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📅 October 22 – 23, 2026

📍 London, UK

EUROPEAN DEFENCE PROJECT & PROGRAM LEADERSHIP SUMMIT

*EUROPEAN AEROSPACE & DEFENCE PROJECT, PROGRAM
AND PORTFOLIO MANAGEMENT CONFERENCE*

WHY THIS CONFERENCE?



In today's aerospace and defence environment, project, program, and portfolio decisions are being made under growing pressure. Readiness demands are rising, budgets remain constrained, industrial capacity is under strain, supply chains are more fragile, digital complexity is increasing, and leaders are expected to deliver critical capability with greater speed, control, and confidence. In this setting, strong performance no longer comes from governance alone. It comes from making better trade-offs, building stronger delivery discipline, improving visibility across complex programs, and aligning strategic ambition with industrial and execution reality.

European Defence Project & Program Leadership Summit is designed for leaders responsible for delivering complex aerospace and defence programmes in an environment where the cost of delay, weak control, or poor prioritization can be significant. Over two focused days, the conference will explore how leading organizations prioritize under mission pressure, strengthen programme controls, improve schedule confidence, build industrial resilience, connect digital execution environments, govern bids and contracts more effectively, and develop stronger PM capability for high-pressure delivery contexts.

The programme combines strategic keynotes, practical case studies, high-value panel discussions, industry-led sessions, interactive workshops, and peer-led roundtables. The result is a conference built not around theory alone, but around the real execution challenges aerospace and defence leaders face when programs are long-cycle, stakeholder environments are complex, data is fragmented, and delivery confidence must be earned through discipline, visibility, and control.

CONFERENCE TAKEAWAYS

By attending, delegates will gain:

- Clearer approaches to prioritizing programmes, platforms, upgrades, sustainment, and innovation under mission and readiness pressure
- Stronger methods for improving schedule confidence, baseline discipline, forecast accuracy, and programme recovery
- Practical ideas for managing industrial readiness, supplier exposure, long-lead constraints, and value-chain risk
- Better ways to connect PPM, ERP, PLM, scheduling, risk, and engineering data to improve visibility and decision quality
- Stronger approaches to bid realism, contract governance, and alignment from capture through delivery
- Practical ideas for developing stronger PM capability, leadership depth, and knowledge transfer in high-assurance environments
- Insight into how AI and predictive analytics can support earlier intervention and stronger programme control
- Peer-tested lessons that can be applied immediately across aerospace and defence delivery organizations

CONFERENCE TOPICS

The conference will focus on six core themes shaping project, program, and portfolio management in aerospace and defence today:

Strategic Portfolio Prioritization Under Mission Pressure

How to make sharper portfolio trade-offs across readiness, modernization, sustainment, and innovation when priorities compete and delivery constraints are real.

Programme Controls, Schedule Confidence and Delivery Assurance

How to strengthen baseline discipline, integrated scheduling, programme reviews, forecast quality, and recovery action across complex programs.

Industrial Capacity, Supply-Chain Resilience and Value-Chain Execution

How to improve industrial readiness, reduce dependency risk, strengthen supplier visibility, and integrate value-chain realities into programme and portfolio decisions.

Digital Execution, AI and Connected Programme Data

How to connect systems, improve real-time visibility, reduce reporting burden, and use AI and analytics to strengthen programme control and decision support.

Bid-to-Contract-to-Delivery Governance in Complex Defence Programmes

How to improve bid realism, handover discipline, contract governance, and stakeholder alignment across MOD, primes, partners, and suppliers.

PM Capability, Leadership and Talent for High-Pressure Delivery Environments

How to develop stronger PM professionals, transfer critical knowledge, and build more resilient delivery organizations in technical and high-assurance contexts.

WHO WILL ATTEND



This conference is designed for senior decision-makers from aerospace and defence organizations who are responsible for programme delivery, portfolio choices, project controls, governance, planning, risk, digital execution, and PM capability.

ATTENDEES WILL INCLUDE LEADERS FROM:

- Project and Programme Management
- Portfolio Management
- PMO and Enterprise PMO
- Program Controls
- Planning and Scheduling
- Risk and Opportunity Management
- Delivery Assurance
- Industrial Performance and Operations Transformation
- Supply Chain and Value Chain Management
- Digital Engineering and Programme Data
- Contracts, Commercial Governance, and Bid Management
- Capability Development and PM Excellence

Typical job titles may include Head of Portfolio, Programme Director, VP Programmes, Head of PMO, Head of Project Controls, Director of Planning and Scheduling, Head of Delivery Excellence, Head of Risk and Opportunity, Director of Industrial Performance, Head of Digital Engineering, Director of Programme Transformation, and senior leaders responsible for execution across complex aerospace and defence portfolios.

