

Future Leaders Programme Agenda

Session 3 - 2024 - 15th June

Becoming a Transformational Leader

1:00 pm - 4:00 pm

LEARNING OBJECTIVES

- Digital transformation in CPG has entered its 'day 2'; while day 1 was focused on digital marketing & eCommerce take-off, the next phase will see eCommerce (in all its forms) become the dominant sales channel, transforming operating models and radically re-shaping supply chains (digital, personalised, faster)
Supply chains
Put data & AI at the heart of decision making, from R&I to product lifecycle management, consumer engagement and revenue management lifecycle management
Accelerate the evolution from products to products, services and experiences
- Early adopters are already seeing significant benefits – and widening the gap with competition in terms of access to consumers, data assets, and capabilities
- ...and already preparing day 3: “platforming” their key assets (content, data, digital services, algorithms, ...) to build ecosystems that deliver superior economics and value to consumers
- We will be sharing BCG perspectives on how major developments in digital and technology

CONTENT DESCRIPTION

- The digital technology revolution, why we believe that it is still in very early stages
- What digital transformations are already happening today and how to make sure you benefit from them:
 - Supply chain: E2E planning, manufacturing analytics, network optimization, R&D and testing acceleration
 - Innovation & Marketing: predictive trend detection and consumer analytics, data-driven price and promotion, data-driven marketing, A&P allocation/ROI, DTC
 - Sales and RTM: category management 2.0, data-driven field sales, eCom acceleration
 - Support functions: process digitisation
 - Services: augmented services
- **What we can expect next:**
 - Understanding how breakthrough technologies (e.g. AI, A/R, robotics, block chain, etc.) are likely to evolve in next few years
 - How next gen technology will drive hyper-personalisation, higher speed and productivity
 - What the future, anytime/any place omni-channel with increased eCommerce predominance could look like
 - Opportunities and threats of the digital platform revolution: moving from selling products to comprehensive consumer services and experiences

- The 'so what': what you can 'take home' and start actioning right away

SESSION FORMAT

- Short presentations
Discussion and debate

FACULTY LEADERS

- Nicolas De Bellefonds
Sylvain Duranton
Joel Hazan
Tanmay Jain
Khaled Tawfik

Session 7 - 13th November

Future Consumers

LEARNING OBJECTIVES

- In recent times the traditional success formula of CPG and Retail companies has been challenged by smaller, often digital-led companies with highly innovative, consumer-centric business models.
- A recent survey of global industry CEOs revealed that innovation is a top-3 priority for almost all of them but BCGs 2021 Most Innovative Company report revealed that the majority of companies have average innovation 'readiness'.
- Most of the innovation of recent years would be more characterized as 'renovation' (i.e. incremental) rather than breakthrough innovation.
- Sharing BCG perspectives on how companies should harness the power of imagination ('the ability to create a mental model of something that does not exist yet') to identify major new opportunities, rethink their businesses and discover new paths to breakthrough innovation and growth.

CONTENT DESCRIPTION

- In today's business, the capacity to move beyond cookie-cutter models and copies of what others are doing is critical. Imagination is one of the least understood but most crucial ingredients of success. It is what makes the difference between an incremental change and the kinds of pivots and paradigm shifts that are essential to transformation
- What prevents companies from thinking in and creating 'new boxes'
- A diagnosis: test how imaginative your company currently is
- How 'deep tech' will have a huge impact on innovation and every future business model
 - - The path to imaginative innovation and growth:
 - The seduction: how to open yourself to surprises
 - The idea: how to imagine the future and generate big ideas
 - The collision: how to rethink your idea based on real-world feedback
 - The epidemic: how to spread an evolving idea to others
 - The new ordinary: how to turn your novel idea into an accepted reality
 - The encore: how to repeat the process and institutionalize imagination as a capability
 - - The 'so what': what you can 'take home' and start actioning right away

SESSION FORMAT

- - Short presentations
- Self-assessment

- Imagination games: interactive idea-generation
- Team break-outs
- Discussion and debate

FACULTY LEADERS

Martin Reeves, Managing Director & Senior Partner
Alan Iny, Managing Director & Partner

Session 1 - 2024 - 8th January

Session 2 - 2024 - 7th February

Transformation in Consumer Products

1:00 pm - 4:00 pm

LEARNING OBJECTIVES

- Understand how individual capabilities [self] can be cultivated and developed to improve performance and to expand in new directions.

