35 am

## CHAIRPERSON'S OPENING ADDRESS

08:35 am  
–  
08:45 am

## KEYNOTE PRESENTATION

### Preparing for the Leap Forward: The Architecture and Infrastructure Needed for Digital Reinvention and Implementation of Powerful AI Tools.

08:45 am  
–  
09:15 am

From Netflix's adoption of cloud technologies to enhance content delivery and analytics to Walmart's use of big data for inventory optimization, an opening keynote will examine how leading companies have successfully upgraded their infrastructure to support innovation and maintain competitive advantage. Creating a data-rich and robust digital backbone encompassing everything from network reliability to security protocols and how fostering an agile, tech-savvy culture is key to leveraging these technologies effectively. Get ready for the leap forward!

- Examining the key mistake in implementing AI tools without a solid digital foundation already in place
- Learning from the leaders: How has preparation for AI been done so far, and how can this preparation be improved?
- Preparing for the leap forward – How creating a robust foundation creates more options than you originally had

Renaud Fournier  
Chief Business and Digital Transformation Officer  
MIT



# EXCHANGE DAY ONE Monday, September 30th 2024

## PLENARY PRESENTATION

### Why 78 % of Your Organization Couldn't Care Less About Your Transformation Initiative and What To Do About It.

09:15 am  
–  
09:45 am

If the message of your transformation initiative fell of deaf ears, a majority of transformation leaders would be disappointed, even devastated. But do we take the time to empathize with colleagues and find out how they would feel if a transformation initiative failed? Do we truly aim to understand our colleagues' goals and aims? By collecting the data of over a quarter million participants from leading organizations across the world, we have some interesting statistics to show you and ultimately, we aim to help you craft that perfect communication strategy, even if it means revealing some uncomfortable truths.

- An interactive session using live surveys and feedback.
- Showing our data on why transformation initiatives are not being listened to, and worse, not cared about at all.
- Fostering an empathetic communication strategy that uses local language and social media to engage a global workforce.

**Nellie Wartoft**  
CEO  
Tigerhall



## ICEBREAKER! HUMAN SPECTROGRAM!

Our opening icebreaker! In a human spectrogram, colored tape is positioned across an open floor to symbolize a spectrogram. On one end of the tape, "strongly agree" is marked while the other end is labelled "strongly disagree". A facilitator will provide a statement and participants are asked to position themselves along the spectrogram. Participants can stand in the middle or take in-between positions!

09:45 am  
–  
10:05 am

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

### THINK TANK

#### Measuring Employee Experience as a Key Metric for Transformation Success

10:45 am  
–  
11:15 am

A brainstorming session on measuring employee experience and from sentiment analysis tools used by companies like Google to pulse surveys employed by Salesforce, illustrating how leading organizations harness employee insights to drive continuous improvement and adapt to change. By integrating employee experience metrics into the broader transformation strategy, attendees will learn how to create a feedback loop that measures and enhances the success of transformation initiatives, ensuring that change benefits the organization and its people.



# EXCHANGE DAY ONE **Monday, September 30th 2024**

## PANEL SESSION

### **Cost Cutting to Revenue Growth? What should be the priority in 2025?**

11:20 am  
–  
11:50 am

The debate between prioritizing cost-cutting versus driving revenue growth is timeless in business strategy, and it becomes even more pertinent as companies prepare for 2025 amidst a backdrop of technological advancements, market shifts, and global economic uncertainties. Expect a strategic tug-of-war shaping the future of business; panelists draw on financial forecasts, technological trends, and sector-specific dynamics to defend their positions, leaving the audience with a richer understanding of the strategic considerations that will define success in 2025.

- Divining the Economic and Market Outlook for 2025 – How forward thinking can change the outcome of current transformational initiatives
- Sector-Specific Strategies: Using our industry-diverse panelists to highlight industry nuance and perspective
- Using this panel to contemplate risk management and resilience building to avoid enterprise shock from shifting macroconditions

**Adriana Uribe**  
VP, Transformation & PMO IT  
Tiffany & Co

**Dr. Erlin Kakkanad**  
Dir, Business Transformation, OPEX  
Principal Financial Group

**Madhu Mukherjee**  
Head of Business Transformation  
Grubhub

TIFFANY & CO.



