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DIGITAL EDGE

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Rob DeMillo, Sophia Space:

THE DIGITAL ARCHITECT

Transforming Aerospace for the Age of Disruption

Dawn Paquette,
GE Aerospace

NHS

Exclusive Interview

Ming Tang on Delivering the 10-year Digital and Data Strategy for NHS England

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EDITOR'S NOTES

WELCOME TO ISSUE 04 OF DIGITAL EDGE

Where innovation meets opportunity at breakneck speed.

This edition takes you behind the scenes with the visionaries reshaping entire industries. Dawn Paquette, Chief Information Officer at Colibrium Additive, Dowty & Unison Industries, reveals how data and AI are revolutionising aerospace – from predictive maintenance that prevents disasters to intelligent manufacturing that's rewriting the rulebook. The future of flight, she argues, belongs as much to algorithms as aerodynamics.

Speaking of altitude, Rob DeMillo, CEO of Sophia Space, is literally reaching for the stars with his mission to build the first data centre in space. It's audacious, it's brilliant, and frankly, it's the kind of thinking that makes our jobs exciting.

Back on terra firma, Ming Tang, Chief Data Officer at NHS England, walks us through their 10-year digital transformation – a blueprint for reimagining healthcare delivery across the UK. It's ambitious stuff that could touch every life in Britain.

We've also packed in a tour of the world's most extraordinary data centres (think underground bunkers and solar-powered sanctuaries), plus our honest take on the Meta Ray-Bans – because someone had to test whether AI-enhanced specs are genuinely useful or just expensive party tricks.

Our Spotlight Start-up shines on Rick Kelley, whose unconventional approach is turning heads across the tech world. Meanwhile, Mark Wheeler from Clyde & Co demonstrates how even century-old law firms are wielding data for competitive advantage.

These are just the highlights. Inside, you'll find the insights, case studies, and occasionally contrarian takes from leaders who aren't just riding the wave of technological change – they're creating it.

Disruption is accelerating, but so is opportunity. Whether you're navigating aerospace, healthcare, legal services, or plotting the next big breakthrough, these pages offer the intelligence you need to stay ahead.

Dive in.

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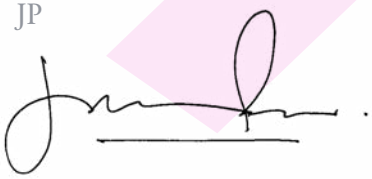

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FRONT COVER:

Dawn Paquette,
CIO, Colibrium Additive, Dowty and Unison Industries, GE Aerospace Companies

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contents

news

Latest Industry News in Technology, Supply Chain & Manufacturing

FROM APPLE'S STRATEGIC LEADE CHANGES TO GROUNDBREAKIN VENTURES IN SEMICONDUCTOR PRODUCTION AND AI-POWERED SOLUTIONS, OUR GLOBAL NEWS ROUNDUP HIGHLIGHTS KEY INVESTMENTS AND DEVELOPMENTS DRIVING INDUSTRY TRANSFORMATION.

1 APPLE APPOINTS NEW COO AMID STRATEGIC SHIFT

Apple has named Sabih Khan as its new Chief Operating Officer, effective July 2025. Khan, who has been with Apple since 1995, will oversee the company's supply chain during a period marked by trade uncertainties and geopolitical tensions. His appointment is part of a broader leadership transition, including the retirement of longtime CFO Luca Maestri. Apple plans to shift iPhone production to India by next year to mitigate risks associated with potential tariffs on devices not manufactured in the U.S.

2 GE AEROSPACE INVESTS $1 BILLION IN U.S. MANUFACTURING

GE Aerospace has announced plans to invest nearly $1 billion in its U.S. manufacturing facilities in 2025. The investment aims to increase production capacity and enhance the adoption of new technologies and parts, driven by robust demand for engines and spare parts. The company also intends to hire 5,000 new U.S. workers, focusing on manufacturing and engineering roles.

3 SIEMENS ANNOUNCES $285 MILLION INVESTMENT IN U.S. MANUFACTURING

Siemens has revealed a $285 million investment in U.S. manufacturing, establishing new facilities in California and Texas. This initiative is part of Siemens' broader strategy to enhance manufacturing capabilities and support the growing demand for AI-powered infrastructure. The company expects to create more than 900 skilled jobs with this investment.

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4 APPLE PLANS TO ADD 20,000 U.S. JOBS OVER FOUR YEARS

Apple plans to hire approximately 20,000 people in the U.S. over the next four years, as part of a $500 billion investment commitment. The positions will largely focus on AI, silicon engineering, R&D, and software development. This commitment also includes opening a new 250,000-square-foot manufacturing facility in Houston next year for producing servers for Apple's generative AI product, Apple Intelligence.

5 QUINBROOK APPOINTS GLOBAL CEO AMID SUPPLY CHAIN FOCUS

Quinbrook Infrastructure Partners has appointed Brian Restall as its first global CEO, effective by year-end. Restall's appointment aligns with Quinbrook's strategic shift toward critical-minerals supply chains and renewable-powered manufacturing. The firm plans to develop projects such as a $5 billion polysilicon wafer factory in Townsville, Australia, and expand similar ventures in the U.S.

6 GLOBALFOUNDRIES ANNOUNCES $16 BILLION U.S. INVESTMENT

GlobalFoundries has announced a $16 billion investment in the U.S. semiconductor industry, aiming to strengthen domestic chip production and accelerate innovation in AI, aerospace, automotive, and high-performance communications. This investment is part of the company's efforts to bolster U.S. semiconductor leadership and reduce reliance on foreign sources.

7 CATL AND STELLANTIS TO BUILD €4.1 BILLION BATTERY PLANT

Contemporary Amperex Technology Co. Limited (CATL) and Stellantis have announced a joint venture to build a €4.1 billion lithium iron phosphate battery plant in Zaragoza, Spain. The 50-50 partnership aims to commence battery production in 2026, with a capacity reaching 50 GWh, to supply Stellantis' European electric vehicle lineup.

8 FICTIV LAUNCHES PRODUCTION MANUFACTURING & SUPPLY CHAIN SOLUTIONS

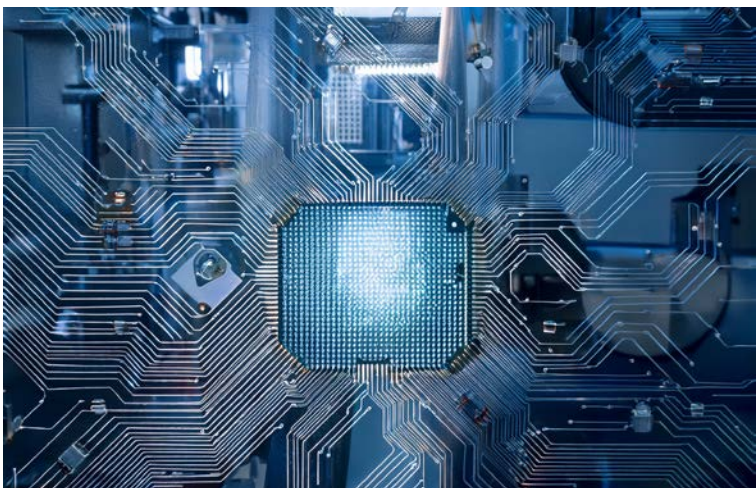
Fictiv has launched an expanded suite of manufacturing and supply chain solutions to help organizations scale globally without the typical barriers of cost, complexity, and risk. Leveraging AI technology and four global manufacturing centers, companies can access high-quality production, optimize supply chain logistics, and mitigate tariffs.

9 EXIGER CEO RECOGNIZED AS SUPPLY CHAIN LEADEr

Exiger CEO Brandon Daniels has been named a 2025 "Pro to Know" by Supply & Demand Chain Executive for the third consecutive year. The award recognizes outstanding executives whose accomplishments offer a roadmap for other leaders looking to leverage supply chains for competitive advantage.

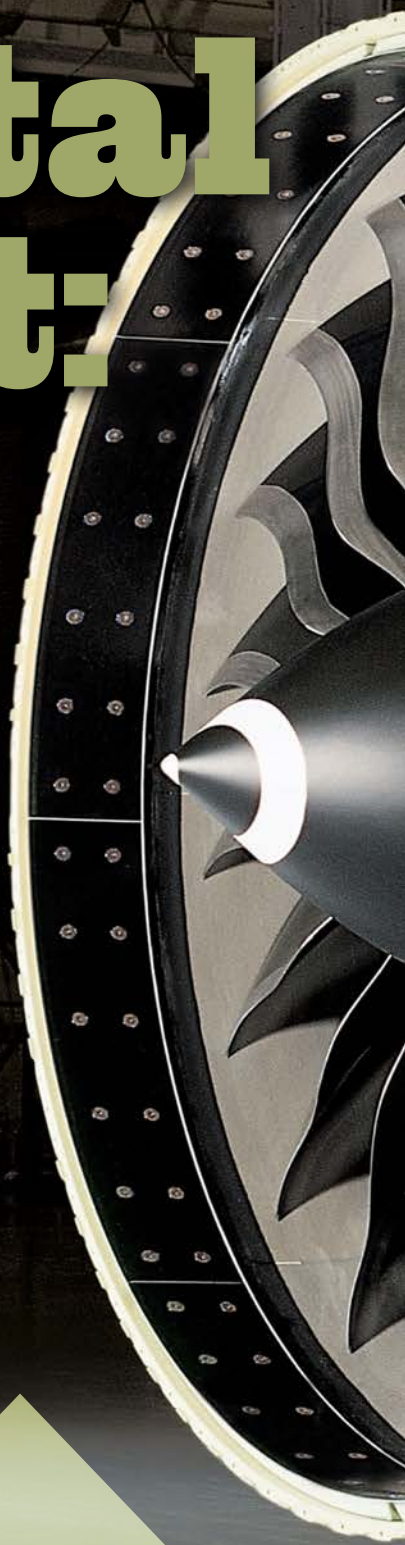
10 U.S. MANUFACTURING FACES FLAT ECONOMIC OUTLOOK

The U.S. economy is expected to remain mostly flat through the remainder of 2025, according to the Spring 2025 ISM Supply Chain Planning Forecast. Factors such as trade issues, continued inflation concerns, and geopolitical uncertainty are contributing to a cautious economic outlook, with expectations for no change in overall revenues.



The Digital Architect:

Dawn Paquette on Transforming Aerospace for the Age of Disruption



DAWN PAQUETTE

CIO, Colibrium Additive, Dowty and Unison Industries

In the gleaming corridors of GE Aerospace, where the hum of innovation meets the precision of engineering, Dawn Paquette orchestrates a transformation that extends far beyond traditional corporate technology boundaries. As a digital leadership executive at one of the world's most influential aerospace companies, Paquette isn't merely implementing new systems—she's reimagining how an industrial giant navigates an increasingly volatile world.

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Costs are unknown in the vast world of AI, and leaders are looking down and looking out to partners to help implement AI into their organizations

From her office overlooking the sprawling operations that power fleets for customers, and global partners, Paquette speaks with the measured confidence of someone who has witnessed the seismic shifts reshaping modern enterprise firsthand. Her perspective on digital transformation carries the weight of experience earned through decades of technological evolution, yet her vision remains firmly fixed on a future where artificial intelligence and human ingenuity converge to create unprecedented operational resilience.

Digital Edge: GE Aerospace plays a central role in powering and servicing fleets for its customers. How are digital systems evolving within the business?

Dawn Paquette: I believe one of the most critical components of any digital transformation strategy is understanding the goal. Without clear goals, prioritizing becomes impossible, budgets overrun, and deadlines slip endlessly. In 2025, one of my primary goals is building intelligence and resilience into the enterprise. In the past, companies could strategically ride out turbulence, rely on the 80/20 rule, and manage occasional disruptions as "exceptions." However, the rate of disruptions worldwide is accelerating. Major disruptions have increased over 400% in just the last five years. Additional research shows that 76% of companies experienced significant business disruption in 2024. With no sign that disruption rates will diminish, organizations must invest in AI and digital solutions to sense disruptions early and respond quickly with mitigating steps, corrective actions, and cross-enterprise communication and collaboration. With resilience as the goal, leaders face another paradigm shift towards realization. You can't achieve organizational resilience in functional silos. Information must flow rapidly across the enterprise to create true resilience. For example, the Planning team estimates demand by taking inputs from suppliers' availability, production capacity, quality yields, transportation cycle times, and to develop initial execution plans for purchasing, production, and transportation. These initial plans become obsolete the moment a truck blows a tire, a bridge collapses, a social media video shifts demand to another region, or suppliers go on strike. Getting back on track and recovering from disruption requires seamless, rapid collaboration across the entire enterprise.

Here's the critical point: these adjustments happen daily—often multiple times a day—and companies are still doing them manually. Technology leaders are realizing we can't do it alone or with just our existing organizations and resources. Digital transformation requires end-to-end alignment and orchestration, which calls for collaboration with technology partners who can support modern and comprehensive solutions, such as enterprise platforms like Oracle's Fusion Applications. Relationships with suppliers shift from vendors to strategic partnerships with organizations like Genpact.

Digital Edge: Digital transformation means different things to different people. What are your thoughts on this concept?

Paquette: Digital transformation means taking the current and moving it to the "future of...". It's looking for the foundation of what the business outcomes and future need to be to thrive—in terms of environment, systems, technology partners, security, customer experience, gaining productivity, improving efficiencies, processes, and so forth. It's about taking what you currently have, enhancing it, and integrating it to fundamentally change how you operate today.

What worked then may not work now. Industries, customers, technology, global interactions—they're constantly evolving and changing, and you need to keep up. The most difficult part of transforming, ironically enough, isn't the technology—it's rethinking current processes and the culture of the business. In collaboration with business functions, you're analyzing, re-analyzing, and redesigning how operations run today and how technology gets leveraged. Technology changes and additions are expensive. The agility isn't there if the business is trying to hold onto the past. I look at this two ways: upgrade for IT costs and do what we've always done but in a supported platform—"lift and shift"—or have a "vanilla party" where you fit into the capability and look for opportunities to change how the business operates for more cost-effective and transformational outcomes.

Traditionally speaking, most companies use the highest-paid person for decisions or make cost-driven decisions instead of looking at what's actually needed. Too often, it's current state versus future state and just carrying it forward, which brings the old garbage with it and increases costs. Initiatives fail to deliver the business case 70% of the time. Of the remaining 30% that are delivered, 20% die on the vine, and the remaining 10% don't realize the value. I lead my business partners and executive and senior leadership teams to look to the future and drive ROI.

I believe AI is going to transform digital transformation! Many companies have been on their digital transformation journeys for quite some time, and by utilizing agentic AI, there's an opportunity to reduce time, cost, and better leverage talent. Costs are unknown in the vast world of AI, and leaders are looking down and looking out to partners to help implement AI into their organizations. Knowing how to plug them back into BPOs and SOPs for the folks on the shop floor and how to integrate them back is key.

This is where you need to leave the "vanilla party" I referenced before and look forward instead of bringing the past with you. It's not only transforming the business but also yourself! This is the biggest change in my career—another industrial revolution with a massive increase in productivity. Think of it as the internet e-business rage of the 80s and 90s. In 18 months, if you don't have agents and are using them to delegate to, IT leaders will be out of a job.

We are well-positioned in my areas with many systems in place, including ERP with Oracle Fusion, supported by vendor partnerships, including those with organizations like Genpact to help us drive operational excellence and innovation. AI has been around for years and is embedded throughout my businesses, systems, and organizations.

Since 2018, predictive AI has guided us on faster fixes, and now agentic AI can analyze history and manuals to unlock next-level productivity. The competitive advantage lies in using AI agents to boost productivity across your workforce—delivering better, faster, and cheaper results. Selecting the right products makes all the difference. Selecting the right systems, such as Fusion ERP and tools like Fusion Agent Studio, is critical to achieving process excellence and cost savings. **By leveraging advanced ERP solutions in my space, we've streamlined operations without requiring significant additional investments.** This allows us to orchestrate processes across environments by pulling data from other systems and landscapes. We don't need to develop additional agents or bring in other solutions—which drives up costs—when you choose the right systems from the start.

Digital Edge: In the P&Ls you support, how are you leveraging next-generation technologies to meet the demands of security, reliability, and performance?

Paquette: Every successful digital transformation starts with clarity of purpose. If the destination isn't clear, it becomes impossible to prioritize, and even the best resourced efforts risk falling behind - budget overruns, timeline slips, and missed outcomes become inevitable.

For us, the focus in 2025 is building intelligence and resilience into the core of our enterprise. That's not a theoretical ambition; it's a direct response to what we're seeing in the market. Over the past five years, the frequency and scale of disruptions have increased exponentially. Research shows that over three-quarters of companies experienced major disruption in 2024 alone. And there's no indication that the pace is slowing.

Historically, organizations could absorb occasional shocks by leaning on contingency plans and experience. That approach no longer holds. Today, disruptions are constant. The only viable strategy is to embed agility into how we operate, from demand planning to execution to recovery.

Resilience, however, can't be achieved in silos. It requires fluid data flow and decision making across the enterprise. Take supply chain planning, for example. A forecast built on supplier capacity, transit times, and yield assumptions can unravel instantly - a mechanical failure, a labor strike, a viral trend on social media shifting consumer behavior. What matters is how quickly and collaboratively the organization adjusts course.

And those pivots aren't occasional, they're daily. Sometimes hourly. Yet many companies are still managing them manually, with fragmented tools and disconnected teams. That's the shift we've embraced. Resilience at scale requires orchestration - true end-to-end connectivity across systems, people, and processes. That's why we choose organizations like Genpact and Oracle, when we need not just a technology provider, but a strategic partner. We need applications that give us the modern architecture and embedded intelligence to operate with precision, flexibility, and speed. When the goal is real-time enterprise responsiveness, the foundation has to be built on platforms capable of delivering it.

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> **Cloud is the foundation that makes all this possible and achievable in near real time**

By leveraging modern infrastructure and applications, we're reducing reliance on traditional data leaks and enabling AI-driven insights directly from data collected in context, bringing intelligence into the 'action' layer of the business cloud infrastructure, through systems like Fusion. Our cloud infrastructure is designed for enterprise-grade security, high availability, and performance, with features like zero-trust architecture, encryption, and dedicated zones for sensitive workloads. Uptime is critical for our business operations, especially when shop floors run multiple shifts. By having autonomous databases, the systems take this further by using AI to self-secure, self-heal, and self-optimize. This frees our technology team to focus resources on what matters most to the business and deliver outcomes that align with functional priorities.

Digital Edge: Additive manufacturing is a game-changer. How is GE Aerospace pushing the boundaries with 3D metal printing, and what digital tools are driving efficiency and innovation?

Paquette: Additive manufacturing is changing the game, but unlocking its full value requires more than just new machines. It takes a coordinated digital strategy that connects design, production, and supply chain into one intelligent system. At GE Aerospace, that's exactly what we're building.

