Strategy is difficult enough to set—and execute—when it focuses solely on the future of a firm. When a larger ecosystem must be considered, strategists face much greater challenges.

As the pursuit of high performance shifts from an efficiency-minded, engineering model to a more growth-oriented, ecological one, management priorities must change.

The commercial landscape has been transformed by dense interconnectivity and interdependencies. Do the dazzling new opportunities outweigh the dark new threats?
“Managing Oneself” Revisited
Chair
Arthur Kleiner
PwC | Editor-in-chief, Strategy+Business
Speakers
Michael J. Gelb
Executive coach
Rahaf Harfoush
Digital Anthropologist
Scott Hartley
Venture capitalist; start-up advisor
Whitney Johnson
CEO, WLJ Advisors
Julia Wang
CEO, MLA Foundation, President, Peter F. Drucker Academy (Hong Kong)
Peter Drucker’s popular “Managing Oneself” underscored that thriving organizations depend on managers’ personal effectiveness. In today’s ecosystems era, some keys to executive success have changed.

Managing Innovation in Ecosystems
Chair
Philippe Dewost
Senior Advisor, Internet, Tech & Digital Transformation.
Speakers
Karolin Frankenberger
Academic Director, Executive MBA HSG, University of St.Gallen
Mikko Kosonen
President, Sitra – the Finnish Innovation Fund
Noboru Konno
President Japan Innovation Network
Peter Williamson
Professor of International Management, University of Cambridge
Werner H. Hoffmann
Head of Institute for Strategic Management, WU Vienna
High-impact innovation requires convergence on a vision of the future by many parties. Learn how recent breakthroughs in many realms were achieved through alignment and collaboration.

Capitalizing on New Technology and Connectivity
Chair
Mehran Gul
Author, New Geography of Innovation
Speakers
Adam Cheyer
Co-Founder & VP Engineering, Viv Labs; Co-Founder, Siri Inc.
Carsten Linz
Global Head Digitalization Business & Functions, Group Digital Officer, BASF SE
Karenann Terrell
Chief Digital & Technology Officer, GSK
Claudia Crummenerl
Managing Director People & Organization globally and Head of People and Organization CE, Capgemini Invent
Amit Bajaj
CEO Europe, Tata Consultancy Services
The communications and computing tools that gave rise to today’s business ecosystems continue to evolve and surprise. Panelists discuss keys to thriving in this fast-moving space.

Transforming the Legacy Company
Chair
Megan Reitz
Professor of Leadership and Dialogue, Hult International Business School
Speakers
Lisa Hersman
PTDO Chief Management Officer, US Department of Defense
Michael Joseph
Interim CEO Safaricom; Chairman Kenya Airways
Helmut List
Chairman and CEO, AVL List GmbH
Ralf Wintergerst
Chairman of the Management Board, Group CEO Giesecke+Devrient
Reto Isenegger
Global Strategy Services Leader Ernst & Young Advisory
What does it take for an organization that was not “born digital” to succeed in the era of ecosystems? Learn from the experience of executives who have navigated both worlds.
When an Ecosystem Needs an Overhaul: The Case of Health Care

Chair
Marie Ringler
Ashoka Europe Leader

Speakers
Jos De Blok
Founder & CEO Buurtzorg Nederland

Marc Funk
CEO Lonza Group

Kevin Hrusovsky
CEO Quanterix

Caroline Kant
Founder and CEO, EspeRare Foundation

In a vast and complex ecosystem like health care, seemingly modest tweaks can produce far-ranging consequences—while attempts at large-scale change bog down and go nowhere. What does it take to make real progress?
**DAY 2 - NOVEMBER 22**

**10:15 - 11:30**

**1. Cultivating Entrepreneurial Hotbeds**

**Chair**
Curtis R. Carlson  
Professor of Practice at Northeastern University

**Speakers**
- Sabine Herlitschka  
  CEO, Infineon Technologies Austria  
- Young K. Sohn  
  Corporate President & CSO for Samsung Electronics and Chairman of the Board, Harman  
- Tony Tan Keng Yam  
  Former President Singapore  
- Sascha Haselmayer  
  Founder and CEO, Citymart

Silicon Valley wasn’t hatched overnight: a whole ecosystem of elements coevolved together over several decades. Today, regional economies around the world are figuring out how to accelerate that process.

