

Conference Chair **Prabhu Gupta**

Business, Management &amp; Public Policy Expert

**PLENARY 1**

08:30 – 09:00

**WELCOME AND OPENING**

JESUIT HALL

<b>Richard Straub</b>	Founder & President, Peter Drucker Society Europe
<b>Lisa Hershman</b>	Founder and CEO The DeNovo Group, Vice Chair for the SCRUM Alliance
<b>Prabhu Gupta</b>	Business, Management & Public Policy Expert; Conference Chair

**PLENARY 2**

09:00 – 10:30

**THE VALUE OF ENTREPRENEURSHIP**

JESUIT HALL

Chair

**Sarah Cliffe** Executive Editor *Harvard Business Review*

Speakers

**Clayton Christensen** Professor of Business Administration, Harvard Business School**Philip Kotler** Professor of International Marketing, Kellogg Graduate School of Management**Anil K. Gupta** Chair in Strategy, Globalization & Entrepreneurship, Smith School of Business, The University of Maryland; Chairman, The China India Institute**Roger Martin** Institute Director Martin Prosperity Institute, Rotman School of Management

*Four renowned management scholars discuss and debate the contribution of entrepreneurs and entrepreneurial activity to the growth of economies and well-being of societies. How, and to what extent, do entrepreneurs fuel progress and prosperity? What would enable them to do more? How problematic is the “financialization” of corporations and major economies? To the extent that regional differences exist in entrepreneurial activity, what local factors drive those variations, and what different outcomes do they produce?*

**COFFEE BREAK****PLENARY 3**

11:00 – 12:30

**CAN LARGE ORGANIZATIONS BE ENTREPRENEURIAL?**

JESUIT HALL

Chair

**Bill Fischer** Professor of Innovation Management at IMD. Advisor to Haier Group

Speakers

**Gary Hamel** Visiting Professor of Strategy and International Management, London Business School; Director at Management Innovation eXchange**Alex Osterwalder** Entrepreneur and business model innovator; Co-founder of Strategyzer**Michael Harte** Group Head of Innovation, Barclays Bank PLC**Rob van Leen** Chief Innovation Officer and Member of the Executive Committee at Royal DSM

*In the twenty-first century, the world’s largest enterprises, long dedicated to exploitation far more than exploration, are trying to change their focus. But are there some endemic reasons that large, established organizations cannot engage in the experimentation – and tolerate the failure – required to discover the new, new thing? Is bureaucracy the ultimate fate of large organization or can they be made nimble and entrepreneurial?*

**PLENARY 4**

13:30 – 14:45

**SMALL AND MEDIUM-SIZED ENTERPRISES:  
THE BEDROCK OF ECONOMIC GROWTH**

JESUIT HALL

<i>Chair</i>	<b>Fredmund Malik</b>	Founder and Chairman of the Malik Institute for Complexity Management, Governance and Leadership
<i>Speakers</i>	<b>Hermann Simon</b>	Chairman, Simon-Kucher & Partners
	<b>Ralf Köster</b>	Former CEO of BARTEC Group; Investor
	<b>Gisbert Rühl</b>	CEO, Klöckner & Co SE

*In the phenomenon of the “Mittelstand,” Germany offers one model for entrepreneurial capitalism. Could it take root elsewhere? How much of it is the product of a unique set of conditions, and how much of it replicable? Should these companies do more to bring about a fresh innovation cycle through digital transformation? Or is this more human-centric model worth preserving in an ever more digital and hyper-competitive world?*

**PARALLEL SESSIONS**

14:55 – 16:10

**SESSION 1****NEW DEVELOPMENTS IN ENTREPRENEURSHIP  
AND INNOVATION AT SCALE**

JESUIT HALL

<i>Moderator</i>	<b>Steve Denning</b>	Member of the Board of Directors SD Learning Consortium; Forbes contributor
<i>Panel</i>	<b>Vanessa Gamboa Adams</b>	Director, Architecture and Application Development, C.H.Robinson
	<b>Joakim Sundén</b>	Senior Tech Leader, Spotify
<i>Discussant</i>	<b>Gary Hamel</b>	Visiting Professor of Strategy and International Management, London Business School; Director at Management Innovation eXchange