## PLENARY PRESENTATION

### **Can't find tech talent? Grow your own: How enterprises can tackle the need for new tech knowledge by developing from within.**

11:50 am  
–  
12:20 pm

With the US, UK, and EU mandates for a 'digital decade,' enterprises are more incentivized to digitize than ever before. Strategy leaders now commonly face talent gaps hindering successful digital transformation plans. This has created a fiercely competitive landscape for talent acquisition, and instead of fighting for outside talent, organisations are developing from within. Find out how to foster these initiatives, solve talent needs, and enhance employee engagement and retention.

- How the talent gap has troubled countless transformation strategies and understanding where talent demand is coming from
- The difficulties of outsourcing: How fighting in the competitive landscape can yield negative results
- Developing from within is the answer: Creating a data-driven culture and providing the tools for internal skill development

# EXCHANGE DAY ONE Monday, September 30th 2024

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

### THINK TANK

#### Redefining ROI: Unleashing the Transformative Power of Generative AI

As leaders in Business Transformation, we often instinctively reach for that big red cost-cutting button to eliminate any unnecessary waste. The same principle can be applied to Generative AI, which took the world by storm in 2023. While it undoubtedly helps save time and money, Maciej Szymaszek argues that its impact transcends mere monetary value. Leading tests, implementations, and scaling up Generative AI across AstraZeneca's global project portfolio management over the past year, he has recognized significant tangible wins beyond financial metrics. Let's challenge or support this argument as we explore whether the ROI of GenAI can be demonstrated in multiple ways.

**Maciej Szymaszek**  
Senior Director, Strategy Implementation  
& Business Transformation  
AstraZeneca



12:25 pm  
–  
12:55 pm

### NETWORKING LUNCH

Make sure to submit your prediction for the future of Business Transformation for our final fireside chat on day 2!



12:55 pm  
–  
01:55 pm

*"Immensely valuable. I did not know OPEX existed until I was approached about a new role within my organization. To have an entire network of people who have done this before and can provide insights, guidance, and best practices/lessons learned energizes me to do more!"*

**Director, Operational Excellence – SteamPunk, Inc.**



## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

### THINK TANK

#### Scaling Transformation: How to Leverage Previous Strategy Wins to Scale Transformation Objectives in the Future

This session will dissect real-world examples of past victories that have been pivotal in scaling new objectives, providing an analytical lens on what made these strategies effective. An emphasis on integrating proven strategies into evolving business models is a great way to leverage previous wins into a greater transformation strategy, using those 30% successful transformation initiatives to cultivate more success.

01:55 pm  
–  
02:25 pm





# EXCHANGE DAY ONE Monday, September 30th 2024

## KEYNOTE

### TIPPSS: Protecting the astronomical rise of IoT integrations in your industry With Columbia University's Florence Hudson.

02:30 pm  
–  
03:00 pm

As bandwidth grows and our infrastructure for IoT devices increases, our respective industries will soon become unbelievably integrated. However, with this integration comes more significant risk and opportunity for bad actors to exploit these newly integrated systems. Florence Hudson, an expert on TIPPSS (Trust, Identity, Privacy, Protection, Safety, and Security), researching the development of IoT in healthcare and smart cities, makes this research applicable to our audience, highlighting the dangers faced in finance and manufacturing. A keynote with uncomfortable truths and bold initiatives!

