TECHNOLOGY
MANAGING THE FUTURE

ESMT ANNUAL FORUM
JUNE 7, 2018
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With our Annual Forum, we strive to provide insightful and thought-provoking sessions, networking possibilities, and time for debate and reflection. Each year, we define the framework for discussions around a trending topic. And what could be more relevant for us today than technology?

Technology is rapidly transforming our world. Whether evidenced by the latest smartphones, smart homes, or smart industry, these innovations are shaping the personal and the political, the everyday and the future. Businesses are both leading the charge for change and seeking to understand how to harness these developments in innumerable ways. Individuals are truly “learning by doing” – testing how technology can support their lives, while struggling not to give up individual freedom and autonomy.

We have dedicated today’s discussions to managing the future that new technologies open up to us by looking at various aspects of business and leadership in a high-tech world. In keynotes, leading executives from traditional industry, financial services, and new business sectors will share their companies’ strategic focus regarding new technologies. In the morning, panel discussions will center around bringing technology to market – from European, Asian, and global perspectives. In the afternoon, panelists will debate the lessons to be learned from big data analytics and how business leaders use big data to drive organizational change. Breakout sessions allow for immersion into topics such as blockchain, customer targeting, data-driven business models, and managing complexity in the age of the machine. We will wrap up the day with a political perspective in the form of a keynote by Peter Altmaier, German Federal Minister for Economic Affairs and Energy.

Technology also affects us as a business school. ESMT Berlin is teaming up with other top international business schools to develop an online-learning platform designed to meet the real needs of executive education participants and degree program students. This is not just another online-learning tool. Instead, it is the result of an alignment of four of the world’s most innovative business schools. We will give you an exclusive peek at the new platform today.

Additionally, we have set up our VR Leadership Box, so you can test the use of virtual reality escape games for developing leadership skills in increasingly digital business environments. In cooperation with EXIT®, ESMT includes the VR Exit game in executive education programs. Through this virtual learning experience, managers can improve their leadership skills to successfully navigate in a very volatile, uncertain, complex, and ambiguous world.

I am looking forward to the fresh insights we will gain together. I invite you all to join the debates throughout the day.

Prof. Jörg Rocholl, PhD
President and EY Chair in Governance and Compliance, ESMT Berlin
9:00 a.m.  
REGISTRATION AND NETWORKING BREAKFAST  
Main Entrance and Foyer II

10:00 a.m.  
OPENING REMARKS  
Auditorium Maximum  
Dieter Zetsche, Chairman of the Board of Management, Daimler; Head of Mercedes-Benz Cars

11:00 a.m.  
KEYNOTES  
Carsten Spohr, Chairman of the Executive Board and Chief Executive Officer, Lufthansa Group  
Baba Kalyani, Chairman and Managing Director, Bharat Forge  
Tom Enders, Chief Executive Officer, Airbus

11:15 a.m.  
COFFEE BREAK  
Foyer II

11:45 a.m.  
MORNING PANEL  
Auditorium Maximum  
Bringing technology to market  
Ayla Busch, Co-CEO and Co-Owner, BUSCH  
Jack Cheng, Co-Founder and Executive Vice President, NIO; Chief Executive Officer, XPT  
Don Gao, Chief Executive Officer, Positec Group  
Olaf Plötzner, Professor, ESMT Berlin  
Frank Stieler, Chief Executive Officer, KraussMaffei Group  
Moderator: Julia Bauer, Television and Event presenter

1:00 p.m.  
NETWORKING LUNCH  
Foyers I and II
2:15 p.m.  
**BREAKOUT SESSIONS**
- Beyond bitcoin: The business case for blockchain, **Christoph Burger, ESMT Berlin**
- N=1: Targeting the individual customer, **Johannes Habel, ESMT Berlin**
- Nothing is for free – data-driven optimization of (freemium) business models, **Stefan Wagner, ESMT Berlin**
- Managing complexity in the age of the machine, **Francis de Véricourt, ESMT Berlin**
- Starting out with the right questions – a key factor for successful digital transformation, **Claire Cizaire and Patrick Oelze, Mazars**

Chair: **Bianca Schmitz, ESMT Berlin**

3:30 p.m.  
**COFFEE BREAK**

4:00 p.m.  
**KEYNOTE**
- **Edzard Overbeek**, Chief Executive Officer, HERE Technologies

