MAN VS MACHINE

ASPIRE ANNUAL CONFERENCE

22 - 23 SEPTEMBER 2026, KRAKÓW

\\LOADING...PROGRAMME

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//PROGRAMME

TABLE OF CONTENTS

The Stages 3

The Schedule

Day One 4

Day Two 5

The Sessions

The Plenary sessions 8

The Break-out Sessions 12

The World Stage 13

The People's Pavilion 18

The Future Forum 23

The War Room 28

The Zone 33

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Two Days

Five Stages

30+ Sessions

1000+ Delegates

WHY THIS CONFERENCE?

A CONFERENCE DESIGNED TO SHINE A LIGHT ON OUR PATHWAY INTO THE FUTURE

The 2026 ASPIRE Conference has been put together with one thing in mind - to provide insight and guidance to the people building the future of Kraków's technology and business-services sector - the leadership teams and top talent in our centres, and the partners, stakeholders and ecosystem players who count on our success.

Over two days, we want everyone who attends to leave with a clear sense of what the future looks like - and their own role in making it happen.

The theme is Man vs Machine, but this is not a conference about AI. It is about how we work with AI, and above all about our agency in shaping the next wave of change. Our aim is to help create a cohort that will drive the industry forward - the ASPIRE 1000.

The programme follows a single narrative arc across three curated plenary sessions - each opening a vital area of opportunity and challenge - with an ambitious programme of breakout sessions running in four waves across five themed stages.

THE STAGES

WORLD STAGE // *THE ARGUMENT*
The main stage, and the main argument. Where the sector's future is set out and where the players betting big on Kraków make their case. Where the Plenary sessions take place.

PEOPLE'S PAVILION // *THE HUMAN DIMENSION*
The human half of Man vs Machine. Everything the machine can't reach: culture, meaning, the deal we make with our people, and the next generation coming up behind us. The stage that highlights a business is people before it's a process.

FUTURE FORUM // *THE MACHINE*
Where the machine takes the floor. AI, automation, cyber and the hard arguments about how far to let the technology go - and where the line is drawn.

WAR ROOM // *METHOD & JUDGMENT*
Where big ideas become method: how to read the data, plan the footprint, build the region, make the talent pipeline work. The craft and judgment behind the decisions that matter.

THE ZONE // *THE SHOWCASE*
Live systems, real builds and proof that the future is already in the making. Watch the work and meet the people making it.

DAY 1 · TUESDAY 22 SEPTEMBER – OPENING SUMMIT

13:30 – 14:15	Dragon's Gate	**Registration**
14:15 – 16:50	**PLENARY · ADVANTAGE IS LOCAL** - WHAT THE MACHINE CAN'T COPY	
14:15 – 14:25	World Stage	**Welcome**
14:25 – 14:50	World Stage	**What Would Kraków Look Like Without Us?** - Tech and GBS as Prosperity Catalyst
14:50 – 15:30	World Stage	**What the Machine Flattens Out:** Perspectives on Creative Tension and Cultural Depth
15:30 – 16:00	Courtyard / Hall	**Coffee break - films, posters & community installations**
16:00 – 16:45	World Stage	**Human in the Loop:** Who Draws the Line?
16:45 – 16:50	World Stage	**Closing Remarks**
16:50 – 18:30	Dragon's Gate	**Networking Reception**

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DAY 2 · WEDNESDAY 23 SEPTEMBER

08:15 – 09:00	Dragon's Gate	Check-in & arrival coffee
09:00 – 10:30	**PLENARY · MEETING THE MOMENT** - FROM CITY TO REGION?	
09:00 – 09:10	World Stage	Welcome
09:10 – 09:50	World Stage	**Five Cities or One Region:** The Business Case
09:50 – 10:30	World Stage	**Five Cities or One Region:** What the Mayors Say
10:30 – 11:00	Dragon's Gate	Coffee break - Stages Open
11:00 – 11:45	**BREAKOUT WAVE 1**	
	World Stage	**Displaced or Repositioned?** Kraków's Real Standing in the Global GBS Race
	People's Pavilion	**Risk You Can Calculate, Uncertainty You Can't** - How Leaders Make Decisions
	Future Forum	**What Machines Are Actually Doing in Our Operations** - and Where They Fall Short
	War Room	**The People Map of 2035:** Forecasting the Impact for Tech and GBS
	The Zone	**Foresight: Documents That Lie** - and How to Catch Them
11:45 – 12:05		Break

