PLENARY 1
08:30 – 09:00
WELCOME AND OPENING
JESUIT HALL
Richard Straub
Founder & President, Peter Drucker Society Europe
Lisa Hershman
Founder and CEO The DeNovo Group, Vice Chair for the SCRUM Alliance
Prabhu Guptara
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
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

Chair
Fredmund Malik
Founder and Chairman of the Malik Institute for Complexity Management, Governance and Leadership

Speakers
Hermann Simon
Chairman, Simon-Kucher & Partners
Ralf Köster
Former CEO of BARTEC Group; Investor
Gisbert Rühl
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

Moderator
Steve Denning
Member of the Board of Directors SD Learning Consortium; Forbes contributor

Panel
Vanessa Gamboa Adams
Director, Architecture and Application Development, C.H. Robinson
Joakim Sundén
Senior Tech Leader, Spotify

Discussant
Gary Hamel
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

Co-Moderators
Niclas Carlsson
Founder, CEO and owner of Founders Alliance, a collaborative forum of Sweden’s leading entrepreneurs
Annu Nieminen
CEO, Kasvuryhmä ("Growth Collective"), mobilizing Finnish mid-sized companies to grow

Panel
Magnus Penker
Serial Entrepreneur and Founder of Innovation360 Group
Andreas Ludwig
Chairman of the Executive Board and CEO, Umdasch AG
Rickard Zetterberg
CEO & Founder S-Group
Philip Aminoff
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.”
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?
### Gala Evening

**Venue**
Kursalon, at the City Park, Johannesgasse 33, 1010 Vienna

**Program**
- Welcome Reception
- Seated dinner
- Drucker Challenge Awards ceremony

**MC**
Laurent Choain, Chief People & Communication Officer Mazars

**Dinner Speech by**
Guy Halfteck, Founder and CEO Knack, brought to you by ORT France

**Drucker Challenge**
Awards 2016 presented by
Yogesh Chauhan, Director Corporate Sustainability, Tata Consultancy Services
PLENARY 6
TIME TO CHANGE THE PRACTICE OF MANAGEMENT?

Chair
Rita Gunther McGrath  Professor of Management at Columbia Business School
Tim Brown  CEO & president, IDEO
Sara Armbruster  VP of Strategy, Research and New Business Innovation, Steelcase Inc.
Julian Birkinshaw  Professor of Strategy and Entrepreneurship and Director of the Deloitte Institute at the London Business School
Rosemarie Ryan  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
A BRAVE NEW WORLD OF ENTREPRENEURS OR THE NEW PRECARIAT?

Chair
Sarah O’Connor  Financial Times employment correspondent
Jeffrey Pfeffer  Professor of Organizational Behavior at the Stanford Graduate School of Business
Sally Osberg  President and CEO, Skoll Foundation
Nicolas Colin  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 reimagined to create value for all? How can social innovation help? What role can social entrepreneurship play?

LUNCH 12:15 - 13:15
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

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

Moderator
Peter Day
Broadcasting

Panel
Thanigai Muthusamy
O.P. Jindal University
James Guild
S. Rajaratnam School of International Studies
Boma Harahap
RUMA
Milena Milicevic
INAT Centre

Insights from the Winners of the 2016 Drucker Challenge Essay Contest

SESSION 6
ADAPTIVE TALENT MARKETS – CHANNELLING THE ENTREPRENEURIAL TALENT

Moderator
Sarah Green Carmichael
Senior Editor, Harvard Business Review

Panel
Gianpaolo Barozzi
Sr. Director, HR, Cisco
Debra France
Leadership Development and Learning Design, W.L. Gore
Will Peachey
SVP HR Transformation, Capgemini

Discussant
Martin Möhrle
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.
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.