

ESMT  
EUROPEAN SCHOOL OF MANAGEMENT AND TECHNOLOGY

# CORPORATION 2050

Building to last – leading to adapt

July 3, 2014

A close-up photograph of a hand holding a small, glowing globe of the Earth. The hand is positioned at the bottom right, with fingers spread to support the globe. The globe is illuminated from within, casting a soft glow. The background is a blurred, light-colored sky.

ESMT  
Annual Forum  
2014

2050: A CONNECTED GLOBAL SOCIETY  
AIMING AT A CLEAN PLANET

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The first things that come to mind while thinking ahead to the year 2050 usually have to do with ourselves in relation to future developments. Quite legitimately, we wonder about what condition the world will be in when we have reached retirement age and about the issues that will arise along the way. The ESMT Annual Forum 2014 will by no means find answers to all the questions involved – even the attempt would be presumptuous. Instead, we will focus on subject areas that are certain to dominate in the future.

**Business, technology, and our environment**

When people flocked to world fairs in the past two centuries, they saw the latest technologies that society had to offer. In Philadelphia in 1876, it was the telephone, the typewriter, and the phonograph; in Paris in 1900, it was the escalator; in the following decades there was the airplane, TV, computers – a steady development toward more sophisticated technologies. Starting in the last century, the world fairs began to showcase more than just technological innovations and focused on people and the environment as well. The expo in Osaka in 1970 carried the motto “Progress and Harmony for Mankind”; Nagakute in 2005 promoted “Nature’s Wisdom”; Zaragoza in 2008 was themed “Sustainable Development”; followed by “Better City, Better Life” in Shanghai in 2010. The theme for the next expo, in Milan in 2015, is “Feeding the Planet, Energy for Life,” continuing in the previous vein. Modern innovation, in other words, is no longer just about spectacular technological inventions but also includes concerns for humans and their natural habitat. In light of this evolution, the Annual Forum will look at the substantial task set before businesses all over the world – to connect the quest for technological innovation with the need to protect the earth.

**Demographic change and lifelong learning**

Another subject we will discuss concerns increased life expectancy and subsequent demographic changes. In addition to affecting public and private decision making, educational institutions such as ESMT will also be affected as we will invest in programs for lifelong learning, be it in class or through

digital means. A large number of universities are currently experimenting with MOOCs, or Massive Open Online Courses, which offer modules to those who have had no access to learning thus far or who wish to balance their knowledge deficits. There have been MOOC courses with hundreds of thousands of international users – what initially looked like hype may turn into a serious learning method that includes learners from all generations.

**Globalized universities**

In any discussion regarding the future of learning, globalization is central. Currently, more than 90 percent of ESMT’s full-time students are from outside Germany. Eight of the world’s top 10 executive MBA programs take place on more than one continent. Business schools, including ESMT, are cooperating in international groups such as the Global Network for Advanced Management. Every researcher at ESMT has to collaborate with peers across continents to make their work relevant for today’s business. Universities as well as schools need to understand the impact that globalization has on society. This means designing and offering classes that cover the numerous requirements posed by a globalized world. In this context, we will pay special attention in the Annual Forum to the skills the global leaders of the next decades need to possess.

**Having and sharing information**

It helps that information is – and will be – available to an extent it has never been before. We have platforms and social networks to freely and collectively communicate, assets we already value so highly that we object if these routes are blocked by political censorship. This trend will certainly continue. According to a special report of the Economist last year, Cisco estimates that by 2020, 50 billion devices of various kinds will be connected to help us discover the information we want – or decide what we do not want. This leads to an issue that will impact future discussion, that is, how to minimize, if not prevent, the abuse of the open channels with which we will live and work.

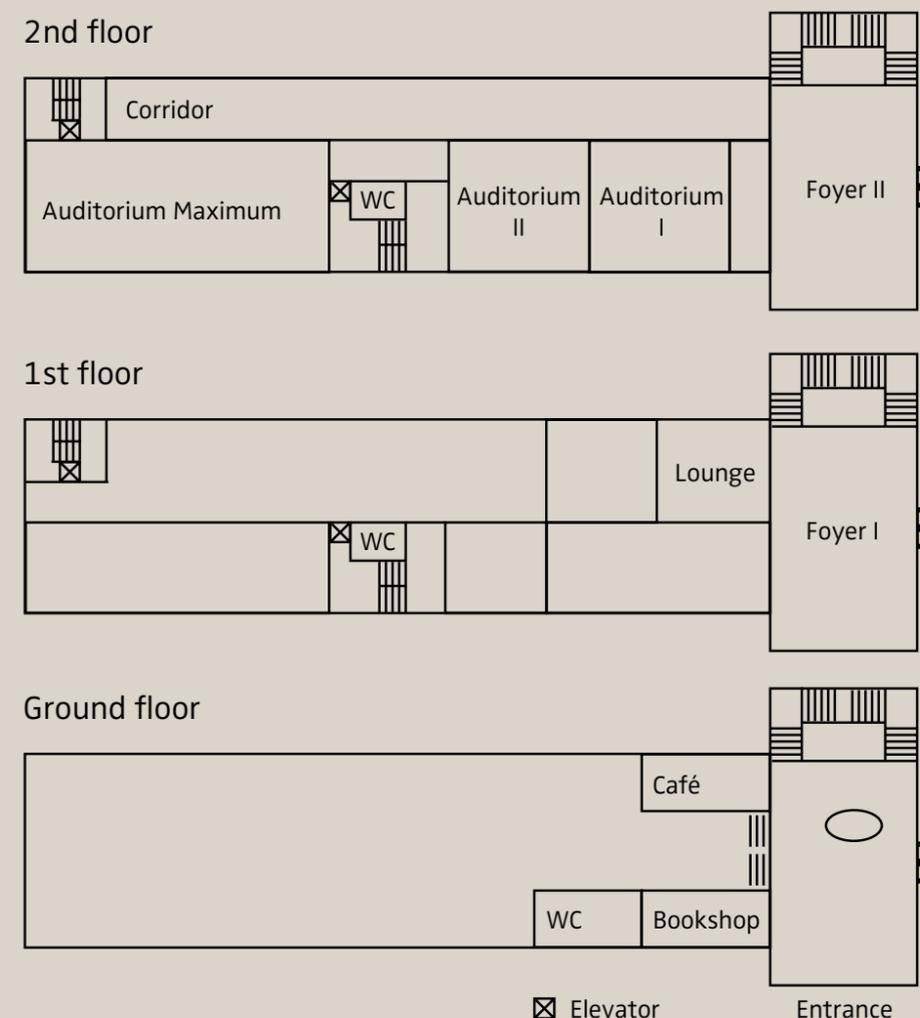
I cordially invite you to join us at the Annual Forum 2014, a platform for guests, international business leaders, academics, and policymakers, to examine the exciting future offered by tomorrow’s developments.

