THINK LINKERS

# 14th DATA MANAGEMENT & AI THINKLAB

**OCTOBER 21-23, 2026**

**PRAGUE, CZECH REPUBLIC**

Expert Partners

Joyful Craftsmen

BOSCH

Associate Partner

Bluestonex The SAP BTP experts

Media Partners

AVE DIGITAL

the group of analysts

SHE LEADS

# EXPERT SPEAKER PANEL

**Mariia Markovych**
*Head of Data Governance, ad-interim Head of Issuance Services*
Clearstream

**Natalia Kotova**
*Project Director*
ThinkLinkers

**Tatiana Dolgopolova**
*Principal Data Management*
Diconium

**Kostas Tsirigos**
*Team Lead Data Management*
Alfa Laval

**Tiina Soininen**
*Lecturer in Knowledge Management*
Karelia University

**Feroz Khan**
*Maextro Solution Owner*
Bluestonex

**Natascha Bowen**
*Lead Data Architect*
Deutsche Bank

**Jaroslav Reken**
*CTO, Chief Data Strategist*
Joyful Craftsmen

**Aleksandra Pfening**
*Director Digital Issuance*
Clearstream

**Maayan Batit**
*Head of Data & AI Enablement*
Beach Bum

**Bouke Feenstra**
*Principal Consultant Data & Process Management*
Bosch

**Begum Erdemir**
*SAP Data Migration & Master Data Lead*
Mercedes-Benz Türk A.Ş.

**Zoe Roubeau**
*Senior MDM Consultant and Migration Expert, AI Product Owner*
Bosch

**Martin Zelenka**
*Product Owner*
CSOB

**Tereza Ondroušková**
*AI Transformation Officer*
Raiffeisenbank Česká republika

**Mariam Yakub**
*Data Management and Governance*
Swisslog

**Robert Børlum Bach**
*Head of Data Architecture and Transformation*
JP/Politikens

**Shamik Banerjee**
*Head of Data, Analytics & AI - Strategic Programs*
BAT

**Christelle Patriarca**
*The Data Leader's Coach*
Data is Life Consulting

**Adam Szewczyk**
*Director, Membership and Data*
World Steel Association

## 09.00 – 09.30 Networking Coffee, Ready to Start! Opening

### 09.30 – 12.30 WORKSHOP #1:

### Data Governance: Accelerating Context for AI Agents

*AI agents cannot scale without trusted, governed, and usable context. This workshop explores how data governance and MDM can support enterprise AI, helping leaders identify context gaps, leverage existing governance assets, and prioritize the capabilities needed for trusted AI adoption.*

*You should be part of this workshop to:*

- Learn practical lessons from real AI and data governance initiatives.
- Understand which types of context AI agents need to operate safely and effectively.
- Map AI context requirements to existing governance assets such as catalogues, glossaries, lineage, policies, and quality rules.
- Identify key context gaps between needed context and existing data governance assets.
- Gain practical guidance on positioning data governance as an AI enablement capability and strengthening the investment case for it.

**Jaroslav Reken**
*CTO, Chief Data Strategist*
**Joyful Craftsmen**

## 12.30 – 13.30 Lunch Time

### 13.30 – 16.30 WORKSHOP #2:

### Designing a Data Catalog People Actually Use: From Metadata to Business Value

*Building a data catalog is easy. Building one people actually use and that supports analytics, governance, and AI is much harder.*

*This interactive workshop explores how metadata can turn fragmented data into discoverable, trusted, and reusable assets. Through practical exercises and group discussions, participants will design the foundations of a metadata-driven data ecosystem.*

*You should join this workshop to:*

- Understand what makes data catalogs successful and widely adopted.
- Design a practical data asset model for your organization.
- Identify high-value metadata for discovery, governance, and AI.
- Connect metadata with workflows, lineage, and reproducibility.
- Turn FAIR principles into practical approaches for data reuse.
- Leave with a blueprint for your own metadata-driven data catalog.

