



PROGRAM

Next Gen Innovation

When Everything Depends On Ingenuity

(CET)

09:00 – 09:15

PLENARY 1

FESTSAAL

Welcome

Peter Drucker warned us: "The large organization has to learn to innovate, or it won't survive." What could be more in the spirit of his work than to challenge what managers "know" about creating new value—and learn what survival demands next.

Chair **Eduardo P. Braun** Leadership expert and consultant
Speakers **Richard Straub** Founder and President, Global Peter Drucker Forum
Sebastian Schütze Rector, University of Vienna

09:15 – 10:45

PLENARY 2

FESTSAAL

The Future of Innovation Management

In an opening round of quick calls to action, thought leaders underscore what is hardest about managing innovation, what excites them about the future, and where research-based and peer-practice insights will matter most.

Chair **Eduardo P. Braun** Leadership expert and consultant
Opening Salvos **Linda Hill** Professor of Business Administration, Chair of the Leadership Initiative, HBS
Rita McGrath Professor of Strategy, Columbia Business School
Gianpiero Petriglieri Associate Professor of Organisational Behaviour, INSEAD

**recommended >
for people leaders**

Putting Next-Gen Ideas into Practice

Practice Leaders **Arne Gast** Senior Partner and global leader of Culture and Change Leadership serviceline, McKinsey and Company
Lenka Pincot PMP, PMI-ACP, PfMP, PMI-PBA, CAPM Chief of Staff to the CEO, Project Management Institute
Michael Lurie Chief Catalyst, Bayer
Helmut Reisinger CEO for Europe, the Middle East and Africa, Palo Alto Networks
Johnny C. Taylor, Jr. SHRM-SCP, President & CEO, SHRM

10:45 - 11:15 – Coffee Break

11:15 – 12:15

PANEL

ZEREMONIENSAAL

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Making Decisions for the Unforeseeable Future

As organizational strategies increasingly hinge on innovation, leaders are under new pressure to make high-stakes decisions with very little relevant data. What new capabilities do top teams need to build?

Chair **Julia Kirby** Senior Editor, Harvard University Press

Speakers **Gerd Gigerenzer** Director of the Harding Center for Risk Literacy, University of Potsdam
Roger L. Martin Professor Emeritus & Former Dean, Rotman School; Strategy advisor
John van Rossen Global Strategy and Execution Leader, EY- Parthenon

11:15 – 12:15

INTERACTIVE SESSION

GEHEIME RATSTUBE

Leadership When Innovation Is the Goal

Only the very top leadership of an organization is in position to drive large-scale transformation—and with that power comes absolute responsibility to make deep shifts when necessary. A panel of veteran change agents shares insights on reorienting a large enterprise when innovation suddenly becomes “job one.”

Chair **Daniela Herneth** People & Business Developer; Leadership Coach

Speakers **Andrea Petrone** Global Executive Coach and Advisor
Nadja Zhexembayeva Founder & Chief Reinvention Officer Reinvention Academy
Sabine Vinck Client Partner and Global Leader at Spencer Stuart

11:15 – 12:15

DEEP DIVE DIALOGUE

WINTERGARTEN

The Next Social Innovation: Fresh Energy, New Goals, Awesome Tools

Every single social and global issue of our day,” Drucker famously said, “is a business opportunity in disguise.” Recent decades have seen an explosion of entrepreneurial idealists. How is their work—and its impact—changing?

Chair **Luciana D’Abramo** Chief Programme Officer and a Board Member of FOUR PAWS Int.

Speakers **Isabelle Spiegel** Global Head of Environment, Vinci Group
Atje Drexler Senior VP Futures and Networks, Bosch Foundation
Deepa Prahalad Innovation/design strategy consultant

12:15 – 12:25 – Change Rooms

12:25 – 13:25

PANEL

ZEREMONIENSAAL

Delivering on Basic Science

It’s often a long road from scientific research to value-creating innovation—and lapses at any point along it can rob societies of massive economic rewards. What mechanisms could put groundbreaking discoveries on a faster, surer track to impact?

