

] annual experts meeting [

business model transformation.

Creating Sustainable Organizations

13. – 14. October 2017

MCI Management Center Innsbruck

Hosted by Master Programs
International Business & Management
Strategic Management & Law

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business model transformation.

Enduring corporate success and sustainable corporate development requires constant change, as organizations need to meet changing and complex environmental demands. As a result of the digitalization of corporate processes and business models, new logics of value creation can challenge and shatter whole industries.

Simultaneously, new opportunities can arise for developing sustainable, future-oriented organizations. A key question of management research and practice is how firms can pro-actively manage internal and external tensions to create sustainable organizations.

This year's] annual experts meeting [will highlight business model transformation from various perspectives with an exciting mix of speeches from practitioners and researchers. During the event, we will shed light on various pathways that can help firms to create sustainable organizations. In addition to plenary presentations, 'parallel streams' will be available, in which detailed questions can be discussed with practitioners and researchers.

friday, 13. october.

15:00 RECEPTION
Prof. Dipl.-Kfm. Bernd Kirschner
Prof. Dr. Ralf Geymayer
MCI Management Center Innsbruck

15:10 IDEA OF THE SMA RESEARCH LAB
Univ.-Prof. Dr. Florian Bauer
SMA Research Lab

TALKS

15:20 DIGITALE DISRUPTION
Wie Unternehmen darauf reagieren können (in German)
Univ.-Prof. Dr. Kurt Matzler
Free University of Bozen – Bolzano

16:05 STRATEGY AS PRACTICE
Preparing Organizations for the Future
Prof. Dr. Duncan Angwin
Lancaster University

16:50 COFFEE BREAK

17:20 „YOUNG RESEARCHER AWARD“
Peter Zink Secher (Fixcorp, Denmark)
Stefan Schneider (GoingPublic Media AG)



TALKS

17:50 ADAPTING A BUSINESS MODEL IN A DYNAMIC, FAST-MOVING INDUSTRY
Madhav Ravindranath, MBA
Zumtobel Group

18:30 GROWTH MODES AND CONTINUOUS ADAPTATION – Pathways to Firm-Survival
Univ.-Prof. Dr. Florian Bauer
SMA Research Lab

19:00 PANEL DISCUSSION
Moderated by Stefan Schneider
(Editor in Chief of M&A Review)

Univ.-Prof. Dr. Kurt Matzler (Free University of Bozen – Bolzano)
Dipl.-Kfm. Jens Schäfer (Oppenhoff & Rädler Corporate Finance AG)
Prof. Dr. Duncan Angwin (Lancaster University)
Madhav Ravindranath, MBA (Zumtobel Group)

19:30 GET TOGETHER

info & registration.

Please register until October 10, 2017: michaela.muigg@mci.edu

PARTICIPATION FEE

Regular: € 180,- / MCI graduates: € 75,-
Members „Golden“ MCI Alumni & Friends: € 50,-

Participants and members of the] experts panel [free of charge

saturday, 14. october.

08:45

RECEPTION & REFLECTION

Univ.-Prof. Dr. Florian Bauer
SMA Research Lab

TALKS

08:50

CORPORATE GOALS, ACQUISITIONS AND VALUE CREATION

Prof. Dr. Xavier Castaner
HEC Lausanne

09:10

INNOVATION THROUGH TRADITION:

Tradition and Innovation in the Family Business

- Prof. Dr. Alfredo DeMassis
Free University of Bozen – Bolzano, Italy
- Günter Fuhry Swarovski Professional
- Mag. Martin Lenz Fröwis Workwear & Former CEO Swarco

10:10

COFFEE BREAK



10:30

PARALLEL SESSIONS 1 / 2 / 3 / 4

12:00

LUNCHBREAK

13:00

THE DYNAMICS OF DIGITAL TRANSFORMATION.

Challenges and Solutions for Industrial SMEs

Prof. Dr. Christoph Zanker
HfWU, Nürtingen-Geislingen

13:30

THE M&A FORMULA

Business Model Driven M&A

Peter Zink Secher
Fixcorp

14:00

LEADERSHIP AND THE DIGITAL REVOLUTION –

The Need for Transforming our Mental Models

Dr. Rüdiger Fox
GCH-Institute

session 1.

10:30 –

INDUSTRY 4.0

12:00

Opportunities and Challenges by the Increasing Digitization and inter-connection of Products, Value Chains and Business Models in the Industrial sector.

