

15th Corporate Strategy Execution Forum

Implementing Strategy and Sustaining Business during Large Scale Change



March 21-22, 2024 Amsterdam



Tom Nijenhuis, CEO, equensWorldline
"Strategy Execution in Practice"



Noémie Thomas, Director Strategy Execution, Corporate Development Office, Ferring
"The Ownership and Cascading of Strategies to the Business"



Daniel Haußmann, VP Strategy Execution and Post Merger Integration, MANN + HUMMEL GmbH
"An Objective & Key Results (OKR) Based Execution"



Anne Röhner-Luppa, Director Strategy, BYK-Chemie
"The Impact of Functional Strategies"



Melvyn Chungath, Senior Director Corporate Development, Salesforce
"M&A Integration Strategy: A Successful Playbook and System for Acquisitions Integration and Fueling Learnings into Future Deals"



Daniel Sechi, Deputy CEO, Santander Consumer Technology Services
"Implementing IT Strategy at Santander Consumer Bank Germany"



Jacob Buchardt, VP Corporate PMO, EG A/S
"Strategy Execution Dilemmas as a Vertical Software Serial Acquirer"



Morten Elvang, European Business Agility Lead, Accenture, Contributor, Open Strategy Works
"Strategy is Changing - Welcome to Open Strategy"



Ashutosh Pandey, Chief of Staff & Head of PMO, OneWeb
"Incorporating ESG into your Corporate Strategy for Long-term Success"



Koen Vranken, Head of E2E Value Chains, Euroclear
"End to End Value Chain Reviews as a Strategy Enabler"



Anton Tresp, VP Global Business Transformation, ABB
"Leading People through Challenging Business Transformations - Lessons Learned"



Paula Dias, Former Board Member and CEO, GLN Advanced Solutions
"Building Organizational Resource Capabilities to Implement Strategies"



Natsuko Hara, Director Change Management, adidas
"Design for Change: a Human Centric Approach to Strategy Execution"



Daniel Bolz, Former CEO Germany, Global University Systems
"Challenges of Integrating Mid Market Businesses into Multinationals"



Inigo Castillo, General Manager CPMO, Renolit Group
"Modernising the Role of the PMO"



Riccardo Picca, Executive Director, Strategy & Global Business Transformation, Sandvik
"Deploying a Digital Transformation in Operations"



Thomas Rosenberger, Corporate Strategist, Volkswagen
"Implementation of Corporate Strategy Against the Background of Financial Planning in Fast Changing Times"



Jan Bracke, Global Head of Transformation, Agfa Radiology Solutions
"Can you Imagine I'm a Turkey?" (or Why you Need a Transformation Strategy)"

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Day 1, March 21, 2024

08.30 – Welcome and Networking in Lounge

09.00 – Opening Remarks from the Chair

Morten Elvang, European Business Agility Lead, **Accenture**, Contributor, **Open Strategy Works**

09.20 – From Strategy to Action: Making Execution your Competitive Advantage

The ability to out-learn and out-adapt competition is the only source of sustained competitive advantage

In today's dynamic and competitive business landscape, effective leadership is not just about crafting brilliant strategies; it's about ensuring those strategies are executed with precision and excellence. The ability to translate a well-thought-out strategy into tangible results is what sets exceptional leadership teams apart from the rest. Strategy execution is the linchpin of success, bridging the gap between a vision and its realization. In this era of rapid change and constant disruption, the importance of strategy execution cannot be overstated.

In this session Tangible-Growth CEO Juuso Hämäläinen will take you through the lessons learned when helping companies like SAP successfully mastering their strategy execution leveraging Tangible-Growth's framework."

