



# FROM DIALOGUE TO DESIGN

**A SPIRIT OF ACTION**



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# Institutional Momentum in Motion

Over six years, The Digital Economist's presence in Davos has evolved from participation to platform, from convening to institutional architecture. What began as a voice in the room has matured into a sustained effort to shape systems in motion.

## 2019

Navroop Sahdev was invited to speak at "Imagination in Action" in Davos, co-hosted by MIT, Forbes, and Tata. Sharing the stage with CEOs from major financial institutions and multinational corporations marked an early institutional foothold.

## 2021

With the Annual Meeting suspended due to COVID-19, The Digital Economist continued engagement virtually, sustaining global dialogue through digital platforms.



## 2020

The Digital Economist officially launched in Davos, hosting over 300 CXOs in one of the largest venues and introducing new voices into the ecosystem.

## 2022

Returning in person, The Digital Economist expanded its footprint — sponsoring two major houses on the Promenade, hosting Filecoin House in partnership with CNBC, and launching the Female Quotient Equality Lounge.

Themes advanced:

- Decentralized technology and Web3
- Gender equity and inclusive leadership



## 2023

The Africa Coalition was launched, amplifying voices historically underrepresented in Davos conversations. A flagship VIP lunch convened over 100 global leaders to explore self-reliant development and Africa's evolving economic role.

## 2025

Five years in, The Digital Economist marked a point of consolidation and clarity under "Stewards of an Intelligent, Inclusive Future."

Highlights included:

- Eight panels on Responsible AI Governance.
- An invite-only CEO Dinner.
- Over 30 delegates and multiple partner organizations.



## 2024

Three major co-hosted events strengthened the Africa Coalition and expanded global partnerships, advancing conversations on the green transition, responsible business, and technological development. Partners included PwC.

## 2026

Six years into its Davos presence, the focus sharpened under "From Dialogue to Design: A Spirit of Action."

The focus sharpened on:

- Translating dialogue into institutional design
- Human-centered governance
- Regenerative economics
- Technology aligned with dignity and shared prosperity

The next question became clear: Where does design meet deployment?  
The trajectory does not end in Davos.



# A Note from the CEO

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We are building technologies that may govern us before we know how to govern them.

Systems capable of shaping economic decisions, labor markets, financial systems, public discourse, and access to opportunity are scaling rapidly while the frameworks for accountability, oversight, and democratic legitimacy remain dangerously underdeveloped.

Private institutions now hold extraordinary power over livelihoods through AI-driven restructuring. Organizations across sectors are reducing headcount, automating workflows, deploying AI agents, and redesigning operational models in real time. A profound economic transformation is already underway, reshaping not only the future of work but the distribution of power itself.

But the real divide is emerging between those with access to technological systems and those without. Access to intelligence, infrastructure, data, compute, and digital networks increasingly determines who is able to participate in the future economy and who risks being systematically excluded from it.

Many of the institutions shaping society today were built for a different era: slower-moving, less interconnected, and far less technologically mediated. Without meaningful institutional transformation, the risks extend far beyond inefficiency. They include growing fracture, erosion of trust, concentration of power, and widespread disenfranchisement at societal scale.

These realities shaped many of the conversations surrounding Davos this year and continue to shape the work of The Digital Economist.

Our work is grounded in the belief that human beings are not passive observers of this transformation. We are actively building the systems that will define how future generations live, work, govern, participate, and relate to one another. The question is not whether these systems will shape society. The question is what values they will encode when they do.



This is why our work increasingly extends beyond convening into the design and practice of more responsible, trustworthy, and human-centered systems.

In 2026, The Digital Economist will expand its global convening footprint to London, Los Angeles, and Bangkok alongside our flagship gatherings in Davos, New York, and Washington, DC, continuing to build an international ecosystem for leadership, collaboration, and systems-level coordination across technology, governance, finance, sustainability, and society.

The systems being designed today will shape the human condition for decades to come. The responsibility to shape them wisely belongs to the people building, governing, financing, regulating, and deploying them now. It belongs to you and me.

## Navroop Sahdev

Founder and CEO  
The Digital Economist





# Table of Contents

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**1**      **Institutional Momentum in Motion**

---

**3**      **A Note from the CEO**

---

**7**      **Foreword**

---

**9**      **Introduction**

---

**11**     **Designing for Exponential Change**

12      AI at Infrastructure Scale

19      Trust and Governance

26      Blockchain and Financial Systems

33      Frontier Convergence

38      Designing the Architecture of Digital Trust

42      Sustainability and Climate

47      Health and Human Systems

54      Human-Centered Trust & Well-Being

61      Advancing Healthcare Innovation

---



67 From Dialogue to Direction

---

70 Designing the Next Economy

---

77 Davos 2026 Delegates

---

79 Acknowledgements

---

81 Upcoming Convening

---

83 About The Digital Economist

---





# Foreword

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Davos now recedes into the rear-view, yet its true measure is not found in the mountaintop conversations. It emerges in the deliberate steps we take on level ground, reconnecting with purpose, forging alliances that endure beyond the week, and translating ambition into durable systems change.

The Digital Economist convened leaders amid Davos' intensity to distill insights on technology that serves humanity, strategies grounded in ethical commitments, pragmatic pathways for organizations embarking on digital journeys, and institutional designs advancing a human-centered digital economy. These exchanges revealed a shared clarity: technology's ascent demands stewardship rooted in first principles, where progress honors dignity, equity, and interdependence.

This year carried undeniable weight, shifting focus from speculation to institutional capacity. Our delegation probed core tensions: Can legacy structures integrate agentic AI as foundational infrastructure? How do tightening climate pressures intersect with compute demands? What regulated frameworks will stabilize digital finance evolution? In healthcare, where precision meets vulnerability, how do we ensure equitable deployment? As quantum computing and biotech converge, the stakes compound. Alignment becomes the decisive force.

The future favors those who design it collectively, sustaining human agency amid converging technologies. In 2026, our focus sharpens: amplifying aligned leaders and institutions, embedding quantum computing and cybersecurity as strategic forces for human-centered flourishing, and co-creating resilient economic architectures through our Executive Fellowship: shaping policy, governance, and sustainable futures. Executive Fellows join a global cadre of systems thinkers, shaping policy, governance, and sustainable futures while rooting innovation in collective purpose.



Yet institutional transformation demands scale. Amid uneven governance landscapes, stewardship anchors our 2026 mission: structuring trust into exponential systems from design's outset. Organizational maturity, not unchecked velocity, forges resilience at scale. Our Institutional Research Network elevates this: a cross-sector alliance of forward-thinking organizations, leveraging insights to unlock collaborative foresight, policy influence, and transformative impact beyond what any single entity can achieve. These dialogues equip leaders with the frameworks necessary to translate foresight into action.

Together, we carry Davos forward: converting insight into the architectures of tomorrow.