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DAY 2 : WEDNESDAY 23 SEPTEMBER /CONT./

12:05 – 12:50 BREAKOUT WAVE 2

World Stage	**The Centre That Gets the Yes**: Is There a Winning Formula for Securing Investment?
People's Pavilion	**Global Teams, Global Clients:** Why We Need Cultural Range
Future Forum	**Cyber:** Are People the Front Line?
War Room	**Beyond Recruitment:** Universities as Innovation Partners
The Zone	**Pega Blueprint:** From Idea to Application in Minutes

12:50 – 13:50 Lunch & networking

13:50 – 14:35 BREAKOUT WAVE 3

World Stage	**New Investors:** What the Latest Arrivals Tell Us
People's Pavilion	**The Vanishing Ladder:** Aspiration, Ambition and the Next Generation
Future Forum	**The Hidden Cost of Talent Flow:** Fixing How We Hire, Rethinking How We Grow
War Room	**Winning the Next Mandate:** From Proving our Value to Owning It
The Zone	**GlobalLogic:** When AI Runs the Things That Can't Fail

14:35 – 14:55 Break

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DAY 2 · WEDNESDAY 23 SEPTEMBER /CONT./

14:55 – 15:40	**BREAKOUT WAVE 4**	
	World Stage	**Who Does the Work Now?** The Shifting Line Between In-House and Outsourced in the Age of AI
	People's Pavilion	**Upskilling:** Our Next Great Challenge - and How We Meet It
	Future Forum	**The End of the Office?** Will AI Remake the Workplace
	War Room	**Stronger Together:** How Competitors Build Scale Neither Can Reach Alone
	The Zone	**Tesco: From Prototype to Production -** AI Enriching Millions of Products
15:40 – 15:55		**Coffee break**
15:55 – 17:00	**PLENARY · BRAVE LEADERSHIP** - THE C-SUITE PERSPECTIVE	
15:55 – 16:45	World Stage	**No Safe Ground:** The Case for Brave Leadership
16:45 – 17:00	World Stage	**Dragon Awards -** Finalist Reel & Presentation
17:00 – 17:50	Dragon's Gate	**Celebratory Drinks**

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THE PLENARY SESSIONS

Three curated plenary sessions carry the narrative arc of the conference - depth, scale, and courage.
Each opens a vital area of opportunity and challenge.

WORLD STAGE

Advantage Is Local

- What the machine can't copy

Day One · Opening Plenary · 14:15–16:50 · World Stage

In a world where the promise of AI is everywhere, the durable advantage may lie not in what we do, but in the depth from which we do it.

We open with our own numbers - our scale, value and growth - and a sharp question: strip the sector out, and what would Kraków actually look like? What happens to the city's tax base, its graduate jobs, its flight routes, its international character? Those numbers show our maturity and what we build from - domain expertise, process excellence, two decades of running global teams.

From Man × Machine we pivot to Man vs Machine, into the fear and scepticism around AI, located in a specifically Kraków context: Stanisław Lem's warning about the human cost of surrendering to the machine, and the recent Papal encyclical placing human dignity at the centre of how we build AI. The question it presses: can that cultural depth be our strategic edge - culture not as heritage, but as an asset for exactly this moment?

The session closes with the question of who gets to build the future - and who gets to own it. If value is created collectively - not conjured by the few - then a decisive move follows for Kraków: from a place that builds value for others to own, to one that builds on its own depth and owns what it makes.

Why this session.
It sets the intellectual foundation for the conference - and reframes 'advantage' so that your centre's real, hard-to-copy strengths sit at the heart of the strategy, not the technology everyone else also has.

What you'll take away.
We are a successful sector, and the numbers prove it - but our durable edge is the depth beneath the numbers: the arc of resilience, resistance and transformation. The strategic choice is to keep working out that mix for ourselves as the technology moves - and to aim the capability at the business, not only at its processes.

WORLD STAGE

Meeting the Moment:

From City to Region?

Day Two · Morning Plenary · 09:00–10:30 · World Stage

Denser, better-connected places are disproportionately more productive - and their advantage compounds. Does the moment now demand a regional approach?

Prosperity, innovation and creativity do not rise in proportion to size - they rise faster than it. Denser, better-connected places are disproportionately more productive and creative, and their advantage compounds. This plenary asks whether it is time to expand our scope: to think not in terms of a single city, but the wider region, if we are to compete on the global stage.

