

DAMA 2025 Conference Speakers & Biographies



Director of AI & Analytics, Cavallo Technologies Ltd.

Title: More Than Chatbots: Operationalizing GenAI in the Enterprise

Bio: Guillaume leads a team of data scientists and analysts driving the implementation of Analytics Predictive and Generative AI solutions into production environments. With 20 years of experience in data science and analytics he has delivered scalable AI systems across multiple industries, globally. His current focus is on helping banking institutions operationalize GenAI safely and effectively to accelerate decision-making and create measurable business value.

Summary: Prototyping GenAI is easy — scaling it isn't. While most organizations stop at user-facing chatbots that deliver small efficiency gains, the real impact comes from embedding GenAI deep within enterprise systems. In this session, Guillaume explores how to design and deploy non-user-facing GenAI solutions that truly accelerate operations at scale. Drawing from real banking deployments — including compliance automation, fraud detection, AML, and cybersecurity use cases — he shares practical insights on integrating GenAI directly with enterprise data, applying CI/CD discipline to AI workflows, and driving adoption through trust. Guillaume also highlights the critical role of data engineering, executive sponsorship, and robust security in making GenAI not just functional, but transformative.



Dr. Osmar Zaiane: University of Alberta Computing Science Professor, Canadian Institute for Advanced Research (CIFAR) AI Chair

Title of Presentation: Why did the AI decide that? Explaining Machine Learning with rules and counterfactuals

Osmar R. Zaiane is a Professor in Computing Science at the University of Alberta, Canada, Fellow of the Alberta Machine Intelligence Institute (Amii), and Canada CIFAR AI Chair. He is also a Fellow of the Canadian Academy of Engineering. Dr. Zaiane obtained his Ph.D. from Simon Fraser University, Canada, in 1999. He has published more than 450 papers in refereed international conferences and journals. He is Associate Editor of many International Journals on data mining and data analytics and served as program chair and general chair for scores of international conferences in the field of knowledge discovery and data mining. Dr. Zaiane received numerous awards including the Killam Professorship award, the McCalla Research Professorship, a Lifetime Achievement Award from CAIAC and CS-CAN, and the ACM SIGKDD Service Award from the ACM Special Interest Group on Data Mining, which runs the world's premier data science, big data, and data mining association and conference.



David Almond: Associate VP Information Services and CIO at MacEwan University

Title of presentation: Digital Sovereignty In The New World

With a career spanning nearly five decades, David brings a wealth of experience and insight to the stage, drawing on an impressive journey through some of the most renowned organizations and institutions. Having spent most of his professional life working south of the border in the US, he has worked for global brand name companies such as Microsoft, Honeywell, and American Express. His career also extends to impactful contributions within public institutions, including the County of Los Angeles and the states of Arizona, California, and Oregon. In Canada, David has worked for Imperial Oil Ltd, SHL Systemhouse Inc, Alberta Innovates and MacEwan University.

Through a variety of roles, David has cultivated expertise in management, strategic thinking and operational efficiency while fostering innovation and leadership to drive success across diverse sectors. His professional narrative reflects adaptability, commitment, and a passion for excellence.

David's multi-disciplinary career is not only a testament to longevity but also to an ability to thrive and create meaningful impact in ever-changing environments. Whether addressing corporate audiences or public stakeholders, he brings a unique perspective shaped by decades of experience at the crossroads of industry and governance.

Friendly and approachable, yet deeply professional, David continues to inspire and educate through thought leadership, sharing insights gathered over half a century in both private and public sectors. His story is one of dedication, achievement, and a profound understanding of what it takes to succeed on a global stage.



Malcolm Hawker: Chief Data Officer at Profisee

Title of Presentation: The Data Hero Playbook: Transform Your Data Career With a Growth Mindset

With over 25 years of experience in data and analytics, Malcolm is a recognized thought leader and advisor in the fields of Master Data Management (MDM) and Data Governance. He has helped some of the world's largest businesses to improve their enterprise information management strategies, and he enjoys sharing practical and actionable insights on how to leverage data as a strategic asset.

As the CDO for Profisee, he leads the global field MDM and Data Governance practice, and he is also the host of the CDO Matters podcast, where he interviews senior data leaders from various industries and domains. Malcolm's mission is to raise the awareness and value of MDM and Data Governance to companies across the globe, and to empower them with the best practices and solutions to overcome their data quality challenges and achieve their business goals.



