



Strategy in a Changing World

Wednesday 2<sup>nd</sup> October and  
Thursday 3<sup>rd</sup> October 2013

Madrid






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*Our conferences, always held in interesting locations, are thought-provoking, evocative and encourage reflection. 2013 will be no exception.*



The CRF International Conference has become an established date in the diaries of senior executives who focus on the way people add value to their organisations. From our first event in Barcelona, through Budapest, Rome and Athens, our conferences have provided insights and intellectual challenge stimulated by experts with reputations within their fields for the rigour of their analysis and the excellence of their presentation skills.

This year our speakers will outline their views on the future political, technological and economic events which will affect us and will link these to the strategic options available to you and your organisation.

Over the two days you will experience a variety of formats including formal presentations, interactive discussions and working sessions all of which are underpinned by a strong focus on networking, sharing ideas and relationship building.

# Conference Format

This is an engaging and interactive event which will encourage debate, exchange and networking with fellow attendees and conference speakers.

Our format will be based on a keynote address from each of our topic experts with a response from a senior business figure to provide specific examples which support or challenge the speaker. Our intention is not to provoke controversy for its own sake but to recognise that life is a composite of many different views. As ever, debate and discussion from the conference will be an integral feature.

An additional component is to understand something of the host country. We hope you will join us for a short walking tour of Madrid and a brief presentation on Spain and its challenges and opportunities.

## PRE-CONFERENCE WELCOME DRINKS RECEPTION

Our reception will be held at the Santiago Bernabéu Stadium, home of Real Madrid C.F and one of the world's best known sporting venues.

Welcome addresses will be provided by José María García Tomás, Director of Human Resources, Real Madrid C.F and Francisco Iniesta Pujante, Professor of Marketing, IESE Business School. Additionally, there will be a short tour of the stadium and you will be able to enjoy drinks and tapas with fellow attendees.



**José María García Tomás**  
Director of Human Resources, Real Madrid C.F



**Francisco Iniesta Pujante**  
Professor of Marketing, IESE Business School

**Núria Mas Canal**  
Associate Professor of Economics

The host country update is always an extremely interesting feature of our conferences. This year, we are delighted to welcome Professor Núria Mas Canal who will briefly review the contemporary Spanish economic and business scene.



## OUR VENUE

Our venue will be Meliá Castilla Hotel where the excellent conference facilities, bars, restaurant and accommodation will ensure that you are able to enjoy both formal and informal sessions alike.



We are delighted to announce that our conference travel partner is British Airways who are offering all conference attendees discounted flights to Madrid. Please see back cover for booking details.

# *Strategy in a Changing World*

In selecting 'Strategy in a Changing World' as our theme for Madrid, we are seeking to provide context to our everyday business lives. As well as creating efficient organisations we need to consider the big picture and the factors which shape our business environment including politics, technology, and economics. Our conference will address these issues and help us understand more clearly the landscape in which we operate, how this may change in the future and how we can prepare ourselves for the range of possibilities which exist.



## **CHAIRMAN – Rt. Hon. Michael Portillo**

The role of the Chairman is pivotal and we recognise the need for strong chairmanship to optimise output. The skills are to link, challenge, involve and probe. We are delighted to have the Rt. Hon. Michael Portillo who is uniquely equipped to meet these requirements.



## STRATEGY

### George S Yip

Professor of Management & Co-Director, CEIBS

In understanding how business strategy might be formulated, we need to remind ourselves of the three biggest challenges facing companies.

**Strategy Formulation** is made more difficult in the changing political, technological and economic world in which we live and responding to customers, competition, regulation, social expectations and environmental issues compounds these difficulties. New competitors arise almost overnight. The catchphrase 'Who is afraid of Huawei?' – the Chinese telecom giant with ambitions to lead the world in smart phones and many other categories – is an illustration. Already four billion customers worldwide use their products directly or indirectly.

**Strategic Transformation** is required when organisations need to make radical changes to their existing, and erstwhile successful, business models. Most company strategies are based on what has been done in the past when they often go through relatively long periods of continuity during which established strategy changes incrementally. Companies find difficulty in making the radical changes or strategic transformations necessary for future success and which fundamentally change the nature of their business models.

**Strategy Execution** is an exceptionally difficult task for most organisations. Indeed, studies have found that the main reason for strategic failure rests with the organisation's inability to execute the planned strategic intent, often as a result of struggling with:

- Understanding the critical nature of strategy execution
- Embracing a model to enact strategy execution
- Understanding how to build a performance culture
- Gaining insight into the crucial role of leadership for strategy strategy execution

Within the context of today's complex world, a better understanding of the nature and impact of political, technological and economic change on the formulation, transformation and execution of strategy is going to be imperative for organisations aiming for superior performance.





