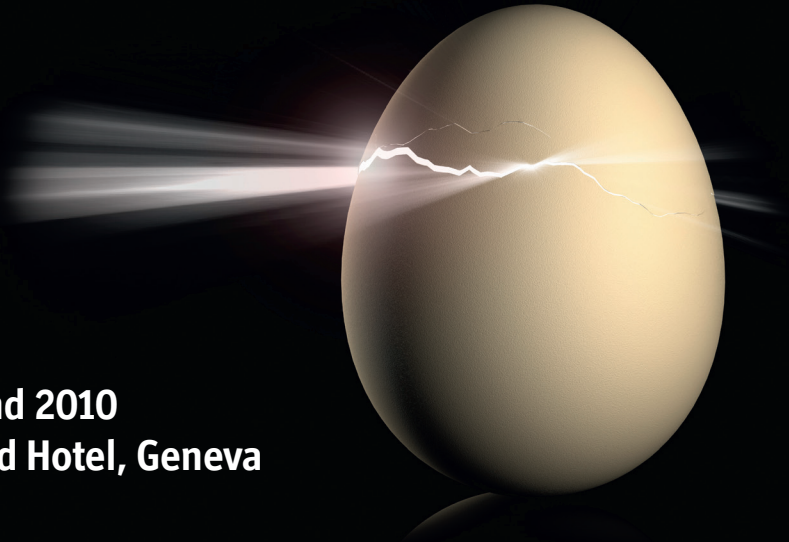


Economist Conferences

**The
Economist**

Emerging Innovation

*What can Western
companies learn from
emerging markets*



**December 2nd 2010
Le Richemond Hotel, Geneva**

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Innovation is the key to competing for business in high growth economies...

Emerging markets are where the action is. They have suddenly become the world's innovation hotbed, producing breakthroughs in everything from technology, to financial services, to healthcare. All the elements of modern business, from R&D and systems of production through to marketing, pricing and supply-chain management, are being re-jigged or reinvented by a wave of disruptive pioneers.

They not only significantly reduce cost in emerging markets; they redesign entire business processes to do things better and faster than rivals in the West.

At Emerging Innovation we will ask:

What can Western companies learn from the developing world?
How are they innovating in order to compete for business?

Attend and learn:

- How should you adapt your product portfolio, R&D strategy, manufacturing processes, marketing and supply chains in order to compete in high-growth markets?
- Which trends in innovation will have the greatest impact on competition in the next five years?
- What role does experimentation play in delivering low-cost innovation?

You will be able to meet and network with some of the greatest minds in business innovation, joining 120 global corporate executives from multinational companies.

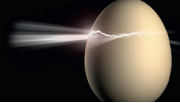
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Le Richemond Hotel, Geneva



9.00am

Chairman's introduction

Ludwig Siegele, *Technology Correspondent, The Economist*



9.05am

Innovation in emerging markets

As the driving energy of globalisation shifts eastwards and southwards, innovations coming out of Asia, Africa and Latin America have challenged management thinking in the developed world. How has the proliferation of new products and processes impacted how global companies operate in emerging economies, as well as in their home markets?



Anil Gupta, *Professor of Strategy, INSEAD*

9.35am

Expert Panel: Best practice in innovation; the view from developing markets

Representatives from dynamic high-growth regions will outline their respective approach to designing products and services for low-income markets, revealing lessons for the rest of the world to follow.



- Reverse innovation: product design for the emerging world
- Rethinking traditional supply chains
- Consumer insights and synergies across markets
- Pricing strategy
- What can Western firms learn from the developing world?

Ajit Balakrishnan, *Chairman, Rediff.com India*
Michael Joseph, *Chief Executive Officer, Safaricom*
Luiz Mello, *Director of Technology Institute, Vale*

10.30am

Break



The **Chinese shopper** now contributes more to global GDP than the US shopper



The Indian high-income segment **will triple by 2016**



11.00am

Expert Panel: Importing lessons in innovation from low-income markets



An expert panel will discuss how Western multinationals can best adapt product portfolios, R&D strategy, manufacturing processes, marketing and supply chains in order to compete within emerging markets.



