

ESMT ANNUAL FORUM
JULY 2, 2015

ENTREPRENEURSHIP

Moving beyond the familiar

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WHEN WAS THE LAST TIME YOU DID SOMETHING FOR THE FIRST TIME?



Companies are constantly being challenged to come up with new ideas – regarding products and services, projects and processes, and leadership – and use these to maintain their competitive edge. It is better to disrupt than to be disrupted by faster, smarter, and

more daring and creative thinkers from the outside. For this, companies need people at all organizational levels who are able to find new ways to innovate and create. At least, that is the way it should be.

Why, then, does reality often look so different? Why are so few of us inclined to think outside the box? What happened to our natural curiosity, our joy of discovering new things and creating? There are several reasons that come to mind. One is that we are ambivalent when confronted with something new. Leaving a familiar environment can include risks and dangers – so why not avoid them, be cautious, and stick with what we know? Maybe we tell ourselves that new things are not good per se. Have we not, at some point, regretted the disappearance of at least one thing that was replaced by something new? For example, real brick-and-mortar shops instead of online shopping portals, places where we could touch things and browse, and where we were helped by and could talk to living human beings who were specialists in their fields.

In addition to this basic ambivalence, we tend to surround ourselves with people who share our beliefs, thus reaffirming our way of thinking. In this way we validate ourselves and build a comfort zone that, despite its psychological merits, is not conducive to the disruptions and divergence of opinions needed for innovative actions and ideas.

It is not just individuals who suffer from this ambivalence; companies do as well. Innovations are vital and can be game changers, especially when startups with brand new ideas and business models threaten established market positions. This happens during periods of “creative destruction,” as Schumpeter called them, “industrial mutations” that destroy the economic structure from within while creating a new one.

To defend their own positions, incumbents send scouts around the world who hunt for ideas, observe new customer needs and new technologies, and develop new scenarios. They set up incubators to nourish new ideas until they are strong enough to enter the market, or install accelerators to further boost their development. Or they look around for proven innovations, adapt them, and scale them to the existing organization.

But when the innovation has to be integrated into the larger system, it can easily conflict with structures that were explicitly built to guarantee the adherence to firmly established rules, and with people explicitly groomed to stick to them, avoid new ways, fear risks and disturbances, and – if they occur – level them out.

A company that wants to be both innovative and conservative seems to suffer from the malady of wanting to have its cake and eat it, too. But no company can afford only to preserve the way it was. Hence, innovations have to be encouraged and fostered, despite the rules broken, the risks involved, the unfamiliar ways, and the lack of guarantees regarding their eventual economic success.

Innovative spirit cannot be ordered, and it should not be delegated either. Innovative thinking has to be stimulated and rewarded throughout an organization. But above all, it should be exemplified by a company’s management, by leaders who are able to overcome their fears of the unfamiliar, leave their comfort zones, think outside the box, and listen to different opinions.

When we have learned to do this, we can – and should – expect the same from the people on the other organizational levels as well.

*Prof. Jörg Rocholl, PhD
President and EY Chair in
Governance and Compliance, ESMT*

PROGRAM OVERVIEW

9:00 a.m. – 10:00 a.m.

Main Entrance and Foyer II

REGISTRATION AND NETWORKING BREAKFAST

10:00 a.m. – 11:15 a.m.

Auditorium Maximum

OPENING REMARKS

Prof. Jörg Rocholl, PhD (ESMT)

KEYNOTES

Dr. Dieter Zetsche (Daimler)

Brigitte Zypries (Federal Ministry for Economic Affairs and Energy)

N. R. Narayana Murthy (Infosys)

11:45 a.m. – 12:45 p.m.

Auditorium Maximum

ENTREPRENEURSHIP. CREATING AND LEADING SUCCESSFUL COMPANIES

Monica Dodi (Women's Venture Capital Fund)

Prof. Paul Heidhues, PhD (ESMT)

Dr. Jürgen Heraeus (Heraeus Holding)

Alexander Kudlich (Rocket Internet)

Jörg Rheinboldt (Axel Springer Plug and Play)

Moderator: Manuela Kasper-Claridge, Head of Business and Science, Deutsche Welle

12:45 p.m. – 1:30 p.m.

Auditorium Maximum

ESMT RESPONSIBLE LEADERSHIP AWARD

Honoree: **Wendy Kopp** (Founder of Teach For America and CEO and Co-Founder of Teach For All)
 Laudator: **Herman Van Rompuy** (First President of the European Council)

1:30 p.m. – 2:30 p.m.

Foyer II

NETWORKING LUNCH

2:30 p.m. – 4:00 p.m.

Throughout campus
 (see displays)

INTERACTIVE SESSIONS

Deer or dear in the headlight? What media attention can tell you about a CEO's value creation (**Prof. Dr. Gregor Halff**)

Entrepreneurship in China (**Dr. Jens Weinmann**)

Explorers and exploiters | Innovation and execution (**Prof. Matthew S. Bothner, PhD**)

GTEC: A long-term, open, collaborative approach (**Benjamin Rohé**)

HR, startup-style (**Christoph Rätke**)

Next generation leadership (**Dr. Nora Grasselli**)

Peer coaching: A brief introduction (**Prof. Konstantin Korotov, PhD**)

The new intrapreneurship challenge: Embracing digital disruption (**Prof. Joe Peppard, PhD**)

Trial and error: Setting sail for your move beyond the familiar (**Dr. Johannes Habel**)

4:30 p.m. – 5:45 p.m.