Sincerely  
*Jörg Rotholl*

## PROGRAM OVERVIEW

9:00–10:00 a.m. <i>Main Entrance and Foyer II</i>	REGISTRATION AND NETWORKING BREAKFAST
10:00–11:15 a.m. <i>Auditorium Maximum</i>	WELCOME AND OPENING REMARKS <b>Prof. Jörg Rocholl, PhD</b> (ESMT) <b>Michael Diekmann</b> (Allianz)
	KEYNOTES <b>Dr. Kurt Bock</b> (BASF) <b>Peter Bakker</b> (WBCSD)
11:45 a.m.–1:00 p.m. <i>Auditorium Maximum</i>	PANEL DISCUSSION “BUSINESS TRENDS AND TECHNOLOGY” <b>Peter Bakker</b> (WBCSD) <b>Dr. Theo Freye</b> (CLAAS) <b>Jayant Kohale</b> (Larsen & Toubro) <b>Frank Riemensperger</b> (Accenture) <b>Prof. Jörg Rocholl, PhD</b> (ESMT) Introduction: <b>Prof. CB Bhattacharya, PhD</b> (ESMT) Moderation: <b>Gerrit Wiesmann</b> , journalist
1:00–2:00 p.m. <i>Foyer II</i>	NETWORKING LUNCH <i>with special thanks to GAZPROM Germania</i>
2:00–3:30 p.m. <i>Throughout campus (see displays)</i>	CONCURRENT INTERACTIVE SESSIONS Energy and transport in 2050 – Will we overcome the nexus between energy consumption and economic growth? ( <b>Dr. Jens Weinmann</b> ) Future of banks? Will we still need banks in 2050? ( <b>Prof. Guillermo Baquero, PhD</b> ) Markets for technology – Is the patent system broken? ( <b>Prof. Dr. Stefan Wagner</b> ) The future 50 years ago ( <b>Katja Leppler and Veronika Naumann</b> ) The manager of the future ( <b>Dr. Kirsten Fischer</b> ) The quest for happiness ( <b>Shirish Pandit</b> ) The skills for the future – A look at the skills individuals may employ by 2050 ( <b>Dr. Franziska Frank</b> ) Wall Street in 2050 ( <b>Prof. CB Bhattacharya, PhD</b> ) What elite athletes can teach managers about innovation and strategy ( <b>Prof. Joe Peppard, PhD</b> )
4:00–5:15 p.m. <i>Auditorium Maximum</i>	PANEL DISCUSSION “LEADING INTO THE FUTURE” <b>Jürgen Fitschen</b> (Deutsche Bank) <b>Prof. Konstantin Korotov, PhD</b> (ESMT) <b>David B. Peterson, PhD</b> (Google) <b>Dr. Johannes Teyssen</b> (E.ON) <b>Angela Titzrath</b> (Deutsche Post) Moderation: <b>Ali Aslan</b> , television host and journalist
5:30–6:15 p.m. <i>Auditorium Maximum</i>	ESMT RESPONSIBLE LEADERSHIP AWARD <b>Herman Van Rompuy</b> (President of the European Council) <b>Laudatio: Ambassador Wolfgang Ischinger</b> (Global Head of Public Policy and Economic Research, Allianz and Chairman of the Munich Security Conference)
6:15–7:00 p.m. <i>Foyer II</i>	EVENING RECEPTION <i>with special thanks to INFOSYS</i>

## CAMPUS PLAN



## ANNUAL FORUM WIRELESS LAN

Network name: esmt-guest  
Username: AF2014esmt  
Password: esmtAF2014

## TWITTER

#esmt2050

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 – 11:15 A.M.  
AUDITORIUM MAXIMUM

Keynotes will set the stage on future scenarios related to business and the workforce, expectations with respect to transformative processes, and the role that sustainability and technology will play in this context.



**Michael Diekmann**  
*Chairman of the Board of Management, Allianz*

Michael Diekmann studied law and philosophy at Göttingen University in Germany. After graduating in 1982, he headed up his own publishing business, Diekmann/Thieme, where he wrote and published a number of books. In 1988, Diekmann joined Allianz as executive assistant to the manager of the company's Hamburg office. In 1990, he assumed leadership of the Hamburg-Harburg sales office before becoming head of the Hannover office (1991), head of Customer Relationships in Munich (1993), and head of Sales for the region of North Rhine-Westphalia (1994). In 1996, he moved to Singapore to lead the Allianz Asia-Pacific region.