Moderator **Hannah Wundsam** Managing Director of AustrianStartups

Speakers **Elisabeth Zehetner** Austrian State Secretary for Energy, Startups and Tourism
Georg Kopetz Member of the Executive Board at TTTech and member of FORWIT
Helmut Schönenberger Co-founder and CEO, UnternehmerTUM
Clas Neumann SVP and Head of SAP Labs Network

12:25 – 13:25

PANEL

GEHEIME RATSTUBE

Leading the Family Business: Built it to Last, Or Built it to Change?

Launching next-generation ideas can be easier when a company isn't subject to capital markets pressures, but it can also be trickier—especially when family dynamics complicate consensus. How can innovation champions navigate the conflicting priorities, visions, and varying appetites for risk?

Moderator Reinhard Prügl Head of Institute for Family Business,
WU Vienna University of Economics and Business

Speakers Catharina Knobloch Chief Digital Officer, CKV Group
Antonia Neuner Head of Strategic Projects – Group Transformation & Innovation,
SKB Group
Sonja Zimmermann Chairman of the Supervisory Board, Berndorf AG

12:25 – 13:25

DEEP DIVE DIALOGUE

WINTERGARTEN

Are Today's Education Systems Churning Out Enough Innovators – And If Not, Why Not?

As organizations—and societies in general—put more emphasis on innovation, we may have to admit that education systems designed in the early years of the industrial revolution are no longer fit for purpose. Would some judicious tweaks make all the difference? Or is it time for total overhaul?

Moderator Lily Bi President & CEO, AACSB International

Speakers Adam Yearsley Global Head of Talent Management for Amer Sports
Mariëlle G. Heijltjes Dean, Maastricht University School of Business and Economics
Frank Krings Independent Director and Advisor; President SAP Pioneer

12:25 – 13:25

CO-CREATION SESSION

GROUND FLOOR

Who's In Charge Here? Dealing with the Dynamic Questions of AI, Sovereignty, and Ecosystems

Sovereignty debates are raging with regard to AI and other commercial innovation realms, and trusted ecosystems are needed more than ever. How can these challenges be embraced as opportunities?

Facilitation Thomas Kirste Director at Bosch Management Consulting Innovation for
Business & Digital Strategy

and Peter Williamson Professor of International Management at University of
Cambridge and Judge Business School

Speakers Gertrud Götze Board Member of T-Systems Austria, Executive Transformation Leader
Georg Stadlhofer Board Member, Drees & Sommer Austria
Christian Vrancic Head of Strategy, SAP Sovereign Cloud

13:25 – 14:40 – Lunch

14:40 – 15:40

PANEL

ZEREMONIENSAAL

Bringing AI to Bear on Innovation

How are most enterprises applying artificial intelligence? So far, mostly to gain operational efficiency and reduce costs. But the bigger impact will come as these powerful capabilities fuel next-generation offerings—and light a fire under top-line growth.

Chair **Michele Zanini** Co-founder Management Lab

Speakers **Shin Shuda** Global CEO, Uvance Wayfinders, Fujitsu

Bastian Bergmann Co-founder and COO of Solsten

TBA

14:40 – 15:40

PANEL

GEHEIME RATSTUBE

Lessons from High-Impact Entrepreneurial Ventures

Innovation, Drucker said, is “the specific tool of entrepreneurs.” Hear from founders of fast-growing ventures about spotting opportunities in changing conditions, and honing that tool to build ingenious solutions again and again.