Juuso Hämäläinen, Founder, **Tangible Growth**

10.00 – Implementation of Corporate Strategy Against the Background of Financial Planning in Fast Changing Times

- Transforming while performing: challenges of delivering on corporate strategy in dynamic and transformative times
- Improving corporate planning: solutions that allow for making informed decisions quickly
- Simulating instead of planning: flexible scenario simulation to provide the right strategic guidelines at all times

Thomas Rosenberger, Corporate Strategist Volkswagen Group, **Volkswagen AG**

10.40 – Strategy Execution in Practice

Views and experiences on how we try to make strategy execution work as part of a larger and dynamic organization

Tom Nijenhuis, CEO, **equensWorldline**

11.20 – Morning Coffee and Networking

11.50 – Accenture Keynote

12.30 – An Objective & Key Results (OKR) Based Execution

- How to embed the OKR methodology into strategy execution
- What result orientation is all about
- How to align strategy execution across the organization and set priorities
- Tracking performance against strategy with focus on progress over perfection
- How to create organizational capabilities

Daniel Haußmann, VP Strategy Execution and Post Merger Integration, **MANN + HUMMEL GmbH**

13.10 – Lunch Break

14.10 – The Ownership and Cascading of Strategies to the Business

- Who should be responsible for strategy execution? What profiles?
- Cascading, translating, communications strategy
- Embedding strategy execution within the organisation

Noémie Thomas, Director Strategy Execution, Corporate Development Office, **Ferring**

14.50 – End to End Value Chain Reviews as a Strategy Enabler

- The approach we have taken to End-to-end value chain review (from customer experience to E2E process review and smart automation, specific wave approach to collaborate across silo's, and a revamping of our Continuous improvement management system to anchor all these improvements)
- The results we have obtained
- The lessons we have learned

Koen Vranken, Head of E2E Value Chains, **Euroclear**
Mehdi Abouelfath, Value Chain Architect, **Euroclear**
Bart Spaepen, Architect E2E Value Chains, **Euroclear**

15.30 – Building Organizational Resource Capabilities to Implement Strategies

- Allocating all kinds of resources effectively
- Testing your organizational capability: Seeking the bottlenecks in your organization where there is poor coordination
 - Setting up a strategy for untapping resources that are poorly coordinated
- Changing the business model to support strategy implementation

Paula Dias, Former Board Member and CEO, **GLN Advanced Solutions**

16.10 – Afternoon Coffee Break

16.50 – M&A Interactive Presentations

- Challenges of Integrating Mid Market Businesses into Multinationals
- Strategy Execution Dilemmas as a Vertical Software Serial Acquirer
- M&A Integration Strategy: A Successful Playbook and System for Acquisitions Integration and Fueling Learnings into Future Deals

Daniel Bolz, Former CEO Germany, **Global University Systems**

Jacob Buchardt, VP Corporate PMO, **EG A/S**

Melvyn Chungath, Senior Director Corporate Development, **Salesforce**

17.50 – Implementing IT Strategy at Santander Consumer Bank Germany

- Financial services business has gone significant disruption and profits erosion during the last decades. CIOs have been forced to confront hard cost reductions and efficiency challenges.
- To meet those challenges an evolution from legacy systems and hierarchical waterfall working structures is mandatory. Clear IT Strategy with strict execution, enabling cross-functional teams is required to establish a new IT world of cloud-based stacks, digitalized capabilities and agile ways of working.
- After 3 years in the journey of IT transformation at Santander, and still being in the middle of the journey, the Director of Tech Strategy of Santander Germany will share lessons learned in leadership and insights from execution experience in transforming the bank.

Daniel Sechi, Deputy CEO, **Santander Consumer Technology Services**

18.30 – "Can you Imagine I'm a Turkey?" (or Why you Need a Transformation Strategy

In the 'Turkey Trap', we investigate the lifecycle of a turkey, and explore what we can learn from it. We explore how rapidly we trust somebody, which errors we make along the line, how confidence turns into arrogance and what happens to a Turkey on Christmas. The speech is aimed at stressing the importance of having a transformational strategy.

Jan Bracke, Global Head of Transformation, **Agfa Radiology Solutions**

18.50 – Closing Remarks from the Chair and End of Day 1 Reception and Networking / 3 Course Dinner

Day 2, March 22, 2024

09.00 – Opening Remarks from the Chair

Morten Elvang, European Business Agility Lead, **Accenture**, Contributor, **Open Strategy Works**

09.00 – Deploying a Digital Transformation in Operations

- Integrating Business and Operations Strategy: *This section will explore how to effectively combine business strategy with operations strategy to drive digital transformation*
- Sequencing a Digital Transformation Journey in Operations: *This part of the presentation will discuss the steps and stages in implementing digital transformation within operational processes, highlighting the importance of proper sequencing for success*
- Developing and Scaling Digital Solutions in Operations: *This segment will focus on the methods and approaches for creating digital solutions in the context of operations and how to scale these solutions effectively across different parts of the organization*

