



# REIMAGINE STRATEGY

Palladium Positive Impact Summit 2018

## Why reimagine strategy?

The credibility of business and government to address “big problems” is in constant question. Demand has never been stronger for global companies to go beyond CSR, to integrate sustainability, and deliver Positive Impact. Many organisations still struggle to implement strategies for inclusive growth that are both scalable and profitable, while creating value across their supply chains and stakeholders.

To achieve true Positive Impact by generating economic and social value at scale, a reimagining of how we pursue growth, how we build partnerships and how we unlock capital is required. We need to reimagine strategy.

**Reimagine Strategy** will welcome progressive and ambitious leaders from across the world and consider routes to success for companies that recognise economic and social impact as intrinsically linked.

Dr Robert Kaplan and George Serafeim will examine Palladium’s new ground-breaking roadmap for implementing strategies that focus on the critical components of transformational change: sustainable supply chains, access to difficult to reach markets, and bridging the skills gap.

We have an exciting opportunity to make Positive Impact an intrinsic part of successful strategy.

Join us to take concept to reality.

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### Robert S. Kaplan

Senior Fellow and Marvin Bower Professor of Leadership Development, Emeritus at the Harvard Business School

Creating Positive Impact often requires creating new ecosystems on the ground. It’s not a simple strategy. We have to create new linkages between people and suppliers, local communities and companies.

### Juliet Mann

Broadcast Journalist for CNN, Sky News, CNBC, and Reuters

To survive and thrive in this fast-changing digital economy, global businesses and the people helping them grow need to think outside the box. Token tweaks to the established ways of doing business won’t cut it. Your clients demand it, but crucially, your next generation of workers expect it.

### George Serafeim

Jakurski Family Associate Professor of Business Administration at Harvard Business School

We are living in an age where change is the name of the game. With that comes a disciplined management approach that inspires people and provides them with the tools to be productive and innovate. Generating profits through impact requires a new mind-set and new tools.

### Kim Bredhauer

Managing Director/CEO, Palladium

There needs to be more ambitious action for organisations and sectors to be equipped to evolve and solve the big persistent and emerging problems we face globally. To do this, we need to reimagine strategy.

Read more at:  
[summit.thepalladiumgroup.com](https://summit.thepalladiumgroup.com)

# Agenda - Day 1\*



08:15 - 09:15    **Registration & Exhibits Open**

09:15 - 09:25    **Summit Welcome & Introduction**

**Speaker:** Kim Bredhauer, Managing Director/CEO, Palladium

09:25 - 09:50    **Welcoming Address: Reimagine Strategy**

**Speaker:** Juliet Mann, Broadcast Journalist for CNN, Sky News, CNBC, and Reuters.

09:50 - 11:20    **Keynote Address: Building New Ecosystems for Inclusive Growth**

Dr Robert Kaplan will explore how inclusive growth strategies can be implemented through a four-step process, share successful case studies and demonstrate how a new player – the catalyst – can facilitate the creation of a new ecosystem.

**Speaker:** Robert S Kaplan, Senior Fellow, Marvin Bower Professor of Leadership Development, Emeritus, Harvard Business School

11:20 - 11:40    **Networking Break & Exhibits Open**

11:40 - 12:40    **Be Bold. Ambitious Goals Need Ambitious Projects**

A panel of senior business leaders will discuss their successes, failures, challenges and long-term visions. They will consider how they can integrate ‘profit for purpose’ into their core business strategies and reimagine the regional ecosystems in which they participate.

**Moderator:** Eduardo Tugendhat, Director of Thought Leadership, Palladium

12:40 - 13:50    **Networking Lunch & Exhibits Open**

13:50 - 15:05    **Moderated Roundtable Discussions**

These sessions bring you into the heart of the conversation. Join up to 3 roundtables from a selection more than 10 topics to discuss the practicalities of reimagining strategy.

**Facilitator:** Juliet Mann, Broadcast Journalist for CNN, Sky News, CNBC, and Reuters.

15:05 - 15:30    **Networking Break & Exhibits Open**

15:30 - 16:20    **Unlocking the Power of Capital for Systemic Change**

Experts from the world of finance will examine how to obtain seed and scale-up financing. Panellists will discuss different vehicles and ways they channel external, non-traditional sources of capital into these types of projects, with a specific focus on impact investing.