Two years later, he was given a seat on the Allianz management board and assumed additional responsibilities for Eastern Europe, the Middle East, Africa, and group HR. Diekmann became the head of all Allianz insurance businesses in the Americas in 2002. Since 2003, he has been the chairman of the board of management and CEO of Allianz AG (since 2006 Allianz SE). Diekmann is also chairman of the supervisory board of Allianz Asset Management AG and vice chairman of the supervisory board of Allianz France SA. He is also a member of the supervisory board of Allianz Deutschland AG and of the supervisory board of Allianz S.p.A. In addition to his responsibilities at Allianz, he is deputy chairman of the supervisory board of Linde AG and BASF SE, and supervisory board member of Siemens AG.



**Dr. Kurt Bock**  
*Chairman of the Board of Executive Directors, BASF*

Kurt Bock is the chairman of the board of executive directors of BASF SE, a position he assumed in May 2011. He is currently responsible for legal, taxes and insurance; strategic planning and controlling; communications and government relations; global executive human resources; investor relations; and compliance. From 2003 to 2011, he was chief financial officer of BASF Group, and during that time, from 2007, he was also chairman and chief executive officer of BASF Corporation, based in the United States. In 1985, Kurt Bock started his career with BASF in finance. From 1992 to 1998, he held several management positions in Germany and Brazil for the automotive supplier and electronics company Robert Bosch GmbH. He returned to BASF in 1998. Bock was born in Rahden, Eastern Westphalia, Germany, in 1958. From 1977 he studied business administration at the Universities of Münster and Cologne as well as at Pennsylvania State University, United States, and received his diploma in 1982 from the University of Cologne. In 1985, he earned his doctorate in economics from the University of Bonn. Bock is married and has three children.



**Peter Bakker**  
*President, World Business Council for Sustainable Development (WBCSD)*

Peter Bakker joined the WBCSD in January 2012 after having been involved as a member for a number of years through his role as CEO of TNT NV, the Netherlands-based holding company of TNT Express and Royal TNT Post. Bakker is a respected leader in corporate responsibility. He was the recipient of the Clinton Global Citizen Award in 2009 and the SAM Sustainability Leadership Award in 2010, and he is a UN WFP Ambassador Against Hunger. In addition to his role at the WBCSD, Bakker is the chairman of War Child Netherlands; a co-chair in the Sustainable Development Solutions Network; a council member of the China Council for International Cooperation; and deputy chairman for the International Integrated Reporting Council. Bakker holds a master's degree in business economics from Erasmus University Rotterdam and a bachelor's degree in business administration from HTS Alkmaar.

## PANEL DISCUSSION

### “BUSINESS TRENDS AND TECHNOLOGY”

11:45 A.M. – 1:00 P.M.  
AUDITORIUM MAXIMUM

The high-level panel discussion will bring together global thinkers to examine business innovation and exchange insights in these areas.



**Peter Bakker**  
*President, World Business Council for Sustainable Development (WBCSD)*

Peter Bakker joined the WBCSD in January 2012 after having been involved as a member for a number of years through his role as CEO of TNT NV, the Netherlands-based holding company of TNT Express and Royal TNT Post. Bakker is a respected leader in corporate responsibility. He was the recipient of the Clinton Global Citizen Award in 2009 and the SAM Sustainability Leadership Award in 2010, and he is a UN WFP Ambassador Against Hunger. In addition to his role at the WBCSD, Bakker is the chairman of War Child Netherlands; a co-chair in the Sustainable Development Solutions Network; a council member of the China Council for International Cooperation; and deputy chairman for the International Integrated Reporting Council. Bakker holds a master's degree in business economics from Erasmus University Rotterdam and a bachelor's degree in business administration from HTS Alkmaar.



**Dr. Theo Freye**  
*Spokesman of the Executive Board, CLAAS*

Theo Freye, agricultural engineer (PhD), joined the technical development department of the CLAAS group in 1980. Later, he held managerial functions in international CLAAS distribution and product management. Since 1997 he has overseen the

management and expansion of activities in North America, including the construction of the combine factory in Omaha, Nebraska. Since October 2005 he has been executive vice president of marketing and strategy of the CLAAS group, and since 2007 the spokesman of the executive board. In 2012, Freye took over the management of Forage Harvest in addition to his current roles.



**Jayant Kohale**  
*Area Vice President and Country Manager (Germany), L&T Technology Services, Larsen & Toubro*

Jayant Kohale is area vice president and country manager at L&T Technology Services, based in Munich. He is a mechanical engineer with a master's in business administration. L&T Technology Services is a subsidiary of Larsen & Toubro Limited with domain expertise in various industry verticals such as transportation, industrial products, process, and product engineering. Larsen & Toubro is a \$14 billion technology, engineering, construction, manufacturing, and financial services conglomerate with global operations. Its products and systems are marketed in more than 30 countries worldwide. L&T is one of the largest and most respected companies in India's private sector. A strong customer-focused approach and the constant quest for top-class quality have enabled L&T to attain and sustain leadership in its major lines of business for more than seven decades.



**Frank Riemensperger**  
*Geographic Senior Managing Director for Germany, Switzerland, and Austria, Accenture*

Frank Riemensperger joined Accenture in 1989 and specialized in complex IT-enabled business transformation programs for large organizations. In 1998, he became a partner and subsequently held various management positions for Accenture's German, Swiss, and Austrian geographical units. From 2005 through 2009, he headed the global technology business of Accenture's largest operating unit, establishing and expanding IT service centers around the globe. In 2009, Riemensperger was appointed the geographic unit managing director for Germany, Switzerland, and Austria. In this role, he is responsible for Accenture's market development in the German-speaking countries. Currently, Accenture has more than 6,000 employees in this region. In 2011, he was elected executive vice president of the American Chamber of Commerce in Germany. He is also a member of the German BBUG business association and serves as a board member for the German BITKOM IT organization. Furthermore, he is a jury member for the Top 500 German Growth Champions, the German Innovation Prize, and the German CIO of the Year. Riemensperger and his wife, Renate, live in the Rhein Main area of Germany with their daughters, Kim and Francis, and son, Phil.