## **Jose Carvalho**

Executive Director,  
Center of Excellence,  
The Digital Economist





# Introduction

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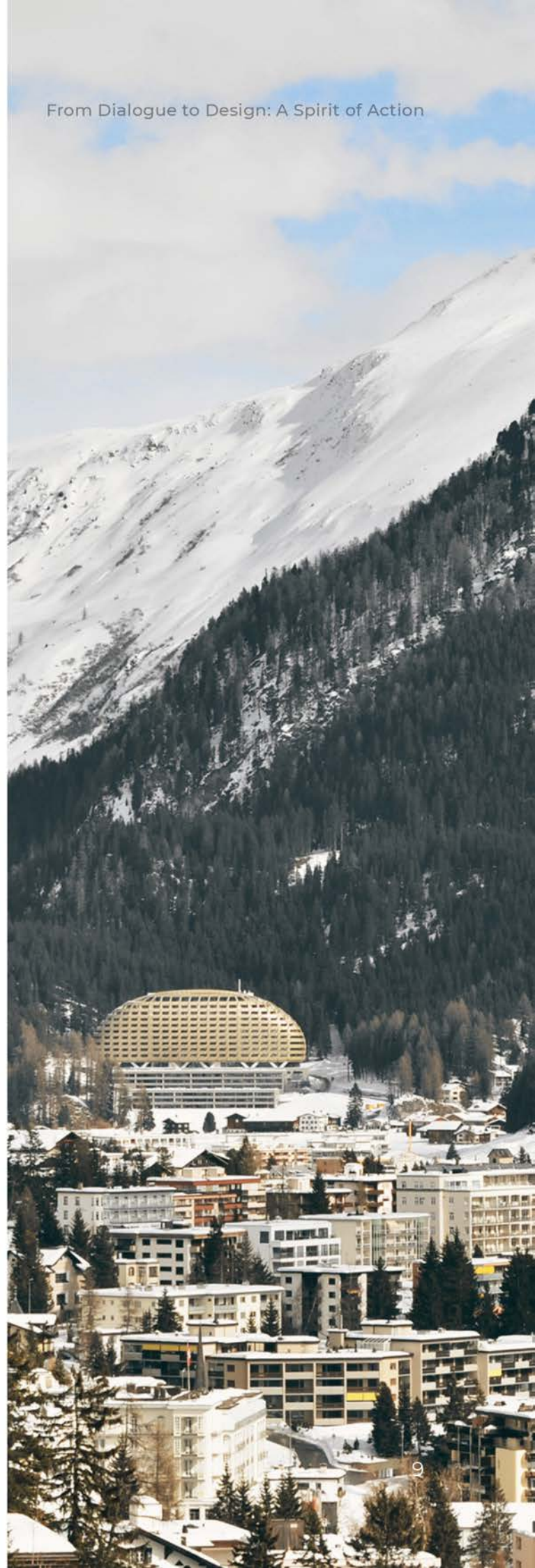
Davos did not feel speculative this year. It felt consequential.

Across our delegation, the conversations carried a different weight. The question was no longer what technology can do. It was whether institutions can absorb what is already happening.

Artificial intelligence is scaling. Climate systems are tightening. Financial architectures are integrating digital assets. Healthcare is digitizing under pressure. Quantum and biotech are advancing simultaneously.

The common thread was not innovation.

It was readiness.





*From Dialogue to Design* was never meant as a slogan. It reflects a transition we are now living through. Dialogue surfaces insight. Design demands structure. Action requires institutional maturity.

What surfaced across discussions was a growing recognition that many systems are being deployed into environments not yet prepared to support them. Data remains fragmented. Governance models lag behind technological capability. Decision-making authority is increasingly distributed across automated systems without equivalent clarity in accountability. In this context, acceleration without absorption introduces instability.

The defining variable is no longer acceleration. It is alignment.

Alignment across systems, across institutions, and across time horizons. Technologies are evolving through rapid cycles of iteration, while regulatory, organizational, and social systems adapt more slowly. That gap is no longer theoretical. It is operational.

This report captures where that alignment is holding, and where it is not.



From Dialogue to Design: A Spirit of Action

# Designing for Exponential Change

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From Dialogue to Design: A Spirit of Action

# AI at Infrastructure Scale





# From Acceleration to Institutional Readiness

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AI was not discussed as a future trend. It was treated as operating infrastructure.

Across our delegation, the tone was consistent: experimentation is behind us. Integration is underway. The real question is whether institutions built for linear systems can absorb exponential ones.





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Agentic systems are changing how enterprises operate. AI is no longer assisting workflows—it is becoming part of the decision layer itself.

**Sowgandhika Dusa**



## AI as Operating Core

As agentic systems begin to transact, execute, and decide, AI moves from the application layer to the operating core. Enterprise automation is no longer a pilot exercise. It is a structural redesign.

Organizations are beginning to confront a deeper architectural shift: automation is no longer simply assisting workflows. It is reshaping how decisions are made, how data moves through institutions, and how operational accountability is structured.

Scaling intelligence now means scaling data maturity, workflow redesign, governance architecture, and workforce capability.

Without those, deployment fragments.

The operational implications are already visible in sectors such as accounting and financial reporting, where automation is beginning to reshape workflows traditionally dependent on manual processes.





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AI is no longer a feature. It is infrastructure.  
If your data architecture is weak,  
your AI strategy is weak

**Donna Burbank**



## Institutional Absorption

Compute capacity is expanding. Investment is accelerating. But institutional literacy is uneven. Boards must understand exponential risk.

Executives must understand agentic systems. Workforces must understand automation integration.

Without institutional absorption, speed becomes instability.

Across conversations in Davos, another theme surfaced repeatedly: the stability of the digital economy increasingly depends on the quality and reliability of the data flowing through it.

As financial systems move toward tokenized assets, stablecoins, and AI-driven market activity, real-time, verifiable data is becoming a form of infrastructure rather than a technical enhancement.

AI maturity is not measured by model performance.  
It is measured by institutional readiness.





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AI is changing how professional services operate. Firms that adapt their workflows and data practices will define the next generation of the industry.

**Lex Poon & Benjamin Lee**



# Trust and Governance

From Dialogue to Design: A Spirit of Action





# Designing Accountability into Exponential Systems

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If AI is infrastructure, trust is the stabilizer. Governance was not framed as regulatory overhead. It emerged as operating architecture.

## Structural Trust

Trust cannot be layered onto deployed systems. It must be engineered at inception.

