IndustryX Talk EU

Human-Centered AI: Data-Driven Transformation in Manufacturing

3rd - 4th November 2026
Warsaw, Poland

DAY ONE

08.00 - 08.50 — **REGISTRATION**

08.50 - 09.00 — **WELCOME & CHAIRPERSON'S OPENING REMARKS FOR DAY ONE**
Bzhwen Kadir, Former Business & Portfolio Lead, Novo Nordisk and Founder & Partner, **HTO & Beyond**

09.00 - 09.30

E2E Industrial Connector
- E2E Industrial Connector – Intro
- Industrial Systems Integration standardization
- Data → Knowledge
- Operating model at enterprise scale

Prasanna Gururajan, Global MAKE-Pharma Mfg. Product Line Leader, IT Senior Director, **Johnson & Johnson Innovative Medicine**

09.30 - 10.00

Expanding an Operating Factory: The Art of Compromise and Change Management
- Expanding Beiersdorf's Poznań manufacturing site while maintaining production continuity, safety and employee engagement.
- Adapting project plans to site constraints, the pandemic, inflation and delays while meeting ongoing production commitments.
- Defining the boundaries of compromise: balancing schedules, resources and temporary solutions with safety, quality and legal requirements.
- Aligning project and factory teams through clear responsibilities, shared priorities and effective decision-making.
- Preparing employees for change through workshops, information days, construction-site visits and the gradual introduction of new equipment.
- Lessons from BMP: integrating employee preparation, training and communication into the investment schedule.

Barbara Robaszkiewicz, Managing Director, **Beiersdorf Manufacturing Poznań Sp. z o.o.**

10.00 - 10.30

Beyond the Lighthouse: Automation Maturity as a Roadmap for Multi-Plant Smart Manufacturing
- Why capital spend on equipment doesn't raise automation maturity and why data accessibility, contextualisation and integration do
- Why one lighthouse site doesn't lift a network: assessing maturity end to end, from receiving to shipping, where material handling and WIP count as much as the showcase cell
- Turning a maturity assessment into a sequenced roadmap across plants in different countries and what it means for the people on the floor

Hugo David Herrmann, Head of Operational Excellence, Smart Factory, AI & Automation – Europe & Africa, **Inteva Products**

10.30 - 11.20 — **COFFEE BREAK & MEETINGS**

11.25 - 12.20

Roundtable Discussions:
For 4 to 10 participants to discuss and debate one of the selected topics:

1. AI in Manufacturing: From Experimentation to Real Business Value
2. From Pilot to Scale: How Can We Successfully Scale Digital Solutions Across Manufacturing Sites?
3. Operational Excellence, Lean Manufacturing and Process Optimisation
4. Digital Transformation, Industry 4.0/5.0 and Smart Manufacturing
5. Automation, MES and Data-Driven Manufacturing
6. People, Leadership, Skills and Change Management
7. Production Performance, OEE, Quality and Waste Reduction

12.20 - 13.20

One to One Meetings & Investment Areas
- Industry 5.0
- Manufacturing Data Cloud
- AI Predictive Maintenance
- Advanced Data Analytics For IIoT and Smart Manufacturing
- Engineering Edge Solutions
- Artificial Intelligence (AI) and Machine
- Learning (ML)
- Gen AI

12.20 - 12.50

OT Security in the era of AI Cyberattacks
- OT Security in the Era of AI Cyberattacks explores how organizations can protect complex, always-on operational technology and cyber-physical environments amid IT/OT convergence, legacy systems, limited visibility, and uncontrolled third-party access.
- This presentation demonstrates how AI-powered asset intelligence, risk prioritization, threat detection, Zero Trust remote access, and prescriptive remediation can reduce cyber risk, support compliance, and strengthen operational resilience.
- We will highlight the Claroty platform, its CPS-native AI agent Claire with a look at real-world industrial use cases.

NTT DATA

12.50 - 13.20

Trust in Industrial AI
- Ambivalence is ordinary
- Trust and distrust are two separate dimensions, not two ends of one scale
- Distrust does work
- Trust is unstable and has several sources
- Organizations shape how tension is held

BRAIN CUBE

13.20 - 14.20 — **NETWORKING LUNCH**

14.20 - 14.50

From Digital Enthusiasm to Industrial Impact. Preparing People and Scaling AI for the Future of Manufacturing
- Building an AI-ready workforce.
- Turning human-centred AI into measurable business value.
- Scaling innovations beyond pilots and proof-of-concepts.
- Creating an integrated ecosystem of AI, automation, and robotics.

