

DATA STRATEGY & LEADERSHIP



Gain the skills to develop a data strategy and drive AI-implementation, balancing efficiency and innovation goals in your organization. Learn how to make informed decisions about the use of data and algorithms, improve strategic leadership decisions, and create new value propositions through data-driven insights.

CBS EXECUTIVE TECH LEADERSHIP 2025

CENTRAL THEMES

- Infrastructure and AI readiness
- Scalability and data ecosystems
- The AI factory model
- Digital Mindset
- AI- and data-driven decision making
- Translating data insights into business strategy
- Leading teams and managing organizational transformation

CBS Executive reserves the right to make changes

FACULTY



Ioanna Constantinou
Professor at Copenhagen
Business School (CBS)

Ioanna specializes in data strategy, AI governance, and digital transformation. With a background in both academia and industry, Ioanna focuses on how organizations can leverage AI and data to drive strategic decision-making while ensuring responsible, ethical, and compliant implementation. Her research covers topics such as the intersection of AI, business strategy, and organizational change, and she has published widely in these areas.

At CBS, Ioanna teaches courses on data management, AI strategy, and leadership in digital transformation, helping leaders understand how to integrate emerging technologies into their business models effectively. Her approach combines cutting-edge research with practical insights, equipping executives with the knowledge to lead AI-driven change while balancing innovation and ethical considerations. Ioanna's work bridges the gap between theory and practice, making her a valuable asset for organizations navigating the complexities of AI adoption.



Camilla Kerlaug
Senior Vice President,
Head of Digital, Data &
AI, Tribe Lead Customer
Engagement at Danske
Bank

Camilla is an experienced data and AI leader at Danske Bank, where she spearheads the Personal Customer domain AI adoption strategy and oversees the implementation of AI technologies to drive business transformation and improve decision-making processes. With a solid background in the financial sector, Camilla has extensive experience in managing large-scale data initiatives, including the integration of AI and machine learning into core business operations. Her work emphasizes the practical application of data-driven strategies, with a focus on governance, compliance, and the ethical implications of AI.

Camilla has been instrumental in shaping data governance frameworks, ensuring that AI technologies are adopted responsibly and in alignment with regulatory standards. She regularly collaborates with senior leaders and cross-functional teams to promote a culture of innovation while maintaining a strong focus on risk management and organizational change. Drawing from her real-world experience in major financial institutions and consultancy, Camilla provides participants with valuable insights into the challenges and opportunities that come with leading AI initiatives in large, complex organizations.

DATA STRATEGY & LEADERSHIP

INTRODUCTION

In a world driven by AI and data, leaders must navigate the complexities of strategy, governance, and innovation. This research-based, impact-driven course empowers senior executives and transformation leaders to build data ecosystems and harness data value for business success while ensuring responsible AI adoption.

Through expert-led sessions, hands-on exercises, and real-world case studies, participants will gain the skills to develop and execute data strategies, drive AI-powered decision-making, and lead organizational change.

CONTENT

The ability to harness insights based on sound data is increasingly important for companies and organizations alike. Advancements in AI are only accelerating this development. Data-driven insights empowered by AI-models, can drive new value propositions, improve organizational processes as well as contribute to strategic decision making. Leveraging AI-models and realizing business opportunities and innovation, however, require building and managing a scalable and cost-efficient data infrastructure and ecosystems.

This course provides a comprehensive, research-based framework for integrating AI and data strategy into leadership and decision-making. Designed for senior executives and transformation leaders, it combines frameworks and theory with practical application to ensure real business impact.

You will be introduced to strategic frameworks and practical tools to develop or choose fit for purpose AI solutions, build and lead data ecosystem in your con-

text. You will acquire skills on leveraging data insights into building new business opportunities and improving leadership and strategic decision making. Throughout the course, you will learn from leading AI-organizations, engage in hands-on exercises, case studies, and expert-led discussions, ensuring both strategic understanding and practical skills to lead AI-driven transformation effectively.

KEY BENEFITS

After completing the course, you will know how to:

- Develop your data strategy – build and execute a data-driven approach for your organization
- Lead AI-driven transformation – navigate the intersection of AI, governance, and innovation
- Improve decision-making – leverage insights for strategic business impact
- Manage data & ethics – ensure responsible adoption and compliance
- Drive organizational change – lead teams and stakeholders through AI integration

PARTICIPANT PROFILE

The program is designed to equip mid- to senior level business leaders and directors with the expertise to align data strategy and AI-ambitions with business goals based on understanding of the underlying technology, content, decision making, governance and dilemmas.

The program is particularly relevant if you lead teams or transformation efforts in the intersection between tech and business. You do not need a technical background nor capabilities to attend the program.



PRACTICAL INFORMATION

TEACHING STYLE

The teaching approach is highly explorative, offering participants practical concepts to apply within their own organizations. The course also leverages the diverse, cross-sectorial backgrounds of participants to foster discussions and explore opportunities for partnerships across organizations, sectors, and industries.

PREPARATION

Before the start of the course, participants will get access to the course web portal, where relevant articles, material, assignments, and case studies will be found. The material is in English.

ABOUT CBS EXECUTIVE TECH LEADERSHIP

Empowering business with Tech!

CBS Executive Tech leadership programs are designed for leaders without technical background to address the critical intersection between strategy, leadership, and technology.

Our programs are research-based and impact-driven and mix sound research-developed models and theory with practical advice from expert practitioners to provide tangible, impact focused outcomes.

All training is hence focused on active participation, dialogue and sparring with the educators as well as other participants. No examination will take place.

DATES

11-12 and 27-29 August 2025,
daily 09:00 - approx.16:30

VENUE

Copenhagen Business School - Frederiksberg

CERTIFICATE

A digital certificate is issued after the course,
given active participation all days

TUITION FEE

DKK 29,000 (excl. Danish VAT: 25%)
Includes all expenses associated with the
course apart from accommodation and trans-
port

REGISTRATION

Deadline for registration 1 June 2025
Signup at cbs-executive.dk

CONTACT INFORMATION

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