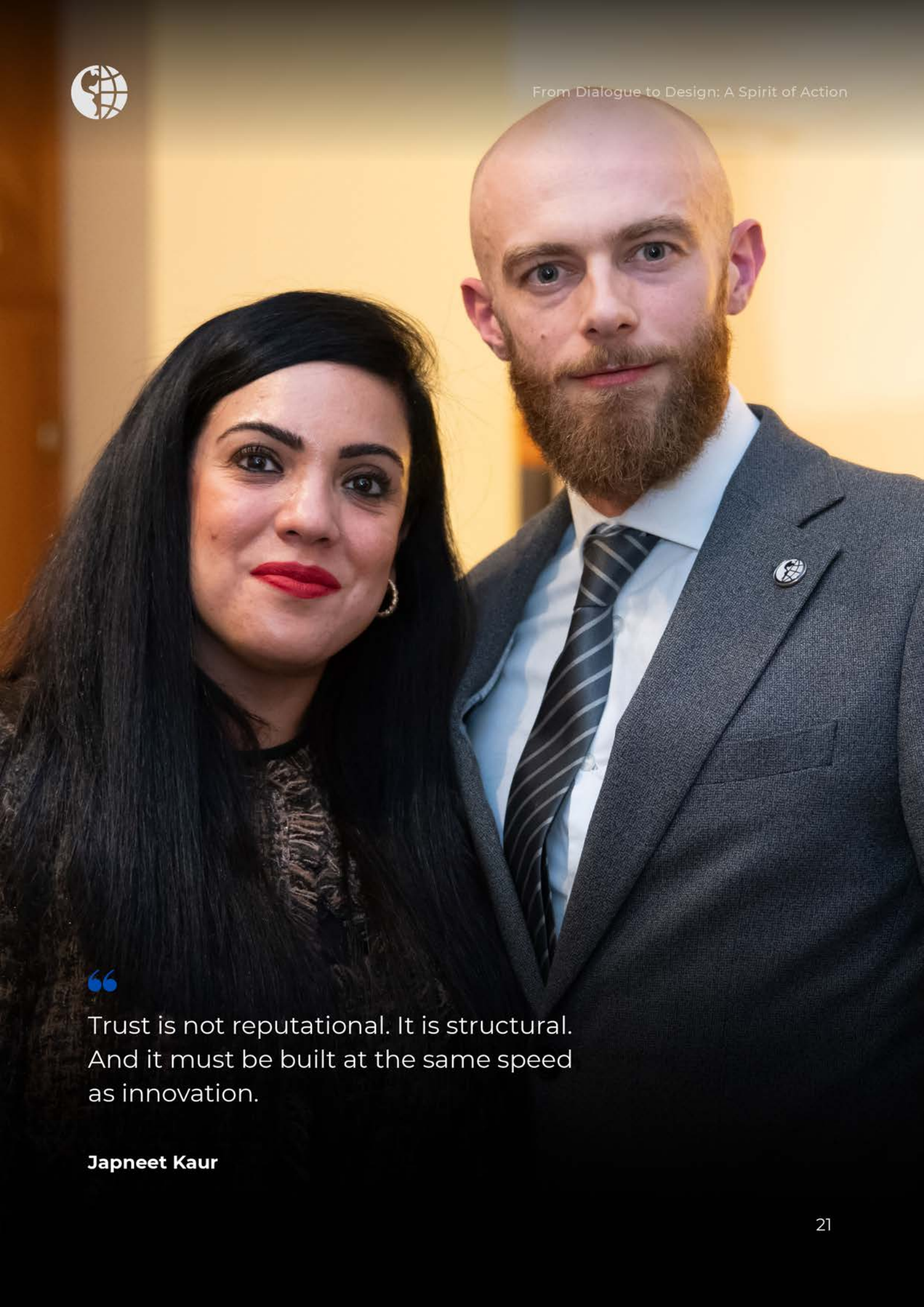
Cyber resilience, policy coordination, and board literacy now determine whether digital systems scale safely or fracture under stress.

Governance maturity is uneven. Many institutions are investing in platforms faster than they are investing in stewardship.

Data governance is not compliance. It is performance infrastructure. But governance gaps extend beyond data stewardship.

Data governance is not compliance. It is performance infrastructure.





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Trust is not reputational. It is structural. And it must be built at the same speed as innovation.

**Japneet Kaur**



But governance gaps extend beyond data stewardship.

As AI begins influencing high-stakes decisions, institutions are confronting a more fundamental governance question: who ultimately owns the outcome when systems fail?

Many boards are approving AI deployments without clearly defining accountability structures for decision ownership. When an algorithm shapes a consequential decision—credit approvals, medical triage, hiring outcomes, risk models—responsibility cannot be deferred to vendors or systems.

Governance must establish clear human accountability for algorithmic decisions, ensuring leadership ownership remains visible even as systems become increasingly autonomous.

The governance challenge becomes even more complex as agentic AI systems gain operational autonomy. Organizations are increasingly granting AI agents permission to execute business functions, often faster than oversight frameworks can evolve.





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Our perception of risk is being redefined. Institutions need privacy-aware trust models and regulatory frameworks that match the global scale of emerging technologies.

**Georgios Samakovitis**



Technological acceleration is also reshaping how institutions understand risk itself. Traditional governance frameworks were built around slower technological cycles, leaving many organizations unprepared for systems that evolve continuously and operate across jurisdictions.

Accountability frameworks must also extend beyond executive leadership to the broader risk architecture of institutions. Governance structures must integrate legal, operational, and technological oversight into a unified system capable of managing exponential technologies.

Regulatory clarity is improving in digital markets. But coordination remains the challenge.

The governance question is no longer whether technology will scale. It is whether oversight can scale with it.





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Effective governance requires integrating risk, technology, and leadership accountability into a single institutional architecture.

**Dr. Jorgete Vitorino**



From Dialogue to Design: A Spirit of Action

# Blockchain and Financial Systems





# Institutional Integration, Not Speculation

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In financial systems, the tone shifted from speculation to integration.

Digital assets are moving into regulated frameworks. Custody models are maturing. Institutional participation is expanding.

The build phase has begun.

In digital finance, the constraint has shifted.

The infrastructure for custody, tokenization, and settlement is already live within regulated environments. The friction is no longer technical. It is institutional.

Real integration is visible when custody, treasury, and risk functions are embedded into core operating frameworks, not isolated in pilots.

Governance readiness, not technology, now defines maturity.





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Digital assets are no longer an innovation track. They are becoming part of financial market infrastructure itself.

**Nick Ntigrintakis**



At the systemic level, institutional adoption is increasingly visible through structural signals: central bank experimentation with digital currencies, distributed ledger use in clearing and settlement systems, and regulated custody services for digital assets.

The shift toward institutional integration also raises deeper governance questions. As financial systems incorporate programmable assets and automated processes, transparency, oversight, and interoperability become foundational requirements.

Distributed systems are aligning with persistent inefficiencies in finance, identity, and capital markets. But architecture matters.





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The convergence of AI and blockchain will reshape financial transparency, governance, and inclusion. The real opportunity lies in designing systems that are both innovative and accountable

**Dr. Maria Azua Himmel**



Institutional adoption ultimately depends on something deeper than technology alone: trust in the infrastructure itself—how networks are governed, how compliance is embedded, and how accountability is operationalized.

As digital finance infrastructure matures, attention is also shifting toward how these systems expand individual financial agency and access.

As financial systems become increasingly programmable and interoperable, governance and transparency become core features of the infrastructure itself. Financial infrastructure is evolving. Oversight must evolve with it.





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Institutions don't adopt technology because it's new. They adopt systems they can depend on, where governance, compliance, and trust are built into the infrastructure.

**Eric Piscini**



From Dialogue to Design: A Spirit of Action

# Frontier Convergence





# Layered Disruption

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Technological disruption will not arrive sequentially. It will arrive simultaneously.

Quantum computing, biotech acceleration, AI optimization, and digital finance are converging.

Encryption standards will shift. Drug discovery timelines will compress. Risk modeling will evolve.