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

Jörg Rocholl is president of ESMT European School of Management and Technology in Berlin and member of the economic advisory board of the German Federal Ministry of Finance. He is also research professor at the Ifo Institute in Munich, and Duisenberg fellow of the European Central Bank.

Rocholl graduated from the Universität Witten/Herdecke, where he earned a degree in economics, with honors. After completing his PhD at Columbia University in New York, he was named an assistant professor at the University of North Carolina at Chapel Hill. Rocholl has researched and taught at ESMT since 2007 and was appointed president of ESMT in 2011. Since 2010, he has held the EY Chair in Governance and Compliance. Rocholl's research interests are in the areas of corporate finance, corporate governance, and financial intermediation. He has worked with The Boston Consulting Group in Frankfurt and London, and Deutsche Bank in Frankfurt and New York. Furthermore, he has been a visiting researcher at the Bundesbank's Economic Research Center in Frankfurt. Rocholl's research has been published in top academic journals, and he often appears as an expert in leading international media.



*Moderator:*  
**Gerrit Wiesmann**

Gerrit Wiesmann is a journalist covering politics, business, and culture from Berlin. He works in both English and German. Before starting work as a freelancer in late 2013, he spent almost 10 years at the Financial Times in Frankfurt and Berlin, writing about companies, monetary policy, macroeconomics, and politics. Prior to that, he was at the Financial Times Deutschland in Berlin covering finance, defense policy, and various political parties. He is currently working on two big writing projects, respectively about architecture in Berlin and renewable energy policy in Germany.



We are delighted to invite you to the

ESMT  
ANNUAL FORUM  
NETWORKING LUNCH

Thursday, July 3, 2014 at 1:00 – 2:00 p.m.

Foyer II (Second Floor), Schlossplatz 1, Berlin



BRINGING TECHNOLOGY TO MARKET  
**BTM CONFERENCE**  
2014

in cooperation with  
CEIBS China Europe International Business School  
Shanghai

**COOPERATION OR COMPETITION**  
Business relationships between  
China and Europe

October 17–18  
ESMT Campus Berlin



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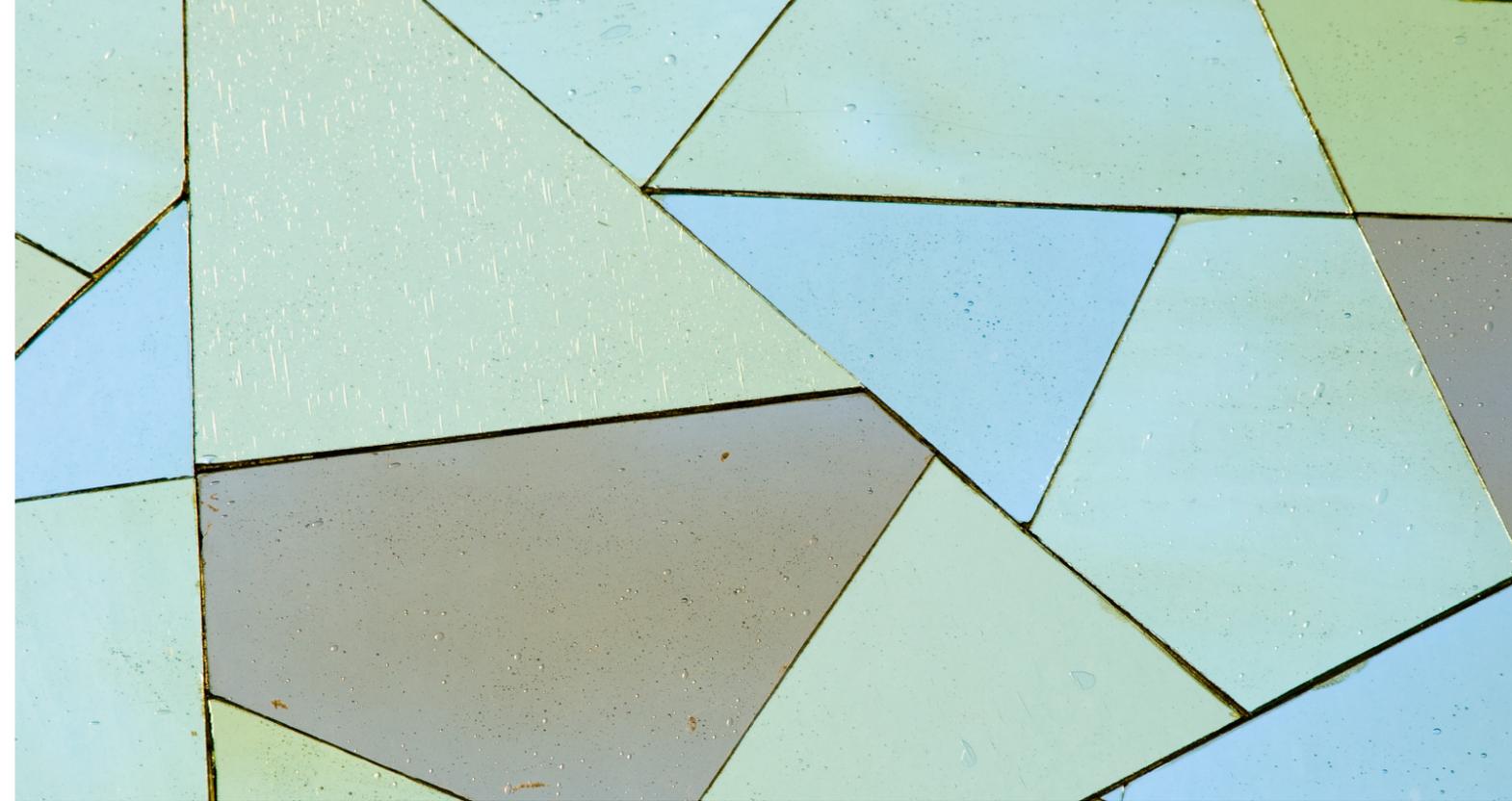
SAVE  
THE DATE