Tim Renner, General Manager Logistics & IT, **BMW Group**

14.50 - 15.20

Transformation Doesn't Die from Technology – It Dies from Decisions. 7 Mistakes We Keep Repeating When Implementing AI – and How to Catch Them Early
- Adoption is not value: why almost every company uses AI, yet only a few earn money on it – and why the barriers are organisational, not technological
- Is implementing AI already transformation? The difference between digitisation, automation and changing the business model
- The 7 recurring mistakes: transformation outside strategy; transformation as an IT project; deployment instead of change; not knowing what we have; automating chaos; data 'for later'; and people at the bottom of the list
- Warning signals visible before scaling – e.g. pilots without a business owner, KPIs or a decision date, shadow AI and unowned data
- Uncomfortable questions every leader should ask their own organisation
- 7 mistakes – 7 decisions: a practical checklist to take back to the boardroom

Agnieszka Bochacka, Global AI & Digital Transformation Lead – Director, **GE HealthCare**

15.20 - 15.50

Moving the Needle in Semiconductors, Textiles and Chemicals – First-hand Observations from Driving Operational Change Across 3 Different Industries
- How business strategy dictates what is expected
- How culture shapes what can be delivered
- How to hit (and keep hitting) the sweet spot
- Key learnings - what made the difference, what to avoid

Matthew Stockwin, Managing Director, **Littelfuse Inc.**

15.50 - 16.40 **COFFEE BREAK & MEETINGS**

16.40 - 17.10

One to One Meetings & Investment Areas
- Industry 5.0
- Manufacturing Data Cloud
- AI Predictive Maintenance
- Advanced Data Analytics For IIoT and Smart Manufacturing
- Engineering Edge Solutions
- Artificial Intelligence (AI) and Machine
- Learning (ML)
- Gen AI
- Hybrid Cloud
- Hybrid MES
- ERP Modernization
- Digital Twin
- AI Driven Digital Twins
- Edge Computing
- OT Security
- Cyber Security
- Industrial Augmented Reality
- The Human Centric Approach
- Change Management
- Sustainability
- Connected Worker Platforms
- Operational Excellence / Continuous Improvement
- Smart Factory

16.40 - 17.10

Recall by Serial Number, Not by Calendar: Cyber Resilience Through a Lifecycle Digital Twin
- 24 hours to report: responding to an exploited vulnerability under the Cyber Resilience Act
- Serial number, not batch: inform the affected, spare the safe
- One digital thread across engineering, manufacturing and service twins, including software
- Automated impact analysis: decisions based on facts, not a weekend of searching
- Beyond compliance: the same infrastructure supports faster engineering changes, the Digital Product Passport and product carbon footprint

PROSTEP GROUP

17.10 - 17.40

Exclusive: Shingo 2.0: Integrating Digitalization into the Operational Excellence Journey
- IPSEN's Shingo 2.0 Framework combines human-centric values with digital transformation, ensuring a balance between cultural and technological advancements.
- Key elements include cultural reinforcement first, data-driven thinking, ecosystem-based improvement, real-time feedback and digital leadership enablement.
- This framework integrates traditional Shingo principles with modern digital practices, fostering continuous improvement, emotional engagement and leadership evolution.
- It provides a flexible, holistic model for organizations to align human values with digital innovation, ensuring sustainable operational excellence.
- This case study among the first to document the real-world integration of the Shingo Model with digital transformation initiatives in a European manufacturing context. It offers both theoretical insight and practical guidance for organizations seeking to align excellence models with I4.0 and I5.0 principles

Amayas Benkaroun, VP Operational Excellence & Transformation, **IPSEN**

17.40 **CHAIRPERSON'S CLOSING REMARKS AND END OF DAY ONE**

17.50 **COCKTAIL RECEPTION**

DAY TWO

08.50- 09.00 — **CHAIRPERSON'S OPENING REMARKS FOR DAY TWO AND SUMMARY OF DAY ONE**
Matthew Stockwin, Managing Director, **Littelfuse Inc.**

