



3rd ECLF Global Summit

Digital Leadership – Digital Transformation

Corporate Reinvention in the Digital Age

July 4 – 6, 2016

Bertelsmann Representative Office
Berlin, Germany

Hosted by **BERTELSMANN**

Logistics

Venue

Bertelsmann Representative Office

Unter den Linden 1
10117 Berlin | Germany

[Venue website](#)

[→ map](#)

Accommodation

Arcotel John F Berlin
Werderscher Markt 11
10117 Berlin
Tel: +49 30 4050460
email: johnf@arcotelhotels.com

[→ website](#)

Please make your hotel reservation via petra.runschke@bertelsmann.de at the special rate of € 156 including breakfast. No direct booking for rooms held available for ECLF. Hotel reservation deadline: [May 6, 2016](#)

Registration

To register please send an email to office@eclf.org for detailed instructions. Please note that attendance is restricted to ECLF members and invited guests.

Contact

For questions regarding the program as well as invitation requests please contact roland.deiser@eclf.org. For questions regarding logistics please contact Petra Runschke at petra.runschke@bertelsmann.de



Unter den Linden 1 – Bertelsmann in Berlin

Preamble

Over the last five years, the transformational dynamics of digitalization have significantly increased. There is virtually no industry that remains untouched by the disruptive change that come with the digital ballgame, and dealing with “digital transformation” ranks on top of the agenda of most of our member companies today.

Digital transformation is a complex topic. It relates not only to the well explored domains of social media, big data, and the new paradigm of marketing communications. What is at stake is the fundamental question how winning firms will compete in the future, and the organizational capabilities that are required to succeed. As the foundations of 20th century business paradigms continue to erode, corporate reinvention is not optional anymore; it has become a necessity for survival.

With our traditional mix of member-driven analytical deep-dive and peer-sharing of experiences, the 3rd ECLF Global Summit – our 12th annual Conference - will provide the opportunity to dig deeper into these issues, looking at questions like business model innovation, the transformational challenges that come with the digital disruption, and the related new (and old) leadership capabilities that are required to cope with all this.

Based on these insights, we will explore the role and potential contribution of the L&D function in supporting or driving the process of transformation, and the capabilities required in this context.

Program (Draft – subject to change)

Monday | July 4, 2016

- 12:00 – 14:00 **Check-in at Unter den Linden 1 | Optional lunch**
- 14:00 – 14:15 **Welcome | Introduction | Summit Overview**
Steven Moran, Group EVP and Chief Learning Officer, Bertelsmann
Roland Deiser, Executive Chairman, ECLF
- 14:15 – 15:30 **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”.
- 15:30 – 16:00 Coffee Break
- 16:00 – 17:00 Plenary session and in-depth conversation
Digital Transformation – the Larger Context
Tim Steigert, Leader Digital Innovation and Strategy, GE Europe
Tim leads Digital & Innovation Strategy for General Electric, driving large scale changes in Europe. He will share with us his view on the complex transformational challenges organizations face in light of digitalization, and the reasons why many efforts are doomed to fail. While drawing on his experience with GE’s digital strategy he will address the subject from a more general perspective that will provide us with a framework for further conversations.
- 17:00 – 17:30 Leadership Research
Leveraging Social Technology for Competitive Advantage
Roland Deiser, Director, Center for the Future of Organization
Drucker School of Management, Claremont Graduate University
Social technologies are a significant part of the new digital ballgame. By fostering horizontal processes and cross-boundary collaboration, they disrupt the linear command and control model of the 20th century organization and redefine the rules of the game of work.
In this session, Roland will share first results from a global research effort that assesses the current state of organizational and leadership capabilities required to leverage social technology for the digitally networked enterprise.
- 17:30 – 17:45 Break

- 17:45 – 19:00 **Topical Round Table Session I**
Mapping the Territory of Digital Transformation Challenges
Facilitated by one or two ECLF members each --- one topic per table
Based on the results of the pre-conference member input, breakout groups will investigate selected questions with the goal to map the territory for further discussion. For instance (final questions tbd):
- What are the challenges we face in light of the dynamics of pervasive digitalization? What are the threats and opportunities that come with the new rules of the game?
 - What mindset and skill set do business leaders need to capitalize on the opportunities that come with digital disruption?
 - What *organizational* capabilities must we develop in this respect?
 - What stakeholders need to be involved in digital transformation, and what is their role in the process?
- Each Round Table 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 – 19:30 **Walk to Hotel de Rome**
Behrenstraße 37, 10117 Berlin
(www.hotelderome.grandluxuryhotels.com)
- 19:30 - ? **Welcome Reception and Dinner**
We will celebrate the first evening of our gathering on the Rooftop Terrace of the Hotel de Rome, with great views across the city
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?????? Tuesday | July 5, 2016 ??????

- 08:30 – 08:45 **Gallery Walk and Round Tables in Plenary**
Reflection and Insights from Day 1
- 08:45 – 09:30 **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.

09:30 – 12:15

In-depth case investigation

Digital Transformation (DT) at Bertelsmann

Preamble: Welcome to Bertelsmann (15 min)

Immanuel Hermreck, CHRO and member of the Executive Board, Bertelsmann AG

Immanuel will set the stage for the rest of the morning by taking us through a brief history and a profile of Bertelsmann, with special emphasis on the development of the company's business portfolio and the related people issues.