## CONCURRENT INTERACTIVE SESSIONS

.....  
 2:00 – 3:30 P.M.  
 THROUGHOUT CAMPUS (SEE DISPLAYS)  
 .....

The interactive sessions offer a marketplace full of inspiring inputs and give participants the chance to explore ideas about business, leadership, and technology. Participants will also have the chance to develop and share hypotheses about trends and possible responses at the individual and organizational levels.

Each session, which lasts about 30 minutes, will run three times in a row, enabling each participant to engage in three different topics. Participants will have the opportunity to share their insights on Twitter and on pinboards. They are invited to choose their three favorite topics and to actively participate in the discussions.



**Energy and transport in 2050 – Will we overcome the nexus between energy consumption and economic growth?**  
*(Dr. Jens Weinmann)*

If the majority of the world's developing countries continue to strive for our standard of living, we urgently have to find ways to break the nexus between energy consumption and economic growth. Fortunately, in both energy and transport, promising solutions are closer than many of us imagine.

**The future 50 years ago**  
*(Katja Leppler and Veronika Naumann)*

To discuss the validity of future visions, we will interpret the message of Walter Womacka's glass mosaic from 1964 – a piece of art at ESMT. It illustrates the social hardships of the turbulent past before the German Democratic Republic was founded. A patchwork of pictures depicts different scenes of Germany's transition from the labor movement to the founding of the GDR toward a brighter future – a dream to be reached one day.

**The manager of the future** *(Dr. Kirsten Fischer)*  
 We are standing at a turning point that leads to a dramatically different world created by technology. Progress has already provided many gadgets that influence today's organizations. With the much-cited second machine age ahead, work as we know it today is likely to change. Consequently, a different set of skills and competencies will be required of managers. In this

session we will attempt to develop scenarios of future management development.

**The quest for happiness** *(Shirish Pandit)*  
 This session argues that happiness is the ultimate goal towards which we all aspire, even if the means to achieving it are different. With that goal in mind, how can we measure happiness – at the individual, corporate, and national levels? Further, what measures can individuals, corporations, and governments take to enhance the happiness factor?

**The skills for the future – A look at the skills individuals may employ by 2050** *(Dr. Franziska Frank)*  
 Will information overload and continuous pressure to change necessarily mean more stressed individuals by 2050? A mixture of trends point in a different direction: machine-brain interfaces, mindfulness, and the plasticity of the brain, underpinning the first two trends. We will look at what research has to offer, as well as discover where practical applications already exist in business or are approaching fast.

**Wall Street in 2050** *(Prof. CB Bhattacharya, PhD)*  
 What will it look like? Who will work there? What information will analysts use to make buying and selling decisions of company stocks? How will the relevant information be made available to analysts?

**What elite athletes can teach managers about innovation and strategy** *(Prof. Joe Peppard, PhD)*  
 The story of elite performance in Track and Field is a story of strategy and innovation. It is also a story of motivation, teamwork, and focus. In this session, we will explore innovation in training methods, equipment, and technique. While all elite athletes have a strong will to win, we will also consider how establishing stretch goals drives peak performance.

**Markets for technology – Is the patent system broken?**  
*(Prof. Dr. Stefan Wagner)*  
 The drive for innovation is an important input when it comes to achieving competitive advantage, but do the rising costs of litigation and the changing risk/reward analysis of obtaining patents deter innovation? Initially created to encourage innovation and technological progress, today's patents are considered by many observers to be hindering firms' innovative activities. This session discusses current hot topics with regard to the regulation of the market for technologies.

**Future of banks? Will we still need banks in 2050?**  
*(Prof. Guillermo Baquero, PhD)*  
 We are observing an ongoing trend of financial disintermediation in Europe. Players such as Google, Amazon, and eBay have become competitors of retail banks with access to information about millions of customers. Unlike the banking industry, they were not affected by the financial crisis, nor are they as

stringently regulated, which provides them with a competitive advantage. New financial startups are under way to revolutionize the financial services industry, providing new ways for households to invest, obtain loans, and escape low interest rates in regular banking products. What does this mean for the banking industry? Can banks adapt to these challenges?

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**Beyond the interactive sessions, we would like to offer you an opportunity to discuss how ESMT can be an innovative partner to you on the way to 2050. Let us share some exciting ideas and learn from your expectations and needs at our Executive Education booth. Discover ESMT's international faculty and their renowned research publications such as peer-reviewed journal articles and books, as well as award-winning case studies, all of which can be obtained at the Faculty and Research booth. Moreover, you have the chance to consult with the business simulation experts of MARGA regarding your professional challenges.**



**Guillermo Baquero** is associate professor at ESMT. He joined ESMT in 2007 part-time as an affiliate scholar and was appointed to ESMT's full-time faculty in 2008 and promoted to the associate professor position in 2011. His research has focused on the persistence of hedge funds and mutual funds, the behavior of hedge fund investors, behavioral finance, and experimental economics. He teaches MBA and EMBA courses at ESMT in Corporate Finance, international finance and data analysis.



