IndustryX Talk EU

Human-Centered AI: Data-Driven Transformation in Manufacturing

20th - 21st November 2025
Barcelona, Spain

DAY ONE

Time	Session
08.15 - 08.50	**REGISTRATION**
08.50 - 09.00	**WELCOME & CHAIRPERSON'S OPENING REMARKS FOR DAY ONE** **Prof. Diego Galar,** Professor of Condition Monitoring, **Lulea University of Technology & Chairman for the European Federation of National Maintenance Societies (EFNMS)**

09.00 - 09.30

Thriving in Chaos: How Industry 5.0 Redefines Resilience and Reliability
- Industry 5.0 marks a transformative shift, placing humans at the center of industrial processes
- Human-Centric Approach: Enhancing collaboration between humans and machines
- Sustainability: Eco-friendly technologies and reduced waste
- Resilience: Real-time risk monitoring and adaptive strategies
- Enhance productivity through collaboration
- Industry 5.0 isn't just a technological upgrade—it's a cultural shift towards adaptability and sustainability

Prof. Diego Galar, Professor of Condition Monitoring, **Lulea University of Technology & Chairman for the European Federation of National Maintenance Societies (EFNMS)**

09.30 - 10.00

Moving Beyond Pilots to Scale Effectively: Taking a promising prototype and embedding it into a production-ready ecosystem.
- Prototype → Scale: Turning pilots into enterprise-wide impact.
- AI in Manufacturing: From buzzword to real-world efficiency and resilience.
- Security & Compliance: Trust as the foundation of connected factories.

Biplab Sah, Global Director - Enterprise Architecture, Smart Factory, **Mars Inc.**

10.00 - 10.30

Minimize Downtime through Data driven AI to Maximize Throughput
AI-driven Spare Parts Management ensures uninterrupted operations and accelerates process optimization.
- Optimize Inventory with Precision: Reduce excess, avoid shortages, and align stock with real demand.
- Data-Backed Decision-Making: Empower teams with accurate forecasts and real-time insights.
- Remove Supply Chain Blind Spots: Eliminate bottlenecks and uncertainty before they impact delivery.
- Clean Up Dirty Data: Turn fragmented data into a reliable planning and procurement foundation.
- Automate the Mundane: Cut manual tasks, reduce errors, and free engineers to innovate.
- Reveal Hidden Risks & Redundancies: Uncover obsolete or duplicate parts before they cost you.
- Enhance Your ERP—Without Replacing It: Extend existing systems with scalable AI integration.

Torsten Gruenzig, VP Sales, **Sparrow Networks GmbH**

SPARROW — SOLVING SPARE PARTS

Time	Session
10.30 - 11.20	**COFFEE BREAK & MEETINGS**

11.20 - 12.10

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

1. Digitalization of Daily Production Management
2. Moving Beyond Pilots to Scale Effectively (led by Biplab Sah, Mars Inc.)
3. The Connected Worker: Tools or Culture Catalysts? (Raf Swinnen Industry 4.0/5.0 Advisor, Former Danone)
4. Accelerate the digital and cultural transformation required to make industrial plants truly data-driven (led by Hugo David Hermann, IAC GmbH)
5. Workforce Development & Preparation for the Digital Era (led by Gerard Campanyà, Nestle)
6. Human-Centric Digital Adoption: Myth or Method? (led by Bzhwen Kadir, former Novo Nordisk)
7. Lean Strategies/Lean 4.0/Continuous Improvement (Jordi Salcedo, Lear)

12.10 - 13.10

One to One Meetings & Investment Areas
- Industry 5.0
- Manufacturing Data Cloud
- Manufacturing Data Lakes
- 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
- Industrial Augmented Reality
- The Human Centric Approach
- Change Management
- Sustainability
- Connected Worker Platforms
- AI Driven Digital Twins
- Operational Excellence / Continuous Improvement
- Smart Factory