Chair **Angelika Reich** Leadership Advisor with Spencer Stuart

Speakers **Carolyn Gabor** Co-Founder & Managing Partner of caesar

Renat Heuberger CEO of HUSK and Founding Partner of Terra Impact Ventures

14:40 – 16:40

CO-CREATION SESSION

GROUND FLOOR

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What's Driving Change Now? Understanding the Forces Reshaping Organizations

In this two-hour workshop designed to be especially valuable for HR leaders, learn how major trends are changing priorities and driving innovation in technology, strategy, diversity, performance management, leadership, and more.

Chair **Dana Maor** Senior Partner, McKinsey & Company

Speakers **Patrick Guggenberger** Partner McKinsey & Company, Vienna

TBA

15:40 – 16:10 – Coffee Break

16:10 – 17:10

PANEL

ZEREMONIENSAAL

Accelerating Innovation

It isn't enough to have an organization working harder at innovation. Teams also have to work faster. This session will uncover ways to speed collaboration, slash schedules, bypass roadblocks, and "ship" while the market is hot.

- Chair** **Bill Fischer** Emeritus Professor of Innovation Management, IMD
- Speakers** **Sapthagiri Chapalapalli** Head of Tata Consultancy Services Europe
Jana Werner Executive in Residence, Amazon Web Services
Florence Sardas Chief Transformation Officer, Forvis Mazars Group

16:10 – 17:10

PANEL

GEHEIME RATSTUBE

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for people leaders

Rule No. 1: Let No Human Come to Harm

Isaac Asimov anticipated this moment eighty years ago, when he spelled out his rules for robots. Have we figured out since how to keep our astonishing technologies human-centered?

- Chair** **Johan Roos** Professor and Member of the Board at Luxembourg School of Business; Senior Advisor to the Global Peter Drucker Forum
- Speakers** **Peter G. Kirchschläger** Professor of ethics and Director of the Institute of Social Ethics, University of Lucerne
Mathis Bitton Ph.D. candidate in Harvard's Government Department; Head researcher at NYU's Emerging Technologies Collaborative
David Weinberger Senior Researcher, Berkman Klein Center for Internet & Society, Harvard University

16:10 – 17:10

DEEP DIVE DIALOGUE

WINTERGARTEN

Keeping Innovation Teams On Track

There's a lot of magic to super-productive teams—but these days, a lot of method, too. This interactive session combines peer exchange with expert perspectives on which innovation management approaches work best in practice.

- Chair** **Guillaume Alvarez** Director Corporate relations at Global Peter Drucker Forum
- Speakers** **Abdelmoula El Hadi** Group Head of Innovation EMEA & APAC Knauf Insulation
Roman Przybylski President of the Management Board, Kety S.A
Leif Huff Design Professor, Design Strategy & Innovation Leader

17:10 – 17:20 – Change Rooms

17:20 – 18:20

PANEL

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for people leaders

Managing Talent for an Innovation Edge

Innovation management is fundamentally people management—everything begins with human ingenuity and everything proceeds with human energy and enthusiasm. How can leaders ensure they are cultivating, and not crushing, this absolutely core advantage?

- Chair** **Mary Meaney Haynes** Social Entrepreneur and Philanthropist
- Speakers** **Julia Simet** Principal, Global Talent Officer, Gensler
Adam Yearsley Global Head of Talent Management for Amer Sports
Gianpiero Petriglieri Associate Professor of Organisational Behaviour, INSEAD

17:20 – 18:20

INTERACTIVE SESSION

GEHEIME RATSTUBE

Making innovation “A Natural Act”: Overhauling Whole Management Systems for Constant Ingenuity

It's not just about launching special initiatives or setting up incubators off to the side—truly progressive organizations have gone beyond isolated efforts to reinvent their management systems, from how decision rights are distributed, to how capital gets allocated, to how performance is measured.