- Evaluating the growth of IoT in select industries, gauging value and growth opportunities
- Demonstrating the weaknesses of IoT and how overextending development can lead to an expansion of opportunities for bad actors to act upon.
- How TIPPSS can ensure sustainable development of IoT and digital transformation

**Florence Hudson**  
Exec Dir, Northeast Big Data Innovation Hub  
Columbia University



*"It was great to see where the industry is heading and success stories. I feel empowered to take the learnings to my current projects"*

CI Consultant - General Mills

*"The meeting was very informative and motivating. I appreciated the collaborative set-up of the conference."*

Head of Operational Excellence Consulting, Bayer

## KEYNOTE

### Tackling Heritage: Transforming Well-Established Brands Without Compromising What Has Made Them Special in the First Place—with Merck's Shefali Shah.

03.00 pm  
–  
03:30 pm

We want to celebrate the heritage of the enterprises in attendance. For us at IQPC, it is our 25th anniversary of creating Business Transformation and Strategy events, so it is only fitting that we look into the long term. Join a discussion on the daunting task of transforming legacy, when to identify the time to change, and how to preserve the functions that provided longevity to the brand.

- Identifying the time to transform by using out-of-the-box metrics and taking a long-term strategic view
- Securing buy-in for stakeholders and the keys to communication with loyal customers
- Preserving what made the enterprise special: Making sure those fundamental features are not lost in the transformation process

**Shefali Shah**  
Strategic Planning Lead  
Merck



# EXCHANGE DAY ONE Monday, September 30th 2024

**ONE-TO-ONE BUSINESS MEETINGS & NETWORKING**

**03:35 pm**  
–  
**04:05 pm**

**ONE-TO-ONE BUSINESS MEETINGS & NETWORKING**

## THINK TANK

### Worst-Case Scenario Thinking: How More Focus on the Worst Outcomes Can Foster Resiliency

While we always want the best outcomes in life and business, thinking about something other than the worst-case scenario can lead to that exact scenario unfolding. Do we have a plan for our workforce if there is a power outage? What happens if another conflict breaks out in a nation to which we have manufacturing ties? While uncomfortable, this is a necessary conversation for strategists to have. In an open setting, discuss worst-case scenarios to ensure they don't happen.

**04:10 pm**  
–  
**04:40 pm**

**ONE-TO-ONE BUSINESS MEETINGS & NETWORKING**

**04:45 pm**  
–  
**05:15 pm**



## ROUNDTABLES DAY 1

**Join this set of roundtables to engage with peers on a question that can open up new opportunities for you as a successful Transformation leader.**

**05:20 pm**  
–  
**06:10 pm**

### ROUNDTABLE 1

#### Managing Change in a Company with Long Lasting Legacy and Culture.

Demanding change from an employee of over 30 years can be difficult, if not impossible. It requires negotiation and compromise as well as making people involved in the change they want to see and need. Join a universal discussion which directly affects many enterprises.

**Dawn Dirks**  
Director, Business Transformation  
**Schneider Electric**



### ROUNDTABLE 2

#### Transformation Officer – A Role with A Shelf Life?

Is there actually a long-term need for a business transformation leader, or should the role really be about enabling large-scale change to happen effectively within an organization, before leaving it to its own devices? After all, if a manager had to micromanage every little step of their employee's day, they would not be considered an effective manager, so why should a Transformation Leader be effective in their role once their "time" is up? Let's play the Devil's Advocate for a moment as we determine whether the Chief Transformation role should be temporary, or if we need to reinvent the role to save ourselves!

**Max-Antonio Berger**  
VP, Business Development & Transformation  
**AB InBev**



### ROUNDTABLE 3

#### Debate: Generational Friction – Newer age cohort work culture brings more negatives for business than positives.

At the end of 2023, Business Insider suggested that in 2024, there will be more Generation Z workers in the workforce than the Baby Boomer Generation. This shift from the oldest generation to the youngest will indeed create cultural pressure. The question is whether this pressure is an opportunity or a challenge...