## POLITICAL CHANGE

### Gideon Rachman

Chief Foreign Affairs Columnist, Financial Times

The key issues of current and future conflicts, potential hotspots and the jostling for regional influence all affect our markets, access to raw materials and outsourcing opportunities.

Gideon will examine the major geopolitical trends which will shape business and economics over the coming years. He will lay particular emphasis on the Euro crisis, looking at the complex interaction between finance, the economy and politics. He will argue that a growing gap in power between Germany and the other major EU members is central to the new European landscape, even Germany is struggling to control the situation, wondering whether in these circumstances European leaders are any closer to finding lasting solutions.

In addition, Rachman will consider:

- The prospects for the US and China following the presidential elections and the change of leadership in Beijing
- President Obama's ambitions for his second term
- The growing rivalry between the US and China for power and influence within Asia and its effect on globalisation or indeed world peace
- Continuing turmoil in the Middle East and Africa, and its implications for the wider region
- What is happening in the rest of the world

Many of these issues seem far removed from the ongoing development of strategy and operational success of our businesses but in a changing and smaller world we need to understand the implications and consider whether our strategy needs a fundamental shift.

*political  
change*



## RESPONSE

### Doug Baillie

Chief HR Officer, Unilever

Doug will respond to Gideon. Based on the experiences of Unilever, Doug will make some further general observations which may help your organisation better address the impact of ongoing political change.



## TECHNOLOGICAL CHANGE

### Tom Standage

Digital Editor, *The Economist*

Changes in technology are not just about the immediate and obvious which have an impact on us as individuals and the way we live our corporate and personal lives – communications, travel, media and IT have all impacted on us during the last 30 years. Similarly, ongoing developments in healthcare and drugs, agriculture and food technology, climate change and energy sources touch all our lives at the personal level but also have profound global consequences for life expectancy and quality.

Tom Standage will give us an insight into what technological changes we might expect and help us to understand how these changes could affect our businesses and the range of strategies we should consider in response.

He will argue that whilst the financial crisis has caused turmoil for governments, companies and consumers, there has been an astonishingly rapid growth in parts of the technology industry as smartphones, tablet computers and social networking have been embraced by billions of people. Tom will examine what drives such rapid adoption, even in difficult times, and consider which technologies might be next in line with significant consequences for our strategy development.

## RESPONSE

### Stu Winby

Managing Partner, Innovation Point, Silicon Valley Strategy, Innovation & Design firm

Stu will respond based on his experiences at the leading edge of technology and innovation in major global organisations and his consultancy work helping organisations prepare, adjust, adapt and thrive in the face of changing emerging technologies.





## ECONOMIC CHANGE

### John Kay

Economist

In 1989, the Berlin Wall fell. It was the most important economic event of our lifetimes and the tangible symbol of the triumph of market economies in the developed west and a marker for the entry into the global market economy not only of the states of Eastern Europe and the Soviet Union but also two of the world's largest economies – India and China. A combination of liberal democracy and lightly regulated market capitalism was not just the aspiration of some intellectuals, but a system towards which there was inevitable global convergence.

Two decades later, these certainties are being called into question. In particular, the expansion and recurrent crises of the financial sector have not only threatened the stability which seemed to represent a great moderation, but have created a log jam in the channels of financial intermediation, political crises in Europe and the US and even threatened the legitimacy of capitalism itself. The economic growth of emerging economies has been spectacular but there are questions regarding their political systems and their ability to withstand the resulting strains. It is also apparent that there are parts of the world which not only do not aspire to western (American) values but much of the population is actively hostile to them.

John will argue that we need a more sophisticated understanding of the strengths and weaknesses of market economies given that we are experiencing the consequences of promoting a model of how capitalism works which is simultaneously repulsive and false. He will describe what he believes this implies for public policy and for individual companies.

*economic  
change*



## RESPONSE

### Dr Tim Miller

Chairman, Standard Chartered Korea

Standard Chartered is a major bank conducting the majority of its business in emerging economies and as such has been at the centre of the major financial changes that have affected the world economy in the last few years. Tim will be reflecting on his time with the Bank and, following John's presentation, considering the ways in which the Bank has responded to the changing economic and political environment in which it operates.

# Speaker

# Biographies

## SPEAKER BIOGRAPHIES

**Michael Portillo** worked for the Conservative Party and for government ministers between 1976 and 1983, entering the House of Commons in 1984. He was a minister for 11 years and held three positions in the Cabinet including Secretary of State for Defence. In 1997 he began to develop a career in the media, returning to the Commons between 2000 and 2005 where he was Shadow Chancellor and contested the leadership of the party in 2001. Since leaving politics, he has devoted himself to writing and broadcasting.