Riccardo Picca, Executive Director, Strategy & Global Business Transformation, **Sandvik**

Culture, Leadership & Transformations

09.40 – Design for Change: a Human Centric Approach to Strategy Execution

Natsuko Hara, Director Change Management, **adidas**

10.20 – Accenture Workshop

11.00 – Morning Coffee and Networking

11.30 – Leading People through Business Transformations – Insights & Lessons Learned

- Importance of understanding the business, as well as the cultural context of a transformation
- Providing meaning to the transformation from a people perspective
- Way of leading the organization to create focused engagement for the different dimensions of change
- Relevance of shifting mindset and behaviors to embed new operating models

Anton Tremp, VP Global Business Transformation, **ABB**

12.10 – Strategy is Changing – Welcome to Open Strategy

- Some significant shifts are happening around strategy and strategy execution.
- The strategy process is traditionally top-driven with a strategy period measured in annual budget or planning cycles.
- Increasing complexity and uncertainty call for more frequent adjustments.
- This challenges the traditional approach to strategy.
- And forces a shift towards a more open and inclusive approach.
- A wonderful opportunity – people like working in an open and inclusive culture!

Morten Elvang, European Business Agility Lead, **Accenture**, Contributor, **Open Strategy Works**

12.50 – Lunch Break

Functional Strategies and Cascading

13.50 – The Impact of Functional Strategies

- Functional strategies in the context of the overall strategy process
- Enable functions to explore their strategic impact
- Alignment and value add on the example of R&D

Anne Roehner-Luppa, Director Strategy, **BYK-Chemie**

ESG in Corporate Strategy

14.30 – Incorporating ESG into your Corporate Strategy for Long-term Success

- How global trends such as climate change, energy and natural resource scarcity and social issues will challenge your industry
- How our company address ESG requirements with increased innovation and sustainable technologies and products: by investing in R&D, startups & accelerators: even if such technologies are not yet scalable
- How we developed a coherent ESG strategy

Ashutosh Pandey, Chief of Staff & Head of PMO, **OneWeb**

Corporate PMOs and Agile

15.10 – Modernising the Role of the PMO

- The CPMO (Corporate Project, Program and Portfolio Office) as an engine that facilitates the strategy execution
- Bridging the gap between the CPMO Strategy and Execution: Target State – Gap Analysis – Execution via OKRs and Agile WoW
- Corporate PMO as a Change Enabler for driving Success to the organization

Inigo Castillo, General Manager CPMO, **Renolit Group**

15.50 – Closing Remarks from the Chair and End of Forum



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WHY YOU SHOULD ATTEND

The necessity of formulating a structured and phased strategy execution plan will become even more relevant as organisations require efficiency within the complex global business environment. Programme management offices are seen as a key method of driving strategic change from the C-level to operations. Additionally, change management, business transformation, CEO offices and PMO departments are seeking to establish strategy execution centers of excellence.

Whether for a success post-merger integration, business transformation or a turnaround, strategy execution may hold the key to success. Execution of strategy is difficult due to aversion to change in many company cultures: there must be a shared strategy and an aligned organisation. A culture that embraces change must be established, through effective communication channels. Employee engagement must also be utilised. Risk management must be adhered to. Also, performance management and measurement is critical to ensure that change is performed successfully and uniformly throughout the organisation.

Attend this fifteenth edition must-attend event to benchmark how other large organisations are implementing strategy execution frameworks - both success stories and lessons learned. Utilise this event to learn from their experiences, compare solutions and take away concrete strategies that you can use to drive strategic transformation in your enterprise

WHO SHOULD ATTEND:

CEO, CFO, COO, GM, Directors, Managers of:
 Corporate Strategy, Strategy Execution, Strategic Planning, Strategy Implementation, Programme Management, Change Management, M&A, Corporate Development, Human Resources, Post-Merger Departments, Employee Engagement, Organizational Capabilities, Project Management, PMO, Business Transformation, Operations Excellence, Innovation, CEO Office

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