# PLENARY 1  
**JESUIT HALL**

**OPENING AND WELCOME**  
08:30 – 09:00

**Chair**  
Angelica Kohlmann  
Chairman & CEO Kohlmann & Co AG,  
Chair of International Advisory Board, Peter Drucker Society Europe

**Speakers**  
Richard Straub  
Founder & President Global Peter Drucker Forum  
Jenny Darroch  
Dean of the Peter F. Drucker and Masatoshi Ito Graduate School of Management  
Lisa Hershman  
CEO Scrum Alliance  
Karen Ward  
Associate Director, Corporate Research Forum;  
Research Director, Aditi Unlimited.

# PLENARY 2  
**JESUIT HALL**

**APPLYING NEW LENSES TO LOOK AT THE CHALLENGES OF OUR TIME**  
09:00 – 09:45

**Chair**  
Sarah Green Carmichael  
Senior Editor Harvard Business Review

**Speakers**  
Hal Gregersen  
Executive Director, MIT Leadership Center, MIT Sloan School of Management  
Thomas Wedell  
Partner at The Innovation Architects and author  
Roger Martin  
Institute Director, Martin Prosperity Institute, Rotman School of Management

*How might we reframe the challenges we face as leaders? Can we ask better questions, shift from “either/or” to “and” solutions, and look at the world with new eyes?*

# PLENARY 3  
**JESUIT HALL**

**GROWTH – AN IMPERATIVE?**  
09:45 – 10:30

**Chair**  
Alexandra Borchardt  
Director of Strategic Development,  
Reuters Institute for the Study of Journalism, Oxford University

**Speakers**  
Pankaj Ghemawat  
Professor of Global Strategy, IESE Business School; Director for the Globalization of Education & Management, Stern School of Business  
Anil Gupta  
Michael Dingman Chair in Strategy, Globalization & Entrepreneurship Smith School of Business, The University of Maryland  
Martin Reeves  
Head of the Boston Consulting Group’s Bruce Henderson Institute

*What constitutes growth? And how does it link to broad-based prosperity gains? Which indicators and measurements serve us well, especially in light of globalization?*
PLENARY 4

THE NEVER-ENDING QUEST FOR HUMAN PROSPERITY

Chair
Allyson Stewart-Allen  Founder and Director of International Marketing Partners Ltd.

Speakers
Neila Benzina  CEO Business & Decision MEA
Julia Hobsbawm  Founder, Editorial Intelligence Ltd
Nilofer Merchant  Former Tech Executive and author

Economic prosperity versus human well-being and development – in a connected world, how shall we set our aspirations?

PLENARY 5

PERSPECTIVES FROM EMERGING AND DEVELOPING REGIONS

Chair
Deepa Prahalad  Author, CEO Anuuva LLC

Speakers
Joseph Ogutu  Director, Strategy & Innovation, Safaricom
Irene Yuan Sun  Engagement Manager Mc Kinsey and author
Haiyan Wang  Managing Partner, China India Institute

Case studies from different regions of the world reveal a growing army of young people aspiring to "good jobs" – and untold opportunities for leapfrogging. Will prosperity come through entrepreneurship?

PLENARY 6

AUDIENCE Q & A ON PLENARIES 3 - 6

Chair
Karen Ward  Associate Director, Corporate Research Forum; Research Director, Aditi Unlimited.

PLENARY 7

THE ROLE OF TECHNOLOGY - THREAT OR CATALYST FOR HUMAN PROSPERITY?

Chair
Alex Adamopoulos  CEO, Emergn Ltd.

Speakers
Charles-Édouard Bouée  Senior Partner, CEO, Roland Berger
Rahaf Harfoush  Digital Anthropologist, and author
Erica Dhawan  CEO, Cotential and author
Don Tapscott  CEO, The Tapscott Group Inc., Adjunct Professor, Rotman School of Management.