We open with the business case: leaders from across the sector's ecosystem test the regional argument against the decisions companies actually face - on automation, talent, location and investment - with the demographic data on the table: a shrinking, fragmenting region loses its capacity to create value faster than it loses people. If scale, concentration and diversity are what create value, then the answer may be to build scale by connection - for the cities along the A4 corridor to think and act like one region.

The session closes with the city leaders' answer: mayors from across the corridor on whether five rivals can act like one region - and what they are prepared to build together.

Why this session.
Because the demographic and competitive pressures bearing down on us are bigger than any one city can answer alone - and this session reframes them as a question of scope and strategy that directly shapes where and how you invest, hire and grow.

What you'll take away.
In an age when the machine threatens to make intelligence cheap and flat, a place and its people win by leveraging all of their assets - which demands a deliberate strategy of connectedness. The regional question is a business question.

WORLD STAGE

No Safe Ground:

The Case for Brave Leadership

Day Two · Closing Plenary · 15:55–17:00 · World Stage

Leaders do not get to choose calm conditions - and the bravest decisions are made precisely when the ground is shaking.

The closing plenary brings together a very select group: people responsible for leading their companies through this exact moment. It combines their reading of the moment, the hard realities that press on the decisions they make for their companies, and the decisions themselves - the leadership qualities that actually deliver change.

The purpose of this session is to leave everyone in the room with a sharper sense of their own agency - our responsibility for the future, and the belief that we are capable of building it.

Why this session.
Then it makes that concrete: the mix is never settled, and the capability that keeps adjusting it is the same one that could reach further into the business.

What you'll take away.
This session completes the arc: depth (who we are), scale (how big we must think), and now courage (the nerve to act) - realism into opportunity into responsibility. There is no safe ground; there is only the next thing to build, and the people in the room with the responsibility to build it.

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THE BREAK-OUT SESSIONS

Between the plenaries, the programme runs in four waves across five themed stages. Each stage carries a distinct identity drawn from the conference thesis - the argument, the human, the machine, the method, and the proof. Sessions are colour-coded by stage.

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WORLD STAGE

//THE ARGUMENT

The main stage, and the main argument. Where the sector's future is set out and fought over at the top, and where the players betting big on Kraków make their case. The Plenary sessions take place here.

WORLD STAGE

Displaced or Repositioned?

Kraków's Real Standing in the Global GBS Race

Breakout Wave 1 · 11:00–11:45

How does Kraków rank on the global stage - and why does that matter? Debuting at the conference, a new ASPIRE-commissioned report by LocationPerspectives measures Kraków from the outside in, against its global competitors as a destination for GBS and technology work. The session presents the findings and puts them to a panel: what the report tells us, and how we should use it.

Why this session.
An outside-in perspective on our strengths and weaknesses, and a comprehensive overview of the shifting basis on which Kraków wins or loses the next wave of work - from one of the sector's most respected location analysts.

What you'll take away.

- Kraków isn't being displaced - it's being repositioned: competitiveness now rests less on cost, more on higher-value work.
- How the outside sees our strengths (cohesion, talent stability, operational focus) and weaknesses (scale limits, a narrowing cost advantage).
- The criteria location consultants weigh in drawing up the short-list - and what we can influence, alone and together.
- Where the opportunity lies: higher-value services, a regional orchestration role, and the ESG premium.

WORLD STAGE

The Centre That Gets the Yes:

Is There a Winning Formula for Securing Investment?

Breakout Wave 2 · 12:05–12:50

AbbVie, Google, OPMobility, Tesco and others are expanding their Kraków footprint - new offices, new mandates, wider scope. The people behind those decisions explain why they're doubling down: what the city and region give them that justifies more investment, and what would make them invest still more.

Why this session.
The investment decision is made above us - so how do we influence it? Real cases from our market of centres that won more mandate, and what they actually did.

What you'll take away.

- The case existing investors actually see.
- What tips a footprint decision toward growth.
- What the region must protect to keep them expanding.

WORLD STAGE

New Investors:

What the Latest Arrivals Tell Us

Breakout Wave 3 · 13:50–14:35

New entrants explain why they chose Kraków over the alternatives: what won them, what nearly didn't, and what the decision says about where the region sits on the global map now. An inside/outside view on our strengths and where we still need to build.

Why this session.
The latest wave of new investment is a read on where the market is heading - and the opening it creates, for centres looking to grow and providers looking for the next demand.

What you'll take away.

- What wins a location decision today.
- How Kraków is seen from outside.
- Where it's vulnerable to losing the next one.

WORLD STAGE

Who Does the Work Now?