CONFERENCE FORMAT

The conference is designed to be practical, interactive, and highly relevant to senior aerospace and defence leaders. Across two days, delegates will take part in:

- **Keynote** presentations that set the strategic direction
- **Case studies** showing how leading organizations are solving real delivery and portfolio challenges
- **Panel discussions** that test different perspectives on the hardest programme and governance questions
- **Industry-led sessions** focused on enabling technologies, digital execution, analytics, and practical delivery support
- **Start with a Why**, a structured opening roundtable designed to spark meaningful networking from the very start
- **Interactive workshops**, where delegates explore practical tools, methodologies, and hands-on approaches in smaller groups
- **Peer-led roundtables**, where the biggest questions raised during the panels are explored in greater depth with industry peers

This format is designed to help delegates do more than listen. It is built to help them benchmark, challenge assumptions, exchange practical experience, and leave with stronger ideas, sharper contacts, and more useful takeaways.

OUR PAST **SPEAKERS & PANELISTS**



Ricardo Aparicio

Vice President Business Strategy
Bel-Air Machining



Hikmat Chammas

Director SSR, Chief Engineer
Honeywell Aerospace



LaTasha Dandy

Sr. Director & General Manager
L3Harris Technologies



Robert "Shark" Garland

Speaker & Author
Vmax Group Consulting



Barrett Koch

Vice President, Aerospace & Defense
Siemens Digital Industries



Dr. Hamed Khalkhali

President
Swift Engineering



Sunil K. Prasad

Chief AI/ML Architect
Leidos



Brad McGregor

Director, Supply Chain Management
General Dynamics Ordnance and Tactical Systems



Hana Renstrom

Supply Chain Director
Lockheed Martin



Dhvani Trivedi

Program Management and Business Operations Director
L3Harris Technologies

8:10 CHAIRMANS OPENING ADDRESS

8:15 START WITH A WHY? ROUNDTABLE DISCUSSION

Meet Your Peers, Share Your Priorities, and Set Your Objectives

A short, structured icebreaker designed to help delegates connect early, share their priorities, and start the conference with more relevant conversations. In tables of eight, attendees will briefly introduce themselves and discuss:

- who they are and what they do
- why they are attending the conference
- why PPM matters in their role or organisation
- what they want to learn or take away
- who they would like to meet, exchange ideas with, or partner with

This session helps turn introductions into meaningful networking from the very start.

BLOCK 1: Strategic Portfolio Prioritization Under Mission Pressure

As defence organizations face rising readiness demands, constrained budgets, and growing industrial pressure, portfolio decisions have become more difficult and more important than ever. This opening block explores how leaders can make smarter prioritization calls across modernization, sustainment, innovation, and interoperability while ensuring strategic decisions translate into executable delivery.

8:30

Keynote: Prioritizing Defence Portfolios When Everything Feels Critical

In today's defence environment, leaders are under constant pressure to fund urgent readiness needs while continuing to invest in future capability. This keynote will explore how organizations can bring greater discipline, clarity, and confidence to portfolio prioritization when every programme appears mission-critical and every decision carries strategic consequences.

- How can defence organizations make sharper trade-off decisions across readiness, modernization, and innovation?
- What should drive prioritization when sovereign capability, alliance commitments, and affordability all compete for attention?
- How do leaders move from strategic ambition to clear portfolio choices that can actually be delivered?

9:00

Industry Perspective: Scenario Planning for Smarter Portfolio Decisions in an Uncertain Defence Environment

The ability to stress-test investment choices before disruption hits is becoming a critical capability in modern defence portfolio management. This session will show how sce-

nario planning, data-driven modeling, and better decision support can help organizations assess risk, compare options, and make more resilient portfolio choices under uncertainty.

- How can defence organizations model portfolio choices against geopolitical, industrial, and budget uncertainty?
- How do leaders stress-test investment priorities across platforms, software, sustainment, and next-generation capability?
- What tools, data, and planning approaches help turn uncertainty into more confident decisions?

