PLENARY 1
08:15 – 09:00 WELCOME AND OPENING

FESTSAAL

Forum Convening
Richard Straub Founder, Global Peter Drucker Forum

Conference Chair Introduction
Alexander Osterwalder Business Model Innovator, Co-Founder Strategyzer

Key Partners’ Welcome
Ricardo Vargas Executive Director, Brightline Initiative
Alex Adamopoulos Chief Executive Officer, Emergn
Howard Sublett CEO / Chief Product Owner, Scrum Alliance

PLENARY 2
09:00 – 10:15 NETWORKS AND PLATFORMS – THE NEW MEANS OF VALUE CREATION

FESTSAAL

Chair
Adi Ignatius Editor-in-chief, Harvard Business Review Group

Speakers
Vinton G. Cerf VP and chief Internet evangelist, Google
Michael G. Jacobides Professor, London Business School
Miriam Meckel Founding publisher ada, Handelsblatt Media Group
Amy Webb Founder, Future Today Institute; Professor Stern School
Zhang Ruimin CEO and Chairman of the Board of Directors, Haier Group

The commercial landscape has been transformed by dense interconnectivity and interdependencies. Do the dazzling new opportunities outweigh the dark new threats?

10:15 – 10:45 - Coffee Break

PLENARY 3
10:45 – 12:00 THE ECOSYSTEM INSIDE – RETHINKING THE ORGANIZATION

FESTSAAL

Chair
Julia Kirby Senior Editor, Harvard University Press

Speakers
Ed Catmull Co-Founder Pixar Animation Studios
Rick Goings Chairman Emeritus Tupperware Brands Corporation
Axelle Lemaire Global Head of Terra Numerata; Partner at Roland Berger
Gisbert Rühl CEO, Klöckner & Co SE
Arthur Yeung Senior Advisor, Tencent Holdings Limited

As the pursuit of high performance shifts from an efficiency-minded, engineering model to a more growth-oriented, ecological one, management priorities must change.
13:15 – 14:30 PARALLEL PLENARIES

#1 A NEW ERA FOR STRATEGY AND STRATEGY MAKING

Chair
Nicole Torres Senior Associate Editor, Harvard Business Review

Speakers
Martin Reeves Managing Director, Boston Consulting Group
Helmut Reisinger CEO Orange Business Services
Yoshikune Takashige Chief Strategist, Global Marketing, Fujitsu Limited
Rafael Ramirez Professor, Saïd Business School, University of Oxford
Valerie Hackl Managing Director, Austro Control GmbH

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.

14:30 – 15:00 - Coffee Break

15:00 – 16:15 PARALLEL PLENARIES

#3 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 Kondo 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.
PARALLEL PLENARIES

15:00 – 16:15

#4 CAPITALIZING ON NEW TECHNOLOGY AND CONNECTIVITY

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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 (TCS)

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.

PLENARY 4

16:15 – 17:30

TRANSFORMING THE LEGACY COMPANY

FESTSAAL

Chair
Megan Reitz, Professor of Leadership and Dialogue, Hult International Business School

Speakers
Lisa Hershman, PTDI 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.

CLOSE OF DAY ONE

17:30

FESTSAAL

Alexander Osterwalder, Conference Chair

GALA DINNER

19:30 - 23:30

EXPEDIT-HALLE

Absbergasse 27
1100 Vienna

Dresscode: elegant, local attire

Bus transfers will be arranged from the Hotel Steigenberger Herrenhof, Herrensgasse 10 and Motel One, IKEA Bus stop: Opernring 3-5 at 18:45.
Busses will leave since 23:15 from Expedithalle back to the hotels.
08:30 – 08:45 | DAY TWO CONVENING | FESTSAAL

**Chair**
Marie Ringler, Ashoka Europe Leader

**Speakers**
Jos de Blok, Founder & CEO, Buurtzorg Nederland
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?_

08:45 – 09:45 | WHEN AN ECOSYSTEM NEEDS AN OVERHAUL: THE CASE OF HEALTH CARE | FESTSAAL

**Chair**
Marie Ringler, Ashoka Europe Leader

**Speakers**
Jos de Blok, Founder & CEO, Buurtzorg Nederland
Kevin Hrusovsky, CEO, Quanterix
Caroline Kant, Founder and CEO, EspeRare Foundation

09:45 – 10:15 | Coffee Break |

10:15 – 11:30 | CULTIVATING ENTREPRENEURIAL HOTBEDS | FESTSAAL

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

**Speakers**
Sabine Herlitschka, CEO, Infineon Technologies Austria
Young K. Sohn, President & CSO, Samsung Electronics Company Limited
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 | PARALLEL SESSIONS | FORUM

**#1 BARCAMP**

**Moderator**
Isabella Mader, Executive Advisor, Global Peter Drucker Forum

_Participants from the Young Generation Programs pitch a self-chosen topic in line with the overall conference or Drucker Challenge theme to be voted onto the stage by the audience to get the opportunity to give a short talk on this topic. There will be 15 Pitches and 5 voted talks, followed by a discussion with the audience._
PARALLEL SESSIONS

#2 CITIES AS SOCIAL ECOLOGIES

**Chair**
Gabriel Joseph-Dezaize, Editor-in-Chief, HBR France

**Speakers**
Cécile Maisonneuve President, Fabrique de la Cité
Thomas Madreiter Director of Planning, City of Vienna
Martin Ferguson Director of Policy & Research, Socitm

#3 INNOVATION SUPERCLUSTERS - TRUST-BASED COLLABORATION PLATFORMS FOR GROWTH INDUSTRIES

**Chair**
Daniel Rettig Editor-in-Chief ada, Handelsblatt Group

**Speakers**
Christian Rangen Founder, Engage // Innovate & Strategy Tools
Kristianne Paasche Special advisor cluster development and policies Norway
Janka Krings-Klebe Managing Partner co-shift GmbH
Lucia Seel Communication and Content Manager, European Cluster Collaboration Platform

Innovation Superclusters are on the rise around the world: from Canada to China, Norway and the EU.

#4 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, Boundarlyess
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.

#5 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 PARALLEL PLENARIES

#5 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.

14:00 – 15:00 PARALLEL PLENARIES

#6 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?

15:15 – 16:30 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.
### PLENARY 8

**16:30 – 17:00**

**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

**17:00 – 17:15**

**Alexander Osterwalder**, Conference Chair
**Richard Straub**, Founder & President, Global Peter Drucker Forum