

# CIO NORDICS

24TH MARCH 2026 | STOCKHOLM | GRAND HOTEL

POST EVENT REPORT

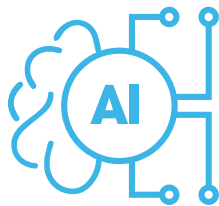
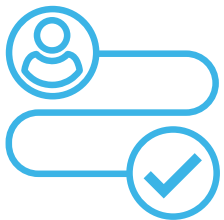
# EVENT SUMMARY



The industry-led event brought together a diverse group of IT professionals from various industries including government, retail, manufacturing, construction, energy & utilities, healthcare, telcos and transportation across the Nordic region.

Designed to provide a unique forum for senior IT leaders to engage in peer-to-peer learning and networking, share best practices, and gain valuable insights to drive innovation and growth within their organisations. Featuring keynote speakers, panel discussions, and networking opportunities, the event enabled attendees to gain valuable connections and stay informed about the latest industry developments. With a packed agenda covering the pressing topics within the Nordic region ranging from 'Taking the Driver's Seat in Enterprise Transformation: Securing Adoption at Scale', 'Your AI is Only as Smart as Your Integration Layer', '72 Hours to Independence: Rethinking Resilience Architecture When Geopolitics Cuts the Cord' and 'Why 95% of AI Agentic Projects Fail'.

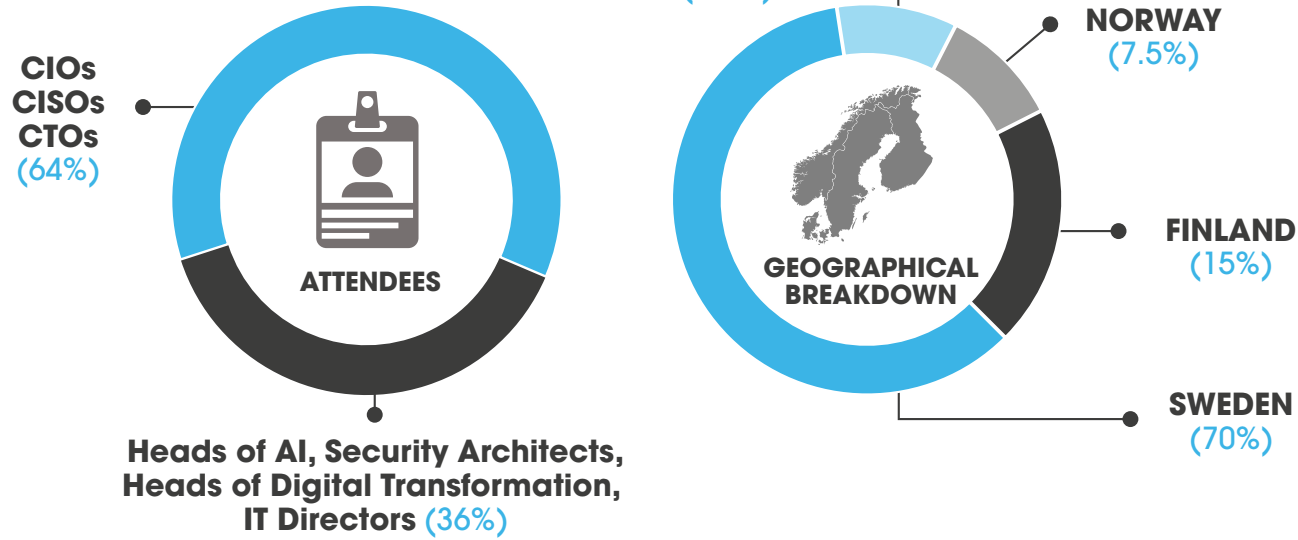
As part of this year's event, we hosted three Citrus Circuits, each running concurrently for one hour in Spegelsalen (The Hall of Mirrors), the prior to the networking lunch. These sessions helped facilitate peer-to-peer discussions and networking among senior IT leaders from a range of industries. Details to be found further in the post event report.



# ATTENDANCE



CIO Nordics attracted a diverse and engaged group of IT professionals from various industries and sectors across predominantly Sweden with groups of attendees from Finland, Denmark and Norway. In total, the event hosted over 150 attendees, including CIOs, CTOs, IT Directors, Heads of Digital Transformation, Heads of AI, Security Architects, and Software Developers. The majority of attendees represented key verticals from manufacturing, energy & utilities, telcos, retail, and financial services, with additional representation from other sectors including government, healthcare, travel and transportation & construction.