Blair Groff, Canadian AI and BA Software Sales Leader, IBM Canada

Title of presentation: Agentic AI: Navigating the Path from Experimentation to Value

Blair Groff is the Canadian AI Software Sales Leader at IBM Canada, specializing in IBM's AI Applications portfolio, Business Automation, and Business Analytics. With over 20 years of specialized experience in technical sales, including a decade as a North American Sales Leader overlay, Blair plays a critical role in upskilling his team and guiding them through the rapidly evolving AI landscape. Blair is a recognized Subject Matter Expert in Business Automation, co-authoring the book *Building IBM ECM Solutions from End to End* and delivering numerous keynotes at both IBM and third-party events. He has also created enablement materials and led Proof of Technology labs to demonstrate IBM's solutions' value. Outside of

work, Blair enjoys traveling, hiking, photography, woodworking, golf, and spending quality time with his wife, two daughters, and their energetic Jack Russell.



Sherry Hidalgo, Director of Data Governance and MDM at Shaw Industries.

Presentation title: How Shaw Industries Built a Data Governance Program in 90 days!

Sherry Hidalgo has over 20 years of experience leading large scale software implementations across the country in prisons, jails, universities hospitals and colleges. She also has 15 years in Data Governance and MDM. She contributes to optimizing organizational data strategies through collaboration and innovative solutions. At Shaw Industries, she supports data governance initiatives and master data management, leveraging expertise in strategy development, teamwork, and project management to enhance operational efficiency. Her approach aligns with fostering a culture of excellence and precision in data processes, ensuring the organization achieves its goals. Certified in Scrum and Six Sigma Green Belt methodologies, she brings structured and strategic methodologies to empower teams and drive impactful results.



Professor Louis Hugo Francescutti, CD, MSM, MD, PhD, MPH, FRCPC, FACP, FACPM, CCFP(PC), FRCPI, FRCPE, FRCP, FRCPG, ICD-D, CCPE

Presentation title: Smart Triage: JOAN, an AI Chatbot for Multilingual ED Homeless Screening and Housing Placement

Dr. Francescutti is currently an emergency physician at the Royal Alexandra Hospital and the Northeast Community Health Centre in Edmonton. As a professor in the School of Public Health at the University of Alberta, he teaches graduate courses in transformational leadership, advocacy and public health.

Dr. Francescutti was selected as one of Alberta's Top 100 Physicians of the Century by the Alberta Medical Association/College of Physicians and Surgeons of Alberta and he was also awarded the Alberta Centennial Medal from the Government of Alberta in 2005. In 2011, he was selected by Alberta Venture as one of Alberta's 50 most influential people. In 2012, he was awarded the Queen Elizabeth II Diamond Jubilee medal. In 2022, he was awarded the Queen Elizabeth II Platinum Jubilee medal. In 2023, Louis was honored with the Order of Canada. From 2010 - 2013 he served as the President of the Royal College of Physicians and Surgeons of Canada and in 2014 - 2015 he then became the President of the Canadian Medical Association.

He is the Honorary Colonel for the Health Services Group of the Royal Canadian Medical Services based in Edmonton. In 2017, he was awarded a Military Meritorious Service Medal from the Governor General of Canada at Rideau Hall in Ottawa.

Currently, he is developing Bridge Healing, a program to address the immediate needs of society's most vulnerable individuals – patients in our emergency departments experiencing homelessness.

A recognized storyteller Dr. Francescutti has delivered well over 1,500 presentations worldwide to a variety of diverse audiences – from industry to governments and to the public.



Knut Ulsrud, Data & Analytics | Artificial Intelligence | Technology Strategy at KPMG

Title of presentation: Proven Strategies for Effective AI Model Management

Knut makes AI accessible to business leaders through his technical understanding, business acumen, and excellent communication skills. As a leader and technical advisor, he helps clients realize the value inherent in their data. He has led large scale programs developing data management, applied data & analytics, and artificial intelligence (AI) solutions across several industries. His adaptable and engaging communication style helps him relate and connect with clients ranging from analysts, technical specialists, and middle management, all the way to CEOs and public sector leaders. Proficient in various programming languages and tools, he holds a Professional Certificate in Data Science from Harvard University (online through EdX), and is a certified Data Management Professional (CDMP). Knut completed his Master of Public Administration (with Distinction) at the London School of Economics.