Chair **Yoshikuni Takashige** Senior Advisor, Ridgelinez Limited, Fujitsu
Speakers **Ike Nwankwo** Chair of PMI Board of Directors
Antonio Nieto-Rodriguez Thought Leader in Project Management
Fabian Kesicki Head of Corporate Development, Wien Energie

17:20 – 18:20

DEEP DIVE DIALOGUE

WINTERGARTEN

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Fireside Chat

in conversation with **Johnny C. Taylor, Jr.** SHRM-SCP, President & CEO, SHRM
Amy Edmondson Professor of Leadership & Management, Harvard Business School

19:30 – 23:00

GALA EVENT

FESTSAAL

with Drucker Challenge Award Ceremony

19:30 **Aperitif**

20:00 **Gala Dinner**

Host **TBA**

Dinner speech **Gary Hamel** Director, Management Lab; Visiting Professor, London Business School

DRUCKER CHALLENGE AWARDS CEREMONY

MC **Mark Kennedy** Partner, Chief Client & Markets Officer, Forvis Mazars Group
Finalists of the Drucker Challenge Essay Contest



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PANEL

ZEREMONIENSAAL

We Can Rebuild It. We Have the Technology ...

The famous opening line from the boomer TV series "The Bionic Man" applies to businesses and other large organizations today. The pairing of human and machine capabilities creates a bionic superpower ... but only if we rebuild processes, structures, and systems to leverage it.

Chair **Robin Speculand** CEO of Bridges Consultancy Int; Co-founder Strategy Implementation Institute
Speakers **Markus Reitzig** Professor for Strategic Management, University of Vienna (Opening statement)
Doris Birkhofer President of Siemens France; CEO of Siemens Smart Infrastructure
Kevin Nolan President & CEO, GE Appliances, a Haier Company

09:00 – 10:00

INTERACTIVE SESSION

GEHEIME RATSTUBE

Scaling the Innovation Advantage

"Next-Gen Innovation" means going beyond targeted initiatives to make the quest for new value creation constant and enterprisewide. It means looking strategically at portfolios, capabilities, platforms, and roadmaps—and there's also that small matter of getting clear on purpose ...

Chair **Carla Arellano** Operating Partner, InTandem Capital Partners
Speakers **Jürgen Reiner** co-CEO Europe, Managing Partner at Uvance Wayfinders, Fujitsu
Julien Villalongue Managing Director of Leonard, Vinci Group
Loes Bresseleers Global Head of HR at argenx

09:00 – 10:00

DEEP DIVE DIALOGUE

WINTERGARTEN

Where Will the Next Health Breakthroughs Come From?

Healthcare has a long history of life-changing innovation. But will next-gen breakthroughs come from inside its ranks? Explore how cross-fertilization of ideas from many quarters might yield trusted solutions at scale.

Chair **James Mountford** Executive coach and editor

Speakers **Florence Dupré** Global Healthcare Officer, La Poste Santé & Autonomie

Adam Sewell-Jones Group Chief executive Officer Mid and South Essex NHS Foundation Trust

Martin Curley Professor of Innovation at Maynooth University;
Director of the Digital Health Ecosystem at the Innovation Value Institute

Fahad Bin Ahmed Al-Harbi Vice President, Imam Abdulrahman bin Faisal University

10:00 – 10:10 – Change Rooms

10:10 – 11:10

PANEL

ZEREMONIENSAAL

Purpose-Driven Innovation

You're asking your people to be more innovative and take initiative—yet you can't allow the enterprise to be pulled in a hundred different directions. How do you get both focus and progress? It takes a strong, shared sense of purpose.

Chair **Eduardo P. Braun** Leadership expert and consultant

Speakers **Kitty van der Heijden** Deputy Executive Director, UNICEF

Bill Anderson CEO, Bayer AG

Josef Aschbacher Director General of the European Space Agency

George Q. Daley Dean, Harvard Medical School

10:10 – 11:10

INTERACTIVE SESSION

GEHEIME RATSTUBE

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New Trends in Creative Collaboration

No one would deny that, if new ideas need to be hatched and developed, richer collaboration should be encouraged. The quest continues, though, to discover the kinds of workplaces, tools, and techniques that are most generative. Here's a look at new ones inspired by research and showing promise in practice.

