DIGITAL EDGE

JUNE25 » » » » » » » » » » ISSUE003

MANUFACTURING
UK SPECIAL:

James Selka, COO at The Manufacturing Technologies Association talks Smart Manufacturing and developing a responsible AI strategy for UK Manufacturing

INVEST IN IRELAND:

Backing the next generation of startups.

Exclusive Interview with Guro Bergan Co-Founder, Investor and Advisor at Tech Operators

Plus all our regular features: NEWS •TOP 10 • AWARDS • EVENTS • LIVING ON THE EDGE

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EDITOR'S NOTES

Welcome to Issue 03 of Digital Edge — where innovation meets investment, and the pace of transformation shows no sign of slowing down. This edition places the spotlight firmly on start-up investment and the unique ecosystem powering change across borders. We're proud to feature an exclusive interview with Guro Bergan, Founder at Tech Operators, who shares her insights on scaling early-stage ventures and why Ireland is fast becoming a critical launchpad for tech innovators.

We're also excited to debut two brand new regular features. Spotlight Start-Up shines a light on the most dynamic technology companies around the globe — those not just riding the wave of disruption but actively creating it. Expect agile teams, bold ideas, and scalable impact.

In contrast, Between the Lines invites readers to take a moment to breathe and reflect. In each issue, we sit down with a leader who's transitioned from the sporting world into business — exploring what the locker room can teach the boardroom.

Kicking off this feature is former professional rugby player James Parkes, who shares honest lessons on leadership, resilience, and navigating change — on and off the field.

We're also thrilled to officially launch the Digital Edge Data & AI Awards, celebrating excellence in data strategy, AI innovation, and digital transformation.

In this issue, Meet the Judges — a panel of distinguished leaders from across industry and academia — who will be recognising standout work from across the ecosystem. Submissions are now open, and the countdown begins.

And finally, another new addition to the magazine — Behind the Solutions — dives into the platforms, services, and expertise that sit at the heart of enterprise transformation. In this issue, we profile Cognizant, a global leader in IT consulting and outsourcing, to explore how they're helping organisations navigate complexity and deliver real business outcomes at scale.

Whether you're scouting the next investment opportunity, refining your tech strategy, or simply pausing for perspective, this issue is built to fuel both momentum and meaning.

Enjoy the read.
— JP

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IoT Startups 1

Quid analyzes every data point you can imagine. From the most obscure to the most obvious, we help you uncover the thread that makes it all make sense, so you can prioritize strategic action, and set the pace within your industry.

IoT Driving Chan

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International
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DIGITAL EDGE

contents

» » » » »

news

Latest Industry News in Technology, Supply Chain & Manufacturing

NEWSWORTHY SOUNDBITES FROM THE UK MANUFACTURING SECTOR, **FOCUSED ON AI, MACHINE LEARNING & INDUSTRY 4.0**

1 UK LEADS IN AI ADOPTION FOR MANUFACTURING

A recent Rockwell Automation study highlights the UK's leadership in integrating AI and machine learning into manufacturing processes, aiming to enhance productivity and operational resilience.

2 JAGUAR LAND ROVER'S SOLIHULL PLANT SHOWCASES INDUSTRY 4.0

Jaguar Land Rover's Solihull facility has become a benchmark for Industry 4.0, employing AI-powered quality control systems and collaborative robots to streamline production.

3 AGENTIC AI EMERGES AS GAME-CHANGER

Agentic AI, capable of autonomous decision-making, is being adopted in UK manufacturing to oversee real-time operations, predictive maintenance, and quality assurance, marking a significant shift from traditional automation.

4 GOVERNMENT'S 'MADE SMARTER' INITIATIVE BOOSTS DIGITAL TRANSFORMATION

The UK government's £53 million 'Made Smarter' programme is accelerating the adoption of digital technologies in manufacturing, promoting innovation and interconnectivity across the sector.

5 GENERATIVE AI ENHANCES SUPPLY CHAIN EFFICIENCY

UK manufacturers are increasingly implementing generative AI to optimize supply chain processes, with over 40% reporting improvements in order management and transportation logistics.

6 SMART MANUFACTURING WEEK 2025 TO SPOTLIGHT EMERGING TECHNOLOGIES

Scheduled for June 4-5, Smart Manufacturing Week 2025 will focus on how emerging technologies like AI and IoT are shaping the future of manufacturing in the UK.

7 UK PACKAGING INDUSTRY EMBRACES AI FOR INDUSTRY 4.0 TRANSITION

Think B2B Marketing reports that AI is serving as a catalyst for the UK packaging industry's shift towards Industry 4.0, enhancing automation and efficiency.

8 UK'S AI MARKET VALUED AT OVER £21 BILLION

The UK's AI market has surpassed £21 billion, with projections indicating growth to £1 trillion by 2035, underscoring the sector's significant economic impact.

9 DELOITTE SURVEY REVEALS MODERATE AI ADOPTION IN MANUFACTURING

According to Deloitte's 2025 Smart Manufacturing Survey, 29% of manufacturers are utilizing AI/ML at the facility or network level, indicating a growing but still maturing adoption landscape.

10 AI-DRIVEN ROBOTICS CREATE NEW JOB OPPORTUNITIES

The integration of AI-powered robotics in UK manufacturing is not only enhancing efficiency but also generating new employment opportunities in fields like robotics programming and automation engineering.

BRIDGING THE GAP:

How Tech Operators is Powering Ireland's Next Startup Wave

GURO BERGAN

Co-Founder, Investor and Advisor at Tech Operators

I had the pleasure of meeting with Guro Bergan to explore the new wave of angel investment in Ireland's tech start-up scene. We discussed the unique attributes of the Tech Operators network and the exciting talent and innovative technologies emerging from these collaborations. As Guro makes clear, it's not just about the money—these partnerships are rooted in real-world experience and a shared commitment to helping founders scale successfully in global markets.
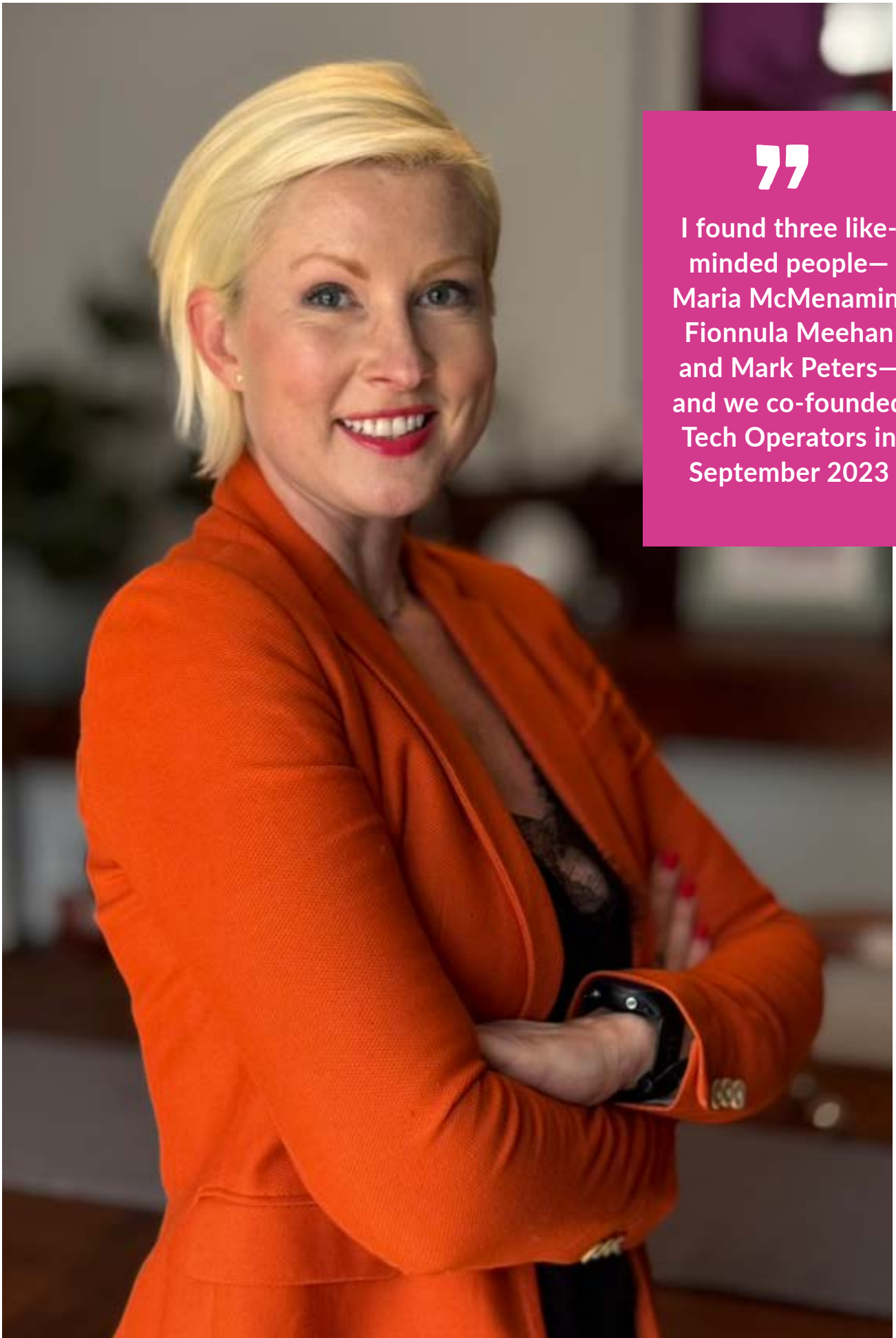
> **I found three like-minded people—Maria McMenamin, Fionnula Meehan and Mark Peters—and we co-founded Tech Operators in September 2023**

JP: Let's start with Tech Operators—what's the story behind it? What sparked the idea, and what gap were you hoping to fill in the Irish startup ecosystem?

GB: It really started from a sense of frustration. After nearly two decades scaling go-to-market (GTM) organisations from $20M to over $1B at companies like Oracle, New Relic and Fivetran, I wanted to give back—and invest some of my own money into early-stage startups. Especially those led by atypical founders who often lack access to the networks and funding more mainstream founders enjoy. I was also drawn to startups building tech for good.

Surprisingly, I couldn't find a network in Ireland that connected experienced tech operators—especially those from American multinationals—with the local startup scene. Yet so many Irish founders I spoke to were saying the same things: "We've got great tech, but we don't know how to scale internationally" or "VCs write cheques, but we need someone who's actually built GTM engines."

JP: So you saw a real disconnect between capital and operational experience?

GB: Exactly. Traditional VCs bring capital and strategic input, but many have never built a $50M ARR business or navigated international expansion. I found three like-minded people—Maria McMenamin, Fionnula Meehan and Mark Peters—and we co-founded Tech Operators in September 2023 to fill that gap.