**Monica Parodi**  
VP, Talent Acquisition  
**The New York Times**



# EXCHANGE DAY ONE Monday, September 30th 2024

## CHAIRPERSON'S CLOSING REMARKS

06:20 pm  
–  
06:30 pm

## THE OFFICIAL BTE NETWORKING RECEPTION: OKTOBERFEST

We are bringing Oktoberfest to Miami by providing pretzels and bratwurst Canapés, tasting stations showcasing Bavaria's finest brews, and an array of traditional Oktoberfest beers. No need to don your dirndl or lederhosen; come dressed casually!

07:00 pm  
–  
10:00 pm



*"Very valuable. I didn't realize there were so many people doing exactly what I do every day. It was good to network and learn from the experiences of others"*

**Director Performance – Veolia**



*"The IQPC team consistently organizes events with outstanding thought leaders that can share practical advice and insights"*

**Bain and Company**

# EXCHANGE DAY TWO Tuesday, October 1st 2024

REGISTRATION & COFFEE

07:30 am  
–  
08:30 am

CHAIRPERSON'S CLOSING REMARKS

08:30 am  
–  
08:40 am

OPENING KEYNOTE

**Selling Transformation: How to convince and 'internally market' adoption of recently implemented systems and tools.**

08:40 am  
–  
09:10 am

Convinced by your strategy and bought in by the applications used, it can be frustrating when those tools and practices are not adopted with the same zealous enthusiasm. But how do we foster mutual enthusiasm for our transformation strategies? Drawing on principles of internal marketing, change management, and organizational psychology, we can practice the art of selling transformation to those who need to be bought in. Examples include artificially creating a limited supply of software use or making 'beta' slots that employees will fight over instead of shying away from as they are branded 'innovators'. Creative and cost-efficient incentives are possible; all it takes is a mindset change to selling transformation instead of providing.

- Setting the scene of usual transformation misery – When exciting applications are ignored or forgotten
- Learning from organizational psychology and customer-forward selling techniques that can be used internally
- Looking at 'internal marketing' in practice, how to turn the cynics into evangelists

**Vinay Jha**  
COO, Finance  
BMO Financial Group



KEYNOTE

**Using the Covid-19 Pandemic to Transform and Scale the Recruitment Process with Delaware North's Lisa Susko.**

09:10 am  
–  
09:40 am

Delaware North, one of the largest privately-owned hospitality companies, plans to show off how they transformed the hiring process due to the pandemic. COVID-19 temporarily closed most of Delaware North's 200+ global locations. The workforce was reduced from 40,000+ valued team members to approximately 900. Still, this painful period provided the unique opportunity to rethink every aspect of the employee experience – which allowed Delaware North to enhance how they operate when we brought back and recruited approximately 40,000 team members when businesses reopened.

To grow a team from 900 to 40,000, the solution needed to include a faster and more efficient application and hiring process, a modern onboarding experience, improved leadership capability building, more robust employee recognition and enhanced processes for collecting employee feedback to support continuous improvement.

- Outlining the disastrous consequences of the pandemic for the hospitality sector but using the dire circumstances to create a strategy for transformation
- How Delaware North went from 900 to 40,000 staff at breakneck speed
- How Delaware North's experiment can be applied to the many industries in attendance, making the recruitment process more streamlined

**Lisa Susko**  
Dir, Talent Transformation and Implementation  
Delaware North



# EXCHANGE DAY TWO Tuesday, October 1st 2024

## NETWORKING BREAK



09:40 am  
–  
10:00 am

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

### THINK TANK

#### Blockchain Beyond Bitcoin: Transforming Supply Chain and Operations Challenges

With real-world case studies from various sectors, including manufacturing, retail, and logistics, blockchains have provided unparalleled transparency, enhanced security, and streamlined processes across global supply chains. Can the technology transcend its widespread use for cryptocurrency and become an industry-standard tool in digital transformation in the future?

10:00 am  
–  
10:30 am

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

10:35 am  
–  
11:05 am

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

### THINK TANK

#### The Data that Matters: The Metrics to Track with Your Transformation

No strategy can survive without the right tools to measure its success. Without metrics, how can one tell a strategy's progress, strengths, and failures? A think tank that discusses the best metrics to track successful process implementation and enterprise transformation.

