

* ISG[®] AI Impact Summit

September 10 & 11, 2025
London



This is where you turn AI into real business value.

AI isn't just about automation or data—it's about strategy, growth and staying competitive in a world that won't wait.

Businesses that move fast are already using AI to drive smarter decisions, unlock new opportunities and gain a competitive edge. Those that don't? They risk becoming irrelevant.

But AI success doesn't happen by accident. It requires the right strategy, the right execution and a clear understanding of both the opportunities and the risks.

That's why this year, we're tackling the biggest questions shaping AI adoption and impact.

What You'll Discover

Two days, four themes.



Data Strategies for AI Impact

Laying the Groundwork: Data Strategies for AI Impact



Maximising AI in Current Partnerships

Transforming Operations: Maximising AI in Current Partnerships



Creating New AI Opportunities

Innovating Ahead: Creating New AI Opportunities



Balancing Risk and Reward for Today's Enterprises

Navigating AI: Balancing Risk and Reward for Today's Enterprises

Meet the Speakers



Roddy Barnes

Technology Transformation
& Strategy Director,
Bupa



Tewfik Bedreddine

VP IT&D Global Data &
Analytics,
Reckitt



Kit Burden

Partner,
DLA Piper



Matt Candy

Global Managing Partner
& Service Line Leader,
Strategy & Transformation,
IBM



Taha Dar

CEO,
SearchSmarty



Elodie de Fontenay

Head of Data and AI
transformation,
RLAM



Emma Di iorio

Senior Data Privacy
Director,
Diageo



CP Duggal

Chief Business Officer,
WNS



Khadir Fayaz

Senior Vice President,
CTO,
CBRE

Meet the Speakers



Ben Gibbins

Managing Principal -
Financial Services & Law,
Orange Cyberdefense UK



Mark Green

CEO/Founder,
Change Rebellion



Bogdan Grigorescu

Senior Technical Lead,
Engineering,
Direct Line Group



Sandy Hardikar

CEO,
Network Science Ltd.



Miles Hillier

Chief Product &
Technology Officer,
NatWest



Gerard Kelly

VP, Innovation and Venture
Acceleration,
National Grid



Michael Kropp

CEO,
Iridius



Manju Kygonahally

Chief Executive Officer (CEO) for
Rest of the World (ROW) Region
and Member of Executive Board,
Birlasoft



Lee Larter

Director, UK Solution
Architects,
DELL Technologies



Jack Li

Global Head of Future
Focus & AI,
AtkinsRealis



Pieter Lokker

IT Manager Enterprise
Information Management,
Shell



Mohit Mitra

Head of Digital
Infrastructure - Europe,
Orange Business



Ambeshwar Nath

EVP and Industry Head – Consumer
Goods, Retail & Logistics,
Infosys



Eryn Peters

Co-Creator,
AI Maturity Index



Anand Santhanam

SVP - Head - Strategic
Global Sourcing,
Infosys



Cien Solon

CEO,
LaunchLemonade



Pagona Tsormpatzoudi

SVP and Assistant General Counsel,
Privacy, AI & Data Responsibility,
Mastercard



Lakshmi Varada

Vice President -
Engineering & Operations,
Zooplus

Meet the Speakers



Tom Winstanley

Chief Technology Officer,
NTT DATA



Matt Aslett

Director of Research,
ISG



Dorotea Baljević

Director - AI Expertise,
ISG



Sam Barringer

Benchmarking Service
Line Director,
ISG



Wayne Butterfield

Partner,
ISG



Anthony Drake

Partner,
ISG



Iain Fisher

Director,
ISG



Steve Hall

Chief AI Officer &
President EMEA,
ISG



Lucy Mair

Principal Consultant,
ISG



Eleanor Matthews

Director,
ISG



Naveen Mohanan

Principal Consultant,
ISG



Rakesh Parameshwara

Director,
ISG



Mark Smith

Chief Software Analyst
and Partner,
ISG

Summit Agenda

Day 01 - Wednesday, 10 September 2025

12:00 - REGISTRATION & LIGHT LUNCH
12:30

12:30 - CHAIRMAN'S WELCOME
12:40



Anthony Drake
ISG

12:40 - ISG PREDICTS: From Promise to Performance:
13:00 Unlocking Real-World Value in the Age of AI

Artificial Intelligence has shifted from hype to headline results. But as the pace of change accelerates, the question facing every enterprise is no longer “Should we invest in AI?”—it’s “Are we ready to lead with it?”

Steven Hall, EMEA President at ISG, will explore the current state of the AI market and illuminate where true transformation is taking place—beyond the pilot phase and into production at scale. Drawing on ISG’s unrivalled view across global enterprises, providers, and emerging technologies, this session will highlight: What’s really working: The industries and use cases where AI is already delivering measurable impact—from customer service to engineering to back-office automation.