1 Responding to DT by Reinventing the Music business (40 min)

Steven Moran, EVP and CLO | formerly COO Bertelsmann Music Group

The music business was among the first industries facing digital disruption through radical changes in production, distribution, and customer behavior. Bertelsmann responded by fundamentally reinventing its business model for their music division, resulting in remarkable growth under a new paradigm.

Our host Steven, who happened to serve as COO of the music business in this transformational period, will share with us some milestones of a journey that led from the exit of the traditional business to one of the fastest growing start-ups in music history, which after only a few years ranks again among the 'Big 4' music companies in the world – but with a very different, more digital footprint.

We will specifically look at the interplay of strategy and leadership factors that contributed to this remarkable success story.

Break (30 min)

2 Leveraging DT by Creating Bertelsmann Education group (40 min)

Kay Krafft, CEO, Bertelsmann Education Group

Demand for higher education - especially for degrees from accredited institutions – is growing constantly. At the same time, digitization ensures that high-quality education can now be delivered online as well. The education segment is of particular importance to Bertelsmann's growth strategy. In the years ahead, it will be expanded into the third mainstay of Bertelsmann – alongside the traditional businesses of media and services.

Kay will share with us the strategic context that led to the decision to focus on this vertical, and provide his perspective on connecting education, recruitment and employment in the next decade.

3 DT@Bertelsmann - The Impact on Leadership and Organization (40 min)

Immanuel Hermreck, CHRO and member of the Executive Board

Joined in conversation by *Kay Krafft* and *Steven Moran*

Both reinventing an existing business (as Bertelsmann did it with music), or entering into an entirely new business space (as they do with Education) requires strategic and organizational leadership capabilities which are critical to the success of such bold moves.

Immanuel Hermreck, Bertelsmann's CHRO, will share with us his perspective on what kind of leadership it takes to imagine and execute this transformational change, and what role Bertelsmann University intends play in that context.

After an opening statement, Kay and Steven will join Immanuel in conversation with all summit participants.

12:15 – 12:45 pm	<p>Threesomes</p> <p>Reflecting the Bertelsmann Story</p> <p>Small groups of three discuss and synthesize (1) key insights from Bertelsmann that are relevant beyond the company's context (2) topics we should investigate in more depth during the next 2 days</p> <p>Each group agrees on max 5 post it notes for (1) and (2). Post-it notes to be shared with the plenary in form of a "gallery"</p>
12:45 – 13:00	Group picture
13:00 – 14:00	Lunch
14:00 – 15:00	<p>Peer coaching</p> <p>Focus on Member Issues</p> <p>Groups of 5 provide highly structured mutual feedback to burning issues that are close to the heart of each participant. The format allows each member to be the focus of peer attention for a self-chosen topic of high priority. Groups will be compiled ad hoc - no facilitation – self organized.</p>
15:00 – 16:00	<p>Member Panel</p> <p>Lessons From Experience</p> <p><i>Anne Juliette Hermant</i>, AXA <i>Edith Lemieux</i>, Air Liquide <i>Thilo Bendler</i>, Otto Group <i>Jenny Zeller</i>, Deutsche Bahn (German Railways)</p> <p>Members from various industries will discuss their experience with digital transformation efforts, relating it to insights from the Bertelsmann session.</p>
16:00 – 16:30	Break
16:30 – 17:30	<p>Plenary input and in-depth conversation</p> <p>Digital Business Creation</p> <p><i>Philipp Hermann</i>, Founder and Managing Director, etventure holding</p> <p>Etventure is a global consulting boutique specializing in digital transformation services for corporates and start-ups alike. We will tap into their experience to discuss enablers and barriers they encounter with companies that embark on transformational journeys and explore the productive friction between the universe of start-ups and large corporate players.</p>
17:30 – 18:45	<p>Open unstructured Session</p> <p>After being exposed to 1 ½ days of intense guided dialogue, the last hour of day 2 is dedicated to whatever is on the mind of the participants.</p>
19:00 pm	<p>Dinner on the Boat</p> <p>We will spend our 2nd evening on board of boat that will carry us along the rivers of Berlin.</p>

End of Day 2

08:30 – 08:45 Review of Day 2

08:45 – 09:45 Thought Leader Interview
Digital Transformation in Action

Philipp Gerbert, SVP and Managing Partner, Boston Consulting Group (BCG) in
Interview with **Roland Deiser**, Chairman ECLF

Managers are increasingly nervous about the lack of progress in their digital initiatives. Too often, organizations merely add digital pixie dust to traditional processes.

Philipp Gerbert, who leads BCG's global initiative in digital strategy, will talk with us about how to design successful transformation initiatives by addressing current opportunities while preparing for more fundamental medium- to long-term moves.

09:45 – 10:45 Topical Round Table Session II
Tackling Digital Transformation

Based on the insights from our summit conversations, breakout groups will outline perspectives how to address the identified challenges. For instance:

- What is the best way to navigate the treacherous journey towards new business models, revenue models and operating models?
- How can we create the necessary mindset among leaders and beyond?
- How can this journey be designed as a strategic and organizational learning experience for multiple stakeholders? What kind of interventions can support this process?
- What are the implications for the role and capability profile of L&D?

Each Round Table will produce a set of statements that respond to the above questions and upload them to the ECLF website for continuous dialogue beyond the summit.

10:45 – 11:15 Coffee

11:15 – 11:45 Plenary
Sharing of results from Breakouts

11:45 – 12:15 Peer coaching and Journal writing
Resume

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.

12:15 – 12:45 ECLF 2016 – outlook and member feedback

12:45 Farewell Lunch

End of 3rd ECLF Global Summit