Auditorium Maximum

INTRAPRENEURSHIP. TRIGGERING AND SECURING INTERNAL INNOVATION

Prof. Peter Bearman, PhD (Columbia University)

Prof. Matthew S. Bothner, PhD (ESMT)

Melanie Kreis (Deutsche Post)

Thomas Sattelberger (formerly Deutsche Telekom, Continental, Lufthansa)

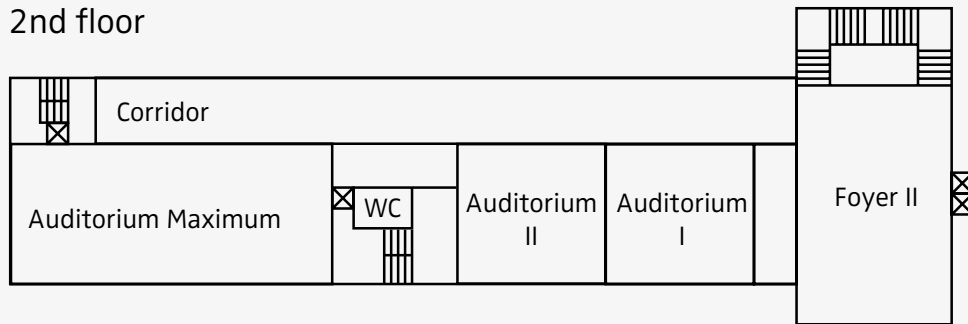
Moderator: Ali Aslan, journalist and television host

5:45 p.m. – 7:00 p.m.

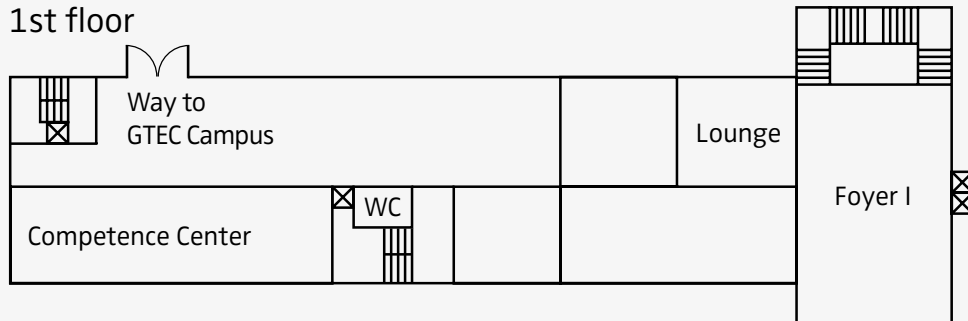
Foyer II

CHAMPAGNE RECEPTION

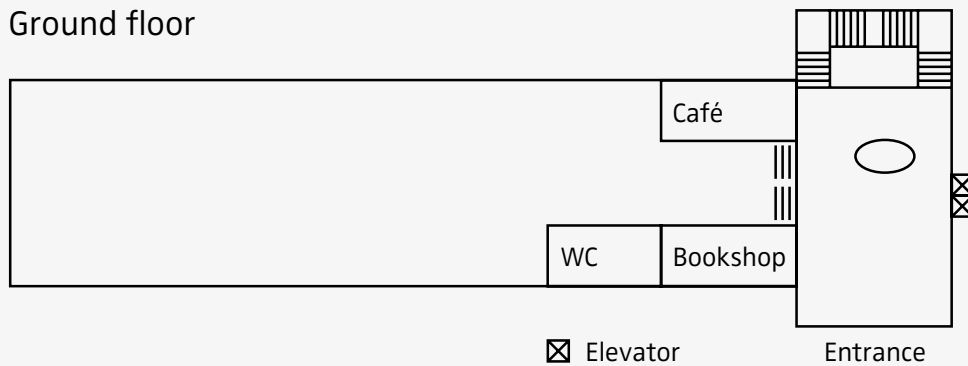
2nd floor



1st floor



Ground floor



☒ Elevator

Entrance

WIRELESS LAN

Network name: esmt-guest

Username: AF2015esmt

Password: esmtAF2015

TWITTER #esmtAF

There will be photos and video recordings during the event. Please advise a member of staff should you object to subsequent use for print and online publishing by ESMT.

OPENING REMARKS AND KEYNOTES

10:00 a.m. – 11:15 a.m.

Auditorium Maximum

“To act with confidence beyond the range of familiar beacons and to overcome resistance requires aptitudes that are present in only a small fraction of the population and define the entrepreneurial function.”

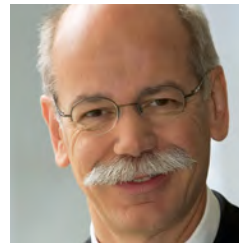
Inspired by this quote from economist Joseph Schumpeter, this year’s program focuses on entrepreneurial thinking and action.