4:15 p.m.  
**AFTERNOON PANEL**
**Driving innovation with data analytics**
- **Katrin König**, Vice President Data Analytics Center of Excellence, Deutsche Post DHL Group
- **Nicolas Mialhe**, Co-Founder, The AI Initiative; Co-Founder and President, The Future Society
- **Edzard Overbeek**, Chief Executive Officer, HERE Technologies
- **Catalina Stefanescu-Cuntze**, Professor of Management Science, Deutsche Post DHL Chair and Dean of Faculty, ESMT Berlin
- **Yang Tao**, Chief Executive Officer, Huawei Technologies Deutschland

**Moderator:** **Ali Aslan**, Journalist and Television Host

5:30 p.m.  
**KEYNOTE**
- **Peter Altmaier**, German Federal Minister for Economic Affairs and Energy

6:00 p.m.  
**CHAMPAGNE RECEPTION**
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OPENING REMARKS AND KEYNOTES

10:00 – 11:15 a.m.
Auditorium Maximum

Jörg Rocholl
President and EY Chair in Governance and Compliance, ESMT Berlin

Prof. Jörg Rocholl, PhD, is president of ESMT Berlin and a member of the economic advisory board of the German Federal Ministry of Finance. He is also the vice-chairman of the economic advisory board of Deutsche Welle, a research professor at the Ifo Institute in Munich, a Duisenberg Fellow of the European Central Bank, and a research member of the European Corporate Governance Institute. 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. He has researched and taught at ESMT Berlin since 2007 and was appointed president of ESMT Berlin in 2011. Since 2010 he has held the EY Chair in Governance and Compliance.

Dieter Zetsche
Chairman of the Board of Management, Daimler; Head of Mercedes-Benz Cars; 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 Mercedes-Benz Cars. Prior to this, he held various positions in the company, including president of Mercedes-Benz Argentina (1989), president of Freightliner Corp. (1991), member of the board of management with responsibility for commercial vehicles (1999), and CEO of the Chrysler Group (2000). Zetsche was born in Istanbul, Turkey. After attending school in Frankfurt, he studied electrical engineering from 1971 to 1976 at the University of Karlsruhe and graduated as an engineer. He joined the research department of what was then Daimler-Benz AG in 1976. Zetsche completed a doctorate in engineering in 1982 at the University of Paderborn.
OPENING REMARKS AND KEYNOTES

10:00 – 11:15 a.m.
Auditorium Maximum

Carsten Spohr
Chairman of the Executive Board and Chief Executive Officer, Lufthansa Group

Carsten Spohr has been chairman of the Executive Board and CEO of Deutsche Lufthansa AG since May 2014. He has been a member of the Executive Board of Lufthansa Group since January 2011 and has held various management functions in the Lufthansa Group since October 1994, including CEO of Lufthansa German Airlines as well as CEO of Lufthansa Cargo AG. He completed a management training course at Deutsche Aerospace AG before pursuing his career at Deutsche Lufthansa AG. He holds a degree in industrial engineering and a Lufthansa captain's license for the aircraft of the Airbus A320 family.

Baba Kalyani
Chairman and Managing Director, Bharat Forge

Baba Kalyani is the chairman and managing director of Bharat Forge. The Pune-based Indian multinational is a technology-driven global leader in metal-forming and has a transcontinental presence in eight manufacturing locations serving multiple sectors. Kalyani studied mechanical engineer at the Birla Institute of Technology and Science and received his master's degree in engineering from the Massachusetts Institute of Technology before joining Bharat Forge in 1972. Under his leadership, Bharat Forge has transformed itself from an auto components supplier to a preferred technology and engineering-driven global partner. He serves on the boards of many prestigious companies and represents industry in several industry, trade, and educational institutions in India and abroad. His contributions to industry and the community have been recognized through the many awards that he has received.
Dr. Thomas (“Tom”) Enders was appointed CEO of Airbus SE in June 2012 after having been CEO of the Airbus Commercial Aircraft Division since 2007. He has been a member of the Executive Committee of Airbus SE since its creation in 2000. Prior to joining the aerospace industry in 1991, Enders worked, inter alia, for the German Ministry of Defense and in various foreign policy think tanks. He studied economics, political science, and history at the University of Bonn and at the University of California in Los Angeles. Enders is a member of the BDI Board (German Industry Association, 2009), the Joint Advisory Council of Allianz SE (2013), and the Supervisory Board of Linde AG (2017).
Ayla Busch is co-CEO and co-owner of BUSCH SE, one of the world’s leading companies in the field of vacuum technology. The company specializes in the production and development of vacuum pumps and systems for industrial applications. Busch’s areas of expertise are strategic management, controlling, leadership, and organizational behavior. Furthermore, she was appointed chairwoman of the Supervisory Board of Pfeiffer Vacuum Technology AG in 2017. She completed master’s degrees at Oxford University (politics, philosophy, and economics) and Harvard University (regional studies) before receiving an MBA from Harvard Business School. She has been a member of the Development Board at Somerville College, University of Oxford, since 2012, and is an assessor of the association “Friends of the HTG” as well as a member of the University Council of DHBW. She is fluent in German, English, French, and Turkish.