We're moving our Additive business onto more and more Cloud applications, with systems such as Oracle Fusion, which bring embedded AI and automation directly into day-to-day operations. These aren't bolt-on features, they're embedded at the transaction level, enabling us to shift from reactive workflows to data-driven, self-correcting processes. When paired with IoT insights from our machines, we're laying the foundation for true autonomy in manufacturing and logistics.

As someone who's led complex technology transformations for over two decades, I've learned that real progress comes from execution, not just vision. My focus has always been on building systems that work in the real world: scalable, resilient, and tied to measurable outcomes. The work we're doing in Additive is a powerful example of that, bringing together cutting-edge technology with disciplined operational leadership.

It's one thing to talk about digital transformation. It's another to deliver it. My team and I are doing the latter.

Digital Edge: Data is a key enabler of operational excellence. How are you unlocking value from GE Aerospace's vast data infrastructure across engineering and supply chains?

Paquette: In my domain we've moved away from the idea that all data needs to live in a centralized lake before it can drive value. That model slows us down and adds unnecessary complexity. Instead, we're focused on keeping data where it originates, closer to the point of action and using modern applications with embedded intelligence to pull the right information in real time, when and where it's needed.

UNISON

a GE Aerospace company

What excites me most is the shift from insight to action. It's not just about understanding what's happening, it's about designing systems that respond automatically, adjust proactively, and deliver meaningful results. That's where we're heading across engineering and supply chain, using our data to power smarter, faster decisions at every level of the business.

Digital Edge: **What role are AI and machine learning playing in predictive maintenance, fleet analytics, or manufacturing?**

Paquette: Data has been used to predict and prevent equipment issues for over a decade. That foundation in predictive maintenance and fleet analytics is strong, but now we're pushing into a new frontier. Advances in AI and automation are enabling systems that don't just forecast problems, they initiate the response.

Embedded AI capabilities within modern applications are helping us extend smart manufacturing and maintenance operations, including parts planning, inventory management, technician training, and product lifecycle management.

We're developing capabilities where equipment can identify a maintenance need, check inventory, place an order, and even trigger production of specialized parts through additive manufacturing, all without human intervention. On top of that, technicians can be guided through the repair process using digital tools like augmented reality and natural language interaction.

This shift, from reactive to autonomous, is fundamentally changing how we approach maintenance and manufacturing. It's not just about saving time; it's about building systems that continuously improve, adapt, and drive value at every step.

Digital Edge: **How are cloud technologies transforming the way you build, support and scale digital ecosystems?**

Paquette: Cloud is the foundation that makes all this possible and achievable in near real time. It's no longer about platform upgrades, moving systems off-prem, it's about building a flexible, scalable ecosystem where data, applications, and intelligence can work together in real time.

What's most important for us is the ability to integrate quickly, adapt to change, and deliver consistent experiences across the enterprise. Cloud gives us that agility. It allows us to scale what works, retire what doesn't, and focus our resources on where we can deliver the most value. It's how we're able to support a truly modern digital ecosystem, not just within Additive, but as part of the larger enterprise evolution.

Digital Edge: What excites you most about the future of GE Aerospace—and your own role in shaping its next chapter through technology and innovation?

Paquette: What excites me most is how GE Aerospace is positioned to lead in this next chapter, where technology and innovation are becoming inseparable from how we operate. Our Lean-first culture is what makes true digital transformation possible. It's not just about adopting new tools. It's about how we work, how we problem-solve, and how we empower employees at every level to shape how we use technology. Our approach with FLIGHT DECK, GE Aerospace's proprietary Lean operating model, for example, allows us to move quickly and deliberately, keeping the focus on customer value while letting AI agents take on the repetitive or non-value-added tasks.

Studies have shown that companies with strong Lean foundations achieve far better results with digital investments, and that rings true here. What energizes me is that we are not implementing technology for its own sake. We are aligning proven operational practices with advanced digital capabilities in a way that creates real synergy and impact.

I believe we are at a unique inflection point. The convergence of AI, cloud computing, IoT, and advanced manufacturing is not just improving our processes, it is redefining what is possible for industrial enterprises. We are shifting from reactive to predictive, from manual to autonomous, and from siloed systems to integrated ones. GE Aerospace has the culture, the talent, and the vision to lead this transformation.

The future I envision is one where our systems do more than support our operations. They anticipate challenges before they occur, enhance the way we work, and allow our people to focus their energy on the activities that create the most value. That is the evolution of digital transformation and the future being built.

As our conversation draws to a close, Paquette's enthusiasm for the road ahead is unmistakable. In her vision, the aerospace industry stands on the cusp of a transformation as significant as the shift from propeller to jet engines. The difference this time is that the revolution isn't just mechanical—it's cognitive, predictive, and profoundly collaborative. Through her leadership, Paquette is writing the playbook for how traditional industrial giants can not only survive but thrive amid exponential technological change. Her approach—rooted in operational excellence, powered by cutting-edge technology, and driven by relentless focus on customer value—provides a compelling blueprint for enterprise transformation.

In a world where disruption has become the norm, leaders like Dawn Paquette prove that resilience isn't just about adapting to change—it's about building systems smart enough to anticipate it, agile enough to respond to it, and robust enough to transform it into competitive advantage. The future of aerospace rests in very capable hands.

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Q&A

DIWAKAR SINGHAL

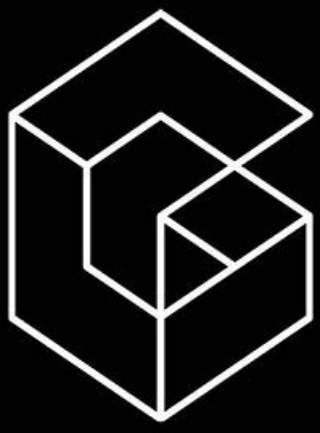
GLOBAL BUSINESS LEADER MANUFACTURING,
GENPACT & BOARD OF GOVERNORS

How is Genpact helping leading manufacturers embed advanced technologies like AI into their operations to improve agility and resilience?

At Genpact, we help manufacturers move beyond incremental efficiency gains to transform how their businesses operate, delivering agility, resilience, and sustainable growth in industries where volatility is the new constant. By combining deep domain expertise with innovative AI and digital technologies, we reimagine operations from the ground up.

This is not about implementing technology. It is about addressing core challenges our clients face – whether it is cutting cycle times, reducing cash leakages, or delivering uninterrupted production in volatile supply environments. For instance, our Genpact Agentic AI Suite automates complex AP processes, enhancing supplier experience while cutting cost. Our Cora Knowledge Assist, powered by large language models, boosts R&D productivities by giving engineers rapid access to technical documents and insights. We have partnered with a global specialty materials manufacturer, harmonized 10 years of formulation data, and used AI-driven modeling to reduce lab experiments by 70%, freeing R&D teams to focus on innovation while cutting time-to-market by months.

But we do not stop there. We enable smart monitoring and build control towers to deliver real-time visibility into supply chains, for faster, AI-driven decisions. Through connected asset-as-a-service models, and spare parts planning solutions, we manage the entire lifecycle for original equipment manufacturers, integrating AI for predictive maintenance and service optimization. By leveraging scalable AI delivery models



Q&A GENPACT

like Genpact AI Gigafactory, we accelerate returns on technology investments. This empowers our clients to anticipate and navigate disruptions with ease.

What does "futureproofing" look like for manufacturers today, and how can they break down organizational silos to get there?

True futureproofing is about turning uncertainty into advantage. For manufacturers, that starts by breaking down silos between business, technology, and operations so decisions are driven by a unified set of data, KPIs, and outcomes.

We guide organizations toward this integrated future by embedding generative AI (gen AI), digital twins, and predictive analytics across every layer of their operations. Our clients use integrated IT/OT ecosystems to unify plants, supply chains, and enterprise systems, enabling leaders to coordinate seamlessly and make faster, smarter decisions.

Futureproofing is also about people. Companies must invest in talent transformation, upskilling workforces in gen AI, machine learning, and other advanced technologies. So, they can stay ahead of the innovation curve. Enterprises need agile innovation models where they can co-innovate with clients to rapidly prototype and deploy modular, scalable tech architectures – solutions designed to adapt instantly to market or operational changes.

How do you see agentic AI transforming supply chain and finance functions for your clients?

Agentic AI is helping manufacturers shift from transactional execution to strategic, anticipatory decision-making across finance and supply chains. These AI-driven systems deliver foresight, adaptability, and precision at scale, turning complex data into actionable intelligence. In finance, AI-powered tools now forecast cash flows, optimize working capital, and surface revenue and margin insights in real time. Rather than simply processing payables or receivables, these systems guide leadership on where to allocate capital, identify emerging risks, and unlock liquidity to fund growth. Across supply chains, AI-driven forecasting and scenario modeling enable leaders to predict supplier risks, demand volatility, and cost fluctuations before they cascade, while real-time dashboards powered by Agentic AI give instant visibility across operations. AI also automates procurement and cycle time reductions, while predictive maintenance (fueled by AI and IoT) helps avoid costly equipment failures. Commodity risk tools use AI to anticipate price swings caused by market and weather patterns, aligning supply, demand, and capital to fuel growth. Combining the power of process intelligence

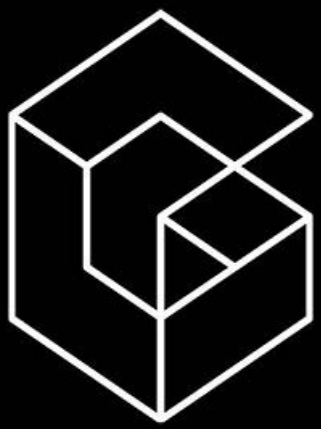
and Artificial Intelligence serves as a growth lever for our clients rather than just a cost play.

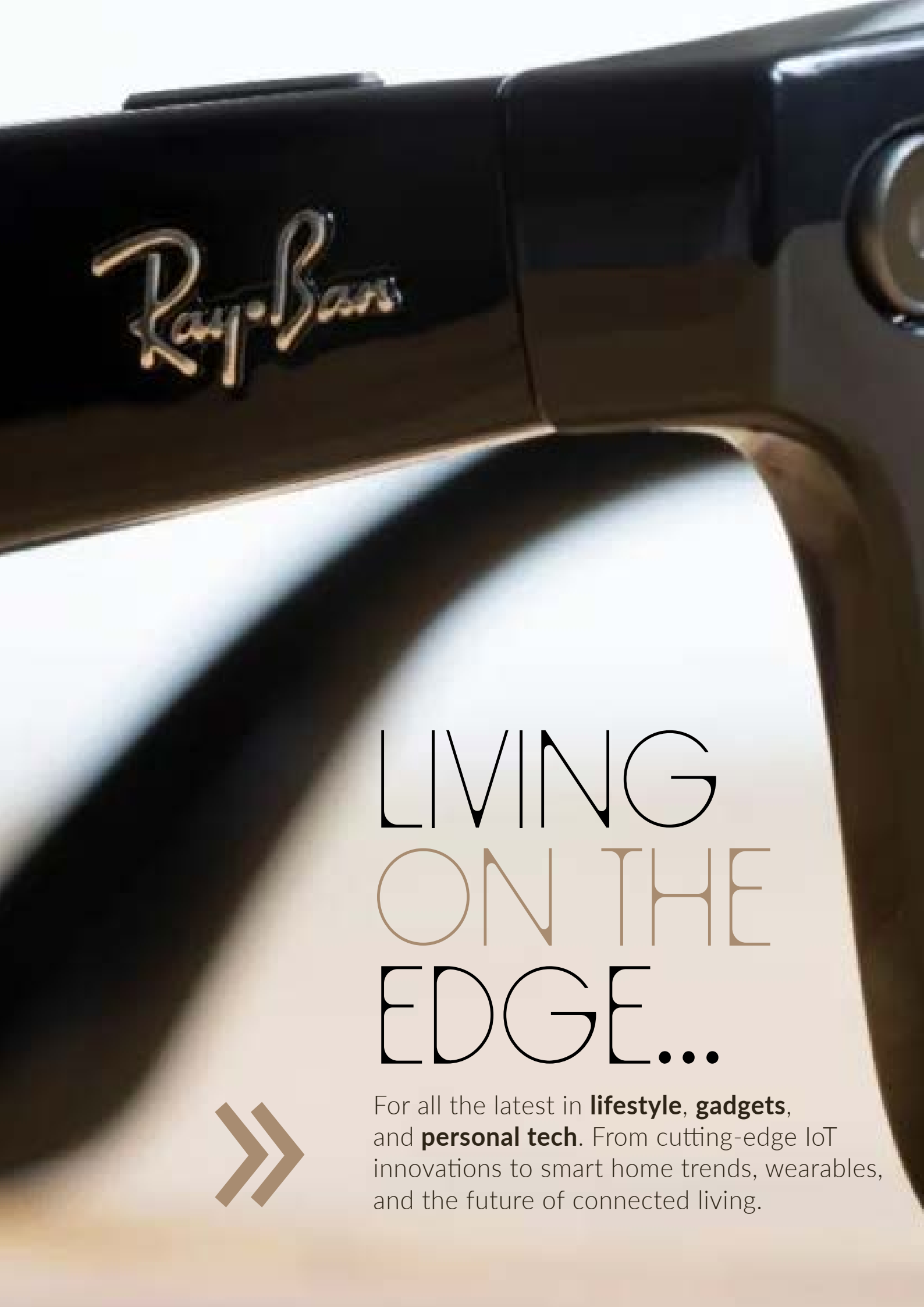
What strategies do you recommend to strengthen resilience in the face of tariffs, cost pressures, and other global risks?

Resilience is not about bracing for impact – it is about building an adaptive enterprise, one that pivots faster than disruptions hit. This requires a combination of predictive intelligence, diversified operating models, and agile capital strategies.

We have seen this in practice with clients who deploy Digital Twins and AI-driven Control Towers to model multiple sourcing, production, and cost scenarios. One manufacturer, for example, paired these tools with localized global delivery centers (GDCs) to diversify operations, reducing revenue leakages due to potential delays while maintaining customer delivery commitments.

Advanced AI analytics also allow companies to reallocate capital dynamically, making bold moves such as opportunistic procurement or capacity investments without overextending. And by adopting outcome-based models and upskilling teams in AI, resilience shifts from being a defensive strategy to a competitive capability, enabling manufacturers to outperform even in turbulent markets.





LIVING ON THE EDGE...

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Ray-Ban

RAY-BAN META SMART GLASSES: **THE FUTURE OF WEARABLE AI HAS ARRIVED**

Fashion and technology converge with Ray-Ban Meta smart glasses, blending the iconic eyewear brand's classic style with Meta's AI capabilities. These aren't just smart glasses—they redefine how we interact with technology, offering a future where AI assistance feels as natural as wearing sunglasses.

LIVING ON THE EDGE

CLASSIC DESIGN MEETS **ADVANCED FUNCTIONALITY**

The Ray-Ban Meta glasses retain the classic Wayfarer and Aviator designs, ensuring style isn't sacrificed for functionality. Unlike past bulky smart eyewear, Meta has created a product that looks and feels like premium eyewear, with technology seamlessly integrated.

AI-POWERED **PERSONAL ASSISTANT**

The AI, powered by Meta, transforms these glasses into a personal assistant always within reach. A simple "Hey Meta" or tap on the touchpad activates the AI, offering hands-free interaction, ideal for multitasking or when a smartphone isn't practical.

CONTENT CREATION **AND SHARING**

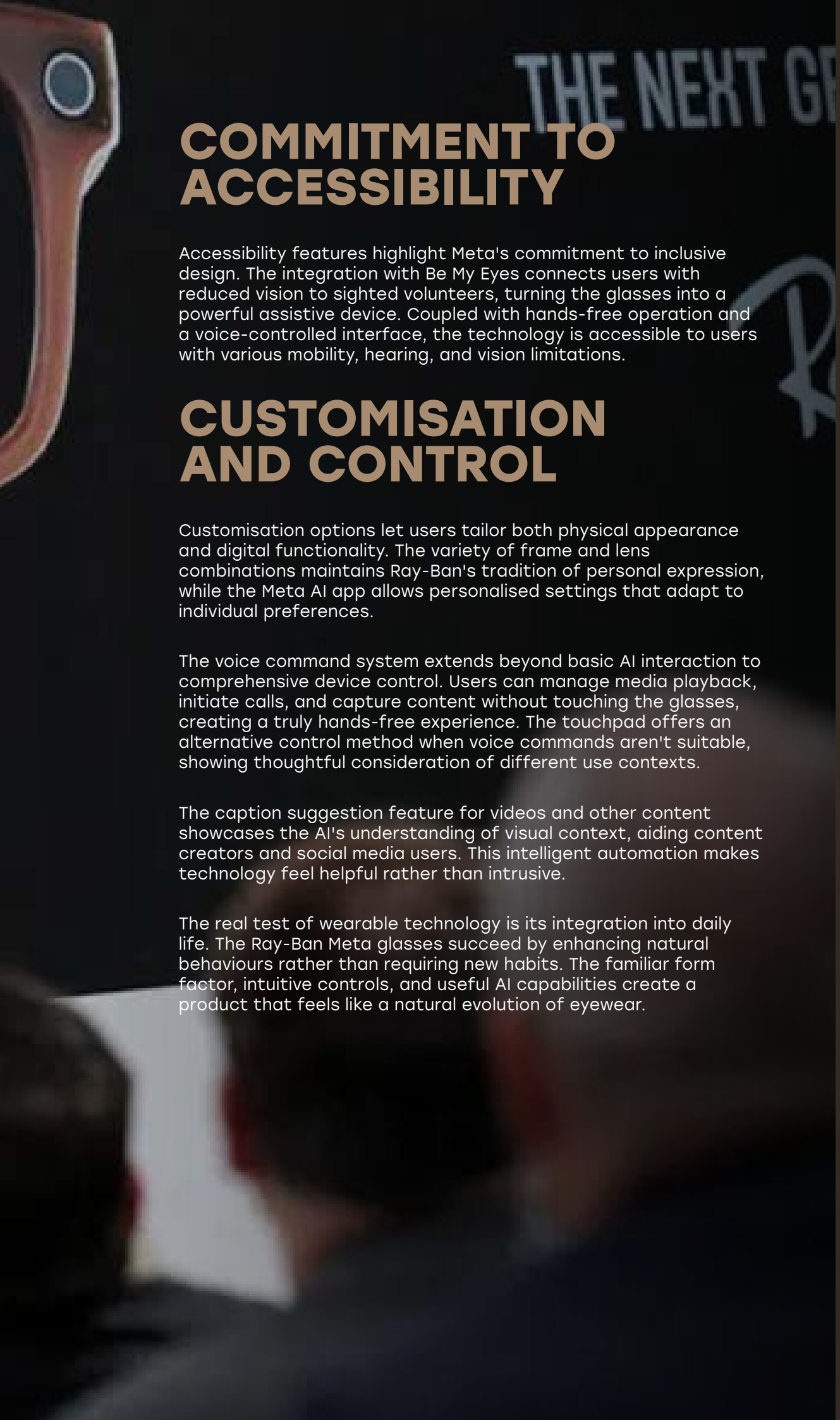
The glasses excel in content creation, with a built-in camera capturing photos and videos from a natural perspective.
The Meta View app makes sharing moments seamless, creating a fluid workflow from experience to social media.