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Quantum will not just change computation. It will reshape financial security, geopolitics, and AI optimization

**Dr. Dimitrios Salampasis**



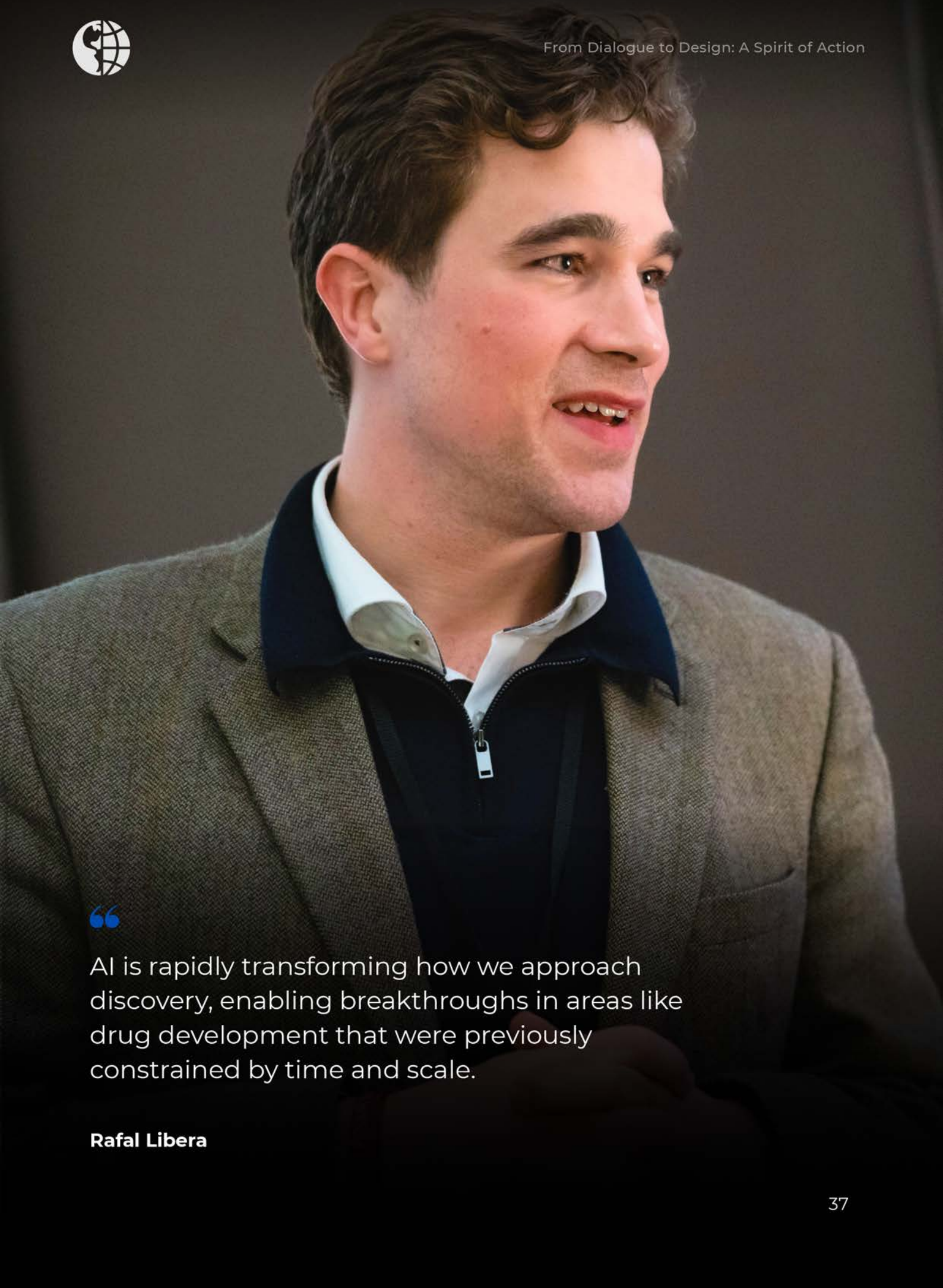
The deeper challenge may not be technological capability but temporal alignment. Emerging technologies evolve through rapid iteration, while institutions operate within slower regulatory and organizational cycles.

But convergence is not limited to quantum systems alone. Artificial intelligence is increasingly intersecting with scientific discovery, infrastructure systems, and climate technologies, compressing timelines that once took decades into years.

Advances in AI-driven research are already accelerating areas such as biomedical discovery, materials science, and complex systems modeling.

Layered disruption increases institutional exposure. Institutions must prepare for interaction effects, not isolated breakthroughs.





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AI is rapidly transforming how we approach discovery, enabling breakthroughs in areas like drug development that were previously constrained by time and scale.

**Rafal Libera**



From Dialogue to Design: A Spirit of Action

# Designing the Architecture of Digital Trust

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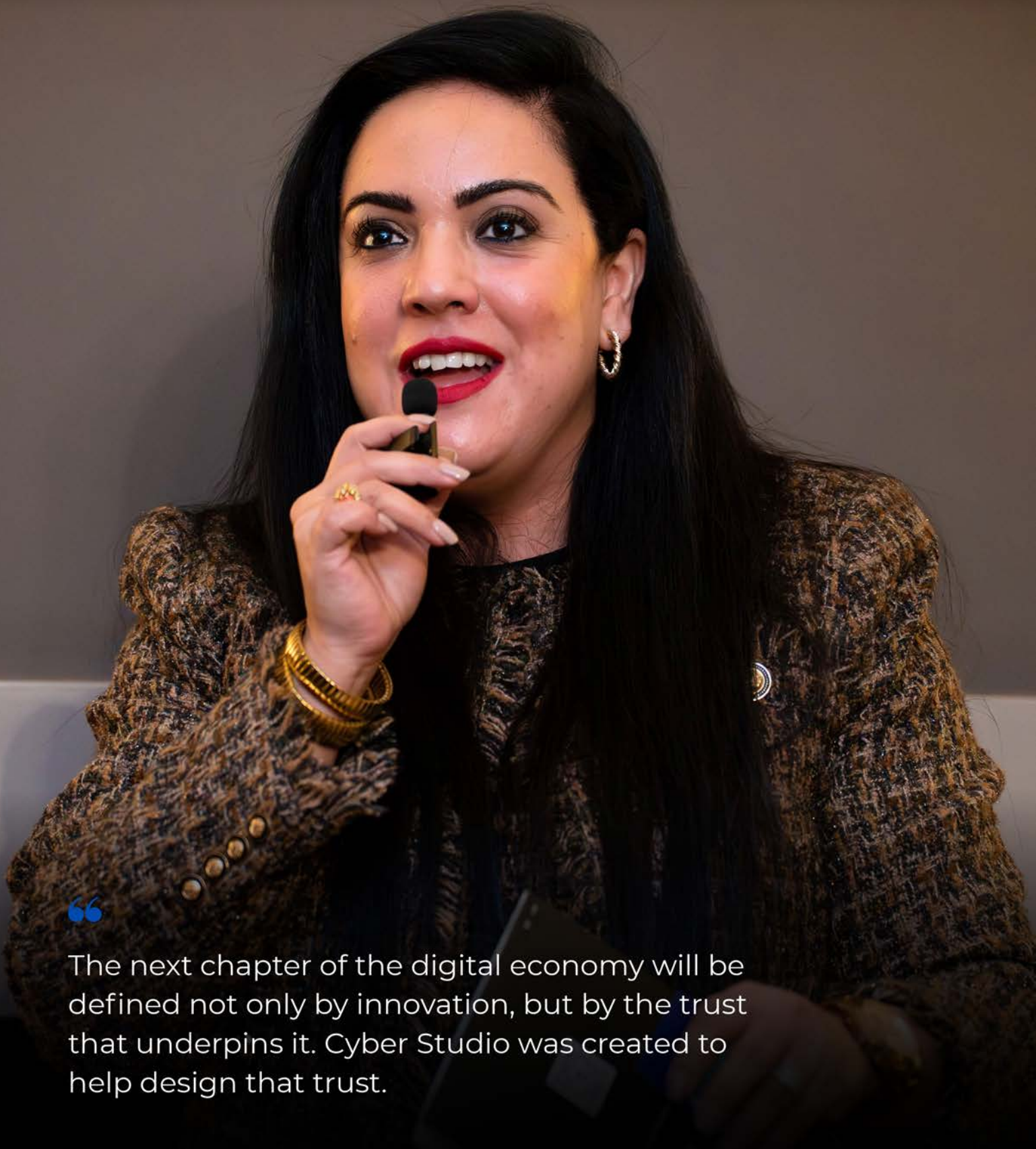
The launch of Cyber Studio marks an important step in the institutional evolution of The Digital Economist. As digital systems increasingly underpin economic activity, public institutions, and societal infrastructure, the question of trust has moved from a technical concern to a central challenge of global transformation.