- Prof. Dr.-Ing. Kai Lucks
German federal association of M&A
- Fredrik Döberl
Ablona SE

session 2.

10:30 –

STRATEGIC AGILITY

12:00

Capabilities Needed to Accelerate the Renewal and Transformation of Business Models

- Prof. Dr. Shlomo Tarba
University of Birmingham
- Prof. Dr. Mohammad Ahammad
University of Leeds
- Hak Yeung, MSc
Fajr Capital, Dubai | Bank Islam Brunei Darussalam, Brunei

session 3.

10:30 –

FINANCIAL PERFORMANCE

12:00

Turnaround Management, Firm Performance & Valuation

- Prof. Dipl.-Kfm. Bernd Kirschner
MCI Management Center Innsbruck
- Nikolaus J. Röver, MBA
Acxit Capital Partners

session 4.

10:30 –

GROWTH PATTERNS UNLIMITED

12:00

Transforming Organizational Identities

- Esther Außerhofer, MSc
Dr. Schär
- Prof. Dr. Olimpia Meglio
University of Sannio
- Prof. Dr. Kathleen Park
Boston University

profiles.



Prof. Dr. Mohammad Ahammad
Associate Professor

University of Leeds, UK

Mohammad Faisal Ahammad is an Associate Professor of International Business at University of Leeds. He is an active researcher in the area of cross-border mergers & acquisitions and strategic agility. His work has appeared in the British Journal of Management, Journal of World Business, Journal of Organizational Behavior, International Business Review, R&D Management, International Marketing Review, Human Resource Management, International Journal of HRM and elsewhere. Mohammad is an Editorial Board Member of British Journal of Management. He served as a guest editor for the special issues at Thunderbird International Business Review, International Journal of HRM and others.



Prof. Dr. Duncan Angwin
Sir Roland Smith Professor

Lancaster University, UK

Duncan Angwin is the Sir Roland Smith Professor in Strategic Management and Head of Department at Lancaster University, a top ten UK University. A Cambridge University graduate with a doctorate from Warwick University and ten years senior experience as an M&A investment banker, he has authored 50+ refereed journal articles and 12 books, including Europe's best selling strategy text, Exploring Strategy, 11th ed. (2017) and the first textbook on the practice of strategy, Practicing Strategy, 2nd edition (2016). His latest managerial book, The Strategy Builder, showing how managers use strategy tools in strategizing, is receiving excellent reviews. Duncan's latest work on how space affects emergent strategy won the 'Pushing Boundary Award' at the prestigious Academy of Management Conference, Atlanta 2017.



Esther Außerhofer, MSc
Executive Director Organisation & HR

Dr. Schär, Italy

Esther Außerhofer was born and grew up in Sand in Taufers/South Tyrol. After completing a bachelor's in business administration at Bocconi University, she went on to successfully undertake a master's in International Business of University Birmingham. Subsequently, she spent two years abroad gaining work experience and learning languages. When Esther decided to join the family business Dr. Schär in 2010, she became the figurehead for integration; and accompanied new subsidiaries abroad to facilitate their affiliate inclusion into the Dr. Schär group. Today, as the Executive Director of Organization and HR on a group level, Esther is responsible for organizational development, HR management, quality and process management as well as integration management of subsidiaries and partners.



Univ.-Prof. Dr. Florian Bauer
Professor | Managing Director

University of Innsbruck | SMA Research Lab, Austria

Florian Bauer is Professor of Strategic Management at the University of Innsbruck and Study Coordinator for Strategy and Organization at the Department of Management & Law at MCI. Furthermore, he is Managing Director of the SMA Research Lab. His research interests are in the fields of Strategy and M&A and his work has been published in journals like Strategic Management Journal, Long Range Planning, Management Decision, Journal of Economic Psychology, Journal of Managerial Psychology, Journal of Business Strategy, and International Business Review. Besides his research activities, he focuses on the interaction of research and management practice.



Prof. Dr. Xavier Castaner
Full Professor

HEC Lausanne, Switzerland

Xavier Castaner is Full Professor of Strategic Management at the Department of Strategy, Globalization and Society at HEC Lausanne. He has published on strategic planning and organizational integration in the Administrative Science Quarterly, intraorganizational lobbying in the Journal of Management Studies, product expansion mode choice and governance in the Strategic Management Journal, synergies and integration in acquisitions at the Journal of Management and artistic innovation in the Journal of Cultural Economics, among other publications. Currently, he is a member of the Executive Committee of the BPS division of the AOM, and a representative at large of Strategy Process Interest Group of the SMS. He further serves in the Editorial Review Board of the Academy of Management Journal, Organization Science and the Strategic Management Journal.



