

## DAY 1 - NOVEMBER 21

08:15 – 09:00	09:00 – 10:45	10:45 – 12:00	13:15 – 14:30
<div style="background-color: #0070C0; color: white; padding: 10px; text-align: center;"> <span style="font-size: 2em; font-weight: bold; color: white;">1</span>  <span style="font-size: 0.8em; color: white;">LIVE STREAM</span> </div> <h3 style="color: white; margin-top: 10px;">Welcome and Opening</h3>	<div style="background-color: #0070C0; color: white; padding: 10px; text-align: center;"> <span style="font-size: 2em; font-weight: bold; color: white;">1</span>  <span style="font-size: 0.8em; color: white;">LIVE STREAM</span> </div> <h3 style="color: white; margin-top: 10px;">Networks and Platforms – The New Means of Value Creation</h3>	<div style="background-color: #0070C0; color: white; padding: 10px; text-align: center;"> <span style="font-size: 2em; font-weight: bold; color: white;">1</span>  <span style="font-size: 0.8em; color: white;">LIVE STREAM</span> </div> <h3 style="color: white; margin-top: 10px;">The Ecosystem Inside – Rethinking the Organization</h3>	<div style="background-color: #0070C0; color: white; padding: 10px; text-align: center;"> <span style="font-size: 2em; font-weight: bold; color: white;">2</span>  <span style="font-size: 0.8em; color: white;">LIVE STREAM</span> </div> <h3 style="color: white; margin-top: 10px;">A New Era for Strategy and Strategy Making</h3>
<p><b>Forum Convening</b>  <b>Richard Straub</b>                  Founder, Global Peter Drucker Forum</p> <p><b>Conference Chair Introduction</b>  <b>Alexander Osterwalder</b>                  Business Model Innovator,                  Co-Founder Strategyzer</p> <p><b>Key Partners' Welcome</b>  <b>Ricardo Vargas</b>                  Executive Director,                  Brightline Initiative</p> <p><b>Alex Adamopoulos</b>                  Chief Executive Officer,                  Emergn</p> <p><b>Howard Sublett</b>                  CEO / Chief Product Owner,                  Scrum Alliance</p>	<p><i>Chair</i>  <b>Adi Ignatius</b>                  Editor-in-chief,                  Harvard Business Review Group</p> <p><i>Speakers</i>  <b>Vinton G. Cerf</b>                  VP and chief Internet evangelist, Google</p> <p><b>Michael G. Jacobides</b>                  Professor, London Business School</p> <p><b>Miriam Meckel</b>                  Founding publisher ada, Handelsblatt                  Media Group</p> <p><b>Amy Webb</b>                  Founder, Future Today Institute;                  Professor Stern School</p> <p><b>Zhang Ruimin</b>                  CEO and Chairman of the Board of                  Directors, Haier Group</p> <p><i>The commercial landscape has been transformed by dense interconnectivity and interdependencies. Do the dazzling new opportunities outweigh the dark new threats?</i></p>	<p><i>Chair</i>  <b>Julia Kirby</b>                  Senior Editor, Harvard University Press</p> <p><i>Speakers</i>  <b>Ed Catmull</b>                  Co-Founder Pixar Animation Studios</p> <p><b>Rick Goings</b>                  Chairman Emeritus Tupperware Brands Corporation</p> <p><b>Axelle Lemaire</b>                  Global Head of Terra Numerata;                  Partner at Roland Berger</p> <p><b>Gisbert Rühl</b>                  CEO, Klöckner &amp; Co SE</p> <p><b>Arthur Yeung</b>                  Senior Advisor, Tencent Holdings Limited</p> <p><i>As the pursuit of high performance shifts from an efficiency-minded, engineering model to a more growth-oriented, ecological one, management priorities must change.</i></p>	<p><i>Chair</i>  <b>Nicole Torres</b>                  Senior Associate Editor,                  Harvard Business Review</p> <p><i>Speakers</i>  <b>Martin Reeves</b>                  Managing Director, Boston Consulting Group</p> <p><b>Helmut Reisinger</b>                  CEO Orange Business Services</p> <p><b>Yoshikune Takashige</b>                  Chief Strategist, Global Marketing,                  Fujitsu Limited</p> <p><b>Rafael Ramirez</b>                  Professor, Saïd Business School,                  University of Oxford</p> <p><b>Valerie Hackl</b>                  Managing Director, Austro Control GmbH</p> <p><i>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.</i></p>

## DAY 1 - NOVEMBER 21

13:15 – 14:30

**1**  
LIVE STREAM



### “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.*

15:00 – 16:15

**1**  
LIVE STREAM



### 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.*

15:00 – 16:15

**2**  
LIVE STREAM



### 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.*

16:15 – 17:30

**1**  
LIVE STREAM



### Transforming the Legacy Company

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.*

DAY 1 - NOVEMBER 21

17:30

**1**  
LIVE STREAM




**Close of Day One**

DAY 2 - NOVEMBER 22

08:30 – 08:45

**1**  
LIVE STREAM




**Day Two  
Convening**

**Alexander Osterwalder**  
Conference Chair

08:45 – 09:45

**1**  
LIVE STREAM



**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**  
LIVE STREAM



**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

**1**  
LIVE STREAM



**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.*

11:30 – 12:45

**2**  
LIVE STREAM



**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

**1**  
LIVE STREAM



**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.*

DAY 2 - NOVEMBER 22

14:00 – 15:00

**2**  
LIVE STREAM



**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

**1**  
LIVE STREAM



**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.*

16:30 – 17:00

**1**  
LIVE STREAM



**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.*

17:00 – 17:15

**1**  
LIVE STREAM



**Forum Closing & Announcement 2020**

**Alexander Osterwalder**  
 Conference Chair

**Richard Straub**  
 Founder & President, Global Peter Drucker Forum