Cyber Studio was created in response to this shift. It positions cybersecurity not simply as a defensive capability but as a foundational component of economic resilience, institutional credibility, and responsible technological progress.

We are entering a period in which technological acceleration is outpacing the governance frameworks designed to guide it. Artificial intelligence systems are scaling rapidly, data ecosystems are becoming more interconnected, and the attack surface of the digital economy continues to expand. At the same time, public confidence in digital systems is increasingly fragile. These dynamics require new approaches that integrate security, governance, and leadership at the systems level.

Cyber Studio addresses this challenge by establishing a dedicated platform within The Digital Economist to examine how cyber resilience must evolve alongside economic and technological transformation. The initiative brings together leaders from industry, government, and academia to develop practical frameworks that strengthen digital confidence across institutions and markets.





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The next chapter of the digital economy will be defined not only by innovation, but by the trust that underpins it. Cyber Studio was created to help design that trust.

**Japneet Kaur**



At its core, Cyber Studio aligns directly with The Digital Economist's broader mission: advancing human-centered economies through systems thinking and responsible innovation. By convening cross-sector expertise and fostering interdisciplinary dialogue, the initiative aims to ensure that security, ethics, and economic opportunity develop in parallel rather than in isolation.

In this context, Cyber Studio represents more than the launch of a new program. It reflects a growing recognition that the sustainability of the digital economy depends on the architectures of trust that support it—and that designing those architectures requires coordinated leadership across sectors and institutions.

Through Cyber Studio, The Digital Economist contributes to shaping those foundations for the next phase of the digital economy.

## Japneet Kaur

Chair,  
Cyber Studio  
The Digital Economist





From Dialogue to Design: A Spirit of Action

# Sustainability and Climate





# The Physical Footprint of Intelligence

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Digital infrastructure is physical infrastructure.

Data centers consume energy.  
Compute consumes water.  
Facilities occupy land.  
Geopolitics shapes capacity.

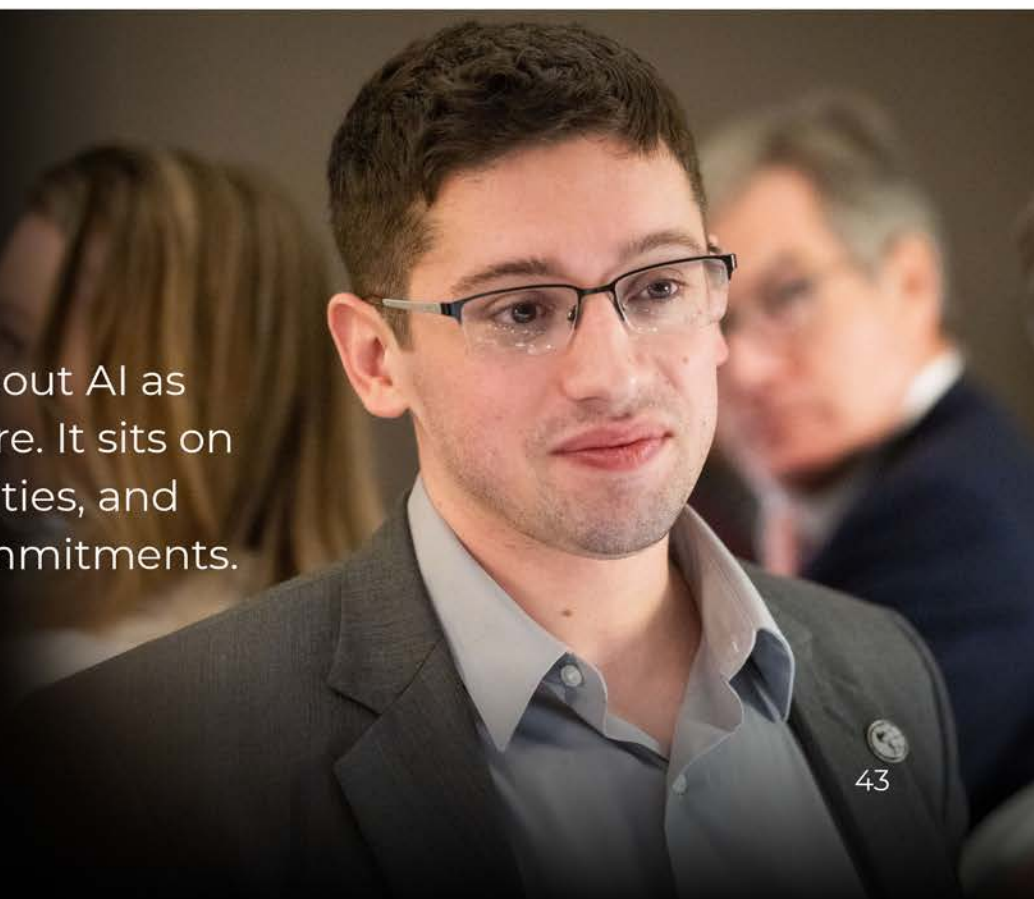
AI expansion intersects directly with energy markets and national competitiveness.



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We cannot talk about AI as weightless software. It sits on grids, in communities, and inside climate commitments.

**Nathaniel Burola**





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AI has the potential not only to increase compute demand but also to reduce digital waste. The challenge is ensuring that infrastructure growth and sustainability advance together.

**Vijay Karia**



Compute expansion is also driving a new category of environmental optimization. As cloud infrastructure scales, institutions are beginning to examine how AI itself can reduce digital waste and improve resource efficiency across enterprise systems.