12.10 - 12.40

AI Powered Manufacturing Analytics
- Contextualization and aggregation of Data from multiple Data sources
- Correlation of data from Manufacturing IT/OT systems to break down Silos
- Using AI models to predict and give real time insights.
- Insights to Prompts / Exploratory Dashboards

Streamline 360 — AI POWERED OPERATIONAL INTELLIGENCE

12.40 - 13.10

Agentic Commerce in Manufacturing: Preparing for the Next B2B Buyer.
- Agentic Commerce isn't just for retailers: why manufacturers must get ready now for the modern B2B buyer.
- From Commerce 1.0 to 3.0: how AI agents will reshape discovery, purchase, and post order service in manufacturing.
- Practical use cases manufacturers can deploy today: conversational discovery, intelligent delivery promises, and autonomous WISMO/returns.
- Build for tomorrow's buyer, today: a pragmatic, test and learn pathway to agent to agent commerce with Mirakl Nexus and early customer projects.

MIRAKL

Time	Session
13.10 - 14.00	**NETWORKING LUNCH**

Global Manufacturing Strategies

14.00 - 14.30	**Most Digital Transformations Fail. Yours Doesn't Have To.**
	• Why most digital transformations stall before they deliver value.
	• The common traps leaders fall into when framing digital initiatives.
	• Why treating digitalization as an IT project sets you up for failure.
	• How to reframe transformation as a socio-technical challenge.
	• Principles for aligning human well-being and system performance.
	Bzhwen Kadir, Former Business and Portfolio Lead, Novo Nordisk

14.30 - 15.00	**The Plant Collective Memory**
	• The Silver Tsunami and War for Talent accelerate the outflow of experts
	• Increasing complexity and rising compliance demand more training efforts
	• The role of a knowledge base as a foundation for just-in-time-training
	• How to step away from reliance on experts to train others and orchestrate knowledge transfer dynamically using digital tools
	• Integration of knowledge nodes into daily processes to replace one-point-lessons
	Raf Swinnen, Industry 4.0/5.0 Advisor

15.00 - 15.30	**From Automation to Intelligence: How AI Is Powering the Smart Factory of Tomorrow**
	The era of automation is evolving into the era of intelligence. As manufacturers face growing pressure to boost efficiency, flexibility, and quality, Artificial Intelligence (AI) is becoming the key enabler of next-generation operations.
	How AI is reshaping manufacturing—from predictive to prescriptive processes—creating self-optimizing factories that learn and adapt in real time. Drawing from real-world examples in quality control, maintenance, and intralogistics. How data-driven decisions are transforming shopfloors. Highlighting the balance between technology and human expertise, proving that the future of manufacturing belongs to those who turn automation into intelligence.
	• How AI transforms predictive processes into prescriptive manufacturing actions.
	• Practical examples of AI in quality, maintenance, and intralogistics.
	• Moving from automation to decision intelligence—the new frontier of competitiveness.
	• Lessons from integrating human expertise and AI for scalable impact.
	Hugo David Herrmann, Global Head of Automotive Advanced Manufacturing Strategy, Industry 4.0 & OpEx, **IAC Group GmbH**

15.30 - 16.20	**COFFEE BREAK & MEETINGS**

16.20 - 17.50	**One to One Meetings & Investment Areas**	
	• Industry 5.0	
	• Manufacturing Data Cloud	
	• Manufacturing Data Lakes	
	• 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	
	• Industrial Augmented Reality	
	• The Human Centric Approach	
	• Change Management	
	• Sustainability	
	• Connected Worker Platforms	
	• AI Driven Digital Twins	
	• Operational Excellence / Continuous Improvement	
	• Smart Factory	

16.20 - 16.50 — **Cohesive Flow: The Missing Link Between Digital Transformation Disappointment in Manufacturing and Delight**
Why cutting edge needs the traditional – in an infinite framework
- Why digital transformation in manufacturing often disappoints
- How cutting edge NEEDS the traditional - to deliver real outcomes
- The Infinite Transformation Framework — a practical model
- How to make AI an amplifier of what's good, not a replacement for it
- Embedding responsiveness and resilience
- Practical take aways