Rhys Chouinard, Distinguished Data Scientist at ATB Financial

Title of presentation: Proven Strategies for Effective AI Model Management

As a Distinguished Data Scientist at ATB Financial, he drives the Applied AI strategy and execution across multiple business units, translating business pain points into scalable and technically-sound GenAI product roadmaps. He has been designing and prototyping advanced agentic AI proof of concepts using Vertex AI and AgentSpace within Google Cloud Platform.

Nov 14 Speakers Profiles



Peter Aiken: DAMA International President, Founding Director, Virginia Commonwealth University, Anything Awesome

Title of presentation: AI Handle with Care

Peter Aiken, PhD is an acknowledged Data Management (DM) authority, an Associate Professor at Virginia Commonwealth University, President of DAMA International, and Associate Director of the MIT International Society of Chief Data Officers. For more than 35 years, Peter has learned from working with hundreds of data management practices in 30 countries including some of the world's most important. Among his 12 books are the first on CDOs (the case for data leadership), focusing on data monetization, on modern strategic data thinking and objectively specifying what it means to be data literate. International recognition has resulted in an intensive schedule of events worldwide. Peter also hosts the longest running data management webinar series hosted by our partners at Dataversity. Starting before Google, before data was big, and before data science, Peter has founded several companies that have helped more than 200 organizations leverage data—specific savings have been measured at more than \$1.5B USD. His latest is Anything Awesome.



Mark Madsen: President & Founder of Third Nature

Workshop: Nov 12: **Design do/don't with AI Smart Things: the successive levels of context and embedding of systems in systems (Mark Madsen) 5pm-7pm**

Title of Presentation: Beer, Diapers & Data Talk – stories and situational meaning and skepticism in data science

Workshop: Nov 15: **Data cleaning concepts - a fun session: Focus "So someone in IT gave you data and now what do I do with it?"**

Mark is an advisor and researcher with 30 years of experience in the analytics and data field. His expertise is in using data and analytics to augment human decision-making and evolve organizational systems. His work leading the design of emerging technology and business projects around the world gives him a unique and pragmatic view of the data industry. He brings this perspective to his two decades of lecturing and teaching. Mark is president of Third Nature, but got his start in AI at the University of Pittsburgh and did research on autonomous robotics at Carnegie Mellon University before moving into information technology. He was a VP of R&D and Fellow in the CTO Office at Teradata, held executive and management roles at vendors, at consultancies, and worked in many roles in businesses.



Rob Seiner: President & Principal of KIK Consulting & Educational Services

Title of Presentation: Change Management Powered Data Governance; Establishing and Scaling Governance with Strong Data Fluency Program and Centers of Excellence

Robert (Bob) S. Seiner is the President and Principal of KIK Consulting & Educational Services and the Founder and Publisher Emeritus of The Data Administration Newsletter (TDAN.com). Seiner is a thought-leader in the fields of data governance and metadata management. KIK (which stands for “knowledge is king”) offers consulting, mentoring and educational services focused on Non-Invasive Data Governance®, data stewardship, data management and metadata management solutions. Seiner is the author of the industry’s top selling books on data governance – Non-Invasive Data Governance: The Path of Least Resistance and Greatest Success (Technics Publications 2014), Non-Invasive Data Governance Strikes Again: Gaining Experience and Perspective (Technics 2023), and a new book for 2025 - Non-Invasive Data Governance Unleashed: Empowering People to Govern Data and AI (Technics, 2025). Seiner holds the position of Adjunct Faculty and Instructor for the Carnegie Mellon University Heinz College Chief Data Officer Executive Education program.



Rania Waseef: Founder & Principal Consultant – Innova CoE

Workshop Nov 12: **Core principles of data literacy and artificial intelligence (AI)**

Title of Presentation: Change Management Powered Data Governance; Establishing and Scaling Governance with Strong Data Fluency Program and Centers of Excellence

Rania Waseef is the Founder of Innova CoE, a consulting and training firm that helps organizations drive sustainable business and digital transformation through high-impact Centers of Excellence. With over 15 years of cross-industry experience, she brings a multidisciplinary background in engineering, education, and leadership to her work in innovation strategy and enterprise transformation. Rania is also the Manager of Enterprise Innovation and Data Governance at a SaaS company, where she leads initiatives that integrate governance, innovation, and technology to maximize organizational value.