ENHANCED **AUDIO EXPERIENCE**

The open-ear speakers deliver music and call audio without isolating the user from their surroundings, enhancing rather than replacing natural interaction and awareness.

ADVANCED **AI FEATURES**

The Meta AI integration goes beyond simple voice commands, offering features that enhance daily life. The live translation capability for French, Italian, Spanish, and English transforms these glasses into a powerful tool for international travellers and multilingual communication. This real-time translation is a significant technological achievement, turning science fiction into reality.



COMMITMENT TO ACCESSIBILITY

Accessibility features highlight Meta's commitment to inclusive design. The integration with Be My Eyes connects users with reduced vision to sighted volunteers, turning the glasses into a powerful assistive device. Coupled with hands-free operation and a voice-controlled interface, the technology is accessible to users with various mobility, hearing, and vision limitations.

CUSTOMISATION AND CONTROL

Customisation options let users tailor both physical appearance and digital functionality. The variety of frame and lens combinations maintains Ray-Ban's tradition of personal expression, while the Meta AI app allows personalised settings that adapt to individual preferences.

The voice command system extends beyond basic AI interaction to comprehensive device control. Users can manage media playback, initiate calls, and capture content without touching the glasses, creating a truly hands-free experience. The touchpad offers an alternative control method when voice commands aren't suitable, showing thoughtful consideration of different use contexts.

The caption suggestion feature for videos and other content showcases the AI's understanding of visual context, aiding content creators and social media users. This intelligent automation makes technology feel helpful rather than intrusive.

The real test of wearable technology is its integration into daily life. The Ray-Ban Meta glasses succeed by enhancing natural behaviours rather than requiring new habits. The familiar form factor, intuitive controls, and useful AI capabilities create a product that feels like a natural evolution of eyewear.

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SOLAR-POWERE
SPACE-COOLED,
AI-READY
COMPUTE

ROB DEMILLO

CEO of Sophia Space:

INTRODUCTION:

As demand for artificial intelligence, data analysis, and edge computing accelerates worldwide, the traditional data centre model faces existential constraints. Land costs are soaring. Power grids strain under pressure. Heat dissipation challenges multiply. For many, these are simply the costs of doing business in an increasingly digitised economy. But for Rob DeMillo and the team at Sophia Space, they represent something else entirely: the clearest signal yet that it's time to look beyond Earth itself for infrastructure solutions.

Sophia Space is building TILE™, a solar-powered, passively cooled, modular computing platform designed to operate in orbit. This isn't science fiction—it's a calculated answer to a set of real, growing, and ultimately unavoidable terrestrial limits.

In this exclusive interview with Digital Edge, serial tech entrepreneur Rob DeMillo explains how Sophia is taking computing to space, why the space environment offers unique advantages for sustainable AI, and what it means to design infrastructure for the next generation of data workloads.


D.
DOORS
AND
CORNERS

TACKLING THE TERRESTRIAL LIMITS

DeMillo is direct about what drove the Sophia team to consider in-orbit computing.

"What attracted us wasn't the novelty of space. It was the growing set of problems we were seeing on the ground," says DeMillo.

He continues, highlighting the pressures on existing infrastructure: "The data centre model is straining under pressure. Land, power, and heat are all becoming bottlenecks. At the same time, demand for compute is going vertical, especially for AI and edge workloads. We saw a clear need for a new category of infrastructure."

Sophia's TILE™ platform represents that new category—a radical shift in both the location and design of computing resources.

"We're not trying to replicate terrestrial data centres in orbit. We're building something new from the ground up," DeMillo explains. "TILE is small, scalable, and modular. It gives our partners a way to grow compute capacity without being tied to land, grid energy, or atmospheric cooling constraints. We think that's going to matter more and more as the economics of compute shift over the next decade."

DeMillo emphasises that TILE isn't about replacing Earth-based facilities but rather complementing them, offering a practical release valve for workloads that don't need real-time, low-latency interaction with ground users.

AEROSPACE ROOTS AND SYSTEMS THINKING

Sophia Space's origin at Mandala Space Ventures, with strong ties to Caltech and NASA's Jet Propulsion Laboratory (JPL), goes beyond branding. It shaped the company's approach from day one.

"The connection to Mandala, Caltech, and JPL gave us a different starting point than most startups," DeMillo says. "We weren't building in a vacuum. We had access to decades of aerospace engineering, mission planning, and advanced systems thinking."

He explains the practical impact of this heritage: "First, it grounded us in physical reality. Space is unforgiving. You can't ship a patch; you can't easily service a server. That mindset carried over into how we design, build, and test TILE. We focus on robustness, autonomy, and fault tolerance from day one."

DeMillo continues, explaining that aerospace experience trained the team to think beyond isolated products.
"We're not building a gadget; we're building infrastructure. TILE isn't just compute in orbit—it's a foundation for long-term orbital operations, modular expansion, and distributed workloads across hybrid environments."

This systems-level thinking extends beyond technical design. It also shapes their strategy and pace. "Being born inside a space tech incubator with ties to JPL gave us early exposure to the funding, partnership, and regulatory landscape that space companies have to navigate," DeMillo says. "That's helped us move fast without losing sight of the complexity."

DESIGNED FOR ORBIT: MODULAR, SOLAR-POWERED, PASSIVELY COOLED

Building for space isn't a simple matter of launching Earth-bound servers into orbit. DeMillo explains that the physical environment forces fundamental rethinking at every level.

"There's no air for convection, no grid for power, and no room for bulky cooling systems," he says. "TILE was designed from the ground up with those constraints in mind."

Each TILE unit is modular and self-contained, capable of operating independently or as part of a larger distributed cluster. "That allows us to scale flexibly, deploy incrementally, and isolate faults without compromising the whole system,"
DeMillo adds.

Solar power is a natural choice in space, but Sophia's approach optimizes it carefully. "There's consistent sunlight and no weather interference," DeMillo explains. "We designed the TILE surfaces to maximize solar absorption without needing complex solar panel arrays or tracking systems."

Cooling presents perhaps the greatest challenge, given the absence of air in orbit. "Passive cooling is one of the most critical pieces. In space, you can't rely on fans or airflow," he explains. "All heat must be radiated away. We engineered the TILE enclosure to maximize surface area and optimize material properties so it radiates heat efficiently while still housing high-performance compute hardware."

"No moving parts mean fewer failure points, which is exactly what you want in orbit," DeMillo continues. "Plus, 100% of the power our solar array collects goes to powering compute, not running a cooling engine. It's a clean, reliable design built for the physics of space, not just a modified Earth system."

AI AT THE EDGE: THE ROLE OF SOOS

Sophia's TILE™ platform goes beyond hardware. It includes the Sophia Orbital Operating System (SOOS), designed specifically to enable AI workloads in space.

"AI is built into the core of the TILE platform," DeMillo explains. "A big part of that is SOOS. We designed it specifically to support edge AI in space, where constant connectivity and unlimited power aren't options."

SOOS handles local workload management. "It manages model execution, resource allocation, and fault detection on each TILE without relying on ground input," he

continues. "That lets us process sensor data, run inference on imagery, and monitor system health directly in orbit."

Sophia also aims to simplify deployment for customers. "We'll support open AI frameworks like TensorFlow and PyTorch so teams can deploy models without rewriting them," DeMillo says. "The goal is bringing compute as close to the data as possible. That cuts latency, saves bandwidth, and enables autonomy at the edge."

Looking ahead, the company plans to expand SOOS's capabilities. "SOOS will support distributed AI across clusters of TILEs, allowing them to coordinate and adapt in orbit," DeMillo adds. "That unlocks intelligence and flexibility that static systems simply can't deliver."

TARGET CUSTOMERS AND USE CASES

Sophia Space has a clear picture of who will benefit from orbital compute. DeMillo identifies three main customer groups: satellite operators, government and defense agencies, and commercial space infrastructure providers.

"Each faces the same core challenge," he says. "They're collecting more data than they can process with the compute resources available in orbit."

For satellite operators, TILE delivers immediate and practical benefits. "It

enables data processing on board rather than sending raw streams to the ground," DeMillo explains. "This reduces downlink costs, accelerates decision-making, and lets AI models run directly at the source."

He highlights the range of missions this capability supports: "Whether operators focus on Earth observation, communications, or space domain awareness, they can extract more value from their existing payloads."

Defence and security represent critical markets as well. "For defence and national security, TILE provides secure, fault-tolerant compute at the edge," DeMillo says. "These systems often operate where latency is unacceptable and connectivity is limited. With SOOS managing onboard workloads, TILE enables real-time threat detection, mission autonomy, and system resilience without requiring constant ground connections."

Emerging space stations and commercial infrastructure also benefit significantly. "For these operators, TILE functions as a scalable compute module," DeMillo explains. "Instead of building one large, fixed system, they can grow their compute capacity as needed by adding TILE units."

He clarifies Sophia's role in this evolving ecosystem. "We're not trying to cover every use case, and we don't need to," DeMillo says. "We build and deliver compute infrastructure designed specifically for space. While we can identify customer types and verticals where TILE can create immediate impact, customers ultimately drive innovation. They develop extraordinary use cases and perform the real miracles in orbit. Our role is providing the tools—the compute layer that enables new kinds of missions: faster, more autonomous, and more capable than before."

ORBITAL DATA CENTRES: EXTENDING EARTH'S INFRASTRUCTURE

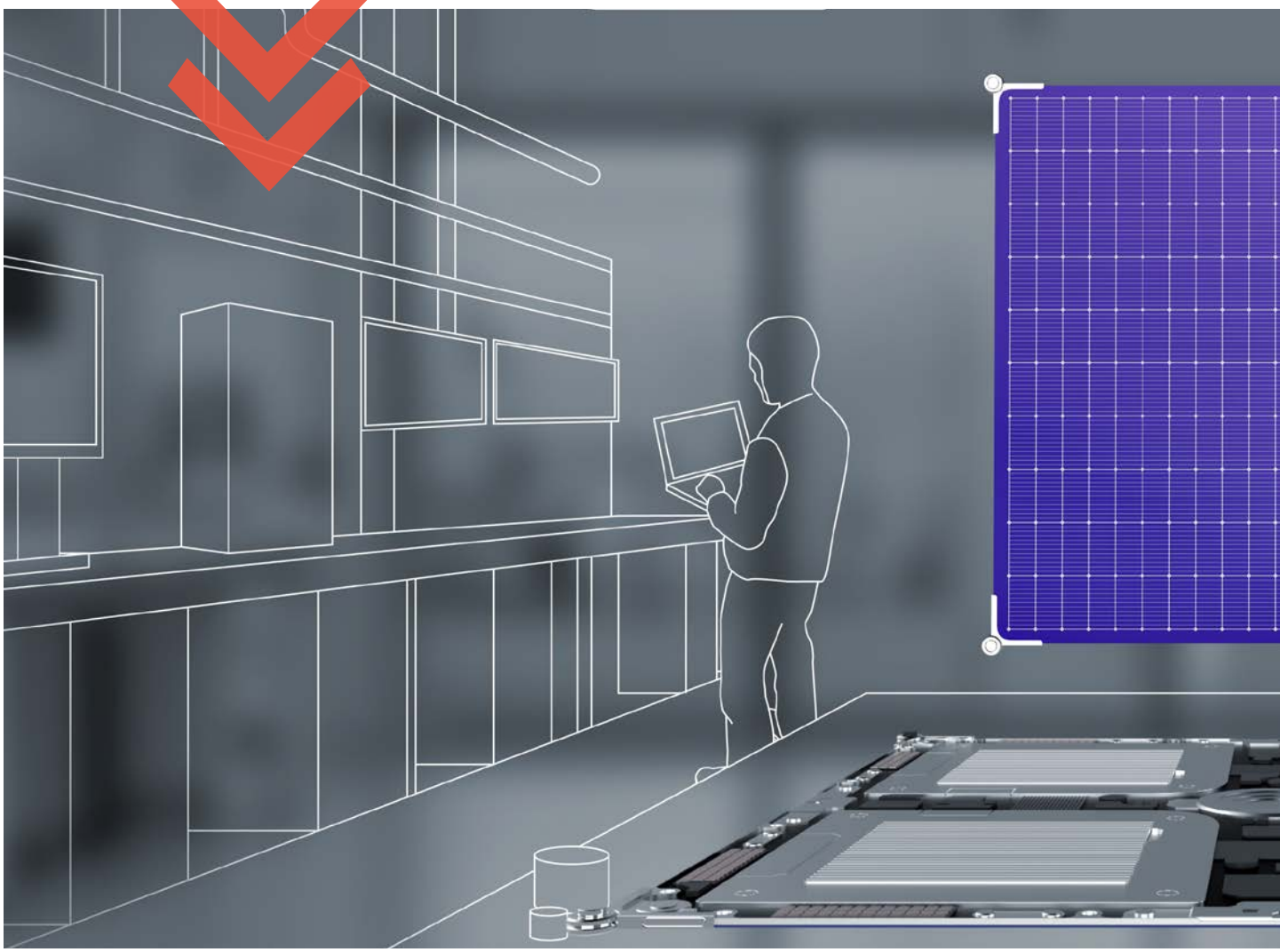
Sophia's vision of orbital data centres (ODCs) focuses on enhancing rather than replacing Earth-based facilities.

"Orbital data centres aren't meant to replace terrestrial infrastructure," DeMillo says. "They're designed to extend it."

He explains which specific workloads make sense to move to space. "We see ODCs handling specific classes of workloads that are latency-tolerant but data-intensive," DeMillo continues. "These include training runs, satellite data processing, or tasks that benefit from physical separation and security. By moving those workloads into orbit, you free up terrestrial capacity for more latency-sensitive or interactive tasks."

Hybrid architectures form a cornerstone of this vision. "We also think ODCs will play a major role in the future of hybrid architectures," he says. "You'll have systems that span ground and orbit, with data moving intelligently between them. As the network layer between Earth and space improves, compute becomes more dynamic and location-aware."

DeMillo takes a long-term view. "In the long term, ODCs could become the backbone for space-based operations," he says. "Everything from autonomous exploration to in-space manufacturing



will need compute close to where the work is happening. We're building the foundation for that now, so when those use cases arrive, the infrastructure is already there."

SUSTAINABILITY DESIGNED IN

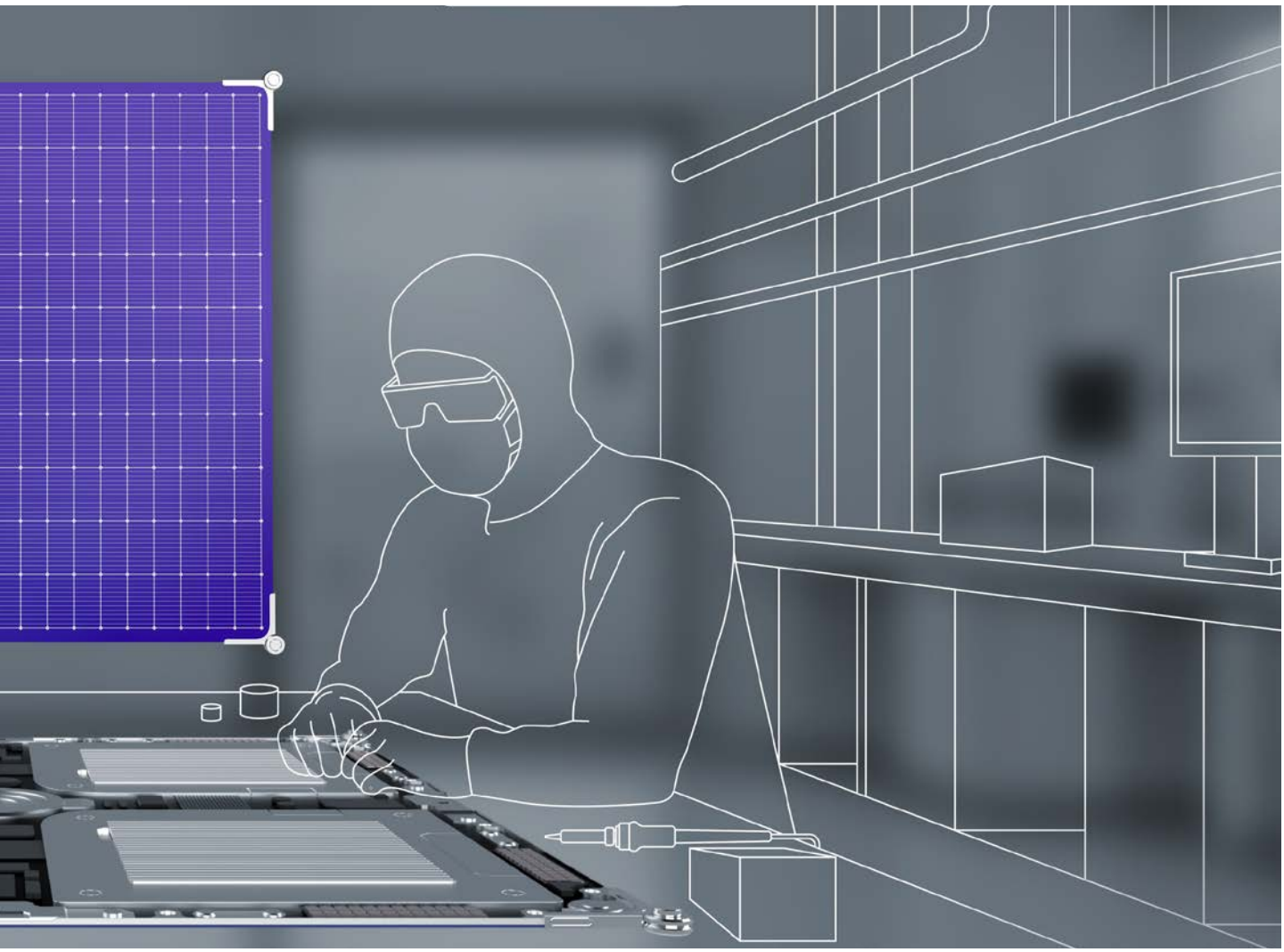
Sustainability isn't an afterthought for Sophia Space. DeMillo says it's fundamental to the company's entire design philosophy.

"Leon and I, honestly all of us at Sophia, think sustainability needs to be designed in from the start, especially when you're building infrastructure for space," he says. "Sophia's approach is to align high-performance AI capability with responsible use of energy, materials, and compute cycles."

