



Updated: 5 June, 2026

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conference website



June 9 - 10, 2026



San Francisco, CA

DoubleTree by Hilton Hotel,
San Francisco Airport, USA

BAYTECH PPM SUMMIT 2026

**Where Enterprise Leaders Shape
the Future of Technology and Talent**

CONFERENCE INTRODUCTION



- ✦ The Bay Area's top tech and AI firms are shifting from annual roadmaps to **quarterly repricing** running work as investments, not plans.
- ✦ **Portfolio, Finance, and Delivery leaders** must decide where capacity goes every quarter balancing innovation, compliance, and reliability.
- ✦ Teams are now managing portfolios that mix **AI initiatives, FinOps cost controls, and talent constraints.**
- ✦ The Bay Tech PPM Summit brings together PMO, FinOps, Product Ops, and Engineering leaders to share **real methods, not theory** how they plan, price, and deliver work in this new cadence.

KEY TOPICS

- **Funding Without Chaos:** How to reprice projects quarterly using $\text{Value} \times \text{Confidence} \times \text{Cost of Delay}$.
- **Skill count, Not Headcount:** Building projects by skill clusters and rotating people post-incident or pivot.
- **FinOps in the Backlog:** Using unit economics to drive funding decisions at the executive level.
- **Security, Privacy, and Compliance as Work:** Treating controls as planned milestones, not blockers.
- **Common Data Spine:** Connecting PPM, DevOps, and FinOps data so finance and delivery finally speak the same language.
- **AI Under Scarcity:** Running portfolios when computing, talent, and power are a constraint.

EVENT FORMATS



PANEL DISCUSSIONS

Interactive debates among practitioners, PMO leaders, FinOps experts, and platform operators.

Diverse perspectives. Real-world challenges. Practical outcomes.



FIRESIDE CHATS

Intimate, moderated conversations with C-level leaders or transformation heads.

Authentic dialogue about leadership, risk, and decision-making at speed.



CASE STUDIES

Deep dives into specific transformation stories from Bay Area tech firms and global enterprises.

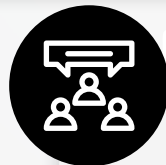
Lessons learned. Data-driven results. Playbooks you can apply.



WORKSHOPS

Hands-on sessions for teams to practice portfolio repricing, FinOps integration, or skills-based capacity planning.

Collaborative. Practical. Frameworks you can take back to your team.



ROUNDTABLES

Closed-door, small-group discussions designed for peer exchange.

Shared experiences. Benchmarking. Unfiltered insights.

TESTIMONIALS



“

“My thanks to Why Summits for the invite to provide a Keynote Presentation and chair Day One of the conference. It was so much fun to interact with a knowledgeable audience and some truly insightful speakers.”

★★★★★



Anita Burrell
Principal
Anita Burrell Consulting

“

“Always a fun time MCing the Why Summits conferences! It's the intersection of a topic I'm so deeply passionate about (PPM), the industry I know so much about (life science in general, pharma in particular), and the people who - dare I say it - have become my friends.”

★★★★★



Dave Penndorf
Product and Project Management Advisor
Groundswell Pharma Consulting

“

“Another great Why Summits conference in the books!”

★★★★★



Stephen Smith
Senior Program Director
Corcept Therapeutics

“

“This is such an important conference that hosts. Each time, I'm lucky to interact with the best and brightest in biopharma PPM. So grateful for the opportunity.”

★★★★★



Mike Horne
Executive Coach and Organization
Development Consultant
Golden Gate University

“

“Put on by Why Summits in San Francisco, this was an awesome opportunity to speak to a pharmaceutical / biotech audience. The top reason for anyone to attend a conference is to meet new people, understand how your work lives differ & intersect, and applying what you learn from everyone's experience & expertise. And as a speaker, I also get a great big dose of clarity on how I can improve next time.”