**CB Bhattacharya** is dean of international relations, professor, and E.ON Chair in Corporate Responsibility at ESMT. Prior to that, he was the Everett W. Lord Distinguished Scholar and professor of marketing at the School of Management at Boston University. He is an international expert in business strategy innovation aimed at increasing both business and social value.



**Kirsten Fischer** is head of open program counseling and business development DACH at ESMT, and responsible for the portfolio of ESMT's German strategy and marketing programs. Before that, she was the head of business development of the USW Netzwerk. From 2003 to 2005, she was a member of the ESMT startup team as head of program marketing and operations. Between 1997 and 2003 she was head of marketing and communications and responsible for the executive degree programs at USW Schloss Gracht.



**Franziska Frank** is program director, head of the practice group Professional Services Firms, and in charge of business development Russia and Eastern Europe. Prior to joining ESMT Franziska Frank worked as a consultant for The Boston Consulting Group and also gained professional experience as a lawyer. She specializes in negotiations, behavioral decision making, and how the new findings of neuroscience help us become more effective in these fields.



**Katja Leppler** joined ESMT in 2008 as program manager. She is responsible for the organizational side of the executive education programs and for presenting the program portfolio in public.



**Veronika Naumann** joined ESMT in 2007 as EMBA program manager. She is now responsible for the organizational side of the executive education programs and for corporate program development.



**Shirish Pandit** joined ESMT in 2008 as program director. He has more than 20 years of experience in various industries, geographies, and cultures. He is fascinated by the relevance, as well as the universal applicability, of ancient wisdom to our everyday lives.



**Joe Peppard** joined ESMT as a professor in 2013. Previously, he held academic appointments at the Cranfield School of Management; Loughborough University; Trinity College, Dublin; Groningen University; Politecnico di Milano; and the University of Sydney, Australia. His research and teaching are in the areas of information, information systems, and technology.



**Stefan Wagner** is associate professor and TUSIAD/TCCI Chair in European Economic Integration. He joined ESMT in 2011. Previously, he was an assistant professor at the Institute of Innovation Research, Technology Management, and Entrepreneurship (INNO-tec) at the Ludwig-Maximilians-Universität LMU in Munich, Germany. He is interested in the interaction of the changing landscape of intellectual property rights (in particular, patent systems) and firms' long-term strategies regarding their innovative activities.



**Jens Weinmann** is program director at ESMT. Before joining ESMT Customized Solutions, he was project manager of the Market Model Electric Mobility, a research project financed by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), and worked as a manager at the economic consultancy ESMT Competition Analysis. He specializes in innovation, strategy, and regulation of network industries.

# FIRST OF ALL: YOUR FUTURE



ESMT CAMPUS BERLIN

**GENERAL MANAGEMENT**

**Executive Transition Program**

Module 1: October 6–17, 2014

Module 2: February 23–March 6, 2015

Module 3: June 15–26, 2015

**LEADERSHIP**

**Young Leaders Program**

Module 1: April 14–17, 2015

Module 2: July 8–10, 2015

**Understanding and Leading Change**

September 3–5, 2014

**Managing Errors and Crises**

November 12–14, 2014

**STRATEGY & MARKETING**

**Strategic Market Management**

October 14–17, 2014

**Modern Sales Management**

December 10–12, 2014

**Bringing Technology to Market 2015**

Module 1: June 23–26, 2015

Module 2: September 8–11, 2015

Module 3: November 3–6, 2015

**FINANCE / STRATEGY**

**Finance for the Non-finance Executive**

November 3–7, 2014

**NEGOTIATIONS**

**Contract Management in International Projects**

November 19–21, 2014

**IT**

**IT Leadership Program**

Module 1: November 4–7, 2014

Module 2: December 15–17, 2014

Module 3: January 21–22, 2015

**Driving Business Value from IT Investments**

September 17–18, 2014

CAMPUS SCHLOSS GRACHT

**GENERAL MANAGEMENT**

**General Management Seminar**

Modul 1: 14.–20. September 2014

Modul 2: 19.–5. Oktober 2014

Modul 3: 23.–29. November 2014

**Management Update**

Modul 1: 13.–16. Oktober 2014

Modul 2: 26.–29. Januar 2015

**FÜHRUNG UND HR**

**Management für jüngere Führungskräfte**

Modul 1: 4.–8. Mai 2015

Modul 2: 21.–25. September 2015

**Change Management Seminar**

1.–4. Dezember 2014

**Update Personalentwicklung**

24.–26. September 2014

**MARKT UND STRATEGIE**

**Strategisches Management**

10.–13. November 2014

**Modernes Vertriebsmanagement**

27.–29. August 2014

**Business Development:**

**Neue Produkte, Märkte, Geschäftsmodelle**

26.–28. November 2014

**FINANZIELLE STEUERUNG**

**Mergers & Acquisitions:**

**Bewertung, Integration, Finanzierung**

Modul 1: 17.–19. September 2014

Modul 2: 5.–7. November 2014

**Betriebswirtschaft für Führungskräfte mit eLearning**

Modul 1: 10.–12. November 2014

Modul 2: 12.–14. Januar 2015

Modul 3: 16.–18. März 2015

**VERHANDLUNGEN**

**Verhandlungsmanagement**

11.–12. September 2014

## PANEL DISCUSSION “LEADING INTO THE FUTURE”

4:00 – 5:15 P.M.  
AUDITORIUM MAXIMUM

During the afternoon panel discussion, international opinion leaders and European board members will debate “Leading into the future.” Will today’s leadership practices serve well to take companies into a desirable future? Do we need to rethink how leaders are selected and prepared for future challenges? What will organizational leaders of the future be like? Which roles can – and must – business education play in preparing for the future?



