

APRIL 28-29 / 2026

MACH X: TORONTO 2026

WRAP REPORT

350 leaders in a room – and the agentic era wasn't a topic on the agenda, it was the reality everyone was already operating in. The gap between organizations that are ready and those that aren't is widening fast. This is what happened when the people building the foundations got in the same room.

This report is a recap for those who were there, an inside look for those who weren't, and a window into what MACH X brings together – ahead of our next event in Amsterdam this September.

“Enterprises will run on thousands of agents. This isn't a distant future – we're seeing the early signs now. Agent ecosystems will underpin every core business function.”



Jason Cottrell
President, MACH Alliance

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BY THE NUMBERS

350
LEADERS

75%
DIRECTOR-LEVEL
OR ABOVE

14
COUNTRIES
REPRESENTED

15+
INDUSTRIES
REPRESENTED

The foundation is there

A 2026 research report surveying 600 enterprise technology decision-makers across 7 global markets makes one thing clear: architectural decisions made years ago are now determining who can move quickly with AI – and who can't. Among organizations with composable foundations in place, 98% say they are ready to support AI at scale and 94% are already accelerating implementation. Among those without, 88% report material barriers to adoption and 71% have had AI projects fail due to architectural limitations.

The gap isn't closing. It's compounding.

TELUS Digital has been building AI tools since 2022 – and the earliest proof didn't come from developers. Two field technicians uploaded the company's billing manual into an internal AI tool, turning a 45-step decision tree into a faster, smarter process. Time in customers' homes dropped 25%, field tech satisfaction rose 15% in nine months, and millions more in billable work was correctly captured annually. The result was possible because the architecture was already built on open standards – meaning every new AI model that came to market could be adopted without rebuilding from scratch.

We built on open standards from day one. Every time a new model came out, we simply got better.

STEVE TANNOCK, TELUS DIGITAL, VP ENGINEERING



The pattern holds in commerce – and the advantage showed up in ways that weren't originally planned for. Altitude Sports built a composable stack over several years, choosing best-fit tools for each part of their business. The intent was flexibility. What they discovered, when AI agents arrived that could talk across all of it, was that flexibility had made them ready for something they had not planned for.

AI became agentic. When you combine one good composable layer with an agent that can talk to all of it, incentives stop being a cost center and become a dynamic lever.

MARIANNE BOUCHER, ALTITUDE SPORTS, PRODUCT MANAGER



Gold in, gold out



Getting the architecture right is the first step. Clean data is the second. Across sessions in Toronto, the same realization kept surfacing: AI amplifies whatever is already there. Where the data is good, AI accelerates. Where it is not, AI makes the wrong decisions faster, and makes them with more confidence.

Holt Renfrew has been in business for close to 200 years - and has accumulated 200 years of data decisions. Before any AI initiative could move, the infrastructure had to be rebuilt. The board was pressing for speed. But moving fast without the right foundation wasn't an option – not for a brand built on trust, and not with customer data on the line.

The board was in support and wanted speed. For Holt Renfrew, acceleration required having the right enterprise data foundation infrastructure, and AI capability framework that aligned with strategy, value, governance, people, risk and operational execution.

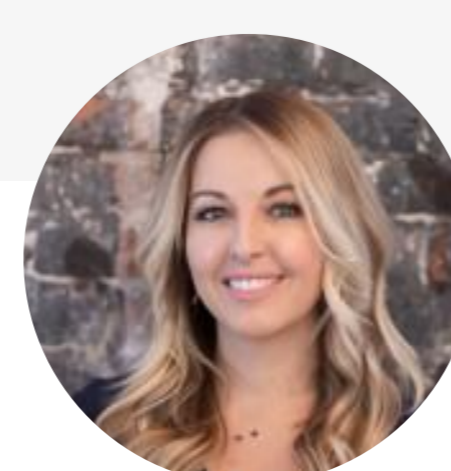
ALICIA SAMUEL, HOLT RENFREW, SVP INFORMATION TECHNOLOGY & SUPPLY CHAIN



In a different session, Sommsation's Co-founder echoed this message.

Gold in is gold out. That really is key.

DANIELLE DILIBERTI, SOMMSATION, CEO / MACH ALLIANCE EXECUTIVE BOARD



The message was consistent across every session, every industry, every stage of the journey. The organizations moving fastest on AI aren't the ones who skipped the foundational work – they're the ones who did it first. Clean data, open architecture, and clear governance aren't prerequisites that slow you down. They're what make speed possible.

At Harry Rosen, scaling from 50 to 150 brands brought the kind of data complexity that every fast-growing retailer eventually faces. Categorization decisions made for speed, and pricing records that predate the need for granular distinction, are now being rearchitected to support AI-driven demand forecasting and price optimization.

The stakes are well understood. An algorithm cannot distinguish between brands that exhibit radically different market behaviors if those distinctions were never captured in the system – and what didn't matter in a simpler retail environment matters enormously in an AI-driven one. For Harry Rosen, recognizing that truth early – and committing to the work – is itself the competitive advantage.