Prof. Dr. Alfredo DeMassis
Full Professor

Free University of Bozen – Bolzano, Italy

Alfredo De Massis is Professor of Entrepreneurship & Family Business and Director of the Centre for Family Business Management at the Free University of Bozen-Bolzano, Italy. He is also affiliated with Lancaster University Management School, UK. His research focuses on innovation and strategic management of family enterprises. In September 2015, Family Capital ranked him among the world's top 25 star professors for family business. He serves as Associate Editor of Family Business Review and his research has been published widely in leading academic and professional journals including AMJ, ETP, JPIM, AMP, FBR, JBE, CMR, AMLE and has been featured in various media outlets including Financial Times, Harvard Business Review and CNBC.



Fredrik Döberl, MSc, MBA (Warwick)
Owner & Founder

Ablona AB, Sweden

Fredrik Döberl (MSc Computer Science, MBA) is the co-founder of Ablona - a Swedish management consulting specializing in mergers and acquisition and related services. Before founding Ablona, he worked in various leading and operational roles (management consultant, managing director, consulting principal) spanning from start-ups, VC funded companies and large enterprises.



Dr. Rüdiger Fox
Founder

GCH-Institute, Switzerland

Rüdiger Fox is founder of the GCH-Institute, lecturer, author, interim manager and consulting partner for large M&A and transformation processes. Having a master's in Aerospace Engineering, a Bachelor in Economics and a PhD in Communication Sciences, he served multiple decades as CEO of medium and large corporations in Aerospace, Telecom, Textile and Engineering/Innovation. He has a record of transforming organizations in existential crisis through values-driven strategies toward strong economic resurgence. His unique and holistic approach is based on the "Gross Corporate Happiness" Model which he derived out of his own work experience and which has its foundations in the GNH-Model of the state of Bhutan.



Günter Fuhr
Executive Vice President Strategy, Quality & Controlling

Swarovski Professional, Austria

Günter Fuhr is Executive Vice President for Strategy, Quality & Controlling at Swarovski Professional. Before joining Swarovski in 2013 he was CEO at Duktus Pipe Systems, Division CEO at Boehler-Thyssen Welding, and Partner at McKinsey & Company. He has international expertise in the fields of Strategy, Change Management and Transformation, Mergers & Acquisitions, Business Building, Quality Management, and in Talent Management. Currently he is managing the transformation process at Swarovski Professional.

profiles.



**Prof. Dr.
Ralf Geymayer**
Head of Studies &
Department

Management Center
Innsbruck, Austria

Ralf Geymayer is Head of Department & Studies of Management & Law and Strategic Management & Law at Management Center Innsbruck and Partner of BGT, an Innsbruck based law firm. He studied law in Innsbruck and Hamburg and held a position at the Department for Commercial and Securities law at Innsbruck University. He has been university lecturer, author of numerous publications, and is predominantly active in the fields of commercial- and labor law. Ralf holds a PhD degree in law from the University of Innsbruck.



**Prof. Dipl.-Kfm.
Bernd Kirschner**
Head of Studies &
Department

Management Center
Innsbruck, Austria

Bernd Kirschner is the Head of Department & Studies of International Business & Management and is also the Academic Director of the Certificate Course in Controlling & Management at MCI Management Center Innsbruck. With a background in banking and finance as well as business consulting, he has served as a controlling advisor in various large corporations. In 2002, he joined the MCI as a study coordinator for management, controlling and finance, and since becoming department head in 2009, he has launched practice-oriented management education programs on a bachelor's and master's level, taught entirely in English with an overarching international focus.



