

SPEAKER BULLETIN

Exclusive Interview

Anders Fogh Rasmussen - page 07

The Future for Global Energy

Paolo Scaroni - page 09

The Four Lenses of Innovation

Rowan Gibson - page 10

From the editor...

This issue harnesses some of the world's most powerful voices from around the globe. Learning from the inspiration of the Formula One circuit to highlights on the hotspots across the world (pages 3-5) and capturing useful ideas towards our changing society and the growing relevance of the millennial generation (page 11) as drivers of change. I hope you enjoy the journey reading our newest Speaker Bulletin.

There are two things I wish to highlight specifically. I agree with Anders Fogh Rasmussen, NATO Secretary General until August 2014, when he comments on the major threats to

international security (page 7) saying 'the rise of radical Islamism will fuel terrorism globally'. Then there are the delightful insights into the more individualistic Millennial Generation who are challenging conservative thinking and with their actions rocking establishments all over the world. Whilst not sacrificing or throwing their work/life flexibility out of whack they stand strictly for what really matters for business outcomes; a devotion to the mission of their clients and the firm... (page 11).

Last but not least you will find the astounding contribution from one of the world's leading futurists Ray Hammond.



All in all, this issue confirms that 'average is over' and helps to answer the question 'how will we stay relevant'?

Dagmar O'Toole
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Contents

- | | | | |
|---|---|----|--|
| 2 | Lessons from the Competitive World Of F1
- Nick Fry | 9 | The Future for Global Energy
- Paolo Scaroni |
| 3 | Ukraine's Vote, Russia's Fate
- Carl Bildt | 10 | The Four Lenses of Innovation
- Rowan Gibson |
| | Europe's Ukrainian Soul
- Joschka Fischer | 11 | How to win over the Millennial Generation to your Business
- Tom Oliver |
| 4 | The Impact of MENA on the World Economy
- Florence Eid | 12 | Latest selection of CSA microsites |
| 5 | Straight Talk on the World's Global Health Scare
- Gregory Stock | 13 | CSA in discussion with Caprice Bourret
- Caprice Bourret |
| 6 | Leadership for a Troubled World
- Lord Richard Dannatt | 14 | Recommended Books |
| 7 | Exclusive Interview
- Anders Fogh Rasmussen | 15 | Where is the Smartphone Going?
- Ray Hammond |

Latest News

Nov 02 [Dambisa Moyo](#) completes the 2014 New York City Marathon.

Oct 28 [Martin Feldstein](#), Harvard University Professor, [discusses](#) Mexico's energy reforms.

Oct 27 [Karl Theodor zu Guttenberg](#) will be at the [2014 Cyber Security Summit](#) in Bonn.



CSA is delighted to feature our latest digital Corporate Brochure, featuring a host of new, as well as established, exciting speakers. Click [here](#) to view.

Nick Fry

LESSONS FROM THE COMPETITIVE WORLD OF F1



Nick Fry is the former CEO for Mercedes AMG Petronas Formula One Team (the 2014 winners of the F1 Constructors Championships) and former MD of Aston Martin.

Q What lessons do you think businesses can learn from the competitive world of F1?

Every business can learn something from Formula One and sport in general. The F1 Teams benefit from intense competition and a global performance report in front of 100 million people every fortnight. That focusses their minds on rapid resolution of reliability concerns, constant performance improvement through innovation and an absolute focus on great teamwork.

The requirement is to design a new product for the first race in March with over 4000 designed parts which needs to perform at least 10% better in all areas compared with the car that completed the prior season in November, to avoid going backwards. This means that all the normal challenges that any business faces

need to be addressed much faster. And that is using normal business tools that would be commonplace in any high performing technology company – CATIA design tools, frequently SAP, high levels of mandatory safety testing and owners and sponsors who require high levels of corporate compliance on financial and audit matters.

Q Can you highlight the challenges you faced moving from Ford to leading Aston Martin through a period of great change and how you overcame them?

Ford provided me with huge experience in Product Development, Manufacturing and Marketing which proved invaluable in addressing the substantial problems faced by Aston Martin in all areas of the business. When I arrived, Aston had produced only 60 cars in 9 months. A significant part of the workforce sat at home each day and in my first few weeks the engineering office was flooded with rainwater such was the dilapidation of the facility! Paying the wage bill each month was a major issue.

Having full responsibility for Profit and Loss is always a challenge but in very difficult situations cash management becomes a daily concern focusing your mind on generating short term revenue and reducing costs. Inevitably in these situations 'restructuring' or to be more specific reducing the number of personnel on the books is unavoidable as people are usually the highest cost item.

"The F1 Teams benefit from intense competition and a global performance report in front of 100 million people every fortnight."

In my experience a single round of deep cuts with swift re-organisation around the key people and a clear plan on how to move forward needs to be put together and implemented in the first 90 days. Delay only makes the situation worse and increases uncertainty – and the good people always leave first.