11:10 am  
–  
11:40 am

*"A tremendous opportunity to hear from like-minded professionals and collaborate on solving common challenges, but even more so, it was wonderful for establishing meaningful and long-lasting connections"*

**Senior Vice President – OPEX, Mastercard**



# EXCHANGE DAY TWO Tuesday, October 1st 2024

*"An exceptional event that surpassed my expectations."*

Vice President – OPEX, Sierra Nevada Corporation

## PLENARY PRESENTATION

### The Connected Enterprise: Businesses in the 'Decade of Digitalization'.

The integration of RPA and AI is revolutionizing business functions. RPA and AI have enabled the automation of up to 25% of banking functions in the banking sector, freeing up the workforce for strategic tasks and enhancing productivity while reducing costs. In retail, digitization has dramatically changed customer relationships, with a case study showing that up to 90% of orders have switched to digital after transformation. This presentation will champion success stories and use cases, illustrating the tangible benefits companies have achieved in customer satisfaction scores and market penetration through the integration of these innovative technologies, offering a glimpse into the future of digitally connected enterprises backed by robust data and success metrics. Whatever the industry, there is an opportunity to digitise.

- "The Digital Decade" – What is it, and why does it matter to me?
- Studying US case studies and the metrics that indicate success
- Debunking the argument that digital transformation is not for you – No industry is safe from digitalization

11:45 am  
–  
12:15 pm

## ROUNDTABLES DAY 1

Join the roundtable of your choice to engage with peers on a topic that closely links with your current areas of interest in your transformation strategy. Spaces are limited.

12:20 pm  
–  
01:00 pm

## ROUNDTABLE 1

### Navigating the 'Boom' Period

Good news! The strategic bet you made has begun to pay off – big time. A 'boom' period is characterized by giddiness, excitement, and often spiraling expectations. New stakeholders, talent, and management attention begin to materialize as everyone leans in to take advantage of the growth. How does a transformation leader navigate this period? How do you capitalize on the good times in the most efficient way possible?

Adam Kutcher  
Senior Director,  
Continuous  
Improvement  
Amtrak



## ROUNDTABLE 2

### Building Healthy Team Culture Under Stressful Conditions

There is a typical correlation between staff attrition and stressful conditions. It only makes sense that for most, harder work is less desirable. The question then becomes how we cultivate healthy Team cultures in typically 'unhealthy' work environments. Chris Keely COO of NYC Health + Hospitals hosts a discussion on building a team with the ability to tackle stressful situations and drive down staff attrition.

## ROUNDTABLE 3

### Transformation vs Obsolescence: How Becoming Proactive in Transformation can Mitigate Acceleration of Obsolescence

While obsolescence represents the challenge or threat that necessitates change, transformation is the proactive response to mitigate these risks and seize new opportunities. Businesses that successfully transform can avoid or delay obsolescence of their products, services, or business models by staying ahead of market trends and technological advancements. How do we change to become more proactive, and avoid the trap of becoming a reactive enterprise?

Jonathan Aubrey Wells  
CIO  
WTW



# EXCHANGE DAY TWO Tuesday, October 1st 2024

## NETWORKING LUNCH

Take time to recharge and have lunch on day 2 of the Exchange. Make sure to submit your prediction for the future of Business Transformation for our final fireside chat!



01:00 pm  
–  
02:00 pm

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

02:05 pm  
–  
02:35 pm

## ONE-TO-ONE BUSINESS MEETINGS & NETWORKING

### THINK TANK

#### The Rise of Quantum Computing in Business Strategy and Overcoming the Quantum Barrier

The conversation of applicable quantum computing seems like light-years away! However, considering the AI whiplash many of us have experienced over the past few years, can preparatory conversations be helpful?

I am looking into specific quantum computing applications across various sectors, including finance, pharmaceuticals, energy, and logistics. The discussion will focus on use cases such as complex simulations, optimization problems, and cryptographic security, showcasing how quantum computing can offer solutions to currently unsolvable challenges. A forward-thinking think tank that prepares us for the future.