Prof. Jörg Rocholl, PhD
*President and EY Chair in
Governance and Compliance, ESMT*

Jörg Rocholl has been president of ESMT since 2011 and has held the EY Chair in Governance and Compliance since 2010. He is a member of the economic advisory board of the German Federal Ministry of Finance and vice-chairman of the economic advisory board of Deutsche Welle. He is also a research professor at the Ifo Institute Munich and Duisenberg fellow of the ECB. He holds an economics degree from the Universität Witten/Herdecke and a PhD from Columbia University. Before joining ESMT in 2007, he was assistant professor at the University of North Carolina at Chapel Hill.

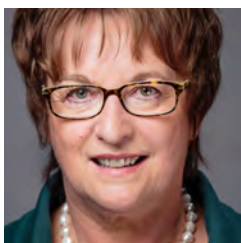
Rocholl researches in the areas of corporate finance, corporate governance, and financial intermediation. He has worked with The Boston Consulting Group and Deutsche Bank and has been a visiting researcher at the Bundesbank’s Economic Research Center in Frankfurt. Rocholl has published in top academic journals and regularly appears as an expert in leading international media.



Dr. Dieter Zetsche
*Chairman of the Board of
Management, Daimler;
Chairman of the ESMT
Foundation Board of Trustees*

Dr. Dieter Zetsche has been a member of the Board of Management of Daimler AG since 1998, and chairman of the Board of Management of Daimler AG since 2006. He is also head of the Mercedes-Benz Cars Division, which includes passenger cars of the brands Mercedes-Benz and smart as well as Mercedes-Benz AMG. Zetsche was born in Istanbul, Turkey, on May 5, 1953. After attending school in Frankfurt and obtaining the *Abitur* (university entrance examination), he studied electrical engineering from 1971 to 1976 at the University of Karlsruhe and graduated as an engineer. He joined the research department of the then Daimler-Benz AG in 1976 and became assistant to the development manager in the Commercial Vehicles business unit in 1981.

Zetsche completed a doctorate in engineering in 1982 at the University of Paderborn. From 1984, as part of the Daimler-Benz Commercial Vehicles Management Development Team, he was responsible for the coordination of international development activities.



Brigitte Zypries
*Parliamentary State Secretary
at the Federal Ministry for
Economic Affairs and Energy*

Brigitte Zypries studied law in Giessen and qualified as a lawyer in 1980. She started her professional career in the legal division of the State Chancellery of Hesse as a research assistant to the Federal Constitutional Court. From 1991 to 1995, she held leading positions at the State Chancellery of Lower Saxony, Hanover, and eventually became state secretary at the Ministry of Women, Labor and Social Affairs of Lower Saxony in 1997. From 1998 to 2002 she was state secretary to the Federal Ministry of the Interior in Berlin. From 2002 to 2009, Zypries was Federal Minister of Justice. Since 2005, she has served as a directly elected member of the Bundestag for the constituency of Darmstadt, Hesse.

In the past, she was member of the committee for new media and the Bundestag's study commission "Internet and digital society." Following the last election, she was appointed parliamentary state secretary at the Federal Ministry for Economic Affairs and Energy with a special responsibility in the field of IT policy. She also represents the Ministry in the newly created committee "Digitale Agenda" in the Bundestag.



N. R. Narayana Murthy
Founder of Infosys

In 1981, Narayana Murthy founded Infosys, a global software consulting company headquartered in Bangalore. He served as the CEO of Infosys (1981–2002), as the Chairman and Chief Mentor (1981–2011), and as the Chairman Emeritus (2011–2013). Under his leadership, Infosys was listed on NASDAQ in 1999. Murthy articulated, designed, and implemented the Global Delivery Model, which has become the foundation for the huge success in IT services outsourcing from India. He has led key corporate governance initiatives in India. Murthy is ranked among the top ten of the *Financial Times*' list of "Business pioneers in technology," published in March 2015. In 2014, he was ranked 13th among CNBC's 25 global business leaders who have made maximum impact on society during the last 25 years. He was listed among the "12 greatest entrepreneurs of our time" by Fortune magazine in 2012. *The Economist* ranked him among the ten most-admired global business leaders in 2005. His most recent project, Catamaran Management Services Pvt. Ltd., is a private investment firm, with interests in venture capital, private equity, partnerships, and public market investing.

ENTREPRENEURSHIP. CREATING AND LEADING SUCCESSFUL COMPANIES

11:45 a.m. – 12:45 p.m.

Auditorium Maximum

A high-level panel discussion on vision, innovation, and frameworks.



Monica Dodi
*Co-Founder and Managing
Director, Women's Venture
Capital Fund*

Monica Dodi is an international, multilingual new media entrepreneur with a proven track record in creating, launching, and building highly successful global brands. A visionary on the cutting edge of the virtual and high-tech landscape, she has founded four highly successful companies, spearheaded rapid turnarounds, and negotiated numerous licensing deals with Fortune 500 companies. She was co-founder of MTV Europe and worked as head of European Licensing in Walt Disney/Europe. Dodi founded CD Productions, which was later acquired by American Greetings. In the United States she was recruited by Brandon Tartikoff to be CEO in charge of launching AOL's Entertainment Asylum. Subsequently, at Softbank Technology Ventures, she focused on new media convergence and served as the fund's Entrepreneur in Residence. She continues to be a sought-after advisor to and angel investor in new ventures spanning virtual worlds, music technologies, mobile applications, and social media. She earned her bachelor's degree in international economics from Georgetown University and MBA from Harvard Business School. Dodi is the board director of IvyCorp, Inc.