The Shifting Line Between In-House and Outsourced in the Age of AI

Breakout Wave 4 · 14:55–15:40

As AI rewrites the economics of service delivery, who should make the investment - the captive centre or the outsourcer? Is the line blurring, and what does it mean for Kraków?

Why this session.
The line between in-house, outsourced and automated work is moving - a market trend bearing down on us, largely decided above us. What does it mean, and what's our move?

What you'll take away.

- The real economics of captive vs outsourced.
- Where partnering beats building.
- Staying ahead of the vendors.

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PEOPLE'S PAVILION

//THE HUMAN DIMENSION

The human half of Man vs Machine. Everything the machine can't reach: culture, meaning, the deal we make with our people, and the next generation coming up behind us. The stage that remembers a business is people before it's a process.

PEOPLE'S PAVILION

Risk You Can Calculate, Uncertainty You Can't

- How Leaders Make Decisions

Breakout Wave 1 · 11:00–11:45

Leaders are told to 'manage risk' - but much of what AI brings is true uncertainty, which can't be modelled. With a case you can't model - a clearing bank sitting on frozen Russian assets - this session draws the line that matters.

Why this session.
Why the difference between calculable risk and genuine uncertainty matters - and why leadership is precisely the capacity to act before you can know everything. This is bravery and agency.

What you'll take away.

- Risk vs uncertainty, usefully.
- Decision habits under uncertainty.
- Where leaders fool themselves with false precision.

PEOPLE'S PAVILION

Global Teams, Global Clients:
Why We Need Cultural Range
Breakout Wave 2 · 12:05–12:50

Cultures do the work differently - and after two decades of running global teams for global clients, working across those differences is a skill we have. The question is what we do with it next. This session argues that to evolve from delivery centres into capability centres, cultural range - and the culture we ourselves bring - is something we need to build intentionally.

Why this session.
We are a global industry with real cultural range. As machines standardise the work, the choice is whether we treat that range as an accident of geography, or develop it deliberately as an operating capability for the next stage of our evolution. Not diversity as virtue, but cultural fluency as an operating capability we have to build.

What you'll take away.
- Where cultural range fits in the move from delivery centre to capability centre.
- How to develop the capability intentionally - and the barriers in the way.
- Culture as a human edge machines can't copy.

PEOPLE'S PAVILION

The Vanishing Ladder:

Aspiration, Ambition and the Next Generation

Breakout Wave 3 · 13:50–14:35

Everyone has a theory about what young talent wants. Here are the young people themselves - fresh survey data and a student panel deliver a reality check on expectations, fears and ambitions.

Why this session.
If automation takes entry-level work, it takes the bottom rung - so how does anyone climb? And do the next generation even want to build a life and career here, and what are they reaching for?

What you'll take away.

- What future talent expects.
- Gaps between hopes and reality.
- Closing the pipeline.

PEOPLE'S PAVILION

Upskilling:

Our Next Great Challenge - and How We Meet It

Breakout Wave 4 · 14:55–15:40

Transformation breeds a fear of replacement, and AI is reshaping the deal at work. How do leaders reduce the anxiety honestly and redesign growth, reward and meaning. How do we build on current capability to address new needs?

Why this session.
As the work changes, upskilling is the challenge we can't duck. What instruments does it take, and what cultural reset - from deploying people to developing them?

What you'll take away.

- What's changed versus noise.
- Redesigning growth when roles automate.
- A narrative people stay for.

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FUTURE FORUM

//THE MACHINE

Where the machine takes the floor. AI, automation, cyber, and the hard arguments about how far to let the technology go - and where the line is drawn. A debate about the tools remaking our work.

FUTURE FORUM

What Machines Are Actually Doing in Our Operations

- and Where They Fall Short

Breakout Wave 1 · 11:00–11:45

Agents are already at work in our operations - answering enquiries end to end, running live processes, screening candidates. This session looks at practical examples of what is already running in our centres, alongside the human input necessary to make it work. We will look at what agents genuinely deliver, where they fall short, and what people must understand, decide, prompt, check and govern to make the machine worth having.

Why this session.
Because AI creates value when human beings know where and how to intervene - judgement, context and control are what turn agents into results. An honest, grounded look, built to send you away with practical answers.

What you'll take away.

- What agentic AI already does in real operations.
- Where it fails and still needs a human.
- The accountability and control questions it forces.

FUTURE FORUM

Cyber:
Are People the Front Line?