**Kostas Tsirigos**
*Team Lead Data Management*
**Alfa Laval**

## 08.30 – 09.00 Registration & Networking Coffee Break
## 09.00 – 09.10 Ready to Start! Opening

### 09.10 – 10.00 Driving Coherence Across the Data Estate: Why Shared Understanding is the Missing Layer in Data Transformation

- Why data transformation stalls despite investment
- What organisational coherence really looks like
- How shared understanding bridges strategy and delivery
- Practical ways to enable good decisions by default

**Natascha Bowen**
*Lead Data Architect*
**Deutsche Bank**

### 10.00 – 10.30 Your Data Doesn't Have an AI Problem - It Has a Discovery Problem

*Every organization wants to be AI-ready, but most still struggle to answer basic questions: What data do we have? Can we trust it? Who owns it? How do we reuse it?*

- Why discoverability is the hidden bottleneck in data and AI initiatives
- Moving from "data storage" to "data as a managed asset"
- How metadata becomes the glue between governance, analytics, and automation
- Lessons learned from implementing FAIR principles at scale
- Connecting data catalogs to workflows, cloud platforms, and reproducible analysis

**Kostas Tsirigos**
*Team Lead Data Management*
**Alfa Laval**

## 10.30 – 11.10 Scalable and AI-Ready Master Data Platform for a Complex Multi Business Corporation: A Blueprint for Success

*Real-World Bosch Case Study describing*

- Balancing standardization with business autonomy within a complex multi-business environment
- Boschs' holistic approach - from governance and architecture to concept, implementation and operations
- Key capabilities, from S/4 HAHA integration accelerators to a future-proof fundament enabling AI use cases

**Zoe Roubeau**
*MDM Senior Business Consultant, AI Product Owner*
**Bosch**

**Bouke Feenstra**
*Principal Consultant Data & Process Management*
**Bosch**

## 11.10 – 11.40 Networking Coffee Break

## 11.40 – 12.10 Who Owns the Data? Power, Politics & the Future of Data Democracy

*As data becomes a matter of governance, trust, and public value, the real challenge is no longer interoperability, it's alignment. This session explores how Finland transformed fragmented regional systems into a shared national asset, offering practical lessons for Europe on data democracy, governance, and scalable collaboration.*

- 13 regions. 13 governance models. One shared vision?
- Why governance alignment matters more than technology
- Data modelling reflects priorities, power, and policy choices
- How Finland transformed fragmented systems into a trusted national asset

**Tiina Soininen**
*Lecturer in Knowledge Management*
**Karelia University of Applied Sciences**

## 12.10 – 12.40 The Data in the AI Era: Governance, Security and Machine Consumption

*AI agents are becoming major data consumers, forcing organizations to rethink how data is governed, secured, and shared for both humans and machines.*

- AI as a data consumer - Rethinking how data is structured and shared.
- Governance & security - Controlling automated access & protecting data.
- Ownership & accountability - Addressing licensing, quality & provenance.
- Data ecosystems for AI - Building secure, trusted, machine-readable environments.

**Adam Szewczyk**
*Director, Membership and Data*
**World Steel Association**

## 12.40 – 13.20 Panel Discussion: From Data Management to AI Enablement: How Data Roles Are Evolving

*The traditional boundaries between data management, governance, analytics, and AI are starting to blur. As AI automates technical tasks and regulation raises the stakes for accountability, organizations need professionals who can bridge multiple disciplines. This ThinkLab will debate whether the future belongs to specialists, generalists, or a new generation of hybrid data professionals capable of combining business understanding, governance expertise, and AI fluency.*

- **Martin Zelenka**
- Tatiana Dolgopolova
- Feroz Khan
- Mariam Yakub

## 13.20 – 14.50 Lunch Time

## 14.50 – 15.30 The Secret Recipe to Unlock Your Data's Full Potential

*Data is one of your organization's most valuable assets, yet too often it remains underutilized. In this session, you'll discover a practical recipe for managing your data to its highest potential, from aligning it with your company's business imperatives to building the personal habits that make it happen, with a hands-on exercise to put it all into practice.*

- Why this is the most compelling part of your job
- How to easily align data management with your company's business imperatives
- What it takes for you personally to make it happen
- A practical exercise during the session

**Christelle Patriarca**
*The Data Leader's Coach*
**Data is Life Consulting**

## 15.30 – 16.00 Networking Coffee Break

## 16.00 – 17.30 Roundtable Sessions

1. The Digital Journey and Data as a Foundation
2. Data Quality as a Part of Every Data Professional's DNA
3. How We Can Make the Data and AI-driven Transformation in Companies Successful
4. From Data to Value: Crafting Impactful Data Use Cases for Business Success

Roundtable discussions are focused brainstorming discussions on topics chosen by YOU, where in the end, you get to present with your team your findings and lessons learned. These sessions blur the line between audience and speakers, creating an interactive environment where everyone is a learner and teacher, and where great ideas are shared and weaved together.