★★★★★



Tim Rumbaugh
Vice President, Program Management
Edwards Lifesciences

“

“Thank you Why Summits for the opportunity to participate on this panel! It's always a pleasure to hear experiences and learnings from peers and think about how we can use them to introduce best practices across the industry.”

★★★★★



Emily Ziedmann
Senior Director
Karyopharm Therapeutics

“

“I truly enjoyed being there among others high skilled professionals!”

★★★★★



Guna Dansone
Director Pharmaceutical Sciences -
Portfolio Excellence
Olpha

“

“Thank you for the great conference, Why Summits!”

★★★★★



Daniel Smith
Vice President, Product Management

OUR SPEAKERS AND PANELISTS



IN THE CHAIR DAY 1

RingCentral

Mayank Agarwal

Director of Product Management,
AI Products
Ringcentral



IN THE CHAIR DAY 2

SAP

Raghu Banda

Enterprise Architect Advisor,
AI Strategy
SAP Americas



salesforce

Suchi Das

Director Technical Program
Management
Salesforce



COALFIRE

Gwen Takagawa

Privacy Advisor
Coalfire



Adobe

Esha Gupta

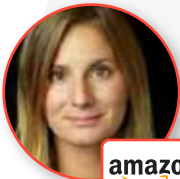
Principal Program Manager
Adobe



CUMMING GROUP

Emmanuel Hyppolite

Director Project Management
Cumming Group



amazon

Juliette Devaney

Head of Amazon Devices
Amazon



amazon

Kurt Weber

Director, Product &
Technology, Amazon Fuse
Amazon



Meta

Seyi Oshinowo

GWS Strategic Program
Manager
Meta



stewart

Anup Deshpande

President, PMI SFBAC & Sr.
Director, Technical Program
Management
Stewart Title



salesforce

Manjeet Singh

Sr. Director of Product
Management, Agentforce
(Agent Builder, Evals,
Observability, RL, GTM)
Salesforce



Google

Jaishankar Sundararaman

Senior Director of Engineering
Google



Google

Anjali Kakkadp

Lead Technical Program
Manager - Google Maps
Google



SAN JOAQUIN COUNTY

Tristian Cormier

Chief Information Officer / Director,
Information Systems Division
County of San Joaquin



ENSEMBLE HEALTH PARTNERS

Pradeep Kanagaraj

VP, Operations & Strategy
Ensemble Health Partners



Google

Zaheer Mohammed

Senior Technical Program Manager
Google



SYNOPSYS

Vinitha Jeevarathnam

Director of Engineering Program
Management
Synopsys



hackerdogs

Greg Nudelman

Sr. Director of AI Product
Hackerdogs.ai



Google

Colleen Pimentel

Key Account Executive, Strategic AI
and iSV
Google

CONFERENCE **AGENDA**

NIGHT BEFORE THE EVENT



5:30PM MEET & GREET

Start your Bay Tech experience early! Connect with peers, speakers, and the Why Summits team over drinks and light bites. A perfect opportunity to meet the community before the sessions begin.



DAY 1



8:00AM REGISTRATION & WELCOME COFFEE

8:30 AM CHAIRMANS OPENING ADDRESS

8:35AM

START WITH A WHY? ICE-BREAKER SESSION: 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.

- Why are you attending the conference?
- What are your main challenges?
- What do you want to learn about or take away?



9:00AM

KEYNOTE: Competing in the Project Economy: Re-Pricing Strategy Without Chaos

- How tech leaders use Value $\times$ Confidence $\times$ Cost of Delay, guardrails, and skills-based capacity to move money fast.
- Why quarterly repricing enables speed without chaos.
- How portfolio visibility by skills (not headcount) unlocks throughput.