DeMillo elaborates on the TILE unit's design choices. "Each TILE is solar-powered and engineered for efficiency," he continues. "We use passive radiative cooling to avoid power-hungry thermal systems, and we place workloads close to the data source to reduce waste. That lowers power draw, transmission requirements, and processing overhead. We're not just designing for performance... we're designing for sustainability at the system level."

He also highlights the fundamental physics that make space uniquely suited for this approach. "Terrestrial computing needs are already beginning to exceed the capacity of Earth-based infrastructure," DeMillo says.

"Over the next five to ten years, that gap is going to triple. You can talk about powering massive terrestrial data centres with fossil fuels, nuclear reactors, or experimental energy sources, but you still run into the same fundamental constraint: the laws of thermodynamics. Heat cannot be destroyed.



On Earth, that heat has to go somewhere. It ends up in the biosphere — in the air, the water, and eventually into the systems we depend on for life."

In contrast, space offers a literal void where heat can be safely radiated away. "In space, the universe itself becomes the heat sink," DeMillo says. "That gives us a fundamentally different design space. TILE can radiate excess heat directly into the vacuum of space without impacting the environment. It's a cleaner way to scale compute, especially as AI and data workloads continue to grow."

He's clear-eyed about the motivations behind this design. "This isn't about being utopian. It's about being practical," DeMillo emphasises. "You solve tomorrow's compute problems by building systems that can scale without hitting environmental and energy walls. That's exactly what we're doing with Sophia."

FUNDING, PARTNERSHIPS, AND NEXT STEPS

In Q2 2025, Sophia Space closed a $3.5 million pre-seed round. For many early-stage space companies, that funding typically means more prototyping and theoretical modelling. But for Sophia, it's all about execution.

"Thank you for saying that — we are all pretty pumped about it," DeMillo says with characteristic candour. "The pre-seed round gives us the runway to move from concept to working hardware in orbit."

He lays out clear, tangible milestones for the next 12 to 18 months. "First, we're building and validating flight-ready TILE units," DeMillo explains. "That includes finalising the design, completing environmental testing, and integrating with our partners for launch and deployment. We're not building prototypes just to sit on a bench. These are space-qualified systems heading for orbit."

The second priority is advancing SOOS, the orbital operating system that makes TILE more than just hardware. "This funding allows us to build out the core features needed for autonomy, edge AI execution, and secure workload management in orbit," DeMillo continues. "We're also architecting the toolkit that third parties will use to build and run applications on TILE."

Third is securing those all-important early adopters. "We're locking in our initial customers and partners," he says. "That includes satellite operators, defence and government programmes, and commercial space infrastructure providers. These early adopters will be critical for testing, feedback, and proving real-world use cases."

DeMillo sums up what success looks like for Sophia in the near term. "Success isn't just reaching orbit," he says. "It's showing that orbital compute can run real workloads, deliver measurable value, and scale from there. This round takes us to that first proof point."

STRATEGIC COLLABORATIONS AND DEFENCE APPLICATIONS

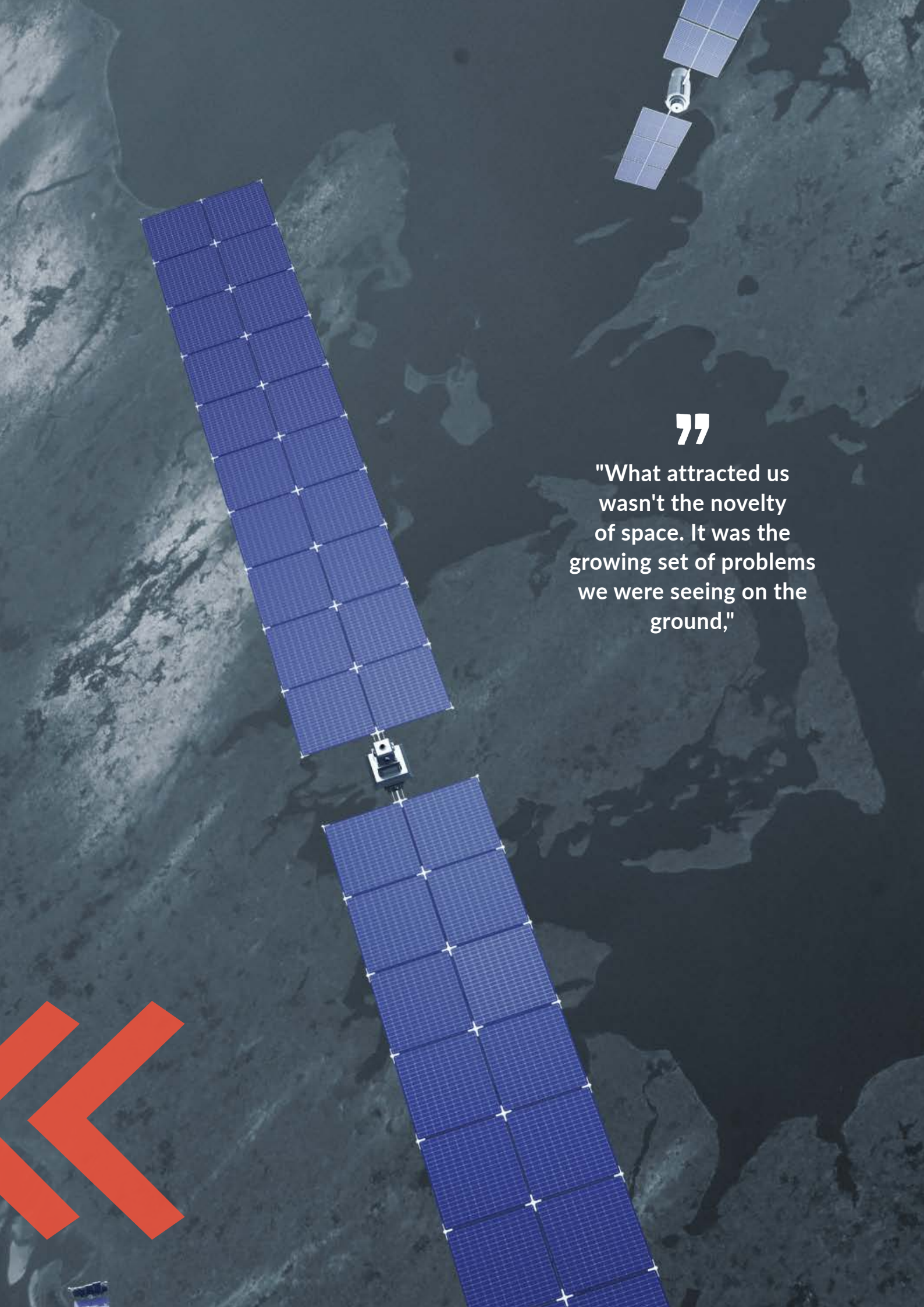
Sophia's strategic partnership with Axiom Space — and its involvement in the Golden Dome defence architecture — highlights the growing practical relevance of orbital compute.

"The collaboration with Axiom Space and the MoU around the Golden Dome concept shows how quickly the conversation around orbital compute is moving from theoretical to operational," DeMillo explains. "These aren't science experiments. They're early steps toward real defence and commercial architectures that depend on compute in space."

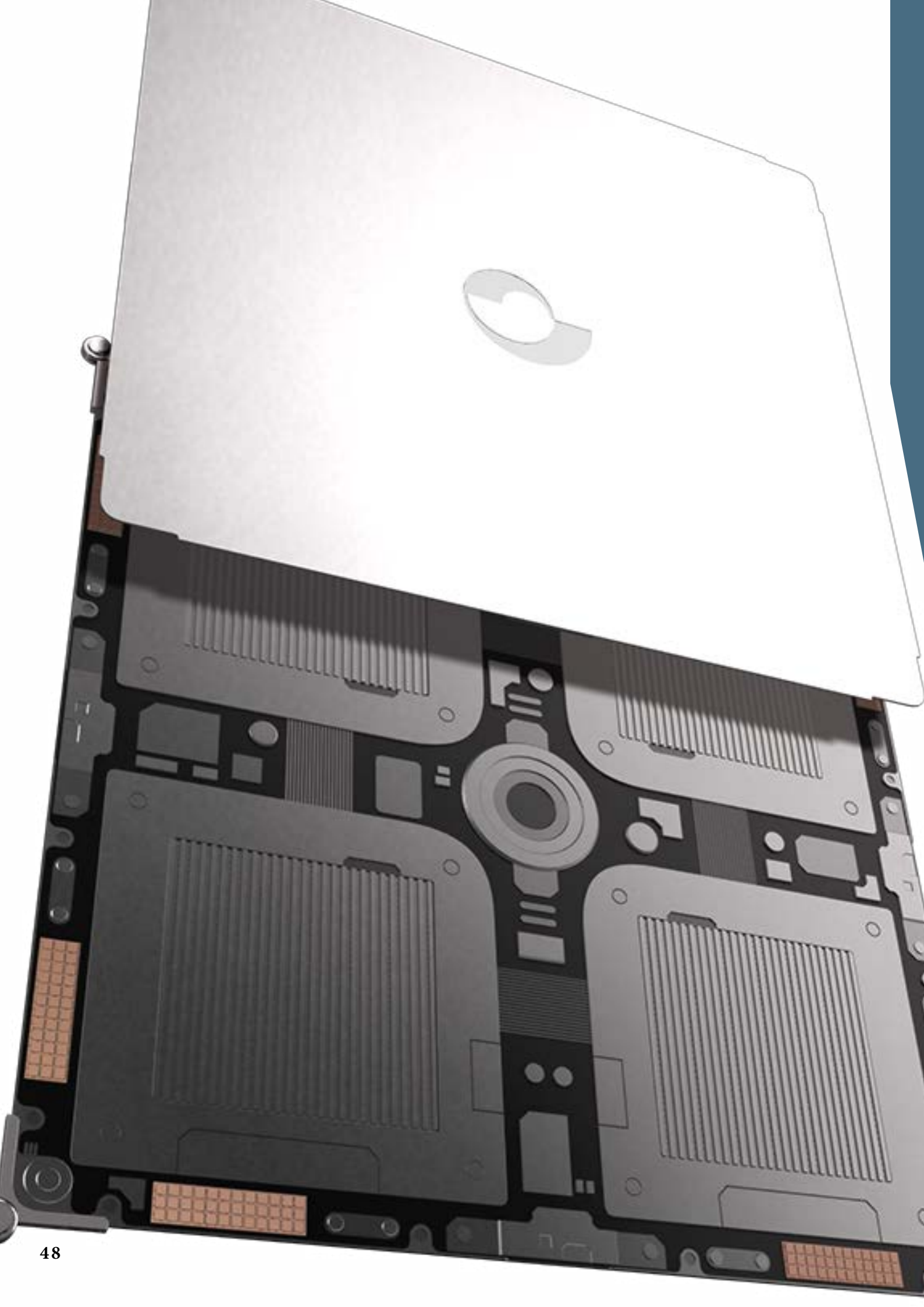
Axiom Space's expertise in station design and orbital logistics complements Sophia's focus on compute. "Jason Aspiotis and his team at Axiom bring deep experience in space station design and in-orbit logistics," DeMillo says. "They understand the need for modular, scalable systems that can support a range of missions. By working with them, we're helping define what the compute layer looks like in future low Earth orbit infrastructure."

This vision extends beyond scientific research and industry applications. "This applies not just to science and industry, but to national security as well," he says. "The Golden Dome architecture is a forward-looking concept focused on distributed defence systems in space. It reflects the shift toward more autonomous, decentralised, and resilient platforms."

TILE's design fits that vision precisely. "TILE provides compute where it's needed, without relying on ground infrastructure or long-latency links," DeMillo continues. "It supports



"What attracted us wasn't the novelty of space. It was the growing set of problems we were seeing on the ground,"



real-time decision-making, AI processing, and mission autonomy at the edge. This collaboration exemplifies a larger trend. The line between commercial space, defence, and enterprise computing is beginning to blur. We're building the infrastructure that allows those domains to converge and operate together on a shared platform in orbit."

BALANCING VISION AND EXECUTION

Sophia Space is attempting something ambitious, even audacious: to make space a practical extension of Earth's compute layer. That requires bold vision — but also discipline, experience, and a willingness to manage risk intelligently.

"Ah, the million-dollar question... or in startup terms, the billion-dollar question," DeMillo says, reflecting on the challenge. "I've spent my life at the edge — in terms of technology, in terms of building companies, and in terms of risk. This isn't my first time trying to build something that didn't exist yet, so to me, balancing bold vision with early execution isn't a contradiction. It's the job."

He explains what that means in practice. "You need a big enough vision to matter, something that pulls people in and actually shifts the landscape," DeMillo says. "But you also need the instincts to cut scope when needed, pick your battles, and survive the early innings without lying to yourself. That just comes from experience. I've pitched the 'change the world' vision with ten bucks in the bank more than once."

DeMillo is convinced the core vision of Sophia Space is both ambitious and inevitable. "With Sophia, we're building something that feels inevitable," he says. "Compute is moving off-planet, whether it's us or someone else. The vision holds. The hard part is getting the sequence right."

He continues, laying out the practical questions that drive every team decision. "What can we prove with one TILE? What does flight heritage actually unlock? How do we stay capital-efficient without playing small?"

DeMillo stays clear-eyed about the risks, but he believes experience and honest planning manage them best. "I've learned over time that you don't manage risk by playing it safe," he concludes. "You manage it by knowing what hill you're willing to die on, and being smart about how you climb it."

CONCLUSION

Sophia Space is not merely another speculative space startup. It's a company with real aerospace roots, engineering rigor, and a clear-eyed view of Earth-based infrastructure's limitations. TILE™ is designed to solve urgent problems — and to do so sustainably, with a system-level perspective that reflects both the opportunities and constraints of the space environment.

DeMillo and his team aren't promising utopia. They're promising infrastructure that works, scales, and fits the realities of a world — and an economy — that will need more compute than Earth alone can support.

As Sophia Space prepares to launch its first TILE units into orbit, one thing is clear: the future of computing isn't just on the ground; it's above it.

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TRANSFORM CARE:

Ming Tang on Leading the Digital Future of the NHS

MING TANG

Chief Digital and Information Officer (Interim)
Chief Data and Analytics Officer at NHS England

It's not every day you get to hear from someone who's data leadership role has the ability to positively impact so many people's health, but Ming's does.

Leading on data and analytics work in National Health Service (NHS) England, she's also recently stepped in as interim Chief Digital and Information Officer.

Despite being such a busy person, she kindly found time to talk to us about her focus on driving digital and data transformation in the NHS, including her part in the government's 10 Year Health Plan for England.

We discovered more about what this plan means for the future of a healthcare service that has been part of our history for over 75 years, and what has helped Ming become the leader she is today.

» A BACKGROUND THAT PROPELS HER FORWARD

The daughter of non-English-speaking parents, Ming's first role was in a takeaway – which she credits with helping her progress in her career, "I'm quite proud of my working-class background.

"Growing up working in a takeaway helped me to connect with different people from all walks of life and to learn how to assert myself with strangers from a young age. It made me more confident and more assertive, allowing me to be myself as a woman in a man's world."

Ming explains, "I was one woman amongst many men for a long time in my career. In the NHS, there's probably more women in leadership positions than I've seen anywhere else I've worked."

With a pharmacy degree as her foundation, Ming began her career in pharmaceutical production. She then broadened her experience across multiple sectors, including consumer goods and retail, steadily advancing from consultant to Senior Partner at Accenture. Ming further distinguished herself by completing an MBA before embarking on her journey with the NHS in 2009. Since then, she has ascended to key leadership roles within NHS England, where she continues to drive transformative digital initiatives.

Ming attributes her success to a powerful combination of personal dedication and access to exceptional mentors and professional development. As she remarks, "I've been very fortunate with coaching and also with the training and development I've received." Nonetheless, it is evident that her advancement has been equally driven

by her own hard work, sharp intellect, and strong leadership abilities, all of which have propelled her to the senior roles she now holds.

So, what advice does she have for other women hoping to follow a similar path, we wondered? “Hold your own, make sure that you're being straightforward and you've thought through the logic for why you deserve to be heard. Being firm, frank and direct I think always helps.”

She reflects, “I am quite straight talking. I don't wait to be invited to speak. It’s important for me to get my content or my views across at the right time to get the decisions needed to move things forward.”

» PART OF THE DRIVING FORCE BEHIND THE 10 YEAR HEALTH PLAN

Together with Tim Ferris, Ming co-chaired the Data and Technology Working Group for the 10 Year Health Plan, which set out to transform the NHS. Its three key focuses are: care in the community, digital empowerment and focussing on prevention.

“Data and digital underpin the whole of the 10-year plan,” Ming points out. “If you think about the shift from hospital to community, in order to enable that you need a much more multidisciplinary team and you need the right digital tools and data to underpin all of that.

“How do you work with local populations? How do you target people that are vulnerable? How do the health teams work with social care? This all requires effective data sharing and they need the platforms and tools to do that.”

“One of our key commitments is the development of a comprehensive single patient record—an integrated, longitudinal health record accessible to individuals through the NHS app. This will empower patients to view and actively contribute to their own health data.

For instance, patients using wearables or devices such as continuous glucose monitors will be able to supplement their NHS record with data from these sources, providing a richer, more accurate picture of their health and treatment needs. As Ming underscores, “It’s essential to understand the trends over time, not just isolated data points, when managing people’s health.”

Ming continues, “The most important thing is putting the infrastructure in place to give people the right data to inform their decisions. That may be decisions about the individual, there may be decisions about our health services, there may be decisions that help the clinician refer the patient to the best place, or it may just be providing trusted information through the NHS app about the patient’s health condition so that they're more reliably informed. By digitising this flow of information, we can put people’s health at their fingertips, giving them access wherever they may be – at home or work”

Having this data stored in one place will also support patient information to be shared more easily between different teams within the NHS, such as community and hospital teams. Something that teams can sometimes struggle with now.

This single record will ensure that all of a patient’s important health information is accessible to clinicians across different care settings. Patients will no longer have to

Building the Right Partnerships in an Age of Intelligent Transformation

KPMG

BUILDING THE RIGHT PARTNERSHIPS IN AN AGE OF INTELLIGENT TRANSFORMATION

By Yusuf Ermak, Partner - Data & AI, KPMG

The evolution of technology today finds us standing at the edge of something exciting and daunting in equal measure. Every advance isn't just changing how we work, it's prompting new questions about how we live and who we're becoming along the way.

As AI moves from handy tools for specific use cases to something more like a comprehensive teammate. AI is no longer just running quietly in background models; it's gradually driving how decisions are made, how problems are solved, and how work itself is done.

This shift is tangible, in conversations with colleagues and clients, in daily routines and big transformation programmes. Organisations now want more than just new tech; they want to set positive examples that others, and perhaps even the AI itself, can learn from.

I believe we are moving to a world where the most forward-thinking organisations will establish organisational AI partners, that guide and help them to run their ongoing evolution and transformation to set them apart.

As we get there, they will continue to work with their human partner organisations to help them, so what represents a good example for these future AI partners to emulate? Here are some lessons from my experience that I'm keen to share.