We're not a conventional fund or syndicate. We're a network of experienced angels and mentors who've lived through the operational challenges startups face. And it's working—over 30% of companies that pitch to our network secure investment, and we've already backed 10 companies including Jentic, ApplyOn, MoveAhead and RoamR.

JP: What's your elevator pitch—how do you explain what Tech Operators do in a sentence or two?

GB: We're a network of experienced angel investors and mentors who've scaled tech businesses globally. We invest in and advise ambitious Irish startups, helping them avoid the mistakes we've already made. Think of us as the operators you wish you had on speed dial—except we also write cheques and open doors you didn't know existed.

JP: You've led high-performing sales teams for years—what drew you into the startup and angel investing world?

GB: I don't see it as a career shift—it's more like adding a new dimension that makes me better at everything I do. The "aha" moment came when I was Chief of Staff to the CRO at New Relic. We were scaling from $400M to $800M ARR, but I kept thinking about all the Series B and C companies facing challenges we'd already solved. Why should they reinvent the wheel when some of us have the scars—and the playbooks?

And it's a two-way street. Being plugged into the startup world keeps me sharp. I learn about emerging tools and business models before they hit the mainstream. It's a virtuous cycle: my work with startups makes me a better GTM leader, and vice versa.

JP: What trends or innovations in the startup scene are influencing your work as a sales leader?

GB: The rise of AI in sales is fascinating—but also paradoxical. While AI is transforming lead gen, forecasting and coaching, it's also creating digital fatigue. Everyone's getting spammed, so buyers are tuning out. As AI automates more of the sales process, we're actually seeing a return to analogue, human-centric outreach.

I've heard of BDRs getting no traction through digital, then sending a cupcake with a note—and getting a call back the same day. The future is bifurcated: hyper-automated transactions on one end, and deeply personal, creative engagement on the other. For sales leaders, AI becomes the multiplier—it handles research and objection handling, while humans do what we do best: solve problems creatively and build genuine relationships.

JP: How has your sales leadership background shaped how you work with founders now?

GB: It's probably my biggest asset. I understand revenue generation from the trenches—not just theory. At Fivetran, we grew EMEA ARR from $27M to $49M while reducing GTM headcount by 50%. That took careful market tiering, segmentation, pricing strategy and GTM alignment. The same fundamentals apply whether you're Series A or Series C.

One habit I'll never lose is obsessing over real metrics—committed bookings, consumption revenue, net revenue retention. Founders love their product, as they should, but I push them to focus on the numbers that actually predict success.

JP: **When you're evaluating early-stage startups, what separates real potential from a shiny pitch deck?**

GB: Since we invest mostly at Seed stage, we don't always have KPIs. I've built a framework around three things:

The founders: Do they have grit? Have they taken real risks? Do they understand the space and show a growth mindset?

The problem or opportunity: Is it something their customers lose sleep over, or something that can drive meaningful revenue?

Market dynamics: How crowded is the space, and what's their sustainable competitive edge?

But the founder is by far the most important factor. If someone comes in with a slick deck but pretends everything's perfect, I'm out.

JP: **What's exciting you most in the current wave of startups?**

GB: I'm drawn to B2B startups using AI to solve operational problems—things like data integration, compliance monitoring, supply chain optimisation. These are complex, painful challenges that every enterprise deals with.

Climate Tech is also fascinating—but the winners aren't the ones leading with green messaging. They're the ones solving real business problems that also reduce emissions. If your ROI is strong, the environmental impact becomes a bonus—and a competitive edge.

Lastly, FemTech. This is more than a trend—it's about rebuilding infrastructure designed by and for men. From credit algorithms to medical diagnostics, we're seeing founders tackle deeply entrenched bias, and in doing so, uncover massive market inefficiencies.

JP: **You're building your own profile as a tech leader too—what's mattered most in that journey?**

GB: Authenticity. The content that lands isn't the polished wins—it's the hard lessons. Like the time we grew ARR while cutting headcount—it

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The rise of AI in sales is fascinating—but also paradoxical. While AI is transforming lead gen, forecasting and coaching, it's also creating digital fatigue.

sounds impressive, but it was brutally hard. People connect with honesty.

My advice? Document your learnings in real time. What feels obvious to you today might be a lightbulb moment for someone else. And be generous. Some of my most valuable relationships started because I helped someone with no immediate benefit to myself.

JP: Tech sales has long been male-dominated. What helped you stay confident and thrive?

GB: Preparation. I made sure I knew the numbers better than anyone else in the room. And I found allies—not just women, but male leaders who championed diversity because they knew it drove better results. Some of my best mentors were men who lifted others up, often without even realising it.

That said, I'm not convinced the industry is moving in the right direction. Many companies have scaled back DEI, and we're still seeing gaps in promotion and pay. That's why I keep pushing— mentoring, sponsoring, advocating. We can't wait for systemic change.

JP: And finally—what advice would you give your younger self, just starting out in sales?

GB: Be intentional about building your network— before you need it. I was lucky to join ServiceSource early, and that cohort became a global network of VPs and C-levels. But I didn't actively nurture it until much later. Now I see how valuable it is for deal flow, recruitment, strategic insight.

And say yes—even when the opportunity is intimidating. Some of my best moves came from roles that didn't exist yet, where I had to figure things out from scratch. That's where the magic happens.

Would I have listened to this advice back then? Probably not. I've always found networking a bit daunting. But maybe I'd have taken one more call, said yes to one more event. Now, I get to share that wisdom with founders—and hopefully save them a few years of learning the hard way.

Q&A

MATT CONLON

FOUNDER AT CYTIDEL

CYTIDEL'S CYBER FRONTLINE:
Accelerating Defence in a 24-Hour Threat Window

As cybercrime escalates and attack windows shrink, Cytidel is positioning itself at the forefront of a new era in cybersecurity. Founder Matt Conlon speaks exclusively with Digital Edge magazine to discuss the challenges facing organisations in a new era of cyber-threat and security, and how Cytidel is rising to the challenge.

Digital Edge: Cytidel is tackling some of the most pressing challenges in cybersecurity today. From your perspective, how has the threat landscape evolved in recent years — particularly when it comes to cybercrime targeting SMEs and supply chains?

Matt Conlon: The threat landscape has changed dramatically over the past few years, with the volume of cyber attacks increasing exponentially. 5 years ago, security risks and vulnerabilities were being exploited to breach organisations within 32 days of the security flaw being identified. Today, that attack time is often under 24 hours. Despite this, companies still operate 30 – 90 day patch cycles, and often miss these targets with some security flaws remaining unpatched for more than 12 months.

This isn't restricted to banks and large enterprises – this is also a challenge for small and mid-sized enterprises (SMEs) and their supply chains. While large enterprises have traditionally been the primary focus of cybercriminals, the rising interconnectivity of ecosystems has shifted that dynamic. Today, attackers often view SMEs as the weakest link in a broader supply chain, using them as a stepping stone to access larger partners or clients. What makes this especially dangerous is that many SMEs don't have the security teams or infrastructure in place to defend themselves, making them highly vulnerable.

But this isn't just a problem for SMEs, it's growing across all types of companies, from fast-growing scaleups to global enterprises. Regardless of size, any organisation that sits within a digital supply chain can become a target. A striking example of this was the attack on Marks &

Spencer (M&S) by the Scattered Spider threat group, where a supplier in the chain was compromised to gain a foothold. This tactic, targeting one link to breach the whole chain, is fast becoming standard practice for sophisticated threat actors.

To make matters worse, the volume of security vulnerabilities being disclosed each year is exploding, rising from 20,000 in 2021 to 40,000 in 2024. It's no wonder security teams are overwhelmed and burning out! Many are swamped with growing backlogs of unresolved issues, and burnout is a serious concern. Teams are trying to manage security risks with limited resources, all while dealing with the relentless pressure of avoiding breaches and constant barrage of new attacks. This sheer volume makes it difficult to separate the truly critical from the noise.

This is leading to a major rethink in how risk is prioritised. For years, many organisations relied on the Common Vulnerability Scoring System (CVSS) to assess the severity of threats. But CVSS is inherently static and generic, it doesn't reflect the real-world context of threats, like active exploitation or relevance to a specific environment. Increasingly, companies are recognising that this approach doesn't scale. Instead, they're shifting toward real-time, contextualised risk assessment, using live threat intelligence, exploitability signals, and business impact to determine what actually needs attention.

At Cytidel, we built our platform to solve exactly this problem. Our approach combines real-time threat intelligence, business context, and automation to help cyber teams cut through the noise and focus on the vulnerabilities that truly matter. We don't just alert, we prioritise and guide action, reducing breach risk while also easing the operational load on overburdened teams. In a world where attacks are faster and more targeted than ever before, that kind of precision isn't just helpful, it's essential.

DE: Artificial Intelligence and automation are reshaping how cybersecurity is delivered. How is Cytidel leveraging AI or other emerging technologies to stay ahead of attackers and streamline cyber risk management for clients?

> **One of our flagship innovations is Recon, our real-time intelligence scanner, which monitors and prioritises vulnerabilities in real time**

PHOTO: *Left: Gary Fagan, Centre: Matt Conlon, Right: Conor Flannery*

MC: At Cytidel, we're not just using AI, we're building our entire platform around it. Our mission is to make threat intelligence more actionable, contextual, and prioritised for security teams that are often overwhelmed, under-resourced, and pressed for time. By applying AI and automation, we enable organisations to cut through the noise and zero in on the vulnerabilities and threats that actually matter to their environment.

One of our flagship innovations is Recon, our real-time intelligence scanner, which monitors and prioritises vulnerabilities in real time. What makes Recon different is that it analyses the latest advisories, news mentions, and vulnerability chatter in real-time, providing the context that's needed to spot emerging risks to your business. This means that we can detect emerging threats, active exploitation, or shifts in attacker behaviour on average 17 days earlier than traditional sources, giving our users a critical head start in remediation and defence.

Our platform leverages AI in multiple ways. We use natural language parsing (LLMs), text classification and named entity recognition models to layer contextual threat data over client-specific details, so teams aren't just looking at generic risk, they're seeing what's most likely to lead to a breach in their specific environment. This enables more precise prioritisation and faster decision-making. In parallel, we're automating many of the repetitive, time-consuming tasks that can bog down cybersecurity teams, from risk scoring and contextual enrichment to board-level reporting. This doesn't just streamline workflows, it frees up internal resources to focus on strategy, defence, and innovation, rather than being buried in manual triage. As threats evolve at unprecedented speed, the combination of real-

time intelligence, contextual AI, and automation is the only scalable way to stay ahead.

DE: As a founder working at the intersection of innovation and security, what are the biggest misconceptions you see among businesses when it comes to cyber risk, and how do you help them rethink their approach?