Pradeep Kanagaraj, VP, Operations & Strategy, Ensemble Health Partners

9:30AM

PRESENTATION: 4 Ways to Mess Up Your AI Project (and How PMs Can Stop the Bleeding)

85% of AI projects fail — and as the PPM, you're the one holding the bag when the board asks where the ROI went. The good news: failure isn't random. It clusters into four predictable patterns, and every single one is a connect-the-dots problem a sharp PPM can solve before code gets written. In this practical 30-minute session, we'll walk through the four killers:

1. **Wrong Use Case** (your devs are building something nobody will pay for, and nobody told them)
2. **Data Isn't AI-Ready** (the gap your data warehouse hides until Month 6)
3. **Nobody Defined Success** (you can't ship what you can't measure, and your engineers are flying blind)
4. **Wrong Process for AI** (deterministic specs applied to probabilistic technology) — and I'll show you the exact handoffs, validation gates, and conversations PPMs need to run with their dev teams, data owners, and execs to make sure everyone has the parts they need, when they need them.

You'll leave with a practical checklist for de-risking your AI portfolio, the right questions to ask your engineers in standup, and the playbook I've used to keep AI projects out of POC purgatory and shipping measurable ROI — so yours becomes one of the 15% that actually delivers.

Greg Nudelman, Sr. Director of AI Product, Hackerdogs.ai



10:00AM

PANEL DISCUSSION: Guardrails > Gates: Redesigning Portfolio Governance for Speed

Theme: The five policies that actually change behavior (WIP, spend, risk, experiments, incident ladders).

Leaders discuss how to replace slow approval gates with simple guardrails that enable faster decisions, better control, and continuous progress.

- **Work in Progress (WIP):** limiting active projects to improve focus and delivery speed.
- **Spend control:** setting clear budget boundaries without slowing teams down.
- **Risk management:** identifying and acting on risks early, not after delays.
- **Experimentation:** encouraging small, fast tests to drive innovation and learning.
- **Incident escalation:** defining when and how issues should be raised for quick resolution.

Suchi Das, Director Technical Program Management, Salesforce

Juliette Devaney, Head of Amazon Devices, Amazon

Emmanuel Hyppolite, Director, Cumming Group

Seyi Oshinowo, GWS Strategic Program Manager, Meta

Zaheer Mohammed, Senior Technical Program Manager, Google



10:30AM MORNING COFFEE AND NETWORKING



11:00AM

KEYNOTE: Speed Without Direction is NOT Momentum, It's Exhaustion

In an era defined by the rapid acceleration of AI, high-achievers often mistake "hurry" for high performance, yet speed without direction isn't momentum—it's exhaustion. This keynote explores how the relentless "hustle culture" of Big Tech creates a "hollow win," where teams are physically productive but psychologically depleted. By introducing the Strategic Pause, I will demonstrate how leaders can lower the "Anchor of Clarity" to silence the noise, reclaim psychological safety, and ensure their teams move with purpose rather than just velocity. Participants will leave with a roadmap to transition from "performing success" to "authoring impact," turning the disruption of AI into a catalyst for a more human-centric Second Act.

Colleen Pimentel, *Key Account Executive, Strategic AI and iSV, Google*



11:30AM

FIRESIDE CHAT: Human + Machine: The Future of Work in Tech

Candid discussion about how automation, AI, and hybrid work are changing what it means to lead teams.

MODERATOR: Colleen Pimentel, *Key Account Executive, Strategic AI and iSV, Google*

Suchi Das, *Director, Technical Program Management, Salesforce*



12:00PM

PANEL DISCUSSION: Skills, Not Headcount: Building Capacity by Capability

Theme: How tech companies move beyond fixed roles and instead build capacity based on skills and capabilities.

- **Aligning skills to strategy:** identifying the capabilities needed to deliver key business priorities.
- **Dynamic team shifts:** rotating teams after major incidents or business pivots to stay agile.
- **Retaining knowledge:** using internal talent marketplaces to keep expertise within the organisation.
- **Team insights:** lessons from Site Reliability Engineering (SRE), Machine Learning (ML), and security teams.