"THE MOST FORWARD-THINKING ORGANISATIONS WILL ESTABLISH ORGANISATIONAL AI PARTNERS - GUIDING THEIR ONGOING EVOLUTION AND TRANSFORMATION."

1. CAPABILITY BUILDERS

The best partners are invested in leaving a legacy with teams stronger and more confident, not just delivering for today. Some of my proudest moments come from hearing, even years later, that teams are solving new problems on their own because of something we worked on together.

"OVER 65% OF EXECUTIVES SAY CAPABILITY BUILDING IS THE GREATEST DETERMINANT OF LONG-TERM DIGITAL SUCCESS."
– KPMG 2025 GLOBAL TECH REPORT

2. INTEGRATION & COLLABORATION

Genuine progress often starts when organisations combine their strengths, advisors, clients, experts, startups, and specialists in 'rainbow' teams. There's energy in these ecosystems that you just don't get from solo efforts. It's not easy to do, but the pay-off when you get it right is worth it. Research shows this collaborative approach dramatically increases the likelihood of transformation success.

3. NAVIGATING CHANGE

Technology isn't the tough part, helping people to embrace new ways of working is where the work really happens. KPMG's Digital Change Benchmark reports people-related challenges are behind nearly half of project failures. Success depends on keeping people, not just processes and platforms, at the center of change efforts. I've seen meaningful results in doing this with our work as an adoption partner for the pioneering NHS Federated Data Programme. Bringing transformation experts closer to technologists helps to better ensure solutions fit the deployment needs and aspirations of the frontline.

4. KEEPING SIGHT OF VISION

With busy schedules and competing priorities, it's easy to lose sight of why you started. It takes deliberate effort to maintain a shared sense of vision and to refocus and recharge people's commitment. Regularly revisiting shared goals helps teams deliver more and stay engaged even through the inevitable disruption.

5. COMMUNICATION THAT CONNECTS

Clear, honest, engaging and well-timed communication goes a long way. A concerted communications campaign using different mediums that resonate with relevant stakeholders makes all the difference. Teams with strong communication capabilities that embrace novel ways to engage help to better inform and engage key protagonists and wider stakeholders, driving real gains in engagement and productivity.

Yusuf leads KPMG's Award-Winning Infrastructure, Government and Healthcare Data and AI Practice. He shares his thoughts and can be contacted via LinkedIn https://www.linkedin.com/in/yusuf-ermak-37a8a96/?originalSubdomain=uk

repeat their story to every professional they encounter, making their care more seamless and coordinated. Ultimately, it's about making patients feel understood—not processed—throughout their healthcare journey.

» USING DATA AND DIGITAL TO PREVENT ILLNESS

With prevention as a central focus of the 10 Year Plan, the information in a patient's record can be harnessed to proactively identify risks and support earlier interventions—helping prevent illness before it starts, rather than simply treating it. This approach aims to avoid unnecessary medicalisation by prioritising prevention and wellbeing.

Ming refers to the mental health of children and young people as one example, "Some of that population may not want to see someone about depression, but they may respond better to an app that allows them to work on some behavioural or lifestyle changes."

While there are lots of apps already available for download, such as sleeping tools that help track sleeping patterns and that give advice, the sheer amount of them can make it confusing for people to choose which app to use.

"What we want to do in delivering the 10 Year Plan is make sure these tools have been clinically assessed through NICE *[National Institute for Health and Care Excellence]* and made available through the NHS app, so that people have a trusted source of assessed apps."

"Longer term, if the regulator NICE decides that a digital treatment is effective and cost effective, then in the future GPs might be able to prescribe it, or people might be able to self-refer to get it on the NHS.

"So, these are the types of things we're creating: an ecosystem of apps, as well as suppliers who can then work together to get a much better offering for the public."

» UPGRADING THE DIGITAL INFRASTRUCTURE

With so many ambitious goals in this plan, strengthening the NHS's digital infrastructure is essential. Currently, hospitals operate at varying levels of digital maturity, so levelling up is crucial to ensure consistent cybersecurity measures, timely updates, and a flexible, resilient IT environment across all care settings.

Ming explains, "One thing we're looking at is a data platform that allows us to take data from source systems into a more secure, flexible environment, so that information can be made available across the NHS – so it's not locked into a particular system in a particular trust."

"Connecting the NHS in this way will help us share data and to automatically trigger important 'events'. For example, if you've been to a clinic to have your screening, you can trigger a notification to your GP automatically rather than having to rely upon sometimes clunky integration between systems.

> One of our key commitments is the development of a comprehensive single patient record—an integrated, longitudinal health record accessible to individuals through the NHS app.

"Establishing strong digital foundations means getting our data and IT assets in order, with cybersecurity as a top priority—especially given the prevalence of outdated legacy systems. Where legacy technology exists, we need clear strategies for replacement, identify which core services should be provided nationally, and offer guidance to local teams on what they should buy locally. This coordinated approach is key to steadily raising the level of digital maturity and resilience across the NHS."

» LOOKING TOWARDS NEWER TECH

A lot has been said about how AI could help improve healthcare. With the huge amount of patient data in the NHS, how will advanced technology be used in decision making and patient care—while still keeping that data safe and private?

“A big part of the 10-year plan is to look forward”, Ming tells us. “There are huge advances in agentic AI and Large Language Models as well as some of the machine learning type of modelling that we’ve done previously.

“What we learned during COVID was that machine learning models are great, the algorithms are great, but you need to be able to explain them, because you still want the human judgment of those models. So, we're applying this same technique with the AI Large Language Models.”

“One thing you have to carefully consider with AI is where the end point is – because some of these Large Language Models make information available on the web. So, we've locked down the endpoints because we don’t want patient data going on the web.

“We've created investment in a data platform which then allows you to apply AI onto it, in a secure place, where we can explain what's happening with those models.

“And then our analysts and data scientists are looking at what the monitoring framework is for those models, so that we've got guardrails in place.

Ming points out, “We will probably take it fairly slowly. The NHS is fairly risk averse and it's clinical, so, we’d probably be looking at augmentation first, then looking at how that model is working before we attempt automation.

“We probably won't ever automate for clinical care, but we may do something like enabling digital triage for a 111 call,” Ming explains. 111 is the non-emergency phone number in England that gives people access to health advice and treatment. She continues, “There will be an algorithm that’s more agentic which passes you onto the right person, based on the symptoms you have.

“There will be different ways of doing different things, but it’s really important that we have the data layer well curated, we have the infrastructure to make sure it’s secure and safe, and then anything that we apply on top of this, we’re monitoring.”

» SUPPORTING STAFF TO EMBRACE CHANGE

It’s clear that this is a time of significant change for the NHS and its hard-working staff. While in the long-term these changes will create benefits for both the patients and the workforce, we wondered about the

> **The most important thing is putting the infrastructure in place to give people the right data to inform their decisions.**

short-term impacts in terms of supporting staff through change, and the time it takes to train already busy teams to use new processes and platforms.

Ming shares, "We often focus on tech, data, and digital tools, but the real benefit is in how we can deploy them to streamline what we do—reducing unnecessary handovers and improving processes to make clinical pathways more effective and efficient. This represents a significant process change and requires collaboration from different people and teams coming together."

"We're creating digital platforms to support better coordination across the UK healthcare system. For example, when a GP refers a patient to community services, community nurses can clearly see what the doctor has requested and have access to clinicians both in community and acute hospitals. These connections will increasingly be enabled by technology, but currently, the process is still

quite manual and varies from place to place. That's why, as we introduce new technology, it's essential to ensure that everyone receives proper training in these updated ways of working.

We believe in co-producing these solutions—bringing together technology teams, end users who will be affected by the changes, and process redesign experts to shape the best approach together.

A lot of our recent work with the Federated Data Platform has focused on transforming processes. For example: How do you efficiently schedule theatre appointments? How do you plan ahead? What can technology do to keep all the necessary information up to date, so you're not relying on paper, emails, or texts to coordinate care?

It's really about managing the logistics of care, which means supporting people as they adjust to new ways of working. Training is key, but it shouldn't just be one-

off sessions—it's just as important to have support teams available on the ground while staff are adapting to these changes. And, of course, it helps tremendously when digital tools are intuitive and easy to use."

Ming uses the example of smartphones, and how we don't have a lot of training to use them – instead, effort goes into creating an intuitive experience that's simple to figure out as we go along.

A similar approach is being used to create a more seamless digital experience for clinicians. An example of this is when clinicians look at their waiting list patients in the electronic patient record. Previously they've needed to go into each individual patient record, which takes time, but now the data has been drawn together so clinicians can look at it as a complete list and do the prioritisation using a drop-down box. This is a change in the process, but the design makes it intuitive, faster and simpler.

» THE IMPORTANCE OF PARTNERSHIP TO PROGRESS

Ming explains that the 10 year plan isn't only thinking about innovation in terms of technology, but as a whole topic in itself. That means there's a need to consider who the NHS collaborates and partners with – as well as what the incentives are for this, and importantly, how do they remove some of the friction of working well together.

"We've listened to a lot of things that people said are really difficult about working with the NHS. We've tried to solve some of those issues through the thinking that we've done to determine what needs to change" Ming explains.

She continues, "A lot of our suppliers will say it's quite difficult to get into the NHS, particularly if you're a small entrepreneurial type of company. Part of our thinking is how do we create open standards? How do we create access to the platforms and the data models so that people can develop applications that are suitable for specific patients, or hospitals, or the community, then work with our NHS colleagues to develop it, and then how do we scale that?

“So, once it’s been developed, it's been assessed and it's been approved, how do we then create the shop window so that other organisations can buy it without having to go through a massive procurement process?”

There’s another aspect to this, too, which Ming and the wider team need to consider. “Being part of wealth generation is important for the NHS going forward. This government is insistent that the NHS becomes a driver of economic growth for the country, given that we're such a big portion of the budget, about 40% at the moment.

“By making our data available through the Health Data Research Service, we will be able to improve patients' access to new treatments with clinical trials. And we’ll also encourage pharmaceutical companies or Medtech companies to come to this country to develop their products, or academics and other entrepreneurs to use this data to train AI that can then be sold elsewhere.”

The availability of data to partners will also support the Plan’s focus on prevention, which we referenced earlier. “Making that data available for academia will also help make the case using effective treatments to help people get back to work. There is a proportion of the workforce off sick because they don't get access to a treatment, such as a musculoskeletal treatment, or because they’re overweight, or because they've got hip and joint issues.

“If we can be more holistic and preventative and we can work with people to help themselves, that will help them get back into the workplace.”

Ming clearly has the passion and expertise to help drive a period of significant and positive change that has the potential to impact so many people. And while this role is a long way from the takeaway that played such a big part in her early life, she hasn’t forgotten the skills she learned there. Down to earth, to the point and committed to service, Ming’s humble beginnings have served as an important stepping stone to the leadership role she now has helping to shape the National Health Service for tomorrow.

ImpactOS

Before

(Traditional Approach)

- Social value **only evaluated at tender stage.**
- Commitments often **generic** and hard to measure.
- **Little or no follow-up** once contract awarded.
- Reporting ad hoc — **reactive, spreadsheet-based.**
- Difficult to **prove delivery** to buyers or stakeholders.

After

(With UK Procurement Act 2023 & Sector Policy Shift)

- **Whole-life contract monitoring** – commitments tracked from award to completion.
- **KPIs tied to specific outcomes** (e.g., apprenticeships, local spend, CO_2 reductions).
- **Regular reporting** (quarterly/annual) built into supplier obligations.
- **Digital portals** replace manual spreadsheets — live progress dashboards.
- Evidence base to **protect future bid success** and maintain supplier reputation.

How Impac

- Centralised 'Single Source of Truth' – All commitme
- Cross-Sector Ready – Aligns with central, local, and
- Audit-Ready Evidence – Supports UK Procurement
- Bid-Ready Outputs – Pull verified SV delivery data s

The Shift in Public Sector Social Value Management

From 'Bid-Stage Only' to 'Whole-Life Evaluation'

Sector Convergence

Sector	Before	Details
Central Govt	PPN 02/20 tender scoring; minimal contract monitoring.	Mandatory bid-stage SV + growing requirement for in-contract reporting & PPN 06/21 carbon plans (>£5m). PPN 002 Social value.
Local Govt	Social Value Act 2012 "consider" duty; evaluation varied widely.	Many councils now require quarterly/annual SV delivery reports; portals in use.
NHS	Carbon plans (>£5m) + 10% SV tender weighting; weak post-award follow-up.	SV commitments linked to NHS net zero & workforce KPIs; reporting tied to annual sustainability plans.

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d NHS standards.

Act compliance.

straight into tenders.

TOP 10

This isn't just another tech roundup. Top 10 is your curated journey through the most compelling stories in technology today, handpicked for their potential to transform industries, challenge conventional thinking, or simply blow your mind.

WORLD'S MOST AMAZING DATA CENTRES:

A GLOBAL TOUR OF DIGITAL INFRASTRUCTURE GIANTS

In our increasingly connected world, data centres are the backbone of the digital economy, housing servers and infrastructure for everything from social media to cloud computing.

These centres vary in scale, efficiency, and innovation, with some pushing the limits of size and sustainability.

From converted bunkers to floating facilities, the global data centre landscape showcases engineering achievements and creative solutions for storing and processing vast information.

These facilities represent cutting-edge data centre design, addressing unique challenges with innovative solutions.

From underwater deployments to underground bunkers, massive campuses to efficient cooling, they showcase the diversity and ingenuity driving modern digital infrastructure.

As data demands grow, these facilities lead the way toward more sustainable, efficient, and creative approaches to supporting our digital needs.

1 THE CITADEL CAMPUS IN TAHOE RENO, NEVADA, IS ONE OF THE MOST AMBITIOUS DATA CENTRE PROJECTS.

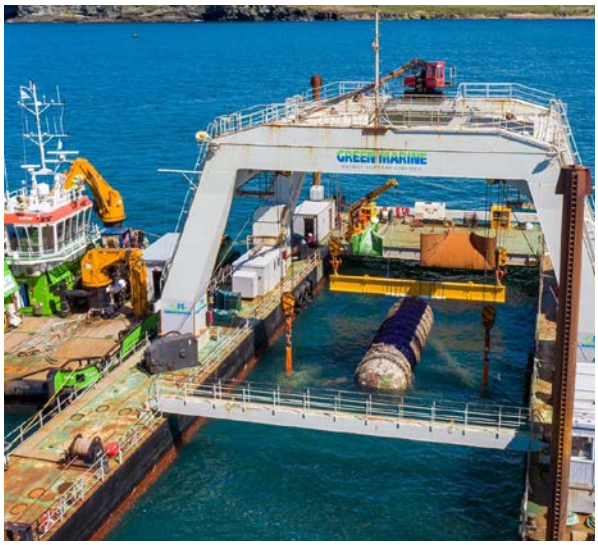
Spanning 7.2 million square feet, this Switch-operated facility is the world's largest data centre campus. Its size is staggering, housing hundreds of thousands of servers. What sets the Citadel apart is its strategic Nevada location, offering tax advantages and renewable energy access. The cool climate reduces cooling costs, and proximity to major fibre routes makes it a critical hub for international data traffic.

2 CHINA TELECOM'S INNER MONGOLIA DATA CENTRE PUSHES SCALE EVEN FURTHER.

Located in Hohhot, it covers 10.7 million square feet, making it the largest single data centre by floor space. Inner Mongolia was chosen for its renewable energy resources, especially wind and solar, and its cooler climate aids server cooling. The facility is a cornerstone for China's digital economy, supporting cloud computing and big data initiatives.

3 MICROSOFT'S PROJECT NATICK *is perhaps the most innovative data centre design.*

The Northern Isles deployment off Scotland's Orkney Islands submerged a data centre 117 feet underwater for two years. The ocean provides natural cooling, eliminating air conditioning, and it's powered by renewable energy from the local grid. The project showed efficiency gains, with lower server failure rates due to the stable underwater environment free from oxygen and humidity fluctuations.



4 GOOGLE'S HAMINA DATA CENTRE IN FINLAND *showcases exceptional efficiency through innovative cooling techniques.*

Built in a former paper mill, it uses seawater from the Bay of Finland for cooling, achieving a Power Usage Effectiveness (PUE) rating as low as 1.1. This makes it one of the most efficient data centres globally, showing how creative use of natural resources can reduce environmental impact while maintaining performance.

5 DIGITAL REALTY'S LAKESIDE DATA CENTRE IN CHICAGO *stands out for its scale and strategic importance to North American connectivity.*

Covering 1.1 million square feet, it serves as a major interconnection hub for telecommunications and cloud services. Its location provides renewable energy from Midwest wind farms, and its design includes advanced cooling and redundant power supplies to ensure maximum uptime.

6 THE PIONEN DATA CENTRE IN STOCKHOLM, SWEDEN, *occupies a former nuclear bunker 100 feet underground*

Originally built during the Cold War, it now houses servers for various clients, maintaining its distinctive aesthetic with waterfalls, greenhouses, and repurposed submarine engines as backup generators. The underground location offers natural security and climate control, making it one of the most photographed data centres, demonstrating that functionality and aesthetics can coexist.

7 IRON MOUNTAIN'S UNDERGROUND DATA CENTRE IN PENNSYLVANIA *uses a former limestone mine 220 feet below ground*

This unique facility offers natural disaster protection, stable temperatures, and enhanced security. The mine's insulation maintains consistent temperatures year-round without extensive cooling. It shows how repurposing underground infrastructure creates secure, efficient data storage with minimal environmental impact.

8 AMAZON WEB SERVICES' DATA CENTRES IN NORTHERN VIRGINIA *are the largest globally.*

While facility details are secret, dozens of AWS centres there support much of the internet's infrastructure. The region's importance is immense, with major internet services, government systems, and enterprise applications relying on its computing power. It benefits from reliable power, extensive fibre connectivity, and proximity to major Eastern seaboard population centres.