She specializes in aligning people, processes, and technology to deliver actionable, people-centred change. In addition, she leads training programs that equip leaders to manage disruption and drive innovation. She also holds professional certifications in Data Governance (ICCP – Principal Level), Strategy Execution, Goal Setting and Performance Metrics (OKRs & KPIs), Lean Six Sigma, Agile Change management, Business intelligence, Business Architecture, Project management, and Business analysis. Currently serves as VP of Data Governance and Training with DAMA Edmonton and DAMA's Regional Director for Data Professional Development.



Dr. Joe Perez: Chief Technology Officer - CogniMind, Senior Systems Specialist, NC DHHS

Title of Presentation: Driving Decisions with Data: Delight or Disaster, using the Look, Link, Listen, Leverage and learn framework

Dr. Joe Perez, a transformative figure in IT, health & human services, and higher education, holds advanced degrees, including a doctorate in education with dual minors in computers and theology. From educator to a distinguished IT career, he has thrived in roles like Business Intelligence Specialist at NC State University and Senior Systems Specialist/Team Leader at the NC Department of Health & Human Services. As fractional CTO at CogniMind, he drives innovation and efficiency. Featured on several Times Square billboards and ranked Top 10 Thought Leader on Thinkers360 (2023-2025), Dr. Perez's influence is undeniable. An Amazon best-selling author with multiple #1 New Releases, more than 9,000 LinkedIn followers, a magazine column, and numerous certifications to his credit, he's a much sought-after international keynote speaker, data viz/analytics expert, prolific author, and process improvement specialist. He also co-hosts an online talk show. A recipient of the IOT Industry Insights 2021 Thought Leader of the Year award and named Gartner Peer Community's 2023. Ambassador of the Year, he speaks at numerous global conferences, expanding his reach to more than 20 countries and earning recognition by several highly-esteemed Thought Leader communities. Passionate about teaching, he inspires excellence as a speaker, workshop facilitator, podcast guest, and conference emcee. He dedicates time to his family, contributes through musical talents, and engages in community service via his church's Spanish and military ministries, where his monthly military newsletter, The Patriot News, has gained widespread recognition. His commitment to innovation, relentless drive, and unwavering integrity define Dr. Joe as an exceptional leader.



Stan Swartz, VP of Operations & Development | Driving Innovation, Strategy, and Growth at AIMS

Title of Presentation: Confined Space Robotics (CSR) - Beyond Path Planning: How Robotic Point-Cloud Data Becomes a Strategic Information Asset

Robotic systems today generate rich three-dimensional scan data that has traditionally been used for path-planning. In this talk we'll show how those scan datasets can evolve into actionable information assets for industrial organisations: enabling 3D interactive reports, condition comparison over time, and even AI-driven surface-inspection and remediation workflows. We'll also touch on what it takes to make this work in practice—how the data is captured, managed, versioned and shared so that engineers, data stewards and operational teams all benefit.

Stan Swartz serves as Vice President of Operations & Development at AIMS, overseeing engineering teams and strategic initiatives that transform complex operational challenges into scalable automation and robotics solutions. His work centers on advancing technologies that protect workers and extend the life of critical industrial infrastructure



Galya Westler: Founder & CEO of HumanBeam Technologies and Co-founder of Plazus Technologies

Title of Presentation: Part 1: Reimagining Patient Engagement: How 3D Holograms and AI Companions Transform Healthcare Communication and part 2: make AI responsible decisions in your organization.

Galya Westler is the founder and CEO of HumanBeam Technologies, where she is pioneering 3D advertising solutions and AI-powered visual concierge experiences that blend immersive design with intelligent interaction. From healthcare to hospitality and retail, HumanBeam's platforms reimagine customer engagement—guiding people through complex decisions with natural conversation, real-time data, and interactive visuals that elevate both client experience and business performance. Galya also leads Plazus Technologies, an enterprise solutions company recognized for its expertise in cybersecurity, penetration testing, and blockchain-enabled software. By combining security at scale with innovation in enterprise software, Plazus helps organizations protect what matters most while unlocking the next generation of digital transformation. An innovative entrepreneur and a renowned TED speaker, Galya is defining a future where technology is not only more powerful, but more human—and more secure.