9:30

Panel Discussion: Balancing Readiness, Modernization, and Affordability Across the Defence Portfolio

There is no simple formula for balancing short-term operational pressure with long-term capability development. In this panel, senior leaders will discuss how their organizations approach difficult prioritization decisions, align stakeholders around competing demands, and build governance models that support stronger portfolio outcomes in a high-pressure environment.

- Where should organizations place their biggest bets when short-term readiness and long-term capability development are both under pressure?
- How do different organizations approach prioritization across legacy systems, new programs, digital transformation, and sustainment?
- What governance, data, and leadership disciplines are most important for making portfolio decisions that hold up under pressure?

10:00 MORNING NETWORKING AND COFFEE BREAK

BLOCK 2: From Baseline to Delivery Confidence

In aerospace and defence, strong programme performance is not built on reporting alone - it is built on control. This block focuses on the practical disciplines that give leaders greater confidence in delivery, from integrated master scheduling and baseline management to programme reviews, variance control, and recovery action on complex programmes under pressure.

10:30

Keynote: Building Schedule Confidence in Complex Aerospace and Defence Programmes

In major aerospace and defence programmes, schedule confidence depends on far more than a plan on paper. This keynote will explore how leading organizations strengthen delivery assurance through better baseline discipline, integrated scheduling, and more rigorous control of dependencies across engineering, supply chain, production, and programme execution.

- How can organizations build integrated master schedules that reflect real programme complexity and support stronger decision-making?
- What role does baseline discipline play in improving forecast accuracy and delivery confidence?
- How can project controls teams provide earlier visibility into emerging issues before they become major programme slippage?

11:00

Industry Perspective: Turning Cost, Risk and Schedule Data into Early Warning and Actionable Control

High-performing programme organizations do not just collect data - they use it to intervene early, escalate intelligently, and keep delivery on track. This session will explore how modern controls environments can connect cost, risk, schedule, and performance data to support faster decisions, stronger governance, and more credible programme execution.

- How can organizations improve the quality and timeliness of cost, risk, and schedule data used in programme reviews?
- What helps teams move from reporting variance to identifying the actions needed to protect delivery?
- How can digital tools, dashboards, and integrated controls improve visibility across large, complex aerospace and defence programmes?

11:30

Panel Discussion: Recovering Amber and Red Programmes While Protecting Delivery Credibility

Even the strongest aerospace and defence organizations face programmes that come under pressure from design change, supplier disruption, integration challenges, or unrealistic assumptions. In this panel, senior leaders will discuss how they approach recovery, how they make decisions when confidence is weakening, and what separates disciplined recovery from reactive firefighting.

- When a programme shifts into amber or red, what should leaders focus on first to regain control?
- How do organizations assess whether the issue is driven by planning assumptions, supplier performance, engineering maturity, or execution discipline?
- What governance, controls, and leadership behaviors are most important when rebuilding confidence with customers, partners, and internal stakeholders?

12:00 NETWORKING LUNCH

BLOCK 3: Industrial Capacity, Supply-Chain Resilience and Value-Chain Execution

In aerospace and defence, even the best-managed programme can be delayed by supplier fragility, long-lead constraints, manufacturing bottlenecks, and weak visibility across the value chain. This block explores how leading organizations are strengthening industrial readiness, building more resilient supply networks, and integrating value-chain realities into portfolio and programme decision-making.

13:00

Keynote: Strengthening Industrial Readiness for Faster, More Reliable Programme Delivery

As demand increases across defence and aerospace, industrial readiness has become a decisive factor in programme success. This keynote will examine how organizations can improve capacity planning, production preparedness, and supplier alignment to support more confident delivery across complex and time-sensitive programmes.

- How can organizations better assess whether their industrial base is truly ready to support delivery commitments?
- What are the most common constraints affecting production ramp-up across suppliers, manufacturing, and final assembly?
- How can programme and portfolio leaders factor industrial readiness more effectively into strategic planning and execution decisions?

13:30

Industry Perspective: Improving Supply-Chain Visibility Beyond Tier One to Reduce Delivery Risk

In complex aerospace and defence programmes, the biggest risks often sit deeper in the supply network, where limited transparency can quickly turn into delays, shortages, or performance issues. This session will explore how organizations are improving visibility beyond direct suppliers, identifying concentration risk earlier, and building stronger resilience across critical parts, systems, and support chains.

