



## 4<sup>th</sup> ECLF Global Summit

### Innovating Learning Through Cross-Boundary Collaboration

July 4 – 6, 2017  
Erste Group Campus  
Vienna, Austria

Hosted by



## Logistics

### Venue

**Erste Group Campus**  
Am Belvedere 1  
1100 Vienna | Austria  
[Venue website](#)

[→ map](#)

### Accommodation

**ATH Savoyen Vienna** (4\* | room rate €140)  
Rennweg 16, 1030 Vienna  
+43 (1) 206 33-9109  
direct link for booking: [www.austria-trend.at/book/ECLF](http://www.austria-trend.at/book/ECLF)

[→ website](#)

[→ map](#)

**Star Inn** (3\* premium | room rate €84)  
directly at Railway Station  
+43 (1) 23 59 009  
email for booking: [resa.wien@starinnhotels.com](mailto:resa.wien@starinnhotels.com)

[→ website](#)

[→ map](#)

Please make your reservation directly with the hotel and mention ECLF to receive the special rate. Hotel reservation deadline: June 3, 2017

### Registration

For **registration** and **invitation requests** please contact [office@eclf.org](mailto:office@eclf.org) Please note that attendance is restricted to ECLF members and invited guests.

For **logistics questions** please contact [Brigitte.Raschka-Seidl@erstegroup.com](mailto:Brigitte.Raschka-Seidl@erstegroup.com)



Erste Group Campus

## Preamble

Boundaries are a fascinating phenomenon, a double-edged sword: They provide identity and as such security, comfort, and orientation. But they are also barriers that constrain us, as they inhibit collaboration and contribute to silo culture and an inward orientation of organizations.

Today, boundaries are constantly challenged through digital transformation dynamics which shake up traditional functional roles and established market and stakeholder relationships. We are in a process of (inter)organizational reconfiguration that requires dealing with boundaries in new and creative ways.

This is a great opportunity as boundaries constitute the essential space where learning and innovation happens, on an individual, organizational, and strategic level. Only if we “play at the edge”, “reach across the aisle”, or “expose ourselves to the unknown”, we can transcend existing paradigms, mindsets, and behavioral patterns.

Approaches such as hackathons, co-creation architectures, start-up incubators, creativity labs etc. are capitalizing on this insight; yet, they often remain alien islands within the dominant operating model of organizations. Facing rigid boundaries of old processes, structures and mindsets, they have a hard time to “cross over” and make a real difference.

The same holds true when it comes to innovating learning. If we want to enable a *culture of learnership* which is driven by learners and embedded in the business processes of the firm, the learning function must cross the chasm. It must engage in novel ways with internal and external stakeholders to jointly create a collaborative thrust towards a shared accountability for the corporate learning agenda - reshaping its identity in the process.

This is a difficult and delicate task, requiring courage, political skills, the willingness to give up dear habits, acquire a new mindset, new capabilities, and embark on a joint learning journey with functional peers and the relevant external environment.

Our 2017 summit is dedicated to shed more light on this big issue by jointly developing a deeper understanding about the nature of boundaries, and ways to design and manage them effectively.

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# Program (draft, subject to change)

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?????? Tuesday | July 4, 2017 ?????

13:00 – 14:00 **Check-in at the Erste Group Campus | Optional lunch**

14:00 – 14:15 **Welcome | Introduction | Summit Overview**

**Stephanie Doyle**, Head Group Talent Management and Learning, Erste Group Bank  
**Roland Deiser**, Executive Chairman, ECLF

14:15 – 15:15 **Member Exchange and first Approach to Summit Topic**

Round Tables of 6-8 participants about  
(1) who they are, and what are current key issues at their corporation  
(2) how does the conference topic relate to his/her current context  
(3) what are common denominators among the participants

Tables summarize highlights of their conversations on cards  
Cards to be shared with the plenary in form of a “gallery”.

15:15 – 15:30 **Break**

15:30 – 16:15 **Banking 2020 - Strategic Innovation Imperatives**

**Andreas Treichl**, Chairman of the Managing Board, Erste Group Bank  
Stay tuned for an abstract of the session

16:15 – 17:00 **Framing the Issue:  
The View of the Community of Learning Leaders**

**Roland Deiser**, Chairman ECLF

Roland will report the results from the annual ECLF survey which will investigate the perspectives of global Learning Leaders our conference theme. The survey results will provide a reference point for our discourse over the next 2 days.