[Read more.](#) ■

Ukraine's Vote, Russia's Fate

STOCKHOLM – When Ukraine's voters go to the polls on October 26, not only the fate of their country will be at stake; so will the future of a significant part of Europe. To put it simply: the future of Ukraine will decide the future of Russia, and the future of Russia will have a substantial impact on the future of Europe.

When the Soviet Union collapsed more than two decades ago, and Ukraine opted for independence, many expected the country to do better than Russia in

the years to come. But events turned out differently. During the first decade of the new century, Russia benefited from the combined effect of an old hydrocarbon industry that privatization in the 1990s had made more efficient and high oil prices. The reversal of sought-after economic diversification, and the reduction of "modernization" to little more than a slogan, caused no immediate concern.

By contrast, Ukraine became the worst managed of all the post-Soviet states, with cronyism and corruption thwarting productive capacity, and causing the country to fall further and further behind other post-communist countries in transition. Most notable is the comparison with Poland: at independence, the two countries had roughly the same GDP per capita; today, Poland's is more than three times higher. [Read more.](#) ■



Carl Bildt is the former Prime Minister of Sweden and was the Swedish Foreign Minister from 2006 to 2014. He is a renowned international diplomat, having also held posts as Special Envoy in both the EU and UN.

Courtesy of Project Syndicate

Europe's Ukrainian Soul

BERLIN – This November marks the first anniversary of the Euromaidan uprising in Kyiv. Large parts of Ukraine's population – and young people in particular – rose in opposition to then-Ukrainian President Viktor Yanukovich's refusal to sign the country's European Union association agreement (finalized after many years of negotiations), in favor of joining a customs union with Russia. This would have amounted to an eastward shift for Ukraine, with accession to Russian President

Vladimir Putin's Eurasian Union ruling out any possibility of ever joining the EU. In view of Ukraine's ongoing crisis, this starting point – the first pro-European revolution in the twenty-first century, brought about by opposition to Russian influence and post-Soviet corruption and inefficiency – is important to bear in mind. [Read more.](#) ■

Joschka Fischer was German Foreign Minister and Vice Chancellor from 1998–2005, a term marked by Germany's strong support for NATO's intervention in Kosovo in 1999, followed by its opposition to the war in Iraq.

Courtesy of Project Syndicate

The Impact of MENA on the WORLD ECONOMY

Florence Eid is the Founder and CEO of Arabia Monitor, a research and advisory firm focused on the Middle East and North Africa (MENA) region.

Q Do you believe that geopolitics in the Middle East has an impact on global markets?

MENA is endowed with 70% of the world's proven oil reserves, but is also a turbulent region, rife with conflict. Disruptions in Libyan oil supply – on the back of political and security turmoil – have placed upward pressure on global oil markets in the past year. But also in the real economy, geopolitical conflicts in the MENA region could impact sizeable foreign interests, as evidenced by China's involvement in Iraq and South Sudan.



Egypt is an important import destination for several European economies that would be impacted should its economy collapse. Egypt's political and economic importance to the region is partly why the GCC states hastened to prop up its government finances in the aftermath

of the Arab Spring. All of these factors continue to add a risk premium to the price of oil.

Q Can businesses from outside the region benefit from working with the emerging Middle East?

Arabia Monitor has studied extensively the investment and trade ties between MENA and other emerging regions. We highlighted growing interest from Chinese firms in oil sector investments throughout Iraq, Saudi Arabia, Iran and South Sudan but also a deepening of this relationship beyond oil to include petrochemicals, automobiles and construction.

"There is a tendency to paint MENA with a broad brush, but the economic and political outlook for different countries varies widely."

Our studies on Turkish-Arab relations point to sizeable investments in Egypt's textile industry, Iraq's real estate construction and the GCC's ambitious infrastructure pipeline. The region's strategic position between East and West, particularly for hubs like Dubai and Morocco, for example, is ideal for cross-continental business. Dubai has firmly established itself as a service, logistics, and transport gateway for Asian businesses looking to work with

the African continent and vice versa. Morocco is positioning itself as a Dubai of sorts for European businesses looking to do business in West Africa.



Q What long-lasting impacts do you feel the Arab Spring has left today and have some countries benefited more than others?

There is a tendency to paint MENA with a broad brush, but the economic and political outlook for different countries varies widely. Post-Arab Spring, MENA can be categorized into three groups characterised by the uprisings' impact on politics and economics.

The first group – Transition economies: This includes all countries that have experienced some sort of revolution since 2011 leading to a change of regime or leader. Tunisia, Egypt and Libya lead this group; Yemen and Bahrain are also finding a new modus vivendi following street protests, while Syria is still embroiled in conflict. [Read more.](#) ■

[Click here to see Florence Eid discussing the emergence of Turkey's new system of governance methods.](#)

Straight Talk on the World's Global Health Scare

Recent angst about Ebola illustrates how effectively social media, government ineptitude, and 24-7 news cycles can join to produce a global healthcare crisis about future rather than present suffering.

Ultimately, the current Ebola outbreak will be remembered more for the fear it has generated than the havoc it wreaks. Yes, the virus could mutate, could develop airborne transmission, and could spread global chaos, but so could any number of other improbable, horrific apocalyptic disasters that Hollywood regularly conjures.