The 4 roundtable discussion topics are currently being designed based on research and feedback from Data professionals:

## 17:30 Day 1 Wrap Up

## 08.30 – 09.00 Networking Coffee Break
## 09.00 – 09.10 Ready to Start! Opening

### 09.10 – 09.40 Setting up the backbone for scale: Data Governance as a Strategic Enabler in the Digital Age

*In a world increasingly driven by data, AI, and accelerating digital transformation, Data Governance becomes a strategic enabler underpinning critical data foundations, for scalability, innovation, and operational resilience. As institutions re-think their approaches to data management, the session offers a hands-on practical insight on setting modern data governance within the context of global organization; from scaling across multi-lingual cross-functional teams, to myths vs. practical realities and more.*

- DNA re-set: turning governance from an isolated effort into enterprise-wide capability
- Scalability pillars: operating model, people, data and platform readiness
- A paradigm shift: when governance needs to be agentic too

**Mariia Markovych**
*Head of Data Governance, ad-interim Head of Issuance Services*
**Clearstream**

### 09.40 – 10.10 Is Enablement Governance with Better Marketing?

*Data governance gets renamed every few years: Data Management, Stewardship, Compliance, Enablement, and now AI Readiness. The name changes, but the work and backlog doesn't. This talk takes apart the latest rename, governance to enablement, and asks what actually separates them, what doesn't, and why the AI tsunami is what makes the difference. The talk will draw on our experiences at JP/Politiken Media Group.*

- The same data team backlog, renamed five times in twenty years
- What governance and enablement actually share, and what they don't
- Why you need both, governance to ground it and enablement to deliver
- Why AI change the stakes

**Robert Børlum Bach**
*Data Architecture and Transformation*
**JP/Politikens**

### 10.10 – 10.40 Three Years, a Lot of Lessons: AI Transformation in a Bank

*Tereza has been leading AI transformation at Raiffeisenbank CZ for three years. And the biggest lesson had nothing to do with technology. This session shares honest lessons from building an AI-ready bank inside a regulated financial institution: what blocked progress, why pilots don't scale, and what it really takes to move from isolated use cases to enterprise-wide change. Straight from the field: what worked, what didn't, and what she wishes she had known on day one.*

- Why technology is the easiest condition to meet
- The behavioral byproducts of AI adoption nobody plans for
- Why "time saved" rarely equals "money saved"
- What governance before AI means in practice

**Tereza Ondroušková**
*AI Transformation Officer*
**Raiffeisenbank Česká republika**

## 10.40 – 11.10 Networking Coffee Break

### 11.10 – 11.40 From AI Ethics to AI Accountability: A Responsible Operating Model for Responsible AI

*What happens when AI makes a consequential decision and nobody knows who is accountable?*

- From Principles → Accountability — moving beyond "what AI should do" to "who owns the outcome"
- From Governance → Operating Model — making Responsible AI work in the real enterprise
- From AI Systems → AI Agency — what changes when AI can act, not just advise

**Shamik Banerjee**
*Head of Data, Analytics & AI - Strategic Programs*
**BAT**

### 11:40 – 12:20 Panel Discussion: Trust by Design: Can AI Ever Be Ethical Without Trusted Data?

*AI is only as reliable as the data behind it. Poor data quality, hidden biases, and unclear ownership can quickly become ethical and regulatory risks. As organizations accelerate AI adoption, building trust is becoming just as important as building models.*
*This ThinkLab will discuss the relationship between AI ethics, data governance, and data quality, and explore what organizations must do to create AI systems that people can trust.*

- **Tereza Ondroušková**
- Begum Erdemir
- Maayan Batit
- Shamik Banerjee

## 12:20 – 13.40 Lunch Time

## 13.40 – 14.10 Beyond Go-Live: Lessons Learned from Global SAP Transformations

*How Data Ownership, Governance, and Organisational Learning Enable Sustainable Transformation*

