

Saturday June 20	Sunday June 21	Monday June 22	Tuesday June 23	Wednesday June 24	Thursday June 25
08:00-08:30 REGISTRATION					

08:30-09:30 PLENARY SESSIONS

Introduction	The 21st Century World Economy: Profound Transformations
	Greed and Corporate Failure
	Sovereign Wealth Funds: Their Impact on Capital Markets and Companies
	Managing the Customer Experience
	Who Wins in Tough Times... and Beyond: The Challenge of Low-Cost Competitors

10:00-12:30 MORNING STREAMS

The eight learning streams run in parallel, keeping classes at an optimum size. Once you are in your chosen stream, you must remain there for the duration of the program.

Integrative Strategy: Coherent Responses to the Dilemmas of our Turbulent Times

Life before Microsoft	Integrative business strategies	Integrative economic policy	Integrative responses to global challenges	Integrative personal agendas	Navigating the future
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Leading at the Edge: Developing Yourself and Your Organization

High-impact personal leadership	High-performance communication	Creating high-performance cultures	Leading at the edge	Leaders leading leaders	High-performance leadership in action
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Mastering New Technologies: Innovating in Challenging Times

Discontinuous innovation in business models	Innovating with customers, not products	Innovation through the long tail of social networking	Learning from innovation success in multinational companies: Inside stories	Aligning technology and product strategies	Product life cycle management: Innovating with information, people and IT
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Enduring High Performance: Evidence and Action

Enduring high performance: Achievable or illusive?	Dell: Has it ever really been a high-performer?	Reinvigorating performance through innovation	Managing technology change	Creating options: Strategic initiatives	Looking forward
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Mastering New Challenges: Preparing Yourself for the Next Steps

Taking charge in new roles	The promotion challenge	The international move challenge	The on-boarding challenge	The proactive change challenge	Organizational solutions
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From Crises to Business Opportunities: Optimizing Risks for Growth

From surviving major crises to creating business opportunities	Strategic moves to lever businesses in crisis	Best practice in risk preparation and crisis avoidance	Leadership skills in times of crisis	Organizational advantages in difficult times	Towards business success in times of crisis
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12:30-14:00 LUNCH CLICK HERE FOR AFTERNOON STREAMS ON NEXT PAGE	Perspectives beyond the crisis: Business dialogue with global policymakers	12:30-14:00 LUNCH CLICK HERE FOR AFTERNOON STREAMS ON NEXT PAGE
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Orchestrating Winning Performance Program Content

Saturday June 20

Sunday June 21

Monday June 22

Tuesday June 23

Wednesday June 24

Thursday June 25

14:00-17:00 AFTERNOON STREAMS

Afternoon streams consist of either a **LEARNING STREAM** or a **MANAGERIAL PLATFORM WITH INTEGRATIVE CASES**. You choose either a learning stream or a platform with integrative cases for the entire six-day program.

Leading the Family Business

Understanding the family business	Family business as a system	Strategy for family and business	Generational transition	Family business governance	Planning for success
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Driving International Growth