*Organized by the SD Learning Consortium - a group of corporations including Barclays, Cerner, C.H. Robinson, Ericsson, hhpberlin, Microsoft and Riot Games - this session will focus on the implications of new management practices.*

**SESSION 2****GROWTH IN MID-SIZED COMPANIES:  
EXPLORING THE PATH FROM GROWN-UP TO SCALE-UP**

PILLARED HALL

<i>Co-Moderators</i>	<b>Niclas Carlsson</b>	Founder, CEO and owner of Founders Alliance, a collaborative forum of Sweden’s leading entrepreneurs
	<b>Annu Nieminen</b>	CEO, Kasvuryhmä (“Growth Collective”), mobilizing Finnish mid-sized companies to grow
<i>Panel</i>	<b>Magnus Penker</b>	Serial Entrepreneur and Founder of Innovation360 Group
	<b>Andreas Ludwig</b>	Chairman of the Executive Board and CEO, Umdasch AG
	<b>Rickard Zetterberg</b>	CEO & Founder S-Group
	<b>Philip Aminoff</b>	Entrepreneur; Chairman of Helectron

*„In this session, we dive deeper into the growth of mid-sized companies – focusing on real-life successes and struggles in making growth happen. We explore the following topics: how to get the “growth gear” on, role of active ownership as engine for growth, blocks for growth and how to overcome them.“*

**PARALLEL SESSIONS**

14:55 – 16:10

**SESSION 3****HIGH-TECH STARTUPS: THE HUNT FOR THE UNICORN**

SCIENCE CAFÉ

Moderator

**Angelica Kohlmann** CEO Kohlmann & Co AG

Panel

**Bill Liao** SOSV Investment Partner**Christian Lüttke** Co-founder and Managing director, etventure, an innovation company**Judith Clegg** Founder and CEO Takeout

*To become a Unicorn, meaning a USD 1bn+ company, has been the dream of many startup founders and investors alike. At the panel investors and founders will present their experience with incubators and accelerators, knowledge and stamina, ideas and teams, VCs and corporations to elaborate what showed to be effective and why – and what it all means for society.*

**SESSION 4****MAINSTREAM ENTREPRENEURSHIP: THE RESEARCH TELLS THE STORY**

AULA LOUNGE

Moderator

**Alex Adamopoulos** CEO Emergn Ltd.

Panel

**John Hagel** Managing Director Deloitte Consulting LLP**Philippe Silberzahn** Associate professor at EMLYON Business School; Research fellow at École Polytechnique**Joseph Pistrui** Professor of Entrepreneurship & Innovation IE Business School

*Mainstream entrepreneurship is rapidly advancing in our corporate and individual societies. Current research and trends point to a shift in how organizations will adapt to embed modern principles, practical methods and improved thinking to advance business, learning and the growth of innovation across a wider sphere than we've seen to date. Our panel will explore three distinct research topics that are changing the way we work, the mindset change that will drive mainstream entrepreneurial adoption and the impact these topics will have on how we create new ventures in the future.*

COFFEE BREAK

**PLENARY 5**

16:30 – 18:00

**THE STATE AS ENABLER, INVESTOR, INNOVATOR**

JESUIT HALL

Chair

**Mark Esposito** Professor, Harvard University Extension / Grenoble School of Management

Speakers

**Mariana Mazzucato** Professor in the Economics of Innovation at the Science Policy Research Unit, University of Sussex**Adrian Wooldridge** Management Editor, *The Economist*, Schumpeter columnist**Eyal Kaplan** General Partner, Walden Israel Venture Capital; Investor**Haiyan Wang** Managing Partner, China India Institute

*Traditionally, the state has been seen as an impediment to entrepreneurial activity because of its determination to protect social interests through sometimes onerous regulation. Alternatively it is derided as a player attempting to pick winners with well-meaning but inept industrial policy. What is the right role for the state, and the right focus of policymakers' interventions? And – because the private sector is not the only realm where innovation is needed – how can governments cultivate more entrepreneurial innovation in their own planning and delivery of services to citizens?*

<b>Venue</b>	Kursalon, at the City Park, Johannesgasse 33, 1010 Vienna
<b>Program</b>	Welcome Reception / Seated dinner / Drucker Challenge Awards ceremony
<b>MC</b>	<b>Laurent Choain</b> , Chief People & Communication Officer Mazars
<b>Dinner Speech by</b>	<b>Guy Halfteck</b> , Founder and CEO Knack, brought to you <i>by</i> ORT France
<b>Drucker Challenge</b>	<b>Awards 2016</b> <i>presented by</i> <b>Yogesh Chauhan</b> , Director Corporate Sustainability, Tata Consultancy Services