- Data ownership beyond implementation
- Governance under operational pressure
- Business & IT collaboration in global transformations
- Turning Hypercare into organisational learning
- AI as an enabler for knowledge management
- Practical governance frameworks
- Building transformation capability beyond Go-Live

**Begum Erdemir**
*SAP Data Migration & Master Data Lead*
**Mercedes-Benz Türk A.Ş.**

## 14.10 – 14.40 When the Tools Become Agents: Trust, Security, and Risk in the Age of Autonomous AI

*The session examines real-world risks, organizational boundaries, and the imperative of maintaining meaningful human control.*

- From Tool to Actor
- When the Risk Becomes Reality
- Five Risks of Agentic AI
- The Myth of Sandbox
- Ultimate Control Questions

**Aleksandra Pfenin**
*Director Digital Issuance*
**Clearstream**

## 14.50 – 15:20 Interactive Brainstorming Session:

*Lessons learned and how to implement them in your organization*

**Natalia Kotova**
*Project Director*
**ThinkLinkers**

**Christelle Patriarca**
*The Data Leader's Coach*
**Data is Life Consulting**

## 15.20 – 16.00 Networking Coffee Break

## 16.00 Day 2 Wrap Up and Conclusion

# TESTIMONIALS

Fantastic oppurtunity to hear other people expertise and share ideas with data people. Thanks you for organising this event so well. I find conference as one of the best I was. It was visible that everybody felt like at home- well done!!!

**Vesuvius**

Learning from brilliant minds is one thing. But truly connecting, sharing and shaping the future of data together - that's what made the ThinkLinkers ThinkLab so special.

**Mobile.de**

Great event, amazingly organized. Nice venue, informative sessions and fantastic people. Love the reception, enthusiasm and professionalism keep up the good work!

**Edwards Lifesciences**

I had the great pleasure of joining a brilliant group of Data leaders at thinklinkers conference. Great discussion and debate, brilliant presenters and a really great environment created to enable shared learning and experience.

**Marks and Spencer**

It was truly inspiring to connect with such passionate and talented individuals who share my enthusiasm for data, people, and lifelong learning. The conversations, insights, and energy in the room were nothing short of incredible.

**Volvo Penta**

A very relevant conference with many good speakers. The setting with the limited number of participants gave good opportunity to interact both with speakers and other participants

**Maersk Drilling**

The event was truly inspiring packed with hands-on learning and meaningful conversations. Even the week after, I'm still reflecting on the insights and reviewing my notes to apply them at my company. I'm grateful for the experience, the connections made, and the opportunity to grow. Looking forward to what's next!

**Knauf**

The conference was very interesting and productive. The atmosphere was great thanks to limited number of the guests. I was able to meet specialists that helped me with my actual questions.

**Terumo Europe**

# ABOUT THIS EVENT

The Data Management and AI ThinkLab is an independent, vendor agnostic, business value-driven event.

We prioritize case studies and practical insights, leaving ample space for questions, interactions and debate.

In this edition we will tackle head on the prerequisites for AI adoption, balancing the need for data foundations with the increasing demand for speed of innovation.

> Imagine a room where everyone enters as a stranger and exits as a (data) friend. This is the Data Management ThinkLab.

Pio Marolla
*Founder and CEO*
ThinkLinkers

Our discerning speakers, participants and partners join the ThinkLab for its intimate atmosphere, its focus on business value rather than hype and superior networking.

If you are looking for an alternative to large scale events and prioritise quality over quantity, the ThinkLab is the event for you.

Refined, improved and perfected since 2016.

*Pio Marolla*

# WHO SHOULD ATTEND?

*VP, Heads, Directors, CXO, Senior Managers, Leads:*

- Data Governance
- MDM and Data Management
- Data & AI
- Data Analytics
- CDOs
- CDAIOs
- Enterprise Information Management
- Data Architecture

# FOCUSED FORMAT

- 5+ hours Networking With Senior Professionals
- Value-driven, Practical Content
- Case Studies and Real-world Presentations
- Interactive Discussions and Roundtable Sessions
- 1:1 Meetings and Peer-to-Peer Exchanges
- People-centric, Collaborative Environment
- From Data Topics to Business Outcomes

**80%** data practitioners, end-users **20%** vendors

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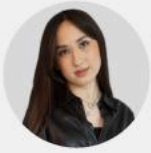

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