Focus on developing your personal talent, creating work environments with your teams and practices that will be enablers for them to develop new skills and to learn by working with others by problem solving and experimentation.

• CONTENT DESCRIPTION

The session will focus on an introduction to the growth mindset and curiosity with focus on individual learning & adaptability through the Potential Model. There will be time spent for each participant in exploring and/ or changing their mindset.

SESSION FORMAT

High interaction with mixed break-out groups. Potential for 1-2 guest speakers on the importance of potential and curiosity, together with correlation to competencies.

FACULTY LEADERS

Michael Meier
Frederic Lepoutre
Logan McDougal
Anke Weidling

Session 4 - 2024 - 4th March

Becoming a Transformational Leader

LEARNING OBJECTIVES

- - Understand the complexities that leaders now face in the world and the role that leaders must now take on in the enterprise. The transformation starts with the leader individually; and with that, they will gain the power to masterfully transform organizations and culture at a time when sustainability, purpose and diversity & inclusion, among other topics, are becoming increasingly important to both consumers and employees.
 - Learn about a breakthrough leadership model that will unlock your internal “Big Four” and create lasting change for you as a leader [attribute to Mobius]
- Through exploring personal growth trajectory (your internal “Voyager”), connect with individual purpose more deeply

• CONTENT DESCRIPTION

The session will set the context of the world today and how the role of a leader is dramatically changing. Leaders must learn how to adapt and transform themselves first to transform their teams and organization.

Participants will experience a leadership model that will provide self-reflection and mindset change at a very personal level. Participants will also take away a simple language around the “Winning From Within” Big Four framework.

SESSION FORMAT

A highly interactive, high energy and participatory session for participants.

FACULTY LEADERS

Rory Finlay
Akiba Smith-Francis
Engin Guven
Anke Weidling
Cesy Cenudioglu

◦ SPEAKERS

Scott Tannen, Founder & CEO of Boll & Branch
Özgür Tort, CEO, Migros Ticaret

Session 5 - 2024 - 27th March

Transformation in Consumer Products

LEARNING OBJECTIVES

- For all the talk about agility in recent years, many companies remain complex multi-layered matrices, bureaucratic, political and slow in decision-making; in some ways management systems and organisational set-ups are still 'stuck in the 90s'
- While the 'what' needs to be done seems pretty straight-forward, the 'how' often remains elusive as one CEO described it as "opening a can of worms"
- Sharing BCG perspectives on how companies should change the way they are managed and operating, in the context of rapidly changing consumer needs, technological advances and a dynamic business environment

CONTENT DESCRIPTION

- A diagnosis: what needs to change and why it is so difficult to move the needle
- What does 'Agile at Scale' really mean, and what we have learned over the last few years
 - - The major pillars of transformation:
 - Aligning around simple and ambitious purpose and 'definition of winning'
 - Fundamentally re-thinking the way you manage for performance
 - Focusing on the ~5-10 priorities that really move the needle
 - Allocating your most valuable resources strategically and dynamically
 - Challenging the traditional matrix organization
 - Making maximising consumer/customer value the core operating mantra
 - Future-proofing your capability agenda
 - Creating a company environment consisting of outstanding staff
 - Challenging cultural indulgence
 - Choosing your leadership as if your team is striving for Olympic gold
 - Making sustainability, diversity & inclusion core to the way you manage
- The 'so what': what you can 'take home' and start actioning right away

SESSION FORMAT

- - Short presentations
 - Self-assessment
 - Team break-outs
 - Discussion and debate

FACULTY LEADERS

Konstantinos Apostolatos, Managing Director & Senior Partner
Martin Danoesastro, Managing Director & Senior Partner

Session 6 - 6th April

Creating a High Performing Team

LEARNING OBJECTIVES

- Introduction to the fundamentals of building a high performing team; from assessing a team's talent, building capabilities through impactful development plans and creating an effective, resilient and winning team.

• **CONTENT DESCRIPTION**

The session will focus on what makes a team high performing and as a leader what it takes to achieve this outcome.