## CONCLUSIONS FROM DAY 1

08:50 – 09:00

by the Conference Chair

**Prabhu Gupta** Business, Management & Public Policy Expert

## PLENARY 6

09:00 – 10:30

## TIME TO CHANGE THE PRACTICE OF MANAGEMENT?

JESUIT HALL

Chair  
Speakers

<b>Rita Gunther McGrath</b>	Professor of Management at Columbia Business School
<b>Tim Brown</b>	CEO & president, IDEO
<b>Sara Armbruster</b>	VP of Strategy, Research and New Business Innovation, Steelcase Inc.
<b>Julian Birkinshaw</b>	Professor of Strategy and Entrepreneurship and Director of the Deloitte Institute at the London Business School
<b>Rosemarie Ryan</b>	Co-Founder and co-CEO, co:collective

*How much of what managers “know” about managing is outdated, still based in the realities of past industrial eras? This panel brings together management practitioners from a variety of companies – products, services, large, small, incumbent, and challenger – to find the common themes in how the practice of management must adapt to the twenty-first century. Some things will not change – like Peter Drucker’s famous assertion that “the purpose of a business is to create and keep a customer.” Yet - are management ideas, concepts and tools moving into the direction of a VUCA world where the customer is king?*

## COFFEE BREAK

## PLENARY 7

11:00 – 12:15

A BRAVE NEW WORLD OF ENTREPRENEURS  
OR THE NEW PRECARIAT?

JESUIT HALL

Chair  
Speakers

<b>Sarah O’Connor</b>	Financial Times employment correspondent
<b>Jeffrey Pfeffer</b>	Professor of Organizational Behavior at the Stanford Graduate School of Business
<b>Sally Osberg</b>	President and CEO, Skoll Foundation
<b>Nicolas Colin</b>	Co-founder and partner, TheFamily, Associate Professor in business strategy, Université Paris-Dauphine

*In some ways, our society is becoming entrepreneurial in the extreme, with workers increasingly urged to give up on the notion of enduring jobs and instead actively pursue serial “tours of duty” and otherwise engage as individual contributors in the “gig economy.” Opinions differ on whether emerging platform/sharing models like Uber’s provide easy access to employment on workers’ own terms, or a precarious existence that will take its toll economically and psychologically. How should the social compact be reimaged to create value for all? How can social innovation help? What role can social entrepreneurship play?*

## LUNCH 12:15 - 13:15

**PLENARY 8**

13:15 – 14:30

**LIBERATING ENTREPRENEURIAL ENERGY**

JESUIT HALL

<i>Chair</i>	<b>Tammy Erickson</b>	Adjunct Professor of Organisational Behaviour, London Business School
<i>Speakers</i>	<b>Rajeev Vasudeva</b>	CEO, Egon Zehnder
	<b>Curt Carlson</b>	Founder and CEO, The Practice of Innovation; former CEO of SRI

*Inspiring missions, engaged talent, deft leadership, proven processes – which are most important elements of an entrepreneurial culture? What else must be in place for companies to thrive and have positive impact? The experts on this panel have been witness to many entrepreneurial ventures and seen patterns in their success and failure. Many would argue that there is an innate impulse in humans to create and to solve problems. In that case, what holds it back or throws it off track? How can organizations build enduring capacities for innovation?*

**PARALLEL SESSIONS**

14:40 – 15:55

**SESSION 5****THE NEW ENTREPRENEURS –  
MOVERS AND SHAKERS IN ECONOMY AND SOCIETY?**

PILLARED HALL

<i>Moderator</i>	<b>Peter Day</b>	Broadcaster
<i>Panel</i>	<b>Thanigai Muthusamy</b>	O.P. Jindal University
	<b>James Guild</b>	S. Rajaratnam School of International Studies
	<b>Boma Harahap</b>	RUMA
	<b>Milena Milicevic</b>	INAT Centre