Transformation, ready or not



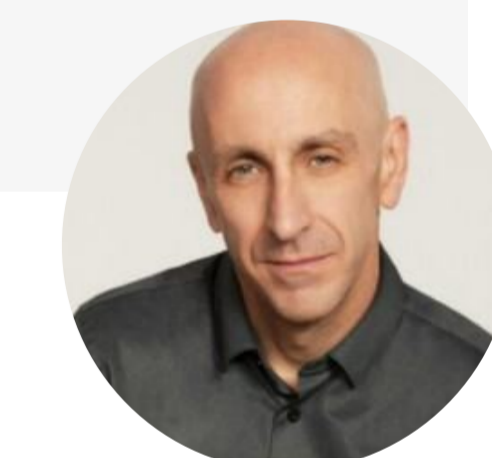
The organizations that took the stage at MACH X: Toronto weren't asking whether to act on AI – that decision is made. For those with strong foundations and clean data, the conversation has moved entirely to scale. And across three enterprises at different stages and from different industries, the same truth surfaced: the hard part isn't technical. It's organizational – knowing what to prioritize, governing it properly, and scaling with discipline.

Loblaw Digital is four years into its Generative AI journey, with dozens of custom solutions already scaled across the business – from a space planning tool enabling rapid store network expansion, to Robin, an agentic tool that surfaces the key insights store managers need each morning, the trends behind them, and the actions their teams can take. The infrastructure is in place. The challenge isn't building capability – it's ensuring AI continues to scale at the pace of the vast potential within an enterprise-scale organization.

At Groupe Dynamite, the mandate arrived from the board with a single filter: 10X the customer experience. Not cost savings, not automation. The customer. The CTO got the directive and no roadmap. What followed was three years of getting data foundations right before the AI roadmap could be built on top of them.

Learn and fail fast. Get it in front of the people who matter – not the people who are building it. Your customers.

DAVID STEVENS, GROUPE DYNAMITE, CTO



The counterpoint is TELUS Digital, four years in, no top-down mandate, and half the company using AI every single day. Adoption spread because the tools worked, starting with a tracksuit generator that put a custom AI image on every employee's work avatar. The point was not the tracksuit. It was permission to try things, fail at them, and build muscle.

If you're not moving and feeling that sense of urgency to get out the door and start building, definitely do it. But scale with intention.

CHRISSY MUNROE, LOBLAW DIGITAL, SR. DIRECTOR ENTERPRISE AI STRATEGY



Answer engines are in the middle

While organizations focus on internal readiness, something is already shifting outside them. For a growing share of commercial decisions, the answer is no longer found by a person browsing a website – it is assembled by an AI tool, on their behalf, from sources most brands are not yet managing for.

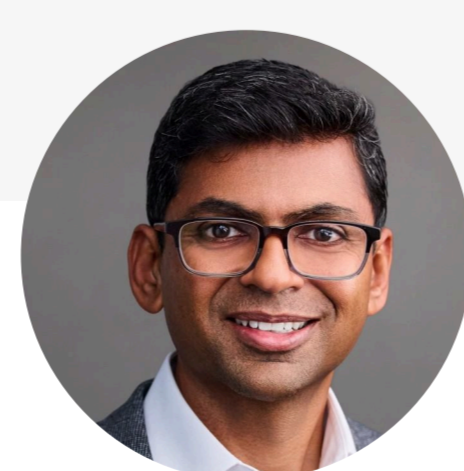
Tapestry – the parent organization behind Coach and Kate Spade – didn't wait for agentic commerce to arrive before preparing for it. Rather than react, they audited their infrastructure early, identified where the gaps would be, and began building the layer that would make them ready. By December, agentic sessions on their site had grown considerably, doubling traffic every quarter – validation that the decision to move early was the right one.

The shift is already underway. For organizations that have spent years building composable foundations and clean data, this is the next frontier – and the work they've already done is exactly what makes them ready for it.

The through-line across every session, every industry, and every stage of the journey was the same. The technical decisions made years ago are now determining who can move. The organizational decisions being made today will determine who can scale. Both matter. Neither can be skipped.

If we are not queryable, we're not even in the room. The consideration has shifted.

APURVA PAREKH, VP DIGITAL TECHNOLOGY, TAPESTRY





What to take from Toronto:

- **Composable architecture is what makes AI adoption possible at speed, and AI-agnostic at scale.**
- **Data quality can be the blocking factor and a real danger. Fix that first. AI makes bad data faster, and wrong decisions more confident.**
- **The hard work in 2026, for moving and scaling AI, is about governance, change management, and knowing which problems to solve for scaling.**

Join us in **Amsterdam this September**, where the conversation continues. The question is the same: what does it actually take to build and run in the agentic era? The answers will have changed.

Because by then, the organizations that started will be scaling. And the ones that didn't will be further behind than they think.





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