

AGENDA

The Build vs. Buy Inflection Point: Owning Capability

Executive Dinner

SPEAKERS



Louie Celiberti
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Gilad Globen
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Alaa Moussawi
Chief Data Scientist
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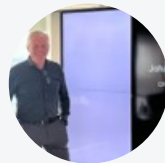
Jeremy Mustakas
COO
Jean Georges



Keith Borak
Sr. Manager of
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SVP, Chief
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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.

TOGETHER WITH