Dr. Maryam Mirzaei: Applied Research Chair, Centre for Data Management and Visualization (CDMV), NAIT

Title of Presentation: Bridging Data and Intelligence; Practical Pathways to AI Adoption in Industry

Dr. Maryam Mirzaei is the Director of the Centre for Data Management and Visualization at NAIT and recipient of the AsTech Award for fostering AI/ML for Inclusive Community Building. She also serves as Data & Insights Strategist at Start Alberta, where she drives data-driven insight development to strengthen Alberta's innovation and startup ecosystem. Maryam holds a Ph.D. in Computer Science from the University of Alberta and has over eight years of experience in artificial intelligence, machine learning, and data strategy across academic, industry, and government sectors. Her expertise spans natural language processing, large language models, and applied machine learning, with a focus on data governance and responsible AI adoption. Through her leadership at NAIT, Maryam bridges research, industry collaboration, and policy insight, helping organizations move from data readiness to AI maturity. She has led applied research in wildfire management, environmental monitoring, agrifood innovation, and industrial optimization, all grounded in her commitment to fostering inclusive, data-driven innovation in Alberta.

Workshops Leaders Nov 12, 15

For **Mark Madsen**, and **Rania Waseef** (see their information above)



Bruce Matichuk, CTO, MedWatch Technologies Inc.

Workshop: Nov 12: AI, Generative AI, AI Agents-workflow, Transformers and much more.

Workshop: Nov 15: AI Applications: Starting Your AI Company

Bruce Matichuk is a serial entrepreneur who has started up many companies. Currently, as CTO of MedWatch Technologies, he is bringing to the market non-invasive blood sugar and other vital health measurements approaches through a range of wearable technologies. Companies that he has started include: Celcorp, Xymbiant, and Health Gauge. He has installed systems at IBM, Apple, Lockheed Martin, United Airlines, Hallmark, Holiday Inn, Liberty Mutual Insurance Company, CIT Group, and America Online. He is also concurrently engaged in AI driven Language learning (LingoSpace) and financial instruments for investment. His research is focused on applications of AI and Natural Language Processing (NLP) to manage complex systems, including systems integration, machine learning and image processing. He and his team have developed a self-supervising AI system for bio-signal analysis and image processing.



Mona Elyas, EMBA,BCompSc.,PMP,CBIP,CDP, DGSP

Workshop: Nov 12: Data Analytics- hands on Modeling Data for a variety of needs

Mona is a natural leader and highly skilled IT Consultant with over 30 years of experience driving technological transformations across a wide range of industries and disciplines. She has demonstrated success in aligning technology investments with strategic objectives, and leveraging a data-driven approach to optimize operation processes to drive efficiencies while fostering a culture of continuous learning and innovation. She is passionate about delivering high-quality, scalable solutions that drive business growth and success. Her technical acumen combined with a client-focused approach enable her to translate complex business requirements into actionable, cost-effective solutions while providing end-to-end services which include architecture, software development, business intelligence and analytics, cloud solutions, cybersecurity, IT support, corporate and post-secondary training, process improvement, and project management.



Kristian Bainey, M.S, PMP, CSM, Prosci, ITIL,PM-AI CATT

Workshop: Nov 12: AI Driven Project Management and using AI creatively

Kristian Bainey is a senior IT leader with 15+ years of experience in AI, digital transformation, and project management across public, private, and academic sectors. He holds degrees in Information Systems, an AI certification, and multiple credentials including PMP, Agile/SCRUM, Prosci, ITIL, and AI. Through K-PIC Systems, he lectures part-time to academic university sectors on AI, IT, Technical Development, Capstone projects, Public Speaking, and project management courses. In addition, he serves as a Chief AI Officer at PrecisionPro BioTech, and he consults on AI strategy and technology integration.