Anup Deshpande, *President, PMI SFBAC & Sr. Director, Technical Program Management, Stewart Title*

Suchi Das, *Director Technical Program Management, Salesforce*

Tristian Cormier, *Chief Information Officer / Director, Information Systems Division, County of San Joaquin*

Anjali Kakkadp, *Lead Technical Program Manager - Google Maps, Google*

Esha Gupta, *Principal Program Manager, Adobe*



12:30PM LUNCHEON



1:30PM

FIRESIDE CHAT: From Chaos to Cadence: How Portfolio Rhythms Power Product Velocity

- What leaders learned moving from annual plans to quarterly repricing.
- Why PPM visibility and data ops are critical for innovation speed.

MODERATOR: Greg Nudelman, *Sr. Director of AI Product, Hackerdogs.ai*

Kurt Weber, *Director, Product & Technology, Amazon Fuse, Amazon*

2:00PM

PRESENTATION: Agentic AI in the Enterprise: Where Autonomy Helps, Where It Hurts, and How to Decide

Every enterprise leader is being asked: how autonomous should our AI agents be? The honest answer is that autonomy is not a setting, it's a portfolio decision, tuned to stakes, reversibility, and the cost of being wrong. Most organizations are confronting this question for the first time, without a framework. But calibrating how much autonomy to give an automated system is a problem I've solved before: in algorithmic trading, every strategy required explicit decisions about when the system acts autonomously, when it escalates, and what guardrails prevent catastrophic failure. Those patterns translate directly to enterprise SaaS products.

We'll explore the autonomy spectrum - from suggest, to act-with-confirmation, to autonomously execute-with-audit - and the guardrails that make each level safe to deploy. We'll also cover escalation design, trust calibration, and how to prevent "rubber-stamping," where human reviewers approve agent actions without real oversight.

Mayank Agarwal, *Director of Product Management, AI Products, Ringcentral*



2:30PM

PANEL DISCUSSION: Common Data Spine: Connecting PPM ↔ DevOps ↔ FinOps

- **Theme:** PPM, DevOps, and FinOps leaders discuss how to create a single source of truth across systems and improve alignment between finance and delivery teams.
- **One data spine:** building a unified structure that connects planning, delivery, and financial data.
- **Shared language:** enabling finance and delivery teams to work with the same definitions and metrics.
- **System integration:** linking tools and platforms to avoid data silos and duplication.
- **Decision-making:** using consistent data to improve visibility, forecasting, and outcomes.
- **Executive view:** key data points leaders need to track alignment, performance, and value.

Vinitha Jeevarathnam, *Director of Engineering Program Management, Synopsys*

Emmanuel Hyppolite, *Director Project Management, Cumming Group*



3:00PM AFTERNOON COFFEE AND NETWORKING



3:30PM ROUNDTABLE DISCUSSIONS

ROUNDTABLE 1: PLATFORM VS FEATURE CAPACITY BALANCE

Discuss how to decide the right split between platform work and feature delivery, especially when priorities compete and resources are limited.

- What percentage of capacity to reserve for platform work
- How to justify and protect this allocation with stakeholders
- When to shift capacity between platform and features without disrupting delivery

Anjali Kakkadp, *Lead Technical Program Manager - Google Maps, Google*

CONFERENCE **AGENDA**

DAY 1

ROUNDTABLE 2: When Saying “my bad” is good: Taking Accountability

A practical discussion on why accountability matters and how it builds stronger teams and leadership.

- Owning mistakes openly and turning them into learning opportunities
- Building a culture of trust, transparency, and responsibility
- Encouraging leaders and teams to take proactive accountability
- Using accountability to drive better decisions and performance

Seyi Oshinowo, *GWS Strategic Program Manager, Meta*

4:30PM CLOSING REMARKS & END OF DAY 1



5:30PM WHY SUMMITS COCKTAIL PARTY

Wind down after a packed day of sessions at the Why Summits Cocktail Party. Enjoy drinks, light bites, and great company as we bring together industry leaders and innovators from across the Bay Area tech ecosystem.