**Mag.
Martin Lenz**
Managing Director &
Shareholder

Fröwis Workwear
GmbH, Austria

Martin Lenz started his professional career as CFO of Elektra Bregenz followed by the position as company group controller of Johnson & Johnson's consumer products division for central and southern Europe. After a short intermezzo as CFO of Wolford AG, he was appointed CEO of Quelle AG, Austria, at that time the leading mailorder company in Austria. After the successful restructuring of Quelle Austria he was named CEO of Lenzing AG followed by a CEO appointment at Vogel & Noot AG, both to restructure the group of companies. His next challenge has been the position of CEO of Swarco AG. He joined Swarco from 2003 till 2006 and 2010 until 2016 and helped to develop the business to a € 600 million company. In the time between 2007 and 2010 he has been the CEO of Rewe Austria AG, the biggest food retailer in Austria with sales of € 10,0 bn in 2010. In 2017, his own consulting company acquired the shares of a trading company specialized in workwear. Together with a small team, he aims to develop the company in the region of Vorarlberg and Tirol as a reliable partner for all industries.



**Prof. Dr.-Ing
Kai Lucks**
Managing Director

Federal M&A
Association, Germany

Kai Lucks is a Honorary Professor for M&A at the Technical University Ingolstadt, CEO of the MMI Merger Management Institute, Lecturer for M&A at the JurGrad of the University of Münster, Founder and President of the German Federal M&A Association, honorary member of the AMAA American M&A Advisors Association and of the Chinese M&A Association. Prof. Lucks was active for 35 years at Siemens and its subsidiaries, especially for health care and energy sectors. He acquired experiences in the management of complex international projects that can be transferred to the management of M&A. He is the father of the Siemens approach for M&A integration management. In his career he contributed to the integration of more than 1,500 subsidiaries. Kai Lucka undertook the largest takeovers at Siemens while serving as a project manager or member of the steering committee. He is the designer of the process oriented approach for M&A project management, author and editor of a couple of books on M&A and he contributed to the development of M&A through numerous articles.



**Univ.-Prof. Dr.
Kurt Matzler**
Professor

Free University of
Bozen – Bolzano, Italy

Kurt Matzler is Professor of Strategic Management at the Free University of Bozen-Bolzano. Furthermore, he is academic director of the Executive MBA program at MCI in Innsbruck and Partner of IMP, an international consulting firm with its headquarters in Innsbruck, Austria. His research interests are in the fields of Strategy and Innovation, Co-Creation, Open Strategy, and M&A. One of his most recent books is 'Digital Disruption', in which managers can learn about chances and risks of digitalization. Kurt is author of numerous papers in journals like Strategic Management Journal, MIS Quarterly, Journal of Product Innovation Management, Journal of Management Information Systems, MIT Sloan Management Review, California Management Review.



**Prof. Dr.
Olimpia Meglio**
Associate Professor

University of Sannio –
DEMM, Italy

Olimpia Meglio earned a PhD in Business Administration from University of Naples „Federico II“. She is currently Associate Professor of Management at University of Sannio. She has extensively investigated M&As, with a particular concern for performance measurement and research methods. Her works have been regularly presented at international conferences and published in leading journals. She has also edited a companion about mergers and acquisitions along with Annete Risberg and David R. King for Routledge.



**Prof. Dr.
Kathleen Park**
Assistant Professor

Boston University, USA

Kathleen Park is an Assistant Professor of Administrative Sciences, Strategy and Innovation at Boston University. Her research interests encompass international mergers and acquisitions, emerging markets, innovation, alliances, leadership and corporate governance. She has published in venues including the Journal of Management History, Competition and Change, Thunderbird International Business Review, the International Journal of Business and Economics Research, as well as numerous book chapters with international publishers. Her work has been recognized with awards from the Academy of Management, the Global Business and Technology Association, and the European Academy of Management. She is a graduate of Harvard University and the MBA and PhD programs of the MIT Sloan School of Management.



**Madhav Ravindranath,
MBA**
Manager Strategy
Projects

Zumtobel Group,
Austria

Madhav Ravindranath was born in Chennai, India and grew up in both in Dubai and Chennai. Today, he is a Manager for Strategy Projects at the Zumtobel Group AG in Dornbirn, Austria. He is currently working on projects of strategic importance for the Group such as improving sales efficiency in various sales regions, optimizing global operations footprint, defining market entry strategies in new geographies and developing new business models to address the challenges of a transforming industry. Prior to joining the Zumtobel Group in 2014, he held project management positions in the oil and gas industry in several cities in India as well as a short stint in strategy consulting in Frankfurt, Germany. Madhav is a mechanical engineer and holds an MBA degree from HHL Leipzig.