Is the digital revolution decoupling growth from employment and human prosperity? Has digital transformation lost the human touch? What new challenges will digital disruptions create?
Coffee Break

Coffee Break

**PLENARY 8**

**JESUIT HALL**

**UNLEASHING INNOVATION AND ENTREPRENEURIAL POTENTIAL IN ORGANIZATIONS**

15:30 – 16:30

**Chair**

Alexander Osterwalder
Entrepreneur and business model innovator; Co-founder of Strategyzer

**Speakers**

Steve Blank
Silicon Valley Serial Entrepreneur, Professor, University of Stanford

Bill Fischer
Professor IMD, Advisor to Haier Group

Ashok Krish
Head of Social Media & Workplace Reimagination practice, TCS Digital Enterprise

Efosa Ojomo
Research Fellow, Clayton Christensen Institute for Disruptive Innovation

*How can large enterprises tap the rich innovation potential of their people? What does it take to move beyond operational excellence and incremental innovation to pioneer market-creating solutions? How to create a culture of innovation?*

**PLENARY 9**

**JESUIT HALL**

**AUDIENCE Q&A ON PLENARIES 7 – 8**

16:30 – 17:00

**Chair**

Gabriel Joseph-Dezaize
Editor in Chief, Harvard Business Review France

**GALA EVENING**

**SCHÖNBRUNN**

**WITH DRUCKER CHALLENGE AWARD CEREMONY**

20:00 – 23:30

**Venue**

Schönbrunn Palace, Orangerie
Schönbrunner Schloßstraße 47
1130 Wien

**MC**

Karen Ward, Associate Director, Corporate Research Forum; Research Director, Aditi Unlimited.

**Dinner Speech**

Ricardo Vargas, Executive Director Brightline Initiative

**Drucker Challenge Awards Ceremony Speech**

Laurent Choain, Chief people & Communication Officer, Mazars
PLENARY 10  

THE GROWTH IMPERATIVE IN BUSINESS  

09:00 – 10:00

Chair  
Sarah Cliffe  
Executive Editor, Harvard Business Review

Speakers  
Michael G. Jacobides  
Sir Donald Gordon Chair of Entrepreneurship and Innovation and Associate Professor Strategy & Entrepreneurship Department, London Business School  
Yves Doz  
Solvay Chaired Professor of Technological Innovation and Emeritus Professor of Strategic Management, INSEAD  
Rita Gunter McGrath  
Professor of Management at Columbia Business School

How to stimulate and manage growth making the right strategic choices? Pathways to intelligent growth? Rebalancing global vs. local and centralization/decentralization.

PARALLEL SESSIONS INCLUDING WALKING COFFEE  

SESSION 1  

DRUCKER CHALLENGE BARCAMP SESSION  

10:00 – 11:30

Chair  
Isabella Mader  
CEO & CIO, Excellence Institute  
Executive Advisor Germany, Austria, Switzerland, Global Peter Drucker Forum

For the first time the finalists and winners of the Drucker Challenge Essay Contest will have a barcamp session, in which the audience will determine the topics that will be presented and discussed. The idea behind this inclusive conference format is to provide both junior experts and the audience with new experiences and different perspectives.

SESSION 2  

NEW CHALLENGES FOR MANAGEMENT EDUCATION AND RESEARCH  

10:00 – 11:30

Chair  
Tony O’Driscoll  
Global Head, Duke CE Labs

Speakers  
Johan Roos  
Chief Academic Officer Hult International Business School  
Heiko Hutmacher  
Member of the Management Board, METRO AG  
Julia Wang  
President, Peter F. Drucker Academy (Hong Kong)  
Santiago Iñiguez  
President & Professor of Strategic Management, IE University

How should management development and the approach to conducting relevant research evolve in a time of tectonic shifts in society and business?  
What role should leadership play in maintaining the right level of continuity in increasingly disruptive times?  
What mechanisms are available to develop the leadership qualities required to achieve growth and prosperity at fast pace and large scale?
SESSION 3  
PUBLIC VALUE: A CORPORATE PURPOSE TOWARDS INCLUSIVE PROSPERITY 

**Chair**  
Timo Meynhardt  
Professor for Business Psychology and Leadership,  
HHL Leipzig Graduate School of Management

**Speakers**  
Julie Linn Teigland  
Regional Managing Partner of EY Germany, Switzerland and Austria  
Franz Karl Prüller  
Senior Advisor to the Management Board of ERSTE Foundation and Savings Bank Group in Austria  
Virginie Coulloudon  
Executive Director, Your Public Value

Should an organization follow a purpose which transcends its profit motif? Historically, the dominant answer to this question has been with regard to the economic function of an organization: Organizations can produce at lower transaction costs than the market. These days we desperately need a narrative which allows for more complex views.