- How can organizations gain better visibility into lower-tier supplier exposure and hidden dependency risks?
- What helps leaders identify where supplier concentration or single-source reliance could threaten schedule confidence?
- How can better supply-chain intelligence support stronger risk planning, escalation, and continuity decisions?

14:00

Panel Discussion: Balancing Speed, Quality and Resilience Across the Aerospace and Defence Value Chain

Pressure to accelerate delivery is rising, but moving faster without protecting quality and resilience can create deeper problems later in the programme lifecycle. In this panel, industry leaders will discuss how they are managing trade-offs across production, supplier performance, aftermarket support, and long-term sustainment while keeping programmes moving under real operational pressure.

- How do leading organizations balance the need for faster delivery with the realities of quality assurance, industrial resilience, and supply continuity?
- What role should aftermarket support, spare parts availability, and sustainment planning play in front-end programme decisions?
- How can value-chain performance be better integrated into portfolio prioritization, programme reviews, and delivery governance?

14:30 AFTERNOON NETWORKING AND COFFEE BREAK

INTERACTIVE SESSIONS

Tools, Methodologies and Peer Exchange for Better Aerospace and Defence Delivery

After a day focused on strategic prioritization, programme control, and industrial execution, the interactive sessions give delegates the opportunity to go deeper into the practical side of delivery. These smaller-format sessions are designed to help participants sharpen methods, test ideas, exchange experiences, and leave with actionable approaches they can take back into their own organizations.

15:00 PARALLEL WORKSHOPS

Workshop 1: Building Better Portfolio Prioritization Frameworks for Mission-Critical Decisions

When every programme appears important, the real challenge is creating a prioritization framework that supports disciplined and repeatable decision-making. This workshop will explore how defence and aerospace leaders can structure portfolio choices more clearly across readiness, modernization, innovation, and affordability without losing sight of delivery reality.

- Define prioritization criteria that go beyond urgency and reflect strategic, operational, and industrial realities
- Explore methods for comparing legacy sustainment, platform upgrades, software modernization, and next-generation capability investment
- Consider how scenario-based thinking can improve portfolio choices under uncertainty

Workshop 2: Strengthening Integrated Master Scheduling and Baseline Discipline

Schedule confidence depends on more than technical scheduling capability - it depends on building realistic plans, managing dependencies properly, and maintaining control when pressure rises. This workshop will focus on practical methods for improving schedule quality, protecting baselines, and using controls more effectively in complex programme environments.

- Identify what separates a working integrated master schedule from a reporting tool that lacks real predictive value
- Explore practical ways to strengthen baseline discipline and manage change without losing visibility
- Discuss how planning, controls, engineering, and programme teams can work together to improve forecast confidence

Workshop 3: Turning Risk, Cost and Schedule Data into Actionable Programme Control

Many organizations collect large amounts of programme data, yet still struggle to turn it into timely action. This workshop will focus on how to move from passive reporting to earlier intervention by connecting risk, cost, schedule, and delivery signals more effectively.

- Explore how to use integrated control data to identify emerging issues before they become major delivery threats
- Discuss how teams can improve the quality and consistency of programme review inputs
- Consider practical ways to support faster escalation and better decision-making on complex programmes

Workshop 4: Improving Supply-Chain Visibility and Managing Dependency Risk

In aerospace and defence, programme performance is often shaped by supplier fragility, long-lead items, and lower-tier dependencies that are not visible early enough. This workshop will explore methods for strengthening supplier insight, identifying hidden exposure, and integrating supply-chain realities into programme planning.

- Examine practical approaches for improving visibility beyond tier one suppliers
- Identify ways to assess dependency risk, concentration risk, and continuity exposure across critical parts and systems
- Discuss how supply-chain intelligence can better support programme reviews and delivery planning

Workshop 5: Developing PM Capability for High-Pressure Aerospace and Defence Environments

Strong delivery depends not only on systems and governance, but also on the capability of the people leading complex programmes. This workshop will focus on the skills, behaviors, and leadership disciplines that matter most for PMs operating in regulated, technically demanding, and high-accountability environments.

- Explore which capabilities matter most for PMs working across engineering, controls, supply chain, and stakeholder complexity
- Discuss how organizations can strengthen PM development beyond process compliance alone
- Consider how experienced leaders can transfer judgment, discipline, and delivery mindset to the next generation of programme professionals

15:45 PARALLEL ROUNDTABLES

Roundtable 1: How Should Defence Organizations Prioritize When Readiness and Modernization Compete?

