



The Future-Ready Organization

CONFERENCE

Visionary Leaders, Shaping What's Next

October 2–3, 2019
Westin New York At Times Square
New York, NY

www.conferenceboard.org/futurereadyorg

About the Conference

The certainty of accelerating change makes future-readiness a survival imperative. **The Conference Board C-Suite Challenge™ 2019: The Future-Ready Organization**—a global survey of CEOs and C-suite executives—sets the stage as we explore what we can do to thrive today, in 2025, and beyond.

Speakers include:

- **Jeff Campbell**, CFO, **American Express**
- **Ivan Pollard**, Global Chief Marketing Officer, **General Mills**
- **Brendon Lynch**, Chief Privacy Officer, **Microsoft**
- **Virginie Helias**, Chief Sustainability Officer, **Procter & Gamble**
- **Umran Beba**, SVP, Chief Diversity and Engagement Officer, **PepsiCo**
- **Sean Woodroffe**, SVP, CHRO, **TIAA**
- **Jacqui Canney**, Global Chief People Officer, **WPP**
- **Alan Murray**, President and CEO, **Fortune**
- **Christina Van Tassell**, CFO, **Dow Jones**
- **Ray Cameron**, Head of Investment Stewardship, The Americas, **BlackRock**
- **Arlene Isaacs-Lowe**, Global Head of CSR, **Moody's**; President, **Moody Foundation**
- **Byron Boston**, President and CEO, **Dynex Capital**
- **Mitsunobu Koshiba**, Representative Director, Chairman of the Board, **JSR Corporation**
- **Claire Mason**, Founder and CEO, **Man Bites Dog**
- **Jean Foster**, SVP, Marketing, **Consumer Technology Association**
- **Sabastian V. Niles**, Partner, **Wachtell, Lipton, Rosen & Katz**
- **David Iudica**, Global Vertical Consumer Insights, **Facebook**

Who Should Attend

- Board Members
- CEOs
- Economists
- Chief Executives, Heads, Vice Presidents, Directors and Managers of:
Strategy ● Finance ● Risk ● Legal ● People ● Marketing ● Customer Experience ● Innovation ● Technology ● Business Development ● R&D ● Product Development ● Change Management ● OD ● OE

Agenda

Day One

Wednesday, October 2, 2019

8:00 – 8:30 am

Registration and Breakfast

8:30 – 8:45 am

Welcome

Steve Odland, President and CEO, **The Conference Board**

8:45 – 9:30 am

Trends and Latest Shocks: What Will Matter Next Year? What Will Matter in 2025?

Human history has left us with one enduringly accurate prediction: the future will always surprise us. The best-prepared organizations understand the nature of these surprises and have a range of scenarios for dealing with them. Our panel of economists, researchers, and business leaders think through and debate which current trends and immediate shocks will continue to have an impact in the mid- and long-term.

Jeff Campbell, Chief Financial Officer, **American Express**

Ambassador Stuart Holliday, President and CEO, **Meridian International Center**

Yael Taqqu, Senior Partner, **McKinsey & Company**

Moderator:

Bart van Ark, Executive Vice President, Chief Economist, **The Conference Board**

9:30 – 10:15 am

The Future of Work and the Battle for Talent

Attracting and retaining top talent was identified as the #1 internal challenge in **C-Suite Challenge™ 2019**, shortage of talent and skills the top obstacle to being competitive in 2025. How will the nature of work change in the next decade? What skills will be needed? How does “work-life balance” fit in? And how will the HR role shift in response to changing needs? The panel discusses these questions and more.

Jacqui Canney, Global Chief People Officer, **WPP**

Sean Woodroffe, CHRO, **TIAA**

Michelle Blieberg, Fmr. SVP, Talent Management and Corporate Human Resources, **Time Warner**

Moderator: **Rebecca L Ray, Ph.D.**, Executive Vice President, Human Capital, **The Conference Board**

10:15 – 10:45 am

Break

10:45 – 11:30 am

New Paths for Customers, Products, and Brands

Increasingly, customers value the experience of using a product more than the product itself. How will companies enhance customer experience? How will they shift to customer-centric, service-based cultures and structures? The panel explores how this seismic shift will change strategic roles in marketing and customer experience.