02:40 pm  
–  
03:10 pm

## PANEL DISCUSSION

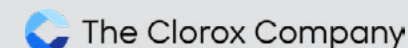
### Digital First: Is Digital Transformation Always the Best Path Forward, and Do We Rely Too Much on Tech in the Search for Innovation?

03:15 pm  
–  
04:00 pm

Digital transformation has become a cornerstone for competitive advantage, innovation, and resilience, and arguably rightly so! Technology has historically been a fantastic way to introduce excitement to the enterprise and quickly prove a return on investment. But have we become too reliant on it to transform the enterprise? Are the old-school systems of culture transformation and Agile thinking still just as valuable? The rising cost of technological implementation must be considered, as well as the fatigue and lag in available skills from employees to utilize these technological transformations fully. Like many of the subjects discussed at the exchange, there is a middle ground where we blend technology with traditional transformation initiatives.

- Are digital transformations always the best path forward? Too much focus on technology can damage company culture.
- Traditional business transformations continue proving results, beating tech on costs.
- To conclude, we must combine the two schools of thought, creating deadly transformation initiatives that can dramatically improve the enterprise.

**Karan From**  
Director, Business Transformation & Organizational Change Management  
The Clorox Company



**Hardeep Kaur**  
Director, Opex and Change Management  
Merck



**Blake Hill**  
Senior Director of Quality Assurance and Agile Delivery  
AccentCare



**Raman Tanwar**  
Senior Director, Business Transformation Lead  
CHEP



**Ishneet Kaur**  
Director of Innovation  
National Grid



# EXCHANGE DAY TWO Tuesday, October 1st 2024

## KEYNOTE PRESENTATION

### The Trust Economy: Building Consumer Confidence During Digital Transformation and Reinvention

04:00 pm  
–  
04:30 pm

Where digital interactions are becoming the norm, trust has emerged as the new currency in the global economy. With the proliferation of data breaches, misinformation, and changing privacy norms, the challenge of establishing trust is more significant than ever. Yet, it remains essential for businesses seeking to thrive in the digital age. Through research findings, expert opinion, and real-world examples, attendees will learn how to leverage trust as a competitive advantage, fostering loyalty and driving long-term success. Without trust, transformation and reinvention are worth nothing.

- Learning from consumer-based trust failures – How previously poor communication created catastrophe
- Strategizing initiatives for enhancing transparency and authenticity in communications and operations
- Measuring the ROI of trust-building, translating trust into recognizable value



## CLOSING KEYNOTE/ FIRESIDE CHAT

### Ready for Change: What is the Most Urgent Issue in Business Transformation Now?

04:30 pm  
–  
05:00 pm

Did you submit your predictions? Get involved as we round off the Exchange by picking out anonymous predictions made by attendees during lunch on days 1 and 2. This open discussion will help us look towards the future and tackle the issues that matter head-on.

## CHAIRPERSON'S CLOSING REMARKS

05:00 pm



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TIGERHALL

Tigerhall drives change and transformation initiatives with speed and scale through an innovative approach that aligns, engages, and mobilizes the entire organization. By increasing employee buy-in and support, Tigerhall accelerates change, leading to faster execution of key initiatives. With bite-sized content from internal and external experts, timely knowledge delivery, and targeted engagement strategies, Tigerhall ensures critical information reaches the right people at the right time. Integrating with tools like Microsoft Teams, Tigerhall streamlines knowledge transfer within daily workflows. Experience data-powered transformation with Tigerhall's insights and intelligence features, keeping a pulse on organizational sentiment and progress. Achieve engagement at scale, secure buy-in, and empower employees to actively support change and transformation initiatives with Tigerhall.