The present outbreak -- the 24th for Ebola in West Africa since it first appeared in the Congo in 1976 and infected 318 people and killed 280 there -- is the first to break into urban settings and by far the worst. It has already infected over 10,000 and killed 5,000.

In September the US Center for

Disease Control described a worst-case scenario of 1.4 million cases by mid January and the World Health Organization has sounded similar alarms. Primed as we are by anthrax scares and bestsellers like *The Hot Zone*, it is easy to be worried.

But are we in much danger? No. Ebola will not race through the developed world. It will be brought under control in Africa.

Bad as this outbreak is, the number of cases to date is miniscule compared to the annual death toll from familiar killers like auto accidents (1.24 million), diarrhea from bad water (1.8 million), and suicide (800,000) that don't alarm us. And although the early European response in March via *Medecins Sans Frontieres* did not arrest the epidemic, increased efforts by the EU and the US, which recently dispatched troops to build hospitals, will have an impact.

Defending against threats like Ebola is always messier and more chaotic than seems reasonable in hindsight, but a coherent response to Ebola has emerged surprisingly quickly from the seemingly endless early missteps and blunderings.

Initial assurances that the disease would not spread to the developed world were on target but failed to point out the near certainty of scattered infections here. So when such cases did arise -- a nurse in Madrid, a visitor in Dallas, a doctor in New York -- they were jolting.

News that the virus had infected



two nurses in Dallas rocked public complacency in the US, where suspicions of government incompetence and deception are never far from the surface, and reverberated elsewhere. The strong public reaction is not surprising given the many prior false assurances about the preparedness of the US healthcare system. What was happening? Was the disease more virulent than had previously been reported? [Read more.](#) ■

[Click here to see a graphic from National Geographic demonstrating the relatively low impact of ebola in terms of global epidemics.](#)

Gregory Stock is Founding Director, UCLA Program on Medicine, Technology and Society. He is one of the world's leading authorities on genomics and other advanced technologies now reshaping medicine. He spoke to us recently to give us his views on the current ebola scare.

From another angle, [Hans Rosling](#), a global health expert and data visionary, has been concerned about the current ebola outbreak for some months. He has been tweeting about the threat of ebola, sharing UN data and explaining about actions that are being taken,

both by citizens and governments. He has met with and praised, among other countries, the Swedish government for their timely and effective controls. He has been involved in courses for Ebola Control; he has praised and promoted qualified medics going to fight ebola in Liberia. He says it is a risk, but the risk

of not having enough medics on the ground is greater. Then in October he was requested by the UN to go to Liberia and join the fight, where he is currently using his skills and knowledge to try to quell this global health threat.



Lord Richard Dannatt

Leadership

FOR A TROUBLED WORLD

General The Lord Richard Dannatt, GCB, CBE, MC, DL, Former British Army Chief of the General Staff is highly respected by both his peers and governments alike. He discusses here the real need for world-class leadership in our challenging times.

Earlier in the summer, when President Barak Obama said: “we don’t have a strategy” in regard to the challenge from Islamic State, it was the most disappointing statement by a world leader in recent times. That statement immediately gave Islamic State a huge psychological advantage and reinforced the momentum that they had developed as they burst on to the world stage through their attacks in Iraq and their disgraceful public executions of western hostages. President Obama’s limp admission was in sharp contrast to the feisty approach taken by King Abdullah II of Jordan who took the NATO Summit in Wales in September by the scruff of

its neck and demanded that there was an urgent and coordinated response. Action followed. US, other NATO and non-NATO countries have begun air strikes against ISIL fighters in Iraq and Afghanistan. A coalition to oppose Islamic State is being put together. Arms, ammunition and training are being given to the Peshmerga, elements of the Free Syrian Army and the Iraqi Army - those who are fighting Islamic State on the ground. And this is important because it is only on the ground that Islamic State can ultimately be defeated and destroyed.

It is also vital that the whole concept of Islamic State is discredited as well. Young people in the United Kingdom or other European countries must be helped to realise that Islamic State is based on a perversion of one of the world’s great religions and that there is nothing attractive about leaving home to go and join a jihad which is based on a lie. At the same time the competing offer to young Muslims living in western countries must become more attractive. A young Muslim living in London or

Paris must believe that he or she is a welcome member of the society within which they have grown up, and that their futures lie in creating a decent life at home rather than chasing a false dream in the deserts of Iraq or Syria.

So defeating Islamic State in the Middle East and winning the hearts and minds of young Muslims in Europe or America are the home and away legs of the same deadly match. This struggle will only be won by resolute political leadership in the US, Europe, Turkey and the Middle East region. Leaders must make the right decisions and not just make popular decisions. To defeat Islamic State may need western boots on the ground eventually. I hope not, but if that turns out to be the right thing to do, it must be done. He may not have had a strategy earlier in the summer, but Barak Obama now has the opportunity to show that he has the moral courage to be a real leader for these troubled times. And will others join him? That is the challenge for all in positions of authority – in these troubled times. ■

Anders Fogh Rasmussen

EXCLUSIVE INTERVIEW

Anders Fogh Rasmussen has been at the centre of European and global politics for three decades as Secretary General of NATO, Prime Minister of Denmark, Danish Minister of Economic Affairs, and a leading Danish parliamentarian.