Chair **Katarina Roder** Head of People Development & Culture, OEBB-Infrastruktur AG

Speakers **Nilofer Merchant** Co-Founder, The Intangible Labs (TIL), Author "Our Best Work"

Mark Mortensen Associate Dean, Middle East Campus INSEAD

Cornelia Choe CEO, The Leaders Alliance

10:10 – 11:10

DEEP DIVE DIALOGUE

WINTERGARTEN

Epic Changes: Stories of Breakthrough Solutions to Existential Challenges

Delve into cases of AI applications that have really delivered, reinventing solutions and solution approaches in cybersecurity and other realms of existential importance to twenty-first century organizations.

Chair **Melinda Lee Ferguson** VP of Sales Acceleration, EMEA, Palo Alto Networks

Speakers **Thomas Masicek** Senior Vice President of Cyber Security at T-Systems

11:40 – 12:40

PANEL

ZEREMONIENSAAL

Growing Global Companies from European Ecosystems

Europe has no shortage of talent, ideas, and public support for innovation, yet ventures struggle with the journey from idea to industrial business. What are the missing conditions? Using Europe as a concrete starting point, this session will draw broader lessons.

Chair **Stefan Wagner** Chair for Technology and Innovation, University of Vienna
Speakers **Alex Adamopolous** Chairman & Chief Executive Officer, Emergn
Antonella Mei-Pochtler Executive Vice Chair, Pochtler Industrieholding
TBA

11:40 – 12:40

INTERACTIVE SESSION

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Doubling Down on Human Ingenuity: The Future of High Performance

In an AI-filled world, leaders will drive exceptional performance with human strengths—and will build them with focus, trust, and clarity rather than relentless optimization. What remains uniquely human in leadership will be judgment, psychological safety, and the ability to sustain innovation and energy across organizations.

Chair **Simone Ahuja** Innovation Strategist, Bestselling Author & Founder, Blood Orange
Speakers **Annastiina Hintsa** CEO, Hintsa Performance
Maud Bailly CEO Sofitel Legend & Sofitel, MGallery & Emblems – Accor Luxury & Lifestyle
Thomas Bubendorfer Solo climber and author

11:40 – 12:40

CO-CREATION SESSION

GROUND FLOOR

“Re-Teaming” in Motion – Experiencing Dynamic Shared Ownership

No stage, no slides—ownership of this session is dynamic and shared. Pose a question, walk to a circle that holds appeal (nobody assigns you), and get to work. It’s a cycle that takes 90 days in real life, but experiencing it for an hour could make you a believer.

Speakers & Hosts **Michael Lurie** Chief Catalyst, Bayer
Bill Anderson CEO, Bayer
Michele Zanini Co-founder, Management Lab
TBA

14:00 - 15:00

PANEL

ZEREMONIENSAAL

Can You Be a Powerful Nation without Being a Powerful Innovator?

The countries most able to shape outcomes on the world stage – and to weather large-scale shocks – have built their military and economic strengths on technologic advantages. In the midst of a new industrial revolution, how might the global power balance shift?

- Chair** **Monika Rosen** Vice President Austro-American-Society
- Speakers** **Adrian Wooldridge** Global Business Columnist at Bloomberg Opinion
- Mehran Gul** Author of The New Geography of Innovation
- André Loesekrug-Pietri** Chairman & Scientific Director, JEDI
- Ravi Kant** Former Managing Director and Vice-Chairman, Tata Motors; key leader in the Jaguar Land Rover acquisition and subsequent turnaround

14:00 - 15:00

PANEL

GEHEIME RATSTUBE

Governing for the Upside

Governance is not everyone's job but everyone feels the pain when it isn't done responsibly ... boards tend to be very risk aware ... no director ever gets sued because innovation doesn't get funded ... In the typical organization, board members don't see it as their job to spur on innovation.

