

# Industry Strategy Meeting 2026

MARCH 16-17  
MUNICH, GERMANY



The Industry Strategy Meeting 2026, taking place on 16–17 March, will bring together more than 300 chief strategy officers to examine the forces reshaping global business and to help set future strategic direction. Over two days at Siemens Headquarters and SAP Lab in Munich, the programme will feature industry-focused discussions designed to align priorities with the realities of a rapidly changing global environment.

Through interactive sessions and select dialogues with leaders from the private and public sectors, participants will explore the following dimensions:

- Scenarios on the future of the economy and implications for business
- Exponential and disruptive innovation for new value creation
- Workforce transformation for the future of AI-powered operations businesses
- Business as a catalyst for rapid growth within planetary boundaries




## Programme Overview





### Opening Panel: Competing and Thriving in a New Economic Era

As technological disruption and geopolitical realignments accelerate, companies must reassess how they compete, grow and make decisions amid uncertainty – from AI profitability

to shifting trade rules. This session will cut through the noise and explore what truly matters for executives seeking to stay ahead.

### Industry Leaders Exchange

Thematic pillar	 Scenarios on the future of the economy and implications for business	 Exponential and disruptive innovation for new value creation	 Workforce transformation for the future of AI-powered businesses	 Business as a catalyst for rapid growth within planetary boundaries
Industry Leaders Exchanges	<b>1. Global Economic Outlook</b>  Volatile interest rates, shifting trade dynamics and demographic pressures are reshaping global demand and competitiveness. Executives will explore cross-industry scenarios on the future of the economy through 2030 and identify the most strategic levers for resilient growth.	<b>1. Advancing Technological Innovations</b>  AI, advanced materials, distributed energy systems and next-generation computing are redefining industry frontiers. This session brings executives together to identify where disruptive innovation will create the next wave of shared value and return on investment.	<b>1. Designing the AI-Ready Enterprise</b>  AI is transforming how companies operate, compete and deliver value. Keeping pace with this transformation requires rethinking skills, governance and organizational design. This session will equip executives with forward-looking insights on structuring AI adoption for measurable impact at both the workforce and enterprise level.	<b>1. Competing in a Resource-Constrained World</b>  Resource scarcity, climate volatility and changing regulation are reshaping competitive advantage. Executives will assess how companies can drive profitable growth by adapting their operating and business models to a resource-constrained environment.

				
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Industry Leaders Exchanges	<b>2. Stress-Testing Corporate Strategy for a Risk-Aware World</b>  With geopolitical realignment and supply chain disruptions accelerating, leaders will examine risk frameworks to pressure-test business strategies under multiple plausible risk vectors. The session will focus on the strategic decisions companies must take to stay competitive through uncertainty.	<b>2. Rewiring Value Chains for the Innovation Advantage</b>  As breakthrough technologies collapse traditional industry boundaries, firms must redesign products, partnerships and platforms to unlock new value pools. Executives will discuss how to build innovation ecosystems that accelerate speed-to-market and scale.	<b>2. Building Adaptive Workforce Strategies</b>  As AI gets deployed, process automation accelerates, and talent shortages deepen, companies must shift from reactive workforce planning to long-term capability building. Leaders will explore cross-industry approaches to reskilling, productivity gains and ensuring responsible adoption of AI in operations.	<b>2. Matching the Needs of a Power-Hungry World</b>  With demand for energy to power the exponential rollout of AI and future growth continuously rising, competing approaches are emerging to ensure secure power sources. Leaders will assess how companies, industries and economies can meet their energy needs for sustained economic growth.

## Preliminary Agenda

	16 March: Siemens HQ, Munich	17 March: SAP Labs, Garching by Munich
Morning		Industry deep-dives
Lunch		Lunch and networking
Afternoon	Opening panels and industry leaders exchanges	Industry leaders exchanges
Evening	Welcome reception	Closing panel