

# crf

CORPORATE RESEARCH FORUM

A T H E N S

CRF INTERNATIONAL CONFERENCE

# Trading in the New Business Landscape

10-12 OCTOBER 2022  
ATHENS AND ONLINE



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Organisations' capacity to adapt and renew has been tested in recent times, as the world continues to wrestle with the pandemic and the ongoing crisis in Ukraine. Our expert faculty will examine the key challenges confronting us from an economic, political, technological and people perspective.

Following this, we will explore corporate strategies to respond to these changing circumstances.

Join us to:

- Broaden your understanding of the macro environment and its implications for your organisation.
- Reconnect and forge new relationships with peers from other organisations.
- Be stimulated in a rich learning environment through the expertise of our faculty.
- Bring fresh thinking in from the outside, sharing perspectives with other HR and business leaders.

We look forward to welcoming you in-person and enjoying an informative conference in an engaging environment. In addition to the main sessions, we will be hosting a welcoming drinks reception at the British Ambassador's Residence, a conference dinner and providing a complimentary tour of Athens enabling extra networking time with your peers.



## ATTENDANCE OPTIONS

### FOR CRF MEMBERS:

**In-Person:** Members attending in-person are invited to join a series of interactive Masterclasses led by CRF's Partners. These will be delivered prior to the main conference and will cover topics relevant to the conference themes. When registering as an in-person attendee you will be prompted to choose TWO masterclasses. Alternatively, please send masterclass selections to [events@crforum.co.uk](mailto:events@crforum.co.uk). See [page four](#) for masterclass descriptors.

**Online:** Selected elements of the conference will be live-streamed, with the flexibility to drop in and out of each session.

### FOR NON-MEMBERS:

**In-Person:** Tickets for non-CRF members will be available at a cost of £1,500 + VAT per person. If you wish to book more than three places, please email [events@crforum.co.uk](mailto:events@crforum.co.uk) for our discounted group rate.

**Online:** Attendance is available at a cost of £100 + VAT per person.

## REGISTRATION

**Members:** Can register by logging into their CRF account online or by emailing [events@crforum.co.uk](mailto:events@crforum.co.uk). When registering for the event, please select the ticket type you require from the drop-down options and you will be provided with the appropriate attendee information.

**Non-Members:** Can register by emailing [events@crforum.co.uk](mailto:events@crforum.co.uk).



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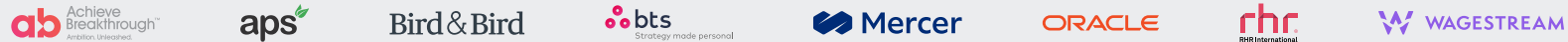
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## AGENDA

**ONLINE** **EEST Times** **MONDAY 10 OCTOBER**

**16.30 CONFERENCE MASTERCLASSES** See [next page](#) for descriptions. Choose two from:



**19.00 DRINKS RECEPTION AND WELCOME DINNER**

**TUESDAY 11 OCTOBER**

**07.30 WELLBEING ACTIVITY: YOGA AND MEDITATION**

**09.30 CONFERENCE BEGINS**



All speaker bios available [here](#).

- 10.00** **09.30 Setting the Scene.** *Conference Chair:* Prof. George Feiger, Executive Dean, Aston Business School
- 10.10** **10.10 The Geopolitical Challenge.** Prof. Amelia Hadfield, Head of Politics, University of Surrey
- 11.40** **11.40 The Technology Challenge.** Tom Standage, Deputy Editor, *The Economist*
- 12.40** **LUNCH**
- 13.40** **13.40 The People Challenge.** Ravin Jesuthasan, Global Leader of Transformation Services, Mercer
- 14.40** **14.40 Realising the Potential of the Global Talent Pool.** Prof. George Feiger, Prof. Amelia Hadfield and Ravin Jesuthasan
- 15.40** **15.40 Future of Work: Solving the Productivity Puzzle.** Prof. George Feiger, Tom Standage and Ravin Jesuthasan
- 16.30** **16.30 The Greek Economy: Now and Moving Forwards.** Prof. Christos Cabolis, Chief Economist and Head of Operations, IMD World Competitiveness Center
- 16.45** **16.45 CLOSE OF DAY 1**
- 17.30** **17.30 CITY TOUR AND DRINKS RECEPTION AT THE BRITISH AMBASSADOR'S RESIDENCE**

**WEDNESDAY 12 OCTOBER**

**07.30 WELLBEING ACTIVITY: YOGA AND MEDITATION**

**09.30 START OF DAY 2**



- 10.00** **10.00 Long-term Value Creation: IMD's World Competitive Index.** Prof. Christos Cabolis
- 10.45** **10.45 How Should Business Leaders Adapt?** Prof. Patrick Reinmoeller, Strategy and Innovation, IMD Business School
- 11.45** **11.45 Workshop: Taking Strategic Action in the New Business Landscape.** Prof. Patrick Reinmoeller
- 13.15** **13.15 Now What?** Prof. George Feiger
- 13.30** **13.30 CONFERENCE CLOSE AND NETWORKING LUNCH**

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## CONFERENCE MASTERCLASSES

Choose to attend two from eight CRF Partners:

**EEST Times** **MONDAY 10 OCTOBER**

**16.00** Masterclass Attendee Arrival and Registration

**16.30** Masterclass Choice 1

**17.30** Masterclass Choice 2

Please send masterclass selections to: [events@crforum.co.uk](mailto:events@crforum.co.uk)



### Unleashing Ambition: From Playing 'Not to Lose' to Playing 'to Win'

Leading with purpose is easier said than done. Striving for our true purpose often comes with inherent risk – livelihoods, relationships, identity – which can push leaders to make for safe choices rather than optimal ones.

