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## THE 2013 SEE MANAGEMENT FORUM AND ELC CONFERENCE

### The European Financial and Competitiveness Crisis: Can Business Leadership Find the Way Out

IEDC Bled School of Management  
May 30-31, 2013

The 2013 SEE Management Forum and ELC Conference will address some of the main issues that European leaders are currently struggling with. Is there anyone who is not concerned today about the major challenges, like financial, competitiveness and leadership crisis, that Europe as well as the rest of the world are confronted with? This is a theme that has echoed across our conversation after 2008.

Every crisis ends only when the buffers are closed, or when asset prices, debt levels, and factor incomes regain equilibrium and when a new leading morale is accepted. But this will take some time and depend on the remedies implemented and mindset change. In double-dip recession companies differ widely in their assumptions about investments in terms of time horizons, the cost of capital and project risk adjustments, depending not only on what they do with their strategy, business model and investment capital, but also on the ultimate health of national economy and economic expectations.

Today, a huge amount of money is available on companies' balance sheets and individual savings accounts. Business leaders' decisions on how to invest capital in order to avoid "fear from fear" will drive corporate strategies and determine their companies' competitiveness for visible future. In a shorter term, today's capital budgeting decisions will influence chronic jobless recovery situation.

Many business leaders blame their government for thwarting significant change initiatives for reforms, growth and reindustrialization. But, the main challenge for business leaders is simply: Are we going to patch up our problems or are we going to be able to reinvent our strategy, business model and ourselves in such a way that we will move forward and create new and better ways to live our collective lives.

Each crisis is the time of destruction, but also the time of great opportunity that we cannot afford to miss. The alternative is for sure pain and regression for the entire European community and the SEE particularly. It will emphasize the critical importance of innovation as a manifestation of leadership. Innovation should be the key word in European politics (new approach to leading and managing our society), business (new practices of handling economic resources), and social organizations (new ways to be entrepreneurs). Sustainable growth encouraged by ethical behaviour will be at the heart of the 2013 debates.

We hope that our 4<sup>th</sup> meeting will be a feast of outstanding and applicable ideas. In order to do this, Organizational Committee of the Forum is bringing together bright and relevant people from business ecosystem, politics and academia. We would like to invite you to take part in this event.

Sponzorji:



09:00-09:30 Registration

09:30-10:00 Welcome and opening addresses

**Prof. Danica Purg**, President, IEDC-Bled School of Management  
**Prof. Dragan Đuričin**, Forum Chairperson  
**Prof. Ljubo Jurčić**, President, Croatian Association of Economists  
**Aleksandar Vlahović**, President, Serbian Association of Economists

10:00-10:45 Leading growth and policy issues

**Prof. Vesna Pusić**, First Deputy Prime Minister of Foreign and European Affairs, Republic of Croatia (invited)  
**Prof. Michael Landesmann**, Director of Research, WIIW, Austria

10:45-11:00 Developing Leaders for Change

**Prof. Danica Purg**, President, IEDC-Bled School of Management

11:00-11:15 Coffee Break

11:15-12:30 Panel 1: Rethinking strategy and reinventing business models

*What is the core competence for new set of driving forces?. Getting yourself into the right mindset of collaborative instead of siloed leadership. Power of social networks. Strategy, business models and culture.*

Keynote Speaker and Moderator:

**Prof. Derek Abell**, Emeritus, ESMT – European School of Management and Technology  
 Germany

Panelists:

**Branislav Grujić**, President, PSP Farman  
**Iztok Seljak**, President, Hidria  
**Tihomir Domazet**, President, Croatian Institute Finance and Accounting  
**Ilija Šetka**, CEO, Apatinska pivara

12:30-12:45 Q&A

12:45-14:00 Lunch

14:00-15:15 Panel 2: Audacious ideas to avoid the insolvency and competitiveness trap

*A few critical shifts in behavior. How to solve liquidity crisis? How to reinvent value in time of dramatic technological and social change and hypercompetition? How to find valuable ideas in fast-growing markets? How to defend your traditional markets? How the business can benefit from embracing complexity?*

Keynote Speaker and Moderator:

**Toplica Spasojević**, President, Serbian Association of Corporate Directors

Panelists:

**Janez Škrabec**, President, Riko  
**Ante Todorčić**, President, Agrokor (invited)  
**Saša Vitošević**, General Manager Global Seed

15:15-15:30 Q&A

15:30-16:45 Panel 3: How to be more stable and more innovative company?