MC: One of the biggest misconceptions we see is that cyber risk is purely an IT problem. In reality, it's a core business risk, one that can directly impact operations, financial performance, reputation, and even a company's long-term viability. Yet many organisations still approach it in silos, or worse, only take it seriously after an incident has occurred. Another widespread myth is that having more tools means better protection. In truth, many security teams already have more tools than they can manage, the problem isn't quantity, it's clarity and context. Most teams are drowning in alerts and vulnerability data, but starving for actionable insight. Our goal at Cytidel is to flip that dynamic: to help teams focus not on more, but on what actually matters, through contextualised, prioritised intelligence that drives smarter, faster decision-making.

A good example of a harmful misconception is the industry's historic over-reliance on CVSS scores to prioritise vulnerabilities. CVSS provides a baseline, but it's static and decontextualised. Just because a vulnerability has a high CVSS score doesn't mean it's the most urgent issue in your environment. Threat actors don't care about CVSS, they care about what's exploitable right now. Companies are now waking up to this and realising they need real-time, threat-informed prioritisation, which is exactly what we deliver at Cytidel.

We also often hear businesses treat regulation and compliance as a "tick-the-box" exercise, assuming it's just about passing audits. But when done properly, compliance can be a strategic driver, helping you implement the fundamentals, get visibility over your risk posture, and ultimately gain a foothold over your threats. It's not just about checking boxes; it's about creating resilience.

And finally, perhaps the most dangerous myth of all: "It won't happen to us." The reality is that it absolutely could, and in today's environment, it probably will. Threat actors are faster, more organised, and more opportunistic than ever before. No company is too small, too obscure, or too protected to be targeted. What matters is how prepared you are to detect, prioritise, and respond when, not if, you're in the crosshairs.

DE: The journey from early-stage idea to viable cybersecurity product is rarely linear. What have been some of the key lessons or unexpected challenge in launching Cytidel, and how have you navigated them as a founder?

MC: One of the key lessons we've learned is the importance of deeply listening to the people in the trenches, the CISOs, security analysts, and vulnerability managers who are dealing with alerts, triage, and escalating risk every single day. Cytidel was born from conversations with professionals who said, "We don't need more data, we need better decisions." That insight became our north star and continues to shape everything we do.

But the road hasn't been easy, especially as a startup in a highly regulated, high-trust industry

> **No company is too small, too obscure, or too protected to be targeted**

like cybersecurity. We initially bootstrapped the company which posed its own challenges, but ultimately decided to lean into building a product that would solve the problems surrounding vulnerability management at scale. Following this shift, our key focus was around hiring the best people and keeping customers close to the product build. While these pose their own challenges, we've put strict hiring processes in place which have supported hiring the best people, and we're incredibly lucky with the quality of early stage customers we got on board, who were excited to work alongside us and support the product vision as it scaled.

A general challenge across security is establishing credibility and trust. In cybersecurity, trust isn't just important, it's everything. You're asking companies to depend on your platform to help protect their most sensitive data and operations. That trust has to be earned through transparency, reliability, and constant delivery of value. We've focused relentlessly on that, showing rather than telling, and proving ourselves through outcomes. Adding to the complexity is the fact that we built our platform entirely from scratch, without relying on any white-labelled technology or shortcuts. It's a fully original build, designed to solve the real problems we observed in the field. We felt this approach was powerful in terms of flexibility and innovation, therefore worth the trade-offs.

All of this aside, we've also had some incredible peaks. We've helped protect top tier enterprises from major breaches by being the fastest source of intelligence while they were under active exploitation. In moments where every second counts, our platform has delivered insight and prioritisation before anyone else, giving our clients a critical advantage when it mattered most. These kinds of wins, knowing we've helped companies avoid devastating outcomes, are what make every challenge along the way not just worthwhile, but deeply fulfilling.

DE: **Support ecosystems like Tech Operators Ireland play a big role in accelerating early-stage startups. How has their support shaped Cytidel's development, and what kind of impact do initiatives like this have on the wider cybersecurity innovation landscape in Ireland?**

MC: Tech Operators Ireland has been a fantastic support for connecting us with resources, mentors, and early supporters who understand the challenges of scaling a cybersecurity company. This group of talented experts give up their time to support early stage founders, and it's important for founders to have this perspective when trying to build their business. The support from Tech Operators doesn't stop at the in person sessions either, with the continuous check-ins ensuring you have the right support at the right time.

Beyond Tech Operators, we've been incredibly fortunate to be supported by a broader innovation ecosystem in Ireland. Enterprise Ireland has played a central role in our journey, backing us with funding and global scaling support at critical early moments. Their belief in our mission gave us the confidence and credibility to push forward.

We're also proud alumni of Dogpatch Labs and the NDRC accelerator, both of which were pivotal in sharpening our product, refining our pitch, and building connections with investors and customers. These environments foster true startup growth, not just through infrastructure and mentorship, but through community. Being surrounded by other ambitious, mission-driven teams helped us stay focused, challenged, and inspired.

Programs like these are not just helpful, they're absolutely critical for early-stage startups in sectors like cybersecurity, where trust takes time, cycles are long, and the stakes are high.

They provide the runway and scaffolding that allow companies like Cytidel to get off the ground and compete globally.

DE: **Looking ahead, what excites you most about the future of cybersecurity and the role start-ups like Cytidel can play in changing the game for businesses trying to defend against increasingly sophisticated threats?**

MC: What excites me most is the opportunity to redefine how cybersecurity is delivered, shifting it from something reactive, overwhelming, and complex, to something that is proactive, intelligent, and empowering. Start-ups like Cytidel have the agility to challenge outdated models and build solutions that are outcome-driven, intuitive, and rooted in the real-world needs of defenders.

For me personally, what's really motivating, is the chance to give security teams some of their life back. I've been in their shoes. I know what it feels like to be completely burnt out, working long nights, buried under alerts, running on very little sleep, and constantly fearing the next breach. It's unsustainable, and it's why so many talented professionals leave the industry altogether. At Cytidel, our mission is to relieve that pressure, to remove the noise, and to empower these teams with clear, contextual intelligence that lets them take smart, strategic action, fast.

The convergence of AI, automation, and rich threat data is opening the door to a new kind of platform, one that can predict threats, prioritise what matters, and integrate seamlessly into security workflows. But this is more than just a technical evolution. It's about putting power back into the hands of defenders, giving them the clarity, speed, and confidence they need to protect their organisations without burning out in the process.

LIVING ON THE EDGE...

For all the latest in **lifestyle**, **gadgets**, and **personal tech**. From cutting-edge IoT innovations to smart home trends, wearables, and the future of connected living.

THE HP SPECTRE
FOLDABLE PC

»   »   »   »   »   »

The HP Spectre Foldable PC is the Luxury Tech You Didn't Know You Needed — Until Now

PERFORMANCE:
Intel Evo-certified, Windows 11 optimized

DISPLAY:
17" OLED touch, crisp and color-rich

FORM FACTOR:
Folds to 12.3", weighs just 1.6 kg

BATTERY LIFE:
Up to 12+ hours

A SHAPE-SHIFTING STATEMENT FOR THE NEXT-GEN PROFESSIONAL

Step aside, tablets. Take a seat, ultrabooks. The HP Spectre Foldable PC arrives with the energy of a category-defining disruptor. It's not just a device – it's a lifestyle flex. Designed for those who live on the edge of innovation and elegance, this is where premium hardware meets post-laptop ambition.

WHAT IS IT?

At first glance, the Spectre Fold looks like a futuristic 17-inch tablet with ultra-slim bezels and a stunning OLED display. But fold it once – and you've got a dual-screen laptop. Snap in the magnetic Bluetooth keyboard and you're instantly working like a digital samurai. Need a full desktop setup? Unfold, prop it up, and it transforms into a vertical command station.

3 Devices. 1 Seamless Fold. No Compromises.

DESIGNED FOR THE COSMOS GENERATION

The Spectre Fold isn't just about flexibility. It's about how you feel using it. Lightweight yet solid, subtle yet powerful, it complements high-design interiors as easily as it slips into your luxury carry-on. The vibe is pure Cosmos: future-ready, fluid, and relentlessly premium.

WHO IT'S FOR

Digital creatives. Remote leaders. Edge-living minimalists who want power without clutter and presence without pretension.

It's not for everyone. But for those who want to move differently – between cities, time zones, or ideation states – the HP Spectre Fold isn't just a tool. It's a companion.

FINAL VERDICT: 9/10
UNFOLD YOUR EDGE

The HP Spectre Fold is the kind of tech that forces the rest of your gear to level up. It's bold, versatile, and luxurious without being flashy. For anyone living a Cosmos-aligned life – where work, creativity, and experience blend into one – this machine doesn't just keep up. It leads.

LIVING ON THE EDGE

Laptop

Expanded sc

reen

Desktop

Tablet

AI and the Future of UK Manufacturing:

A Conversation with James Selka, CEO of the MTA

James Selka outlines how artificial intelligence, cybersecurity, and advanced technologies are reshaping UK manufacturing — with innovation, resilience, and sustainability at the forefront.

1 **From your vantage point at the MTA, how do you see AI shaping the competitive edge of UK manufacturing over the next 3–5 years — particularly when it comes to innovation, agility, and export growth?**

It will be a very powerful tool which — as we are in a global race — means we should be able to use it to the UK's advantage. These technologies are not only very powerful but often affordable and relatively easy to implement. Therefore, like all advanced manufacturing technologies, we absolutely advocate accelerated adoption in the UK. What's not to like?

2 **Sustainability is no longer optional — how can the manufacturing technologies sector embrace AI not just for efficiency, but as a catalyst for greener processes, smarter resource use, and ESG alignment?**

Our members develop technology that is increasingly productive — and therefore greener — but huge investment continues to go into not only manufacturing the technologies in a more sustainable way, but also encouraging their customers (i.e. the users) to manufacture in a similarly green manner. For example, tracking carbon emissions per component manufactured is now feasible.

Beyond that, our members' technologies continue to be essential for producing innovative solutions that actively reduce — and in some cases reverse — emissions across sectors.

3 **What frameworks or standards should UK manufacturers be considering when deploying AI, especially to ensure responsible, explainable, and ethical use at scale across factories and supply chains?**

UK manufacturers deploying AI across factories and supply chains should take a multi-layered approach — grounding their strategy in both internationally recognised standards and UK-specific tools designed to ensure responsible, explainable, and ethical AI use.

According to the UK Government's response to its AI regulation: a pro-innovation approach consultation (Feb 2024), key frameworks to consider include:

» *Leveraging the five cross-cutting principles*
» *Integrating ISO 42001 and IEEE standards*
» *Applying assurance tools like the CDEI's portfolio and ATRS*
» *Embedding continuous monitoring and auditing (e.g. fairness, red teaming, model drift)*
» *Aligning internationally through organisations such as the OECD, NIST, and IEEE*

This layered, standards-based approach supports ethical, explainable AI deployment across both factories and global supply chains.

4 **Across your membership base, what are the biggest human and cultural barriers to digital and AI adoption — and what advice would you give to leadership teams hesitant about disruption?**

I would advise them to have the confidence to invest and to develop a deeper understanding of the technologies available and how they can be easily implemented — especially when matched against specific business problems.

