



CIONET UK COMMUNITY PROGRAMME 2025

The BIG Transformer

Reimagining the Enterprise for the AI Era

CIONET
Discussion Documents

21 May





Overview

This high-energy panel event explored how artificial intelligence is transforming enterprise strategy, operations, and culture. Industry leaders from AstraZeneca, Orange Business, Strategy and Soho House shared how they are reimagining their organisations to stay competitive in the AI era.

Opening Keynote: Google Cloud AI

Daniël Rood of Google opened with a vision of how AI agents are beginning to operate as digital colleagues within organisations. He showcased how Google's VEO-3 model is helping enterprises create sophisticated, physically-aware AI experiences — from training simulations to personalised marketing — and hinted at what AGI readiness might look like for businesses.

"Everyone in your organisation may soon be managing a team of AI agents."



Overview

Cindy Hoots – CDO & CIO, AstraZeneca

Themes: Data discipline, enterprise readiness, and responsible AI

- **Simplified Technology Estate:** Retired 1,600+ applications to create space for innovation and speed.
- **AI in R&D:** Machine learning enabled faster drug discovery, digital twins, and better manufacturing decisions.
- **Workforce Enablement:** Gamified GenAI certification (bronze, silver, gold) increased adoption across all levels.
- **Ethical Governance:** Developed a scalable AI governance model and a public commitment to responsible use.
- **Social Impact:** Backed lung disease screening through Cure.AI, impacting 5 million people globally.

"Fix your data first. If they're still using Excel, you're not ready for AI."
"Don't look for great ideas — focus on solving great problems."

Mohit Mitra – Head of Secure Digital Infrastructure, Orange Business

Themes: Culture-first transformation, practical use cases, scalable adoption

- **Start with the Unloved:** Used AI to improve "boring" but repetitive processes where resistance was low.
- **Curiosity over Control:** Created a shift in mindset that encouraged teams to experiment safely.
- **AI for All:** Scaled a secure internal AI platform now supporting 70,000+ active users.
- **Shared Innovation:** Opening the platform to partners for co-creation and testing of AI ideas.

"When you laugh at an AI result, you're learning from it."

HF – Senior Executive, Strategy

Themes: Enterprise-wide adoption, AI-driven decision making

- **Mandated Innovation:** Every department tasked with deploying one high-impact AI use case.
- **Performance Reviews Reimagined:** Managers record and analyse appraisals via AI to improve coaching and delivery.
- **AI-Built Products:** Used AI to help create, name, and refine customer-facing products from end to end.

“We didn’t just use AI — we made it part of the creative team.”

Rajat Dhawan – Global CTO, Soho House

Themes: Customer experience, data personalisation, mindset shift

- **From Skepticism to Strategy:** Transformed a people-first culture to embrace AI through data-driven results.
- **Unified Member Insight:** Combined data from hospitality, wellness, and retail to enhance personalisation.
- **Service Reimagined:** Members expect their data to be used to enrich experience — not ignored.

“They’re not asking why we use their data — they’re asking why we’re not using it better.”



Key Themes & Strategic Takeaways

- **Data is the Foundation** : Without clean, accessible, governed data — AI will struggle. Start by simplifying your estate and aligning the business.
 - **Culture is the Deciding Factor** : Change doesn't stick unless teams are educated, empowered, and incentivised to adopt new technologies.
 - **Governance Enables, Not Restricts** : Clear frameworks for ethical, secure, and practical AI use are essential to move quickly without chaos.
 - **Solve Problems, Not Trends** : AI should be deployed where it can solve specific, known challenges — not where it simply sounds exciting.
 - **Collaboration Unlocks Scale** : Cross-functional teams and ecosystem partnerships are key to transforming ideas into sustainable outcomes.
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Closing Message

This is not just a technology cycle — it's a business revolution. AI is becoming the engine that will drive competitive advantage, innovation, and operating model change for years to come. The businesses that succeed will be those that combine technical capability with deep cultural and ethical alignment.

"AI isn't just digital transformation — it's enterprise transformation for the next era."



Our Partners





About CIONET

CIONET is the leading community of more than 10,000 digital leaders in 20+ countries across Europe, Asia, and the Americas. Through this global presence CIONET orchestrates peer-to-peer interactions focused on the most important business and technology issues of the day. CIONET members join over a thousand international and regional live and virtual events annually, ranging from roundtables, programs for peer-to-peer exchange of expertise, community networking events, to large international gatherings. Its members testify that CIONET is an impartial and value adding platform that helps them use the wisdom of the (IT) crowd, to acquire expertise, advance their professional development, analyse and solve IT issues, and accelerate beneficial outcomes within their organisation.

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