Prof. Paul Heidhues, PhD
*Professor of Economics,
Lufthansa Chair in Competition
and Regulation, and Director of
PhD Studies, ESMT*

Paul Heidhues is a professor of economics, director of PhD studies, and holder of the Lufthansa Chair in Competition and Regulation at ESMT. He joined ESMT in September 2010. He was an associate professor for economic theory at the University of Bonn from 2005 to 2010 and a research fellow at the Social Science Research Center Berlin (WZB) from 1999 to 2005. He received his habilitation from the Humboldt Universität zu Berlin in 2005 and his PhD in economics from Rice University, Houston, Texas, in 2000. Heidhues has worked on numerous topics in industrial organization and competition policy. He is one of the coordinators of the Berlin Behavioral Economics Seminar Series, a member of the Working Group on Competition Law of the German Antitrust Authority (Bundeskartellamt), a research fellow of the CEPR Program in Industrial Organization, a research fellow of the CESifo Network in Behavioral Economics, and an elected member of the Committee for Industrial Economics as well as the Committee for Economic Theory of the Verein für Socialpolitik. His work has appeared in leading academic journals.



Dr. Jürgen Heraeus
Chairman of the Supervisory Board, Heraeus Holding

Dr. Jürgen Heraeus is chairman of the Supervisory Board of Heraeus Holding GmbH and chairman of the Shareholders Committee. He is also chairman of the Supervisory Board of GEA Group AG and Messer Group GmbH, and furthermore member of the Supervisory Board of Hauck & Aufhäuser Privatbankiers KgaA. In addition, he serves as honorary chairman of the German United Nations Children's Fund (UNICEF) and chairman of the Kathinka Plathhoff Foundation. Furthermore, he has held the position of chairman of the advisory council for restructuring the German ADAC since 2014. Heraeus was born in Hanau, Germany. He studied business administration at the University of Munich, earning his PhD in 1963. He lived in the United States for nearly two years and worked for a variety of Heraeus subsidiaries before his appointment to the Board of Management of W. C. Heraeus GmbH in 1970. He subsequently became CEO of Heraeus Holding GmbH. Heraeus is particularly interested in educational policy.



Jörg Rheinboldt
CEO, Axel Springer Plug and Play

Jörg Rheinboldt joined the Axel Springer Plug and Play team as CEO in September 2013. He started his first company, denkwerk, while studying business administration in Cologne in 1994. In 1999 he co-founded alando.de AG, which he and his co-founders sold to eBay Inc. after six months. Until 2004 Rheinboldt worked as managing director at eBay and helped to grow the company from a six-person startup to one of Germany's most successful e-commerce companies with more than €500 million in revenue. In 2005 he co-founded M10 Partners, which has invested in numerous startups and worked with several companies over the last nine years. In 2008 Rheinboldt co-founded betterplace.org. He has worked with more than a hundred startups as shareholder and mentor at Axel Springer Plug and Play, M10 GmbH, hub:raum, Startup-bootcamp, Startup Institute, and as a member of faculty at the Humboldt Viadrina School of Governance. In 2014 he became co-founder of Unternehmerschule at ESCP.



Alexander Kudlich
Group Managing Director, Rocket Internet

Alexander Kudlich was born in Bonn, Germany, in 1980. He studied business administration with a specialization in finance and accounting at the University of St. Gallen in Switzerland from 1999 to 2004 and graduated as Lic.oec. (HSG). In 2005, Kudlich received a master's degree in philosophy from University College London. He also holds an MBA from ESMT European School of Management and Technology. In 2005, upon graduation from University College London, Kudlich joined Axel Springer AG as the assistant to the chairman and CEO (Dr. Mathias Döpfner). From 2008 to 2011, he worked in various managerial positions in a group company of Axel Springer AG – the zanox.de AG, including as regional managing director for Asia Pacific and Central and Eastern Europe. In 2011, he joined Rocket Internet. As group managing director, he is responsible for operations, product development, technology, and resources.



Moderator:
Manuela Kasper-Claridge
Head of Business and Science, Deutsche Welle

Manuela Kasper-Claridge is a journalist and head of the business and science department at Deutsche Welle (DW). She studied economics and sociology and worked as a news producer for RIAS-TV. She covered Germany's reunification, Central and Eastern European affairs, and reported from Washington, D.C. In 1998, she became the head of DW-TV's business department. Since 2001, she has also been responsible for DW-TV's science department. In 2009, she started Global Ideas, an award-winning multimedia-based climate project for DW that is available in five different languages. Kasper-Claridge has regularly attended the World Economic Forum (WEF) in Davos and has initiated partnerships with the WEF and the Schwab Foundation. She is a member of the German Chambers of Commerce and Industry (DIHK) committee on media and communication, is on the board of trustees of Germany's Ifo Institute, and on the advisory board of TecTV, the web-based TV program of the Association of German Engineers (VDI).

ESMT RESPONSIBLE LEADERSHIP AWARD

12:45 p.m. – 1:30 p.m.