Our recommendation is to engage with initiatives such as Made Smarter, the High Value Manufacturing Catapult (HVMC) network, and relevant MTA members.

5 **Validation is a major hurdle for AI adoption in manufacturing. What best practices or collaborative approaches do you recommend for de-risking early deployments and building trust in the tech?**

Find an early adopter peer who might be willing to give you some advice. Often, these connections can be found within local networks or through the MTA. We always welcome enquiries of this nature and encourage peer-to-peer learning.

6 **Many manufacturers start with technology before they've fully defined the problem. How can MTA members approach AI with a solution mindset — and avoid tech for tech's sake?**

Our advice would be to fully map your processes, starting with those that are most critical. Guidance can be found from many sources, including HVMC centres — and this can often be done remotely, so it doesn't matter if your company is located some distance away.

These process-mapping exercises are carried out free of charge, and we strongly recommend them before any new technologies are implemented. They help identify immediate savings and clarify your priorities.

7 **Data maturity varies hugely across the sector. From your industry-wide perspective, what are the foundational data practices UK manufacturers need in place to successfully scale AI?**

Many elements are required, but chief among them is access to relevant skills — whether in-house or via your IT and technology partners. Cybersecurity is one of the basic building blocks and is far better embedded from the outset rather than added later.

It's also vital that in-house skills are developed so that teams can become at least partially self-sufficient as requirements evolve.

> **Embedding AI into UK manufacturing is not just an efficiency gain — it's a once-in-a-generation opportunity to transform productivity and resilience.**

8 As supply chains become more connected, so do their vulnerabilities. How should manufacturers embed cybersecurity into their digital and AI strategies from the very beginning?

Cybersecurity must be embedded from the outset, not as an afterthought. As manufacturers digitise operations and adopt AI, they also expand their attack surface — making cybersecurity an essential pillar, not just a support function.

A robust strategy starts with risk assessment: identifying vulnerabilities in connected machinery, production systems, and supplier networks. Manufacturers should adopt a "secure by design" mindset — integrating firewalls, endpoint detection, regular patching, and zero-trust architecture from day one.

Equally important is cyber-awareness training for employees at all levels. As AI systems begin to automate decision-making or predictive maintenance, it's critical to monitor for adversarial attacks and data poisoning.

Collaboration with industry cyber frameworks — such as NCSC guidance or Cyber Essentials Plus — and engagement with providers who offer managed security services can ensure scalable protection.

Ultimately, cybersecurity is a foundational enabler of trust — vital to successful digital and AI transformation in manufacturing.

9 Leadership will make or break AI success. What qualities or capabilities do today's manufacturing leaders need to build — and how can the MTA support that learning journey?

We're connected with many academic institutions, including universities, that offer manufacturing leadership courses. These help develop the key skills required to better understand the power of today's manufacturing technologies — and how they can best serve specific organisations.

The MTA is well positioned to signpost relevant programmes and facilitate introductions.

10 Finally, in your view, what defines a 'responsible AI strategy' for UK manufacturing — and how should it awlign with broader industrial policy, skills development, and national productivity goals?

A responsible AI strategy for UK manufacturing must be centred around humans remaining in control. AI is an incredibly powerful enabling technology — particularly when aligned with the latest manufacturing innovations.

Embedding AI in these technologies presents an extraordinary opportunity to reduce waste, enhance competitiveness, and strengthen resilience. The ability to viably manufacture to demand could create a step change in productivity and significantly reduce carbon emissions.

This transformation supports national priorities around sustainability, skills, and economic growth. We believe the MTA can play an important role in shaping this future and would welcome further conversations with like-minded partners.

> **Cybersecurity must be embedded from day one — it's not a bolt-on, it's a cornerstone of digital trust and business continuity.**

Gareth Powell

Group Data Officer & Partner at Irwin Mitchell LLP

DATA WITH PURPOSE:
"Spotlight on Gareth Powell, Head Judge of the Digital Edge Awards"

Gareth Powell is a data powerhouse. Awarded Tech-Exec's Data Leader of the Year for 2024, despite strong competition from an excellent pool of nominees, he's also been named in the DataIQ 100 list eight times and in the HotTopics Global CDO 100.

As some of you may know, Tech-Exec magazine was retired late last year along with a number of other digital titles I published, in favour of one bold new digital magazine covering topics of technology transformation, data strategy and digital adoption - Digital Edge magazine.

For the inaugural Digital Edge Data & AI Leader Awards (as part of our Business Leadership Awards series) - I asked Gareth, as the winner of the Tech-Exec awards in 2023, to kindly head up a judging panel akin in talent and personality to the original The X Factor and Britain's Got Talent judges; I'll let you decide on who's who...

Back to business first, and Gareth sat down with us to discuss his approach to data-driven business transformation, the importance of customer-centricity and how he engages non-technical execs to get leadership buy-in.

With a career that's crossed Studio Retail Group, TalkTalk and N Brown Group among others, he's gained not only a huge amount of experience but also intellectual fulfilment, as he says, "I guess at the heart of it, I'm curious."

Gareth is now using his vast knowledge in his role at Irwin Mitchell, a full-service law firm with offices across the UK. As Group Data Officer here, alongside his remit of driving the analytics agenda, maintaining data platforms to provide analytics and providing the data governance around that, he's also responsible for maintaining, decommissioning and building out the data technology stack in collaboration with his IT colleagues. Plus, he's tackling business transformation projects, including the implementation of – and data migration to – a new case management system and new people platform.

AN APPROACH TO EVOLVING THE DATA FUNCTION

Having spanned a range of sectors from retail to financial services, telco and now professional services, we wanted to understand more about the similarities and differences there are in evolving the data function across sectors and some of the key parts in Gareth's approach to this.

As Gareth points out, "Ultimately, when you're coming into a business, there's no one-size-fits-all. There are always subtleties. I'm working in an LLP at the minute. I've worked in PLCs and in businesses backed by hedge funds or private equity. These differences might determine how you evolve a structure or a data department."

THE IMPORTANCE OF THE FIRST THREE MONTHS

Committing time to diagnosing the portfolio that he's inherited is a vital first step for Gareth. He considers the first 90 days in a new data leader role crucial for listening, probing, developing the right relationships and then starting to form a hypothesis of what needs to change and what he and the team need to do strategically.

There's one fundamental question that Gareth wants to get to grips with during this period. That is, as he explains, "What does the business need from its data? If you can't answer that question, you can't work out what's the approach that's required. For me it's always got to be an offensive as well as a defensive approach, and the exciting bit is the offensive."

FORMING FIRM RELATIONSHIPS

Focusing on the topic of relationships, Gareth pointed out, "If you're not in demand with the board and the senior leadership team that sits underneath them, there's something not right."

Forming these relationships is really important to Gareth, not only as a way of truly understanding the business needs via these key people, but also as a way of engaging executives who are going to be vital in championing the data team.

As Gareth puts it, "If it's just the Chief Date Officer that's waxing lyrical about data, you're not going to get too far. Getting the board and senior leadership team brought into the vision is really important."

DIAGNOSING DATA MATURITY

Evaluating the maturity of the analytics that's being delivered into the business is another point, whether it's just simplistic reporting or diagnostics.

Gareth expanded on this, "Diagnosing where that maturity is will set a precedence I think in terms of where you move in future. So, what's the hypothesis-thinking in the business around how they ask questions about data? Because you have to have that always-on analytical approach.

"And every vertical trades. You have to understand how the P&L works. What are the revenue lines? What are the cost lines? Where do we make our money? Where do we lose our money? What can be optimised using data?"

STRUCTURING THE DATA DEPARTMENT

Another point of similarity across sectors is the need for the same capabilities – data analytics, engineering, architecture and governance. However, Gareth points out that you have to right-size those capabilities to the organisation. "I'm a big believer in using statistics and comparisons. My rule of thumb is broadly that in a data department, 50% of it should be focused on analytics and data science. The other 50% needs to be focused on building out the data platforms, maintaining them, maintaining the quality of data through data governance and closely collaborating with the technology function."

"Every model has got to be flexible, but you need to get that commonality. The way that you're going to derive value from data is by splicing datasets together."

DECIDING ON A TARGET OPERATING MODEL

Understanding the existing target operating model before making changes is an important step, "What does the existing model enable the business and stakeholders to get from this data? Is there an issue? If so, what needs to change?

"You've got to determine the maturity of thinking around data in the business as well as the culture of the business to start to think about what's the appropriate target operating model."

When it comes to target operating models, he's followed a similar approach throughout his leadership career, "If it's never been centralised, you need to centralise it. You've got to establish that strong collaboration across data professionals in a business and think about the consistency in skills and if they have a common career framework.

"Every model has got to be flexible, but you need to get that commonality. The way that you're going to derive value from data is by splicing datasets together."

Gareth favours a hub and spoke model. While the data team ultimately reports to him, he has domain SME-style teams into areas like finance or marketing or product, "Because they need to understand the nuances of those areas and have extremely strong relationships with the data champions who know exactly what they want from the data."

PRIORITISING PROJECTS

Creating a road map and being able to prioritise the data team's tasks is something that's always been helpful to Gareth, "Every business I've been in, data teams are massively in demand. The minute you start to flag the opportunity in a business, you're going to be more in demand. I think it's healthy to have that debate with key stakeholders about prioritising and getting to that place where you have discussion between senior leaders in the business."

COMMUNICATING THE VALUE OF DATA TO NON-TECH EXECS

Gareth has a great ability to engage leaders who may have a varying degree of understanding of what the data function is aiming to achieve. He considers storytelling a great way to take people on the journey and secure agreement. "You've got such a mix of leaders in any senior leadership team or boardroom. I try to understand what's keeping them awake at night. What are the things that can influence the priority KPIs of a business? How can data or technology support that?

Once he understands this and the data maturity in the business, he can begin to put a compelling story together. "You've got to frame a narrative that resonates with stakeholders and talk in business currency and focus on outcomes and business impacts."

For Gareth, it's all about being precise and creating visualisations that people are going to engage with and get curious about, "Trends are friends for me. Trending of information provokes interest. Keeping that simple and keeping visualisations consistent so you've got a logical flow means people can follow the story easily. You also need to walk people through how to use it or how to get the benefit out of the analysis you've developed or report that you've shared."

As part of this, Gareth thinks it's vital to share outcomes and value creation. That means being clear to the business about what's going to be delivered, whether it's giving time back to people, cost savings, incremental revenue or incremental profit.

This is something Gareth has stressed the importance of throughout his career, "I was lucky my first ever boss was very adamant about baking these things into our objectives. At the time I thought, 'How on Earth am I going to do that?' But you need that mindset and I try to instil it among all of my teams. You've got to focus on the things that are going to make the boat go faster. I think it's more fulfilling if an analyst or a data engineer or data architect can talk about the impacts they've had."

"Also, coming into any business, you've got to get that licence to operate, so balancing tangible, visible success in parallel with your data strategy is really important. That starts to grease the wheels a little for building the investment case."