The morning discussions raised a central question for many organizations - how do you make disciplined portfolio choices when both immediate readiness needs and long-term capability development demand attention? This roundtable invites delegates to exchange views on how their organizations balance strategic intent, affordability, and delivery feasibility in real portfolio decisions.

- What should take precedence when readiness pressure clashes with modernization goals?
- How should organizations balance sovereign capability, interoperability, and affordability in prioritization decisions?
- What governance practices help portfolio decisions remain credible under pressure?

Roundtable 2: What Really Improves Schedule Confidence on Complex Programmes?

Schedule confidence was one of the strongest themes of the day, particularly in relation to forecasting, dependencies, and control discipline. This roundtable will give participants the opportunity to compare how their organizations build confidence in schedules, challenge assumptions, and identify early warning signs before programmes drift.

- What are the main causes of weak schedule confidence in aerospace and defence programmes?
- How do organizations test whether integrated schedules are genuinely decision-useful?
- What habits or disciplines make the greatest difference in improving forecast reliability?

Roundtable 3: How Should Leaders Respond When a Programme Turns Amber or Red?

The panel discussion on programme recovery highlighted that recovery is rarely only a reporting issue - it is a leadership, governance, and execution issue. This roundtable will explore how organizations respond when confidence begins to weaken, and what distinguishes disciplined recovery from reactive firefighting.

- What should leadership teams focus on first when a programme moves into amber or red status?
- How do organizations separate root causes from symptoms when delivery starts to slip?
- What escalation and governance approaches help rebuild control and credibility more quickly?

Roundtable 4: How Much Supply-Chain Risk Is Truly Visible Today?

The discussions on industrial capacity and resilience raised an uncomfortable but important issue - many organizations still lack sufficient visibility into lower-tier exposure and hidden dependencies. This roundtable will explore what participants are seeing in practice and how supply-chain risk can be brought more effectively into programme and portfolio decision-making.

- How much lower-tier supplier risk is realistically visible today in major programmes?
- Where do the most serious hidden dependencies usually sit?
- How can supply-chain visibility become a more meaningful part of programme reviews and executive decision-making?

Roundtable 5: Can Aerospace and Defence Organizations Move Faster Without Creating Bigger Problems Later?

The pressure to accelerate delivery is increasing across the sector, but speed without control can create greater cost, quality, and sustainment issues later in the lifecycle. This roundtable will examine how organizations are thinking about speed, resilience, quality, and long-term support in a more balanced way.

- Where is the line between healthy acceleration and delivery risk?
- How should organizations balance speed with industrial resilience, quality assurance, and sustainment requirements?
- What does smart acceleration look like in complex aerospace and defence environments?

16:30 CLOSING REMARKS FROM THE CHAIR

16:40 COCKTAIL RECEPTION

BLOCK 4: Digital Execution, AI and Connected Programme Data

As aerospace and defence programmes become more complex, more software-enabled, and more dependent on faster decision-making, organizations need better ways to connect data across engineering, delivery, risk, cost, and planning. This block explores how leading organizations are building more connected digital execution environments to improve visibility, strengthen control, reduce manual reporting effort, and support earlier, better-informed decisions.

8:30

Keynote: Connecting Programme Data for Faster, Smarter Aerospace and Defence Decision-Making

In many organizations, critical programme data still sits across disconnected systems, making it harder to build confidence in reporting, identify issues early, and make timely decisions. This keynote will explore how aerospace and defence leaders can create stronger links between PPM, ERP, PLM, scheduling, and risk data to improve control, increase transparency, and support more effective programme execution.

- How can organizations better connect engineering, programme, cost, risk, and schedule data to support more reliable decision-making?
- What are the biggest barriers preventing real-time visibility across complex aerospace and defence programmes?
- How can leaders improve data flow across functions without increasing reporting burden on already stretched project teams?

9:00

Industry Perspective: Using AI and Predictive Analytics to Identify Programme Risk Before Delivery Confidence Drops

As delivery environments become more data-rich, aerospace and defence organizations are increasingly looking at AI and predictive analytics to strengthen early warning and improve decision support. This session will examine how digital tools can help identify emerging delivery risk sooner, improve project health visibility, and give leaders a stronger basis for intervention before issues escalate.

- How can AI and predictive analytics help detect signs of programme stress earlier than traditional reporting approaches?
- What types of data are most useful when building early-warning indicators for project health, variance, and delivery confidence?
- How can organizations apply AI in a practical way that supports control and decision-making rather than adding complexity?