Auditorium Maximum

The ESMT Responsible Leadership Award honors extraordinary leadership in promoting responsible business practices. It is awarded annually to an outstanding business figure who has demonstrated a deep commitment to the principles of sustainability and whose actions have inspired others. Recent recipients include N. R. Narayana Murthy, founder and Executive Chairman of Infosys Limited (2010); Güler Sabancı, Chairman and Managing Director of the Turkish Sabancı Holding (2011); Mario Monti, former Prime Minister of Italy (2012); Mario Draghi, President of the European Central Bank (2013); and Herman Van Rompuy, First President of the European Council (2014).



Laudator:
Herman Van Rompuy
*First President of the
European Council, recipient
ESMT Responsible Leadership
Award 2014*

Herman Achille Van Rompuy (born 1947) was the first president of the European Commission of heads of state and government. In December 2009, when the Treaty of Lisbon came into effect, he became full-time president of the European Council. In 2012 he was reelected for a second term, which ended in November 2014. Van Rompuy spent five years in the cockpit of global politics. He advocated for the stability of the euro, was involved in various conflicts, and was tasked with bringing heads of state into alignment as regards European issues. During his time in office, Van Rompuy gave around 250 speeches per year, both at home and abroad, and traveled as much as the Pope or President Obama.

Van Rompuy graduated from the Katholieke Universiteit Leuven with a bachelor's degree in philosophy and a master's in applied economics. After first working as an economist with the National Bank of Belgium, in 1973 he launched his political career as vice-president of the youth council of the Christian People's Party (CVP, now the CD&V – Christian Democratic and Flemish party). In 1978 he became a member of the CVP party bureau. Between 1988 and 1993 he held various positions within his party and within the Belgian parliament, including as party chairman and co-opted senator. Van Rompuy entered national politics in 1993, from which time he held various offices. He was Deputy Prime Minister and Minister of Budget (1993–1999), member of the Chamber of Representatives (1999–2008), Minister of State (2004), Chairman of the Chamber of Representatives (2007–2008), and Prime Minister of Belgium (2008–2009).

"At Teach For All, we realize that if we are going to solve the problem of educational inequity, we have to take a systemic approach by mobilizing the world's next leaders to tackle the challenge from every sector, as well as a global approach by ensuring those leaders are learning from each other across borders. We need partners in every sector to do this, which is why

I was so pleased to learn about ESMT's commitment to developing entrepreneurial leaders who think globally, act responsibly, and respect the individual. I am deeply honored to share this award with such inspiring leaders who have done so much to advance the welfare of individuals throughout the world."



Honoree:

Wendy Kopp

*Founder of Teach For America
and CEO and Co-Founder of
Teach For All*

Wendy Kopp is CEO and co-founder of Teach For All, a global network of independent organizations that are cultivating their nations' promising future leaders to ensure that their most marginalized children have the chance to fulfill their true potential. Now in its eighth year, the Teach For All network is comprised of partner organizations in more than 35 countries around the world, including its founding partners, Teach For America and the United Kingdom's Teach First.

Kopp founded Teach For America in 1989 to marshal the energy of her generation against educational inequity in the United States. Today, more than 10,000 Teach For America corps

members – outstanding recent college graduates and professionals of all academic disciplines – are in the midst of two-year teaching commitments in 50 urban and rural regions, and Teach For America has proven to be an unparalleled source of long-term leadership for expanding opportunities for children. After leading Teach For America's growth and development for 24 years, Kopp moved into the role of chair of the board in 2013.

Kopp has been recognized as one of Time magazine's "100 Most Influential People" and is the recipient of numerous honorary degrees and awards for public service. She holds a bachelor's degree from Princeton University, where she participated in the undergraduate program of the Woodrow Wilson School of Public and International Affairs. She resides in New York City with her husband, Richard Barth, and their four children.

We are delighted to invite you to the

ESMT ANNUAL FORUM NETWORKING LUNCH

Thursday, July 2, 2015

1:30 p.m. – 2:30 p.m.

Foyer II (Second Floor), Schlossplatz 1, Berlin



**Bei der Wahl des Fusionspartners wollte man
der neuen Führung freie Hand gewähren.**

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1
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for career progress 2012, 2013, 2014
The Financial Times EMBA Ranking

ESMT is the most international business school in Germany.

Consistently ranked among the best, our programs focus on **international business, technology, innovation, sustainability, leadership, and entrepreneurship.**

Substantial merit-based scholarships are available for all programs.



www.esmt.org

THE BUSINESS SCHOOL
FOUNDED BY BUSINESS



INTERACTIVE SESSIONS

2:30 p.m. – 4:00 p.m.

Throughout campus (see displays)

Explorers and exploiters | Innovation and execution

Prof. Matthew S. Bothner, PhD

Our first topic will bring into focus two opposite types of strategic leadership: exploration and exploitation. Explorers are leaders who are continually looking for new competitive advantages. Search and innovation are their main pursuits. They trigger the “intra-preneurial” process. Conversely, exploiters are leaders who are always seeking to refine an existing competitive advantage. Efficiency and execution are their primary goals. They complete the “intra-preneurial” process. We will look for elements of exploration (innovation) and exploitation (execution) in a famous athletic event, which will set the stage for your own thinking about where you – and your colleagues within your company – reside on the explorer-exploiter continuum. Using a survey instrument, you will define where you and your colleagues stand and consider the best ways to manage the social capital residing in your relations with these colleagues.