Breakout Wave 2 · 12:05–12:50

As AI arms both attackers and defenders, how does a centre stay resilient - and what's the business case? From the AI-vs-AI spectacle to continuity to the board-level case, ending on the quantum horizon.

Why this session.
Cyber for the rest of us: not a tech keynote but a people question. Where are our vulnerabilities, what's the role of ordinary staff, and how do we prepare them - people as both our strength and our weakest link.

What you'll take away.

- How AI changes attack and defence.
- What continuity demands.
- The board case.

FUTURE FORUM

Can the Machine Make us Better?

AI as Coach, Thinking Partner and Catalyst for Human Capability

Breakout Wave 3 · 13:50–14:35

Most workplace AI is designed to give us answers or do work for us. Revvity is testing a different proposition: can AI help us become better at the work only people can do? Its AI Coach gives employees access to structured support for decisions, difficult conversations, confidence and development - using the machine not to replace thinking, but to provoke it.

Alongside it, Amway brings its experience of building grassroots AI adoption across its established Kraków GBS, while UTS/AIO brings new Kraków-based research on what happens when growing human capability meets organisational systems that may not be changing as quickly.

Two global companies, two substantial Kraków operations, and one bigger question: Can we use AI not simply to do more, but to become more capable?

Why this session.

Because the next stage of AI is not simply better automation. It is whether we can use the machine to strengthen human capability - and build organisations capable of turning that development into better work and better outcomes.

What you'll take away.

- What AI coaching looks like in practice - and where human judgement still matters.
- How organisations move from AI access to genuine grassroots adoption.
- Which human capabilities become more valuable as machines take more routine work.
- What leaders need to change around learning, roles and ways of working to turn augmented people into more capable organisations.

FUTURE FORUM

The End of the Office?

Will AI Remake the Workplace?

Breakout Wave 4 · 14:55–15:40

Office space is a fifth of a centre's cost and the one thing nobody puts on a slide. As remote and hybrid harden into the default and AI thins the headcount, is the office becoming a stranded asset?

Why this session.
How AI is reshaping what the workplace is for, and what's gained and lost. Not forgetting cost.

What you'll take away.

- How AI and new models change space needs.
- The real trade-offs.
- Footprint decisions to get right now.

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WAR ROOM

//METHOD & JUDGMENT

This is where big ideas become method: how to read the data, plan the footprint, build the region, make the talent pipeline work. The craft and judgment behind the decisions that matter.

WAR ROOM

The People Map of 2035:

Forecasting the Impact for Tech and GBS

Breakout Wave 1 · 11:00–11:45

Talent and value are concentrating into Kraków and the Katowice corridor while the periphery empties, and the workforce is shrinking and aging at once. In this session, we turn the data into the decisions you face: follow the expensive, talent-rich metro or bet on a cheaper second-tier city; how AI changes the headcount and the footprint; whether hybrid reaches the talent that won’t move. A practical real-estate-and-location deep dive into planning a centre for the next decade.

Why this session.
The practical, local follow-through to the plenary's demographic case: where the people will be, and what it means concretely for tech and GBS - where we build, and how we staff for the long haul.

What you'll take away.

- Where the talent will be across South Poland - and what proximity will cost.
- How AI and an aging workforce change the footprint and headcount you plan for.
- A practical read on location, space and workforce strategy for your own centre.

WAR ROOM

Beyond Recruitment:

Universities as Innovation Partners

Breakout Wave 2 · 12:05–12:50

We've long treated universities as a recruitment pipeline - a source of graduates to hire. Built on new ASPIRE data on how the sector cooperates with universities today, this session argues for a bigger ambition: a shift from a recruitment strategy to an innovation strategy, using the corporate-academic link to build research, capability and new ventures, not just to staff our centres. What would that take - and what's in it for us?

Why this session.
Because how we work with universities is a decision within our control - and turning them from a hiring hall into an innovation partner may be one of the highest-value moves the sector can make as the work shifts from cost to capability.

What you'll take away.

- Where the sector's university cooperation actually stands today - and how much is still just recruitment (the ASPIRE data).
- Why the shift to innovation cooperation matters now: it's how we build the higher-value work our future depends on.
- What an innovation partnership looks like in practice - joint research, capability-building, commercialisation, ventures.
- What it would take, from us and from the universities, to make the shift real.