**Jürgen Fitschen**  
Co-Chief Executive Officer,  
Deutsche Bank

Jürgen Fitschen studied economics and business administration at the University of Hamburg after completing his commercial training in the wholesale and import/export business. He started his career in the corporate banking business at Citibank in 1975, ultimately serving as a member of the Management Committee, Germany. After joining Deutsche Bank in 1987, Fitschen held a wide range of executive positions in Thailand, Japan, Singapore, and London. Since 2002 Fitschen has been a member of the Group Executive Committee of Deutsche Bank. In 2004 he became global head of the newly established Regional Management and was appointed CEO Germany, based in Frankfurt. With these functional responsibilities, Fitschen was appointed to the management board of Deutsche Bank AG in 2009. Together with Anshu Jain, Fitschen has been co-chief executive officer since June 1, 2012. Fitschen is president of the Association of German Banks (Bundesverband deutscher Banken e.V.), a member of the supervisory board of Metro AG, and a member of the board of directors of Kühne + Nagel International AG.



**Prof. Konstantin Korotov, PhD**  
Associate Professor and Director  
of the Center for Leadership  
Development Research (CLDR),  
ESMT

Konstantin Korotov joined ESMT in 2005 as an assistant professor and was promoted to associate professor in 2008. In 2011 he was given tenure in addition to being named the director of ESMT’s Center for Leadership Development Research (CLDR). In addition to his academic work, Korotov has more than 18 years of practical leadership development experience. His core research and teaching interests are in leadership development, leadership coaching, and executive education. He has authored, coauthored, or coedited five books and multiple academic and practitioner book chapters and articles in his fields of research. As an expert on leadership and management in Russia and post-Soviet economies, Korotov also conducts research on leadership styles of business elites and emerging leaders in the region. He is the program director of ESMT executive programs and teaches organizational behavior and leadership courses in ESMT MBA and EMBA programs. Korotov is a multiple recipient of the Best Teacher Award and several best case study and paper awards. Korotov teaches and consults worldwide.



**David B. Peterson, PhD**  
Director, Coaching and  
Leadership, Google

David B. Peterson has been an executive coach and innovative thought leader in leadership development for more than 20 years. He has published dozens of articles, coedited the Handbook of the Psychology of Coaching and Mentoring, and coauthored Development FIRST: Strategies for Self-Development and Leader as Coach – two of the best-selling books of all time on those topics, with close to a million copies in print. At Google he coaches senior leaders; manages the global network of external and internal coaches; and supports a variety of leadership, learning, and executive development initiatives. A recent history of the field of coaching listed Peterson as one of the primary influencers in the field of coaching, both for his early influence on the emergence of executive coaching and his current impact as someone “on the cutting edge of the profession, doing and saying surprising and thought-provoking things.” A fellow of the American Psychological Association, the Society of Consulting Psychology, the Society for Industrial/Organizational Psychology, and the Harvard Institute of Coaching, he received his PhD in psychology from the University of Minnesota. He lives in San Francisco with his wife, Alexis Shoemate, and two adorable Tibetan Terriers, named Pinot and Cab.



**Dr. Johannes Teysen**  
Chairman and Chief Executive  
Officer, E.ON

Johannes Teysen started his career in 1989 at PreussenElektra AG in Hanover, Germany, before moving to HASTRA AG from 1998 to 1999. He then became a member of the board of management at AVACON AG in Helmstedt, Germany. In 2001 he joined E.ON Energie AG in Munich, first as a member of the board of management before becoming chairman from 2003 to 2007. From 2004 to 2008 he was a member of the board of management of E.ON SE in Düsseldorf before becoming vice chairman of the board of management in 2008. Since 2010 Teysen has been chairman and CEO of E.ON SE. He heads the departments of Executive HR, Strategy & Corporate Development, Investor Relations, Audit, Politics, and Communication.



**Angela Titzrath**  
Member of the Board of  
Management, Deutsche Post

Angela Titzrath studied economics and Roman philology at Ruhr University Bochum. In 1991 she joined Daimler and began her career as the head of operational and strategic controlling at Mercedes-Benz Italy in Rome. Following this, she took on managerial duties in Stuttgart and Toronto before becoming a member of the executive board of DaimlerChrysler Bank. After her position as vice president of Corporate Strategy in Stuttgart, she assumed the role of general manager of the Mercedes-Benz plant in Vitoria, Spain. Between 2005 and 2011, Titzrath was responsible for Executive Management Development at Daimler AG. In 2011 she became a member of the executive board at EvoBus GmbH, and Daimler Buses. In May 2012, Titzrath joined Deutsche Post AG as board member for human resources and labor director.



**Moderator:**  
Ali Aslan

Ali Aslan is the host of the international talk show “Quadriga” on Deutsche Welle TV. The show reaches 200 countries and 90 million viewers each week. A frequent public speaker and moderator, Aslan has worked as a journalist for leading television networks around the world. His work at CNN, ABC News, Channel News Asia, and Deutsche Welle TV has taken him to Washington, New York, Istanbul, Barcelona, and Berlin. Aslan has been named a Young Leader by the American Council on Germany, the BMW Foundation, the German Marshall Fund, the Bertelsmann Foundation and the Atlantik-Brücke. The Konrad Adenauer Foundation, recognized him as one of 40 German “Thinkers of Tomorrow” under the age of 40. He is the first German recipient of the United Nations Alliance of Civilizations International Fellowship and an alumnus of the Körber Network Foreign Policy.

# ESMT RESPONSIBLE LEADERSHIP AWARD

5:30 – 6:15 P.M.  
AUDITORIUM MAXIMUM

The ESMT Responsible Leadership Award is bestowed annually and honors a person demonstrating extraordinary leadership in promoting responsible business practices. 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); and Mario Draghi, President of the European Central Bank (2013). ESMT will award this year's ESMT Responsible Leadership Award to the President of the European Council, Herman Van Rompuy.