We will then consider “annealing” as an (extreme) approach to exploration and triggering entrepreneurship from within. Annealing is the process of heating metal, glass – or an organization – and then cooling it in a better configuration. To anneal your colleagues is to “start a fire beneath them,” as a way of triggering varied, innovative responses – from which you, as a leader, then choose. Annealing is a process that “melts” elements of the current organization’s design and “unfreezes” existing forms of social capital among managers. Using a brief in-class case, our focus will be on the ethical and strategic issues raised by annealing.

Deer or dear in the headlight? What media attention can tell you about a CEO’s value creation

Prof. Dr. Gregor Halff

This session will investigate if we can gauge a corporate leader’s success by looking at her/his media profile. Whose stock would you buy: Can a celebrity CEO increase the market capitalization of the company? Or are leaders who shun the media limelight better at creating value? We will identify four media profiles

of the CEOs heading the world’s 100 largest corporations. Research tells us that their media personality is indeed linked to the performance of their stock, but not in ways that you would expect.

Next generation leadership

Dr. Nora Grasselli with Heiko Genzlinger, Moritz Kreppel, Niklas Östberg, and Arul Ramadurai

Business is in constant acceleration. Economies and industries are being turned inside out. Our customers and collaborators are increasingly networked. Traditional corporate hierarchies are no longer sustainable. Do familiar approaches to leadership still work? In the absence of a roadmap and rulebook, how do today’s managers lead to success? In the interactive session Next Generation Leadership, we discuss modern approaches to leadership with CEOs of successful startups. How do they operate in the permanently changing, unpredictable environment? How do they lead fast-moving, hierarchy-averse, work-life-balance-focused followers who are seeking a calling not a career? Is there a new, different leadership emerging?

Entrepreneurship in China

Dr. Jens Weinmann

Entrepreneurship in China was encouraged as early as in the 1980s, but only over the last decade has it become a major contributor to economic growth and innovation. According to the Global Entrepreneurship panel, total early-stage entrepreneurial activity – that means, the percentage of individuals aged 18–64 who are either a nascent entrepreneur or owner-manager of a new business – increased from 12 percent in 2001 to 24 percent in 2011. Still, numerous obstacles remain, including the lack of adequate entrepreneurial education at universities, bureaucratic procedures of the state-based, government-run legal system, and shortage of funding. In a practitioners’ panel, we will discuss challenges, opportunities, and lessons learned, from Chinese and European perspectives.



Matthew S. Bothner is professor of strategy and the Deutsche Telekom Chair in Leadership and HR Development at ESMT. His current research addresses the measurement and consequences of social status in several empirical settings, including venture capital, professional sports, and higher education.



Moritz Kreppel is the co-founder and CEO of Urban Sports Club. After stints at the European Commission and Parliament, and the Boston Consulting Group, he developed Urban Sports Club to create a new market for sports activities combining many different sport clubs into a single membership.



Heiko Genzlinger is a business leader with more than 20 years of experience in the advertising industry, with a strong emphasis on sales, sales management, and business development in the digital world. He has been the CEO of Trademob since 2014. Prior to that, he was managing director and vice president of sales at Yahoo Germany.



Niklas Östberg is the co-founder and CEO of Delivery Hero. He has been responsible for building several market-leading online food-ordering companies in Poland, Finland, and Austria. Founded in 2011, Delivery Hero now operates in 34 countries, has more than 200k restaurants connected to its service, and is valued at up to \$3 billion.



Nora Grasselli is program director at ESMT. Her expertise includes group dynamics, coaching, leadership, and organizational psychology. She completed her PhD on group dynamics at HEC School of Management. Prior to joining ESMT, she was a strategy consultant for the Boston Consulting Group.



Arul Ramadurai recently the CEO of ExcellGene SA, a privately-owned Swiss biotechnology provider in the field of protein manufacturing. He has more than 15 years of experience in the healthcare and energy industries, managing operational and commercial teams. He has also coached a number of privately-backed enterprises.



Gregor Halff is an associate professor in executive education at ESMT. Previously he was a professor and associate dean of the Lee Kong Chian School of Business at the Singapore Management University. He is currently chair of the Global Alliance for Public Relations and Communication Management.



Jens Weinmann is program director at ESMT. His research focus lies in decision-making in regulation, competition policy, and innovation. Previously, he was project manager of the Market Model Electric Mobility, a research project financed by the German Federal Ministry for the Environment, and was a manager at the economic consultancy ESMT CA.

INTERACTIVE SESSIONS

2:30 p.m. – 4:00 p.m.

Throughout campus (see displays)

GTEC: A long-term, open, collaborative approach

Benjamin Rohé

Only three years ago, German corporations and SMEs started to experiment with a new management style called “lean start-up.” Closely following best practice in Silicon Valley, they created accelerator and incubator programs and engaged in intrapreneurship and company-building. Today, Berlin is home to a score of corporate startup programs that are mutually exclusive and have yet to prove their impacts on their respective corporate cultures. In this session, involving representatives of GTEC founding partners RWE and Henkel, we want to discuss and explore a collaborative approach to digital transformation. Is it possible to learn across industries? What is the current status of digital transformation in German corporations?