17:00 – 17:30 **Break**

17:30 – 19:00

## Topical Round Table Session I

### Mapping the Territory

***Facilitated by one or two ECLF members each --- one topic per table***

5 Breakout groups will explore the current boundary dynamics between L&D and other functions, with the goal to map the territory for further discussion:

Group 1: L&D and Marketing / Customer Relations Management

Group 2: L&D and (business) strategy

Group 3: L&D and Innovation / digital Transformation

Group 4: L&D and Communication

Group 5: L&D and IT

Each group will discuss the following questions:

- In which ways does L&D need to engage with this function to enable a culture of ubiquitous self-driven learning?
- Considering the above - what kind of boundaries / collaboration challenges exist today between this function and L&D?
- What holds the two stakeholders back when it comes to cross-boundary collaboration?

Each group will produce a set of statements that addresses the above questions and that will serve as input for a summary of insights. Statements will be uploaded to the ECLF website for continuous dialogue beyond the summit.

19:15 – 22:00

## Welcome Reception and Dinner

We will celebrate the first evening of our gathering on the Executive Floor of Erste Group's Headquarter, with great views across the city

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## End of Day 1

???????? Wednesday | July 5, 2017 ??????

08:30 – 08:45

Round Tables in Plenary

### Reflection and Insights from Day 1

review of entries on the ECLF platform

08:45 – 09:30

Conceptual Input

### Creating Value Through Cross-Boundary Collaboration

**Frank Piller**, Professor of Technology and Innovation Management – RWTH Aachen

Formerly working at MIT, Frank is regarded as one of the leading global experts on strategies for customer-centric value creation, like mass customization, personalization, and innovation co-creation.

He will share with us his perspective on how organizations can increase innovation success and co-create value by designing and managing better interfaces within their organization and with external stakeholders.

09:30 – 12:15	<p>In-depth case investigation</p> <p><b>Innovating Banking Through Cross-Boundary Collaboration</b></p> <p><b>1 Transforming Retail Banking</b> (30 min)  <i>Birte Quitt</i>, Head, Group Retail Strategy, Erste Group Bank          Birte will share with us her perspective on the challenges retail banking faces through the dramatically changing environment and the strategic and organizational response the bank has taken so far.</p> <p><b>2 Building a cross-functional innovation platform</b> (30 min)  <i>Boris Marte</i>, Head, Erste Innovation HUB          Boris leads one of Europe’s largest banking innovation hub that is tasked with developing novel business models and services in times of digital transformation. He will share with us the organizational set-up of his unit and its role in the overall digital strategy of the bank.</p> <p>Break (20 min)</p> <p><b>3 FLiP – a guided tour</b> (30 min)  <i>Philip List</i>, Head, Erste Financial Life Park          Located at the new headquarters of Erste Group, FLiP is Europe’s largest initiative for financial education in Europe. Its mission is to fight against financial ignorance and enhance financial capability.</p> <p><b>4 Cross-functional Panel: Dealing with the boundaries between an innovation lab and an operating business</b> (40 min)  <i>Boris Marte</i>, Head, Erste Innovation HUB  <i>Birte Quitt</i>, Head, Group Retail Strategy, Erste Group Bank  <i>Frank Piller</i>, Professor of Technology and Innovation Management – RWTH Aachen  <b>Moderation: Roland Deiser</b>, Chairman ECLF          By their very nature, business model innovation efforts challenge the operating model of an organization; they require the ambidextrous capability of managing the present while creating the future. The panel will discuss this structural conflict and the strategic and organizational dynamics that result from this classical boundary management challenge.</p> <p><b>5 Reflecting the Erste Group Experience</b> (15 min)          Small groups of three discuss and synthesize          (1) key insights from the morning          (2) topics we should investigate in more depth during the next 2 days          Each group agrees on max 5 statements for (1) and (2).          Statements to be uploaded to ECLF virtual platform and shared with plenary</p>
12:15 – 12:30	Group Photo
12:30 – 13:30	Lunch
13:30 – 14:00	<p><b>Insights from the morning Session</b></p> <p>Plenary review and discussion of platform entries</p>