# 2026 SPEAKERS 1/2



















- ICT Leaders Finland** tehohallinnon johtamisen ammattilaiset Pete Niemenen - **Chairman of the Board** - ICT Leaders Finland
- MATRIX42** Niilo Fredrikson - **CEO** - Matrix42
- SR Sveriges Radio** Annsofi Eriksson - **CIO** - Sveriges Radio
- AI SWEDEN** Josephine Darlington - **Strategic Initiative Developer Retail** - AI Sweden
- ÅHLÉNS** Stefan Erlandsson - **CIO** - Åhléns
- Axfood** Maria Burvall Haag - **Head of Tech Price and Assortment** - Axfood
- SPENDRUPS 187** Jonny Engel - **CIO** - Spendrups
- ★ Trustpilot** Sara Hajian - **Director of Applied AI** - Trustpilot
- SOLUTION DELIVERY** Erik Wästlin - **CEO** - Solution Delivery Nordic AB
- perforce Delphix** Paul Hermsen - **Senior Sales Solutions Engineer** - Perforce Delphix
- Stephan Erne - **Former Chief Digital Officer** - Handelsbanken
- Cloudhouse™** Jon Dedman - **Head of Pre-Sales** - Cloudhouse
- Borgo** Carolin Runnquist - **CIO** - Borgo
- Nordea** Mattias Fras - **Group Head of AI Adoption** - Nordea
- Nykredit** Marie Sjølund Jensen - **Head of Software PE** - Nykredit
- TRATON** Helena Hörnebrant - **CIO** - Traton



# 2026 SPEAKERS 2/2



-  **SEMLER** Morten Rye Christensen - **CIO** - Semler IT
-  **rubrik** Richard Cassidy - **EMEA CISO** - Rubrik
-  **Epiroc** Markus Kuchler - **Head of Global IT Security** - Epiroc
-  **DeLaval** Per Andersson - **Director of Digital Workplace** - DeLaval
-  **EGETIS THERAPEUTICS** Cecilia Jap - **CIO** - Egetis Therapeutics
-  **Epiroc** Magnus Karlsson - **Head of Tech Ecommerce** - Epiroc
-  **GETINGE** ✱ Ola Hammarlund - **Head of Digital Platforms** - Getinge
-  **SCANIA** Yogini Kale - **Enterprise Architect** - Scania
-  **VOLVO** Avinash Jha - **Senior Director- Head of API and Integrations** - Volvo Group
-  **ERICSSON** Former Group - **CIO** - Ericsson
-  **AIRA** Lars Engvall - **Information Systems and Technology Director** - Aira Home
-  **+ KEMPOWER** Mikko Lehtinen - **Interim CIO** - Kempower
-  **Ørsted** Neeraj Avasthi - **Senior IT Director** - Ørsted
-  **telenor** Kristin Lindmark - **CIO** - Telenor Sverige
-  **VATTENFALL**  Shahbaz Wali Ahmad - **Senior IT Architect** - Vattenfall
- Ulf Persson - **SVP, Strategic Product Management and Analyst Relations** - Seeburger



# FEEDBACK & TESTIMONIALS



“This was my second year in a row, and it truly keeps getting better. Being in a room where conversations span everything from AI and entrepreneurship to security and the future of business is both inspiring and incredibly valuable.” – [Ambassador - Frilans Finans](#)

“Thanks Citrus Events for having me. A truly insightful event!” – [Senior IT Director - Orsted](#)

“Thank you Citrus Events and the CIO Nordics team. This was a great event with brilliant speakers and insights!” – [SVP Strategic Product Management - Seeburger](#)

“An inspiring discussion. The future of smart manufacturing is definitely bright. See you next year!” – [CTO - Epiroc](#)

“A fantastic event!” – [Head of Marketing EMEA - Perforce Delphix](#)

“Thanks Citrus Events for organising CIO Nordics - such a great event!” – [Head of Marketing, Nordics - Workato](#)

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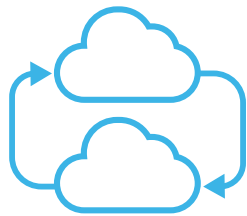
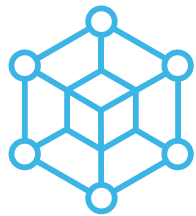
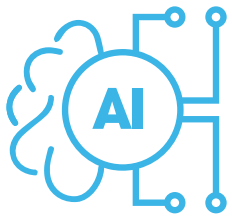
# EVENT HIGHLIGHTS



CIO Nordics 2026 covered a variety of topics that were discussed by industry-leading IT thought leaders across multiple sectors. Keynote presentations and industry led panels featured thought-provoking discussions such as:

- Back Office to Boardroom: The Rising Importance of IT in Financial Services
- Beyond the Grid: Sustainable Optimisation Through Digital Innovation
- Smart Retail, Nordic Style: AI That Boosts Margins
- From Factory Floor to Smart Core: Powering Manufacturing with Data & AI

As part of this year's event, we hosted three Citrus Circuits, each running concurrently for one hour in Spegelsalen (Hall of Mirrors) prior to the networking lunch. These sessions helped facilitate peer-to-peer discussions and networking among senior IT leaders from a range of industries.