- Author of Wiley's bestseller AI-Driven Project Management (2024), in English, Chinese (2024), and Arabic (2026)
- Leading AI strategy for Canada's first AI robotic prostate cancer biopsy system, contributing to securing Health Canada approval (2025), with input from Harvard & Stanford AI labs, Canada's first AI-powered robotic prostate cancer biopsy system and the World's First and Only Robotic System Purpose-Built for Transperineal Biopsy
- President, PMI Northern Alberta Chapter (2023–2024)
- Co-authored the AI Essentials for Project Professionals Guide for PMI Global, and Green PMO: Leading the Sustainable Project Revolution, published in September 2024.
- Contributed to the first-ever global generative AI PMI course, published in September 2023.
- Speaker at 65+ global events, featured on PMI's Projectified® Podcast
- Created Canada's first AI-driven PM course at NAIT (2025)

- Awarded NorQuest College Honorary Diploma for 2025 – Contribution to AI and Project Management
- ASTech Award Finalist for 2025 for Social Innovation, Educational Technologies, and Medical/Healthcare/Pharmaceuticals



Kewal Dhariwal, CBIP, CCP, CDP, CDMP, I.S.P., ITCP

Workshop: Nov 15: Exam Preparation for 5 Certifications: AI, Big Data, Business Intelligence, Data Management, and Data Governance.

Kewal was named one of the 60 faces of the International Federation of Information Processors (IFIP), he is a former national president of the Canadian Information Processing Society (CIPS) and former International President of ICCP – the Institute for Certification of Computing Professionals. Since 2001 he has led the ICCP as its Executive Director. His publications include the Complete Guide to Professional Computing, the CDMP Examinations Guide, and the CBIP Examinations Guide. His recent publications include **Data Analytics Body of Knowledge** which covers Artificial Intelligence, Business Intelligence and Data Governance). Textbook: Fire, Water, Earth, Air and Data is written with Co-author Blair Kjenner and contributing author William (Bill) Inmon.

He is one of the original architects and founders of:

- Certified Business Intelligence Professional (CBIP),
- Certified Data Management Professional (CDMP)
- Certified Data Scientist (CDS)
- Certified Computing Professional (CCP)
- Artificial Intelligence Certified Professional (AICP)
- Data Governance and Stewardship Professional (DGSP)

He has consulted to Ford, IBM, Infosys, Suncor, Saudi Telecom, Aramco and worked around the globe working on projects as diverse as water wastewater projects (World Bank), engineering process control systems (Canada Post) and taught and advised at many universities in Canada and the USA.



Eric Dressler, Founder & Principal Consultant, KMD Data+

Workshop Nov 15: Careers in AI & Data Science Introduction: featuring an overview of positions such as ML Engineer, Data Scientist, and Analyst

With extensive team management and program implementation skills, Eric has hired many senior and junior employees in the data space and is well suited to discuss your future careers in the AI, Data and Analytics space.

He has vast experience in data strategy and artificial intelligence. He specializes in empowering organizations to build scalable AI practices that drive meaningful results. As the Founder and Principal Consultant, he collaborates with diverse teams to design robust platform architectures and governance frameworks, aligning technology with organizational goals. Passionate about fostering data fluency and AI adoption, he is committed to enabling a culture of informed decision-making that delivers transformative outcomes.

In his current role, he delivers hands-on solutions in analytics, machine learning, and Generative AI, while advising on strategy development and execution. By designing tailored training programs, he helps teams across business and technical domains enhance their data capabilities. His focus remains on blending technical expertise with strategic insights to solve complex challenges and unlock growth opportunities.



Dr. Avi Sheshachalam (MacEwan University)

Workshop Nov 12: Data-Enabled Innovation: Building the Future-Ready Enterprise

Avi is a trained scientist turned innovation strategist with experience across four startups in four countries. He has led teams through complex product and market transitions and now supports research

commercialization and workforce development initiatives across Canada. As Senior Business Development Officer at MacEwan University's School of Continuing Education, Avi helps organizations recognize their potential, navigate their workforce needs, and make headway toward productivity. His work focuses on helping companies, and the people within them, develop the mindset and skills needed to thrive in a data-driven world.

In today's fast-evolving landscape, organizations that harness data effectively are the ones that innovate with confidence and resilience. This interactive workshop explores how data, AI, and human-centric skills can work together to drive innovation and position organizations for long-term success. Participants will explore practical frameworks around three essential pillars of innovation:

1. Market Research & Customer Discovery – using data to uncover unmet needs and validate opportunities.

2. Product Management & Stakeholder Collaboration – aligning internal teams around evidence-based decision-making.

3. Go-to-Market Strategy – transforming insights into scalable products, services, and business models. Through case examples and guided exercises, participants will learn to apply data-enabled thinking to build future-ready enterprises capable of adapting to technological disruption and market uncertainty.