International growth... in turbulent times	Entering markets with alliance partners	Responding to opportunities in China	Adapting the global organization	Staffing for success	International growth: Lessons and steps ahead
Managing Financial Flows in Times of Crisis	Choice <ul style="list-style-type: none"> Wolf Tata Motors Best Buy 	Managing Financial Flows in Times of Crisis	Choice <ul style="list-style-type: none"> Coca-Cola Nestlé DSM TomTom 	Managing Financial Flows in Times of Crisis	Choice <ul style="list-style-type: none"> Wallenius Wilhelmsen Logistics WWF Climate Savers Google and Baidu Zurich Financial Services
Proposals for financial regulation (I): Lessons from the financial crisis		Proposals for financial regulation (II): Lessons from the financial crisis		New banking and the future of globalization	
Leading Through Uncertainty	Choice <ul style="list-style-type: none"> Wolf Tata Motors Best Buy 	Leading Through Uncertainty	Choice <ul style="list-style-type: none"> Coca-Cola Nestlé DSM TomTom 	Leading Through Uncertainty	Choice <ul style="list-style-type: none"> Wallenius Wilhelmsen Logistics WWF Climate Savers Google and Baidu Zurich Financial Services
How to decide?		How to organize?		Uncertainty, integrated	
Managing the Strategic Challenges of a Changing Workforce	Choice <ul style="list-style-type: none"> Wolf Tata Motors Best Buy 	Managing the Strategic Challenges of a Changing Workforce	Choice <ul style="list-style-type: none"> Coca-Cola Nestlé DSM TomTom 	Managing the Strategic Challenges of a Changing Workforce	Choice <ul style="list-style-type: none"> Wallenius Wilhelmsen Logistics WWF Climate Savers Google and Baidu Zurich Financial Services
The best place to work		Special industry, special company, special talent management		Demographic trends and workforce implications	
Leading a Cultural Shift: What it Takes to Develop a New Mindset	Choice <ul style="list-style-type: none"> Wolf Tata Motors Best Buy 	Leading a Cultural Shift: What it Takes to Develop a New Mindset	Choice <ul style="list-style-type: none"> Coca-Cola Nestlé DSM TomTom 	Leading a Cultural Shift: What it Takes to Develop a New Mindset	Choice <ul style="list-style-type: none"> Wallenius Wilhelmsen Logistics WWF Climate Savers Google and Baidu Zurich Financial Services
Does a successful culture change in the US translate into a successful culture change in Europe? Lessons from an American auto supplier		Transformation at Vale: Making a national company global		Turnaround and transformation in GE Medical Systems China	
Timely Perspectives in Marketing	Choice <ul style="list-style-type: none"> Wolf Tata Motors Best Buy 	Timely Perspectives in Marketing	Choice <ul style="list-style-type: none"> Coca-Cola Nestlé DSM TomTom 	Timely Perspectives in Marketing	Choice <ul style="list-style-type: none"> Wallenius Wilhelmsen Logistics WWF Climate Savers Google and Baidu Zurich Financial Services
Competing on delivered customer value		Building brand equity through brand alliances		Saving the margin in turbulent times: New approaches to strategic pricing	
Re-focusing on customer centricity		Performance-based marketing: Can it help in turbulent times?		Driving innovation even in difficult times	

17:00-18:00 GLOBAL TRENDS

NETWORKING

CONCLUDING REMARKS

18:00-19:15 EVENING SESSIONS

World competitiveness in 2009 and beyond	Exploring the Big Bang: CERN's LHC Collider and ATLAS Detector	Nandan Nilekani Chairman Infosys	Paul Bulcke CEO Nestlé	Boat trip including dinner	FAREWELL DRINK
19:15-21:00 DINNER	Peer-to-peer knowledge exchange dinner	Peer-to-peer knowledge exchange dinner	19:15-21:00 DINNER		



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PREVIOUS PAGE

THE 21st CENTURY WORLD ECONOMY: PROFOUND TRANSFORMATIONS

The world economy is undergoing its most profound transformation since at least the last two centuries. Developments over the course of the last two decades have defied all predictions – and many theories! The multiple benefits of the global market economic revolution notwithstanding, there have been some unexpected consequences that could jeopardize recent developments. This is all the more so in light of the financial crisis of 2008 and the possibly recessionary global economic environment of 2009. The biggest challenge or certainly one of the biggest, in order to sustain the global market economy is to make growth and development inclusive. Inclusive growth must be the objective to meet rising social, demographic and security challenges. This session will assess means for generating inclusive growth, by drawing on the conceptual considerations and from a number of cases in different regions of the world, though the focus will be on India. With approximately 20% of world population, and for many other reasons, India's economic journey in the 21st century will clearly have a determining effect on the panel. The main objective will be to help participants understand the role business can play in generating inclusive growth, as well as the mindset and will to succeed.

GREED AND CORPORATE FAILURE

This session will look at the causes of recent corporate failures (especially financial institutions) to see what lessons there are to be learned from them. It will also look at what can be done, in difficult times as well as good, to ensure that we can avoid making the same sort of mistakes.