HR, startup-style

*Christoph Rähke with Constanze Buchheim,
Dirk Graber, and Benjamin Thym*

Startups are harbingers of how many workplaces in corporations and SMEs will look in the near future. Their trial-and-error approaches to establishing working business models demand small teams, agile product development, high levels of flexibility, steep learning curves, and a lot of improvisation. At the same time, the digital job market enables everyone to compete for the best talent from around the world. Together with Constanze Buchheim, Germany’s leading expert on startup HR, and two CEOs of companies that saw both rapid growth and intense pivots, this session will be about best practice in finding, motivating, and keeping talent in a quickly changing environment.

Peer coaching: A brief introduction

Prof. Konstantin Korotov, PhD

This session will familiarize the participants with the benefits and limitations of peer coaching as a development instrument. Peer coaching is suitable for use in business schools, large organizations, peer networks, business incubators, etc. The session will involve a discussion of the method, an ESMT video-case with a demonstration of a peer coaching intervention, and a presentation of ESMT executive education materials that

can be used for teaching people to use peer coaching. Participants will receive the ESMT book *Peer coaching practice for managers: An executive education companion*.

The new intrapreneurship challenge: Embracing digital disruption

Prof. Joe Peppard, PhD

“Digital” is one of the most disruptive forces confronting organizations and their leadership teams today. Organizations of all sizes, including the public sector, are being impacted by the inexorable advances in digital technology. No industry, it seems, is immune to the realities in which business models, business processes, value proposition, customer experiences, products, services, and management practices have been – or are being transformed by – digital technologies. CEOs and their CxO colleagues play a pivotal role in determining whether or not their organizations exploit the innovative opportunities provided by digital technologies. In particular, realizing value from digital initiatives requires the leadership team’s attention and oversight. The leadership team sets the tone for these initiatives, and their active participation determines whether their organization optimizes a return from spending on IT. Most do not seem to understand this, or quite know what they should do. This interactive session will explore how organizations can embrace digital disruption. In particular, it will focus on how to ensure that any initiatives focused on digital technologies have real business impact.

Trial and error: Setting sail for your move beyond the familiar

Dr. Johannes Habel

When you move beyond the familiar, you face considerable uncertainties: Would a new marketing campaign attract new customers? Would your sales force be more productive if you increased variable income? Would a new change initiative facilitate employees’ buy-in? This interactive session introduces you to a method for making decisions when facing such uncertainties: conducting scientific experiments. You learn how these experiments work, get to know companies that regularly increase their profits using experiments, and discuss how you might benefit from experimenting yourself.



Constanze Buchheim built up i-Potentials, one of the most renowned European executive search firms with a digital focus. A speaker at various conferences, she has also advised the German Minister of Economics. In 2014, she published her first book, *HR basics for start ups: Recruiting and retention in the digital age*.



Joe Peppard is a professor at ESMT. His research and teaching are in the area of information systems and technology, where he seeks to challenge dominant orthodoxies that are contributing significantly to organizations' inability to leverage digital technologies. He has published widely in academic and general business journals.



Dirk Graber studied business and management in Marburg, Hong Kong, Moscow, and Leipzig, and graduated from the HHL Leipzig Graduate School of Management. Before he founded Mister Spex, he worked as a consultant for BCG. He has also held positions at eBay, Jamba, KPMG, and Commerzbank.



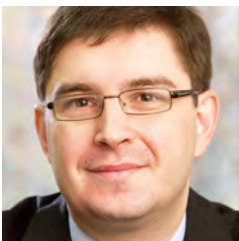
Christoph R  thke has been working in the digital industry since 1996. After stints at Deutsche Telekom and Berlin-based digital agencies, he has consulted the digital industry and founded the Berlin Startup Academy. At GTEC, he manages entrepreneurship education activities, lectures, and the workshops program.



Johannes Habel is program director at ESMT. His teaching and research focus is on sales management and how to improve the success of large field forces. He has published in renowned academic management journals, such as the *Journal of Marketing*. Before joining ESMT, he worked as a strategy consultant for Booz & Company.



Benjamin Roh   has been working in the tech/digital industry and has founded several companies since the age of 15. In 2007 he became an active early-stage investor. He has advised DAX companies in innovation and entrepreneurship and is a lecturer and speaker at several European universities. He started the GTEC initiative at ESMT in 2014.



Konstantin Korotov is associate professor and director of the Center for Leadership Development Research at ESMT. He researches and teaches worldwide in the areas of leadership development, identity, and modern careers. He has published multiple articles and books, and is an expert on difficult cases in management development.



Benjamin Thym started out at BCG, where he and his fellow co-founders came up with the bar-coo concept. They moved to Berlin in 2009 to develop the biggest mobile product guide in Europe. New features and business models made it necessary to repeatedly revamp the team, currently 60-strong.



INTRAPRENEURSHIP. TRIGGERING AND SECURING INTERNAL INNOVATION

4:30 p.m. – 5:45 p.m.

Auditorium Maximum

A high-level panel discussion on fueling organic growth and shielding creativity from the corporate noise.