*A road map from manager to leader. Leading company to excel in three goals: economic value added, benefits to society, and innovation implementation. The innovation ambitions (optimizing existing products, expanding into new businesses and developing breakthroughs) and the right balance. How to turn high potential into high performance? Capitalizing on our intellectual capital.*

Keynote Speaker and Moderator:

**Peter Baloh**, Member of Managing Board, BISOL Group

Panelists:

**Gazmend Haxhia**, President, ASG Group  
**Darko Budec**, Owner & President, Buck  
**Boris Vedlin**, CEO, Optotek  
**Ivan Vidaković**, Managing Director, Microsoft Croatia

16:45-17:00 Q&A

17:00-18:00 Plenary session 1: Leadership challenges

Keynote speakers:

**Prof. Pierre Casse**, Leadership Chair, IEDC-Bled School of Management & Professor at MSM Skolkovo  
**Prof. Paul Claudel**, IEDC-Bled School of Management & University of Aix-en-Provence

18:00-20:00 Networking

20:00-21:00 **Reception & Dinner**

**Friday: May 31, 2013 Alignment of Institutional Setting and Corporate Governance with Leadership**

09:00-09:05 **Forum chairperson introduction to the second day**  
**Prof. Dragan Djurićin**

09:05-09:30 **Keynote address**  
**Mlađan Dinkić**, Minister of Finance and Economy, Republic of Serbia (invited)  
**Marko Kranjec**, Governor, Bank of Slovenia

09:30-10:45 **Panel 4: How to rejuvenate mature businesses and finance their growth?**  
*Performance management: Measure and monitor total shareholder returns and the level of employee engagement. Better risk mitigation as a manifestation of healthy skepticism. Growing risk appetite as a result of technological breakthrough. How to prioritize micro-markets in new structural portfolio? How to adjust investment policy with cost of capital? Are collateralized debt, credit default swap and project financing dead? New alternatives for ventures financing. The role of equity, quasi-equity debt, convertible debt, securitized debt, and the like in the new context.*

*Keynote speaker and moderator:*

**Gabor Hegyi**, Managing Director, Capital Communications

*Panelists:*

**Zoltan Aldolt**, President, INA

**Vladimir Čupić**, President of Executive Board, Hypo Alpe Adria Bank Serbia

**Slavko Carić**, President of the Executive Board, Erste Bank Serbia

**Miljan Zdrale**, Senior Banker, EBRD London

**Sibil Svilan**, CEO, SID Bank

**Anton Balažič**, President, Mercator, Slovenia

10:45-11:00 **Q&A Session**

11:00-11:15 **Coffee Break**

11:15 – 12:45 **Panel 5: Green economy; Leading for sustainable growth**  
*In the midst of ongoing economic crisis, "green" business is often perceived as the way out. But how can we turn sustainability challenges into sustainability opportunities, leading towards sustainable and prosperous growth?*

*Keynote speaker and moderator;*

**Dr. Nadya Zhexembayeva**, Coca-Cola Chair of Sustainable Development

*Panelists:*

**Mr. Craig Harwood**, HR Director, Coca-Cola Hellas S.A, Greece

**Mr. Justin Sherwood**, Director of Operations, Coca-Cola Italy

**Peter Charles Mackelworth**, Conservation Director, Blue World Institute, UK

12:45-13:00 **Q&A**

13:00-14:30 **Panel 6: Corporate governance and ethics: Are we where we ought to be?**  
Business ethics is extremely important because of the necessity of a long-term vision. Striving for sustainable growth and vision, focused on risk reduction, building trust and replacing individual gains by social responsibility. For that you need effective corporate governance based on sound business ethics.

*Keynote Speaker and Moderator:*

**Prof. Arnold Walravens**

*Panelists:*

**Zvonko Ivanušić**, President of Managing Board, Sava Re

**Prof. Mladen Vedriš**, Faculty of Law, Zagreb

**Prof. Ana Trbović**, FEFA

**Aleksandar Marković**, Executive Director for Production and IT, Metalac

14:30-14:45 **Q&A**

14:45-15:00 **Closing remarks by Forum organizers**

15:00-16:00 **Farewell lunch**