

Conference Chair **Prabhu Gupta**

Business, Management & Public Policy Expert

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 Gupta	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

Speakers

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

<i>Chair</i>	Fredmund Malik	Founder and Chairman of the Malik Institute for Complexity Management, Governance and Leadership
<i>Speakers</i>	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

<i>Moderator</i>	Steve Denning	Member of the Board of Directors SD Learning Consortium; Forbes contributor
<i>Panel</i>	Vanessa Gamboa Adams	Director, Architecture and Application Development, C.H.Robinson
	Joakim Sundén	Senior Tech Leader, Spotify
<i>Discussant</i>	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

<i>Co-Moderators</i>	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
<i>Panel</i>	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.“

PARALLEL SESSIONS

14:55 – 16:10

SESSION 3**HIGH-TECH STARTUPS: THE HUNT FOR THE UNICORN**

SCIENCE CAFÉ

Moderator

Angelica Kohlmann CEO Kohlmann & Co AG

Panel

Bill Liao SOSV Investment Partner**Christian Lüttke** Co-founder and Managing director, etventure, an innovation company**Judith Clegg** Founder and CEO Takeout

To become a Unicorn, meaning a USD 1bn+ company, has been the dream of many startup founders and investors alike. At the panel investors and founders will present their experience with incubators and accelerators, knowledge and stamina, ideas and teams, VCs and corporations to elaborate what showed to be effective and why – and what it all means for society.

SESSION 4**MAINSTREAM ENTREPRENEURSHIP: THE RESEARCH TELLS THE STORY**

AULA LOUNGE

Moderator

Alex Adamopoulos CEO Emergn Ltd.

Panel

John Hagel Managing Director Deloitte Consulting LLP**Philippe Silberzahn** Associate professor at EMLYON Business School; Research fellow at École Polytechnique**Joseph Pistrui** Professor of Entrepreneurship & Innovation IE Business School

Mainstream entrepreneurship is rapidly advancing in our corporate and individual societies. Current research and trends point to a shift in how organizations will adapt to embed modern principles, practical methods and improved thinking to advance business, learning and the growth of innovation across a wider sphere than we've seen to date. Our panel will explore three distinct research topics that are changing the way we work, the mindset change that will drive mainstream entrepreneurial adoption and the impact these topics will have on how we create new ventures in the future.

COFFEE BREAK

PLENARY 5

16:30 – 18:00

THE STATE AS ENABLER, INVESTOR, INNOVATOR

JESUIT HALL

Chair

Mark Esposito Professor, Harvard University Extension / Grenoble School of Management

Speakers

Mariana Mazzucato Professor in the Economics of Innovation at the Science Policy Research Unit, University of Sussex**Adrian Wooldridge** Management Editor, *The Economist*, Schumpeter columnist**Eyal Kaplan** General Partner, Walden Israel Venture Capital; Investor**Haiyan Wang** Managing Partner, China India Institute

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?

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 <i>by</i> ORT France
Drucker Challenge	Awards 2016 <i>presented by</i> Yogesh Chauhan , Director Corporate Sustainability, Tata Consultancy Services

CONCLUSIONS FROM DAY 1

08:50 – 09:00

by the Conference Chair

Prabhu Gupta Business, Management & Public Policy Expert

PLENARY 6

09:00 – 10:30

TIME TO CHANGE THE PRACTICE OF MANAGEMENT?

JESUIT HALL

Chair
Speakers

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

11:00 – 12:15

A BRAVE NEW WORLD OF ENTREPRENEURS
OR THE NEW PRECARIAT?

JESUIT HALL

Chair
Speakers

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 reimaged to create value for all? How can social innovation help? What role can social entrepreneurship play?

LUNCH 12:15 - 13:15

PLENARY 8

13:15 – 14:30

LIBERATING ENTREPRENEURIAL ENERGY

JESUIT HALL

Chair
Speakers

Tammy Erickson	Adjunct Professor of Organisational Behaviour, London Business School
Herminia Ibarra	Professor of Organisational Behaviour, INSEAD
Rajeev Vasudeva	CEO, Egon Zehnder
Curt Carlson	Founder and CEO, The Practice of Innovation; former CEO of SRI

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

14:40 – 15:55

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

PILLARED HALL

Moderator

Peter Day Broadcaster

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**

JESUIT HALL

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.

PARALLEL SESSIONS

14:40 – 15:55

SESSION 7**FROM SELF-EMPLOYMENT FOR SURVIVAL TO ENTREPRENEURSHIP FOR PROSPERITY**

AULA LOUNGE

Moderator

Deepa Prahalad

CEO Anuvaa LLC and author

Panel

Tawfik Jelassi

Professor of Strategy and Technology Management at IMD Business School; former Education Minister of Tunisia

Efosa Ojomo

Research Fellow, Forum for Growth and Innovation, Harvard Business School

Nicolai Strøm-Olsen

Entrepreneur and author

In emerging markets there is a glaring lack of jobs in traditional employment roles. However being „on your own“ and being required to develop a high degree of self-sufficiency does not make you a value creating entrepreneur. Young people with University degrees find themselves idle in a number of African, Latin-American and Asian economies. How to achieve a step change and leverage the human potential in these countries?

SESSION 8**STATE-OWNED BUSINESS: THE GOOD, THE BAD AND THE UGLY?**

SCIENCE CAFÉ

Moderator

Isabella Mader

CEO, Excellence Institute

Panel

Robert Grüneis

Member of the Board of Wiener Stadtwerke Holding AG

Annie Koh

VP Singapore Management University

Mary Beth Christie

COO TechCity UK

The discussions around state-owned enterprises certainly do not lack controversy. This panel looks at the way forward and tries to identify promising paths of public and private sector synergy for creating innovative breakthroughs in order to tackle issues like low growth and to shape economies for the transition to an entrepreneurial society. The core question is: How to move beyond bureaucracy and risk-aversion into an agile and collaborative economic eco-system? In a flipped panel style, panelists will also direct questions to the audience.

COFFEE BREAK

PLENARY 9

16:15 – 17:15

MAJOR THEMES, TAKEAWAYS, AND OUTLOOK TO 2017

JESUIT HALL

Chair

Andrew Hill

Financial Times management editor and columnist

*in conversation with***Tawfik Jelassi**

Professor of Strategy and Technology Management at IMD Business School;

John Hagel

Managing Director Deloitte Consulting LLP

Maëlle Gavet

Executive VP of Global Operations, Priceline Group

Tammy Erickson

Adjunct Professor of Organisational Behaviour, London Business School

Gary Hamel

Visiting Professor of Strategy and International Management, London Business School; Director at Management Innovation eXchange

Rita Gunther McGrath

Professor of Management at Columbia Business School

Philip Kotler

Professor of International Marketing, Kellogg Graduate School of Management

Clayton Christensen

Professor of Business Administration, Harvard Business School

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.