Prof. Peter Bearman, PhD

*Director, Interdisciplinary Center for
Innovative Theory and Empirics,
Columbia University*

Peter Bearman is the director of the Interdisciplinary Center for Innovative Theories and Empirics (INCITE), the Cole Professor of Social Science, and co-director of the Health & Society Scholars Program, the Mellon Interdisciplinary Training Program, and OHMA at Columbia University. A specialist in network analysis, he co-designed the National Longitudinal Study of Adolescent Health. He has also conducted research in historical sociology, including *Relations into rhetorics: Local elite social structure in Norfolk, England, 1540–1640* (1993). He is the author of *Doormen* (2005). He is an editor of the *Handbook of analytical sociology* (2009) and edits (with Peter Hedstrom) a series on analytical sociology at the Princeton University Press. A recipient of the NIH Director's Pioneer Award in 2007, Bearman is currently investigating the social determinants of the autism epidemic. He is a member of the American Academy of Arts and Sciences and the National Academy of Sciences. He teaches introductory sociology, qualitative research design, research design, social networks, and classical social theory.



Prof. Matthew S. Bothner, PhD
Professor of Strategy and Deutsche Telekom Chair in Leadership and HR Development, ESMT

Matt Bothner joined ESMT in 2011 as a professor of strategy and the holder of the Deutsche Telekom Chair in Leadership and HR Development. His current research addresses the measurement and consequences of social status in several empirical settings, including venture capital, professional sports, and higher education. He has developed computational models both to better understand factors affecting the evolution of cumulative advantage and to clarify the optimal strategies for leading tournaments for peer recognition. His research has been published in *Administrative Science Quarterly*, *American Journal of Sociology*, *Management Science*, and *Organization Science*. Bothner received his PhD with distinction in 2000 from Columbia University's department of sociology, where he also received his MPhil and MA degrees. He taught at the University of Chicago Booth School of Business from 2001 to 2010, was visiting associate professor of sociology at Cornell University from 2010 to 2011, and visiting professor of organizations and strategy at Chicago Booth in 2012 and 2013.



Thomas Sattelberger
Former Executive Board Member Deutsche Telekom, Continental, and Lufthansa Passage

Thomas Sattelberger is a German top manager. After operational as well as HR positions on the boards of Lufthansa Passage and Continental AG, he was a member of the Board of Management of Deutsche Telekom AG as chief human resources officer from 2007 to 2012. Sattelberger has distinguished himself as an advocate of diversity management, initiated the 30 percent quota for women in leadership positions at Deutsche Telekom AG and criticized closed systems in corporations and society. He is regarded as a pioneer on the future of work and deals intensively with the transformation of corporations, the digital revolution, and new architectures of work. He serves on the board of international companies and institutions, is a fellow of the International Academy of Management, and chairs several nationwide educational initiatives.



Melanie Kreis
Board Member HR, Deutsche Post

Melanie Kreis is board member for Human Resources and labor director for the Deutsche Post DHL Group. She has been with the company for more than ten years. Prior to being named to the Board of Management in 2014, Kreis was chief financial officer of DHL Express, a position she had held since 2013. Previous to this, she served as executive vice president Corporate Controlling from 2010. Kreis also spent four years as head of the corporate office/corporate organization department and played a key role in planning and executing the sale of Postbank to Deutsche Bank. Before this, following the Group's acquisition of Exel in 2005, she led the overall logistics integration effort from Bracknell (UK). She joined Deutsche Post DHL Group in 2004 to focus on international M&A projects. Kreis started her career with McKinsey & Company in 1997 before moving to Apax Partners Private Equity in 2000. She holds an MBA from INSEAD, Fontainebleau, as well as a diploma in physics from the University of Bonn and a master's degree in physics from the University of Stony Brook, New York.



Moderator:
Ali Aslan
Journalist and television host

Ali Aslan is a seasoned journalist and television host who has worked for leading networks (CNN, ABC News) around the globe. For the past three years, he has hosted the international talk show "Quadrige" on Deutsche Welle TV. Aslan holds a Master of International Affairs and a Master of Science in journalism from Columbia University. He received his Bachelor of Science in international politics from Georgetown University. In recognition of his achievements, Aslan has been named a Young Leader by the American Council on Germany, the BMW Foundation, the Munich Security Conference, the German Marshall Fund, the Bertelsmann Foundation, and the Atlantik-Brücke. He is the first German recipient of the United Nations Alliance of Civilizations International Fellowship and a member of the Körber Network Foreign Policy.

We are delighted to invite you to the

ESMT ANNUAL FORUM CHAMPAGNE RECEPTION

Thursday, July 2, 2015

5:45 p.m. – 7:00 p.m.

Foyer II (Second Floor), Schlossplatz 1, Berlin



ESMT EVENTS

ESMT Alumni Network Annual Meeting

ESMT Campus, September 26, 2015

We would like to extend a warm invitation to the ESMT Alumni Network and the ESMT community to attend the annual alumni meeting on September 26, 2015. This event is a great opportunity to reconnect with old friends, network, and participate in interesting academic sessions. We look forward to welcoming you!

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NEXT ANNUAL FORUM

JUNE 9, 2016

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