OutBACE

16.50 - 17.20 — **20 years of Internet, 20 months of AI: Are you ready for exponential industry?**
- Lessons from real industry: from ceramics to data-driven manufacturing
- 20 years of Internet vs 20 months of AI: why change now happens exponentially
- Building a single source of truth, where systems, people, and AI learn, decide and improve together
- The role of RAILES MES in turning factory data into intelligence (This is where RAILES and the three use cases come in).
- Ready or not? The exponential era has already begun

MUVU TECHNOLOGIES

17.20 - 17.50 — **The future of MES and Digital Operations**
- Manufacturers are seeking technological solutions that better match their processes and specificities
- To deliver Digital Operations at scale, they investigate 3 priorities:
  * Finding the right balance between tailor made solutions and core model
  * Build on real time data to support decisions
  * Embed intelligence and AI in all systems

KPMG

17.50 - 18.20	**Industry 5.0 Academia in practice**
	• Idea of Industry 5.0 in practice
	• Vision and implementation of Danone Academia I5.0
	• OPS Hackathon and knowledge democratization
	• Next steps of the I5.0 implementation
	Dr. Lukasz Osuszek, Digital Transformation Senior Manager, **Danone**

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

18.30	**COCKTAIL RECEPTION**

Please note: agenda and speakers are subject to change

Global Manufacturing Strategies

DAY TWO

Time	Content
08.50- 09.00	**CHAIRPERSON'S OPENING REMARKS FOR DAY TWO AND SUMMARY OF DAY ONE** **Prof. Diego Galar,** Professor of Condition Monitoring, **Lulea University of Technology & Chairman for EFNMS**

09.00 - 09.30

Using Artificial Intelligence to drive Operations
- AI is not Chat GPT (not only…)
- AIntecedents
- AI is helping operations to drive performance - Our success story

Manel Dominguez, Senior Project Manager & European EM Pillar leader, **Owens Corning**

09.30 - 10.00

People + Data + Technology: Building the Human-Centric Smart Factory
The next industrial revolution will be driven by people empowered by technology. This session explores how organisations build Smart Factories where AI, automation and data enhance human capability. Drawing on automotive, construction and beverage insights, Hugo David Herrmann shows why developing people before digital tools delivers long-term transformation and growth.
- The missing link between Lean and digitalisation
- Why operator involvement determines success
- Data-driven problem solving (beyond dashboards)
- Designing a Smart Factory roadmap with Lean DNA and AI
- Culture: building teams that improve continuousl

Hugo David Herrmann, Global Head of Automotive Advanced Manufacturing Strategy, Industry 4.0 & OpEx, **IAC Group GmbH**

10.00 - 10.30

AI Decision Matrix -From Infrastructure to Intelligence
- How far is AI from Hi ? Competitive Stats & Results
- Who can be my AI partner ? Practical Decision Matrix
- Which is the Ideal AI Tool in Cloud ? A Service-by-Service Breakdown of Cloud AI Spectrum
- Has Cloud AI created any value for any business ? Calculating ROI on AI from real world examples
- Ready for your AI strategy Decision Making Time

Harman Maan, Digital Platform Architect -Solution Lead, **Mars Inc.**

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

11.00 - 11.50

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

1. Accelerating MES deployment to enhance Real-Time Visibility, Traceability, and Operational Efficiency on the Shop Floor.
2. Collaboration with Cross-Functional Teams to Align IT OT, Leveraging Smart Factory Initiatives and Industry 4.0 Principles.
3. Data-driven Performance Improvement, focusing on Analytics to Boost Productivity and Reduce Downtime
4. Driving Continuous Improvement and facilitating the Digital Transformation Journey
5. Workforce Development & Preparation for the Digital Era
6. People-centric AI: Putting People at the Heart of Digital Transformation