- 14:00 – 15:00      Peer coaching  
**Focus on Member Issues**  
 Groups of 5 provide highly structured mutual feedback to burning issues.
- 15:00 – 16:00      Plenary input and in-depth conversation  
**Creating a Benchmark Cluster for Learning and Innovation**  
*Helmut Schoenenberger*, CEO, Unternehmertum  
 Over the last 15 years, Helmut Schoenenberger has created one of the world’s most recognized innovation clusters that has become a global benchmark for an entrepreneurial learning architecture that even Silicon Valley and members of the US Congress visit to learn from. Combining cutting edge venture development with Europe’s largest Makerspace, *Unternehmertum* has recently been selected by Angela Merkel as digital transformation hub with a focus on the future of mobility. Helmut will share with us his perspective on driving innovation as well as the cornerstones of *Unternehmertum’s* operating model – a complex multi-stakeholder organization that seamlessly bridges the worlds of research, learning, start-ups, government, and large corporates.
- 16:00 – 16:30      Round Tables  
**Contextualizing the UnternehmerTUM Case**  
 Round Tables discuss and synthesize insights from Helmut’s input with special focus on principles that can be applied in member organizations. Insights will be uploaded to ECLF virtual platform to be shared with plenary.
- 16:30 – 17:00      Break
- 17:00 – 17:30      ECLF Working Group status report  
**Digital Leadership/Digital Transformation**  
*Gianpaolo Barozzi*, Cisco Systems + members of the steering group  
 Based on the significant interest in the topic, we launched an initiative to deeper investigate the challenges companies face in the context of Digital Leadership and Digital Transformation. The session will provide an update on what has happened so far.
- 17:45 pm            Bus leaves for dinner
- 18:45 pm            Dinner in “Heaven”  
 We will drive into the Vienna Woods and spend our 2<sup>nd</sup> evening in the spectacular setting of the Oktogon “Am Himmel”, surrounded by vineyards, high above the city of Vienna. ([www.himmel.at](http://www.himmel.at))

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## End of Day 2

08:30 – 08:45	Review of Day 2
08:45 – 09:45	<p>Case in Point</p> <p><b>Leveraging Artificial Intelligence for Learning Curation</b></p> <p><b>Kai Liebert</b>, Head Global Learning Campus, Siemens</p> <p>Advancements in Machine Learning and Natural Language Processing open entirely new avenues to scale the curation of personalized and contextualized learning content. Kai will share with us his efforts to capitalize on these drivers of innovation in learning and discuss the stakeholder dynamics that must be mastered to successfully implement solutions.</p>
09:45 – 10:15	Break
10:15 – 11:15	<p>Topical Round Table Session II</p> <p><b>Moving Forward</b></p> <p>Based on the insights from our summit conversations, breakout groups will outline perspectives how to address the identified challenges. Questions in this context are:</p> <ul style="list-style-type: none"><li>• Through which interventions can L&amp;D contribute to a culture of co-creation and cross-boundary collaboration?</li><li>• How can L&amp;D engage with the internal stakeholder universe to foster a culture of ubiquitous learning accountability?</li><li>• How can L&amp;D collaborate with stakeholders of the extended enterprise (customers, suppliers, regulators, partners, co-opetitors etc.) to jointly drive learning and innovation? Are platforms a solution?</li><li>• How can we assure functional expertise and professional identity without paying the price of a silo culture?</li></ul> <p>Again, each Round Table will produce a set of statements and upload them to the ECLF website for continuous dialogue beyond the summit.</p>
11:15 – 11:35	<p>Plenary discussion</p> <p><b>Sharing of results from Breakouts</b></p>
11:35 – 12:00	<p>Peer coaching and Journal writing</p> <p><b>Resume</b></p> <p>Pairs of attendees interview each other about key insights from the summit that are critical for the own organization (10 min each). Participants then documents insights and actionable perspective in private summit journal. Optional upload of individual insights in ECLF discussion board.</p>
12:00 – 12:30	<b>ECLF 2017 – outlook and member feedback</b>
12:30	Farewell Lunch

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## End of 3<sup>rd</sup> ECLF Global Summit