**Moderator:** Tracey Austin, Global Head of Impact Investments, Palladium

16:20 - 17:20    **Guest Keynote Presentation TBA**

17:20 - 17:30    **Day One Wrap Up and Food for Thought**

**Speaker:** Juliet Mann, Broadcast Journalist for CNN, Sky News, CNBC, and Reuters.

17:30 - 18:30    **Summit Reception & Exhibits Open**

\* The agenda is subject to change.  
Visit the [summit.thepalladiumgroup.com](https://summit.thepalladiumgroup.com) for the latest information.



# Agenda - Day 2\*



08:30 - 09:00    **Networking Breakfast & Exhibits Open**

09:15 - 10:00    **Collaborative Business Models: What Does it Take to Mobilise Complementary Partners to Deliver 5X the Current Value in an Ecosystem?**  
Representatives from different public and private sector ‘catalysts’ will reflect on the lessons they have learned and consider how the main barriers to successful partnerships can be overcome.  
**Moderator:** Eduardo Tugendhat, Director of Thought Leadership, Palladium

10:00 - 10:30    **Networking Break & Exhibits Open**

10:30 - 11:30    **Keynote Address: Implementing Transformative Impact through System Strategy Maps - A Practical Reimagination of Capitalism**  
George Serafeim will explore the power of systems-level thinking coupled with a practical framework for driving firm performance and creating positive social impact. Transformational change requires the reimagination of existing relationships, business models and organisational processes in a market system.  
**Speaker:** George Serafeim, Jakurski Family Associate Professor of Business Administration, Harvard Business School

11:30 - 12:15    **Performance and Impact Measurement: Using Metrics to Drive Good Governance**  
Leaders in measurement, monitoring and evaluation will explore different their diverse experiences establishing shared metrics and how a successful framework can be used to create alignment among multiple partners.  
**Moderator:** Drew Koleros, Director of Research, Monitoring and Evaluation, Palladium

12:15 - 13:15    **Networking Lunch & Exhibits Open**

13:15 - 14:45    **Reimagine Strategy - Making it Happen! Part 1: Systems Strategy Map Methodology**  
Turning concept into reality requires the application of a practical framework. The second half of Day 2 focuses on practical learning. Two training sessions will examine the definitions and methodology for collaborative business models that drive ecosystem transformation.  
**Speakers:** Joan Cabezas, Director of Global Private Sector Solutions, Palladium and Eduardo Tugendhat, Director of Thought Leadership, Palladium

14:45 - 15:15    **Networking Break & Exhibits Open**

15:15 - 16:45    **Reimagine Strategy - Making it Happen! Part 2: Systems Strategy Map Methodology**  
Identifying opportunities and mobilising partners are the foundational components of a reimaged Positive Impact strategy, but actions require funding, and results require measurement. Part 2 will plot the path success.  
**Speakers:** Joan Cabezas, Director of Global Private Sector Solutions, Palladium and Eduardo Tugendhat, Director of Thought Leadership, Palladium

16:45 - 17:00    **Closing Session: Reimagine Strategy**  
In the closing session Kim Bredhauer will capture the key Summit take-aways to help your organisation reimagine strategy and achieve Positive Impact.  
**Speaker:** Kim Bredhauer, Managing Director/CEO, Palladium

17:00    **Summit Close**

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## Why Join Us?

4 steps to success. The Palladium Positive Impact Summit will explore a ground-breaking roadmap to make transformational change possible by building a new ecosystem. Our strategy gurus will provide expert insight into the four critical steps to generate economic and social value at scale.

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STEP 1

# BE BOLD

Ambitious goals need ambitious projects

Companies have tried to upgrade their traditional corporate social responsibility programmes to shared-value and sustainability strategies that are designed to deliver both economic and social returns. But all too often those programmes have a limited impact and very rarely produce transformational change. *Will inclusive growth be central to capitalism in the 21st century?* A panel of senior business leaders will discuss their successes, failures, challenges and long-term visions.