Participants will understand how to assess their talent through understanding past experience, the present and future potential of a leader and then turning this into effective development planning.

Leaders will be taken through how to create a highly effective and high performing team.

Participants will also be taken through an energy workshop that will enable to build resilience across their team.

SESSION FORMAT

Pre-read will be provided ahead of the session.

The session will provide participants exposure to assessing talent through a series of case studies and role plays.

A framework will be reviewed for creating highly effective teams.

Participants will experience a highly impactful energy workshop.

FACULTY LEADERS

Rory Finlay

Logan McDougal

Engin Guven

Cesy Cenudioglu

Frederic Lepoutre

Anke Weidling

Session 6 - 2024 - 8th April

Creating a High Performing Team

LEARNING OBJECTIVES

- - Understand the complexities that leaders now face in the world and the role that leaders must now take on in the enterprise. The transformation starts with the leader individually; and with that, they will gain the power to masterfully transform organizations and culture at a time when sustainability, purpose and diversity & inclusion, among other topics, are becoming increasingly important to both consumers and employees.
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Engin Guven
Anke Weidling
Cesy Cenudioglu

o **SPEAKERS**

Scott Tannen, Founder & CEO of Boll & Branch
Özgür Tort, CEO, Migros Ticaret

Session 7 - 2024 - 30th April

Future Consumers

1:00 pm - 4:00 pm

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LEARNING OBJECTIVES

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SESSION FORMAT

- Short presentations
- Discussion and debate

FACULTY LEADERS

- Nicolas De Bellefonds
- Sylvain Duranton
- Joel Hazan
- Tanmay Jain
- Khaled Tawfik

Session 8 - 2024 - 13th May

Creating Your Culture

LEARNING OBJECTIVES

- - Participants will understand the role that culture can play in transforming their team and enterprise - they will learn how to both assess the culture of today and achieve the future culture they desire.
 - Participants will be introduced to translating values and desired cultural norms (such as a focus on sustainability and ESG more broadly) into actionable behaviours.
 - Participants will identify the most impactful contribution they can make to their enterprise's systemic changes (e. g dialling up sustainability, DEI, Digital transformation) against the backdrop of their individual growth journey into transformational leaders

• CONTENT DESCRIPTION

The session will invite leaders to take an organizational development perspective and to integrate the three core aspects of strategy, structure and culture, with a strong session focus on the latter. Leaders will be taken through a simple framework that brings about actionable behaviours to drive culture change toward the target state.

SESSION FORMAT

Pre-read will be provided ahead of the session.

The session will provide participants exposure to shaping culture through a relevant case study.

A framework to surface cultural norms will be provided and applied in the session to participant's organizations.

FACULTY LEADERS

Michael Meier

Akiba Smith-Francis

Anke Weidling

Session 9 - 2024 - 30th May

Building Adaptable and Inclusive Organizations

LEARNING OBJECTIVES

- - Participants will understand the role that culture can play in transforming their team and enterprise - they will learn how to both assess the culture of today and achieve the future culture they desire.
 - Participants will be introduced to translating values and desired cultural norms (such as a focus on sustainability and ESG more broadly) into actionable behaviours.
 - Participants will identify the most impactful contribution they can make to their enterprise's systemic changes (e. g dialling up sustainability, DEI, Digital transformation) against the backdrop of their individual growth journey into transformational leaders

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The session will provide participants exposure to shaping culture through a relevant case study.

A framework to surface cultural norms will be provided and applied in the session to participant's organizations.

FACULTY LEADERS

Michael Meier

Akiba Smith-Francis

Anke Weidling

Session 1 - 2025 - Intro session - 14th January

Session 2 - 2025 - 4th February

Transformation in Consumer Products

1:00 pm - 4:00 pm

LEARNING OBJECTIVES

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FACULTY LEADERS

Michael Meier
Frederic Lepoutre
Logan McDougal
Anke Weidling

Session 3 - 2025 - 4th March

Getting into the Growth Mindset

Session 4 - 2025 - 1st April

Future of Retail

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Session 5 - 2025 - 29th April

Creating a High Performing Team

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Session 6 - 2025 - 13th May

Future Consumer Economies

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Session 7 - 2025 - 28th May

Mastering Culture

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