# CITRUS CIRCUIT 1 1/3



## Squeezing the Most Out of Your Data: CIO Strategies for Understanding and Improving Data Quality

What are the core ingredients needed to create clean, reliable, and actionable business data?

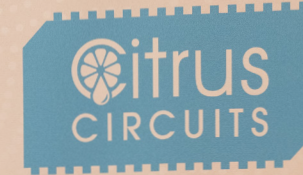
- Clear Ownership and Accountability for Data
- A Strong Data Strategy Supported by Governance and Discipline
- Understanding and Demonstrating the Business Value of Data
- Preparing Data for Artificial Intelligence and Advanced Analytics

The roundtable concluded that clean, reliable, and actionable business data is achieved through a combination of strong ownership, disciplined governance, a clear understanding of business value, and a strategic approach to AI adoption. Organisations that invest in these foundational elements are better positioned to transform data into a trusted asset that supports decision-making, innovation, and long-term business success.

Can organisations identify potential 'sour spots' in data quality before they impact operations?

Participants agreed that organisations can identify potential data quality issues before they affect business operations, but doing so requires proactive monitoring, testing, and governance throughout the data lifecycle. The challenge is often not the ability to detect issues, but whether controls are implemented early enough to prevent downstream impacts.

A key theme was the importance of consistent data management and governance practices. Establishing clear standards, validation processes, and ongoing oversight helps ensure that data quality is maintained at the point of creation, reducing the risk of errors propagating across the organisation.



## Squeezing the Most Out of Your Data:

### CIO Strategies for Understanding & Improving Data Quality

What are the core ingredients needed to create clean, reliable, and actionable business data?

Can organisations identify potential 'sour spots' in data quality before they impact operations?

Which IT-driven techniques can help refresh, refine, and future-proof a modern data ecosystem?



# CITRUS CIRCUIT 1 2/3



The discussion also highlighted a common challenge: individuals responsible for entering or managing data are often unaware of how that information will be used elsewhere in the business. Improving understanding of the wider business impact of data can strengthen engagement with governance processes and encourage greater attention to data quality at source.

Participants noted that periods of business transformation, particularly the introduction of new products, services, or operating models, can create uncertainty around which data is most valuable. During these transitions, organisations must regularly reassess data requirements and governance frameworks to ensure that critical information is captured, managed, and used effectively.

While organisations can identify and address potential data quality issues before they impact operations, success depends on early intervention, strong governance, and a shared understanding of the value and purpose of data across the business. Special attention should be given during periods of change, when data requirements and priorities are often evolving.

## Can organisations identify potential 'sour spots' in data quality before they impact operations?

Participants agreed that while no organisation can completely "future-proof" its data ecosystem, it can establish the agility, governance, and processes needed to adapt to evolving business and technology requirements. A key theme was the importance of continuous data validation and testing. Regular monitoring and quality assurance processes help organisations identify issues early, maintain trust in data assets, and ensure that data remains fit for purpose as business needs change.



# CITRUS CIRCUIT 1 3/3



The discussion highlighted that technology alone is not enough. While modern data management tools play a critical role in cleansing, integrating, and managing data, organisations must also leverage the expertise of employees who understand the context, meaning, and business value of the data. Combining technology with domain knowledge leads to more effective data management and decision-making.

Refreshing and refining a modern data ecosystem requires a combination of robust governance, continuous testing, lifecycle management, strong leadership support, and the effective use of both technology and human expertise. Organisations that successfully integrate and enrich data from multiple sources are better positioned to adapt to future business and technological change.



# CITRUS CIRCUIT 2 1/2



## Peeling Back Governance: A CIO's Guide to Regulations

### How Can CIOs Build Governance Frameworks That Support Compliance Without Slowing Innovation?

Participants discussed the challenge of balancing regulatory requirements with the need for agility and innovation. While governance frameworks are essential for managing risk and ensuring compliance, overly complex processes can create operational bottlenecks and discourage innovation. The group agreed that governance should be embedded into business and technology processes rather than treated as a separate compliance exercise. Clear policies, defined ownership, and automated controls can help organisations maintain compliance while enabling teams to move quickly and confidently.