- Chair** **Isabelle Grosmaître** Founder & CEO of Goodness & Co
- Speakers** **Mathilde Lemoine** Group Chief Economist Edmond de Rothschild & Member of the Global Investment Committee
- Angelica Kohlmann** Co-founder and Chairman of the Kohlmann & Co. Family Office
- Michael Kramarsch** President of the Financial Experts Association (FEA) and CEO of Merlin Beteiligungs- und Beratungs GmbH

14:00 - 15:00

DEEP DIVE DIALOGUE

WINTERGARTEN

Revolutionizing How We Innovate: Moving Past Purely Human Methods

Today's prevailing innovation methods—featuring funnels, stage-gates, annual cycles, review committees, and portfolio processes—were designed when ideas were generated and evaluated only by humans. Today, AI agents are in the mix, generating myriad hypotheses and learning continuously. How should management systems adapt?

- Facilitator/Designer** **Lalit Karwa** Head, TCS PACE, Tata Consultancy Services, Europe
- Speakers** **Wendy Tan** Managing Partner, Flame Centre, psychologist, researcher and practitioner

14:00 - 15:00

INTERACTIVE SESSION

GROUND FLOOR

Taking Cues from Customers

No innovation goes far if it doesn't solve a real customer problem. But there are different schools of thought on how to spot those pain points, sift through data, learn from input and feedback, and get customers on board with new ideas.

- Chair** **Giuseppe Stigliano** Entrepreneur & Strategic Marketing professor
- Speakers** **Menaka Gopinath** Chief Marketing Officer, PMI
- Gonzalo Brujó** Global CEO & President at Interbrand
- Melinda Ferguson** VP of Sales Acceleration EMEA, Palo Alto Networks

15:10 – 16:10

PANEL

ZEREMONIENSAAL

When Societal Strength Demands Innovation: What Policymakers Miss

In regions hoping for more innovation-driven economic growth, the perennial debates are about regulations—but those are only the start of how governments throw up barriers to positive change.

Chair **Josée Touchette** Lawyer, accountant, and Director certified by the Institute of Canadian Directors

Speakers **Anna Pietikäinen** Head of the Regulatory Policy Division, Public Governance, OECD
Tom Tugendhat Member of Parliament of the United Kingdom; Former UK Minister
Emily M. Dickens Chief Administrative Officer, SHRM
Veit Dengler Independent Member of the Austrian National Council

15:10 – 16:10

INTERACTIVE SESSION

GEHEIME RATSTUBE

Managing Yourself as an Innovator: Taking Your Ideas to Impact

Every meaningful improvement begins with a novel thought. Are you and your team good at generating ideas? Insights from cognitive psychology research may get your creative juices flowing.

Chair **Stefan Stern** Journalist; Visiting professor in management practice at Bayes Business School

Speakers **Guila-Clara Kessous** UNESCO Peace Ambassador; Executive coach
Eva Asselmann Professor of Differential and Personality Psychology at HMU Health and Medical University in Potsdam

15:10 – 16:10

DEEP DIVE DIALOGUE

WINTERGARTEN

Getting to Resilience and Future-Readiness

Innovators are always forward-looking, working to create what hasn't existed before. But some are especially focused on how the world around them is changing, and what has to be done now to make it through.

Moderator **Christian Lüdtko** CEO, Bryck Startup Alliance/RAG Foundation

Speakers **Howard Yu** Professor of Management & Innovation, IMD
Valerie Hackl Managing Director of Gas Connect Austria
TBA

16:30 – 17:00

PLENARY

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Charles and Elizabeth Handy Lecture

Speaker **Amy Edmondson** Professor of Leadership & Management, Harvard Business School

17:00 – 17:10

PLENARY

ZEREMONIENSAAL

Closing

Speaker **Richard Straub** Founder and President, Global Peter Drucker Forum