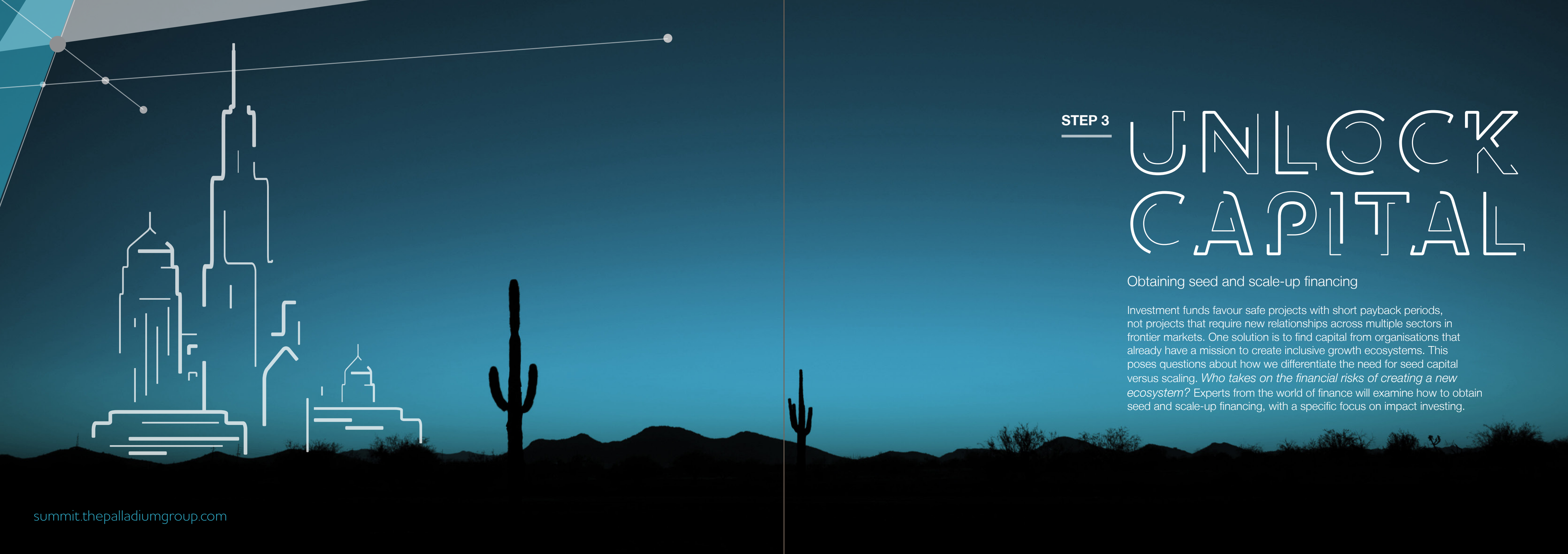


STEP 2

# THINK COLLABORATION

Transformational change through partnership

Company executives are often constrained by financial management systems that guide them towards short-term thinking. Few companies are able to create transformational ecosystems alone. Companies need to partner with a 'catalyst organisation' to engage actors from multiple sectors to generate economic and social value. *What does it take to mobilise complementary partners?* Representatives from different public and private sector 'catalysts' will consider how the main barriers to successful partnerships can be overcome.



STEP 3

# UNLOCK CAPITAL

Obtaining seed and scale-up financing

Investment funds favour safe projects with short payback periods, not projects that require new relationships across multiple sectors in frontier markets. One solution is to find capital from organisations that already have a mission to create inclusive growth ecosystems. This poses questions about how we differentiate the need for seed capital versus scaling. *Who takes on the financial risks of creating a new ecosystem?* Experts from the world of finance will examine how to obtain seed and scale-up financing, with a specific focus on impact investing.





STEP 4

# ALIGN & GOVERN

Defining the rules of the game

Building an ecosystem is not for the fainthearted. By some estimates, more than 50% of joint ventures and strategic alliances fail to achieve their desired results. Shared metrics provide accountability and the foundation for governing this ecosystem. *Who writes the rules?* Leaders in measurement, monitoring and evaluation will explore different experiences in establishing shared metrics and how a successful framework can be used to create alignment among multiple partners.





## What do delegates say?

At the Palladium Positive Impact Summit 2017, 250 business leaders and influencers from across the world joined us to explore the huge potential for 'Positive Impact' - the intentional creation of enduring economic and social value.

*"I think what's been great about today has been building a common vision of what we mean by Positive Impact and seeing multiple actors from different sectors finally coming on to the same page."*

**- Clare Woodcraft-Scott**

*CEO Emirates Foundation*

*"This is powerful stuff and you have a great combination of experience and skills in the social sector and in business. It's bringing these skills together that enables Positive Impact to happen. There are very few organisations in the world that bring together both."*

**- Mark Kramer**

*Visiting Lecturer of Business Administration at Harvard Business School, and Founder/Managing Director of FSG*

*"The generation of Positive (Societal) Impact is a moral imperative for any corporation as much as it is a business imperative. I hope events like this facilitate the spreading of this understanding, and I hope that action follows awareness."*

**- Jochen Rother**

*Head of Strategy and Performance Management, Bayer AG*

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*"It's really great. It's down to the point. What kind of impact do we leave? It's about what role we want to play in society. All of us come to agreement in saying if we don't run businesses with a purpose we will not have sustainable long term business success."*