Successful governance frameworks balance control with agility, allowing organisations to meet regulatory requirements while continuing to innovate and respond to changing business needs.

### What Are the Biggest Challenges Organisations Face When Managing Regulatory Change?

Participants agreed that the pace and complexity of regulatory change continues to increase, creating challenges for organisations operating across multiple jurisdictions and industries. Keeping track of evolving requirements and understanding their business impact remains a significant concern. The discussion highlighted the importance of maintaining strong relationships between technology, legal, compliance, and business teams to ensure that regulatory changes are identified early and translated into actionable requirements.

Participants also noted fragmented systems and inconsistent data can make compliance reporting more difficult, reinforcing need for strong governance and data management practices.

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# CITRUS CIRCUIT 2 2/2



Organisations that establish clear processes for monitoring, assessing, and responding to regulatory changes are better positioned to minimise risk and maintain compliance in an evolving regulatory environment.

## How Can Technology Help Strengthen Governance, Risk Management, and Compliance?

Participants explored the role of technology in improving governance and compliance outcomes. Automation, monitoring tools, and advanced analytics were identified as key enablers for reducing manual effort, improving visibility, and strengthening controls. Technology can help organisations proactively identify risks, monitor compliance activities, and generate more accurate reporting. However, participants stressed that technology alone is not sufficient; successful governance requires clear accountability, well-defined processes, and a strong organisational culture. The discussion also highlighted the growing potential of AI and intelligent automation to support compliance activities, provided organisations have high-quality, well-governed data.

Technology can significantly enhance governance and compliance capabilities, but the greatest value is achieved when it is supported by strong processes, clear ownership, and a culture of accountability.



# CITRUS CIRCUIT 3 1/2



## AI Management: From Pulp to Progress

### How Can CIOs Tackle the Complexities of AI Management Systems and Maintain Control and Transparency?

Participants discussed the growing challenge of governing AI systems as they become more deeply embedded within business operations. While AI offers significant opportunities for automation, insight generation, and productivity gains, organisations must ensure that appropriate controls are in place to manage risk and maintain trust. A key theme was the importance of establishing clear governance frameworks that define accountability, oversight, and decision-making responsibilities for AI initiatives. Participants agreed that transparency around how AI models are developed, trained, and used is essential for maintaining stakeholder confidence and meeting emerging regulatory requirements.

Successful AI management requires a combination of strong governance, clear accountability, robust data management, and ongoing oversight to ensure AI systems remain transparent, trustworthy, and aligned with organisational goals.

### Which AI Implementation and Operational Challenges Create the Most 'Pulp' for IT Leaders?

Participants agreed that moving from AI experimentation to operational deployment remains one of the biggest challenges facing organisations. While many businesses have successfully piloted AI solutions, scaling them across the enterprise often introduces new complexities. Key challenges discussed included poor data quality, fragmented systems, integration difficulties, skills shortages, and uncertainty around ownership and accountability. Participants also highlighted the difficulty of measuring AI outcomes and demonstrating business value, particularly when expectations exceed the maturity of the underlying data and technology infrastructure.



# CITRUS CIRCUIT 3 2/2



The group noted that managing change is equally important, as successful AI adoption requires employee engagement, trust, and a clear understanding of how AI will support rather than replace existing roles and processes. The greatest operational challenges often stem from organisational readiness rather than technology alone. Strong foundations in data, governance, integration, and change management are essential for successful AI implementation at scale.

## What Steps Can CIOs Take to Future-Proof AI Management?

Participants acknowledged that while AI technologies continue to evolve rapidly, organisations can take practical steps to build resilience and adaptability into their AI strategies. Rather than attempting to predict future developments, CIOs should focus on establishing flexible governance, scalable architectures, and robust operating models.

A recurring theme was the importance of investing in high-quality data foundations, as well-governed and accessible data will remain critical regardless of how AI technologies develop. Participants also emphasised the need for continuous learning, skills development, and regular reviews of AI policies to keep pace with changing regulations and business requirements.

The discussion highlighted the value of adopting open, interoperable technologies and avoiding over-dependence on any single platform or vendor. Maintaining a balance between innovation and governance was seen as essential for supporting long-term AI success.

Future-proofing AI management is less about predicting technological change and more about creating adaptable governance, strong data foundations, skilled teams, and flexible operating models that can evolve alongside emerging AI capabilities and regulatory requirements.



# SPONSORSHIP



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We look forward to seeing you back at The Grand Hotel on the 13th April 2027!

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