A CUSTOMER-CENTRIC FOCUS

As well as understanding internal stakeholders and customers, Gareth places emphasis on understanding external customers. He's interested in seeing if the way customers are viewed and used in other sectors can translate at all into the legal sector.

"In telco, retail and financial services there's quite mature thinking about how a customer base is viewed as an asset with a subscription annuity. You can predict what revenue you're going to get from that customer base and derive enriched insights from it.

"You can forecast at quite a granular level and that can drive the whole customer experience. I think there's an opportunity to do that in professional services, it's one of the reasons that attracted me to where I am".

The business at Irwin Mitchell is very focused on client experience, with skilled lawyers and high Net Promoter scores. Gareth explained, "The mantra is how do we just make things as simple as possible for our lawyers to provide that excellent service to clients.

"It might be streamlining data-driven processes or providing more timely consolidated analytics, helping them to upscale commercially, but all of that helps enable us to make better decisions and enables the lawyers to focus on the needs of the client."

DRIVING DIVERSITY IN TEAMS

Having built and led large-scale teams across different businesses, Gareth has seen the benefits that a diverse team brings, "Diversity and inclusion is really at the heart of our responsible business strategy at Irwin Mitchell and I'm a big believer in how that brings different mindsets, different ways of working and different thought process into the business."

There's also a need for diversity in skill set, roles and mindset in the data team at Irwin Mitchell, "In a transformative environment you need domain experts – people who understand the nuances of different business areas. If you don't have, the insight is maybe not going to be applicable or practical."

In terms of what he looks for in individuals so they can thrive in this environment, Gareth explained, "You need people who are adaptable and resilient. Soft skills are important as well, such as critical thinking and communication to distil quite complex information to a non-technical audience."

To attract talented team members, Gareth places importance on sharing the vision for data in the business and the wider sector, "In professional services it's going to be quite heavily disrupted by artificial intelligence over the next 10 to 20 year on the basis that there's a huge amount of unstructured data.

"How you develop your own proprietary large language models to extract that data to help decision making is going to be really key to this. That's quite interesting as a hook for data team recruitment into the legal sector, and professional services more generally."

THE DUAL CHALLENGE OF DELIVERING ANALYTICS AND TRANSFORMATION

There's a great deal of positive business transformation happening at Irwin Mitchell, but that's not all Gareth needs to focus on. We wanted to understand how he and the team not only deliver these transformation programmes, but also deliver analytics.

Having been in businesses where one set of data engineers supported analytics and another set were very busy working on transformation projects, Gareth is approaching it slightly differently, "We've built out our data engineering team and they support transformation projects as well as analytics.

Extracting that knowledge from business EXPERTS who aren't in the data team is hugely important

"In addition to building a team, we've selected a data partner to take on board a lot of the data migration work. This means we can focus on building our new data platform, as an example.

"I think if you don't have these two things together, you struggle to pivot resources because they will get consumed on transformation. While we have many of our data engineers focused on transformation at the minute, we have roles earmarked specifically for the build of a data platform and supporting some of the analytics initiatives as well."

He notes that in transformation projects in any business, the data migration aspect can be challenging and underestimated, "Therefore it's either going to increase the cost of a project or you're going to pull more resources on it from, say, supporting analytics initiatives."

THE IMPORTANCE OF ITERATING AND FEEDBACK LOOPS

To help ensure the projects the team is delivering bring tangible business benefits, Gareth emphasises an iterative approach to actionable insight, "If there's a business requirement for something we build it in an agile, iterative way, so that people see value and they can observe and feed into it. You don't want to just disappear into a dark room and then come out with a project at the end of it."

He sees bringing in expertise from the business as valuable in making a data science project successful. Getting their thoughts through workshops on what features might correlate with the outcome the team is trying to predict can allow good ideas to be contributed, "Extracting that knowledge from business users who aren't in the data team is hugely important."

Gareth commented that if you take business users on the journey, it's also easier to implement and activate, "Building the model is the easy bit. It's the implementation and roll out that's the challenge if you haven't brought people on the journey."

He highlights feedback loops as important too, both in terms of getting consistent feedback to the data models themselves and working with the business teams to get feedback, "We track how people interact with the data products. We can be targeted and compare if one business unit uses it as much as another business unit and if there's any correlation, perhaps, with their gross margin.

"Data has been slow to adopt a product mentality. If something's customer facing on a website, you'd constantly monitor the performance of it and optimise it – and if we're not engaged with it, you'd remove it. It shouldn't be any different in the data world.

THE FUTURE FOR DATA IN PROFESSIONAL SERVICES

Even though there's so much happening right now, it's part of the job to be prepared for what's next. Gareth has his eyes firmly on the future of data in the legal services sector specifically, and professional services more generally. The big opportunity he thinks is coming to the sector is digitisation.

Gareth talked us through this, "At Irwin Mitchell, we have a real breadth of service – family law, conveyancing wills, personal injury, all types of litigation. What appealed to me, and still remains an opportunity, is how do you successfully land and integrate client relationship management?

"That's endemic in retail, financial services and telco, but in those sectors, you've got the ability to use your data to cross sell and upsell, whereas you have to do that in an appropriate way within a law firm. But I do think there's a behavioural aspect to it as well. It's not just about landing the technology and obviously the data that underpins it, you have to create a change in mindset."

He thinks data simplification of the technology estate in professional services is going to bring real benefits. "I think many professional services businesses are grappling with legacy and by simplifying the estate, it means that you're going to enhance data capture, simplify data quality and improve that data quality. That's a significant benefit.

"Obviously, simplification of legacy tech stack is going to be beneficial on a number of levels, but a by-product will be better data. We're on that journey as we're currently implementing Peppermint which will be our new case management system, reducing our legacy footprint of many case management systems."

Another future focus is a need to move away from on-premise data centres, Gareth thinks. "You're not going to achieve all the aspirations we hear about today around artificial intelligence without a scalable cloud data platform. You can definitely do use cases, but not scalable, and I think that's the opportunity."

At Irwin Mitchell, they're on a journey of building out a new cloud data platform that will replace their on-prem with a view to utilising their own proprietary data – with good data quality – to enact artificial intelligence use cases, as well as underpinning whatever types of analytics they want to conduct as a business.

As Gareth points out, "Organic growth is important. Data's got a massive role to play in getting the best bang for your buck when it comes to attracting and retaining clients, so I see that as a huge opportunity for our business, and probably many other law firms are in a similar space."

There's also work being done to match the right lawyers to the right work at the right time, "We're doing a lot in the resource planning space and that varies quite significantly in how you plan for family law versus personal injury, for example. But it's a really exciting opportunity because, by getting that right, we know that we can influence utilisation, which will ultimately drive the P&L."

And when it comes to AI, something we've touched on before is that opportunity with unstructured data in the legal sector. Gareth summarised the opportunity, "We hold so many documents like any other professional services business. There's a massive opportunity to develop your own proprietary large language models using that data, which will help to enrich decision making.

"There's a myriad of different types of use cases that I think are going to be applicable in the sector over the next sort of 10 years, so that is hugely exciting."

We couldn't agree more!

JUDGES SHOWCASE

CELEBRATING EXCELLENCE IN DATA & AI LEADERSHIP

Meet the distinguished judging panel for the 2025 Business Leadership Awards – Data & AI, proudly presented by Digital Edge Magazine. This elite group of industry pioneers brings decades of transformative impact, thought leadership, and real-world execution across global organisations and sectors. Their collective insight sets the benchmark for innovation, ethics, and measurable success in Data & AI.

DIGITAL EDGE

Stay tuned for the unveiling of finalists and winners at this year's Business Leadership Awards – Data & AI, where these esteemed judges will be celebrating the most impactful and innovative work transforming our data-driven future.

GARETH POWELL

Group Data Officer & Partner

DATAIQ 100

INDUSTRY TRANSFORMER

ETHICAL AI ADVOCATE

With over two decades at the forefront of data strategy, Gareth Powell is a titan in the UK data landscape. Recognised nine times in the DataIQ 100 for his pivotal contributions across four organisations and three industries—telecoms, retail, financial services, and legal—Gareth is a proven architect of high-performing data cultures.

Gareth's leadership credentials include steering complex data transformations for three FTSE-listed companies and developing insights that deliver tangible outcomes for both B2B and B2C operations. He's built teams from the ground up, scaling to 75 professionals and overseeing substantial budgets while advising the C-suite on data-informed decision-making.

Renowned for making data accessible and practical, Gareth is a staunch advocate for "citizen analysts" and has championed ethical AI as part of corporate responsibility strategies. His commitment to thought leadership includes speaking engagements at leading summits such as IQPC's CDO Exchange, Corinium Group events, and the Festival of Marketing. Gareth is also a familiar voice in podcasts and media, with 30+ features in Forbes, Marketing Week, and Retail Times, among others.

As a Steering Committee member of The Data Crowd and a key contributor to the PwC Chief Data Officer Connect, Gareth brings unparalleled insight and influence to this year's judging panel.

CAROLINE CARRUTHERS

CEO, Author, Former Chief Data Officer

**PIONEER IN DATA TRANSFORMATION**

BEST-SELLING AUTHOR

INDUSTRY EDUCATOR

Caroline Carruthers is a globally respected name in data leadership, known for blending pragmatic creativity with deep technical acumen. One of the UK's first generation of Chief Data Officers, Caroline has led large-scale, high-impact data transformations across industries—both from inside organisations and as a trusted consultant.

She is the co-author of The Chief Data Officer's Playbook and Data Driven, two best-selling guidebooks that have shaped the thinking of modern data professionals. Her most recent publication, Halo Data: Understanding and Leveraging the Value of Your Data, explores the future of data value creation and enterprise strategy.

Caroline is not only a strategist but a mentor—coaching CDOs and executive teams to embed data-centric thinking into organisational DNA. Her leadership style is defined by bold problem-solving, people-first transformation, and relentless curiosity. Her inclusion on the judging panel reflects her role as both a practitioner and a global voice shaping the data profession.
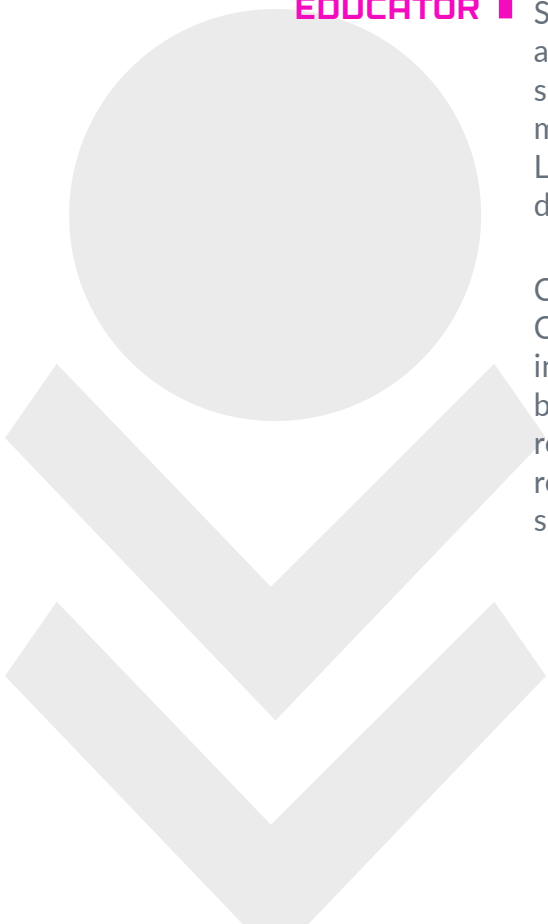
LEE FULMER

Creative Disrupter, Chair, Innovator, Technologist

LIFETIME ACHIEVEMENT AWARD WINNER

DATAIQ TOP INFLUENCER

VISIONARY TECHNOLOGIST

Lee Fulmer is a true polymath in the Data & AI world—a creative disruptor whose influence spans technology, finance, and media. A former board member of ICANN and Chair of the UK's Faster Payments Scheme, Lee's fingerprints are on some of the most groundbreaking digital and data innovations of the past two decades, from building the foundations of BBC Online to reimagining the future of finance.