- **What’s really working:** The industries and use cases where AI is already delivering measurable impact—from customer service to engineering to back-office automation.
- **The new foundations for value:** Why a strong data strategy,

cross-functional collaboration, and continuous learning are becoming non-negotiable in the AI-enabled enterprise.

- **Wave 2 AI and beyond:** How Agentic AI, foundation model fine-tuning, and next-generation AI governance will reshape operating models in the next 12–24 months.
- **The role of leadership in an AI-first future:** How visionary leaders are aligning purpose, productivity, and performance—and what it will take to stay ahead.

Think bigger and act bolder. The future belongs to those who can scale trust, talent, and technology. And in a world of variables, turn AI into value.



Steve Hall

ISG

13:05 - 13:35 KEYNOTE: How Bupa is Accelerating Employee-led Innovation with AI

Technology innovation is vital for Bupa to achieve its ambition to be the world's most customer centric healthcare organisation. Our front-line colleagues have incredible ideas for how to improve the customer experience through tech. But making them happen can be slow - assessing, prototyping, customer testing; all take time. Bupa is using advanced AI tools to design and code rapid prototypes, along with a flexible, scaled innovation process to dramatically reduce the time to market for great ideas.



Roddy Barnes

Bupa

13:40 - 13:50 ISG INSIGHTS: Laying the Groundwork: Data Strategies for AI Impact

While it's often said that culture eats strategy for breakfast, its role

in AI success is frequently overlooked. However, for enterprises that achieve meaningful impact with AI, culture is a foundational element and key differentiator. Explore the essential characteristics and organisational levers of AI-ready, pioneering enterprises. Discover the groundwork that should be put in place to maximize AI's potential and how you can apply these lessons to your own journey.

- How do you keep your AI and data strategy relevant?
- What are the foundations of AI are the “must-haves” for an impact within your enterprise?
- How does your enterprise compare with (other) AI Mature organisations? What should you approach differently?



Dorotea Baljević
ISG

13:55 - 14:25 **PANEL: AI's Success Starts with Data: Building a Strong and Scalable Foundation**

AI is only as powerful as the data foundation it is built upon. Explore key strategies for ensuring data is AI-ready—spanning governance, quality, accessibility, and integration—while highlighting pitfalls and best practices. Through expert insights and real-world examples, attendees will be provided with a roadmap for building a strong data for AI adoption.

- How can you successfully manage the challenges of data readiness?
- What foundational capabilities are essential to support AI at scale?
- Where should you invest first to balance quick wins with long-term data strategy?



Sam Barringer
ISG



Emma Di iorio
Diageo



Pieter Lokker
Shell



Pagona Tsormpatzoudi
Mastercard

14:30 - **FEATURED PRESENTATION: Unleashing Productivity**
15:00 **& Growth: IBM's Client Zero Experience with AI in HR Transformation**



Steve Hall
ISG



Matt Candy
IBM

15:00 - **NETWORKING BREAK & INNOVATION LABS**
15:20

These sessions provide hands-on demonstrations of innovative and cutting-edge technologies that are helping to shape the future of your enterprises.

15:20 - **ISG INSIGHTS: AI-Driven Value & Collaboration**
15:30

Unlock the power of AI to revolutionize partnerships between IT, business process service providers, and enterprise clients. Discover the strategies you need to empower providers, fuel innovation, and maximize efficiency, collaboration, and business impact.

- How can you provide effective incentives and opportunities for collaboration with providers?
- What are effective methods for governance and how do you prioritise your initiatives?
- What are methods you can use to continuously nurture your collaborations?



Anthony Drake
ISG

15:35 - 16:05 **PANEL: Transforming Operations: AI Trends in Current Partnerships**

AI is becoming more embedded into delivery all the time. And it is changing rapidly. For some, the technology is nothing short of transformative, promising to reshape the way we work and do business for the better. For others it's a source of risk, creating new challenges that companies will have to understand and negotiate to survive. Explore the key AI trends and partnerships that enterprises have taken up with providers and elements that need to be considered. Learn who is doing what and with whom, what is working and what is still to bear fruit.



Iain Fisher
ISG



Khadir Fayaz
CBRE



Mark Green
Change Rebellion



Manju Kygonahally
Birlasoft

16:10 - 16:40 **FEATURED PRESENTATION: Digital Infrastructures for AI-Driven Business: Reinventing Connectivity, Cloud & Cybersecurity**

Artificial intelligence is now firmly embedded in most business strategies, driving growth, efficiency, and innovation. But moving from ambition to real business impact brings new challenges, particularly the growing pressure AI places on digital infrastructure. How can organisations prepare efficiently?