Ahead of the release of our latest leadership book *"Aha Moments"*, and hot on the heels of the launch of our successful podcast *"Ambition. Unleashed."*, in this Masterclass we're going to take a deep dive into one of the most vital mindset shifts for leaders and organisations. Crucial to unblocking people, teams and organisational cultures unconsciously wedded to existing strategies, this shift will open you up to new ideas and innovations.



### Toxic or High-Performing Team: Why and What to Do?

A shifting business landscape like the current one can create unease and foster self-interest, as individuals prioritise their own needs above those of their business strategy. Both new and existing teams suffer when talented individuals miss opportunities to perform as a team.

Every major league sports club will have a collection of star individuals commanding stella salaries, but even they can fail to work together effectively, lowering both individual and team self-belief and success. Is it so different in business?

Business working groups need to assess problems and agree gameplay quickly, but their effectiveness can be derailed through lack of trust, openness or simply differing motivations. Individuals striking out on their own can limit overall effectiveness and ultimately results.

This Masterclass will explore the power of leveraging individual differences and similarities within senior teams and tapping into recent technologies to build skill and group effectiveness.



### Navigating Employment Law in the New World of Work

The global economy is undergoing unprecedented disruption and change. After emerging from the pandemic, geopolitical tensions and the resulting economic uncertainty has led to an unpredictable business environment that requires companies to take a proactive approach to their people management strategy.

To learn more about how your organisation could respond to these challenges, join our Masterclass, where our employment law experts will take questions on the top post-pandemic global employment law challenges and provide practical insights based on their experience. Discussion topics will include key trends within HR, as well as broader questions around restructuring and change management projects, remote and hybrid working, diversity and inclusion, protecting business interests, and contingent and flexible labour structures.



### Is Your Culture Keeping Up with Your Business?

At their best, culture and strategy are mutually reinforcing; at their worst, they may cancel each other out entirely. Facing unprecedented change in our external environment, we have been forced to speed up strategic planning and execution. The prospect of evolving culture at speed, however, remains an intimidating one. How do we even define our culture? How do we protect our cultural assets while consciously committing to new processes? How can we avoid overwhelming people with too much change?

In this Masterclass, we will answer these questions by exploring how we can intentionally evolve our culture, at pace, to stay resilient in a rapidly changing world.

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## CONFERENCE MASTERCLASSES CONTINUED



### Leading with Adaptive Design: The Case for a New Work Operating Model

In an increasingly volatile economic environment, leading organisations continue to prioritise the agility and resilience of their operating models. Work redesign, job deconstruction and skills-based architectures are instrumental to re-thinking and re-organising work in new, agile ways.

Join us as we explore how companies are connecting talent to work and how job architectures are being adapted to align with the new work operating system. Infused with practical case studies and insights, this interactive Masterclass is a deep dive into Ravin Jesuthasan's keynote speech.

At its conclusion, you will see how ambitious organisations can turn flexibility into perpetual adaptation. Don't miss out!



### Insights and Outcomes: Using People Analytics to Empower HR and Drive Strategic Value

In a changing business landscape, how can you leverage the power and value of people analytics as an asset and to ensure HR is fully connected to the wider business strategy? How can you better predict your future needs, so your people strategy stays relevant and effective?

In this Masterclass, we'll look at the questions you should be asking, the indicators you need to be looking out for, and the data you should be capturing. Join us to find out how to bring more certainty to your people strategies and drive informed decisions that can enhance employee experiences, business performance and advance the strategic value of HR.



### Leading in the New Business Context

As we emerge from the Covid crisis, we are exploring the far-reaching consequences of recent shifts in the geopolitical landscape and turning our attention to the urgent challenge of the climate crisis.

Whichever way you turn, organisations and their leaders are facing a plethora of new highly-complex challenges, in the face of changing stakeholder expectations.

How can leaders prepare themselves and their organisations to successfully navigate through what is coming next?



### Helping Your Workforce Through the Cost-of-Living Crisis

In today's business landscape, employees and candidates prefer companies that take a holistic approach to employee wellbeing. Inflation, energy costs, the war in Ukraine, and supply chain issues are all making it an absolute imperative for organisations to address financial wellbeing as a critical part of their employee experience and wellbeing strategy.

To retain a skilled and capable workforce, you need to give people the opportunity to talk about their money at work: it helps reduce the gender pay gap, empowers employees to save, and increases financial literacy.

Leaders in the HR, Payroll and Benefits & Rewards departments play a vital role in identifying and acting on this strategic people challenge. We have worked with some of the biggest employers in Retail, Hospitality, and other sectors, as well as academic researchers, charities and think tanks, to understand what financial wellbeing means in the modern workplace. We will share some of these insights and discuss how new technologies can make this easier and more accessible than ever before.

Join our Masterclass to explore the ways that companies can identify the financial wellbeing needs of their staff and unlock solutions to key people problems, such as higher retention, faster recruitment, and increased productivity.

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## WITH SPECIAL THANKS TO CRF PARTNERS

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### KNOWLEDGE PARTNER



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