Ivan Pollard, Global Chief Marketing Officer, **General Mills**

Vicki Poponi, Vice President, Digital Customer Journey, **American Honda Motor Co., Inc.**

David Iudica, Global Vertical Consumer Insights, **Facebook**

Moderator:

Steve Odland, President and CEO, **The Conference Board**

11:30 am – 12:15 pm

Sustainability and Climate Change: A New Environment for Growth

Successful companies of the future will view sustainability as a value driver for growth—that's the opinion of 51 percent of executives surveyed in **C-Suite Challenge™ 2019**. How are innovative companies putting sustainability at the heart of their business models? How will stakeholders—and regulations—shift priorities toward sustainability? How is climate change affecting long-term planning? The panel discusses the rising profile and role of sustainability in business.

Hubertus Bardt, Head of the Research Division, **German Economic Institute**

Virginie Helias, Chief Sustainability Officer, **Procter & Gamble**

Ken Bertsch, Executive Director, **Council of Institutional Investors**

Moderator:

Emily Chasan, Sustainable Finance Editor, **Bloomberg News**

12:15 pm – 1:15 pm

Lunch

1:15 – 2:00 pm

The Board in 2025: New Visions of Governance

Every challenge and opportunity we consider at this conference will require action at the highest level. How must the role of the board evolve to meet the future? What key issues will boards need to face in 2025? What skills will they need? What will the board look like? The panel shares thoughts on the future of corporate governance and the steps boards must take to lead effectively.

Sabastian V. Niles, Partner, **Wachtell, Lipton, Rosen & Katz**

Ray Cameron, Head of Investment Stewardship, The Americas, **BlackRock**

Deborah Hicks Midanek, Author, *The Governance Revolution*

Moderator: **Paul Washington**, Executive Director, ESG Center, **The Conference Board**

2:00 – 3:00 pm

Participant Dialogues and Working Groups: Setting the Agenda for the Organization of 2025

Using the issues raised in the day's sessions as jumping-off points, we draw on the wisdom of our attendees and leaders to share scenarios for the coming decade, and preparation for them. We explore what it means and what it will take for an organization to act on a long-term vision in these areas:

- *The Future of Work and the Battle for Talent Working Group*
Group Leader: **Amy Lui Abel**, Vice President, Human Capital, **The Conference Board**
- *New Customer Experiences Working Group*
Group Leader: **Denise Dahlhoff**, Senior Researcher, Consumer Research, **The Conference Board**
- *Sustainability and Climate Change Working Group*
Group Leader: **Ilaria Maselli**, Senior Economist, **The Conference Board**
- *The Board in 2025 Working Group*
Group Leader: **Ataman Ozyildirim**, Senior Director, Economics and Global Research Chair, **The Conference Board**

3:00 – 3:30 pm

Break

3:30 – 4:15 pm

Blind Spots: Inclusion and Pay Gaps

In **C-Suite Challenge™ 2019**, the gender pay gap and diversity and inclusion were two areas in which CEOs placed little emphasis as elements important to an engaging culture. Are these responses signs of significant blind spots that will hinder innovation? Leaders who see these issues as top priorities discuss how they are committing to long-term change.

Umran Beba, SVP, Chief Diversity and Engagement Officer, **PepsiCo**

Scott Cawood, President and CEO, **WorldatWork**

David Gonzales, Global Chief Diversity Officer, **Bristol-Myers Squibb**

Moderator:

Chiqui Cartagena, Senior Vice President, Chief Marketing Officer, **The Conference Board**

4:15 – 5:00 pm

Blending Humanity and the Digital Revolution

Risk aversion, resistance to change, and fear remain prevalent cultural and leadership barriers to being a Future-Ready Organization. Emphasis has been placed on technology, yet attention to culture, communication, vision, & capability are less intentional. The people skills required to advance digital fluency and leadership are paramount to the speed and quick wins necessary in the marketplace. The panel grapples with these challenges in the future of leadership development.

Tiffany Mickells, Director, Learning & Development, **State Farm Insurance**

Marguerite Samms, AVP, Leadership Development, **Intermountain Healthcare**

Lisa Stornaielo, VP Leader Development Strategy, **Fidelity Investments**

Moderator: **Hari Nair**, Advanced Leadership Fellow, **Harvard University**

5:00 pm
Closing Remarks

Day Two Thursday, October 3, 2019

8:00 – 8:30 am
Registration and Breakfast

8:30 – 8:35 am
Welcome

8:35 – 9:20 am

Continuing Tech Revolutions: The Business Models They Create, the Innovation Cultures They Will Need

More than half of CEOs surveyed in **C-Suite Challenge™ 2019** cited the need to create new business models to compete. But disruption looms. Are companies ready for the creative destruction necessary to transform digitally? The panel looks at the complexities of transformation and the expectations—realistic or not—of leaders toward their own readiness to innovate.

