

International, 2 Day Conference: *Strategy as the enabler of change in an era of unbounded disruption:*

Melbourne: 16th and 17th October 2017

Agenda and Overview of Speakers and Topics

Presentation and session Format:

A 1 hour Key Note Presentation from a Subject Matter Specialist, for each of the four themes of:

- Stream 1: Strategy Process: Reinventing strategic planning
- Stream 2: Strategic Thinking: Getting ready for strategic decision making
- Stream 3: Strategic change: Coping mechanisms in an era of unbounded disruption
- Stream 4: Strategy Innovation: Out of the box strategic thinking and tool use

After that session, we will have a 1.5 Hr Session that is made up of:

- 1 - 3 Speakers at 10 – 15 mins each per speaker.

This is followed by a panel led open forum of about an hour where we either establish groups or simply open the discussion up to the group for open discussion and idea generation. That should be enough time to cover each topic properly.

All the foregoing is of course quite flexible and is designed to provide ideas and feedback for collation and publication post the event. On the latter objective (i.e. publication) there is interest in a book, we also have a definite yes from two Asia Pacific Publications on the publication of a special edition of conference proceedings. These are The Asia Pacific Business Review and International Journal of Business and Globalisation.

Agenda: Day 1

Session 1: Welcome and introductions from the chair: Stuart Orr, Paul Hunter

Session 2: Day 1: Opening Key Note Talk: The challenges we face: Digital disruption, environmental decline and social pressure

Speaker: Grantly Mailes, Associate Director of the Boston Consulting Group

Synopsis: In this presentation Grantly will address three critical strategy challenges and provide three strategic responses for companies facing digital disruption. This keynote will touch on the drivers of digital disruption, the effect on business and the nature of work and conclude with strategic responses for companies.

Grantly will discuss the seven technology megatrends, visible now, that will shape digital disruption over the next 20 years. He will discuss the ways that these trends will shape returns to capital and to labour. He will then set out three key strategy challenges and three strategic responses for corporate Australia and beyond.

Session 3: Stream 1: Strategy Process: Reinventing strategic planning**Introduction and facilitation:** Paul Hunter

Topic: The Paradox of Contemporary Strategic Management: *Everybody does it, no one gets it done – why?*

Synopsis: In addressing the poor strike rate in successful strategy implementation, it was first thought that a better process was required. That was right, but it made little difference to the results. Then it was thought that automation would help, it did, but not much. Now it is recognised that it is both solutions – and enhanced people factors that will realise results from strategy. In the future however, we must understand that these three elements will need to be significantly enhanced with the application of digital, disruptive technology.

In this session, we will explore a range of applications, behaviours and organisational structures that are expected to have an impact on the effectiveness of strategy and conversely, the impact of strategy on business. We will start however with an appreciation of history - lessons learned. We will then proceed to a review of the three elements of strategy effectiveness – within an age of digital, social, organisational and corporate structural change.

Session 4: Panel Discussion led by Stuart Orr: Impact of disruption on strategy.**Session 5: Stream 2: Strategic Thinking: Getting ready for strategic decision making**

Key note speaker: John Toohey: Co-founder of AdjunctFinder.com and is a Visiting Professor at Macquarie University. He was formally Inaugural Head of the Graduate School of Business & Law at RMIT University and Professor of Business Psychology.

Topic: Strategic Thinking: Improving strategy effectiveness through better Decision Making

Synopsis: Strategic decisions not delivering their intended results? The smartest ‘guys’ and ‘girls’ in the room not producing the goods? Repeating the same strategic mistakes from project to project? There’s hope. Managers and neuroscientists are finding common ground around the science of decision making and are finally talking – there is some way to go. Our brains, beliefs and biases impact our behaviours in simple and subtle ways but all too often we know little about the processes behind decision making and more importantly, the strategies to improve decisions. Some simple steps can help improve our effectiveness in strategic decision making.

Session 6: Forum workshop: Topic: Culture: The Silent Risk for Strategy

Key note speaker: Dr. Zivit Inbar is the owner of DifferenThinking, a boutique consulting firm specialising in achieving growth by providing strategic people, culture and leadership services.

Synopsis: Like it or not, your company has a culture. This “fluffy” concept that is so hard to define, capture, report on and lead is one of the most powerful factors in every company’s long term success.

In this workshop, we will untangle what culture actually is and why a strategy that is at odds with the company’s culture is destined for failure. Participants will be offered a framework that views culture via different lenses and understanding of how culture interacts with strategy and sets it for success or failure.

Session 7: Panel Discussion: Building the strategy system Part 1: Establishing the concepts

Agenda: Day 2

Session 1: Introduction and recap

Session 2: Opening Key Note Talk: Optimising Strategic Change in an Environment of Volatility, Uncertainty and Extreme Complexity

Speaker: Anthony Claridge: Recently returned from role as Chief Operating Officer of ResMed Healthcare Germany. Previously Senior Vice President Global Supplier Operations ResMed Sydney.

Synopsis: Anthony will apply his extensive international experience in business and operations management to describe how contemporary strategy practices can be applied to meet the demands of modern day business management and leadership.

Session 3: Stream 3: Strategic change: Influence of external forces on strategy

Introduction and facilitation: Stuart Orr: International strategy and the implications of the rise of superpowers China and India

Synopsis: Prepare yourself for big disruptions in the way you run your business overseas and at home. The rapidly developing wealth and extraordinary numbers of middle-class Chinese and Indians are set to change the nature of manufacturing and service provision globally. A study of innovative organisations in these countries has identified how disruptive these environments are for normal business practice and even innovation-based business. In particular, these massive markets are characterised by rates of change not experienced in western environments.

The study determined that demand for new industries in India and China can appear overnight, they can be flourishing within months and completely changed (or shutdown) within two years. These markets are hungry for innovation and new ideas, but according to their own terms, and are not necessarily interested in adopting innovations or even business practices from other markets. It's a demand that can't be ignored; it will progressively reach out to influence business in any country through its effect on supply chains, product development, technology and even social behaviours such as CSR.

Session 4: Panel Discussion led by Stuart Orr: Impact of disruption on strategy.

Session 5: Stream 4: Introduction and facilitation: Out of the Box Strategic Thinking and Tool Use

Demonstration of Open/Innovation Strategy concepts adapted from overview provided by Professor Richard Whittington, SAID Business School, Oxford University. Discussion facilitated by Paul Hunter. Video's: Professor Richard Whittington, Oxford University; Case study videos – Dell, Intel.

Session 6: Tool Demonstrations: Video's/Webinars from the UK

- **Open Innovation Workshop:** Introduction to concepts of open innovation based on Team Sky case study using an open innovation tool Solverboard,
- **Patterns of Strategy: a unique approach** to developing business strategy that focuses on the relationships between organisations. Through the application of a decision making framework decision makers learn to understand the forces acting on their unique strategic relationships, thereby allowing them to make them work in practice.

Session 7: Forum wrap up, conclusions: Building the strategy system Part 2: Messages for London