9:30

Panel Discussion: From Digital Thread to Delivery Control: What Does a Connected Aerospace and Defence Programme Environment Really Look Like?

Many organizations are investing in digital engineering, advanced analytics, and connected platforms, yet the path from technology investment to better delivery control is not always clear. In this panel, senior leaders will discuss how they are approaching connected execution in practice, where the biggest gaps still exist, and how digital tools can better support programme leaders, portfolio owners, and executive decision-makers.

- How are organizations connecting PPM, ERP, PLM, scheduling, and risk environments to create more useful delivery insight?
- What makes the difference between digital reporting that looks impressive and digital execution that genuinely improves programme control?
- How can organizations reduce manual reporting, improve data quality, and give leaders clearer visibility into portfolio and programme performance?

10:00 MORNING NETWORKING AND COFFEE BREAK

BLOCK 5: Bid-to-Contract-to-Delivery Governance in Complex Defence Programmes

In aerospace and defence, delivery risk often begins long before a programme enters execution. This block explores how organizations can strengthen governance from bid stage through contract award and into delivery, ensuring commitments are realistic, handovers are disciplined, and complex stakeholder structures do not undermine programme performance later.

10:30

Keynote: From Winning the Bid to Delivering the Programme: Strengthening Governance at Every Stage

In major aerospace and defence programmes, the pressure to win can sometimes create commitments that become difficult to deliver later. This keynote will examine how leading organizations are improving governance across capture, bid, contract, and programme delivery to ensure stronger alignment, better decision-making, and more executable outcomes from the start.

- How can organizations improve bid realism and avoid creating commitments that are difficult to deliver in practice?
- What governance disciplines are most important when moving from capture and proposal into full programme execution?
- How can leaders strengthen alignment across business development, contracts, engineering, and PMO functions before delivery risk starts to build?

11:00

Industry Perspective: Improving Contract Governance and Change Control Across Long-Cycle Aerospace and Defence Programmes

In complex defence environments, contracts rarely remain static, and weak governance around change can quickly affect cost, schedule, performance, and stakeholder confidence. This session will explore how organizations are strengthening contract governance, managing change more effectively, and creating clearer links between contractual commitments and delivery realities.

- How can organizations improve change control without slowing down decision-making across complex programmes?
- What helps delivery teams maintain stronger visibility into the contractual assumptions that shape execution?
- How can contract governance better support programme control, stakeholder alignment, and delivery confidence across long-cycle programmes?

11:30

Panel Discussion: Aligning MOD, Prime, Partner and Supplier Structures for Stronger Programme Execution

Complex aerospace and defence programmes often involve multiple layers of stakeholders, from government customers and primes to consortium partners, specialist suppliers, and support organizations. In this panel, senior leaders will discuss how they manage governance across those structures, how they reduce friction at transition points, and what it takes to keep execution aligned when accountability is shared.

- How do organizations create clearer alignment across MOD, prime, partner, and supplier structures in complex programmes?
- What are the most common governance gaps between bid stage, contract award, and programme delivery?
- How can consortium and multinational programme structures be governed more effectively to support execution rather than slow it down?

12:00 NETWORKING LUNCH

BLOCK 6: Strengthening PM Capability and Leadership in High-Pressure Aerospace and Defence Environments

Strong aerospace and defence delivery depends not only on systems, controls, and governance, but on the quality of the people leading complex programmes through pressure, ambiguity, and accountability. This block explores how organizations are building stronger PM capability, developing leadership depth, and transferring critical programme knowledge to support more confident execution in demanding and highly regulated environments.

13:00

Keynote: Building Stronger Programme Leaders for the Next Generation of Aerospace and Defence Delivery

As aerospace and defence programmes become more integrated, more digital, and more demanding, the expectations placed on programme leaders continue to rise. This keynote will examine how organizations can strengthen PM capability, leadership judgment, and delivery discipline so that teams are better prepared to lead under pressure and perform across increasingly complex programme environments.

- How can organizations develop PM leaders who are equipped to manage technical complexity, stakeholder pressure, and delivery accountability?
- What capabilities matter most for programme and PMO leaders operating in high-assurance aerospace and defence environments?
- How can leadership development be aligned more closely with the real demands of programme execution rather than process compliance alone?