09.00 - 09.30

People-centric AI: The Smart & Sustainable Transformation of the Automotive Industry
- From data to decision: a new era in the automotive industry
- People at the center of change
- From theory to action
- Technology with purpose
- Building the future of mobility

Peter Atzl, Project Manager International xKD, **Volkswagen**

09.30 - 10.00

When AI Does More of the Work: What Happens to People?
- How AI is moving from a tool people use to a system that carries out parts of their work.
- What this changes for the identity and confidence of engineers, operators, and leaders.
- How to support continuous learning without making every employee feel permanently behind.
- Where human judgment, review, and accountability belong in AI-enabled industrial workflows.
- How to design work that uses AI to strengthen people's contribution and creativity.

Bzhwen Kadir, Former Business & Portfolio Lead, Novo Nordisk and Founder & Partner, **HTO & Beyond**

10.00 - 10.30

Building a Central Agentic AI Platform
- Why central, not team by team
- Make trust a platform feature
  - Identity, guardrails and auditing built in once.
- Grow autonomy step by step
  - Start read-only with a human approving actions.

Harman Maan, Digital Platform Architect - AI & Smart-Factory Solutions Lead, **Mars Inc.**

10.30 - 10.55 — **COFFEE BREAK & MEETINGS**

11.00 - 12.00

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12.00 - 12.30

Slash Holy Cows and Cherish Your Elephants
Good Sense Management: The Art of Creating Value Without Wasting Energy
- Common sense versus good sense: why widely accepted management practices can be unreasonable from the customer's perspective.
- Defining customer value: what customers buy, where they buy and how they experience the entire process.
- The Good Sense equation (X = V / E): increasing perceived value while avoiding unnecessary expenditure of energy and resources.
- Slashing holy cows: identifying and challenging obsolete processes, habits, KPIs and unquestioned assumptions before digitalizing them.
- Cherishing elephants: recognizing and strengthening valuable people, knowledge, practices and capabilities.
- Applying the four steps of Good Sense Management to operational excellence, automation and human-centred digital transformation.

Tomasz Król, Founder, Manufacturing Process Improvement Expert, Author**, Instytut Doskonalenia Produkcji (IDP)**

12.30 - 13.00

Group Discussion:

AI Decision Matrix: Navigating Infrastructure, Scale, and Sovereignty

The core objective of this group discussion led by Harman Maan Digital Platform Architect – AI & Smart-Factory Solutions Lead, Mars is to help manufacturing leaders evaluate the trade-offs between open-source models, hyperscale ecosystems, and bespoke internal fine-tuning to optimize supply chain, predictive maintenance, and factory floor operations.

Open Source (The "Private Vault" Approach)
- What it means for operations: Using highly capable, non-proprietary models (like Meta's Llama or Mistral) that you download and own entirely.
- The Edge & Floor Advantage: Deploying AI locally on factory servers or ruggedized edge devices. The system keeps working even if the plant loses external internet connectivity.
- Zero Egress Fees: Avoiding the recurring cloud data transfer costs associated with continuously streaming massive sensor and telemetry data off-site.

Hyperscalers & Big Tech (The "Plug-and-Play" Utility)
- What it means for operations: Renting massive computing power and ready-built models from providers like AWS, Microsoft Azure, Google Cloud, or OpenAI.
- Speed to Deployment: Implementing solutions in weeks rather than months. Ideal for high-level tasks like digitizing standard operating procedures (SOPs), automating procurement inquiries, or scanning complex compliance documents.
- The Plant Risk Profile: Evaluating the operational risk of vendor lock-in, fluctuating API pricing models, and corporate data governance concerns when piping factory telemetry into external clouds.

Internal Targeted Fine-Tuning (The "Custom Tooling" Approach)
- What it means for operations: Taking a smaller base model and teaching it the specific "language" of your factory—your unique equipment manuals, historical maintenance tickets, CAD files, and ERP history.
- The "Right-Sized" Efficiency: Why a smaller, custom-tuned model trained specifically to predict a CNC machine axis failure will drastically outperform a massive, generic cloud model—at a fraction of the computing cost.
- The Legacy Knowledge Capture: Using fine-tuning as a tool to capture the institutional knowledge of retiring senior technicians and engineers before they leave the workforce.