We are delighted to invite you to the

ESMT  
RESPONSIBLE LEADERSHIP AWARD  
CHAMPAGNE RECEPTION

Thursday, July 3, 2014 at 6:15 – 7:00 p.m.

Foyer II (Second Floor), Schlossplatz 1, Berlin



**Herman Van Rompuy,**  
*President of the European Council*

Elected as the first full-time president of the European Council in November 2009, Herman Van Rompuy took office when the Lisbon Treaty came into force on December 1, 2009. In 2012, he was reelected for a second term that started on June 1, 2012, and runs until November 30, 2014. At the time of his first election, Van Rompuy was prime minister of Belgium. Prior to that, he had served in Belgium as speaker of the House of

Representatives (2007–2008) and in several government positions, including as vice-prime minister and minister of Budget (1993–1999), minister of State (2004), and secretary of state for Finance and Small Businesses (1988).

A former economist at the National Bank of Belgium, Van Rompuy began his political career in 1973 as national vice-president of his party's youth council. He has held various responsibilities within his party and in the Belgian Parliament, serving in turn as Senator (1988–1995) and Member of Parliament (1995–2009). Van Rompuy holds a bachelor's degree in philosophy and a master's degree in applied economics from the university K.U. Leuven. He was born in Etterbeek, Belgium, on October 31, 1947, and is married to Geertrui Windels. They have four children and four grandchildren.

“It is a great honor to receive this award from ESMT. Europe has faced major and unexpected challenges in the recent past. Our mission remains to preserve the achievements of our Union and to make sure that the countries of our continent are ready to face the future.”



*Laudator:*  
**Ambassador  
Wolfgang Ischinger**  
*Global Head of Public Policy  
and Economic Research, Allianz  
Chairman of the Munich Security  
Conference (MSC)*

Ambassador Ischinger has been global head of Public Policy and Economic Research, Allianz SE, Munich, since 2008. He has also served as chairman of the Munich Security Conference (MSC) since 2008.

He is a member of the supervisory boards of Allianz Deutschland AG and of Allianz PKV AG.

He is an adjunct professor at the University of Tuebingen, and serves on the boards of numerous non-profit institutions, including SIPRI, Stockholm, SWP, Berlin, AICGS, Washington, D.C., the American Academy, Berlin, and the International Crisis Group.

A German career diplomat, he was state secretary (deputy foreign minister) from 1998 to 2001. From 2001 to 2006, he was the Federal Republic of Germany's ambassador to the United States, and from 2006 to 2008, to the Court of St James'.

He recently represented the OSCE in the Ukrainian crisis, and, in 2007, the European Union in the Troika negotiations, which led to the declaration of independence of Kosovo.

# ESMT EVENTS

## ESMT Alumni Network Annual Meeting

ESMT Campus, October 11, 2014

All members of the ESMT Alumni Network and the ESMT community are warmly invited to attend our annual alumni meeting on October 11, 2014.

We look forward to convening ESMT Alumni Network members for the 11th time. This is your chance to meet old friends, re-explore ESMT, and make new contacts.

Our afternoon academic sessions will offer insights from top ESMT faculty and professionals and are sure to prompt interesting discussions and leave a lasting impression. The program items include old favorites such as the "Soul Kitchen After-hours" as well as some new surprises.

## MBA Salon 2014:

### Advanced interpersonal competences for leaders

ESMT Campus, October 12–13, 2014

During the age of the Enlightenment, salons were the places where noblemen and commoners, men and women from all professions and religions came together to learn, discuss, and enjoy each other's company. "Delectare et prodesse" – to please and educate – was the idea.

The higher the level of responsibility of a business leader, the more she or he needs to rely on the wisdom, judgment, skills, motivation, and attitudes of others: bosses, peers, subordinates, business counterparts, and so forth. In order to fully tap into the potential of relationships, leaders need to possess and use interpersonal competences so that egos, fear, and anxiety do not interfere with getting things done in organizations. The 2014 MBA Salon is dedicated to the exploration of advance competences that help our graduates further harness their ability to work with diverse groups of people.

## Bringing Technology to Market Conference 2014

ESMT Campus, October 17–18, 2014

in cooperation with CEIBS China Europe International Business School, Shanghai

### COOPERATION OR COMPETITION: BUSINESS RELATIONSHIPS BETWEEN CHINA AND EUROPE

A large number of European companies are now operating in China. They have changed their strategies to adjust to the demands of the Chinese market. At the same time, Chinese companies have started to play a role in Europe. However, both business landscapes have complex political and economic environments, and hence they present unique challenges for those who want to profit.

Our 2014 BTM Conference on the business relationships between China and Europe gives Chinese and European executives, who are active in one or both of these regions, the opportunity to engage with each other. They will debate major issues concerning Chinese-European cooperations, share their experiences, and test their plans and expectations regarding long-term investments in China and Europe.

Renowned experts on China, leading CEOs, seasoned business executives, and foremost academics in the field of strategy will analyze the pros and cons of Chinese-European business relationships in the form of keynote speeches, panel discussions, and the analysis of current business cases. A special focus will be placed on both the potential of and the challenges to Chinese-European cooperations at present.

## ESMT ANNUAL FORUM 2015

ESMT Campus, July 2, 2015

Save the date!

For more information and to find a full events listing,  
please go to [www.esmt.org/events](http://www.esmt.org/events).

## FOUNDERS AND BENEFACTORS OF ESMT



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THE BUSINESS SCHOOL FOUNDED BY BUSINESS.

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