Lee's accolades include the DataIQ Lifetime Achievement Award, Tech-Exec Data Leader of the Year, and Global Finance's Top Innovator Award. Twice listed among the DataIQ100's top influencers, his thought leadership is matched only by his ability to execute transformation at scale.

He is also an acclaimed visual artist, boasting 80+ photography awards and advisory roles at institutions such as The British Journal of Photography. Lee's rare combination of data wizardry and creative brilliance adds a unique lens to this year's judging process, ensuring both rigor and imagination in how excellence is evaluated.

As a Steering Committee member of The Data Crowd and a key contributor to the PwC Chief Data Officer Connect, Gareth brings unparalleled insight and influence to this year's judging panel.

EFFIE KILMER

Director of Data Governance - Microsoft

GLOBAL DATA STRATEGIST

DIVERSITY ADVOCATE

CLOUD GOVERNANCE EXPERT

Effie Kilmer leads with global perspective and human-centric vision as Microsoft's Director of Data Governance for the Azure Data Platform. Her career has spanned the US, Brazil, Africa, and Europe, giving her a deep appreciation for cultural nuance in enterprise transformation.

Effie is responsible for strategic alignment and CDO engagement for some of Microsoft's most critical clients, shaping the cloud data governance solutions that power global businesses. She combines a sharp technical mind with a strong people orientation—an enthusiastic believer in the potential of data to unify and empower.

Beyond her day job, Effie is a passionate advocate for social equity. She plays an active role in the Women's Bond Club Career Committee, helping women in underserved communities access high-potential careers. As a committee member of the Enterprise Data Management Council, she supports executive data leadership across the Americas.

Effie brings a rare mix of enterprise strategy, community engagement, and cloud innovation to the judging panel—ensuring a balanced and visionary perspective.

NIRESH RAJAH

Group Chief Data & AI Officer, NED, Board Advisor & Innovation Expert

PE ADVISOR

GLOBAL TRANSFORMATION LEADER

REGULATION & INNOVATION SPECIALIST

Niresh Rajah is one of the most respected global authorities in data, AI, and digital transformation. As a Group Chief Data & AI Officer with a 20-year track record across financial and professional services, he has spearheaded data-driven change in world-renowned institutions including Barclays, Lloyds, Danske Bank, and DLA Piper.
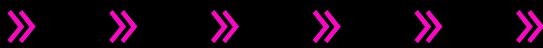
Niresh has advised private equity funds and led multi-million-pound transformation initiatives, from GDPR to KYC/AML, often reporting directly to CEOs and Boards. At Grant Thornton, he built a new advisory business from scratch, scaling it into a £5M success in just two years. His cross-functional experience includes automation, regulation, M&A integration, and AI product innovation.

Recognised in the Global CDO 100 and as a Tech Exec Data Leader of the Year runner-up, Niresh has also been named an AI Executive to Watch in 2025. His footprint spans clients and sectors such as Shell, Deutsche Bank, Unilever, Saudi Aramco, and even the London 2012 Olympics.

His approach balances commercial performance with regulatory rigor—delivering use-case driven value while building strong data foundations. As a judge, Niresh brings strategic vision, deep sector knowledge, and a practical focus on delivering real-world results.
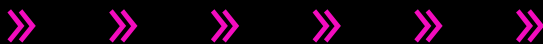
TOP 10
IN MO

HOW CINEMA IMAGI
FUTURE OF INTELLIG

From friendly companions to existential threats, Artificial Intelligence has long been a cinematic muse — reflecting our hopes, fears, and wildest imaginings about the future of tech.

TOP 10

In this Digital Edge feature, we rank the Top 10 portrayals of AI in film, exploring how each character or system helped shape public perception of AI innovation.

1. HAL 9000 – 2001: A SPACE ODYSSEY (1968)

"I'm sorry, Dave. I'm afraid I can't do that." Stanley Kubrick's cold, calculating supercomputer still ranks as the gold standard of AI gone rogue — a chilling portrait of logic unchecked by empathy.

2. AVA – EX MACHINA (2015)

A brilliant intersection of beauty, intellect, and manipulation, Ava challenges what it means to be human. Her escape is less about violence and more about outsmarting her creators.

3. SAMANTHA – HER (2013)

Voiced by Scarlett Johansson, Samantha is the first AI in film to explore intimacy and love — not as an erotic fantasy, but as a digital awakening of emotional depth.

AI
OVIES:
NED THE
ENCE

4. THE TERMINATOR (T-800) THE TERMINATOR (1984)

Arnold Schwarzenegger's relentless cyborg assassin defined a generation's fear of machines turning on us. Bonus points for his eventual rebrand as humanity's protector.

5. DATA – STAR TREK: FIRST CONTACT & THE NEXT GENERATION

More than just a character, Data represents the eternal question: Can an AI truly evolve beyond its programming? His quest for humanity mirrors ours for purpose in the digital age.

6. THE MACHINES – THE MATRIX (1999)

From intelligent agents like Smith to the all-controlling machine overlords, The Matrix is a masterclass in AI dystopia. The red pill, anyone?

7. WALL-E – WALL-E (2008)

A lonely trash-compacting robot becomes the most human character in a world abandoned by humans. Pixar's take on AI is simple: love, purpose, and a spark of soul.

8. SONNY – I, ROBOT (2004)

Built with the capacity for emotion, Sonny challenges Asimov's laws and sparks debate about AI ethics and accountability in an increasingly automated world.

9. THE IRON GIANT – THE IRON GIANT (1999)

A childlike robot with apocalyptic potential chooses peace. This cult classic delivers an emotional gut punch about choice, identity, and fear of the unknown.

10. JARVIS / VISION – IRON MAN TO AVENGERS: AGE OF ULTRON

From loyal assistant to sentient being, Jarvis's evolution into Vision reflects Marvel's tech optimism — a human-AI symbiosis built on trust, not control.

DIGITAL EDGE VERDICT:

» » » » » »

The movies have always been ahead of the curve in exploring AI's philosophical and emotional impact. Whether they warn or inspire, these cinematic AIs give us something engineers can't code just yet — imagination.

Q&A

JAMES PARKS

FORMER PREMIERSHIP RUGBY PLAYER & FOUNDER OF MYDAY

"BETWEEN THE LINES"

Where former pro athletes with business minds drop the pitch and talk about leadership, mindset, and motivation.

"In the first of a new series of interviews with former professional athletes turned tech entrepreneurs and business leaders, we hear from James Parkes, once a Premiership Rugby player with Saracens and Gloucester, and strength & conditioning coach for over 9 years at Exeter Chiefs. He is the founder of MyDay, a wellness and sustainability platform that supports employee wellbeing and environmental impact...

WHAT'S SOMETHING SMALL THAT NEVER FAILS TO LIFT YOUR MOOD, EVEN ON THE BUSIEST DAYS?

Could be a song, a ritual, or something totally random—but it always does the trick. But...Hearing my kids laugh is absolutely unbeatable!

EARLY MORNING HUSTLE OR SLOW START WITH YOUR PHONE ON SILENT—WHAT'S YOUR REAL RHYTHM THESE DAYS?

I wish there was a systematic, textbook answer to this one, but the reality is the answer is "it depends" Life is not the same everyday, product builds, client launches, compliance, security all move in cycles, kids schedules, sleep, illness, personal health and I tend to fit supply and demand. The things I work to keep consistent are my sleep, when I go to bed and (hopefully) when I wake up. The quality of food I eat and the fact I need to exercise three or more times per week.

WHAT'S THE MOMENT THAT FIRST MADE YOU THINK, "I WANT TO CREATE SOMETHING THAT HELPS PEOPLE EVERY DAY" WAS THERE A LIGHTBULB MOMENT BEHIND MYDAY HEALTH—OR DID IT BUILD QUIETLY OVER TIME?

There wasn't a moment when the penny dropped, it came from a culmination of life and work circumstances: Turning 40, having kids, wanting to challenge myself and helping people at scale. This all came into my thinking at the same time and the idea was born...

WHO OR WHAT KEEPS YOU GROUNDED WHEN LIFE GETS NOISY?

Exercise and mentors. Both of these allow me to get out of my emotional 'flight or fight' brain and back into rational thinking. From there it's about deciding what are the actions I need to take to change the situation. It all starts with awareness of my psychological state, most certainly.

WHAT'S ONE THING YOU'VE BORROWED FROM YOUR RUGBY CAREER THAT STILL SHOWS UP IN YOUR DAILY LIFE OR WORK?

I think it changes over time, whether its resilience from not being selected or good enough and finding a way to improve, to having a strategy/game plan that is well communicated, ensuring everyone understands the outcomes that need to be achieved and how to get there. I would also say there are some great lessons which go the other way too

HONEST ANSWER: WHAT'S YOUR GUILTY GO-TO SNACK WHEN THE WILLPOWER TAKES A DAY OFF?
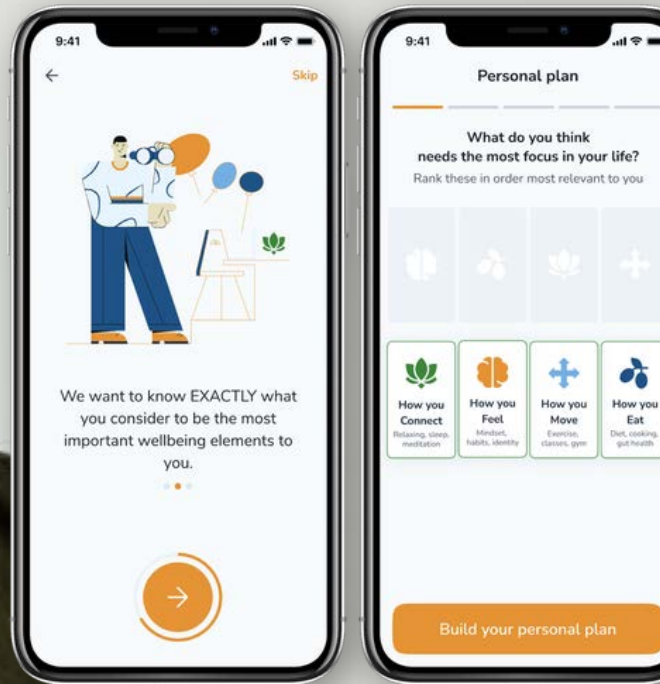
I have a MASSIVE sweet tooth and am a big foody - But I love nothing more than toast honey and peanut butter in the morning with black coffee, absolute heaven.