SOVEREIGN WEALTH FUNDS: THEIR IMPACT ON CAPITAL MARKETS AND COMPANIES

A key factor in 21st century capital markets is the fast-growing importance of Sovereign Wealth Funds (SWFs). These investors manage financial assets exceeding USD 3 trillion and already have a bigger role in world capital markets than private equity or hedge funds. Some estimates based on the forecasted trajectory of current accounts, say that they could exceed USD 15 trillion over the next decade. We will analyze the role of SWFs in current capital markets, and their impact on firms. What drives SWFs to companies and what role do these investors play? Can these large investors influence management and boards toward creating shareholder value? These are some of the issues that will be addressed in this session.

MANAGING THE CUSTOMER EXPERIENCE

Meaningful differentiation is the name of the game for sustainable competitive advantage. Innovation gets copied. Quality is a must for everything. Execution is also becoming a must. The brand remains a differentiator but cannot be built in a vacuum. So what's left? To create a unique experience for the customer in dealing with the supplier. We will explore the components of that experience, the different levers that can be used, the role of the brand in enhancing the experience, how every employee becomes an "experience stager", and the role of emotions in selling and servicing a product.

WHO WINS IN TOUGH TIMES... AND BEYOND: THE CHALLENGE OF LOW-COST COMPETITORS

In recent years premium brands, in both B2C and B2B markets, have been facing increasing competition from low-cost challengers. This has intensified in the past year or so as the world has moved into recession and many customers have become increasingly price conscious. The challenge will not disappear when good times return. This session will focus on deepening our understanding of why the challenge seems to be accelerating in many industries and how smart companies in a variety of industries are responding in innovative ways to the threat.



INTEGRATIVE STRATEGY:

COHERENT RESPONSES TO THE DILEMMAS OF OUR TURBULENT TIMES

Ralf Boscheck and his guests will explore a range of dilemmas that corporations, national and international authorities and private individuals are faced with but typically fail to address in any consistent manner. Too often, vital decisions are driven by narrow perspectives, hyped clichés and a frenzied need to act; concerns for the how typically outweigh those for the why and to what effect. As a result, “business models” rationalize haphazard responses to market trends, operational decisions don’t add up and competitive success is but a lucky draw. More importantly, however, the pursuit of “competitiveness”, “growth” and “opportunity” becomes a hollow fetish that is utterly out of sink with tightening resource constraints, increasingly unequal chances and fundamental requisites of our market system. Not to mention the moral concerns emerging from this. It’s time to take a step back and reconsider options for integrative strategies at and across various levels of commercial, economic and political decision-making.

LEADING AT THE EDGE:

DEVELOPING YOURSELF AND YOUR ORGANIZATION

Leading at the edge means playing to win as an individual, as a team and as an organization. Surprisingly, the vast majority of leaders are in fact “playing not to lose”, which means they are not really leading at all. Companies that create a leadership development culture excel because they become talent magnets by always providing people with opportunities to learn, grow and build leadership competencies. These organizations become high-performing organizations by attracting and keeping their most talented people fully engaged, and by creating a self-reinforcing cycle whereby leadership development is at the heart of successfully running the business. Regardless of their professional and organizational roles, all top leaders must understand how leadership, culture and operational effectiveness are closely intertwined to achieve outstanding results.

Drawing on the latest studies of high-performance leadership from the world of business, sports, education, hostage negotiation, music, theater, and personal achievement, we will translate this cutting-edge knowledge to the real world of leading, especially in times of change and transformation. You will learn what the leaders in top companies, who are known for their outstanding leadership cultures, do so successfully to continue leading at the edge.

MASTERING NEW TECHNOLOGIES:

INNOVATING IN CHALLENGING TIMES

Mastering new technologies for profitable growth is about co-creating value with customers, not just inventing products. It is about collaboration and networking on scale anywhere, anytime with anyone, not just about R&D. It is about sensing and anticipating surprises and opportunities, not just responding to market trends. It is about the “use value” of new technologies by customers in B2C and B2B, not just about deployment and “exchange value”. It is about competing with knowledge, information and IT capabilities in new business models and redefining old models to work smarter, not just harder. Most of all, this stream is about innovation in the mindsets of managers that lead to breakthroughs with new technologies for their companies. It is about overcoming mental barriers that prevent managers from recognizing and implementing emerging innovations. This stream will bring new perspectives, cases and diagnostics for mastering innovation with technology to successfully transform the strategy of your business and the business model.