9 NEXTDC'S MELBOURNE DATA CENTRES *highlight Australia's commitment to sustainable digital infrastructure.*

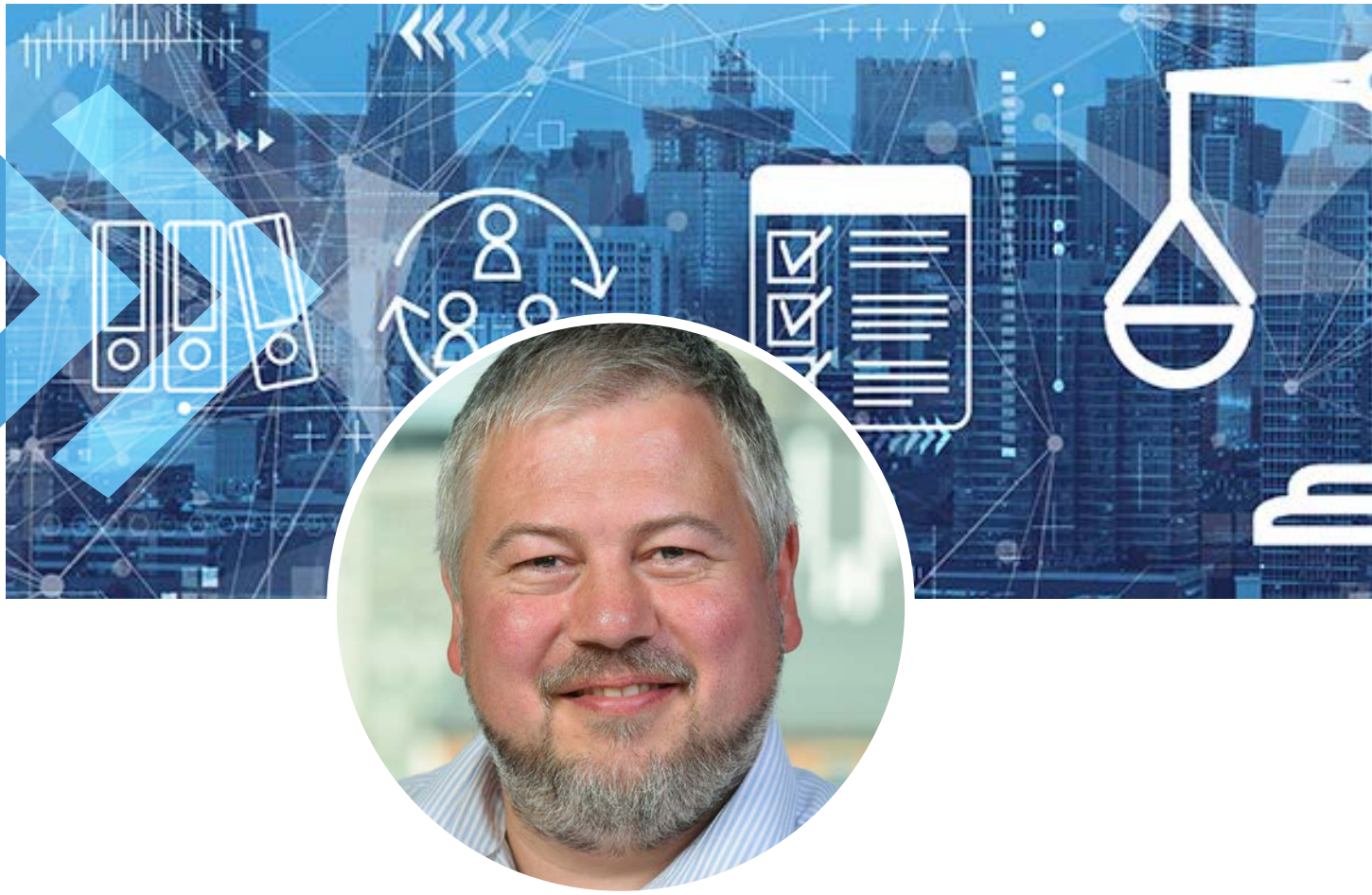
The M1 facility uses advanced cooling and renewable energy, achieving high efficiency while serving as a crucial hub for Asia-Pacific connectivity. It extensively uses outside air cooling during cooler months, reducing energy consumption. Its location is vital for data traffic between Australia, Asia, and the world.

10 FACEBOOK'S PRINEVILLE DATA CENTRE IN OREGON *pioneered the Open Compute Project, revolutionising data centre design.*

It introduced custom-designed servers and infrastructure, cutting energy consumption by 38% and costs by 24% compared to traditional designs. Facebook's open-source hardware design has influenced the industry, promoting efficient operations globally. Its Oregon location offers abundant hydroelectric power, enhancing its environmental credentials.

DIGITAL EDGE VERDICT: » » » » » »

These facilities represent cutting-edge data centre design, addressing unique challenges with innovative solutions. From underwater deployments to underground bunkers, massive campuses to efficient cooling, they showcase the diversity and ingenuity driving modern digital infrastructure. As data demands grow, these facilities lead the way toward more sustainable, efficient, and creative approaches to supporting our digital needs.



Q&A

MARK WHEELER

SENIOR DATA ENGINEERING MANAGER AT CLYDE & CO

» AUTOMATION & STRATEGY

Clyde & Co is undergoing a shift from legacy systems with no formal technology road-map. How are you approaching automation in such an environment—and what's your strategy for ensuring it supports, rather than disrupts, day-to-day legal operations?

The IT ecosystems of all business over a certain size are complex – we are a 5,500 person law firm with around 1/3 of staff supporting the "fee-earning" community. We have also grown through mergers and thus have absorbed and number of additional – sometimes overlapping - systems, processes and "technical debt" over time. All of which has added to the complexity of legacy systems.

There is no obvious, external, vendor-led, road-map to give us a single direction to head in so we have had to create our own road-map comprised of the best-fit (best in class but with an eye on how they interact with other strategic platforms) systems.

Part of this is ensuring that changes are implemented in the right order so that something which relies on a certain application / data structure / security posture is not implemented before the thing it relies upon. Fortunately, we have experienced Enterprise Architecture and Data Architecture teams to help us through this process.

As a business where the vast majority of the business (and all those who “earn money”) are running legal cases that is clearly the area that most automation and innovation efforts should be spent.

Part of the journey with any change is to map and assess the current business process and required business outcomes to compare any automation outcome against. Where the current process is optimal then we can confidently implement an automation to simply support the current day-to-day and free up more business time, where an existing process is sub-optimal then more changes in the operational tasks are needed but if it removes unnecessary effort then the net gain in the long run is worth it.

» MIGRATION LESSONS

Moving from outdated tech to modern systems is famously risky in professional services. What key lessons or principles are guiding your approach to data migration at Clyde & Co?

Our Case Management System (CMS) of choice is a "dual" installation of Lexis Nexis 'Visual Files' and 'Every File' platforms. These give the flexibility of extremely configurable workflows alongside web interface for simplicity of access.

A couple of years ago, following a series of mergers Clyde & Co was running a total of 14 individual CMSs – which is obviously a challenge to maintain / consolidate information from / attempt to automate within.

With the notable assistance of our vendor - Lexis Nexis - we have so far migrated over 47,500 cases (including circa 19M documents / 498M data points) to this strategic platform and will proceed to decommission 6 of those systems - with the migration process still ongoing.

Our over-riding principle as we have approached this project is one of agility and "fix-forward". If an issue is minor and ultimately fixable without affecting business operations, then it is permissible to continue the migration process and correct afterwards. This has allowed the process to continue in a timely manner whilst retaining top-level oversight of the progress towards an ultimately "complete" migration.

The other key principle we have taken on our migration journey is not to get too involved in cleaning the data. Obviously, there are key "data-type" transformations needed as no two systems are structured in the same way at a database level. However, Clyde & Co adopts the general principle that the lawyer handing the case is responsible for the information held against that case. We are not therefore attempting to add complexity to the migration process by checking data accuracy as part of the migration itself. The same lawyer will still be responsible for the information on the new system post-migration, so it is important for transparency and accountability that the data is migrated, unchanged, to the new system.

This decision has removed a significant amount of complexity and associated time / cost from the end-to-end process.

» DATA QUALITY AT SCALE

Legacy systems often mean fragmented, inconsistent data. How are you planning to embed data quality improvements into routine legal workflows, so this doesn't become just a one-off clean-up exercise?

Broadly, our strategy is one of capturing the data accurately in the first place rather than cleansing it later.

We have identified a set of key data points that we believe are crucial to the accurate inception (end-to-end Practice Management and Case Management creation) of a case.

> Clyde & Co's strategy is very much "cloud first"

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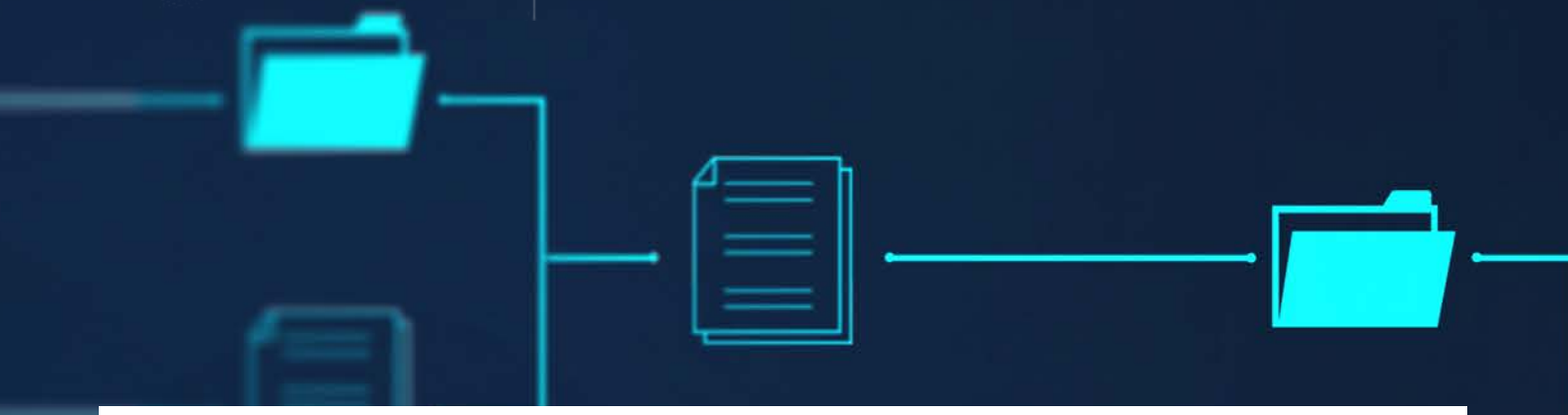

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One System to Rule Them All:

HOW CLYDE & CO MODERNISED GLOBAL LEGAL DELIVERY WITH LEXIS EVERYFILE

With over a dozen mergers and acquisitions under its belt, global law firm Clyde & Co found itself wrestling with an increasingly fragmented operational reality: 13 legacy case management systems spanning jurisdictions, practice are client types. As Stephen Allen, Director of Legal Delivery and Innovation, puts it, "It was 13, but it felt like 15."

The weight of this technical debt went beyond IT burden. "Multiple systems meant people were working in silos," Allen explains. "It caused headaches when it came to data, because we were pulling information from eight or nine databases just to create one client report."

The solution? A long-term partnership with LexisNexis Enterprise Solutions via the roll out of the Lexis Omni platfor This consisted of changing their technology stack by implementing the power of Lexis Everyfile – the new matter ma solution and Lexis Visualfiles – the leading case management solution in the legal tech industry. Where Visualfiles w handle high-volume, standardised work, Everyfile was tailored to support the firm's most complex matters — from cr litigation to high-stakes insurance disputes.

From Fragmentation to Firm-wide Alignment

The transformation was vast in scale. Over 18 months, Clyde & Co migrated 40,000 cases, 15.5 million documents a than half a billion data points from 13 different systems into one unified platform. Now, with over 2,000 users live ac Visualfiles and Lexis Everyfile – there has been dramatic progress and a far cry from just the 10 users at the start.

For Allen, Everyfile wasn't just a software deployment. It was a strategic catalyst for changing the way the firm worke

"Consolidating the data meant agreeing how we define things — is it 'accident date' or 'incident date'?
It forced us to bring a level of singular discipline that we didn't have before," he explains. That foundational alignmen unlocked firm-wide efficiency: "If our terms and conditions change, we update them once in the system and it works everything. An insurer client moves address, we change it once, and it updates everywhere."

Designed for Lawyers, Built for Results

Clyde & Co's phased approach to rollout ensured success. Starting with high-volume teams, the firm gradually migrated more specialist practice areas — adapting Everyfile's flexible architecture to suit their needs.

"Everyfile is like a Lego set," says Allen. "It has structured core capabilities, but you can choose how much to build — one floor or 15, depending on what your team needs."

That adaptability is key to the firm's service delivery strategy. While some teams benefit from streamlined workflows and automation, others — such as those managing complex abuse, healthcare or aviation cases — use Everyfile for collaborative working and structured data capture without being forced into rigid workflows.

"More experienced lawyers don't want to be told what to do at every step," Allen explains. "Everyfile allows for that flexibility while still giving us the visibility and data consistency we need."

ROI that Goes Beyond the Balance Sheet

For Clyde & Co, the business case for Everyfile was clear. "Our lawyers now work in a simple and standardised way, which means we're not losing fee earner time to inefficient admin," says Allen. "We've reduced overhead costs, automated at scale, and freed up resources to focus on higher-value work."

Client value has also increased. With structured data at its core, Everyfile enables better reporting, faster insights, and a consistent experience regardless of jurisdiction or matter type. "Everything's faster, slicker, with fewer glitches," Allen notes. The new system has massively improved our operational efficiency."

Looking ahead, the firm is exploring how its now AI-ready data foundation can support predictive analytics and decision support for clients. "We're already seeing the potential to identify patterns like when certain cases are more likely to settle," Allen adds. "That's intelligence we couldn't access before."

A Platform for the Future

Having completed its full transition to Everyfile, Clyde & Co is now expanding its use across more specialist areas of law, from employment and real estate to global aviation and high-value litigation. For Allen, the focus remains clear: "Ultimately, you have to be pragmatic and focus on what will be the best choice for your people. Everyfile gives us the foundation to do just that."

Our approach is to develop automation at the start of the case to ensure the instructions we receive from our clients are processed in the most accurate and efficient manner into these key data points. We believe by getting these fundamentals right we save time in both data entry (capture once and use many times) and in correcting inaccurate entries.

This approach will be extended to other key touch points in the case lifecycle (offers / settlement etc) to support the case handlers to efficiently run their volume caseloads.

Several of the volume business areas also have data quality teams for downstream / offline data checking and correction processes with a mandate to get the data corrected in the system itself.

» BUSINESS VALUE & CULTURE

Law firms need to see clear business value in change. How are you aligning your data strategy with the firm's broader goals—and how do you make the case for investment to senior leadership who may not be tech-focused?

As with any change, it is a case of showing the key decision makers what is "in-it" for them a part of the process for obtaining agreement to the change in the first place (within a partnership this process can be complex with sometimes lots of equal-level partners involved). We then rely heavily on those decision makers to assist in presenting the change in the right way with the rest of the lawyers who will be affected.

Each change is different, but typically we would host several training or demonstration sessions leading up to the release of a change where the details are presented to those affected along with the reasons for doing so. Ideally these are attended by the key decision makers to present the business view along with the "technical" one.

These sessions are backed up with recordings / documentation where appropriate to ensure the information is available when the user needs it.
The most visible point of any change process is immediately following the release. Any major change will have a "hyper care" process for at least several days following the release, typically this will include: in-person "floor-walking"; a dedicated MS Teams channel; a technical group available to deal with any issues; and dedicated support for the decision makers (who also typically find out about issues first).

» MULTI-CLOUD & ARCHITECTURE

Given the need for resilience, security, and vendor choice, do you see multi-cloud as part of Clyde & Co's future data architecture? How do you balance that with governance and simplicity?

These are two questions that really have a single answer.

Clyde & Co's strategy is very much "cloud first". Our reasoning is that if we can simply buy a "service" at an appropriate level of cost and remove the headache of maintaining the infrastructure and everything else that goes on behind the scenes then it is far simpler to account for the entirety that cost.

We also use mainly Microsoft products, so we also have a "Microsoft first" approach – although these things have got easier recently – the simplicity of Microsoft products being able to integrate with each other makes implementation much easier.

However, there are systems - particularly niche, legal specific systems - for which the available cloud options are limited.

We believe that system vendors are experts in a space, we are a law firm with an IT department that supports many complex systems to aid the business, but we are not set up to be a software development house. It would end up being very expensive to develop and maintain something that we could simply "buy" from the expert in the field.

To assist us in this journey we often use implementation partners alongside the vendor to get things set up. This provides a useful font of knowledge – who are often very aware of the complexities of implementation in a law firm – to advise, assist with (or carry out) the implementation and handover relevant knowledge for us to takeover operations.

For example, we have recently migrated virtually all of our documents across the firm to iManage cloud. We have been ably assisted in this endeavor by implementation partners Morae who have helped us move hundreds of millions of documents from a range of on-premise document storage locations to the cloud.

The biggest challenge with multi-cloud is the ease of accessing data outside of the specific cloud environment. Most cloud system providers want you to use built-in reporting to understand what is happening within their environment, however, with a multi-cloud, best-fit approach I mentioned earlier there is often information needed from multiple systems to get a real top-level understanding of what is occurring. This has created a significant increase in the number of system-to-system data integrations needed to be managed and maintained to make sure we can leverage key data in the right place at the right time.

» GOVERNANCE & TRUST

Legal firms handle highly sensitive data. As you move toward cloud and modern platforms, how are you thinking about building robust data governance frameworks that maintain client trust while enabling more agile, modern ways of working?

Within Clyde & Co we have just released the CDS (Clyde Data Services) – a modern enterprise data platform built on medallion architecture principles and hosted on Microsoft Azure technology.

> **We have been ably assisted in this endeavor by implementation partners Morae**

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Our Pathfinder program is built on over 25 years of legal best practices to enable law firms to confidently move to a cloud-based document management system with minimal upfront costs and a shift to a predictable monthly expense.

The scope of this is ambitious: To manage, combine and govern data from all the key Clyde & Co systems (including all the CMS mentioned earlier) and to give a framework for data observability and ownership across the full business.

The system is built with a business terms dictionary at its heart that enables business people to really understand what people are asking for and accessing in the systems they have ownership of and uses these business decisions as the metadata to drive who can see what data product and for how long. This way the governance is embedded in a way that is accessible to the right (non-data) decision maker and prevents anyone they do not want from accessing anything. Using these decisions as the metadata which the system uses gives agility to change access without needing any development lead-time.

» EMERGING TECH

There's huge buzz around AI, data fabric, data mesh. Which of these technologies do you think will have the biggest practical impact on law firms—and how are you thinking about them in your road-map?

Whilst we are thinking about data fabric and mesh as options around our CDS platform, they are still very much data-centric conversations, they will have an impact but it is likely to be a slow-burn and gradual take-up.

AI, on the other hand, is already here and being discussed - and in some cases used - on a day-to-day basis within the firm.

AI means a whole multitude of things and it is sometimes difficult to separate hype from

the actual advantages. There are a good number of use-cases that can be easily (and often much more cheaply) solved using traditional, non-AI, mechanisms. However, there are also a good array of use-cases for which AI applications can create significant efficiencies and business value.

Our approach as a firm is to democratise AI as much as possible and invite business users (who know their desired outcomes more fully than someone in IT ever will) to assist with the development and testing of AI products. They can then become champions / business owners of the products to bring other business people along.

» LEADERSHIP & LEGACY

You're leading a major digital shift in a sector that can be cautious about change. What leadership lessons have been most important to you in navigating that—and what advice would you give to others tackling similar challenges?