With exponential data growth, unpredictable traffic patterns, AI-driven distributed workloads, and emerging security threats, networks must do more than connect; they must sense, adapt, and secure. AI reshapes the demands on connectivity, cloud architectures and cybersecurity frameworks, requiring these three pillars to operate in coordination as a unified, intelligent

infrastructure built for agility, resilience, and trust.

We'll share insights on future-proofing architecture by aligning network intelligence, cloud agility, and cyber defense. The goal: to enable scalable, secure, and high-performance AI deployment, optimize user experience, while advancing sustainability goals.



Iain Fisher
ISG



Ben Gibbins
Orange Cyberdefense UK



Mohit Mitra
Orange Business

16:45 - 17:45 ISG STARTUP CHALLENGE

Entrepreneurs behind innovative solutions will each present pitches on why their technology is best and how it will add the most value to business. After some tough questions from our judges, the audience will have their chance to vote on which technology they are more likely to implement within their own organizations. Who should win this startup challenge?



Wayne Butterfield
ISG



Iain Fisher
ISG



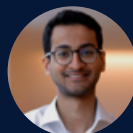
Mark Smith
ISG



Mark Green
Change Rebellion



Michael Kropp
Iridius



Taha Dar
SearchSmartly



Cien Solon
LaunchLemonade



Sandy Hardikar
Network Science Ltd.

17:45 - CHAIRMAN'S WRAP UP & SNEAK PEEK

17:50



Anthony Drake

ISG

17:50 - WELCOME RECEPTION

18:30

18:30 - WELCOME DINNER

20:30

Day 02 - Thursday, 11 September 2025

08:00 - REGISTRATION & BREAKFAST

09:00

09:00 - CHAIRMAN'S WELCOME

09:10



Anthony Drake

ISG

09:10 - **KEYNOTE: The AI-First Framework: From Awareness to Transformation - Where Does Your Organisation Really Stand?**

09:40

Most organisations are stuck in AI-aware mode while competitors race ahead to AI-first advantage. Based on comprehensive AI Maturity Index research with over 240,000 data points, this session reveals the definitive framework that separates leaders from laggards. We'll explore six critical dimensions—from culture and mindset shifts to skills development and governance structures—with real-world transformations from Microsoft, Goldman Sachs,

and other pioneers, plus live benchmarking to show exactly where your organisation stands and what's holding you back from true competitive advantage.



Eryn Peters
AI Maturity Index

09:45 - 10:15 **ISG PREDICTS: Navigating the Sweetie Shop**

When the world is offering you everything and choice is a challenge, how do you prioritise and ensure that you are picking the right mix for you? Knowing what is sweet and what is sour, what will clash and what will complement and how much you can take on without making yourself sick is a mixture of art and science. We will tell you what we see in the market and offer some top tips.



Eleanor Matthews
ISG

10:20 - 10:50 **PANEL: Innovating Ahead: Creating New AI Opportunities**

How are forward-thinking organizations using emerging AI applications to develop breakthrough products, services and business models that capture market share and drive sustainable growth? Explore proven methodologies for fostering AI innovation, evaluating potential partnerships and building organizational structures that enable rapid capitalization on AI-driven market opportunities.



Ambeshwar Nath
Infosys



Tewfik Bedreddine
Reckitt



Lakshmi Varada
Zooplus

10:50 - NETWORKING BREAK & INNOVATION LABS

11:10

These sessions provide hands-on demonstrations of innovative and cutting-edge technologies that are helping to shape the future of your enterprise.

11:10 - ISG INSIGHTS: Rethink Data Processes to Enable Successful AI

11:20

The expectations associated with AI are a forcing function for enterprises to improve data processes to ensure data can deliver successful outcomes. This requires a holistic understanding and how, where, when and why data is produced and consumed across the enterprise, and a need to increase focus on the requirements and desired business outcomes of data initiatives and work backward toward the data processing capabilities required to deliver them.



Matt Aslett

ISG

11:25 - FEATURED PRESENTATION: Innovating in Complexity: Implementing AI in Regulated Environments

11:55

Artificial Intelligence has huge potential to transform society for the better – but many of the greatest opportunities lie in highly-regulated fields, where careful design and specialist skills are required to ensure compliance, protect citizens' interests and safeguard operators' reputations.

In sectors such as banking, criminal justice and healthcare, AI must be ethical, transparent and sustainable, compliant with legislative and regulatory frameworks, and respectful of organisations' principles and ethics.

Join Tom Winstanley, Chief Technology Officer at NTT DATA UK&I, as he shares real-world case studies exploring:

- Building transparency and accountability into AI decision-making
- Safeguarding equity, protecting privacy, and reducing bias
- Managing unstructured and low-quality data responsibly
- Embedding trust, governance and clear communication into AI projects
- Securing AI systems, addressing environmental impact, and progressing towards zero-carbon operations



Tom Winstanley
NTT DATA



Lee Larter
DELL Technologies

12:00 - 12:30 **PANEL: Driving Innovation with AI: Unlocking New Opportunities for Growth**

Enterprises are redefining industries with AI, transforming customer experiences and operations. Success hinges on prioritizing bold AI initiatives, embracing innovation, and balancing risk. To disrupt, businesses must experiment fearlessly and navigate challenges with agility.