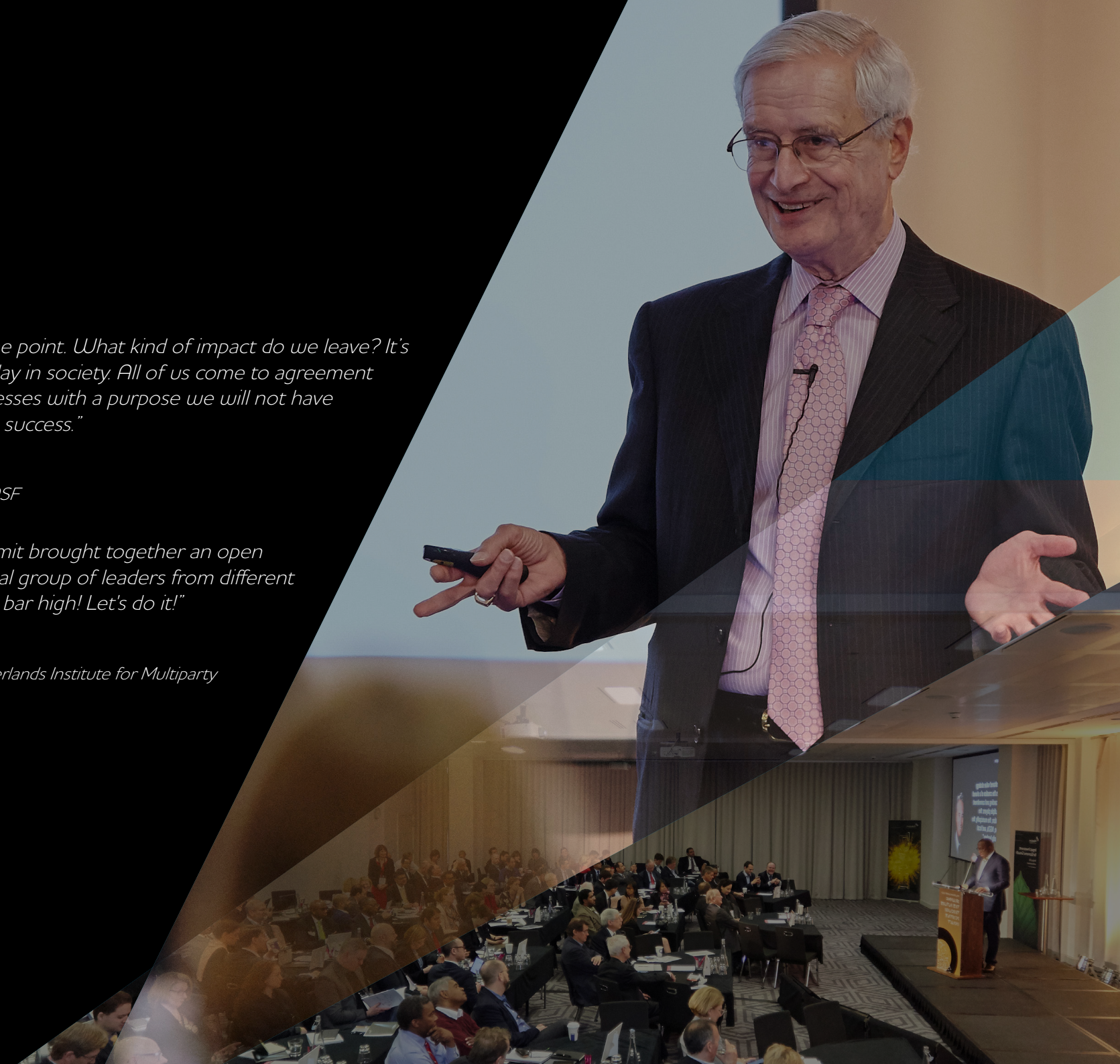
**- Dirk Voeste**

*Vice President of Sustainability, BASF*

*"Inspirational theme! The Summit brought together an open minded, interested, international group of leaders from different backgrounds, willing to set the bar high! Let's do it!"*

**- Simone Filippini**

*Executive Director, NIMD – Netherlands Institute for Multiparty Democracy*





## Venue & Accommodation

Grange St. Pauls Hotel  
10 Godliman St, London EC4V 5AJ, UK

For discount codes & preferential hotel rates, contact  
Tel: +44 1225 462570 or [events@thepalladiumgroup.com](mailto:events@thepalladiumgroup.com)

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