Jack Cheng is co-founder and executive vice president of NIO and the CEO of XPT. His goal is to make NIO the number one provider of electric autonomous vehicles in the world. He believes that the next phase of the mobility and electric vehicle industry will be the greatest opportunity yet. Prior to NIO, he was the China country manager of Magneti Marelli and chairman of Fiat Automobiles, Co. Ltd. His leadership on a global level began at Ford in 1981, where he started in components design engineering and later moved to product planning and product development. Cheng’s success can be attributed to his ability to create and foster international business and government relationships. He graduated from Taiwan National Cheng Kung University, where he received a degree in mechanical engineering. He enjoys music and playing the electric guitar. When home, he spends time with his wife, two sons, and their family pets.
Don Gao, founder and CEO of Positec, graduated from Nanjing University before starting his trading business in 1994. Driven by his dream to develop a company that masters its own destiny, in 2004 he launched his high-end brand of power tools and outdoor power equipment in major Western markets – something that had never been tried before by a Chinese corporation for consumer goods. In 23 years, Positec has been successfully turned from a trading company into an OEM manufacturer and high-end brand owner. Today, Positec is a global player with subsidiaries in key American and European markets, where its brands Kress, Worx, and Rockwell are well-known.

Olaf Plötner joined ESMT as one of its first faculty members and was the managing director of ESMT Customized Solutions GmbH in 2002. From 2008 to 2017, he was the dean of executive education at ESMT and developed the school into a top-ten institution in this field, based on the global rankings of the Financial Times. His current research and teaching focus is on strategic management, industrial market management, and sales management in global B2B markets. His work is reflected in his most recent book, Counter Strategies in Global Markets. His research has been portrayed in journals such as Industrial Marketing Management and the Journal of Business and Industrial Marketing as well as in leading international media such as the Wall Street Journal, the Frankfurter Allgemeine Zeitung, and the Financial Times. He is a visiting professor at the Darden School of Business and CELAP Shanghai.
BRINGING TECHNOLOGY TO MARKET
11:45 a.m. – 1:00 p.m.
Auditorium Maximum

Frank Stieler
Chief Executive Officer,
KraussMaffei Group

Since July 2015, Dr. Frank Stieler has been CEO of the KraussMaffei Group, one of the world's leading suppliers of machinery and systems for manufacturing plastics and rubber products. Over the last 20 years, he has held numerous leadership positions with international industrial companies that focus on machinery and plant engineering. Among others, he has worked for Siemens and Hochtief as well as for Lurgi (today Air Liquid Group). At Siemens, he built their oil and gas business, and at Hochtief AG, where he was appointed CEO in 2011, he created structures for profitable growth. Stieler studied law at Johann Wolfgang Goethe-University in Frankfurt am Main, where he earned his PhD in 1985.

Julia Bauer
Television and Event Presenter

Julia Bauer studied at the Munich Business School, the Diplomatic Academy in Vienna, Columbia University, and the London School of Economics. After intensive training at Germany's leading private news television channel, N24, in Berlin, she moved to Cologne to work in front of the cameras of the state-owned broadcaster WDR. She has hosted political panels as well as events for the German Federal Bank, Lufthansa (in Rio de Janeiro and Budapest), the German Design Award, Mercedes, Porsche, Volkswagen, Audi, Citroën, and many more. She also teaches communications at major German universities and offers media training on improved presentation skills to professional as well as managerial staff.
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Bitcoin and other cryptocurrencies are the hype of today's financial and technology news. But there is a veil over the risks and benefits of blockchain, its underlying technology. What are the main characteristics of this technology? How can it benefit businesses? What are the implications? This session – for blockchain experts, amateurs, opponents, and enthusiasts – will address blockchain’s development, its business applications, and its challenges.

Christoph Burger is a senior lecturer at ESMT Berlin whose research focus is on the energy sector, innovation, blockchain, decision making, and negotiation. He is coauthor of the dena/ESMT study on “Blockchain in the Energy Transition” and of the book The Decentralized Energy Revolution – Business Strategies for a New Paradigm. He directs and teaches the ESMT courses Decision Making, Blockchain, and Innovation As a Corporate Model in addition to customized programs and programs for senior executives.