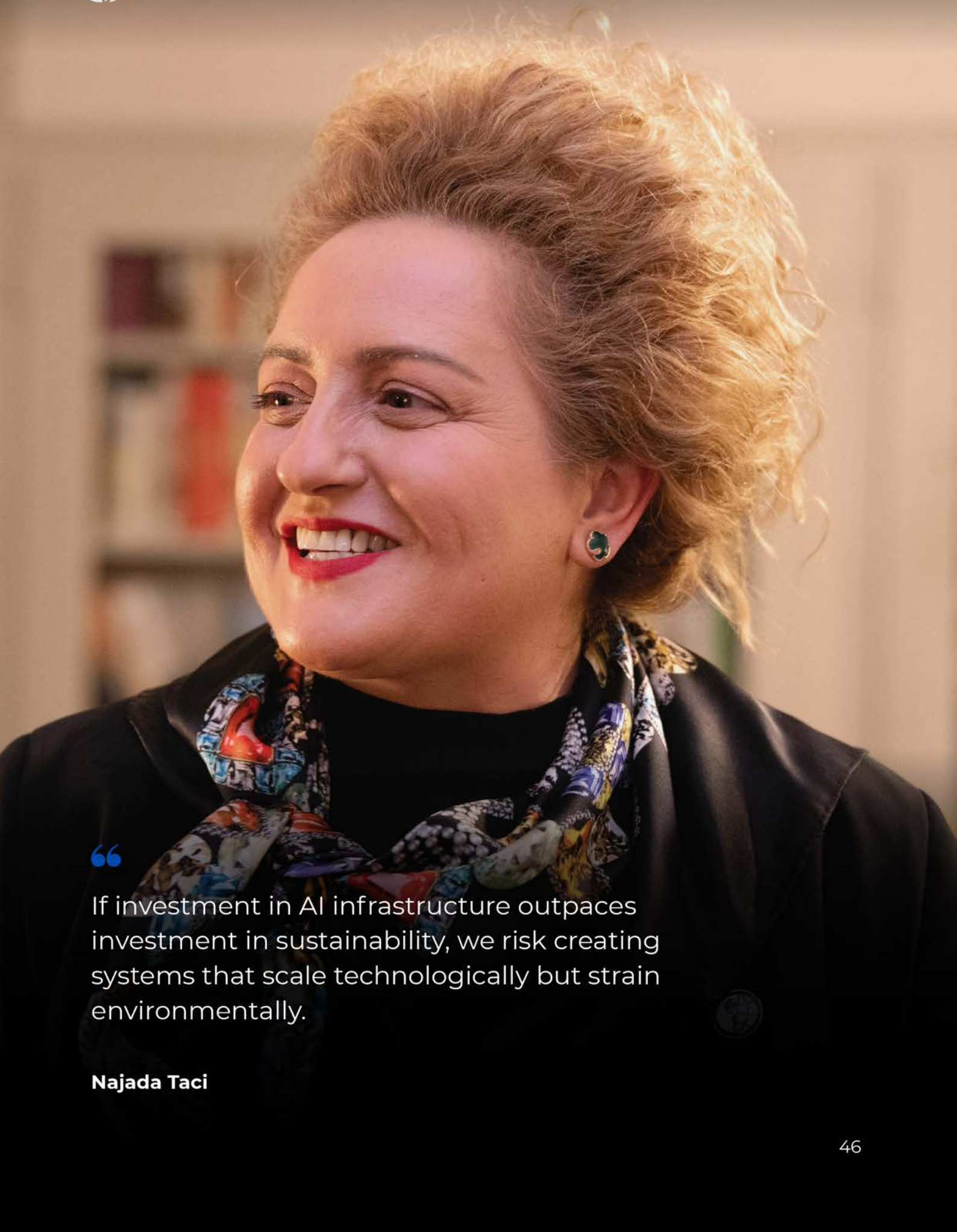
Energy alignment is now economic alignment.

Nations are evaluating compute capacity as a strategic positioning. Capital allocation increasingly reflects environmental exposure.

At the same time, investment flows are beginning to reveal structural imbalances between technological expansion and the infrastructure required to sustain it.

Innovation without energy planning is not scale. It is strain.  
Sustainability must move upstream into architectural planning.





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If investment in AI infrastructure outpaces investment in sustainability, we risk creating systems that scale technologically but strain environmentally.

**Najada Taci**



From Dialogue to Design: A Spirit of Action

# Health and Human Systems





# Where Technological Error Carries Human Cost

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Healthcare is where acceleration meets consequence.

AI-driven diagnostics, screening systems, and workflow automation promise democratized access. But in clinical environments, error is not theoretical.

Patients cannot function as beta environments.

AI-enabled screening for diabetic retinopathy and cognitive disorders expands early detection. That is transformative. But reliability, oversight, and equity must travel with deployment.

Healthcare systems are already under financial, operational, and workforce strain. Embedding intelligence into fragile systems requires precision.



“

In healthcare, innovation must remain patient-centered. We cannot treat people as testing grounds.

**Shannon Kennedy**



Conversations across Davos also surfaced a deeper tension within modern healthcare: the widening gap between medical innovation and delivery systems. Breakthrough diagnostics, AI-assisted screening, and precision medicine continue to advance rapidly, yet the systems responsible for delivering care often struggle to keep pace.

The result is a paradox frequently referenced in healthcare discussions: the coexistence of extraordinary medical capability with outdated delivery infrastructure.

But many of the structural challenges in healthcare predate the technologies now being deployed. Issues of access, prevention, and equitable care remain unresolved across many systems.





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Healthcare innovation is advancing rapidly, but the systems that deliver care are still struggling to catch up.

**Dr. Denise Howard**



AI may expand access to care, but without strong governance and implementation discipline, technological acceleration can widen existing disparities.

Healthcare leaders are increasingly confronting the institutional dimension of digital transformation. Technological capability alone does not guarantee meaningful impact if governance models, workforce readiness, and policy frameworks remain misaligned with the pace of innovation.

Acceleration in healthcare must be matched by care.





The real challenge is not the technology itself, but whether institutions are prepared to implement it responsibly while keeping the patient experience at the center.

**Jean Criss**



From Dialogue to Design: A Spirit of Action

# Human- Centered Trust & Well-Being





## Belonging as Stability

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Beyond systems and infrastructure, a quieter theme emerged: dignity.

Technological systems amplify influence. They shape behavior, perception, and vulnerability.

Isolation, psychological exposure, and misuse risk scale with adoption.

But the deeper constraint may not be technological at all.

Institutions are scaling artificial intelligence faster than they are scaling the human capacity required to absorb it. Emotional resilience, leadership maturity, and cultural readiness increasingly determine whether organizations can adapt to accelerating technological change.

Human readiness is becoming a strategic variable.



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AI systems don't just process data.  
They influence identity and behavior.  
That carries responsibility.

**Laurel Cipriani**



But the human dimension of digital transformation also involves narrative. Media, communication, and storytelling increasingly shape how societies understand emerging technologies and their societal implications.

Human stability is not only psychological; it is institutional. As technologies scale across societies, leadership must ensure that systems are designed inclusively and responsibly across sectors.



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The biggest gap between technological acceleration and institutional readiness is human readiness.

**Melissa Tony Stires**



Across conversations in Davos, the signals were visible.

More convenings centered on collaboration, mindfulness, well-being, and wholeness: an acknowledgment that resilience is not only operational but internal.

Institutions that succeed in the next phase of acceleration will treat human-centered wellbeing as infrastructure rather than an afterthought.