Website: [www.tigerhall.com](http://www.tigerhall.com)

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As a process excellence expert, GBTEC Software AG offers smart, intuitive software solutions for the full transformation and optimization of business processes. With its full-stack business process management suite BIC Platform, GBTEC combines powerful components for process design, process automation and process analysis (process mining) in a unique and innovative software bundle. Its more than 1000 customers worldwide include numerous DAX-listed corporations as well as large medium-sized companies and public administration. For more information, see <https://www.gbtec.com/>. As a process excellence expert, GBTEC Software AG offers smart, intuitive software solutions for the full transformation and optimization of business processes. With its full-stack business process management suite BIC Platform, GBTEC combines powerful components for process design, process automation and process analysis (process mining) in a unique and innovative software bundle. Its more than 1000 customers worldwide include numerous DAX-listed corporations as well as large medium-sized companies and public administration.

Website: [www.gbtec.com](http://www.gbtec.com)

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HalfSerious is a leader in strategic consulting and digital product creation. We specialize in offering strategic guidance, design, development, and maintenance of digital products. Our blend of creativity and technology drives continuous innovation for medium to large businesses across North America. Our primary mission? To empower companies to solve intricate business problems and to boost their performance and competitiveness in the market. Yet, our role extends beyond merely solving problems. We ignite transformations, steering our clients through their digital journey and fostering an enduring culture of innovation along the path.

Website: [www.halfserious.com](http://www.halfserious.com)

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Apty is the leading Digital Adoption Platform (DAP), trusted by Fortune 500 enterprises and rated as 'Fastest to Implement' DAP by market analysts. It's intuitive, low code no code platform helps business transformation and change leaders to maximize user adoption and minimize revenue leakage from underutilized software applications across their modern enterprise tech stack.

Website: [www.apty.io](http://www.apty.io)

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Process Inventory Advisors provide a comprehensive solution to organizations seeking to streamline operations and drive transformational change. Transformations fail at a 70% rate, representing a significant risk to organizations embarking on this journey. Our proprietary Process Inventory framework, which integrates business architecture and process management into a unified model, stands out as the sole solution addressing all transformation challenges holistically within a single framework. We consider alignment the key to transformation success. It is essential for navigating the complexities and chaos within organizations and directing resources toward transformational objectives. Our business-oriented framework achieves this by fostering clear accountability and providing transparent operational intelligence to drive innovation across the enterprise. At Process Inventory Advisors, we provide consulting and educational services to help you establish a robust process capability to address critical transformation needs such as strategy definition, change management, operational excellence, agile enterprise architecture, and risk management.

Website: [www.processinventory.com](http://www.processinventory.com)

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Technology upgrades are nothing without business sense - and businesses can't evolve without the right platforms. We bring both transformation and technology services to the table - so you get real, measurable results. Meet the partner who understands everything it takes to make your next transformation a success - and only sends the people you actually need to pull it off. Whether you're moving to the cloud, strengthening your security posture, transforming your supply chain, or transitioning to a new ERP and beyond, take the right-size approach so your organization can thrive for the long haul with Collective Insights.

Website: [www.collectiveinsights.com](http://www.collectiveinsights.com)

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machine learning. Founded in 2013, their expertise lies in unlocking hidden insights within your data by leveraging data science, data management, and process mining. Cognitio's AI/ML driven solutions can identify areas for improvement to maintain healthy, engaged employees and intelligent, smart operations. This translates to increased efficiency, cost reduction, and a significant boost to the bottom line. Cognitio Analytics goes beyond just general data expertise, possessing deep domain knowledge in banking, insurance, and healthcare which allows for tailored solutions to address unique client challenges and opportunities within each sector.