CONFERENCE **AGENDA**

DAY 2

9:00 AM

CASE STUDY: Why Privacy Belongs in the Portfolio, Not the Backlog

Most organizations with mature governance programs know privacy matters. Fewer have made it show up meaningfully in how they plan, fund, and sequence work... a shift that requires thoughtful investment.

Security made this journey by reframing itself as a risk discipline and becoming a board level priority. Privacy is next. That case is sharper now than it has ever been. From the business side, AI differentiation builds on the back of data foundations, which require privacy provenance to be stable. With pressures on that foundation increasing on all sides - from training costs leveraging that data to regulators hiring technologists to support privacy enforcement - it's imperative that we don't build on a house of cards.

This session makes the business case for treating privacy as a first-class portfolio concern, and explores what it looks like when engineering, legal, and business leadership are working from the same plan, and what it actually takes to build the buy-in to get there.

Gwen Takagawa, *Privacy Advisor, Coalfire*

9:30AM

PANEL DISCUSSION: Security & Privacy as a Portfolio

Theme: How organizations plan and manage security and privacy as part of their overall portfolio under evolving US and EU regulations. Experts discuss how risk and reliability teams work closely with delivery teams to ensure compliance without slowing innovation.

- Building security and privacy into portfolio planning from the start
- Aligning risk, compliance, and delivery teams effectively
- Managing regulatory requirements across US and EU landscapes
- Balancing security controls with speed of delivery
- Leadership view: key risk and compliance signals to track regularly

Gwen Takagawa, *Privacy Advisor, Coalfire*

Jaishankar Sundararaman, *Senior Director of Engineering, Google*

10:00AM MORNING COFFEE AND NETWORKING

10:30AM

PRESENTATION: Agent Evals & Observability: How to build trusted AI at scale

Manjeet Singh, *Sr. Director of Product Management, Agentforce (Agent Builder, Evals, Observability, RL, GTM), Salesforce*

11:00AM

ROUNDTABLE DISCUSSION: Hybrid Without Hassle: Aligning Cloud, Edge, and Colo Operations

Theme: An interactive discussion on how to align operations across environments and create a smooth, unified way of working.

- **Multi-cloud alignment:** keeping releases and updates in sync across platforms.
- **Visibility:** tracking performance and progress across distributed teams.

- **Governance:** maintaining control and standards without slowing teams down.

Manjeet Singh, *Sr. Director of Product Management, Agentforce (Agent Builder, Evals, Observability, RL, GTM), Salesforce*

11:30AM

ROUNDTABLE DISCUSSION: THE ART OF AGENTIC PROGRAM MANAGEMENT

Zaheer Mohammed, *Senior Technical Program Manager, Google*

12:00PM LUNCHEON

1:00 PM

ROUNDTABLE DISCUSSION: The Questions Behind the Questions: PPM Things We Quietly Wonder About

1:30PM

KEYNOTE: AI Under Scarcity: Running Portfolios When Compute, Power, and Talent Are the Constraint

Scenario planning tied to GPU/power availability, incident→investment triggers, and reversible funding.

Raghu Banda, *Enterprise Architect Advisor - AI Strategy, SAP Americas*

2:00PM

PANEL DISCUSSION: GenAI Portfolio Governance

Theme: Clinical, Data, AI, Risk, and Portfolio leaders discuss how to manage approvals, risks, and decision-making for AI initiatives while maintaining speed and control.

- **Model risk & evaluation:** defining checkpoints to validate performance, bias, and reliability.
- **Governance frameworks:** setting up clear structures for AI project approvals and oversight.
- **Innovation vs control:** enabling experimentation while ensuring compliance and risk management.

Anup Deshpande, *President, PMI SFBAC & Sr. Director, Technical Program Management, Stewart Title*

Jaishankar Sundararaman, *Senior Director of Engineering, Google*

Vinitha Jeevarathnam, *Director of Engineering Program Management, Synopsis*

Esha Gupta, *Principal Program Manager, Adobe*

2:30PM CLOSING REMARKS & FAREWELL COFFEE

OUR **VALUED PARTNERS**, PAST AND PRESENT



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