

TRUSTEES ETHICS REGULATIONS MEDIA SUSTAINABILITY STAKEHOLDERS PERFORMANCE REPUTATION
INVESTMENT ROLES VALUES STATUTORY DUTIES REMUNERATION **SUCCESSION** MANAGEMENT **RELATIONSHIPS**
COMPLIANCE THREATS **DYNAMICS** COMPETITION
FIDUCIARIES M&A **BOARD GOVERNANCE** AUTHORITY CONTROLS **AUDIT** DECISIONS PERFORMANCE
PROCESS RESPONSIBILITIES **RISK** NOMINATION FINANCE COMPLEXITY **LEADERSHIP**
SHAREHOLDERS EVALUATION **STRATEGY** COMMITTEES
ACCOUNTABILITY STEWARDSHIP OPPORTUNITIES TALENT INNOVATION



Directors-in-Dialogue, brought to you by **TMS Academy**, is a series of highly interactive forums that facilitate robust, in-depth discussion and debate on topical subjects of high relevance to board directors of both private and public organisations in Asia. Designed to address the evolving needs of board directors in Asia, this series provides the most current thinking on board effectiveness from global thought leaders and subject matter experts, blended with valuable insights and practical “usable” knowledge from some of Asia’s most renowned boardroom leaders and practitioners. The discussion themes for each forum vary and are continually refreshed to reflect subjects that are top-of-mind for board directors in Asia today.

The Digital Vortex:

IMPLICATIONS FOR THE BOARDROOM

24th NOVEMBER 2016 | 8.30 AM TO 3.00 PM
SINGAPORE

An explosion in the use of digital technologies is changing the dynamics of competition across many industries. We see in the news almost daily about how traditional firms are being disrupted by nimble and technology-savvy competitors. These competitors are not just start-ups, but also well-capitalised technology giants. So what does this mean for industry incumbents that seem to be falling behind in data analytics, evidence-based decision making, platform building and e-commerce?

Based on extensive research by IMD's Global Centre for Digital Business Transformation, this session is designed for board directors who wish to understand how industry incumbents can leverage their competitive advantages to disrupt the disruptors and occupy new markets, as well as the implications for board directors in the short and long term. Facilitated by Jean-François Manzoni and Michael Wade, the session will address the following topics:

- How disruptors are disrupting traditional businesses
- Strategies for incumbents to disrupt disruptors
- Learnings from incumbents that have successfully become disruptors, lessons from others that have failed
- Implications for boards in the short term and long term

FACILITATORS' PROFILES



Jean-François Manzoni is Professor of Leadership and Organisational Development at IMD, and will assume the role of President (Dean) on 1 January 2017. Prior to this, he was the Shell Chaired Professor of Human Resource and Organisation Development at INSEAD where he also directed the Global Leadership Centre. He focuses on leadership, the development of high performance organisations and corporate governance in his research, teaching and consulting activities. An award winning teacher and researcher, and a widely published author, he has worked in more than 30 countries as a consultant, trainer and coach for several MNCs, founded and directed various leadership and board-level initiatives at INSEAD and IMD in the last 25 years.



Michael Wade is Professor of Innovation and Strategy, Cisco Chair in Digital Business Transformation and Director of the Global Centre for Digital Business Transformation at IMD. His areas of expertise relate to strategy, innovation, and digital transformation. Michael has directed partnership programmes with Vodafone, AXA, Honda and Credit Suisse, among others. He has published more than 20 cases and eight

books, the latest in 2016 titled *Digital Vortex: How Today's Market Leaders Can Beat Disruptive Competitors At Their Own Game*.



PARTICIPANT PROFILE

Chairmen and board directors of privately owned and public listed companies, government agencies, as well as social enterprises

PROGRAMME FACILITATORS

Jean-François Manzoni and
Michael Wade

FEE

S\$2,900 (before GST) per participant

CONTACT

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TMS Academy

TEMASEK MANAGEMENT SERVICES

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