.U

11ᵗʰ October 2016, Grandhotel Hessischer Hof,
Frankfurt am Main, Germany

Ecosystem Intelligence E.I. –

Using social network analysis to manage complexity in a volatile, uncertain, and ambiguous environment

Executive managers, non-executive directors and investors alike are currently facing an environment characterized by volatility, uncertainty, complexity and ambiguity (VUCA). Making the right decisions is becoming more difficult. This seminar series aims to help decision makers go beyond financial and non-financial data (such as ESG data), expand their tool sets and make use of the unique and complementary social network analytical perspective.

Dr Murat Ünal and his team, who are well known for having pioneered the systematic application of social network analysis within the investment industry globally, will provide unique insights alongside Dan Evans, from the Network Science Center of the United States Military Academy, Westpoint, USA, and Dr Remzi Gözübüyük, Sabanci University Turkey, both of whom are also experts in social network analysis.

Kellogg ● WHU
EXECUTIVE MBA GLOBAL NETWORK

(Academic partner)

SONEAN
Connecting The Nodes

(Strategic partner)

CE Approved Provider ● CFA Institute

UHLENBRUCH is registered with CFA Institute as an Approved Provider of continuing education programs.

Using multiple case studies, Dr Murat Ünal and his academic peers will

- demonstrate how social network analysis can be used to build up a country specific, regional or global ecosystem intelligence system which provides dynamic and actionable intelligence

- illustrate the implementation of an ecosystem intelligence process at one of the most well-known corporates in the world, covering Europe, Africa, and the Middle East

- demonstrate how dynamic and "actionable intelligence" can boost a company's strategic position against industry peers

Decision makers will receive deep insights into the application of social network analysis and the role of social networks along the entire decision making process.

They will learn

- how to look at the entire ecosystem in which a company or a portfolio of companies is embedded, including customers, competitors, governments, associations, universities, NGOs and other institutions

- how their social ties that bind them affect outcomes

- how to view the developments and organizations not in isolation, but from an integrated, embedded perspective

The team will also demonstrate how social networks among others affect

- investment decisions (and co-investment clusters that emerge)

- M&A activities

- the corporate governance of companies (among the largest 50 European companies) and corporate outcomes

- whether a company will be potentially bailed out or not

- investments and business in frontier markets (such as in Africa)

Participants will thus be provided a solid introduction into what the speakers see as the third pillar in future decision making processes, i.e. social network analysis, which effectively complements financial and non-financial data and more importantly provides unparalleled actionable intelligence which gives the user a cutting edge and provides guidance in a dynamic world of information overload where managing complexity becomes ever more crucial.

This is the first executive series of its kind anywhere in the world.

The speakers

Dan Evans
United States Military Academy,
West Point, USA

Dan Evans is a Senior Researcher at the Network Science Center at West Point and the founder of Storm King Analytics, a firm applying innovative network-based approaches to challenging real-world problems. His recent work has focused on economic development and market intelligence on the continent of Africa. Dan Evans served in the United States Army for over twenty years as an Infantry Officer, an Operations Research Analyst, and as an Assistant Professor of Economics at the United States Military Academy, West Point. He is a combat veteran and graduate of the prestigious US Army Ranger School. Dan Evans is a 1987 graduate of West Point and completed his Masters of Business Administration at the College of William and Mary.

Dr Murat Ünal
M.B.A, LL.M.,
SONEAN,
Frankfurt am Main, Germany

Dr Murat Ünal is a member of the International Network for Social Network Analysts. With a group of professors from across the globe he created a very fine team of academics (called SNA at Work) dedicated to the application of social network analysis (SNA) aiming to make SNA a standard source for competitive/ecosystem intelligence and a basis for decision making.

Since 2001, as the founder of Funds@Work AG, a pioneering and innovative strategy consultancy for the investment industry, he has been in charge with his team for over 250 international projects. In 2013 he set up SONEAN to provide institutional investors as well as corporate decision makers with unique social network analytic insights for their investment and decision making processes. SONEAN was designated as "innovative young company" by the German Federal Ministry for Economic Affairs and Energy in 2015.

Together with his team he has won over two dozens of international, presidential, and other awards for his network analytic research and consulting work.

He graduated from the University of Adelaide/Australia, holds an M.B.A. degree from Kellogg/USA and WHU/Germany. Dr Murat Ünal also has a LL.M. degree from the School of Law at Northwestern University in Chicago and a Doctorate in Business Administration from IE Business School in Madrid specializing in social network analysis (SNA).

Dr Remzi Gözübüyük
M.B.A.,
Sabanci University,
Istanbul, Turkey

Dr Remzi Gözübüyük obtained an undergraduate degree in engineering from Middle East Technical University and an M.B.A. from Bilkent University, both in Ankara, Turkey. He then moved to the USA and obtained a PhD in business administration from University of Minnesota in 2007. He also received training at Harvard University in 2009. After completing his PhD., he moved to Madrid in order to work at the IE Business School as a full time faculty.