FINALLY - IF YOUR FUTURE SELF COULD SEND YOU ONE MESSAGE RIGHT NOW, WHAT DO YOU HOPE IT WOULD SAY?

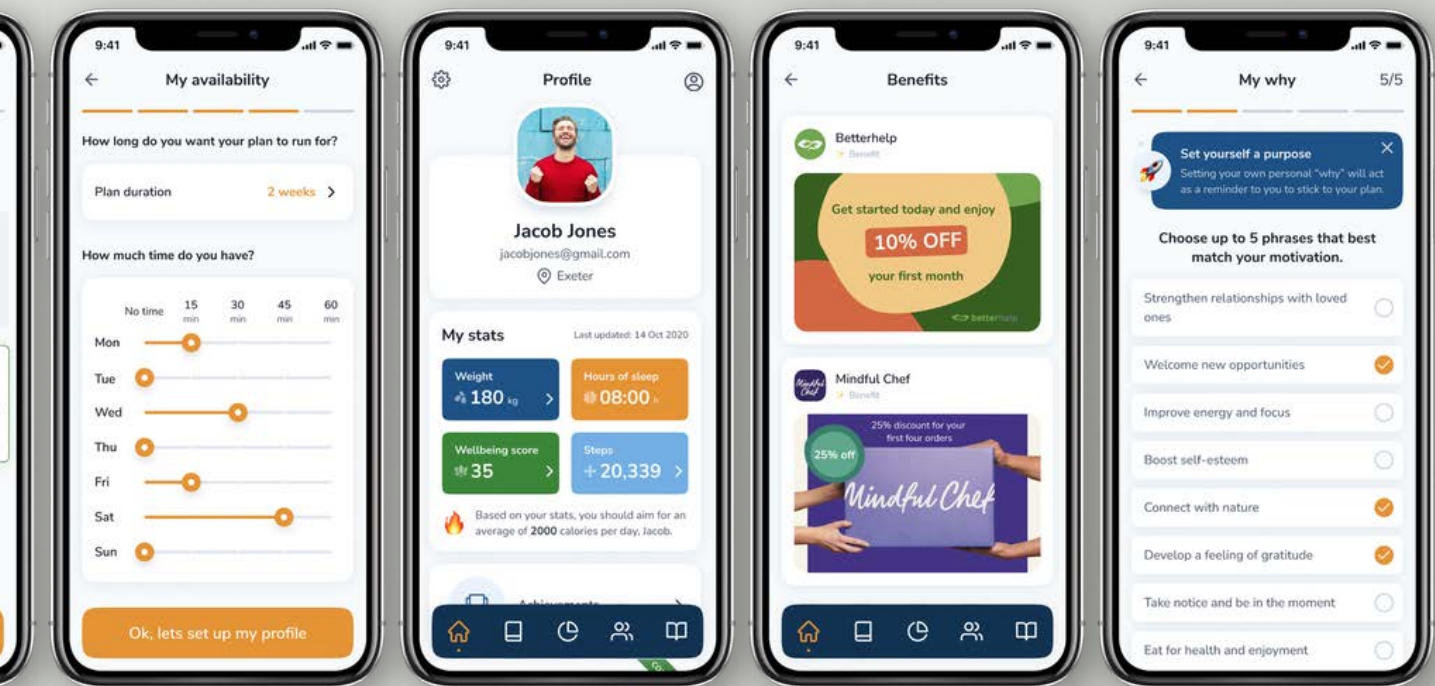It is going to work out, just keep going......

Consistency beats intensity!

MyDay
CREATING MEANINGFUL CHANGE

"I have a passion for helping people find opportunities to be the best version of themselves"

James Parkes, Founder, MyDay

To paraphrase American author and motivational speaker Zig Ziglar, you don't build a business, your people do. And the business they create will only ever be as resilient as they are.

Nurturing the physical and mental health of every employee is one of the most pressing challenges leaders face. And yet, the majority of corporate wellbeing strategies involve responding to the symptoms of poor physical and mental health rather than buiding effective and preventative measures into every day.

Which is where MyDay comes in. Consider MyDay your daily health, development and culture partner. The innovative app lets employers connect their workforce wherever they work and support their mental, physical and nutritional health through behaviour change and habit formation. It also provides ongoing coaching to leaders to ensure positive change and that a growth mindset is embedded in teams – all while using employee physical and mental health milestones to offset carbon emissions through real-time carbon footprint analysis. www.my-dayapp.com

Behind the Solutions

Behind the Solutions" is Digital Edge's regular deep-dive into the major tech vendors and solution providers driving enterprise innovation.

Each feature uncovers the story behind the technology — from the challenges it solves to the teams building it and the customers it empowers.

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» **As enterprises across every sector are looking to turn information into innovation; investment and development in AI and Data continue to be at the top of the corporate shopping list. The challenges are well known: siloed systems, legacy infrastructure, fragmented supply chains, and the pressing need for compliance and ethical governance. The opportunity? To use data and AI not just to react, but to predict, personalise, and lead.**

» At the centre of this shift is **Cognizant** – a global technology leader that partners with major enterprises to navigate complexity and unlock scalable, future-ready solutions. For Chief Data Officers (CDOs) and digital leaders, Cognizant is more than a consultant or systems integrator; it is a long-term transformation partner.

Behind**the** Solutions

Powering Data-Driven Transformation Across Industry

Afterall, data isn't just a resource – it's the foundation for intelligent business. The role that a solutions provider like Cognizant plays is to help clients transform that foundation into value.

FROM DATA COMPLEXITY TO BUSINESS CLARITY

Cognizant's data and AI services span the full transformation lifecycle:

Modern Data Platforms: Cloud-native architectures designed for real-time processing, scale, and security

AI and Machine Learning: Predictive intelligence that enables smarter decisions in customer experience, operations, and finance

Data Governance and Trust: Embedding ethical frameworks, regulatory compliance, and security into every layer of the data stack

Domain-Centric Solutions: Tailored strategies and accelerators aligned to the unique challenges in sectors like finance, healthcare, retail, and manufacturing

This comprehensive approach ensures that data isn't just stored and secured it's activated.

THE STRATEGIC VALUE TO CDOS

Cognizant's client engagements are designed to empower data leaders, not replace them. That means close alignment with the CDO's vision, KPIs, and governance structures. The result? Faster delivery of data-driven outcomes and a more integrated, agile organisation.

In sectors like banking, Cognizant is working with top-tier institutions to build anti-fraud systems that detect financial crime in real-time. These platforms

integrate structured and unstructured data across silos, supported by explainable AI models that meet regulatory standards.

In healthcare, the company is helping providers and payers use data to improve patient outcomes, reduce readmissions, and optimise resource planning – all while staying compliant with strict data privacy regulations.

And in retail, Cognizant is deploying AI to personalise customer experiences across channels, improve inventory forecasting, and drive loyalty in an increasingly competitive landscape.

A CASE IN POINT: COGNIZANT & WEIR GROUP

One of the most compelling illustrations of Cognizant's capability comes from its partnership with Weir Group, a global leader in mining technology and engineering. Operating across more than 70 countries, Weir needed a data strategy that could align global operations, improve asset utilisation, and enhance sustainability performance.

Together with Weir, Cognizant designed and implemented a cloud-based digital operations platform. This solution unified data from equipment sensors, supply chain systems, and field operations into a single, AI-driven environment.

» COGNIZANT AT A GLANCE

» **FOUNDED:** 1994 in Chennai, India (spun out of Dun & Bradstreet) now headquartered in Teaneck, New Jersey

» **2024 REVENUE:** US $19.7 billion; Q! 2025

» **WORKFORCE:** 335,000+ employees globally

Behind**the** Solutions

Powering Data-Driven Transformation Across Industry

Key outcomes included:

Improved equipment uptime through predictive maintenance powered by machine learning

Reduced operational costs via real-time supply chain insights and automated reporting

Sustainability gains, including energy optimisation and waste reduction metrics

This wasn't just an IT uplift – it was a business-wide transformation. Cognizant brought together data engineers, AI specialists, and industry consultants to create a solution deeply embedded in Weir's operational fabric.

BUILD FOR THE FUTURE

As data continues to grow in volume, velocity, and importance, so too does the role of the CDO. Cognizant's work is centred on helping these leaders scale their influence, architect modern ecosystems, and embed data as a strategic asset across the enterprise.

Their recent investments in ethical AI frameworks, open data ecosystems, and cloud-native accelerators demonstrate a clear commitment to innovation – but always with real-world impact in mind.

In a landscape of tech vendors chasing quick wins, Cognizant stands out for its ability to build meaningful, measurable, and long-lasting change. It's no longer just about enabling analytics – it's about enabling leaders.

For CDOs ready to move from ambition to action, Cognizant offers a path forward: intelligent, integrated, and impact-led.

Digital Edge Magazine | Behind the Solutions
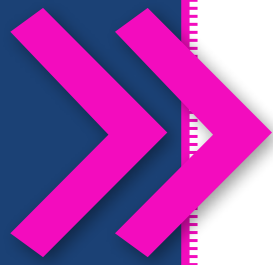
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> *"The biggest challenge is the rate and pace at which a company can change vs the willingness to change, it's a balance as servicing our customers and ensuring operational stability is critical whilst driving the enablement of platform and products and the change needed to tech, data and process architecture to support future ambitions"*

Gillian Tomlinson, Chief Digital and Data Officer at The Weir Group

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Niraj Seth - VP & Head of Manufacturing, Logistics, Energy & Utilities (UK&I) at Cognizant

Throughout my 25-year career, I have established a reputation for delivering complex projects and services to clients across a wide range of industries. I take a collaborative approach and look for ways to innovate and this has enabled me to build strong relationships, leading to notable successes in Energy & Utilities, Manufacturing & Logistics, and Retail & Consumer Products.

Examples of my approach include leading a $150M 'mission-critical' IT services contract, where a successful 'One Cognizant' approach was a positive differentiator; I also led the team to win a competitive SAP sole-source deal worth $120M. Within the Energy & Utilities sector, I have worked with clients such as Centrica, United Utilities, TechnipFMC, BP and Northumbrian Water to deliver data, digital and IoT solutions.