**11:30 - 12:45**

**2. Ecosystems Dynamics: Up, Close and Personal**

**Chair**
Ania G. Wieckowski  
Executive Editor HBR

**Speakers**
- Louise Juhl  
  Director of Marketing & Communications Copenhagen Capacity  
- Wu Yong  
  Internet of Food Platform Owner, Haier Group  
- Simone Cicero  
  Managing Partner, Boundarlyss  
- Bill Fischer  
  Professor of Innovation Management, IMD

Two ecosystems, one conceptualized as the Internet of Food for the Smart Home, and the other a Nordic eSports ecosystem catalyzed by local government efforts to increase software development skills in the greater Copenhagen region, will be examined to better understand the design objectives, and operating principles.

**11:30 - 12:45**

**3. Learning Ecosystems: New Models, Technology and Culture**

**Chair**
Kumaar Bagrodia  
Founder & CEO, NeuroLeap

**Speakers**
- Santiago Iñiguez de Onzoño  
  Executive President of IE University  
- Antonio Njeto-Rodriguez  
  Author, Speaker, Advisor  
- So-Young Kang  
  Founder & CEO, Gnowbe  
- Sandy Stelling  
  Managing Director, Business Transformation, Alaska Airlines

With so many different disruptive forces simultaneously at play, learning will further develop into a strategic differentiator. The predominantly linear model of L&D in organisations will no longer do. Will learning become the objective function of management? How could ecosystem thinking help usher in a new paradigm in organisational learning?

**14:00 - 15:00**

**4. Keys to Cross-System Problem Solving**

**Chair**
Sarah Green Carmichael  
Editor at Bloomberg Opinion

**Speakers**
- Hal Gregersen  
  Executive Director, MIT Leadership Center, MIT Sloan School of Management  
- Thomas Wedell-Wedellsborg  
  Partner, The Innovation Architects  
- Christian Sarkar  
  Founder of Ecosystematic and Double Loop Marketing LLC  
- Laurent Choain  
  Chief People, Education & Culture Officer, Mazars

The toughest and most important problems are always ones that require collaboration beyond any one manager’s or policymaker’s scope of control. One of the characteristics of ecosystems is the way how cooperation and competition need to be reconciled and made productive.
Tapping the Human Potential in Ecosystems

Chair: Andrew Hill
Management Editor, Financial Times

Speakers:
- Bart Weetjens
  Social entrepreneur, Zen priest
- Michele Zanini
  Managing Director, Management Lab
- Avivah Wittenberg-Cox
  CEO of 20-first and author
- Gianpiero Petriglieri
  Associate Professor of Organisational Behaviour, INSEAD

People originally formed companies and other large-scale organizations to achieve great things in their lives and communities, but many of these enterprises today frustrate more achievement than they enable. What changes could allow more human potential to be realized?

Ecosystems Leadership: New Scope, New Skills

Chair: Mary Meaney
Senior Partner McKinsey & Company

Speakers:
- Kim Dabbs
  Global Director Social Innovation, Steelcase
- Amy Edmondson
  Professor of Leadership & Management, HBS
- Jennifer Petriglieri
  Associate Professor, INSEAD
- Raj Sisodia
  Professor Babson College
- Peter Oswald
  CEO Mondi Group

Leadership as an area of study is a fairly new discipline, yet most of its foundations were laid in the era of hierarchical, self-contained organizations. Leadership looks different when concerted action is required across a system over which no one has formal control.

A Changing Management Paradigm... Finally?

Chair: Johan Roos
Chief Academic Officer, Hult International Business School

Speakers:
- Julian Birkinshaw
  Deputy Dean & Professor, London Business School
- Rita Gunther McGrath
  Professor, Columbia Business School

Over the course of the "management century," theory, research, and practice have grown frustratingly apart. A new management paradigm, informed by an ecosystems mindset, could align them again.

Forum Closing & Announcement 2020

Alexander Osterwalder
Conference Chair

Richard Straub
Founder & President, Global Peter Drucker Forum