



ABIDJAN, 21-22 MARCH 2016

## PROGRAMME

### NEW REALITY, NEW PRIORITIES

Today's rapidly deteriorating global economic context demands fresh thinking and a swift response.

African CEOs will need to be agile: more selective in their risk-taking, more creative in sourcing finance, more aware of the global economic trends influencing their businesses. African governments will have to offer favourable conditions to the private sector, find new partners to drive growth, and to access the untapped wealth already present on the continent.

Past editions of the forum have seen key debates taking place in a context of cautious optimism towards Africa's booming economy. Living up to its reputation of being at the forefront of discussions shaping the continent's growth, the Africa CEO Forum 2016 edition will explore ways to keep moving forward in these volatile times where opportunities of tomorrow will be different from the commodity story of yesterday.

For first time on the African soil, the frontrunner of African business conferences will gather over 1000 leaders in finance, industry and politics to interact through high-end panels, insightful workshops, operational CEO Roundtables and networking sessions under the theme "New reality, new priorities"

# PROGRAMME

## Monday 21 March 2016

08.45 - 09.15 am

OPENING CEREMONY

09.15 - 10.45 am

### ECONOMY PANEL

Between Ambition and Resilience – Making the most of volatile times

After a decade of accelerated growth, the continent is experiencing its share of global economic challenges. Persistently falling commodity prices and an almost 40% drop in Chinese demand in 2015 has led to a slowdown in the economy. At 3.75% in 2015, the sub-Saharan region experienced its lowest growth rate in six years. This situation has even led some experts to challenge the continent's potential to deliver on its "Africa rising" narrative. How should African companies and countries proceed in this context? How can they build their resilience without giving up their ambitions?

#### ● Key points:

- Decoding the near term implications of the new macro-economic reality for African countries and businesses
- Macro-economic discipline, real structural reforms, bold industrialisation policies: identifying the key conditions to maintain sustainable growth for countries
- Innovation, prioritisation and solid balance sheets: what strategies should African CEOs use to remain successful and stay ahead?

10.45 - 11.15 am

NETWORKING BREAK

11.15 - 12.30 am

### GROWTH PANEL

Preparing for the future 1

Can Africa be the next clean energy powerhouse?

A combination of trends – falling oil prices, lower renewable energy technologies prices and international commitment to combating climate change witnessed at the last COP21 conference – are reshaping the global energy landscape. With its huge and diversified renewable resources and energy investment strategies still in the early stages, Africa has the potential to become the next world powerhouse. How should African countries and corporations position themselves to be at the vanguard of this “new energy deal”? What future lies ahead for traditional energy sources?

#### ● Key points:

- Exploring how the decisions taken at the COP21 will affect Africa's energy landscape.
- What policy and strategic decisions should African governments take to foster the sector's development? How will it impact the African growth map?
- What are the concrete business opportunities for African CEOs?

# PROGRAMME

## Monday 21 March 2016

12.30 - 2.15 pm	NETWORKING LUNCH
2.15 - 3.30 pm	<b>STRATEGY PANEL</b> CSR: doing well by doing good Sponsored by Proparco
	<p>Africa is still new at CSR, yet the capacity of corporate social responsibility in improving a company's image and performance have been proven elsewhere. While sometimes perceived as a PR or communication tool or simply another constraint imposed by international organisations, appropriately applied CSR can transform the way we do business. It drives innovation, resulting in enhanced productivity and product quality and leaving both the clientele and workforce satisfied. Such responsibility represents a significant opportunity providing companies learn to deploy CSR according to African realities and engage with governments for legal regimes that encourage such practice.</p> <p>● <b>Key points:</b></p> <ul style="list-style-type: none"> <li>• Set a good CSR policy - tailored to African socio-cultural realities and to the continent's business environment</li> <li>• How to integrate a CSR approach to the business strategy?</li> <li>• What benefits can businesses gain from having a CSR policy?</li> </ul>
2.15 - 3.30 pm	<b>CÔTE D'IVOIRE</b> <b>PPP priority projects</b>
2.15 - 3.30 pm	<b>CEO ROUNDTABLE: FMCG and Retail</b>
2.15 - 3.30 pm	<b>CEO ROUNDTABLE: Real Estate and construction</b>
3.30 - 4.00 pm	NETWORKING BREAK

# PROGRAMME

## Monday 21 March 2016

4.00 - 5.15 pm

### STRATEGY PANEL

Human capital: attract, develop and retain your most valuable asset  
Sponsored by Steelcase - Study by Mazars

With an expansion and intensification of their activities, African companies are in urgent need of executive talents that are equipped to face the challenges of cross-cultural decision-making. Yet the talent pool in Africa remains narrow and a wide skills gap prevails. To pass a new milestone in the management of their human resources companies need to better map the skills within their teams to support and retain them. Alongside these efforts, the continent with the youngest population must look into the shaping of its new class of future leaders. How can the success factors of today's leaders provide considerations for the development of tomorrow's executive talents?

#### ● Key points:

- Motivating and attracting the best profiles locally and from the diaspora (and keeping them!)
- Money, work environment, corporate culture: what are Millennial employees looking for?
- Best practices - how to increase the performance of African teams?