13:30

Industry Perspective: Transferring Knowledge and Building Delivery Capability Across Generations of Programme Talent

Many aerospace and defence organizations are facing growing pressure to retain critical knowledge while preparing the next generation of PM professionals to lead complex programmes. This session will explore how organizations can strengthen capability development, support knowledge transfer from experienced leaders, and build deeper delivery resilience across PM, controls, digital, and cross-functional roles.

- How can organizations capture and transfer programme knowledge before it is lost through workforce change or leadership transition?
- What helps accelerate the development of PM and PMO capability in highly technical and highly regulated delivery environments?
- How can organizations build stronger skills across digital, controls, planning, and cross-functional execution without fragmenting responsibility?

14:00

Panel Discussion: Leading Under Scrutiny, Ambiguity and Delivery Pressure in Aerospace and Defence

In aerospace and defence, leaders are expected to make decisions with incomplete information, manage competing priorities, and maintain confidence across customers, partners, and internal stakeholders. In this panel, senior leaders will discuss what effective leadership looks like when programmes are under pressure, how they build strong delivery cultures, and what it takes to sustain performance in demanding environments.

- What leadership behaviors make the greatest difference when programmes are operating under pressure and uncertainty?

- How do organizations build stronger PM and PMO capability while dealing with scarce talent pools and rising delivery expectations?
- What does a strong delivery culture look like in aerospace and defence, and how can leaders build it consistently across teams and programmes?

14:30 AFTERNOON NETWORKING AND COFFEE BREAK

INTERACTIVE SESSIONS: Practical Tools, Governance Approaches and Leadership Exchange for Better Aerospace and Defence Delivery

After a day focused on connected programme data, contract-to-delivery governance, and PM capability, these interactive sessions give delegates the opportunity to move from ideas to application. Designed as smaller, high-value working sessions, they will help participants test methods, explore practical tools, exchange peer experience, and leave with ideas they can take back into their own programme environments.

15:00 PARALLEL WORKSHOPS

Workshop 1: Designing Executive Dashboards That Support Real Programme Decisions

Aerospace and defence organizations often have no shortage of data, yet many leaders still struggle to get a clear and timely view of programme health. This workshop will explore how to design decision-ready dashboards that connect cost, risk, schedule, and delivery signals in a way that improves control without creating more reporting burden.

- Identify which data points matter most for senior decision-making across complex programmes
- Explore how to present programme health, variance, and early-warning indicators in a clearer and more actionable way
- Consider how dashboard design can improve review quality, escalation, and leadership confidence

Workshop 2: Building Practical AI Early-Warning Models for Project Health and Delivery Risk

AI is becoming a more serious topic in aerospace and defence delivery, but many teams are still working out how to apply it in a useful and credible way. This workshop will focus on how organizations can use AI and predictive analytics to support earlier intervention, stronger forecasting, and better visibility into emerging programme issues.

- Explore which programme data sets are most useful when developing project health indicators
- Discuss how to distinguish meaningful leading indicators from noise or false confidence
- Consider how AI can support programme control in a way that remains practical, transparent, and decision-useful

Workshop 3: Creating a Stronger Bid-to-Delivery Handover Process

In many aerospace and defence programmes, critical execution risk is created at the moment work passes from business development and proposal teams into delivery. This workshop will examine how organizations can strengthen handover governance, improve clarity around assumptions and commitments, and reduce friction between capture, contracts, engineering, and PMO teams.

- Identify the most common gaps between bid assumptions and delivery reality
- Explore how to improve transition discipline between proposal, contract award, and execution teams
- Discuss how stronger handover methods can reduce risk before a programme even starts

Workshop 4: Managing Change Control and Stakeholder Alignment in Multinational and Consortium Programmes

Complex aerospace and defence programmes rarely sit within one simple reporting line. This workshop will focus on practical ways to manage governance, change control, and stakeholder alignment when multiple nations, primes, partners, and suppliers are involved in the same programme environment.

- Explore how to structure change control processes that protect delivery without slowing action unnecessarily
- Consider how governance can be strengthened across MOD, prime, partner, and supplier interfaces
- Discuss techniques for improving clarity, accountability, and escalation in shared-delivery environments

Workshop 5: Building PM Capability Frameworks for High-Assurance Delivery Environments

Strong programme delivery depends on more than experience alone - it depends on deliberately building PM capability across planning, controls, leadership, and cross-functional execution. This workshop will explore how aerospace and defence organizations can define the capabilities their PMs need most and create stronger pathways for development in technically demanding environments.