11.50 - 13.20

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- AI Driven Digital Twins
- Operational Excellence / Continuous Improvement
- Smart Factory

11.50 - 12.20

XpertAgents in Manufacturing: AI You Can Trust
- **Empowering, not replacing humans:** See how explainable AI Agents are designed to augment operator expertise rather than automate it away.
- **Turning data into decisions:** Agents continuously analyse real-time process data, learn from historical trends, and apply embedded operator knowledge to deliver timely, trusted and auditable recommendations, for example, predicting faults and maintenance needs.
- **Connecting every function:** Agents support teams across production, planning, quality control, supply chain, commercial, engineering, health & safety, and technical operations. Ensuring AI delivers impact for your most consequential decisions.
- **Delivering measurable impact:** Learn how Agents enable process optimisation, compliance assurance, and predictive maintenance, reducing variability, improving throughput, and ensuring consistent product quality. Our customers have seen significant increases in productivity, output and profitability, for example, a 15% increase in equipment uptime.
- **Proven in action:** Real-world case studies where XpertAgents are solving high-stakes challenges i.e. microbial detection across the supply chain. **XpertRule**

12.20 - 12.50

From Data to Decisions: Visual Control Tower for Operational Excellence
- From data overload to action flow: How leading manufacturers transform scattered KPIs into synchronized decisions.
- Human + AI collaboration: Where data models support, not replace, operational expertise.
- Decision latency reduced by 40%: Practical steps to accelerate issue-to-action cycles across all tiers.
- Visual Control Tower in action: A live mini-simulation of KPI alerts driving rapid, aligned decisions.
- Sustaining excellence: Embedding a data-driven, human-centered culture that scales across the enterprise. **iObeya**

12.50 - 13.20

Generative AI in Smart Manufacturing: From Hype to High Impact
- AI as a co-pilot for efficiency, creativity, and continuous improvement in manufacturing
- How AI enables factories to meet strategic goals faster and smarter
- The essential trio: process readiness, human training, and measurable results
- Real-world success stories: measurable ROI and long-term competitive advantage **FRACTTAL**

13.20 - 14.20 — **NETWORKING LUNCH**

14.25 - 14.55	**Inside LEGO's Smart Factory and lights out operations strategy: How LEGO balances technology and talent to drive large-scale transformation** • The Lego Group at a glance and current strategic priorities • Lessons in scaling automation, data and digital systems with purpose and precision – smart maintenance (GMEP) and AI in packaging designs • How a clear focus on people, adaptability and long-term thinking is fueling operational excellence across the enterprise • Long-term plans and Orientation **Jesper Toubøl,** Vice President Operations **Lego Group**

15.00 - 15.45	*Open Panel Discussion* **Humans and machines: Are manufacturers ready to embrace a connected industrial workforce?** • How will digital labour in manufacturing transform the skill mix and focus of tomorrow's workforce? • Pursuing a clear implementation strategy by investing in the collaborative robots and augmented reality devices that enable connectivity, upgrading IT infrastructures to ensure that connectivity is secure • Training and hiring your workforce to make it a conduit rather than a barrier to the productivity improvements promised by Smart Manufacturing • Workforce readiness - Engaging the Industry, policy makers, educators and Institutions for harmonious collaboration Moderator: **Prof. Diego Galar,** Professor of Condition Monitoring, **Lulea University of Technology & Chairman for EFNMS** Panellist: **Hugo David Herrmann,** Global Head of Automotive Advanced Manufacturing Strategy, Industry 4.0 & OpEx, **IAC Group GmbH** **Bzhwen Kadir,** Former Business and Portfolio Lead, Novo Nordisk **Biplab Sah,** Global Director - Enterprise Architecture, Smart Factory, **Mars Inc.**

15.45	**CHAIRPERSON'S CLOSING REMARKS**
15.50	**COFFEE &REFRESHMENTS/CLOSE**