4.00 - 5.15 pm

### STRATEGY PANEL

The finish line: becoming an African champion  
Sponsored by Allianz - Study by Deloitte

Following major banks, insurance and telecom operators, a second wave of African companies are now in the process of becoming African champions in other sectors. The last few steps to becoming a champion can be risky in terms of positioning, control or management of new territories. It takes a deliberate effort to grow a business and the champion of this growth must be the CEO. What sort of approach should be taken for this transition/transformation and what kind of growth can be considered?

#### ● Key points:

- Critical steps to define an effective growth strategy
- JV vs greenfield vs acquisition - which model for what growth?
- Diversification vs territorial expansion - Why favour one type of growth over another?

4.00 - 5.15 pm

### CEO ROUNDTABLE: Renewable Energies

4.00 - 5.15 pm

### CEO ROUNDTABLE: Digital Financial Services

7.00 - 11.00 pm

### GALA DINNER

# PROGRAMME

**Tuesday 22 March 2016**

**08.45 - 09.45 am**

## **LEADERSHIP PANEL**

Leadership in a challenging world

Sponsored by DLA Piper

Africa is changing at an unprecedented speed with business opportunities arising everywhere, the technology revolution transforming every industry, and economic uncertainties suddenly shaking up previously solid business plans. In this context, organisations must be agile and adapt quickly. The role of CEO is therefore crucial in setting new goals and managing more demanding stakeholders to maintain success. What are the top priorities leaders should focus on?

### ● **Key points:**

- Technology development, social change, African middle-class expectations; what are the key factors influencing business practice?
- Leading, strategic planning, inspiring, developing employees... The most important skills of future leaders .
- Is there a specific African CEO model?

**08.45 - 10.00 am**

## **CEO ROUNDTABLE: Logistics**

**10.00 - 11.15 am**

## **FINANCE PANEL**

Preparing for the future 2

Harnessing local capital to finance Africa

Sponsored by Vodacom

Since the first edition of the AFRICA CEO FORUM in 2012, the financing equation of some African countries and companies has radically changed. Africa's debt has reached 44% of GDP against 34% in 2010, some currencies are falling and stock market performances have deteriorated. As a result, access to hard currencies is tighter, bond issuances are more costly and FDIs could drop. Mobilising local capital in this global context of crisis could prove to be the biggest challenge in the coming years - but also the biggest opportunity.

### ● **Key points:**

- The new finance equation: overview and future impact on businesses
- The CEO toolbox: drawing from recent cases of local financing
- Insurance, pension funds, stock markets and bond markets, private equity funds, investment banks: which regulatory environment should be put in place to ease their access?

# PROGRAMME

## Tuesday 22 March 2016

11.15 - 11.45 am	NETWORKING BREAK
11.45 - 12.45 am	<b>PRESIDENTIAL PANEL</b>
12.45 am - 2.30 pm	NETWORKING LUNCH
2.30 - 4.00 pm	<b>THE AFRICA REPORT DEBATE</b> <b>THE BIG DEBATE: is regional integration failing?</b>
	<p>The economic imperative for regional integration has never been clearer; Africa's constellation of small fractured markets needs consolidation to help domestic industrial champions, and to attract outside investment.</p> <p>The Abuja Treaty, which established the African Economic Community in 1991, created regional economic blocs as stepping-stones to one united market. The key milestones have already been identified - improving regional infrastructure, free movement for goods and people... But despite this, intra-Africa trade struggles to break through the 15% mark. Has regional integration failed? What success stories can be harnessed and emulated?</p> <p>● <b>Key points:</b></p> <ul style="list-style-type: none"> <li>• Cultural, linguistic and customs barriers, realpolitik, security: the challenges facing regional integration. Who can bridge the Anglophone/Francophone divide?</li> <li>• State of regional integration and international comparisons (EU, Mercosur, ASEAN...)</li> <li>• Top 3 priorities for regional integration: abolition of visas, common markets and administrative facilities.</li> </ul>
2.30 - 4.00 pm	<b>GABON FREE ZONE</b> Gabon Special Economic Zone : unlocking mutual value Sponsored by GSEZ
4.00 - 4.30 pm	NETWORKING BREAK

# PROGRAMME

## Tuesday 22 March 2016

4.30 - 5.45 pm

### BRANDING PANEL

Developing strong African brands  
Sponsored by Amethis

Branding is essential to value creation. For the consumer, a brand is the recognisable symbol of know-how, expertise and commitment that contributes to winning them over and creating loyalty. Beyond these utilitarian benefits, consumers seek aspirational and emotional value, like pleasure and lifestyle, which personalise the brand-consumer relationship. What about Africa? How do we build on African values to develop a winning brand strategy? What is the potential of a new African branding counter-model?

#### ● Key points:

- What is modern branding? Exploring world benchmarks.
- The power of African values – how to translate them into successful brand building
- The opportunity of setting new African world standards.

4.30 - 5.45 pm

### CEO ROUNDTABLE: Agri business

5.45 pm

### CLOSING COCKTAIL