



## Mark Greeven

**AUTHOR · BUSINESS SCHOOL PROFESSOR**

Most large companies still organise around the playbook that built them. The world they compete in now rewards faster cycles, ecosystem partners, and growth engines that sit outside the core. The hard question is no longer whether to transform, but how to run the existing business at full performance while building the next one alongside it.

Mark Greeven is a Professor of Management Innovation at IMD who helps senior teams design innovation strategies and business ecosystems that hold up under sustained uncertainty, with a particular read on how Asian incumbents are reshaping global competition.

### Mark Greeven's 2026 Biography

#### Why organisations work with Mark Greeven

- He brings a working model of ecosystem competition built on close study of Alibaba, Tencent, Xiaomi and other Asian firms, not a Silicon Valley template.
- He has spent two decades inside Chinese innovation, which lets him translate what is happening in Asia into specific implications for European and North American boards.
- His “dual transformation” frame gives leadership teams a way to fund and govern the next growth engine without starving the current business.
- He has built what he advises others to build. He founded IMD China in Shenzhen, scaled it into a multi-million-dollar executive education business in three years, and co-directs IMD’s Future-Ready Enterprise programme with MIT Sloan.
- Thinkers50 has ranked him in 2023 and 2025 and described him as their “oracle for innovation in China,” and his recent HBR co-authored piece on Chinese AI was a finalist for the 2025 HBR Prize. Both give buyers a defensible third-party signal.

#### Biography highlights

- Professor of Management Innovation at IMD; founder of the IMD China Initiative and of IMD China in Shenzhen.
- Co-director of three IMD programmes: Building Digital Ecosystems, Strategy for Future Readiness, and Future-Ready Enterprise (the last delivered jointly with MIT Sloan School of Management).
- Author of *Pioneers*, *Hidden Champions*, *Changemakers*, and *Underdogs* (MIT Press, 2019), *The Future of Global Retail* (Routledge, 2021), and *Business Ecosystems in China* (Routledge, 2018).
- Co-author of “How Savvy Companies Are Using Chinese AI” (HBR,

#### AVAILABLE FOR

- After Dinner Engagement
- Coaching
- Organisational Development Programme
- Speaking
- Training and Workshops

#### MARK'S SPEAKING THEMES

- Business Strategy & Growth
- Digital Transformation
- Future of Technology
- Geopolitics
- Innovation & Disruption
- Scenario Planning & Strategic Foresight

**LANGUAGES: Chinese, English**

2025), named a finalist for the 2025 HBR Prize. An earlier HBR piece was selected for HBR's 10 Must Reads 2023.

- Ranked on the Thinkers50 list in 2023 and 2025; Thinkers50 Radar Class of 2017.
- Founder of cross-border programmes earlier in his career, including the Chinese Economy and Business Programme at Erasmus University Rotterdam and the Global Entrepreneurship Programme at Zhejiang University. PhD in Innovation Management from Rotterdam School of Management, Erasmus University.

## **Biography**

Most established companies are organised to defend a position they already hold. The harder problem is running that business at full performance while building a different one beside it, in markets where competitors do not play by the same rules. Mark Greeven's work sits squarely on that problem.

He is Professor of Management Innovation at IMD and Director of the IMD China Initiative, with earlier faculty positions at Zhejiang University and Rotterdam School of Management, where he also took his PhD in Innovation Management. Two decades of fieldwork in China give his arguments an empirical base that most innovation speakers do not have.

His three books, *Business Ecosystems in China* (Routledge, 2018), *Pioneers, Hidden Champions, Changemakers, and Underdogs* (MIT Press, 2019), and *The Future of Global Retail* (Routledge, 2021), trace how named Asian firms, including Alibaba, Tencent, and Xiaomi, organise around platforms, partners, and continuous reinvention. He writes regularly for *Harvard Business Review* and *MIT Sloan Management Review*. One of his HBR pieces was selected for HBR's 10 Must Reads 2023; a more recent HBR co-authored piece on how companies are using Chinese AI was named a finalist for the 2025 HBR Prize. His current ecosystem research at IMD is supported by a three-year corporate sponsorship from AVEVA, Schneider Electric's industrial software business. He also publishes *Red Thread*, a bi-weekly LinkedIn newsletter on China and global strategy.

Greeven has also built what he writes about. He founded the IMD China Initiative in 2019 and established IMD China in Shenzhen, growing it into a multi-million-dollar executive education business within three years. He has launched cross-border programmes at four institutions, from the Chinese Economy and Business Programme at Erasmus and the Global Entrepreneurship Programme at Zhejiang to IMD's Future-Ready Enterprise Programme with MIT Sloan. In parallel, he has founded private companies in cross-border e-commerce, technology scouting, and management innovation advisory.

Thinkers50 has ranked him in 2023 and 2025, calling him their "oracle for innovation in China." That mix of research, programme-building, venture creation, and direct access to Chinese firms is what gives his counsel weight for boards trying to read what Asian competition means for their next five years, and for executives trying to build a credible second growth engine without breaking the first.

