

# AGENDA

The Build vs. Buy Inflection Point: Owning Capability

## Executive Dinner

### SPEAKERS



**Louie Celiberti**  
Managing Director  
(CTO)  
Guggenheim Partners



**Gilad Globen**  
CTO  
American Exchange  
Group



**Alaa Moussawi**  
Chief Data Scientist  
New York City  
Council



**Jeremy Mustakas**  
COO  
Jean Georges



**Keith Borak**  
Sr. Manager of  
Vendor & Carrier  
Relations  
ComTech



**Galiya Tleuova**  
SVP, Chief  
Accounting Officer  
Sony



**Johannes Wolvius**  
CFO  
ING

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**THE CAPABILITY IMPERATIVE: FROM  
OPERATIONAL SCALE TO STRATEGIC  
VALUE**



**May 26, 2026**

5:30 PM-9:00 PM

Eastern Time

When does scale stop being sufficient? Across industries, leadership teams are rethinking how capabilities are built, owned, and evolved to address both immediate needs and long-term goals. What was once focused on efficiency is now centered on

ownership, control, and sustained strategic value.

This shift is driving a deeper evaluation of build vs. buy decisions, operating models, and global capability frameworks. It enables organizations to operate with greater speed, resilience, and precision.

In this exclusive CXO roundtable, senior leaders will engage in a candid, peer-level discussion on how organizations are navigating this transition in practice.

The conversation will cover:

- How capability priorities extend beyond cost and scale
- Shifting perspectives on build vs. buy and partner ecosystems
- Operating models that balance flexibility with control
- Leveraging Global Capability Centers (GCCs) and global capability models for near-term execution and long-term value
- Practical trade-offs, decision frameworks, and insights from leaders shaping these approaches

This is a practitioner embedded dialogue, rooted in real-world decisions and experiences. The focus is on open exchange, thoughtful debate, and actionable perspectives that leaders can directly apply to their organizations.

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