SESSION 4  
INCLUSIVE PROSPERITY IN CENTRAL/EASTERN EUROPE AND EMERGING MARKETS  

**Chair**  
Andreas Ludwig  
Chairman of the Executive Board and CEO, Umdasch AG

**Speakers**  
Jean-Noel Fourel  
President of the Managing Board & CEO, Selena FM SA  
Stefan Zapotocky  
Member of the Executive Committee, Sberbank Europe  
Jean-Marie Penven  
General Manager, Integrated Micro-Electronics Czech Republic s.r.o.

Central and Eastern Europe was touted as the “New Europe” - not only catching up rapidly but potentially bypassing the “Old Europe” countries. Where are we today with regard to political tensions, demographic changes and the challenge to build up local champions with strong ecosystems? What are lessons that can be learned across emerging markets for management to shape a bright future?

PLENARY 11  
FEED-BACK FROM PARALLEL SESSIONS BY CHAIRS  

**Chair**  
Karen Ward  
Conference Chair

**Feedback**  
Isabella Mader, Tony O’Driscoll, Timo Meynhardt, Andreas Ludwig

Lunch Break

PLENARY 12  
THE NEW CHALLENGE TO ENTERPRISE LEADERS  

**Chair**  
Michael Skapinker  
Contributing Editor, Financial Times;  
Executive Editor, FT/IE Corporate Learning Alliance

**Speakers**  
Sydney Finkelstein  
Professor of Management, Tuck School of Business, Dartmouth College  
Tammy Erickson  
Adjunct Professor of Organisational Behaviour, London Business School  
Guillaume Alvarez  
Senior Vice President EMEA, Steelcase  
Joan Snyder-Kuhl  
Founder Why Millennials Matter

As leaders work to reconcile enterprise profitability and employee prosperity, how should we think about growth, engagement, and the practice of management? As work is increasingly digitized, networked, and automated, is a new kind of leadership required? How to create energy and engagement in these new settings.
### PLenary 13
**THE ROLE AND RESPONSIBILITIES OF THE STATE IN FUELING GROWTH AND PROSPERITY**

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

**Speakers**
- Carlota Perez  
Visitng Professor, London School of Economics, Honorary Professor at SPRU and UCL
- Markus Müller  
President and Professor of Medicine, Medical University of Vienna
- Curt Carlson  
Founder and CEO, The Practice of Innovation, former CEO of SRI

*Are rules and regulations devised for an industrial age constraining prosperity? What management models might make states more effective actors in times of complex and dynamic transition? Is there a new role for the state to help society deal with uncertainty and unpredictability?*

---

### PLenary 14
**AUDIENCE Q&A ON PLENARIES 12 & 13**

**Chair**
Wolfgang Lassl  
Director Western Europe, Pure Management Group  
Member of the Drucker Forum Program Steering Committee

---

### PLenary 15
**FIREWORK 1**

**Chair 1 & 2**
Andrew Hill  
Management Editor, *Financial Times*

**Panel**
- Lisa Hershman  
CEO Scrum Alliance
- Ricardo Vargas  
Executive Director Brightline Initiative
- Guillaume M. Alvarez  
Senior Vice President EMEA, Steelcase
- Rahaf Harfoush  
Digital Anthropologist
- Joseph Ogutu  
Director, Strategy & Innovation, Safaricom

---

### FIREWORK 2

**Panel**
- Carlota Perez  
Professor, London School of Economics
- Roger L. Martin  
Institute Director, Martin Prosperity Institute, Rotman School of Management
- Ali Rushdan Tariq  
Design Lead, Manulife RED Lab, Drucker Challenge Winner
- Rita Gunther McGrath  
Professor of Management at Columbia Business School
- Sydney Finkelstein  
Professor of Management, Tuck School of Business, Dartmouth College

*Selected speakers will highlight their personal top learnings and takeaways in two rapid-fire sessions.*

---

### CLOSING ADDRESS

Charles Handy  
Social Philosopher