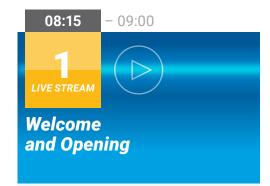


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Forum Convening Richard Straub

Founder, Global Peter Drucker Forum

Conference Chair Introduction Alexander Osterwalder

Business Model Innovator, Co-Founder Strategyzer

Key Partners' Welcome Ricardo Vargas

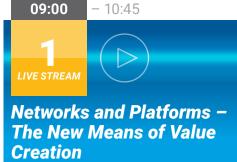
Executive Director, Brightline Initiative

Alex Adamopoulos

Chief Executive Officer, Emergn

Howard Sublett

CEO / Chief Product Owner, Scrum Alliance



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?



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.



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.



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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.



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.



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 fastmoving space.



Chair

Megan Reitz

Professor of Leadership and Dialogue, Hult International Business School

Speakers

Lisa Hershman

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

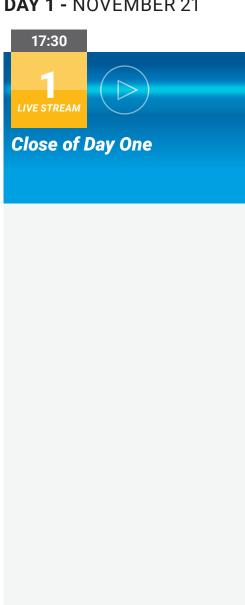
What does it take for an organization that was not "born digital" to succeed in the era of ecosystems? Learn from the experience of executives who have navigated both worlds.



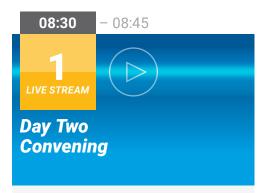
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DAY 1 - NOVEMBER 21



DAY 2 - NOVEMBER 22



Alexander Osterwalder Conference Chair



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?



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DAY 2 - NOVEMBER 22



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.



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.



-12:45

New Models, Technology and Culture

Chair

Kumaar Bagrodia

11:30

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?



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.



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DAY 2 - NOVEMBER 22



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?



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.



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.



Alexander Osterwalder

Conference Chair

Richard Straub

Founder & President, Global Peter Drucker Forum