*Insights from the Winners of the 2016 Drucker Challenge Essay Contest*

**SESSION 6****ADAPTIVE TALENT MARKETS -  
CHANNELLING THE ENTREPRENEURIAL TALENT**

JESUIT HALL

<i>Moderator</i>	<b>Sarah Green Carmichael</b>	Senior Editor, <i>Harvard Business Review</i>
<i>Panel</i>	<b>Gianpaolo Barozzi</b>	Sr. Director, HR, Cisco
	<b>Debra France</b>	Leadership Development and Learning Design, W.L. Gore
	<b>Will Peachey</b>	SVP HR Transformation, Capgemini
<i>Discussant</i>	<b>Martin Möhrle</b>	Associate Director EFMD

*This session is organized by Cisco and EFMD and reflects the research results of a special interest group (SIG) composed by Adidas, Capgemini, Cisco, Intel, Swiss Re and W.L. Gore*

*It will introduce the work on transparent talent marketplaces: the hub where challenging work assignments, incubation of innovative solutions and development opportunities meet with the talent's experience and the aspirations. Adaptive organizations enable a culture of entrepreneurialism actively leading the transition from an employee's world of work towards an entrepreneurial one. They drive the transition from employees to master artisans, from workers to entrepreneurs.*

**PARALLEL SESSIONS**

14:40 – 15:55

**SESSION 7****FROM SELF-EMPLOYMENT FOR SURVIVAL TO ENTREPRENEURSHIP FOR PROSPERITY**

AULA LOUNGE

Moderator

**Deepa Prahalad** CEO Anuvaa LLC and author

Panel

**Tawfik Jelassi** Professor of Strategy and Technology Management at IMD Business School;**Efosa Ojomo** Research Fellow, Forum for Growth and Innovation, Harvard Business School**Nicolai Strøm-Olsen** Entrepreneur and author

*In emerging markets there is a glaring lack of jobs in traditional employment roles. However being „on your own“ and being required to develop a high degree of self-sufficiency does not make you a value creating entrepreneur. Young people with University degrees find themselves idle in a number of African, Latin-American and Asian economies. How to achieve a step change and leverage the human potential in these countries?*

**SESSION 8****STATE-OWNED BUSINESS: THE GOOD, THE BAD AND THE UGLY?**

SCIENCE CAFÉ

Moderator

**Isabella Mader** CEO, Excellence Institute

Panel

**Robert Grüneis** Member of the Board of Wiener Stadtwerke Holding AG**Annie Koh** VP Singapore Management University**Mary Beth Christie** COO TechCity UK

*The discussions around state-owned enterprises certainly do not lack controversy. This panel looks at the way forward and tries to identify promising paths of public and private sector synergy for creating innovative breakthroughs in order to tackle issues like low growth and to shape economies for the transition to an entrepreneurial society. The core question is: How to move beyond bureaucracy and risk-aversion into an agile and collaborative economic eco-system? In a flipped panel style, panelists will also direct questions to the audience.*

**COFFEE BREAK****PLENARY 9**

16:15 – 17:15

**MAJOR THEMES, TAKEAWAYS, AND OUTLOOK TO 2017**

JESUIT HALL

Chair

**Andrew Hill** *Financial Times* management editor and columnist*in conversation with***Tawfik Jelassi** Professor of Strategy and Technology Management at IMD Business School;**John Hagel** Managing Director Deloitte Consulting LLP**Maëlle Gavet** Executive VP of Global Operations, Priceline Group**Tammy Erickson** Adjunct Professor of Organisational Behaviour, London Business School**Gary Hamel** Visiting Professor of Strategy and International Management, London Business School; Director at Management Innovation eXchange**Rita Gunther McGrath** Professor of Management at Columbia Business School**Roger Martin** Institute Director Martin Prosperity Institute, Rotman School of Management**Philip Kotler** Professor of International Marketing, Kellogg Graduate School of Management**Clayton Christensen** Professor of Business Administration, Harvard Business School

*When economist Jean-Baptiste Say coined the word “entrepreneur,” he wanted to capture the spirit of the “adventurers” in business – those bold and imaginative individuals who are willing to take risks for the chance of the rewards that come with marketplace success. This Forum convened a rich dialogue about the broader systems in which these adventurers pursue their goals. What have we learned about cultivating a more entrepreneurial society? A cross-section of participants shares the insights they found most intriguing and important.*