- Identify the core capabilities PMs and PMO leaders need in modern aerospace and defence delivery roles
- Explore how organizations can strengthen development across controls, digital, stakeholder, and leadership skills
- Discuss how capability frameworks can support stronger succession, knowledge transfer, and delivery resilience

15:45 PARALLEL ROUNDTABLES

Roundtable 1: What Does a Connected Aerospace and Defence Programme Environment Really Look Like in Practice?

The panel discussion raised an important question – many organizations are investing in connected tools and digital platforms, but what does good really look like? This roundtable invites delegates to compare where integration is working, where gaps remain, and how connected environments can genuinely improve control rather than simply produce more data.

- Which systems need to be connected first to create meaningful delivery visibility?
- Where do organizations still see the biggest disconnects between engineering, programme, risk, and schedule environments?
- What separates connected reporting from connected execution?

Roundtable 2: How Should AI Be Used Without Weakening Accountability or Creating False Confidence?

AI and predictive analytics offer major promise, but they also raise questions around data quality, transparency, and overreliance on automated outputs. This roundtable will explore how leaders can adopt AI in a disciplined way that improves early warning, strengthens review conversations, and still keeps accountability firmly with programme teams and decision-makers.

- Where can AI create the most immediate value in aerospace and defence programme environments?
- What are the risks of relying too heavily on predictive outputs without sufficient judgement and challenge?
- How can organizations apply AI in a way that strengthens control rather than dilutes accountability?

Roundtable 3: How Can Organizations Improve Bid Realism Without Weakening Competitiveness?

One of the most important tensions raised during the day is the pressure to win while still protecting long-term delivery confidence. This roundtable will give delegates the opportunity to discuss how their organizations handle that tension and what governance disciplines help ensure stronger commitments from the beginning.

- How can teams challenge assumptions more effectively during bid development?
- What creates the biggest gap between winning proposals and executable programmes?
- How can organizations improve bid realism while still remaining competitive in demanding markets?

Roundtable 4: What Governance Works Best Across MOD, Prime, Partner and Supplier Structures?

Complex governance is a defining feature of many aerospace and defence programmes, especially in multinational, long-cycle, or consortium-led environments. This roundtable will explore how delegates are approaching shared accountability, decision rights, escalation, and alignment across layered stakeholder structures.

- Where do governance structures most often break down in complex defence programmes?
- How can organizations improve alignment between customer, prime, partner, and supplier expectations?
- What helps keep governance supportive of execution rather than a source of delay?

Roundtable 5: How Do We Build Stronger Programme Leaders When Talent Is Scarce and Pressure Is Rising?

The final panel raised a challenge facing much of the sector – delivery expectations are rising while leadership pipelines and specialist talent pools remain under pressure. This roundtable will focus on how organizations are building stronger PM capability, developing leadership depth, and preserving critical knowledge in demanding aerospace and defence environments.

- Which capabilities matter most for the next generation of PM and PMO leaders?
- How can organizations accelerate readiness for leadership roles in complex programme environments?
- What practical approaches are working when it comes to knowledge transfer, succession, and leadership development?

16:30 CLOSING REMARKS FROM THE CHAIR

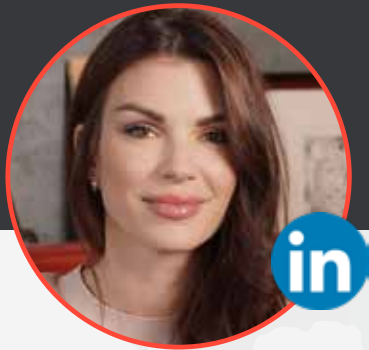
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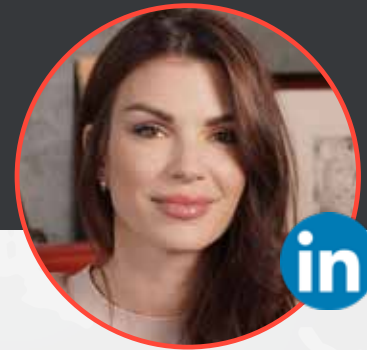


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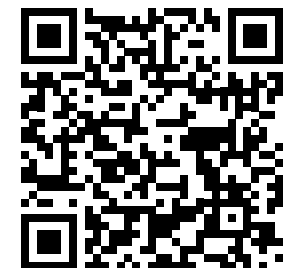
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