Nikolaus J. Röver
Lawyer, MBA
Managing Partner

Acxit Capital Partners,
Germany

Nikolaus Roever is an Investment Banker and Lawyer with over 20 years of expertise in M&A and Restructuring. His main focus is family owned SME businesses in the DACH region and distressed situations. Before joining Acxit he used to work for Wellensiek Rechtsanwälte, KPMG, Roland Berger and Droege & Comp.

profiles.



**Dipl.-Kfm.
Stefan Schneider**
Founder & CEO |
Editor in Chief

Xperience Connect
GmbH | M&A Review,
Germany

In 2016, after more than 20 years working for corporate and consultancies, Stefan Schneider has founded his own business, Xperience Connect GmbH. Xperience Connect is a corporate specific B2B Marketplace specifically for screening and sourcing of professional consulting services. Stefan is also founder of the German association "Gesellschaft für Post Merger Integration e.V.". Before starting his own business, Stefan worked in the fields of M&A/Post Merger Integration, Finance and Audit, thereof in the last 5 years as Director of Merger Integration (PMI) for a Business Unit of a large Dax-30 company. Since May 2017, he has been project manager of the M&A Review.



**Prof. Dr.
Shlomo Tarba**
Associate Professor &
Head of Department

University of Birmingham,
UK

Shlomo Y. Tarba is a Reader (Associate Professor), Head of Department of Strategy & International Business, and a member of Senior Management Team at the Business School, University of Birmingham, UK, and a Visiting Professor of Strategy at Collier Business School, Tel-Aviv University, Israel. He received his PhD in Strategic Management from Ben-Gurion University and Master's in Biotechnology at the Hebrew University of Jerusalem, Israel. His research interests include agility, organizational ambidexterity, cross-border mergers and acquisitions, and resilience. Dr. Tarba has published in top tier journals like Journal of Management, Journal of Organizational Behavior, among others. In addition, he has published papers in the premier executive-oriented outlets such as Academy of Management Perspectives and California Management Review. Dr. Tarba's recent two co-authored books are A Comprehensive Guide to Mergers & Acquisitions: Managing the Critical Success Factors Across Every Stage of the M&A Process by Pearson & Financial Times Press (2014), and Mergers, Acquisitions, and Strategic Alliances: Understanding The Process by Palgrave Macmillan (2011). His consulting experience includes biotechnological and telecom companies, as well as industry association such as The Israeli Rubber and Plastic Industry Association, and The US – Israel Chamber of Commerce.



**Hak Yeung, MSc
(Oxford)**
International Director |
Head of Group
Strategy

Fajr Capital, Dubai |
Bank Islam Brunei
Darussalam, Brunei

Hak Yeung is an Advisor at Fajr Capital, a leading Dubai-based private equity firm. He has in-depth portfolio management, investment banking and strategic advisory experience and has successfully advised and funded numerous companies across Europe, Middle East and Far East. He was previously on secondment to Fajr Capital's largest portfolio company, Bank Islam Brunei Darussalam, where he headed Group Strategy and Merchant Banking, and sat on all senior management committees from Asset-Liability to Enterprise Risk. Prior to joining Fajr Capital, he was Head of UK and Head of Business Development Asia at goetzpartners Corporate Finance, an independent European advisory firm. Prior to goetzpartners, he was at NatWest Markets and KPMG.



**Prof. Dr.
Christoph Zanker**
Professor

University of Nuertin-
gen-Geislingen HfWU,
Germany

Upon completing his studies in Economics at Augsburg University, he worked for a German automotive supplier's subsidiary. In 2004, he joined the Fraunhofer Institute for Systems and Innovation Research ISI in the Industry and Service Innovations department, which he led from 2012 until 2015. During this time, he carried out numerous national and international high-level projects in the field of innovations management. In May 2015, Christoph Zanker became the Head of the Coordination Office "Allianz Industrie 4.0 Baden-Württemberg", where his main mission was to provide support for small and medium-sized industrial companies in their shift towards Industrie 4.0. In September 2016, he became Professor of Production and Innovation Management at HfWU.



**Peter Zink Secher,
MBA (CBS)**
Owner & Founder

Fixcorp, Denmark

Peter Zink Secher is co-author of "The M&A Formula" (A Wiley publication) and owner and founder of FixCorp, a corporate M&A & treasury service. He is experienced in corporate strategy, finance management, and supervision and leadership with 25 years of experience as M&A advisor and banker. Most recently he is Head of M&A in a global firm with more than 22,000 employees.

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