Q What are the top 5 threats to international security in the coming decade?

I would point to the following five major threats to international security:

First, international terrorism. The rise of radical Islamism will fuel terrorism, not only nationally, but also globally. The terrorist network, al-Qaida, the sectarian Sunni-Shia divide and the rise of the so-called Islamic State hold the greatest potential for a regional and global terrorist threat.

Second, nationalistic revisionism. Russia's attempts to re-establish a zone of Russian influence in its near abroad and China's flexing of muscles in the East China Sea are prime examples.

Third, proliferation of weapons of mass destruction. Iran's nuclear aspirations pose a risk of a regional nuclear arms race. Non-secure stockpiles of nukes or biological weapons are tempting targets for terrorist groups set for terrorist attacks.

Fourth, cyber attacks. Cyber attacks can disrupt the critical infrastructure that is vital to our economy, commerce, public safety and military. These attacks can be carried out by criminal groups as well as terrorist networks and nation states.

Fifth, transnational crime, such as arms smuggling, human trafficking and drugs trade. These illicit activities will often be financing terrorist organizations and extend their reach and wealth.

Many of these threats will be reinforced by failed states where people suffer from poverty and lack of opportunities, and climate change that will lead to new conflicts over migration and resources.

Q How do you become a true leader and what traits must you possess?

A true leader must be capable of setting a clear vision, transforming that vision into concrete goals, elaborating a strategy to achieve the goals, creating a coalition to carry out the strategy, and communicating the vision, the goals and the strategy.

"The edge of competition has sharpened and strengthens the requirement for staying one step ahead through technological advances, value creation and new working methods."

The true leader realizes that his or her overall mission can only be accomplished through team-work. That requires an ability to attract the most talented and ambitious people, to develop a good and creative working environment, and to show genuine appreciation for a good performance. At the same time, the true leader must stay focused on the goals, demonstrate true resolve, and be willing to take risks.

Q What is Europe's role in 21st Century geopolitics, and which changes can or should be applied?

The European Union is the ideal forum for tackling globalisation. With its well-developed institutions, its democratic values, and its economic weight and clout. It is time for the EU to "go global". First and foremost, because we as Europeans have a responsibility to work for freedom, democracy and peace around the world.

But next, because it is in our own interest. The global power structure is

changing. We can no longer take for granted that our values will continue to dominate international relations. The EU must be strong in order to defend freedom, democracy and human rights.

First, we must reform our economies to make them more competitive and stimulate growth and job creation.

Second, the EU must take the lead in efforts to foster free trade and transatlantic economic cooperation.

Third, we must strive for an independent Europe and reduce Europe's dependency on imported oil and gas.

Fourth, the EU must guarantee its citizens' safety and security at a time when organised crime and terrorism attempt to breach all borders.

Fifth, the EU must play a far more active role in its foreign policy - taking the lead in the fight against poverty and promoting security and democracy across the globe.

Q What are the key international challenges and opportunities for businesses in the coming months and years?

The obvious opportunity is that globalization is making the world into one, integrated market place. News, information, thoughts and ideas are spread and exchanged across continents incredibly fast. Relations among people are built much faster than ever before. Businesses that understand this dynamism and grasp those opportunities will become market leaders.

However, the interconnected and interdependent world also poses some challenges to business. Regional hot spots and security threats can have a major global impact on trade and investment.

The edge of competition has sharpened



and strengthens the requirement for staying one step ahead through technological advances, value creation and new working methods. Rapid communication through social media can change the political environment or the consumer behaviour in a moment.

And in the global market place, recruiting and retaining qualified employees will require an improved ability to fulfil their expectations regarding workplace culture and flexibility and mobility.

"A true leader must stay focused on the goals, demonstrate true resolve, and be willing to take risks."

A true leader must stay focused on the goals, demonstrate true resolve, and be willing to take risks.

The global power structure is changing. The EU must be strong in order to defend freedom, democracy and human rights.

The edge of competition has sharpened and strengthens the requirement for staying one step ahead through technological advances, value creation and new working methods. ■

The Future for Global Energy

Paolo Scaroni was Chief Executive Officer of one of the world's leading energy companies, Eni, from 2005 until May 2014. He is currently a Non-Executive Director of Assicurazioni Generali, Non-Executive Deputy Chairman of London Stock Exchange Group and Non-Executive Director of Veolia Environment.



Q How do you think the current conflict between Russia and Ukraine will affect the energy sector in Europe, both in the short and long term?

Russia is a key energy supplier for Europe. Today, we rely on Russia for around a third of our gas across the EU. But that average figure masks a dependency of more than 50 per cent for some countries including Austria, Finland, Greece, Poland, Hungary, and the Czech Republic.