ENDURING HIGH PERFORMANCE: EVIDENCE AND ACTION

Achieving sustainable high performance is the “Holy Grail” of the professional management literature. What a shame, therefore, that it is so rarely achieved. Not only are few complete advantages truly “sustainable,” but the very concept of “high performance” is full of traps and misleading notions. In this stream, we will examine what “high performance” should mean, and what it takes to make it sustainable. We will consider organizations, teams and individual performers. Finally, we will offer some examples of firms that we think are truly high-performing and we’ll suggest some guidelines for embarking on that quest.

MASTERING NEW CHALLENGES: PREPARING YOURSELF FOR THE NEXT STEPS

The ability to move successfully into new roles is a core career skill for every executive. Transitions are periods of great opportunity, as well as acute vulnerability. As leaders move into new jobs, they often lack established working relationships and have much to learn about their new organizations and roles. Nonetheless, they are expected to make needed changes as quickly as possible. The stakes are high, both for the executive and for the organization; derailment is costly for everyone.

This learning stream will focus on the fundamental challenges posed by transitions and explore the strategies that help new leaders take charge more effectively. Session one will provide an overview of the major issues and approaches to making successful transitions. The next four sessions will focus on common types of challenging transitions. The final session will explore what it takes to put in place systems, frameworks and tools to accelerate all critical transitions in organizations.

This stream will build on our on-going research on these subjects. We will also ask participants to engage in some pre-program self-assessment and report on their experiences with various types of transitions, and use the results throughout the stream.

FROM CRISES TO BUSINESS OPPORTUNITIES: OPTIMIZING RISKS FOR GROWTH

As business moves into risks the world over, some players are better than others at taking advantage of them. Every risk represents an opportunity for those who know how to take them. Even the worst risks are business opportunities. Best practices move corporations from the wrong side of the equation to the better side. They transform risks into opportunities. We will explore the strategic and organizational challenges to make risks a financial success. Making money out of risks is the challenge that some of the best corporations have embraced with great success. We will explore best practices, best strategies and best organizations, and the leadership skills of those that drive them.





AFTERNOON LEARNING STREAMS – OVERALL DESCRIPTIONS 1-1

14:00 – 17:00

LEADING THE FAMILY BUSINESS

Leading the Family Business (LFB) offers a unique learning and reflecting platform about family ownership, business strategies and governance structures. Family businesses face different and more complex challenges than public corporations due to the interface of family and business. Wisely conceived strategies and structures, linking tradition and innovation to the benefits of private ownership can turn these challenges into competitive advantages.

LFB, based on 20 years of experience in educating global family businesses, provides deep and well-structured insights into the success factors for sustainable, multi-generational family businesses.

N.B. The *Leading the Family Business* stream is open to members of a family-owned and/or controlled business, their non-family executives and independent directors.

DRIVING INTERNATIONAL GROWTH

Globalization presents vast opportunities as well as immense challenges for the management of companies. There are several opportunities, including finding new markets for products and services, locating activities in the most efficient regions, and tapping expertise wherever it is best. But the challenges of managing a successful global business are considerable, too, ranging from balancing strategic priorities, to hiring and deploying talent, to managing cross-border alliances, to building a complex yet effective organization. In this afternoon stream, we bring together managers from a wide variety of industries and countries to address the challenges of driving successful international growth.



PRINT



BACK TO SCHEDULE

MANAGING FINANCIAL FLOWS IN TIMES OF CRISIS

The financial crisis has opened the debate on the benefits of globalization. Regulators' typical reaction to a crisis is to close borders and protect domestic economies against potential rivals, and we have seen such reactions in 2008 and 2009.

What is the future of financial flows? What are the opportunities for the global investor? Will the market for corporate control be "closed" for the next few years? Can firms still benefit from global diversification?