Donald Trump used it, the Brexit proponents used it, and companies are increasingly exploring its benefits: microtargeting, a method that allows marketers to automatically profile individuals and customize their offers accordingly. In this interactive session, you will learn what microtargeting is, how it works, and how far the technology has progressed. We will also try to look into the future of microtargeting and discuss its ethical ramifications.

Johannes Habel is an associate professor and program director at ESMT Berlin. In his research and teaching, he focuses on the sales and marketing strategies of so-called hidden champions, that is, highly successful SMEs with low levels of public recognition. His research passion lies in analyzing how to improve the success of large field forces. His work has been published in some of the world’s leading academic management journals, including the Journal of Marketing.
NOTHING IS FOR FREE – DATA-DRIVEN OPTIMIZATION OF (FREEMIUM) BUSINESS MODELS

Freemium pricing is pervasive in the mobile apps market, where consumers strongly favor apps that are free and monetized through in-app purchases rather than advertisements. Despite the widespread use of this model – from music streaming to Tesla vehicles – little is known about its effectiveness or how consumer demand responds to such pricing. In this session, we will discuss the major drivers for the profitability of freemium models and look at how experimentation can help firms to optimize their design.

Stefan Wagner
Associate Professor, ESMT Berlin

MANAGING COMPLEXITY IN THE AGE OF THE MACHINE

The machine is increasingly outperforming humanity at solving very hard problems, from playing the ancient Go board game to discovering new drugs or diagnosing cancers. Although the rise of the machine is mostly perceived as a technological disruption, it is at heart a radical shift of mindset to tackle complexity. This session will explore what leaders and decision makers need to know about the nature of this alternative perspective on complexity, how it radically differs from traditional approaches, as well as its most fundamental limitations.

Francis de Véricourt
Professor, ESMT Berlin

Stefan Wagner is a tenured associate professor of strategy at ESMT Berlin who has been a senior fellow at the Berlin Centre for Consumer Policies since 2016. In addition to venture creation and growth strategies for young firms, his research interests cover the intersection of firm strategy, technological innovation, industrial organization, and law. His current focus is on the interaction of the changing landscape of intellectual property rights (in particular patent systems) and firms’ strategies regarding their innovative activities.

Francis de Véricourt is a professor of management science at ESMT Berlin. His research interest is in the area of data-driven and managerial decision making, with a current focus on healthcare, business sustainability, and service systems. He is the author of many research articles, has extensively published in leading academic journals, and has received a number of awards in addition to holding editorial positions in flagship journals in operations research and management science.
The Hidden Champions Institute (HCI) is the world’s first academic institution dedicated to hidden champions, thus providing them with an academic home. The HCI presents one of its strategic partners in a session chaired by ESMT Berlin to illustrate issues relevant for (not only) hidden champions.

Bianca Schmitz is a co-director of the Hidden Champions Institute (HCI) and a program director at ESMT Berlin. Her focus lies on agile innovation processes, especially of so-called Hidden Champions. She is also responsible for establishing new international alliances with other business schools, institutions and networks, such as the Global Network for Advanced Management (GNAM). Schmitz studied Regional Sciences of Latin America with a focus on economics and the Spanish language at the University of Cologne.
STARTING OUT WITH THE RIGHT QUESTIONS –
A KEY FACTOR FOR SUCCESSFUL DIGITAL TRANSFORMATION

Get inspired by a practical example of how a transformation process can be conceived and implemented in compliance with tax and IT-specific requirements. Looking at the current business model, its pain points and strengths, we will identify the most powerful lever for a company: business process digitalization, or the digital transformation of the business model itself. In a second step, we will work out the details of the first sprints on the road to implementation.

Mazars is an international, integrated, and independent organization specializing in audit, accountancy, tax, legal, and advisory services.

Claire Cizaire
Chief Technology and Innovation Officer, Mazars

Patrick Oelze
Senior Manager, Mazars

A GenY entrepreneur, executive, and data scientist, Cizaire holds an MSc from the French engineering school Supélec and a PhD from the Massachusetts Institute of Technology. She began her career in 2007 as a strategic consultant at Mars & Co. in London. She then founded a US-based startup specialized in pricing and yield management. In 2014, she joined VINCI to head its ESCOTA Toll Operations Department and lead VINCI Autoroutes’ group innovation strategy. She is fluent in English, French, and Mandarin.