While the tension between Russia and Ukraine seems to be stabilising, which would suggest that we can face the winter with greater peace of mind, the crisis has highlighted an ongoing issue for Europe. It is difficult for us to pursue an increasingly antagonistic relationship with Russia while depending on it to power our industries and homes. As European policy makers are now realising, energy independence is independence.

Europe therefore faces a choice. It either both scales down hostilities with

Russia and seeks to work through differences and form a strategic partnership or it needs to work on securing its own energy independence. That means increasing domestic production of gas, not least by attempting to replicate the shale gas revolution in the USA, interconnecting the different countries so that gas can flow from West to East as well as East to West, and working to increase LNG imports over time. It also means that the continent should resign itself to using vast amounts of coal, and should rethink its opposition to nuclear power.

"Alternative materials such as polymers need to provide the energy of the future."

That will have impacts in terms of the environment, energy costs and Europe's stagnant economy. But that's the trade-off we face, and what the EU needs to consider as it seeks to turn a disparate collection of policy ideas

into a comprehensive energy policy, consistent with its political views and ambitions.

Q You have focused part of your career on working for successful energy production companies. How do you respond to people who may believe there is a conflict between energy and the environment?

There is undoubtedly a conflict between using fossil fuels and protecting the environment. But it is a conflict which is likely to persist and which needs to be appropriately managed.

Today, fossil fuels fulfil the vast majority of our energy requirements. And the situation is not likely to change in the short to medium term. Energy demand is set to grow, as poorer countries and people start to experience the standard of living we take for granted. And existing renewables are expensive – indeed, in Europe the growth of solar and wind power requires 40bn of subsidies every year – and is difficult to scale up. [Read more.](#) ■

The Four Lenses of Innovation



Rowan Gibson is one of the world's foremost thought leaders on business innovation. His bestselling books are published in 25 languages, and he is a top keynote speaker in 60 countries.

Where do big, breakthrough ideas come from? How do innovators manage to spot the opportunities for industry revolution that everyone else seems to miss? And, most importantly, how can the rest of us learn to emulate the mind of the innovator as we strive to generate game-changing new strategies and growth opportunities?

In his ground-breaking new book, *The Four Lenses of Innovation*, award-winning author and speaker Rowan Gibson sheds new light on these age-old questions. He explains that innovators come to their discoveries not

by sitting around waiting for a magical 'Eureka' moment, but by looking at the world through a different set of lenses. It is these perceptual 'lenses' or perspectives that enable innovators to peer through the walls of convention and spot the chances for innovation that others don't see.

Gibson identifies four specific 'lenses' of innovation that have driven creative thinking, technological progress, and innovation throughout human history – from the invention of fire, and the wheel, and cuneiform writing, all the way through to the computer, the Internet and the mobile phone.

The first lens is 'Challenging Orthodoxies' – questioning deeply entrenched beliefs and assumptions, and exploring new and highly unconventional answers.

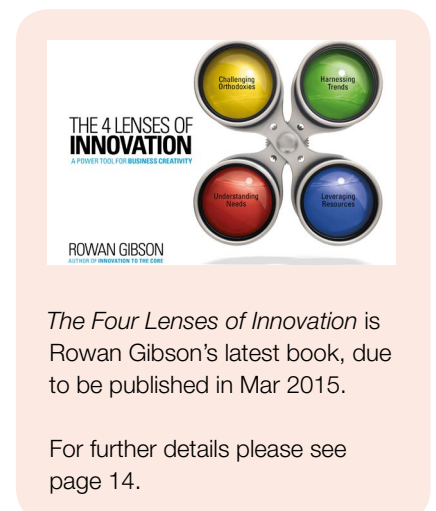
The second is 'Harnessing Trends' – recognizing the future potential of emerging developments, and using these trends to open up new opportunities.

The third is 'Leveraging Resources' – understanding our limitless capacity for redeploying skills and assets in new ways, combinations or contexts.

And the fourth lens of innovation is 'Understanding Needs' – paying attention to human needs and frustrations that others have ignored, and designing new solutions to these problems.

The great news is this: now that we understand how the mind of the

innovator works, we can actually reverse-engineer! We can deliberately and systematically employ these very same thinking patterns or perspectives inside our organizations to provoke breakthrough thinking.



In *The Four Lenses of Innovation* Rowan Gibson shows how great innovators – from Renaissance era geniuses like Galileo, Gutenberg and Da Vinci to modern-day icons like Steve Jobs, Richard Branson and Elon Musk – have used these lenses to revolutionize whole industries.

So what is stopping your own company from overturning conventions, harnessing discontinuities, stretching core competencies and strategic assets into new opportunities, and systematically thinking from the customer backwards?

What if it's time for an innovation renaissance inside your organisation? ■

How to win over the Millennial Generation to your Business

The highest driver of change over the next decade will be a significant shift in the expectations of the increasingly digital consumers of the Millennial Generation.

The Millennial Generation and the consumers below 30 demand an increasingly seamless experience from the companies they do business with. What does this mean? It means that products and services have to offer an experience where everything is beautifully joined together, almost like a rock concert.

"Tom is fabulously placed to inspire those around him to learning whole new levels of solutions."