Mitsunobu Koshiba, Representative Director, Chairman of the Board, **JSR Corporation**

Jean Foster, SVP, Marketing, **Consumer Technology Association**

Kweilin Ellingrud, Senior Partner, **McKinsey & Company**

Jonathan Spector, Senior Advisor, former president and CEO, **The Conference Board**

Moderator: **Peter Coy**, Economics Editor, **Bloomberg Businessweek**

9:20 – 10:05 am

Digital Ethics: Transparency, Privacy, Security, and AI Decision-Making

Digital ethics is a potential competitive advantage, according to 63 percent of those surveyed in **C-Suite Challenge™ 2019**. Even more respondents expect data privacy regulation to increase before 2025. And US CEOs rank cybersecurity as their top external hot-button issue. How must structure and governance evolve to address increasing needs for algorithmic transparency, privacy, cybersecurity, and ethics? The panel shares insights.

Brendon Lynch, Chief Privacy Officer, **Microsoft**

Michael Mandel, Chief Economic Strategist, **Progressive Policy Institute**

Dan Lips, Assistant Vice President, **Internet Security Alliance**

Richard Tracy, SVP, Chief Security Officer, **Telos**

Moderator:

Rana Foroohar, Global Business Columnist and Associate Editor, **Financial Times**

10:05 – 10:25 am

Break

10:25 – 11:10 am

Shifting the Balance from Short-Term Thinking

Just beginning to address the challenges and opportunities of 2025 requires, by definition, a shift toward long-term thinking and investing. But how do companies avoid the temptation in a slowing economy to boost short-term results by skimping on investment? How is the global investor community planning to reward a focus on long-term value creation? The panel seeks answers.

Claire Mason, Founder and CEO, **Man Bites Dog**

Byron Boston, President and CEO, **Dynex Capital**

Christina Van Tassell, Chief Financial Officer, **Dow Jones**

Arlene Isaacs-Lowe, Global Head of CSR, **Moody's**; President, **Moody Foundation**

Moderator:

Dan Loney, Host, **Knowledge@Wharton Radio on Sirius XM**

11:10 – 11:25

Break

11:25 am – 12:10 pm

Participant Dialogues and Working Groups: Setting the Agenda for the Organization of 2025

Once again, using the issues raised in this morning's sessions as jumping-off points, we draw on the wisdom of our attendees and leaders to explore how organizations should prepare now to thrive in 2025. We explore what it means and what it will take for an organization to act on a long-term vision in these areas:

- *Diversity, Inclusion, and Pay Equity Working Group*
 - Group Leader: **Laura Sabattini**, Principal Researcher, Human Capital, **The Conference Board**
- *Technology and New Business Models Working Group*
 - Group Leader: **Ilaria Maselli**, Senior Economist, **The Conference Board**
- *Digital Ethics Working Group*
 - Group Leader: **Denise Dahlhoff**, Senior Researcher, Consumer Research, **The Conference Board**
- *Short-Term Thinking Working Group*
 - Group Leader: **Ataman Ozyildirim**, Senior Director, Economics and Global Research Chair, **The Conference Board**

12:15 – 1:00 pm

American Competitiveness in the Global Economy

As advanced economies seek to meet challenges by emerging markets, especially China, the United States' role in the global economy is under scrutiny—our leadership disrupted by technology, capital and migration flows, and shifting political sentiments. Faced with changes in the global competitive landscape, what can we learn from other countries' policy and practices? Businesses will need answers to respond strategically.

For sponsorship opportunities, please contact michael.felden@conferenceboard.org

U.S. Representative Carolyn Maloney, New York

Catherine L. Mann, Global Chief Economist, **Citi**

Steve Odland, President and CEO, **The Conference Board**

Moderator:

Alan Murray, President and CEO, **Fortune**

1:00 pm

Closing Remarks

REGISTRATION INFORMATION

Online www.conferenceboard.org/futurereadyorg

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am – 5:30 pm ET, Monday – Friday

Pricing:	
Members	\$2,395
Non-Members	\$2,895

Fees do not include hotel accommodations.

Location and Hotel Accommodations

Westin New York at Times Square

270 West 43rd St.

New York, NY 10036

Phone: 212.201.2700

Room Cut-off date: September 9, 2019

Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration. One discount per registration. Multiple discounts may not be combined.