WAR ROOM

Winning the Next Mandate:

From Proving Our Value to Owning It

Breakout Wave 3 · 13:50–14:35

Every centre wants to be seen as value rather than cost. But what if visibility isn't the real problem? This session asks a harder question: what makes a global organisation trust a centre with its next piece of value? It separates what Kraków cannot control (global context) from what it can (readiness and trust), opens with five hypotheses about where we really stand, and tests them live — polls comparing how ready we think we are with how HQ would score us. It closes with a War Room exercise: the audience competes for a new global mandate against India and Mexico, pitching to the panel as investment committee.

Why this session.

The usual value-centre conversation collapses into communication, visibility and storytelling. This one tests the harder possibility - that the constraint may be readiness, not perception. And with AI stripping out execution work, one question turns urgent: what must we become better at owning before what we are good at executing loses value?

What you'll take away.

- What really drives global allocation decisions - and which factors a centre can genuinely influence.
- How to tell a perception gap from a readiness gap - you cannot communicate your way out of the second.
- The evidence that makes headquarters trust a centre with its next mandate
- How to read where your centre really sits in the value chain.

WAR ROOM

Stronger Together:

How Competitors Build Scale Neither Can Reach Alone

Breakout Wave 4 · 14:55–15:40

If a shrinking region only wins at scale, its cities and even rival firms must cooperate to build that scale while still competing for the same investment. Wojciech Czakon opens with what coopetition really means and where it works, then turns the questions on a panel living the tension: a region that did it (Bilbao), businesses that compete yet share a talent base, and a city leader weighing local interest against regional gain. The mechanics, not the theory - shared talent pools, joint infrastructure asks, co-investment in skills - and the honest friction of where cooperation breaks down.

Why this session.
The practical face of coopetition - rivals cooperating to reach a scale none can hit alone. Anchored by Wojciech Czakon, the scholar who studies it, and proven by Bilbao, which did it.

What you'll take away.

- What coopetition means in practice - and where it genuinely creates scale.
- Concrete mechanisms: shared talent pools, joint infrastructure asks, co-investment in skills.
- Where cooperation breaks down, and how to hold it together when interests diverge.

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THE ZONE

//THE SHOWCASE

Seeing is believing. Live systems, real builds and proof that the future isn't coming to Kraków - it's already running here. Watch the work and meet the people who made it.

THE ZONE

Foresight: Documents That Lie

- and How to Catch Them

Breakout Wave 1 · 11:00–11:45

Two invoices, visually identical - one is forged, and could cost your centre EUR 50,000. Widely available AI tools can now alter an invoice, a payment confirmation or a KYC document so that neither the human eye nor conventional OCR can tell the difference. Foresight shows what it takes to protect an automated document pipeline - and to prepare the documents our centres run on for the agentic era.

Why this session.
The more we automate, the more we trust documents no human ever sees. A live look at how that trust is attacked - and defended - and why clean, machine-readable documents are the foundation everything agentic will stand on.

What you'll take away.

- How AI-enabled forgery beats the human eye and OCR - and how it's caught.
- What it takes to fraud-proof a high-volume document pipeline.
- Why garbage in, garbage out decides whether agentic AI can be trusted with our work.

THE ZONE

GlobalLogic:

When AI Runs the Things That Can't Fail

Breakout Wave 3 · 13:50–14:35

It's one thing to let AI draft your emails - another to let it run critical infrastructure where failure isn't an option. GlobalLogic shows the high-stakes end, where AI meets hard engineering, and how you build trust and safety in.

Why this session.

The high-stakes end of AI - running critical systems that can't go down - and what it teaches the rest of us about building safety in.

What you'll take away.

- AI in high-stakes systems.
- Safety and trust by design.
- Lessons for any centre.

THE ZONE

Tesco: From Prototype to Production

- AI Enriching Millions of Products

Breakout Wave 4 · 14:55–15:40

AI is everywhere, but turning prototypes into production systems that deliver measurable impact is rare. Tesco's Kraków team shares how they moved from early proofs of concept to a Product Intelligence Platform that digitizes and enriches millions of products - AI-powered taxonomy mapping, title and description generation, care-label extraction. A highlight: the launch of F&F online, a clothing brand previously in-store only, which the platform made possible, contributing £4.2m in online sales. The session combines strategic and engineering perspectives - from business outcomes to architecture decisions - with practical takeaways on moving from experimentation to operational excellence.

Why this session.

The gap everyone struggles with - turning prototypes into production systems that deliver - proven at the scale of millions of products.

What you'll take away.

- Moving from proof-of-concept to a production platform.
- How AI enrichment drove real sales (F&F online, £4.2m).
- The architecture and business decisions behind operational excellence.