Google HQ, California

In order to provide a seamless experience to consumers, businesses can profit immensely from understanding how rock stars and global social entrepreneurs engage people's hearts and minds on a fundamental level, thereby motivating them to become loyal fans, followers and supporters. When a rock star goes out on stage, he tunes into an inner vision and then brings this inner vision to life with his band to excite worldwide audiences. A global social entrepreneur applies exactly the same process when he sets out with nothing more than a vision to inspire global movements and rally millions of people behind a cause.



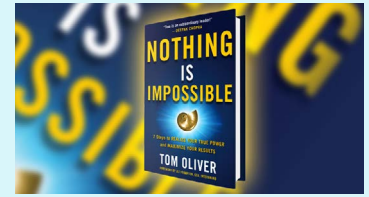
Tom Oliver is an Award-Winning Global Social Entrepreneur, Philanthropist, New Generation Business Leader, Visionary, Singer, Songwriter & Music Producer. He discusses here the next big driver of change for businesses around the globe.

In applying the same principles, businesses can develop the kind of products and services that have a mass appeal and resonate with consumers around the world.

The Millennial Generation and the consumers below 30 have increasingly higher expectations from the companies they do business with. They want to do business with the best global corporate citizens. This means that you have to build a better company to ensure its long term success. Otherwise your customers will route you out.

Corporate citizenship has become the key factor in attracting talent, investors, and consumers. Today's Millennials have to identify with a company and brand. It's that identification that will determine if they are going to buy a company's products and services or go to the competition.

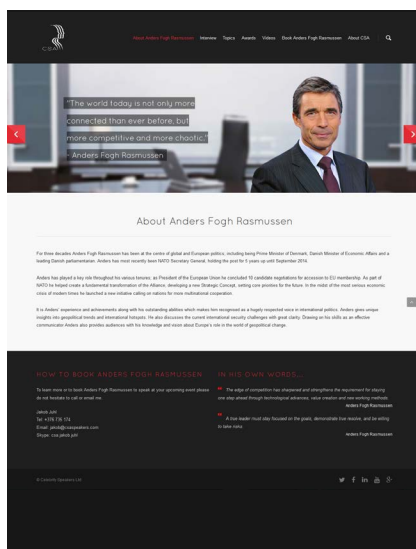
Your understanding of how to build a better company will be the decisive key in winning the Millennial Generation and in unlocking the massive potential of these consumers for your products and services. ■



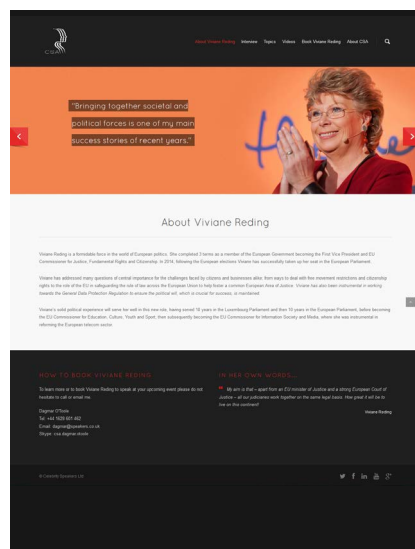
Tom Oliver's book *Nothing is Impossible* explains how to use the tools you already have to turn your wildest dreams into tangible reality; it's an extraordinary new road map for success.

Latest selection of CSA microsities

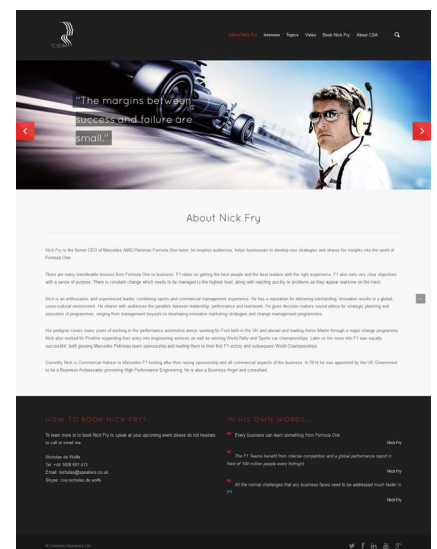
Here at CSA we have created a microsite section on our website. Constantly updated and with new microsities being added we are sure they will give you an in-depth insight for a selection of our exclusive speakers. We have developed a suite of information for each of our speakers, from interviews to a range of media. We feature just three of the latest microsities here in Speaker Bulletin, for our full range visit: www.csaspeakers.com/eng/our-business/csa-microsites. ■



Click [here](#) to view Anders Fogh Rasmussen's microsite.



Click [here](#) to view Viviane Reding's microsite.



Click [here](#) to view Nick Fry's microsite.

CSA in discussion with

Caprice Bourret



Entrepreneur, Global Brand expert and one of the most photographed women in the world, Caprice became a household name around the world through her modelling and media appearances. Nowadays, her life revolves around running and fully financing her own By Caprice products which include Lingerie, Swimwear and Sleepwear. Caprice owns the company and has created the success of By Caprice entirely on her own, steering her global brand according to the latest trends.