- How can you identify and prioritize innovative AI that align with your business goals?
- What role can cutting-edge AI technologies play in driving innovation in your enterprise?
- How can you foster a culture of experimentation and creativity with AI, while balancing risk?
- What are the key challenges in creating new opportunities with AI, and how can you address them?
- How can you disrupt your industry with AI?



Naveen Mohanan
ISG



Elodie de Fontenay
RLAM



Gerard Kelly
National Grid



Jack Li
AtkinsRealis

12:35 - 12:55 **FEATURED PRESENTATION: Strategies for AI Exist, but What about AI for Strategy**

While many organisations focus on developing strategies for AI, let's flip the paradigm to explore the question: How AI can be harnessed for strategy itself? From ideation and hypothesis generation to validation and refinement, AI tools can accelerate and enrich every stage of strategic formulation. By embedding AI into context-specific decision-making frameworks, leaders can uncover alternate pathways, challenge assumptions, and simulate outcomes with unprecedented precision. This approach transforms strategy from a static plan into a dynamic, data-driven process. Discover how AI can become a co-architect of strategic thinking.



Anand Santhanam
Infosys

12:55 - 13:55 **LUNCH & DISCUSSION TABLES**

14:00 - 14:10 **ISG INSIGHTS: Cultivating a Risk-Aware Mindset for Sustainable Success**

Enterprises today are charting a course through a landscape defined by relentless technological disruption, evolving consumer demands, and an unpredictable global economy. How do you align competing priorities, sharpen your focus on business outcomes, and embrace risk-based decision-making models? ISG's Rakesh Parameshwara will guide you through a strategy for cultivating your team through a risk-aware mindset, equipping them to take bold, strategic leaps—fueling innovation, seizing new opportunities, and paving the way for lasting

success.

- How can your organisation develop a culture where risk assessment is integrated into everyday decision-making, enabling proactive responses to market changes?
- What strategies can foster open dialogue and transparency across all levels of the organization, ensuring that risks and challenges are addressed collaboratively?
- How can you empower your team with training and resources to enhance their abilities to make informed, risk-based decisions and drive sustainable success?



Rakesh Parameshwara

ISG

14:15 - 14:45 **FEATURED PRESENTATION: Unlocking the Potential of AI: Balancing Risk and Reward for Today's Enterprises**

AI presents generational transformative opportunities for enterprises, from streamlining operations to unlocking new revenue streams. Gain practical insights into how your organization can adopt AI responsibly while managing crucial challenges like data access, ethical considerations, and cybersecurity.



CP Duggal

WNS

14:50 - 15:20 **PANEL: Trust as Competitive Advantage: Responsible AI in an Era of Rapid Innovation**

As companies race to deploy AI, forward-thinking organisations are discovering that trust-first approaches can differentiate them in global markets. While speed-to-market dominates some regions, European enterprises are pioneering frameworks that embed trust and transparency from the ground up. Learn how organisations

are balancing innovation with governance, establishing clear risk guidelines, and transforming ethical considerations into market differentiation — particularly as global customers increasingly value responsible AI deployment.

- How can your enterprise balance AI innovation with strong governance?
- What AI governance frameworks should you implement to ensure responsible deployment?
- How can trust-by-design principles create competitive advantages in markets that increasingly value responsible innovation?



Lucy Mair
ISG



Kit Burden
DLA Piper



Bogdan Grigorescu
Direct Line Group



Miles Hillier
NatWest

15:25 - 15:35 **ISG INSIGHTS: The Future of AI Software in 2026 and Beyond**

The software economy is entering a new era driven by the convergence of agentic, generative, and conversational AI. This transformative shift is reshaping the enterprise software landscape and redefining how organizations engage customers and operate internally. As enterprises shave and move away from costly legacy systems, we will highlight the top priorities for establishing effective AI frameworks across business and IT. Drawing on insights from ISG, attendees will gain a clear foundation to capitalize on the long-term opportunities of agentic and collaborative AI.



Marc Smith
ISG

15:35 - **TURNING NOTES INTO ACTION**

15:45

After a day of great content, what do you do with it? ISG will provide guidance on your next steps!



Anthony Drake

ISG

15:45 - **CLOSING RECEPTION**

16:30

Meet Our Partners



Conference Venue



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Ideally located in the West End within walking distance of the Victoria London train station, the stylish Park Plaza Victoria London provides guests with a convenient transportation link to Gatwick Airport. The hotel is also close to coach, bus and Underground stations.