## **Key speaking topics**

- Business ecosystems and platform competition
- Innovation in China and Asia

- Dual transformation and second growth engines
- Future of retail and digital business models
- Strategy under sustained uncertainty
- Organising for innovation in large incumbents
- US-China commercial and technology dynamics

## **Ideal for**

- CEOs and strategy leaders setting a multi-year growth agenda in the face of Asian competition.
- Boards and executive committees deciding how to fund and govern a second growth engine alongside the core.
- CSOs, CIOs, and innovation leads designing partner ecosystems rather than standalone product roadmaps.
- Multinationals with material exposure to China who want a clear read on competitive moves and policy direction.

## **Audience outcomes**

- A clear read on how Chinese and Asian incumbents are competing, with named firms and specific moves.
- A working language for ecosystem strategy that boards can use without retreating to platform jargon.
- A practical view of how to run today's business and build the next one in parallel, with the trade-offs named.
- Sharper questions for the next strategy cycle on innovation governance, partner choice, and capital allocation.

## **Mark Greeven's 2026 talks & topics**

### **Dual Transformation: Performing Today While Winning Tomorrow**

A working session on how leadership teams fund and govern the next growth engine while keeping the current business at full performance.

#### **Key takeaways:**

- Where dual transformation programmes typically break down inside large companies.
- How to set governance and capital rules that protect both the core and the new business.
- Patterns from firms that have moved from a single core to a portfolio of growth engines.

### **Building Your Next Growth Engine: Leveraging Your Ecosystem Edge**

A keynote on designing growth around ecosystem partners rather than standalone product lines.

#### **Key takeaways:**

- What an ecosystem strategy looks like in practice, with named examples from Asian and Western firms.

- How to choose partners and platforms without losing strategic control.
- Where ecosystem plays create durable advantage and where they dilute focus.

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## How Chinese Companies Are Reinventing Management

A session on what Chinese firms have changed about the management model itself, and what travels.

### Key takeaways:

- The specific management practices behind firms such as Alibaba, Tencent, and Xiaomi.
- Which of those practices are exportable to Western contexts and which are not.
- Implications for how Western incumbents structure decision rights and innovation cycles.

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## Decoding the US-China Tech Rivalry: Strategic Implications

A briefing on what the US-China commercial and technology contest means for multinational strategy.

### Key takeaways:

- How to read the policy and competitive signals that matter for boards.
- Where exposure is highest and how leading firms are restructuring around it.
- Concrete options for supply chain, R&D, and market positioning in the next cycle.

## Mark Greeven's Videos



OWP

# INSIGHT SESSION

Mark Greeven

OWP  
2022



crf  
CORPORATE RESEARCH FORUM

## THRIVING AFTER A CRISIS

DIVERTING DANGER AND CREATING FUTURE-PROOF ORGANISATIONS



RELIVE

The ecosystem advantage:  
**Leveraging your partners**  
in disruptive times



RELIVE

To be or not to be?  
How **Chinese companies**  
thrived under pressure



WEBINAR RELIVE

# LEADING IN TURBULENT TIMES

I  
by  
IMD



### What Western Companies Can Learn

- "Dare to give up control" (CEO, GE Appliances)
- decentralized leadership model more focused on coaching than on commanding
- new compensation model
- more entrepreneurial culture
- change hiring criteria and process
- digital technologies to support new way of working



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WEBINAR RELIVE

# LEADING IN TURBULENT TIMES

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# INSIGHT SESSION

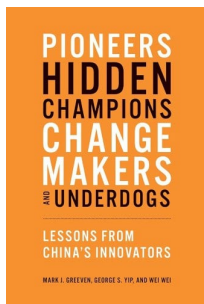
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2022

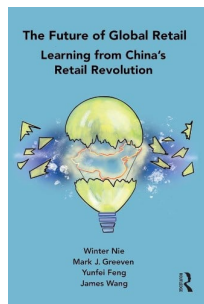




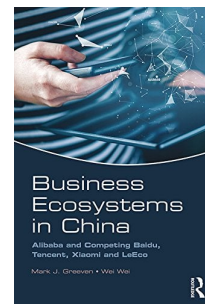
## MARK'S LATEST BOOKS



**Pioneers, Hidden Champions, Changemakers, and Underdogs**



**The Future of Global Retail: Learning from China's Retail Revolution**



**Business Ecosystems in China: Alibaba and Competing Baidu, Tencent, Xiaomi and LeEco**

## Mark Greeven's 2026 speaking fees

Specific fees fall within the ranges shown. These are presented as a guide only and are subject to change without notice.

	EUR	GBP	USD
<b>Home Country</b>	€12000 to €40000	£10,001 - £35,000	\$15000 - \$50000
<b>Asia Pacific</b>	Please enquire	Please enquire	Please enquire
<b>Europe</b>	€12000 to €40000	£10,001 - £35,000	\$15000 - \$50000
<b>Middle East &amp; Africa</b>	Please enquire	Please enquire	Please enquire
<b>South America</b>	Please enquire	Please enquire	Please enquire
<b>United Kingdom</b>	Please enquire	Please enquire	Please enquire
<b>US East Coast</b>	Please enquire	Please enquire	Please enquire

<b>US West Coast</b>	Please enquire	Please enquire	Please enquire
<b>Virtual</b>	Under €12000	Under £10,000	Under \$15000