Q No dream is too big. Having achieved so much already, what's the dream now?

The dream now is ecommerce and international expansion. In this market space you have to keep moving - the competition is too intense; otherwise somebody else will come in and take your place.

Customers are not as loyal; they want innovation, good price and good quality. They want the access to buy, easily and readily.

Their attention span is zero.

Q You're a role model to many – why do you think that is?

I am a role model probably because I have come from nothing and when you achieve success in this market it is something to be commended for.... anyone not just me!

Q You attribute your business savvy to your mother. It seems to have come very naturally to you, why do you think that is?

It didn't come that easily - I had to work at it. You got to educate yourself.... You got to know and understand every integral part of your business; you got to surround yourself with a good team.

Don't be greedy - if you have to take a small hit on your margins to give your customer a good product! Do it!!! ...you got to think long term! Customers will appreciate it and you will develop a certain amount of loyalty and brand integrity.

Q You have embraced Social media – has that helped you to become successful in today's hyper competitive business climate?

Social media sells product... Everyone uses it, it's now it's the future! Know it! Learn about it! Use it! It's free!!!

Q You continue to adapt both your image and your products to changing market forces. Is there a common denominator?

In regards to myself, of course I got to change. You got to reinvent yourself as you mature.

In regards to my business your target market may change as you change. You got to be aware of that and react accordingly. For me when I started the lingerie business my collection was quite skimpy and very sexy.

After continuous scrutiny we have come to the conclusion that our target market has changed and fits have changed. Women now are voluptuous - they don't look like they need to be fed 5 hamburgers. She still wants fashion, but still wants a more conservative fit.

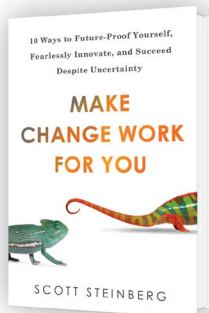
She wants a lot more innovation, she is not a compulsive buyer anymore, so she wants a lot for her money and she can get it!

So, I have to be agile continuously.

Q What does the future hold for Caprice?

Goodness, I don't know. I take it a day at a time, work hard, give customers value for money and put all my love and passion into my product. ■

Recommended Books



Make Change Work for You

Scott Steinberg

Business, culture, and competitive landscapes have fundamentally changed, but basic principles and best practices for succeeding and future-proofing both yourself and your organisation haven't.

With a mix of compelling stories, research from the social sciences and psychology, and real-world insights, *Make Change Work for You* shows how to reignite your career, rekindle creativity, and fearlessly innovate your way to success by providing the tools needed to master uncertainty and conquer every challenge in life or business. ■

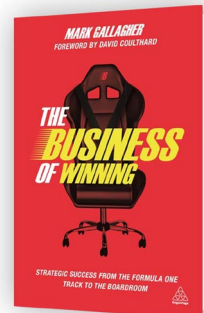


The Four Lenses of Innovation

Rowan Gibson

Rowan Gibson's new book is *The Four Lenses of Innovation*, which explains how to emulate the thinking patterns of the world's greatest creative minds. Gibson identifies four specific 'lenses' of innovation that have driven creative thinking, technological progress, and innovation throughout human history – from the invention of fire, the wheel, and cuneiform writing, all the way through to the internet and mobile phones.

By employing market-proven methodology any organisation can dramatically improve its capacity for breakthrough innovation. ■

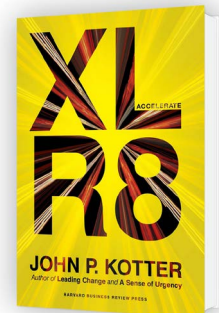


The Business of Winning

Mark Gallagher

In this riveting insider's account of over 30 years in the F1 industry, Mark Gallagher explains what it takes to succeed in a competitive business with high technology, high finance and immensely high stakes.

Based on hard-won experience and practical examples of how owners, teams and sponsors deal with the range of management questions and issues they face every day, Mark brings the drama of the F1 business to life in vivid detail. This book is a one-stop guide for executives keen to emulate this high-speed approach to business. ■



Accelerate (XLR8)

John P. Kotter

Accelerate (XLR8) vividly illustrates the five core principles underlying the new network system, the eight Accelerators that drive it, and how leaders must create urgency in others through role modeling.

And perhaps most crucially, the book reveals how the best companies focus and align their people's energy and urgency around what Kotter calls the big opportunity.

If you're a pioneer, a leader who knows that bold change is necessary to survive and thrive in an ever-changing world, this book will help you accelerate into a better, more profitable future. ■

Where is 'the Smartphone' Going?

Ray Hammond is Europe's most experienced and most widely published futurologist. For over 30 years he has researched, written and spoken about how future trends will affect society and business.

To understand where the smartphone is heading we must first acknowledge that using the word 'phone' to describe these devices is the equivalent of describing a modern car as a 'horseless carriage'. We never have appropriate language for new technology when it first arrives.