LEADING THROUGH UNCERTAINTY

How do you lead when you don't know where you're going? What makes the difference between letting the uncertain become a disaster and turning it into an opportunity? The answer lies in how you handle the uncertainty as a leader and as an organization. This means integrating a range of elements from the firm's culture and individual leadership style, to strategic and financial aspects of flexibility and how you manage risk. In this managerial platform, we will discuss specific ways of leading through the uncertainty that is becoming an increasingly prevalent condition across industries and geographies.

MANAGING THE STRATEGIC CHALLENGES OF A CHANGING WORKFORCE

We will examine both the perennial and emerging challenges presented by the changing workforce.

At entry level, many firms, especially those in engineering fields, face shortages of engineering and science graduates. And these firms also must deal with high turnover of technical staff in the first year or two of employment as the realities of the workplace contradict the now pervasive Western cultural norm that "one should not do anything that is too difficult." We will discuss what some leading firms are doing to deal with these challenges.

At mid-level, many managers and professionals face the new reality that the "way up" for them is now becoming a very difficult journey. Even in these days of networks rather than hierarchy, the implications of differences in technical, commercial and political capabilities means a leveling off for the majority. We will examine what some firms are doing to deal with potentially corrosive effects of this phenomenon.

For managers and professionals above the age of 50, some companies are finding ways of maintaining their engagement and contribution to the wealth-creation system by re-conceptualizing the assets and capabilities of these people who are highly experienced, but no longer "promotable."



LEADING A CULTURAL SHIFT:

WHAT IT TAKES TO DEVELOP A NEW MINDSET

Creating competitive advantage in a company requires building a culture that links the people to the business strategy to create the power of alignment. Systems and structures need to change, but so does the mindset and behavior of the employees. Every company tries to do this, but very little is actually known about companies' efforts at culture change, and what leaders can learn from their successes and their setbacks.

To shed more light on what companies can do to change their culture, we will explore the culture change efforts in three global companies. In each of these companies we have tracked the changes in the culture over time, and analyzed the impacts of specific organizational actions. We will share those changes and their impacts based on our own observations as well as extensive interviews with diverse members of these companies.

We will summarize these lessons in terms of an overview of the set of levers companies can use to effect culture change and the development of new mindsets in their people.

TIMELY PERSPECTIVES IN MARKETING

Times are tough and marketing is facing new challenges. The stream on *Timely Perspectives in Marketing* brings forward Faculty research on issues that are top of mind for many companies and executives – issues such as how to build a viable service business, performance-based marketing, or pricing in turbulent times. The stream also provides a forum for experience-sharing among the participants who face similar issues and may benefit from similar solutions.



SUNDAY JUNE 21, 2009

1. Creating the Wolf Movement: An employee engagement initiative: **Wolf**
 2. Becoming a global contender: **Tata Motors**
 3. Standardization vs. experimentation and innovation: **Best Buy**
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TUESDAY JUNE 23, 2009

1. Boosting demand and capturing opportunities: **Coca-Cola**
 2. After the acquisition: **Nestlé Health Care Nutrition**
 3. Mobilizing the organization to grow through innovation: **DSM**
 4. Beating the competition and sustaining rapid growth: **TomTom**
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THURSDAY JUNE 25, 2009

1. Building capabilities to drive a new global business model: **Wallenius Wilhelmsen Logistics**
2. Evaluating strategic options: **WWF Climate Savers**
3. Being the best: Can Chinese contender Baidu beat Google at their own game? **Google and Baidu**
4. How corporate initiatives take hold in large organizations: **Zurich Financial Services**





EVENING SESSIONS – OVERALL DESCRIPTIONS 1-1

18:00 – 19:15

WORLD COMPETITIVENESS

STÉPHANE GARELLI

It is not as bad as it sounds – a competitive outlook for 2009

LEADING AND COLLABORATING ON SCALE: CERN'S ATLAS DETECTOR AND THE MOMENTS AFTER THE BIG BANG

A panel of three key managers from the physics community who led the largest global collaboration in physics

CHAIRMAN INFOSYS

NANDAN NILEKANI

India at the crossroads

CEO OF NESTLÉ

PAUL BULCKE

Lessons from a career of leadership

BOAT TRIP INCLUDING DINNER

Relax and network during an evening cruise on one of the historic steam boats of Lake Geneva



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BACK TO SCHEDULE