I must be clear than not all the tech changes I have discussed are led by me – there are many talented senior managers and leaders in Clyde & Co IT. From my perspective, however, I would view the following as the most important leadership elements when managing any change.

Transparency: Telling people both directly within the project team and those who will be affected by the change what is going on is the most important facet of leadership. Internally it is important because you can never know everything and having input from those doing the work allows you to avoid pitfalls / issues in delivery and keeps people involved. Externally you build more buy-in by facing / dealing with objections early on and keeping people along for the journey which leads to less complaints after release.

Ownership: in a similar way to transparency, owning the key decisions give a face / person for people to discuss with – it sometimes leads to awkward conversations, but they often mean less complaints in the long run.

Build trust at all levels: as mentioned around our change process earlier, it is important to have a relationship / a level of trust at all levels of the business. Obviously, you need the right decision makers to back (& fund) things at the outset, but the rest of the delivery process is much simpler if you have the people who are going to use the system involved and bought in from the start. Keep trying: not everything will work first time, you will get rejections and failures on the route – it is important not to give up and keep trying with all endeavors

Startup Spotlight

Digital Edge Feature

Introducing:

Rick Kelly
360 Dialog
Shinka

Q&A

RICK KELLEY

TECH EXEC, INVESTOR & ADVISOR

A FIRESIDE CHAT WITH RICK KELLEY:

From Meta Executive to Angel Investor

We recently sat down with Rick Kelley, former Head of Meta Ireland and current angel investor, to discuss his remarkable journey from corporate leadership to startup investing. Over the course of our conversation, Rick shared insights from his 14-year tenure at Meta, his transition into the investment world, and his thoughts on how AI is reshaping digital advertising and gaming.

Reflecting on your 14-year journey at Meta, culminating as Head of Meta Ireland, what were the pivotal moments that shaped your leadership style and approach to global business development?

Having been part of starting a few teams from scratch, culture has always been at the forefront of my mind when building teams. An environment where people enjoy coming to work every day and feel they're alongside a smart group of peers ensures people feel the team is engaged and doing good work. Hitting numbers is of course important, but I find it's easier to motivate people to do just that when the team feels part of something greater. Hustle and grit are words I want associated with my teams.

I also had the understanding that people often leave because of a poor relationship with their manager. I found in my own journey that you learn as much from those you don't want to emulate versus the ones you do. You have to recognise and avoid their unbecoming characteristics.

Right before I left my role at Meta, I gave an internal talk about the 25 things I learnt over my 25-year career. One of my 25 was a point about managers within your team and how it's imperative to over-invest your time with your leaders. Make sure they reflect the culture and environment you're trying to instil. Good leaders make you a superstar, so it's a good investment.

A couple others that might be relevant here: Be nice. Say hello, smile at folks, have positive energy. Be approachable and authentic. Don't be afraid to tell it like you see it. The authenticity will help give you the benefit of the doubt when doubt creeps in.

Have fun, be fun, make people laugh. Don't take yourself too seriously. Self-deprecation, in moderation, can help connect you with our audience.

If you're a leader, recognise the influence you have on someone's life. Invest, give people a shot, stretch them with new assignments and roles. Give hungry folks a shot—90% of the ime it pays off.

You've made quite a transition from corporate executive to active investor and adviser. How do you identify startups that align with your vision, particularly in the gaming and app monetisation sectors?

This is a tricky one and not something that I think I got right from the beginning, or even now. When you're in an operating role, you can make decisions as you see fit based on the information that you have. When you're investing, you can mentor and guide, but those decisions are that of the founders or leaders of the organisation. Unless you have a board seat, you write a cheque in hopes that the best decisions possible are made with it.

Now I've tried to get much more focused on who and what I invest in after about eight to twelve months of trying to find my way. Anyone who is thinking about getting involved with angel investing needs to sit down and write a thesis on the types of companies and founders they want to get involved with. Whether it's sectors or industries, stages of companies, geographic areas, and countless other variables such as market size, scalability, cap table construction, and so on—putting your thoughts down on paper, explicitly dictating what you wish to and wish not to invest in, can be an incredibly helpful tool when telling founders that you're going to pass or sanity-checking your own enthusiasm when a new opportunity is presented to you.

My thesis is about three or four pages long and is a working document because as I gain additional experience, I go back and amend thoughts that I originally thought were true. I also outline how I will no longer commit to a deal in the pitch meeting. It's easy to get caught up in the "great idea" or the enthusiastic, persuasive founder, but take seven days to go complete due diligence, do your homework on the founder, the space the company will compete within, and so on. See if the euphoria subsides before agreeing to write that cheque.

Given your extensive experience in digital advertising and gaming, how do you foresee AI transforming user engagement and monetisation strategies in these industries?

To me, one of the biggest revolutions within the digital advertising space will be how ad creative is generated. Even now, ad copy is created and refined hundreds of times over utilising generative AI. Static imagery, videos, voices—they're all able to be completed with little to no

Startup Spotlight

hands touching the copy, particularly for small and medium businesses or smaller companies that have more limited marketing budgets. Think about how easy this makes A/B testing ad copy. Now it's A versus B versus C versus D and so on that's easily tested and optimised. I think one watch-out in this regard is if everybody in a particular sector is using generative AI, then all the ads could start to look very similar. It's why I don't believe humans will ever be fully removed from the process.

I also see delivery tools used by folks like Meta, Google, AppLovin, and many others are all optimising delivery with the use of AI. The vast amount of information that can be processed on who to deliver ads to, when, and the ad copy that will be most effective to influence the recipient of the ad is leading to a level of sophistication in advertising that we've never seen before. This is good for the advertiser and should be good for the person receiving the ad because it's highly relevant and well-targeted.

As for gaming, content coding in AI is like any other industry, so whether it's the use of a chatbot within a game or the development of new levels or worlds, AI is front and centre of game development today. When promoting those games, I refer back to my previous statement that AI is already developing insightful creative and delivering that creative to the right folks. Finally, in-game offers are individually tailored to a player's behaviour within a game, all being processed through AI.

As a member of Tech Operators, you've supported various startups. What common challenges do you observe in early-stage companies regarding data utilisation and AI integration?

Startups don't typically have a great deal of data yet, and when they do start to accumulate it, it's often "unstructured." First, a startup may pivot their idea and are always iterating on their product or service, so older data may not accurately depict the current situation. Second, the data is on spreadsheets, within various CRM tools, and so on, so collating it all is something that many startups have yet to embark on.

This is one area experienced business leaders can help influence and guide on. Don't leave this data in an unstructured format, as you won't be able to accurately model or upsell, cross-sell, or create bespoke experiences if you don't have the data to inform you. There are various SaaS tools that help do this for you, all offering different features versus costs. Hands down, this is an investment worth making.

As for AI, I'm working with a company now that is trying to raise their seed round and are thinking hard about how they can interject an AI narrative around their service, which is yet to use AI in a meaningful way. They feel they need the AI component to be attractive to investors. Their advisers and I encouraged them to not force it and let AI help guide their business and streamline their operations, but that it's not necessary to be part of their core product just yet.

Startup Spotlight

Q&A

GERRIT RODE

MD AND FOUNDER AT 360 DIALOG

READY TO TRANSFORM YOUR WHATSAPP EXPERIENCE?

With over 50,000 businesses sending 4 billion messages, WhatsApp has become more than a chat app—it's a revenue engine. Gerrit Rode shares how his team helps brands unlock real customer engagement, turning conversations into conversions. Are you ready to make WhatsApp work for you?

PRODUCT LAUNCH & ROADMAP

“When launching your solution agnostic WhatsApp Measurement Solution 360Pilot, what were the most significant data-driven insights you relied upon during development, and how did they shape key features?”

360Dialog has been part of Meta‘s WhatsApp program since Day 1 and established a strong business and tech relationship with Meta globally. Approx. 3 years ago Meta shared with us their vision for WhatsApp and the obvious push towards Marketing and Advertising. Looking at an Ecosystem full of messaging tools we identified another ecosystem problem that can be solved with software. The idea for the first independent measurement and optimization solution was born. We‘ve seen +10k clients starting Click2WhatsApp campaigns on WhatsApp and where wondering why +90% of these clients stop the campaigns in less than 10 days. That help us to understand that attribution to campaign, adset and ad and attaching simple funnel views is a missing feature to identify how to optimize things like adcreative, audiences and budgets. We also understood that 8 out of 10 conversions happening outside WhatsApp so we had to build integrations with the MMPs, CRMs and CDPs to enable full funnel views for our clients.

“How do you plan your GTM around something that is completely new in the ecosystem and how do latest features by Meta and Google become growth accelerator?

Very good question! :-) As we are operating globally we also know the markets with highest adoption of WhatsApp but more important on Marketing use cases. Markets like Brazil/LATAM, Middle East and India stand out a lot though I have to say we amazing and growing cases in Europe are accelerating.

GTM for us in 2025 and 2026 is very much focussing on these markets and this comes with an awareness and enablement approach rather than hardcore selling or massive marketing funnel approach. Performance Marketing and Measurement are still super early stage on Whatsapp looking at mid-market and enterprise segments which requests educating rather than selling.

Google, Meta and even TikTok obviously push a lot on product and GTM around these new advertising products for Messenger channels. As we‘ve been able to proof significant performance upside with the help of measurement we are aligning closely with all three on join GTM.

PRODUCT PERFORMANCE & IMPACT

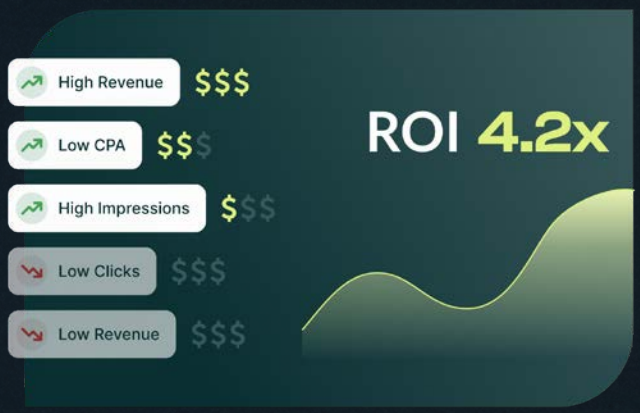
"Early results show big lifts in ROAS, AOV, lead gen—what's been your biggest success story since launch, and what data/analytics highlighted that success early on?"

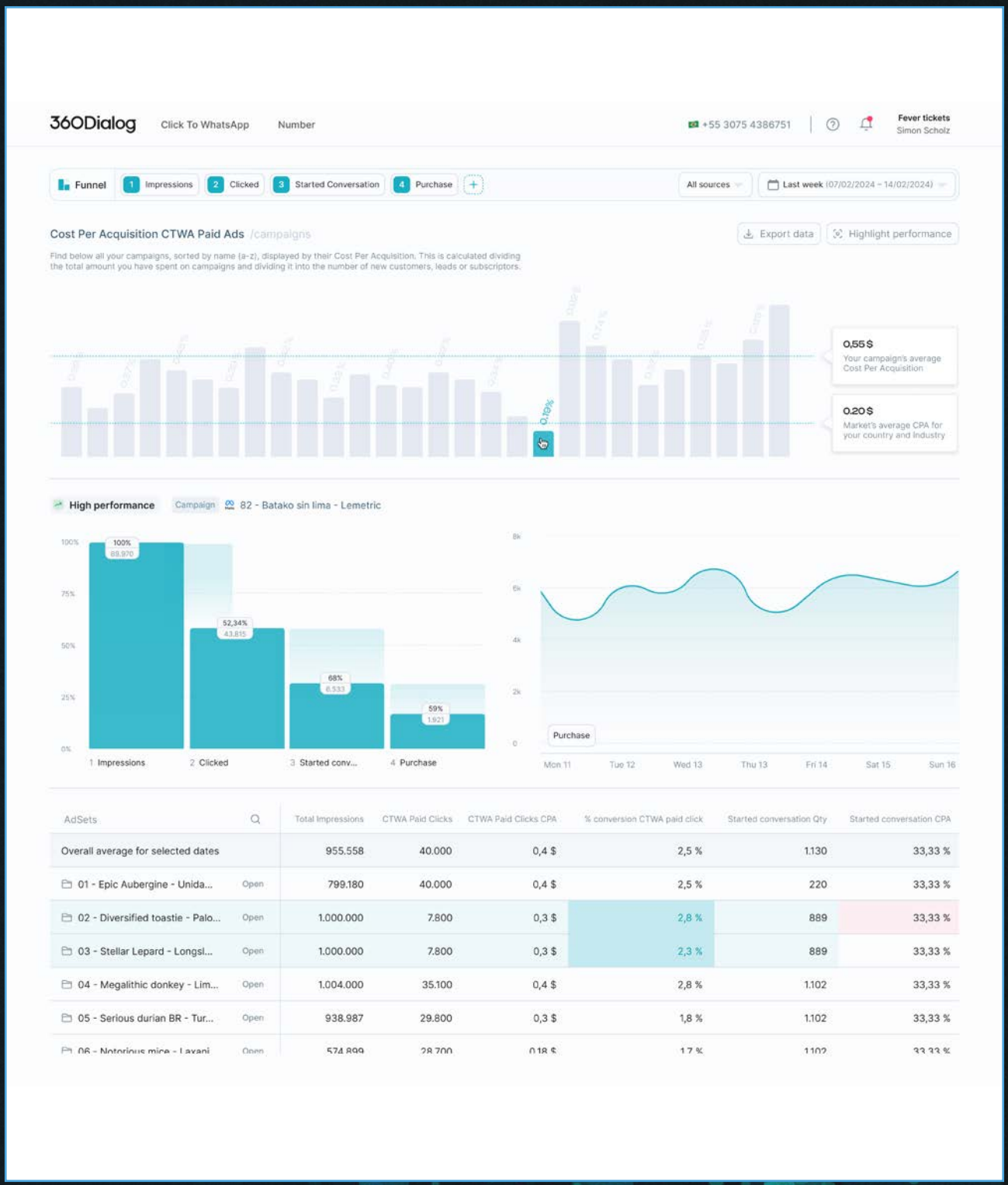
From client success perspective I would say my personal highlight is an automotive client where we a) optimized campaign performance to a 50% lower CPL then target CPL given by the client and b) the ROAS has been +10x as 4 cars been sold. Also from a setup perspective with an integration into Salesforce. Media Buying was managed by a Top 6 global agency and with in depth funnel analytics (Impression to Conversion) we identified major hickups on the campaign setup which resulted in crazy CPLs after week 1. Instead of just switching off the agency could derive the obvious optimization adjustments and the campaign performance went up significantly.

The fact that we build something with 360Pilot that makes a Performance Marketer an amazing WhatsApp Performance Marketer by translating a completely new channel with it's own specifics and challenges into a solution that feels familiar is making me very proud.

"With GDPR and user privacy being critical, how have you balanced strong analytics capabilities with data compliance—especially when building AI-driven insights?"

First of all I think it's important to highlight that WhatsApp data is 1st Party Data that belongs to the clients. We are looking predominantly at pattern-based data insights for now which already shows significant upside for our clients. AI will come into play as data volumes scale and we need the help of AI for efficiency gains.For now as Meta, Google, etc. already applying AI models for 360Pilot it is way more important to deliver the right signals back to enable the platforms' AI models for optimizing client performance. This is all happening under DPAs which we have with our clients in place.





AdSets		Total Impressions	CTWA Paid Clicks	CTWA Paid Clicks CPA	% conversion CTWA paid click	Started conversation Qty	Started conversation CPA
Overall average for selected dates		955.558	40.000	0,4 $	2,5 %	1.130	33,33 %
01 - Epic Aubergine - Unida...	Open	799.180	40.000	0,4 $	2,5 %	220	33,33 %
02 - Diversified toastie - Palo...	Open	1.000.000	7.800	0,3 $	2,8 %	889	33,33 %
03 - Stellar Lepard - Longsl...	Open	1.000.000	7.800	0,3 $	2,3 %	889	33,33 %
04 - Megalithic donkey - Lim...	Open	1.004.000	35.100	0,4 $	2,8 %	1.102	33,33 %
05 - Serious durian BR - Tur...	Open	938.987	29.800	0,3 $	1,8 %	1.102	33,33 %
06 - Notorious mice - Lavani	Open	574.899	28.700	0,18 $	1,7 %	1.102	33,33 %

Startup Spotlight

AI & ANALYTICS CAPABILITIES

"Looking ahead, how do you envision customer teams using AI-powered analytics within the platform—e.g., auto-optimised message timing, content suggestions, or anomaly detection?"

User behaviour changes drastically and this is something we take really serious at 360Dialog internally and externally. Obviously the user interface user prefer changes super fast and we just see that on the number of leads coming from "LLM Prompts" our way which goes close to 20% already. This is something we want to consider on how we build 360Pilot and make it accessible to our target audience.

My bold hypotheses is that there will be very few very large LLM Platforms that every software has to support and if you don't you either lose the client or won't get the client. By saying this 360Pilot has to be integrated with all major LLM Platforms/Models to make the data accessible and let the user decided which user interface how to gain the right insights from the data is preferred. SaaS companies have to rethink their kind of closed environment approach completely otherwise they will lose it.

BUSINESS LEADERSHIP & VISION

"As Co-CEO & Co-Founder, how do you balance short-term product KPIs with your long-term vision for AI-first conversational analytics?"

360Dialog is a fully remote company with +130 team members working around the globe. over the years we iterated the company away from a typical military orgchart towards a pure initiative and business value based organization which gives us the freedom to work on a long term vision but quickly react to market dynamics or business opportunities if needed. In terms of how we build RELEVANT products it has to come from client feedback and data which we constantly collect and analyze and derive logical next product decisions/features from it.

"What are the leadership lessons (data-backed or otherwise) you've learned from guiding 40,000+ customers through this product's growth phase?"

Puh, could write a novel about that. ;-) But in the end it's some basic principles that helped me personally but also the organization to get to this point. Data First is a MUST means make sure you have very robust data foundation which enables you to analyze whether it's operational kpis, business kpis or product kpis. if your dataset is messy this will get you in deep trouble.

Bringing the right people on the right problem/task you want to solve. I do believe that there is often still this mindset you need to have a specific profile in your organization otherwise you can't function. I do believe smart people on specific problems/tasks to be solved can create super powers if you let them iterate towards a specific goal and supervise with a data-backed approach.

Startup Spotlight

Q&A

KIERAN GREENE

SHINKA

SHINKA'S STRATEGIC EVOLUTION:

Pioneering the Future of Programmatic DOOH Through Innovation and Global Reach

In the fast-moving world of digital out-of-home (DOOH) advertising, few firms have positioned themselves as strategically as Shinka. Founded in Dublin in 2024 by former Google employee Kieran Greene, Shinka is reshaping how advertisers connect with premium audiences through programmatic solutions tailored to the DOOH and Connected TV (CTV) industry.