The intelligent networked device we still call a 'phone' is becoming the hub of a wearable network of on-body devices which will develop to allow us to communicate in voice and data, to track our fitness and monitor our health, to extract information from our surroundings, to provide us with audio and visual entertainment, to track our movements locally and globally, to provide navigational guidance, to record in sound and vision every moment of our lives and to provide an effective personal security system (we will all have our own personal CCTV system which will always be on). Personal networks will also supply two-way, real-time foreign language translation, ID verification and globally-accepted payments services.

Just as robotics is about to provide powerful exo-skeletons that will support

and enhance human bodily strength, so personal body networks will provide humans with an 'exo-neural system'. All of our senses and our mental facilities will be enhanced and amplified by personal on-body networks based on the hub of today's smartphone.



Fitness and health monitors which communicate via this 'hub' will, at first, be located in 'smart watches' which, in addition to telling the time and providing many other location-specific services, will also act as ambulatory collectors of data which will record a wearer's activity levels, pulse, blood pressure, blood oxygen levels, etc. This information will be stored in personal networks but will also be uploaded to the cloud and, if required, made available to physicians monitoring health and physical performance. It may also, if the wearer chooses, be made available to health insurance companies.

Other body sensors – some contained in 'smart glasses' – will track breathing rates, alertness, ophthalmological health indicators, ECG signals, blood glucose

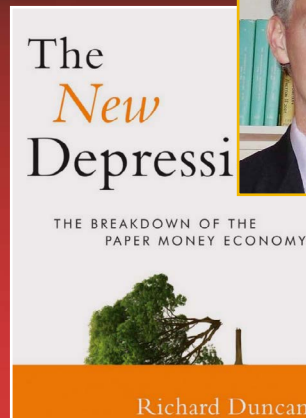
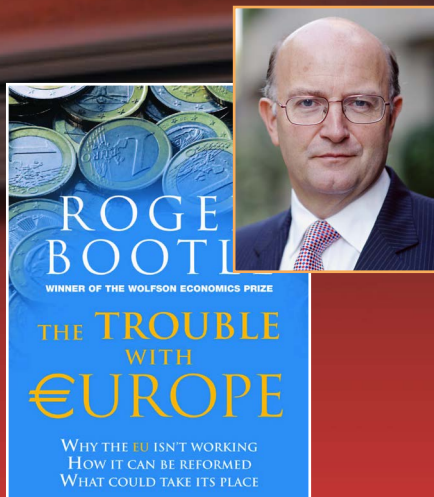
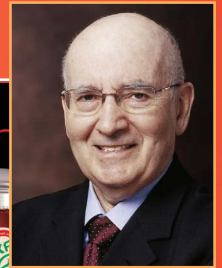
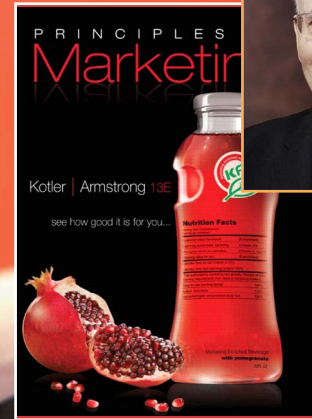
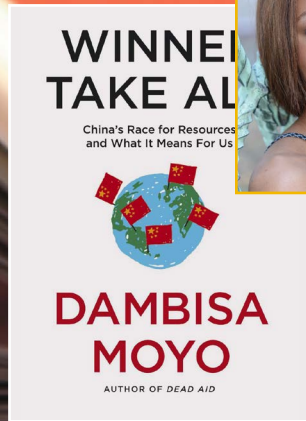
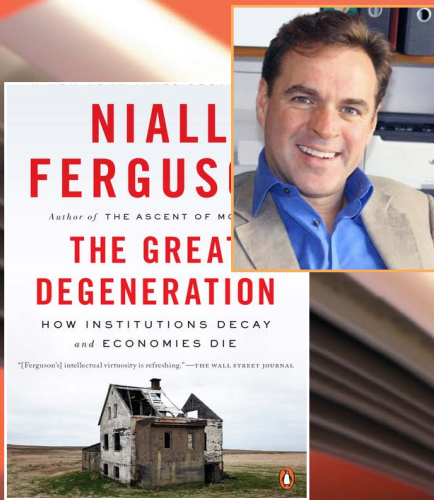
levels and other health indicators. Wearers with known or suspected health conditions will add specialist sensors to their personal networks.

And, once again, we do not yet have language for the components of the personal on-body network. A 'smart watch' is not primarily a time piece and 'smart glasses' are not for optical enhancement.

Many of the personal network components will also double as jewellery – watches, designer glasses, earrings and earbuds for audio reception – and many will primarily be described as fitness devices.

Personal networks will make the human body 'smart' and will provide sensory input from smart surroundings. In the short-term personal body networks will protect and enhance our health and will couple us to our intelligent surroundings. In the longer term personal networks will become a protective 'halo' of information around the body within which most people will reside.

We are only at the beginning of the movement to bring network intelligence onto and into our bodies. Within a decade we will have developed language to describe these concepts and we will look back and marvel at the fact that human beings once had to live without the many benefits provided by such personal and intimate networks. ■



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