As an auditor and advisor, Oelze advances the digital transformation of legacy business models. Starting from a comprehensive analysis of the existing business model, he fosters the implementation of innovative tools and methodologies for Mittelstand and large companies. He lives in Sweden and has his main office in Berlin. He is a regular speaker and contributor at the University of Leipzig, the Berlin School of Economics and Law, Leon Hess Business School (New Jersey), and closely collaborates with leading startups in an international context.
Edzard Overbeek is CEO of HERE Technologies, a leading global provider of digital maps and location services for the Internet of Things and automotive industries. He joined HERE in 2016, setting out his vision for an autonomous world in which location technology is at the heart of how we live, move, and interact with one another. Since his arrival, HERE has opened up its platform to allow developers and organizations to create powerful location services using its technology. He brings a unique mix of sales and technology experience, having joined from Cisco, where he was responsible for the company’s Global Services organization. Before that, he served as president of Cisco’s Asia Pacific, Japan, and Greater China region. Prior to Cisco, he held leadership positions in companies including Fujitsu and Siemens. He holds a master’s degree in business administration from NIMBAS, University of Bradford, UK.
Katrin König

Vice President Data Analytics Center of Excellence, Deutsche Post DHL Group

Katrin König is vice president of the Data Analytics Center of Excellence at Deutsche Post DHL Group. She joined the company in October 2014 and started building up a new team of data scientists, which is incubating the topic across the group by running analytics projects with all business units and functions. As part of her role, König also develops the topic of data analytics and approaches to it from a strategic perspective. Before joining Deutsche Post DHL, she worked for five years as a data scientist and an expert for data analytics in logistics and transportation at McKinsey & Company. During that time, she advised global clients from the logistics industry on questions around network optimization, general market and demand prediction, as well as scheduling and routing. König has a diploma in industrial engineering from the University of Karlsruhe.

Nicolas Mialhe

Co-Founder, The AI Initiative; Co-Founder and President, The Future Society

Nicolas Mialhe co-founded The Future Society in 2014 and incubated it at the Harvard Kennedy School of Government. It specializes in questions of impact and the governance of emerging technologies including Artificial Intelligence through its “AI Initiative.” A recognized strategist and thought-leader, Mialhe advises multinationals, governments, and international organizations. He has over 15 years of professional experience working at the nexus of innovation, technology, government, industry, and civil society. He teaches at the Paris School of International Affairs (Sciences Po), is a senior visiting research fellow at Harvard, and is a fellow with the Center for the Governance of Change at IE Business School in Madrid. He is also the co-founder of YesEuropeLab – a pan-European civic innovation and entrepreneurship lab – and of Aletheion, a Paris-based startup that harnesses the power of AI for cognitive cybersecurity.
Yang Tao is the CEO of Huawei Technologies Germany. He brings 16 years of professional experience at Huawei. Since 2000, he has worked as an engineer, project manager, HR manager and country manager, most recently as Managing Director of Huawei in Egypt.

Catalina Stefanescu-Cuntze is the dean of faculty, professor of management science, and the first holder of the Deutsche Post DHL Chair. She joined ESMT in November 2009 as an associate professor and served as the director of research between September 2010 and October 2012. She received her PhD and MS in operations research from Cornell University, in 2002 and 2000 respectively. Her research focuses on the design, analysis, and application of statistical models and methods for managerial decision making. She has worked in three different areas: demand modeling and forecasting for revenue management; statistical models for credit risk; and methodologies for correlated binary and survival data with biostatistical applications. She teaches MBA and EMBA courses on managerial statistics and operations management, and PhD seminars on introductory and advanced statistical research methods.
Ali Aslan is a TV presenter and journalist who has reported and hosted worldwide for global news networks such as CNN, ABC News, Channel News Asia, and Deutsche Welle TV. An internationally sought-after presenter, Aslan regularly moderates at major conferences around the world and has shared the stage with, among others, Angela Merkel, Emmanuel Macron, and Bill Clinton. He holds master’s degrees in journalism and international affairs from Columbia University in New York and received his bachelor’s degree in international politics from Georgetown University in Washington, DC.
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Peter Altmaier became the Federal Minister for Economic Affairs and Energy in March 2018. From 2013 until 2018, he was Head of the Federal Chancellery and has also served as the Federal Minister for Special Tasks and Refugee Coordinator of the German Federal Government since 2015. Prior to that, he was the Federal Minister for the Environment, Nature Conservation and Nuclear Safety (2012–2013), served as the Chief Whip of the CDU/CSU parliamentary group (2009–2012), and was appointed Parliamentary State Secretary in the Federal Ministry of the Interior (2005–2009). Having served as the President of the Europa Union (German branch of the Union of European Federalists) since 2006, he became its Honorary President at the end of 2011. Altmaier, a fully trained lawyer who completed his legal studies at Saarland University, has been a Member of the German Bundestag since 1994.
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