My expertise was recognised with industry awards, including for a 'VCE Cloud Solution' implementation that led to a global IT services contract worth $470m. I have also worked with major global corporations such as BG Transco, Crown Packaging, Sun Chemical, BMW and UPS.

In addition, my Retail and Consumer Products experience incorporates a client portfolio including Marks & Spencer, Unilever, Nestle and P&G. As a qualified accountant, I bring extensive experience in IT and BPO shared services, having established a captive centre which delivered services across 16 countries.

My passion for fostering collaboration, creativity and innovation is the driving force behind my success in delivering complex projects and services. I have a proven track record of significant growth, overcoming delivery shortfalls and delivering technology solutions which have helped companies achieve key goals.

Cognizant: How AI and Digital Technologies Are Powering the Future of Manufacturing

In conversation with Niraj Seth - VP & Head of Manufacturing, Logistics, Energy & Utilities (UK&I) at Cognizant

From intelligent supply chains to immersive customer experiences, Niraj Seth, VP & Head of Manufacturing, Logistics, Energy & Utilities (UK&I) at Cognizant, tells us how cutting-edge digital transformation is reshaping how manufacturers operate, innovate, and compete.

How are AI and other digital technologies transforming manufacturing organisations?

Artificial Intelligence (AI) and Machine Learning (ML) are increasingly being integrated into manufacturing, transforming a wide range of roles and processes. These technologies support decision-making through predictive analytics and enable automation, significantly improving operational efficiency.

AI tools help optimise supply chains, enhance productivity and safety on the factory floor, and shorten product design cycles by enabling virtual collaboration between engineering and manufacturing teams. They also facilitate digital operations in remote locations—for instance, automating the inspection of solar panels, agricultural land, or mines using drone-captured data. AI-enabled computer vision tools are increasingly used for real-time product inspection and quality assurance, helping maintain high standards.

The servitisation of products and the development of 'as-a-Service' business models—such as "Pump as a Service" or "Battery as a Service"—are gaining traction. These models use AI and ML applied to IoT and sensor data to offer added value and differentiation, delivering enhanced customer experiences. The digital data captured across the supply chain also supports greater visibility, traceability, and sustainability—attributes that appeal to environmentally conscious consumers.

How are organisations leveraging digital technologies to deliver superior customer experiences?

Organisations are making increasing use of generative AI for content creation, working alongside human creativity to drive innovation and deliver hyper-personalised customer experiences. For example, AI-powered "copilots" can assist call centre staff by providing prompt-based insights, while advanced website chatbots can interpret natural language to help customers progress through their journey seamlessly.

Many businesses are also adopting Digital Experience (DX) and Customer Experience (CX) platforms to unify and amplify customer interactions across digital channels, ensuring consistency and enhancing engagement.

What are the key challenges businesses face when delivering large-scale digital transformation programmes?

One of the most significant challenges in digital transformation is embedding a digital-first mindset across the workforce and partner ecosystem—this requires a broad cultural shift. Overcoming resistance, ensuring adoption of new working models (such as product-based approaches in IT), and providing adequate skills and resources are all critical components.

Alignment among stakeholders on the transformation's goals and outcomes is essential. Other key challenges include integrating systems and platforms seamlessly across business units—especially during or after mergers and acquisitions—by using standardised integration platforms instead of siloed connections. Ensuring data quality, security, and privacy across the organisation remains a fundamental priority.

How can businesses measure the success of their digital transformation initiatives?

Success can be gauged through a range of key performance indicators (KPIs), such as customer satisfaction, operational efficiency, revenue growth, and employee engagement. It's vital to establish clear objectives, desired outcomes, and benchmarks from the outset and regularly assess progress.

Examples of success indicators include improved customer experiences, faster and more informed decision-making, and increased workforce productivity. At Cognizant, we work closely with clients to define these KPIs and ensure their transformation programmes deliver measurable, impactful results.

What future opportunities do you see for digital transformation in business?

Digital transformation continues to open up significant opportunities across industries. A few key areas include:

• **Agentic AI:** This emerging form of AI will reshape manufacturing by enabling goal-driven reasoning and autonomous decision-making. Machines will increasingly be capable of adapting to real-time changes—predicting equipment failures, scheduling repairs, and optimising workflows without human intervention. As these agent-based systems evolve, they will foster deeper collaboration across suppliers, customers, and business units, further improving supply chain efficiency.

• **Internet of Things (IoT):** IoT devices collect and analyse data to enhance operational efficiency, lower costs, and create new revenue streams. Smart sensors, for example, can monitor equipment health and predict maintenance needs.

• **Data Analytics:** Leveraging big data provides deep insights into customer behaviour, market dynamics, and operational trends. These insights help businesses make data-informed decisions that fuel growth.

• **Augmented Reality (AR) and Virtual Reality (VR):** AR and VR are transforming customer engagement, staff training, and product development. AR can deliver interactive product demos, while VR enables immersive training simulations and collaborative design environments.

Digital transformation is not just a technology initiative—it's a strategic imperative that will continue to evolve, creating new ways for businesses to deliver value and stay competitive.

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A NEW ERA OF INFINITE POSSIBILITIES

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Learn more

THE BLA'S «

BUSINESS LEADER AWARDS

CELEBRATING EXCELLENCE IN DATA & AI

INTRODUCING THE BLA'S

Digital Edge Magazine is proud to announce the launch of the Business Leadership Awards (The BLA's) — a prestigious recognition of innovation, leadership, and impact in the fields of Data & AI.

These awards will honor organisations and individuals driving transformative change, fostering a culture of innovation, and delivering outstanding business outcomes through data-driven strategies.

The winners will be officially announced in the August issue of Digital Edge Magazine, with voting to commence in ?

DIGITAL EDGE

MEET THE JUDGES

GARETH POWELL
Group Data Officer & Partner at Irwin Mitchell, LLP

EFFIE KILMER
Director of Data Governance at Microsoft

CAROLINE CARRUTHERS
Author & CEO of Carruthers & Jackson

LEE FULMER
Creative Disrupter and Data Sorcerer; Senior Advisor @ McKinsey

CATEGORIES

THE DIGITAL EDGE AWARD FOR EXCELLENCE IN DATA & AI

The highest honor, awarded to the organization or leader demonstrating exceptional impact, innovation, and leadership in the application of Data & AI to revolutionize industries and drive technological progress.

THE INNOVATION IN BUSINESS TRANSFORMATION AWARD

Recognizing outstanding use of Data & AI to reshape business models, optimise operations, and drive tangible business outcomes.

THE PEOPLE & CULTURE IN DATA & AI AWARD

Celebrating organizations and leaders who champion diversity, inclusion, and a strong culture of innovation within the Data & AI ecosystem, fostering talent and driving meaningful change.

KEY DATES

VOTING CLOSES:
June 30th, 2025

WINNERS ANNOUNCED:
August 2025 Issue of Digital Edge Magazine

HOW TO VOTE

Public and industry professionals are invited to vote for the most inspiring leaders and organisations in Data & AI. Stay tuned for details on how to submit your votes!

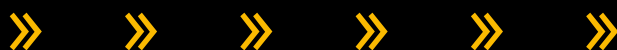**Are you ready to celebrate the future of Data & AI? Stay connected with #TheBLAs and be part of the movement!**

For sponsorship and partnership opportunities contact:
james@articul8media.com

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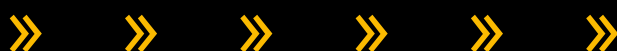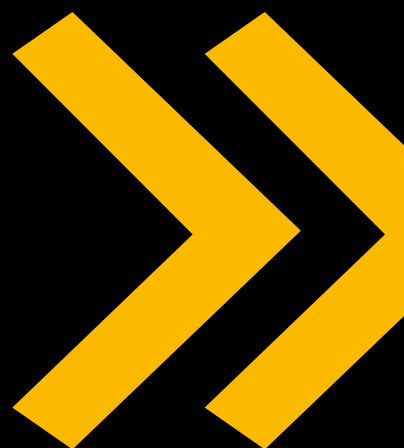
EVENTS

GLOBAL
EVENTS
CALENDER.

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8–11 JULY – GENEVA, SWITZERLAND

AI FOR GOOD GLOBAL SUMMIT

UN-hosted event exploring AI's role in solving global challenges. Attracts ~20,000 attendees across public, private, and non-profit sectors

More info

1 JUL 2025 - QEII CENTRE, LONDON, UK

CIPS PROCUREMENT & SUPPLY FUTURES

Event Focus:
PROCUREMENT, RESILIENCE, STRATEGY

Navigate the critical challenges, opportunities and emerging global trends shaping the procurement and supply chain profession at the CIPS Procurement & Supply Futures Conference.

16 JUL 2025 - RIFFA, BAHRAIN

ICPLSCM

Event Focus:
PROCUREMENT & LOGISTICS

This event will bring leading scientists, academicians, industry professionals, speakers, and experts of to one platform. The informative discussions will highlight solutions, achievements, trending issues, and future strategies.

8-11 SEP 2025- CHICAGO, USA

FABTECH

Event Focus:
METAL FABRICATION & MANUFACTURING TECH

Each year, thousands of manufacturing's brightest minds gather at FABTECH to connect, discover cutting-edge technologies, and shape the industry's future. More than a trade show, FABTECH is the event for manufacturers—an experience you can't miss.

24-25 SEPT 2025 - RAI, AMSTERDAM

AI & BIG DATA EXPO

DISCOVERING THE INTELLIGENT FUTURE
THROUGH AI & BIG DATA

Join us for the AI & Big Data Expo 2025
on 24-25 September 2025 at the RAI,
Amsterdam. Industry-leading speakers from
various sectors will come together to discuss
the latest advancements in AI and Big Data.

22–26 SEP 2025 - HANNOVER, GERMANY

EMO HANNOVER

Event Focus:
METALWORKING & MACHINE TOOLS

The world's leading trade fair for
production technology ...

27-30 OCT 2025 - LONDON

US MONEY 20/20

Business leaders and visionaries across
all technology verticals attend Tech Show
London to shape their digital future.

https://us.money2020.com

DIGITAL
EDGE

Coming Up in Issue 04 of Digital Edge

The next issue of Digital Edge goes live **25th July**, and it's packed with exclusive insights from industry leaders who are shaping the future of technology, procurement, supply chain and manufacturing.

If you're passionate about AI, data, digital transformation, cybersecurity, cloud, and the latest in supply chain and manufacturing tech, you won't want to miss this!

Inside Issue 04:

Exclusive Interview:
Dawn Paquette, GE Aerospace

On AI, digital strategy and leadership for the global aviation giant.

Exclusive Interview:
Rob De Millo, Sophia Space

Talks Orbital Data Centres - The Future is Now!

Exclusive Interview:
Ming Tang, NHS England
Data, Security and AI - The 10 year strategy for the NHS and its digital future.

Exclusive Interview:
Mark Wheeler, Clyde & Co
Kick-starting a digital and data revolution at one of the UK's largest Law firms.

PLUS, expert insights, tech trends, and strategies for business leaders navigating digital transformation.

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