They reveal how global structures and processes have changed as a result of focusing on emerging markets, and explain how lessons learnt in high-growth markets are being applied to home territories.



Vindi Banga, *Operating Partner*, Clayton, Dubilier & Rice

Wayne Paterson, *Executive Vice-president, Head of Emerging Markets*, Merck Serono

Ravi Venkatesan, *Chairman*, Microsoft Corporation (India)

Monica Beltrametti, *Vice-president*, Xerox



12.20pm

Lunch

INNOVATING FOR HIGH-GROWTH MARKETS: MULTINATIONAL CASE-STUDIES

In these in-depth afternoon sessions, multinational corporations will explain, in forensic detail, how they have achieved breakthrough innovations as a result of their operations in the developing world.

13.45pm

HENKEL Case-Study: Leveraging global innovation resources



Operating in the highly competitive consumer goods market, Henkel's Cosmetics/Toiletries business has achieved a major turnaround in recent years. Hans Van Bylen will reveal Henkel's in-house approach to innovation, and their benchmark innovation process which transfers successful ideas from emerging to mature markets, and vice versa.

Hans Van Bylen, *Executive Vice President, Cosmetics/Toiletries*, Henkel

14.10pm

GE Case-Study: Reverse innovation explained



For decades, GE, along with other multinationals, developed high-end products at home and then modified them for emerging markets. Now, they've turned the process on its head, developing products in China and India and then distributing them globally, a process called reverse innovation. GE believe they must master reverse innovation or risk being destroyed by emerging competitors. How are they getting on?

Sanjay Correa, *Vice-president and Managing Director, John F Welch Technology Centre*, GE



One billion people in emerging markets have a mobile phone but no access to the banking system



China leads the world in industrial design registrations and trademark applications



14.35pm	METRO Case-Study: Innovations in distribution and supply chain; lessons from Vietnam  <p>You may have the right products at the right price point, but can you actually get them to your customers? Metro Cash & Carry's experiences of helping farmers get their goods to market in Vietnam have led to some surprising (and sustainable) innovations, as their CEO will reveal.</p> <p>Frans Muller, <i>Chief Executive Officer, Cash & Carry International, Metro AG</i></p>
15.00pm	GEORG FISCHER Case-Study: Adapting your business for the Chinese market  <p>Capitalising on the momentum of developing markets, particularly in Asia, now represents the best opportunity for growth for Western corporations. Yves Serra will talk about how Georg Fischer's experiences in China have impacted the firm, both forcing and enabling the company to achieve breakthrough innovations throughout their business (manufacturing, design, logistics...).</p> <p>Yves Serra, <i>President and Chief Executive Officer, Georg Fischer AG</i></p>
15.25pm	Break
15.45pm	Product innovation; connecting with the new consumers  <p>Around the world, hundreds of millions of people are finding that for the first time they have the ability to eat in restaurants, buy a television, a car, a house and consumer products. For multinationals seeking to serve these new markets, how will they have to design, price and position their products to be meaningful in new contexts? We hear from the father of Indian low-cost air travel and founder of Air Deccan.</p> <p>G. R. Gopinath, <i>Founder, Air Deccan</i></p>
16.10am	Destruction and creation: low-cost innovation, explained  <p>Kishore Biyani, the founder of India's largest retailer, runs a unique company with a singular approach to innovation. With over 1,000 stores and 30,000 employees, he recently created an innovation and incubation group to develop new concepts; in this talk, he will explain how experimentation, speed, and destruction all play crucial parts in delivering low-cost innovation.</p> <p>Kishore Biyani, <i>Chairman, Future Group</i></p>
16.40pm	Chairman's summary and close of conference

Register today, visit: www.economistconferences.com/innovation



China will have **6 million** university graduates this year



India produces **twice as many** engineering and computing graduates as the US

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Company industry sector

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