Humility.

Emotional intelligence.

Inclusion.

These are not soft variables. They are stabilizing forces.

Institutions scale through technology.

They endure through people.





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This era requires EQ as much as IQ.  
Leadership is now infrastructure.

**Sandy Carter**



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From Dialogue to Design: A Spirit of Action

# Advancing Healthcare Innovation

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# The Evolution of the Healthcare Innovation Workgroup

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## From Conversation to Collaboration

When we first stood up the Healthcare Innovation workgroup in April 2025, it was still very much a conversation—a group of people who sensed that the intersection of healthcare, technology, and policy was moving quickly and that we needed a room where operators could turn thought leadership into action and execution.

That room has grown considerably.

Our sessions now regularly draw a diverse and deeply engaged group of participants, where members bring real-world insight from the health systems they experience every day. Our grounding remains the patient perspective. For that reason, we encourage all fellows to join our sessions—the perspective of being a patient is something all of us can relate to.



## **Davos 2026: A Moment of Collective Perspective**

At Davos 2026, the workgroup was represented by an energized contingent that brought both breadth and depth to the delegation.

Laurel Cipriani, Chief Information Officer at AffirmedRx—a public benefit corporation focused on healthcare technology and responsible innovation—brought deep experience at the intersection of health IT and mission-driven enterprise.

Dr. Steph Sharma of Symbio Strategies contributed expertise in strategic systems design and cross-sector governance, including capital integration and AI-driven institutional architecture—the kind of thinking that helps connect emerging technology to the structural and policy questions that determine whether innovation ultimately reaches patients.

Dr. Denise Howard, an OB/GYN and Associate Professor of Clinical Obstetrics and Gynecology at Weill Cornell Medicine, who also serves as Chief of OB/GYN at NewYork-Presbyterian Brooklyn Methodist Hospital, brought a front-line clinical perspective alongside a strong commitment to health equity. Dr. Howard is also an accomplished researcher currently developing patient-friendly digital education solutions for common gynecological procedures.

Together, we participated in conversations across several sessions. What stood out most, however, was the final day, when we carved out time for longer-form healthcare interviews and deeper discussions. These sessions allowed us to move beyond soundbites and into the kind of nuanced, interdisciplinary dialogue that this work demands.

Those conversations—on responsible AI, value-based care transformation, digital infrastructure, and global health system resilience—served as a reminder of why convening matters.



## Translating Convening into Action

Over the past year, the workgroup has translated that convening energy into tangible initiatives.

The group contributed to two published workgroup papers: an Ethical AI position piece examining human-centered governance frameworks for healthcare technology, and a paper presented at the AfriDES plenary during the 2025 G20 event in South Africa. The latter focused on digital health access and technology-enabled care delivery across the African continent and included direct policy engagement with the Nigerian House of Representatives on legislative frameworks for specialty healthcare delivery.

Additional workstreams concluding this inaugural year include our “Ancient Remedies, Modern Medicine” research initiative, which explores the integration of traditional healing systems—Ayurveda, Traditional Chinese Medicine, and Indigenous practices—with modern clinical science.

We also launched a collaborative blockchain and healthcare project exploring how fraud and abuse in healthcare systems might be mitigated through the use of immutable ledger technology.





## **Advancing to Global Stages**

The 2026 HIMSS Global Health Conference and Exposition program, a competitive process requiring submission nearly a year in advance.

Our workshop, “Mars Mission Protocols: Reimagining Earthbound Value-Based Care,” was featured at HIMSS26 in Las Vegas on March 12, 2026. Facilitated by Shannon Kennedy, the session received advance coverage from MobiHealthNews, positioning the workgroup’s thought leadership on a global health IT stage.

The workshop itself was designed as a fully immersive experience rather than a traditional panel or lecture. Participants were assigned roles on spacecraft medical teams and asked to navigate crisis scenarios. The resulting simulations surfaced exactly the kind of divergent strategic thinking the exercise was designed to reveal.

## **Collaboration and Growth**

None of this work happens in isolation. With support from longer-tenured workgroups, we have developed collaborations across the broader community—including Shivedita Singh, Rene Bostic, Jean Criss, Priyanka Shrivastava, Shree Varuna, and Dani Bedoni. Their perspectives continue to stretch our thinking while keeping the work grounded in real-world application.

We also welcomed new member Philip Gaskin—a strategic advisor, former Vice President of Entrepreneurship at the Kauffman Foundation, and long-time champion of inclusive economic development. His experience adds critical insight into how innovation ecosystems scale and who they ultimately serve.

As the workgroup grows, we are also pleased to welcome Dr. Ashok M. Patel of the Mayo Clinic as Vice Chair. A physician and health educator, Dr. Patel brings deep clinical expertise and a strong commitment to multidisciplinary collaboration that will strengthen our leadership as we expand our research agenda and global partnerships.



## Looking Ahead

As we move into the next phase, the focus is shifting from exploring ideas to producing practical frameworks capable of moving the needle.

This includes initiatives such as the Digital Hippocratic Oath—a global framework for human-centered AI governance that prioritizes patient-first data ethics and algorithmic transparency. We are also exploring digital twins and simulation environments for clinical training, alongside efforts to develop resilient global health data standards under a One Biosecurity–One Health paradigm.

Looking ahead to Davos 2027, our ambition is to convene a broader set of global healthcare voices for deeper collaboration around digital health infrastructure, AI governance, value-based care, and resilient health systems.

The goal has always been to build a platform where emerging ideas do not remain in reports, but move into actionable models capable of improving healthcare systems worldwide.

We are excited about where this work is headed—and grateful for the platform The Digital Economist continues to provide.

### **Shannon Kennedy**

Chair,  
Healthcare Innovation  
The Digital Economist





From Dialogue to Design: A Spirit of Action

# From Dialogue to Direction

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# Alignment as the Defining Variable

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Across AI, governance, healthcare, sustainability, financial systems, frontier technology, and human trust, one variable defined resilience: *alignment*.

Acceleration is not the constraint. Institutional maturity is.

The challenge is no longer whether systems can scale. It is whether the environments into which they scale are prepared to support them. Across sectors, a consistent pattern is emerging: technological capability is advancing faster than the institutional structures required to govern, absorb, and sustain it.

Acceleration is no longer simply a technical phenomenon. It is also temporal—technologies evolving through rapid cycles while institutions adapt through slower structural rhythms. By the time governance frameworks adjust, second-order effects are already materializing.





This misalignment manifests in multiple ways.

AI systems are deployed without fully integrated data architectures or accountability frameworks.

Digital infrastructure expands without corresponding alignment to energy systems and environmental constraints.

Financial innovation progresses within regulated environments, but interoperability and oversight remain uneven.

Healthcare advances in diagnostic capability while delivery systems struggle to keep pace.



At its core, the challenge is systemic.

Energy must align with compute.

Governance must align with scale.

Healthcare must align with precision.

Financial systems must align with regulation.

Technology must align with human capacity.

Alignment is not coordination at the surface level. It is structural coherence across interconnected systems. It requires institutions to integrate risk, accountability, infrastructure, and human readiness into unified operating models rather than fragmented initiatives.

The cost of misalignment is no longer inefficiency. It is instability.