Led by: **Harman Maan,** Digital Platform Architect - AI & Smart-Factory Solutions Lead, **Mars Inc.**

13.00 - 14.00 — **NETWORKING LUNCH**

14.00 - 14.30

AI Evolving Framework for Life Sciences: Sustainability & Validated Use Cases
In this session, I plan to delve into the practical applications of AI within the life sciences sector, focusing on several key areas:

- Emphasizing the Human-in-the-Loop approach as a critical success factor
- Building a culture of training and continuous education in an ever-evolving AI landscape
- Aligning AI adoption with business-driven decision making
- Showcasing pharma manufacturing use cases with MES, including AI-generated recipe authoring

I will present real-world examples from pharmaceutical manufacturing, demonstrating how AI can be leveraged within Manufacturing Execution Systems (MES), including innovative approaches like AI-assisted recipe authoring. Model Context Protocol is a key to Recipe authoring in MES and various resource collection of data via UNS and a foundation for AI framework.
Arpan Suryawanshi, Consulting Lead - Manufacturing**, Roche Diagnostics GmbH**

14.30 - 15.10

Open Panel Discussion:

Beyond Industry 4.0: Shaping the Future of Manufacturing Through AI, Human-Centric Innovation, and the Next Industrial Revolution

As manufacturing crosses the threshold into 2027, the conversation has fundamentally shifted from if Industry 4.0 works, to what comes next. With a decade of digitization behind us, the vision of the 4th Industrial Revolution has evolved. Today, manufacturers are navigating a landscape redefined by agentic AI, cognitive automation, and severe geopolitical supply chain pressures. This panel explores how the lessons of the last decade are shaping a resilient future. We will examine the critical shift from pure automation to human-centric systems, the skills needed to lead autonomous factories, and the strategic hurdles manufacturers must overcome to stay competitive on a shifting global stage.

This panel discussion will look too discuss:

- **The Post-4.0 Reality:** Assessing what truly stuck from the last decade and how to architect factories for continuous, rapid technological pivots.
- **The AI-Driven Factory floor:** Moving past predictive maintenance into the era of generative engineering, autonomous supply chains, and real-time AI decision-making.
- **The Industry 5.0 Mandate:** Transitioning to a human-centric approach that pairs cognitive human skills with advanced robotics to boost both productivity and worker well-being.
- **The 2027 Skills Gap:** Identifying the exact competencies—from prompt engineering to advanced systems thinking—required to upskill the modern manufacturing workforce.
- **Supply Chain Anti-Fragility:** Practical strategies for navigating resource scarcity, nearshoring, and macro-economic friction using predictive digital twins.

Moderator:
Matthew Stockwin, Managing Director, **Littelfuse Inc.**

Panelist:
Harman Maan, Digital Platform Architect - AI & Smart-Factory Solutions Lead, **Mars Inc.**
Bzhwen Kadir, Former Business & Portfolio Lead, Novo Nordisk and Founder & Partner, **HTO & Beyond**
Tomasz Król, Founder, Manufacturing Process Improvement Expert, Author**, Instytut Doskonalenia Produkcji (IDP)**

15.10 **CHAIRPERSON'S CLOSING REMARKS**

15.15 **COFFEE & REFRESHMENTS AND CLOSE**

Manu Talk

Excellence in Manufacturing & Innovative Technologies

2nd – 3rd December 2026, Berlin | Germany

Discover the technologies, machinery and minds shaping manufacturing's future, where Europe's leaders unite to tackle challenges, unlock opportunities and drive industrial excellence.

Some of our key focusses will be on:

- Resilient and Agile Manufacturing Supply Chains
- People-Centric AI for a Smart, Sustainable Automotive Industry
- Scaling Agentic AI in Manufacturing: Lessons Learned
- Fast, Successful OPEX Implementation Using AI Coaches
- Operational Excellence in the Age of AI: New Rules, Timeless Fundamentals
- The Digitalization Triad: A Success Story from a Large Facility
- The Future of Manufacturing – Bridging the skill gap and workforce development

Join us in Berlin and don't miss out!
To enquire about attending, please contact info@gmstrats.com or speak to our team at the registration desk

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