**George Yip** is Professor of Management and Co-Director of the Centre on China Innovation at China Europe International Business School, based in both London and Shanghai. He is Co-Executive Editor of Chinese Management Insights. His current research concerns innovation, strategic transformation, and managing global customers. He has won both 'best teaching' and 'best research' awards.

**Gideon Rachman** has been a globally respected journalist for over 20 years. Since 2006 he has been the Financial Times' chief foreign affairs columnist. His weekly column on international affairs is regularly one of the most-read features in the FT.

**Doug Baillie** graduated from the University of Natal with majors in Business Finance, Marketing and Business Administration. In May 2008 he became President of Unilever Western Europe, joining the Company Executive Committee, and in February 2011 he was appointed Chief HR Officer.

**Tom Standage** is digital editor at *The Economist*, overseeing the magazine's website, Economist.com and its mobile-phone, tablet and e-reader editions. Before that he was business affairs editor, running the back half of the magazine (business, finance, economics, science and technology), and he previously served as business editor, technology editor and science correspondent.

**Stu Winby** Founder and Executive Managing Partner of Sapience, Silicon Valley where his focus is organisation strategy, design and innovation, and individual and executive team development. Stu managed Hewlett Packard's Strategy, Organisation, and Change Organisation for over ten years. Prior to this position he managed HP's Factory of the Future organisation, which was an operational attempt to fast forward to the future.

**John Kay** is one of Britain's leading economists. He is a distinguished academic, a successful businessman, an adviser to companies and governments around the world and an acclaimed columnist. His work has been mostly concerned with the application of economics to the analysis of changes in industrial structure and the competitive advantage of individual firms.

**Tim Miller** joined Standard Chartered Bank in 2000 as Group Head of HR and was appointed a Director of the Bank in 2004. Tim is now Chairman of Standard Chartered Korea and also holds a number of academic advisory roles and business appointments in the UK and the far east. He is a Non-Executive Director of the PageGroup.

**Núria Mas Canal** is an Associate Professor of Economics at IESE Business School where her research majors on public/private interaction with a particular focus on the healthcare market. A former associate at Lehman Brothers, Núria followed her BA from Universitat Pompeu Fabra Barcelona, with a Ph.D from Harvard.

**Francisco Iniesta** is Professor of Marketing at IESE Business School, Madrid. His areas of specialisation include marketing channel management and franchising, new product development and introduction, marketing research and organising and controlling the marketing effort.

**José María García Tomás** (known as 'Chema') is the HR Director at Real Madrid Football Club. Prior to that he was a Partner at Ray & Berndtson and a Managing Consultant at SHL. He has a degree in Psychology.

## AGENDA

### Tuesday 1<sup>st</sup> October

EVENING: 19.30

Welcome cocktail reception, Santiago Bernabéu Stadium

### Wednesday 2<sup>nd</sup> October

MORNING: 09.00

Conference registration

Welcome & introductions Michael Portillo

Strategy in a Changing World George Yip

Coffee & networking

The Global Political Landscape Gideon Rachman

Response to Gideon Doug Baillie

LUNCH

AFTERNOON

Technology in a Changing World Tom Standage

Response to Tom Stu Winby

The Spanish Business Scene Núria Mas Canal

Madrid city tour

EVENING

Drinks

Conference dinner

### Thursday 3<sup>rd</sup> October

MORNING: 09.00

Reprise Michael Portillo

The Economic Context John Kay

Response to John Tim Miller

Coffee & networking

Speaker tutorials and conversation rooms

LUNCH

AFTERNOON

What have we learnt – implications for strategy development? George Yip

Conference forum Michael Portillo and speakers

Round up and close

CONFERENCE ENDS: 15.30

# crf Madrid · 2<sup>nd</sup> & 3<sup>rd</sup> October 2013

CORPORATE RESEARCH FORUM

**Venue:** Meliã Castilla Hotel, Capitán Haya 43 – 28020, Madrid

**Cost:** CRF members qualify for two places as part of their annual membership. Attendance for non-members costs £1,500 + VAT (excluding flights and accommodation).

**Flights:** British Airways are offering a 10% reduction on economy flights and 25% reduction on business class flights. To book your flights please contact Lynn Little for a valid discount code. (Discount codes apply to flights departing from London Heathrow only).

**Accommodation:** There is a non-refundable accommodation cost of £200 + VAT per night for those who wish to stay at the conference venue. We recommend a two night stay - Tuesday 1<sup>st</sup> October and Wednesday 2<sup>nd</sup> October.

To book your place and for more information about Strategy in a Changing World please visit [www.crforum.co.uk](http://www.crforum.co.uk) or contact Lynn Little at [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) or +44 (0) 20 7470 7104.

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