Website: [www.cognitioanalytics.com](http://www.cognitioanalytics.com)

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Agile Dream Team is a premier provider of fully managed software development teams, dedicated to helping companies excel in their engineering endeavours through agile methodologies. Specializing in custom team creation, they align expert developers with specific project needs, ensuring a perfect fit for each client. Their approach emphasizes flexibility, adaptability, and rapid response to change, hallmarks of agile processes. With a portfolio spanning various industries, Agile Dream Team understands diverse market demands, tailoring their services accordingly. They prioritize collaboration, working closely with clients to achieve their objectives efficiently. Their developers, selected for skill and passion, are more than service providers; they are partners fully invested in each project's success. Agile Dream Team stands out for its commitment to quality, leveraging the latest technologies and best practices. They guarantee high-quality deliverables and client satisfaction, making them a trusted ally in the digital world. Their role extends beyond a vendor; they are strategic partners in driving technological innovation and success.

Website: [www.agiledreamteam.com](http://www.agiledreamteam.com)

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Bizagi's industry-leading platform for low-code process automation connects people, applications, robots, and information. As the most business-friendly and flexible solution on the market, Bizagi's cloud-native platform enables true collaboration between business and IT, delivering faster adoption and success. Fueled by a community of millions of users, Bizagi powers over 400 enterprises worldwide including Adidas, Unilever, DHL, and Bancolombia.

Website: [www.bizagi.com](http://www.bizagi.com)

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Apromore is a leading global provider of process mining and AI-driven business process improvement technology. Our mission is to democratize process mining by making it possible for business teams to rapidly use advanced data science techniques to achieve digital transparency and operational excellence. Built on award-winning technology, the Apromore platform transforms how teams make decisions and their ability to unlock value in transactional data by revealing inefficiencies, friction points, and compliance violations in their processes.

Website: [www.apromore.com](http://www.apromore.com)

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BRONZE



BRONZE



Established in 2005, PRIME BPM is an end-to-end Business Process Management organisation, supporting customers through its wide portfolio of products and services, including PRIME BPM Software, BPM Training and Fixed Cost Process Mapping Service. PRIME BPM's cloud-based Business Process Management Software is designed for both business users and business process experts. With its intuitive and user-friendly interface, individuals can easily and accurately map, analyse, improve and monitor their business processes. PRIME BPM has over a decade of experience in driving operational excellence and process transformation journey of leading organisations, including Pfizer, Airbus, Peterborough County, Electoral Commission of Queensland, Coca-Cola and many more.

Website: [www.primebpm.com](http://www.primebpm.com)

SharpCloud has created a unique and sophisticated platform designed to help large organizations manage their complex portfolios and information more strategically, unlocking hidden value and information they couldn't see before. The platform is unique in its ability to integrate data from various sources - from Excel, Power BI, Oracle P6, and more - and find disparate relationships within the information. It then visually presents the story with contextual insights to address complex challenges effectively. Flexible low code/no code features integrate data from various sources, including internal silos, external data, human insights, and semantically enriched information. This dynamic platform visually addresses complex challenges for enterprise organizations, empowering them to uncover hidden risks and opportunities, improve project and portfolio performance, and streamline decision-making processes. By swiftly identifying connections and dependencies between fragmented data and strategic goals, SharpCloud is helping transform the way large enterprises such as Rolls-Royce, Siemens, Takeda, and Volvo manage their complex portfolios with enhanced organizational efficiency and effectiveness.

Website: [www.sharpcloud.com](http://www.sharpcloud.com)



*"The meeting was very informative and motivating. I appreciated the collaborative set-up of the conference."*

**Head of Operational Excellence Consulting, Bayer**



# THE VENUE

## Le Méridien, Fort Lauderdale Airport

### Le Méridien, Fort Lauderdale Airport

1825 Griffin Rd, Dania Beach  
FL 33004, United States

The Le Méridien Dania Beach at Fort Lauderdale Airport, conveniently located just 8 minutes from the airport, will be our venue for the Exchange program and evening reception. This four-star hotel offers easy access for attendees flying into Florida and provides a comfortable and well-equipped space for productive networking throughout the two-day event. For those wishing to extend their stay, the hotel's location is ideal for exploring the beach or venturing to downtown Miami.

Attendees participating in the Exchange program will receive complimentary accommodation for their two program nights (29th – 30th September). Request your invitation below to secure your spot!

