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AGENDA

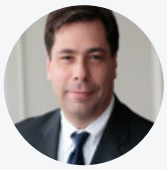
The Build vs. Buy Inflection Point: Owning Capability

Executive Dinner

SPEAKERS



Jon Lucas
CFO
Whirlwind Steel Buildings and Components



Antonio Marin
CIO
NorthStar Memorial Group



Laura Tibodeau
SVP/CTO
DAI



Shamik Daru
CFO
CARBO

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THE BUILD VS. BUY INFLECTION POINT: OWNING CAPABILITY

July 22, 2026
5:30 PM-9:00 PM
Central Time

You either own it or you pay for it forever.
The organizations pulling ahead are asking a harder question: what do we need to own versus what can we keep paying someone else to do for us?
The answer matters now more than it did two years ago. The rise of enterprise AI has changed the calculus entirely. The companies building proprietary data infrastructure, training models on their own operational data, and embedding intelligence into how they work are compounding an advantage that cannot be replicated by buying a vendor's platform. You cannot outsource your way to that outcome.
At the same time, the outsourcing models that absorbed cost and capacity pressures for the last two decades are showing their limits — in control, in quality, in the ability to retain institutional knowledge, and in the speed required to move when AI is compressing timelines that used to give leadership teams room to deliberate.
Global Capability Centers (GCC's) are how the smartest organizations are solving this. Not as offshore cost centers. As owned capability platforms where they concentrate specialized talent, build proprietary processes, and run the programmes — including AI — that directly shape competitive outcomes.
This roundtable answers three questions:
How do you know when it is time to stop buying capability and start owning it — especially as AI makes the cost of not owning higher every quarter?
How do you make that case internally — CTO/CIO to your CEO, CEO to your board — when the default answer is still "find a vendor"?
What do the first 90 days look like, and what do leaders who have done this wish they had known before they started?
The conversation is peer-level. Direct. Grounded in real decisions, not frameworks. Leaders who have navigated this choice in both directions will share what worked, what failed, and what they would do differently.
You should leave with one thing: a sharper answer to the question your leadership team will ask you.
"Why this, why now, and why us?"

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