Following 5 years in Spain, Dr Remzi Gözübüyük went back to Turkey and is currently working at Sabanci University in Istanbul. As a resident scholar he has also been working with SONEAN, an innovative consulting company focusing on social network analysis located in Frankfurt am Main, Germany.

In the last 10 years, Dr Remzi Gözübüyük has been teaching social network analysis, strategy, international business, and organization theory to executives in MNCs in addition to M.B.A. and doctoral students. He also conducts cutting-edge research on social network analysis, particularly on the effects of networks on managers and firms' behavior and performance. He published his work on top journals such as Strategic Management Journal and Academy of Management Perspectives.

Ecosystem Intelligence E.I. –

Using social network analysis to manage complexity in a volatile, uncertain, and ambiguous environment

AGENDA

11th October 2016

9:00 am	**Welcome by** Andreas Metzen, UHLENBRUCH
9:05 am	**"Going beyond financial and non-financial data when taking tactical, and strategic decisions"** Dr Murat Ünal, SONEAN (SOcial NEtwork ANalysis)
10:30 am	Coffee break
11.00 am	**"Ecosystem Intelligence E. I. – Using social network analysis to manage complexity in a volatile, uncertain, and ambiguous environment"** Dr Murat Ünal, SONEAN
12:30 pm	Lunch break
2:00 pm	**"The role of social network analysis in frontier markets, the case of Africa"** Dan Evans, United States Military Academy, West Point
2:45 pm	**"The social dependence of independent directors in Europe's largest companies"** Dr Remzi Gözübüyük, Sabanci University
3:30 pm	**"The crucial and complementary role of social network analysis (SNA) for investments in startup companies"** Dr Murat Ünal, SONEAN
4:00 pm	Coffee break
4:30 pm	**Panel discussion on the complementary role of social network analysis for decision making as well as Q&A with seminar participants** Dan Evans, Dr Remzi Gözübüyük, Dr Murat Ünal
5:15 pm	End of the day, and get together for a mutual drink

REGISTRATION FORM

Fax +49 6196 76 45 959

I will be attending:

☐ **Ecosystem Intelligence E.I. – Using social network analysis to manage complexity in a volatile, uncertain, and ambiguous environment**
UHLENBRUCH Executive Seminar Series
11th October 2016
Grandhotel Hessischer Hof, Frankfurt am Main, Germany
EUR 1.995,- net (plus 19 % VAT)

☐ I am CFA Charterholder, EUR 1.795,- net (plus 19 % VAT)

Please send us the completed form via fax. After the receipt of your registration we will confirm your participation within seven days in written form. If there is no more space left we will inform you immediately. The registrations are considered in the order of the receipt.

First Name

Surname

Position

Department

Company

Street

Postcode/City

Phone

E-Mail

Date/Signature

Discount Code

THE ATTENDANCE FEE

is EUR 1.995,- net (plus 19 % VAT).
CFA Charterholders pay EUR 1.795,- net (plus 19 % VAT) and receive 7 CE Credits. The price includes seminar materials, lunch, snacks and refreshments.

THE SEMINAR WILL BE HELD AT THE

***** Grandhotel Hessischer Hof
Friedrich-Ebert-Anlage 40
60325 Frankfurt am Main, Germany
Phone   +49 69 133 80 00
Fax   +49 69 75 40 29 24
E-mail   reservations@hessischer-hof.de

EUR 209,-/single room incl. breakfast

ALTERNATIVE ACCOMODATION

**** Hotel Fleming's Frankfurt Messe
Mainzer Landstrasse 87-89
60329 Frankfurt am Main, Germany
Phone   +49 69 37 00 33 00
Fax   +49 69 80 80 80 499
E-mail   frankfurt-messe@flemings-hotels.com

EUR 125,-/single room incl. breakfast (comfort)
EUR 145,-/single room incl. breakfast (superior)

A limited number of rooms has been allocated at the hotels listed above. Please reserve directly with your desired hotel, making reference to this conference (keyword: UHLENBRUCH).

REGISTRATION

UHLENBRUCH Verlag GmbH
Finance for Professionals
Wiesbadener Weg 2a
65812 Bad Soden am Taunus, Germany
Phone   +49 6196 76 45 90
Fax   +49 6196 76 45 959
E-mail   registration@uhlenbruch.com
www.uhlenbruch.com

TERMS AND CONDITIONS FOR ATTENDANCE

The attendance fee includes all documentations, lunch and refreshments. A fee totaling 10 % of the attendance fee shall be charged for all cancellations made up until 12th September 2016. Cancellations between 13th September and 3rd October 2016 will be charged with a fee totalling 50 % of the attendance fee. Any later cancellations will be charged the full fee. If we have to cancel the seminar, we will refund the paid attendance fee. Further requirements are excluded. The conference ticket cannot be shared, but a registered participant may in the event of sickness designate a replacement participant to take part in the Seminar. We reserve the right to make alterations to the program for good cause. With your registration, you agree that during the conference, we will take photos and video recordings for presentation purposes.