Derived from the Japanese word for "evolution," Shinka embodies a fresh approach, emphasising transparency, efficiency, and fair competition. It offers media owners streamlined auction-based tools to maximise ad revenue, fostering innovation during the sector's shift from manual booking to automated trading. The company stands out with its focus on making high-quality inventory more accessible, measured, and responsive to the needs of advertisers.

STRATEGIC PARTNERSHIPS: COMPLETING THE ADVERTISING JOURNEY

Shinka's recent partnership with Place Exchange marks a significant step. While Shinka has collaborated with multiple supply-side platforms (SSPs), its alignment with Place Exchange is particularly impactful.

"They surface our exclusive hotel inventory to a broad network of buyers," says Greene. "Advertisers can now follow a traveller's journey from the airport billboards to hotel room screens."

This integration grants programmatic access to a previously untapped network: luxury hotel rooms, currently across nine cities in the UK and US, featuring top-tier brands like Hilton, Fairmont, and Waldorf Astoria. The collaboration also incorporates Place Exchange's PerView, which delivers real-time impression metrics and performance analytics.

Greene adds, "PerView enables us to measure impact across formats, which is vital for our in-room environments. Their turnaround and service levels are top-class."

The structure offers both open auction and private marketplace buying options, making premium placements accessible to a wider range of advertisers, without compromising exclusivity. This model closes the loop for brands wanting to maintain message continuity across the entire customer journey, from digital roadside screens to point-of-stay in hospitality venues.

Importantly, this move also contributes to democratising access to premium spaces. Small to mid-sized advertisers can now bid for impressions that were previously restricted to large-scale buyers. This represents a strategic step in Shinka's broader mission of making high-impact environments available across a wider spectrum of buyers.

GLOBAL INNOVATION THROUGH STRATEGIC LOCATION

With operations in Dublin, Sofia, and New York, Shinka's international footprint reflects more than just global ambition, it's a core part of its innovation strategy.

"Dublin is our headquarters and my home. It's an emerging tech hub with a strong ecosystem and access to both European and global markets," Greene explains.

Sofia, Bulgaria, is home to Shinka's engineering hub. "There's phenomenal talent there. We chose Sofia not just for cost-efficiency, but for quality. Our engineers work remotely but are fully integrated into the company's operations," Greene says.

This setup provides the company with an expanded viewpoint. With team members from multiple countries, Shinka incorporates a variety of cultural and technical insights that help shape a product suited for global use. This inclusive approach leads to a more versatile user interface and backend architecture that can adapt to diverse market requirements.

New York serves as the company's gateway to the US market, one of the largest and most advanced advertising economies globally. "Being close to our clients in the States ensures we stay relevant and responsive. Most of our recent growth has come from the US," Greene confirms.

The geographic diversity of the team offers operational resilience, better time-zone coverage, and improved client service. It also aligns with a modern, decentralised work culture that enables Shinka to scale without the traditional limits of location.

FROM GOOGLE TO SHINKA: BUILDING ON EXPERIENCE AND AGILITY

Kieran Greene's seven-year tenure at Google has heavily influenced the strategic and operational foundations of Shinka. Combined with his executive MBA, this experience has informed the company's focus on data-led decision-making, stakeholder management, and operational efficiency.

"Google was like a business school. It taught me how to influence senior stakeholders and address business challenges holistically," Greene reflects. This analytical, solutions-oriented mindset is woven into the DNA of Shinka. At Shinka, transparency and data accessibility are prioritised. The platform gives advertisers and media owners alike real-time reporting and actionable performance insights. This level of visibility empowers better decisions and ensures accountability across the programmatic supply chain.

Greene is also conscious of the inefficiencies that can creep into large organisations. "Google taught me what works, and what doesn't. We've built Shinka to remain agile, avoid unnecessary bureaucracy, and deliver personalised service."

A notable differentiator for Shinka is its high-touch approach to client support. "We don't treat our clients like ticket numbers. Whether it's an SMB or an enterprise-level brand, we offer tailored onboarding and ongoing support," says Greene.

This inclusive approach allows the platform to serve a wide client base without sacrificing quality. "Local businesses and startups are often the most innovative. They need access to the same tools as the big players, and we make that possible," Greene adds.

Startup Spotlight

THE RISE OF PROGRAMMATIC DOOH

The DOOH space is experiencing rapid evolution. Greene outlines this clearly: "We've moved from static billboards to digital formats, and now we're transitioning to real-time programmatic auctions."

One major trend is dynamic creative optimisation. Campaigns are increasingly tailored based on variables like location, time of day, and audience profile. Shinka's platform allows brands to trigger context-aware messaging aligned with events, weather, or even traffic patterns.

"We're seeing hyper-localised campaigns that adjust in real time. A brand promoting iced coffee can switch to hot beverages if the weather changes. That kind of agility just wasn't possible before," Greene explains.

As DOOH integrates into broader digital media strategies, advertisers seek seamless omnichannel execution. Shinka is helping bridge this gap by offering tools and integrations that bring DOOH into the same buying frameworks as CTV, display, and mobile.

Greene also highlights how media owners are learning from other programmatic channels. "The evolution in CTV taught us a lot. We're applying those lessons in DOOH to skip past inefficiencies and get to scalable solutions quicker."

The core innovation lies in Shinka's role as an independent mediation layer. "We facilitate fair, transparent auctions that give buyers more choice and sellers more control," Greene explains. This helps democratise access and creates a healthier, more competitive ecosystem.

Shinka's architecture is purpose-built for DOOH, not a retrofit from online display. "We've built this platform from the ground up to suit the unique attributes of DOOH: location precision, screen resolution, and real-world visibility."

SCALING WITH FOCUS AND PRECISION

Shinka currently works with 15 clients and aims to grow that number 4x by year-end. This rapid scaling is underpinned by three strategic pillars:

1. Customer and Channel Growth:
Direct deals and channel partnerships (e.g., Doohly in Australia) extend market reach without overstretching internal resources.

2. Product and Revenue Innovation:
Enhancing the core platform with features that drive real ROI for clients.

3. Strategic Technology Alliances:
Collaborations with Google Cloud, AWS, and leading SSPs ensure infrastructure resilience and market reach.

"Our growth model balances ambition with pragmatism. We're expanding rapidly, but not at the cost of service or innovation," Greene notes.

The hiring strategy supports this scale-up. Shinka is recruiting across engineering, commercial, and customer success functions. The goal is to strengthen its core capabilities while preserving its agility.

Startup Spotlight

"We've set ourselves up to support clients of all sizes, from global enterprise clients to hyper-local media owners. We're resourcing the business to maintain that promise as we grow," Greene adds.

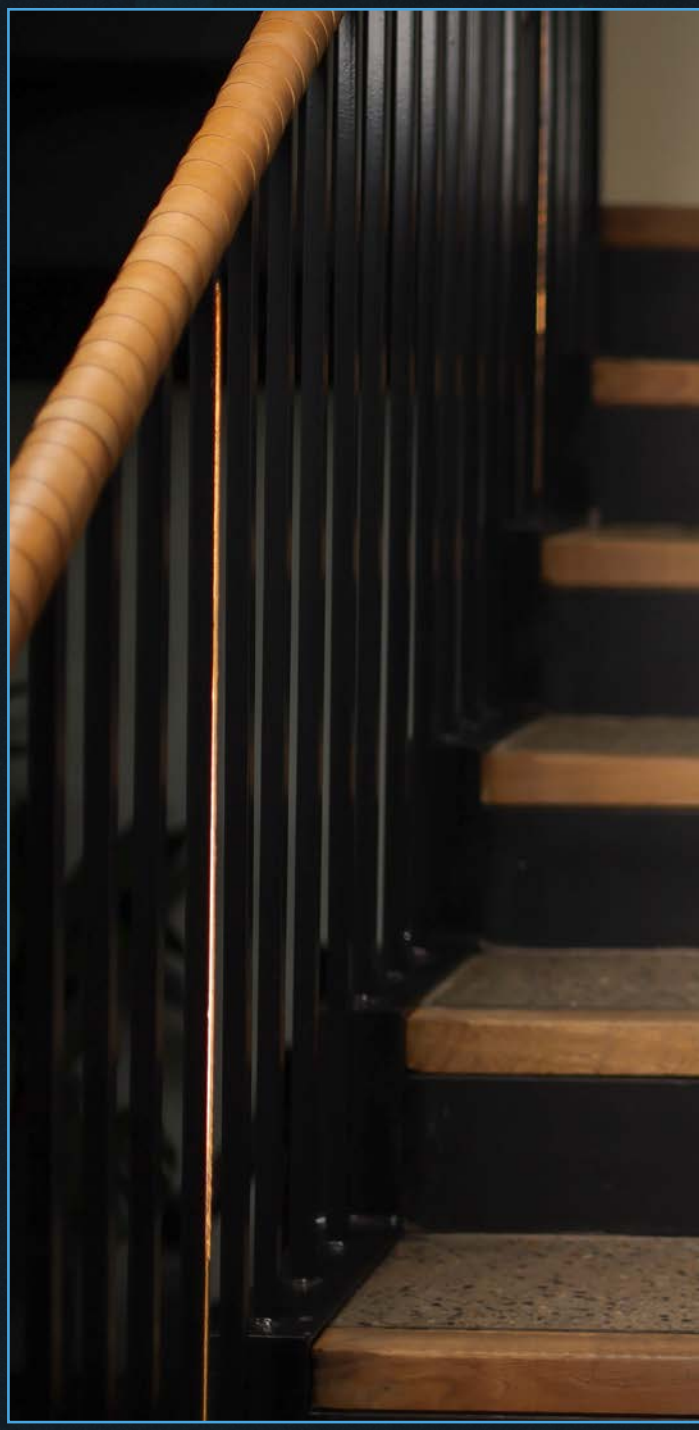
As cities grow smarter and consumers demand privacy-respecting advertising, DOOH is poised for significant growth. Shinka's contextual, data-light approach positions it well to thrive in a world where digital targeting is increasingly constrained by regulation.

"DOOH & CTV can offer high-impact reach without relying on personal data. That's a major strength in today's environment," Greene says.

CONCLUSION

Shinka's evolution is more than a success story in advertising technology, it's a reflection of where the media industry is heading. Unencumbered by legacy frameworks and built on transparency, global diversity, and modern architecture, Shinka is transforming how brands reach audiences in today's connected world.

From premium hotel screens & household TVs to hyper-localised roadside billboards, Shinka empowers media owners with the tools they need to reach the right people, in the right place, at the right time. As the programmatic CTV & DOOH space continues to mature, Shinka is positioning itself not just as a participant, but as a leader shaping the future of advertising.



Behind the Solutions

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.

genpact

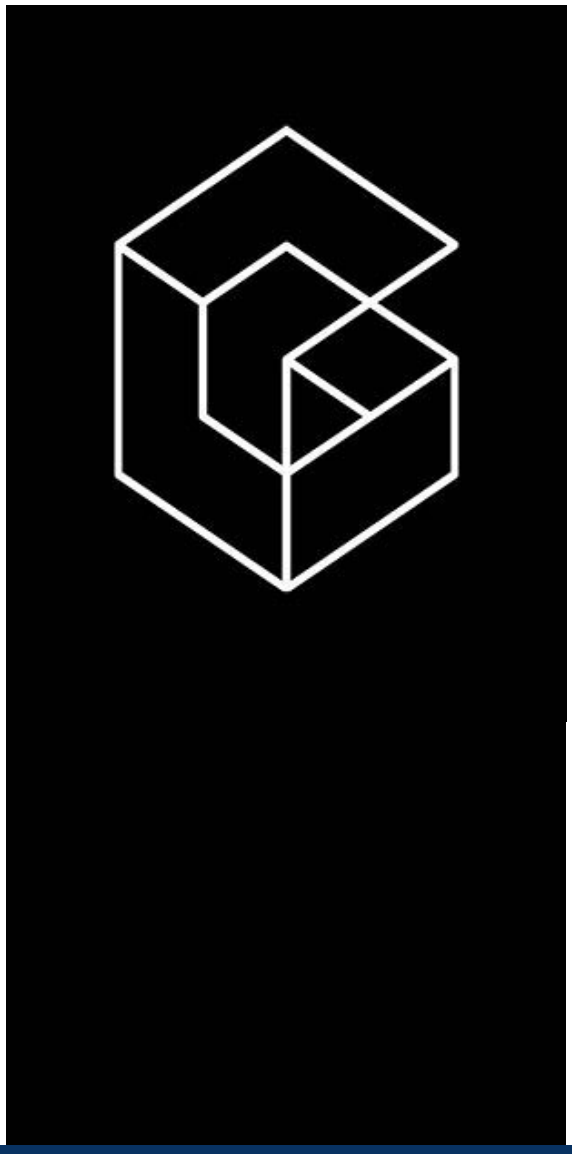
» How is Genpact helping leading manufacturers embed advanced technologies like AI into their operations to improve agility and resilience?

» At Genpact, we help manufacturers move beyond incremental efficiency gains to transform how their businesses operate, delivering agility, resilience, and sustainable growth in industries where volatility is the new constant. By combining deep domain expertise with innovative AI and digital technologies, we reimagine operations from the ground up. This is not about implementing technology. It is about addressing core challenges our clients face – whether it is cutting cycle times, reducing cash leakages, or delivering uninterrupted production in volatile supply environments. For instance, our Agentic AI Suite automates complex AP processes, enhancing supplier experience while cutting cost. Our Cora Knowledge Assist, powered by large language models, boosts R&D productivities by giving engineers rapid access to technical documents and insights. We have partnered with a global specialty materials manufacturer, harmonized 10 years of formulation data, and used AI-driven modeling to reduce lab experiments by 70%, freeing R&D teams to focus on innovation while cutting time-to-market by months.

Behind the Solutions

Powering Data-Driven Transformation Across Industry

But we do not stop there. We enable smart monitoring and build control towers to deliver real-time visibility into supply chains, for faster, AI-driven decisions. Through connected asset-as-a-service models, and spare parts planning solutions, we manage the entire lifecycle for original equipment manufacturers, integrating AI for predictive maintenance and service optimization. By leveraging scalable AI delivery models from our Gigafactories and Value Studios, we accelerate returns on technology investments. This empowers our clients to anticipate and navigate disruptions with ease.



What does "futureproofing" look like for manufacturers today, and how can they break down organizational silos to get there?

True futureproofing is about turning uncertainty into advantage. For manufacturers, that starts by breaking down silos between business, technology, and operations so decisions are driven by a unified set of data, KPIs, and outcomes.

We guide organizations toward this integrated future by embedding generative AI, digital twins, and predictive analytics across every layer of their operations. Our clients use integrated IT/OT ecosystems to unify plants, supply chains, and enterprise systems, enabling leaders to coordinate seamlessly and make faster, smarter decisions.

Futureproofing is also about people. Companies must invest in talent transformation, upskilling workforces in gen AI, machine learning, and other advanced technologies. So, they can stay ahead of the innovation curve. Enterprises need agile innovation models where they can co-innovate with clients to rapidly prototype and deploy modular, scalable tech architectures – solutions designed to adapt instantly to market or operational changes.

How do you see agentic AI transforming supply chain and finance functions for your clients?

Agentic AI is helping manufacturers shift from transactional execution to strategic, anticipatory decision-making across finance and supply chains. These AI-driven systems deliver foresight, adaptability, and precision at scale, turning complex data into actionable intelligence. In finance, AI-powered tools now forecast cash flows, optimize working capital, and surface revenue and margin insights in real time. Rather than simply processing payables or receivables, these systems guide leadership on where to allocate capital, identify emerging risks, and unlock liquidity to fund growth. Across supply chains, AI-driven forecasting and scenario modeling enable leaders to predict supplier risks, demand volatility, and cost fluctuations before they cascade, while real-time dashboards powered by Agentic AI give

Behind the Solutions

Powering Data-Driven Transformation Across Industry

instant visibility across operations. AI also automates procurement and cycle time reductions, while predictive maintenance (fueled by AI and IoT) helps avoid costly equipment failures. Commodity risk tools use AI to anticipate price swings caused by market and weather patterns, aligning supply, demand, and capital to fuel growth. Combining the power of process intelligence and Artificial Intelligence serves as a growth lever for our clients rather than just a cost play.

What strategies do you recommend to strengthen resilience in the face of tariffs, cost pressures, and other global risks?

Resilience is not about bracing for impact – It is about building an adaptive enterprise, one that pivots faster than disruptions hit. This requires a combination of predictive intelligence, diversified operating models, and agile capital strategies.

We have seen this in practice with clients who deploy Digital Twins and AI-driven Control Towers to model multiple sourcing, production, and cost scenarios. One manufacturer, for example, paired these tools with localized Global Delivery Centers (GDCs) to diversify operations, mitigating tens of millions in potential delays while maintaining customer delivery commitments.

Advanced AI analytics also allow companies to reallocate capital dynamically, making bold moves such as opportunistic procurement or capacity investments without overextending. And by adopting Outcome-Based Models and upskilling teams in GenAI, resilience shifts from being a defensive strategy to a competitive capability, enabling manufacturers to outperform even in turbulent markets.

genpact

GENPACT AT A GLANCE

- **CEO:** Balkrishan “BK” Kalra, appointed to the CEO role in 2024
- **FOUNDED:** 1997 as a unit of General Electric. The company was founded as GE Capital International Services in Gurgaon
- **2024 REVENUE:** $4.8 Billion
- **WORKFORCE:** Genpact's workforce is made up of over 125,000 employees across more than 30 countries.

EVENTS

GLOBAL
EVENTS
CALENDER.

24-25 SEPTEMBER 2025, EXCEL – LONDON

BRITAIN CONNECTED

Connected Britain brings together 8,000 industry experts, innovators, and policymakers to shape the future of the UK's digital economy. With top speakers, cutting-edge exhibitors, and the best networking opportunities you'll get under one roof, it's the must-attend event for those driving the nation's digital transformation.

More info

24-25 SEPT 2025 - OLYMPIA, LONDON

BIG DATA LONDON

Big Data LDN is the UK's leading data, analytics and AI conference & exhibition Our event is a hub for the Data Community to learn and share best practice, build relationships and find the tools to maximise the power of data, AI & analytics within their business.

30 SEPT - 1 OCT - LONDON, UK

NEXTHINK EXPERIENCE 25

Bigger and better than ever before, this year we take Experience to new levels as we seek to solve the DEX Equation. Technology is changing the way we live and work. Become one of the people driving that change. Learn how at Nexthink Experience 2025.

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 05 of Digital Edge

The next issue of Digital Edge will be 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!

Issue 04:

Exclusive Interview:
Vipul Parmar
Global Head of Data Management at WPP

Exclusive Interview:
Hardik Nakum
Principal Cloud Architect at Lloyds Banking Group

Exclusive Interview:
Rosanne Werner
CEO at XcelerateIQ

women in data

New regular feature:
OUR VOICE
In partnership with Women in Data, championing female leaders, sharing insights, experiences, and driving inclusive industry transformation.

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

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