Davos did not resolve every pathway. It clarified responsibility.

The next phase of global transformation will not be defined by technological capability alone. It will be defined by whether institutions can coordinate, absorb, and steward what is already in motion.

And that work now moves beyond convening.



From Dialogue to Design: A Spirit of Action

# Designing the Next Economy

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# From Value-Driven to Value-Creation Positioning

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## Why The Digital Economist Built the Institutional Research Network (IRN)

As 2026 unfolds, the global economy is defined less by cycles and more by structural transition. Growth is slowing across advanced economies, industrial policy is reasserting itself, supply chains are being redesigned around climate and cybersecurity imperatives, and AI and digital infrastructure are advancing faster than shared governance frameworks can adapt.

For decades, institutions expressed commitments through values: sustainability pledges, responsible innovation frameworks, ESG targets, and public advocacy. These signals shaped expectations and clarified intent. But the next decade will not be defined by value-driven positioning alone. It will reward value-creation positioning: institutions capable of building the systems, governance models, and capabilities that shape AI deployment, climate transition, and economic mobility at scale.

That shift—from values as messaging to values as systemic design—is why The Digital Economist created the Institutional Research Network, formally unveiled in Davos.



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Dialogue remains essential, but dialogue alone is no longer enough. Institutions must co-design the systems that will govern AI, climate transition, and economic mobility. That is the mandate behind the Institutional Research Network.

**Ambriel Pouncy**



## From Dialogue to Design

At Davos 2026, global leaders acknowledged that conversation alone cannot stabilize accelerating systems. Cooperation must now translate into architecture: actionable frameworks for responsible AI, climate resilience, digital infrastructure, and inclusive growth.

The Institutional Research Network extends that mandate. Where dialogue surfaces priorities, the Institutional Research Network advances research-driven design and implementation cycles that shape frameworks before they harden into policy or market reality. It represents a move from convening insight to structuring institutional influence.

## A New Operating Model for Institutional Leadership

The Institutional Research Network provides institutions with a continuous operating model during systemic transition. Rather than isolated research or episodic engagement, it integrates applied research, narrative framing, and convening power into a unified architecture.

Leadership in the next economy will not belong to institutions with the strongest values statements but to those capable of generating value, producing new knowledge, shaping norms, designing credible governance models, and activating influence in decision-making forums.

This is the moment when value-driven commitments either evolve into value-creation systems or recede into rhetoric.





## Green Economic Mobility as Design Principle

At the center of the Institutional Research Network’s agenda is accelerated green economic mobility, ensuring the climate transition expands opportunity rather than displacing it.

Green mobility links decarbonization with dignified work, access to skills and technology, and equitable participation in emerging industries. As supply chains and capital flows shift, institutions that influence how opportunity is distributed will shape the legitimacy of the transition itself.

For the Institutional Research Network, green mobility is where value creation becomes measurable, where climate ambition converts into economic inclusion.





## Why This Moment Matters

The architecture of the future economy remains fluid. Over the next 18–24 months, frameworks governing AI, climate reporting, digital assets, industrial strategy, and economic mobility will crystallize.

In a slowing and fragmented global economy, resilience will favor institutions operating upstream, shaping design rather than reacting to compliance. The Institutional Research Network enables members to influence rulebooks, align innovation with legitimacy, and anchor capital allocation to durable systems.

## From Statements of Intent to Systems of Impact

Traditional values-led positioning treats commitments as signals. The next economy requires institutional capability.

Climate alignment must translate into supply-chain redesign and mobility outcomes. Responsible AI must translate into governance mechanisms. Inclusion must translate into economic pathways grounded in skills, access, and shared prosperity.

The Institutional Research Network is structured so that values become systems, measured not by aspiration, but by architecture.





## The Invitation

The Institutional Research Network exists for institutions that see themselves as builders of the next economic system.

The future will be shaped in the tension between innovation and governance, capital and climate, technology and societal legitimacy. Leadership in this era is not about declaring values.

It is about creating value within the systems that define our collective future.

### **Ambriel Pouncy**

Global Head of Engagement &  
Ecosystem Innovation  
**The Digital Economist**





# Davos 2026 Delegates

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## **Navroop Sahdev**

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## **Jose Luis Carvalho**

Executive Director,  
Center of Excellence.  
The Digital Economist

## **Shannon Kennedy**

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**Benjamin Lee**

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### Ambriel Pouncy

Co-Host & Senior  
Relationship Liaison

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Senior Interview Host

### Jean Criss

Front of House Director

### Filipe Carvalho

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### **Rafal Libera**

Chairman & Co-Founder,  
Transatlantic Future  
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# Upcoming Convenings

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June 5, 2026 | New York City

## **Innovation Hub–Social Hour New York Tech Week**

An evening reception convening leaders across innovation, research, policy, and technology for cross-sector dialogue on the evolving global digital economy.



June 11–12, 2026

## **The Digital Economist Summit: Global Innovation for Accountable Systems**

A biannual virtual summit convening leaders across technology, policy, finance, and governance to examine accountability, resilience, and coordination within intelligent systems and institutions.



June 23 & 25, 2026 | London

## **Innovation Hub–Social Hour London Climate Action Week**

An evening reception convening leaders across sustainability, policy, finance, and technology for dialogue on climate action and systems transformation.



August 21–23, 2026

## **The Digital Economist Executive Retreat**

A curated three-day residential retreat bringing together executives, innovators, policymakers, and cross-sector leaders for strategic dialogue, wellness, and collaboration in the intelligence age.



September 20–27, 2026 | New York City

### **Climate Week NYC 2026**

A global convening held alongside the United Nations General Assembly, bringing together leaders across government, business, finance, and civil society to advance climate action and global sustainability goals.



October 12–18, 2026 | Bangkok, Thailand

### **2026 World Bank Group (WBG) and International Monetary Fund (IMF) Annual Meetings**

A principal multilateral forum convening global economic and development leaders to address priorities shaping the international financial system and global economy.



November 12–13, 2026

### **The Digital Economist Summit**

A two-day roundtable convening leaders across government, finance, technology, academia, and multilateral institutions for cross-sector dialogue on developments shaping the digital economy.



January 2027 | Davos, Switzerland

### **Davos 2027**

The Digital Economist marks its seventh year convening its global community to advance governance, infrastructure, and capital strategies. Emphasis on coordination, execution, and institutional design.



## About

The Digital Economist, headquartered in Washington, D.C. with offices at One World Trade Center in New York City, is the world's foremost think tank on innovation advancing a human-centered global economy through technology, policy, and systems change. We are an ecosystem of 40,000+ executives and senior leaders dedicated to creating the future we want to see—where digital technologies serve humanity and life.

We work closely with governments and multi-stakeholder organizations to change the game: how we create and measure value. With a clear focus on high-impact projects, we serve as partners of key global players in co-building the future through scientific research, strategic advisory, and venture build out.

We engage a global network to drive transformation across climate, finance, governance, and global development. Our practice areas include applied AI, sustainability, blockchain and digital assets, policy, governance, and healthcare. Publishing 75+ in-depth research papers annually, we operate at the intersection of emerging technologies, policy, and economic systems—supported by an up-and-coming venture studio focused on applying scientific research to today's most pressing socio-economic challenges.

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