

CSA SPEAKER BULLETIN

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WORLD ECONOMIC FORUM ANNUAL MEETING 2012

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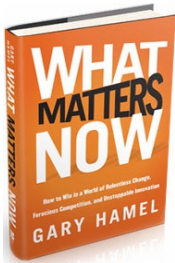
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BOLDNESS IN BUSINESS

INSIGHT INTO THIS YEAR'S AWARD WINNERS

What Matters Now

by Gary Hamel



MIX co-founder and leading management thinker Gary Hamel shares his agenda for building organisations that can flourish in a world of diminished hopes, relentless change and ferocious competition. This is not a book about doing better. It's not a manual for people who want to tinker at the margins. Instead, it's an impassioned plea to reinvent

management as we know it - to rethink the fundamental assumptions we have about capitalism, organisational life, and the meaning of work. Leaders today confront a world where the unprecedented is the norm. Wherever one looks, one sees the exceptional and the extraordinary:

- Once-innovative companies struggling to save off senescence.
- Next gen employees shunning blue chips for social start-ups.
- Hundred year-old business models being rendered irrelevant overnight.
- Investors angrily confronting greedy CEOs and complacent boards.
- Newly omnipotent customers eagerly wielding their power.
- Social media dramatically transforming the way human beings connect, learn and collaborate.



Obviously, there are lots of things that matter now. But in a world of fractured certainties and battered trust, some things matter more than others. While the challenges facing organisations are limitless; leadership bandwidth isn't. That's why you have to be clear about what really matters now. What are the fundamental, make or break issues that will determine whether your organisation thrives or dives in the years ahead? Hamel identifies five issues that are paramount: values, innovation, adaptability, passion and ideology. In doing so he presents an essential agenda for leaders everywhere who are eager to...

- Reverse the tide of commoditisation
- Defeat bureaucracy
- Astonish their customers
- Foster extraordinary contribution
- Outrun change
- Build a company that's truly fit for the future

Click [here](#) for more information on Gary Hamel. ■

Richard Duncan Offers New Hope for Global Prosperity

Richard Duncan, financial analyst, investment strategist and global best-selling author has just published his latest book *'The New Depression: The Breakdown of The Paper Money Economy'* – (see page 4). Richard's solid global economic experience enables him to share with a rare clarity and depth an explanation of not only the causes of our current predicaments but also the possible outcomes. Richard introduces a new theoretical construct, the Quantity Theory of Credit, which is key to understanding the future economic possibilities of how we can restore stability and, more importantly, how reform can deliver sustainable prosperity around the globe.

The deepest place on the planet – the Mariana Trench

Dr Joe MacInnis is a medical doctor, one of the most respected ocean scientists and a best-selling author. His latest project is working with award winning filmmaker James Cameron. Joe first worked with Cameron some years ago when he advised the Titanic discovery team. They have now collaborated on the record breaking descent to the deepest place on the planet – the Mariana Trench. Their safe and successful dive took place on March 25th, with Cameron collecting scientific data, specimens and video. With fewer people having dived to this depth than have landed on the moon it truly is an ultimate test of man and his machine.

World Economic Forum 2012

The Great Transformation: Shaping New Models

From 25-29 January world leaders from all walks of life met in Davos, Switzerland with a mission to improve the state of the world, by shaping the global agenda at the start of the year.

A record 2,600 business, government and civil society leaders – including nearly 40 heads of state or government – participated in the 42nd World Economic Forum Annual Meeting, which took place under the theme The Great Transformation: Shaping New Models.

The record participation indicated the international community's level of concern for the world today, as one crisis after another emerges. It also underscored the commitment of the Forum's Members, Partners and communities to improving the state of the world.

The great transformation is generating tremendous opportunities for humankind to live in a more prosperous, more peaceful world that is greener and socially more inclusive. Inclusion is critical at a time when the number one risk to the world is rising inequality.

To shape the new collaborative models we require to address global challenges, we need to re-establish trust among ourselves and look to the future, confident in the strength of our shared values and vision.

One of the many strengths of the Forum is the community of Global Shapers – leaders in their twenties who are already changing the world – who epitomise the spirit of positive thinking, innovation and collegiality. They argue for social values and inclusion to be embedded in all new business and governance models.

With hope and courage they embody the new models of leadership and entrepreneurship in the global public interest.

This **report** is a summary of the wide-ranging discussions and debates of the Annual Meeting 2012. It captures the special Spirit of Davos that permeated the many sessions and events that took place over the five days and which involved such luminaries as **Dambisa Moyo, Nicholas Stern, Peggy Lui, Niall Ferguson** and **Muhammad Yunus**. ■



WORLD ECONOMIC FORUM

Boldness in Business Awards

Insight into this year's award winners

The fourth annual FT Boldness in Business Awards have just been announced. To select the shortlist the panel looked for businesses and individuals who have been bold enough to challenge the current system, to adapt their business models to increase value for shareholders and to meet the varied demands of all stakeholders. The panel looked across all geographies and from emerging to industrialised markets.

The final results encompass seven winners who have been rewarded for taking some unexpected risks across a variety of sectors.

Michael Woodford was winner of Person of the Year, after he became the world's most high-profile corporate whistle blower. The judges felt that he captured the spirit of boldness in business in 2011. The Drivers of Change award was given to Amazon for not only challenging our retail habits – but also for bringing their Kindle Fire to the market to rival Apple's iPad. Unilever, through aiming to improve the wellbeing of more than 1bn people and by embracing sustainability, took the Corporate Responsibility honour. They have set themselves big goals for 2020 including halving the environmental footprint of their products. Other awards include Environment, which was won by the software company Helveta, which is working with the indigenous forest dwellers to help halt logging in endangered forests. Their business model is

simple: their technology enables the mapping of timber supply chains from forest to furniture outlet, giving traceability, chain of custody control and guarantees of legal compliance.

The Far East region produced several winners – the Entrepreneur award went to Hyflux, whose innovative technology in Singapore has helped it grow into one of the world's leading water treatment companies. Hyflux founder left her high paid job to gamble on water membrane technology and won with annual revenues of \$450m. Samsung won the Emerging Markets title with their early adoption of technology, challenging Apple. This South Korean company is historically seen as a leaden corporate structure but is now proving itself to be quick enough to react to take on the world leaders. It has moved itself from a backward economy to first class manufacturer in just one generation. Muddy Waters was awarded Newcomer status because of their research into Chinese companies listed in North America and exposing any lack of proper due diligence in respect of their flotations.

All the winners have one thing in common – they were bold enough to take risks and their actions have made a difference. They have indeed proven their credentials to be worthy recipients of their respective awards. ■



New Generation Business Leaders

They are bold- they are fast – they don't waste time analysing – they act! They are not just thinking differently – they translate thinking into immediate action – achieving some amazing results. An admirable way to be! A good number of these new generation business leaders are now serial entrepreneurs, shaking and moving the world forward. Meet a couple of them here and learn from their infectious manner how to conduct business in a new way!

Tom Oliver

Tom Oliver is a visionary and part of the growing class of philanthrocapitalists, such as Bill Gates and Warren Buffett, who are taking a new approach in applying business models to solve global problems. His voice is being heard by the global leaders of today and tomorrow. He is invited to organisations such as Google HQ, the World Bank, The European Parliament and Interbrand among others. ■



Charles Armstrong

Charles Armstrong is an established business innovator on the changing role of technology in complex business organisations, informal networks and democratic innovation. He forges a new path of social analytic technologies that provide insights into customer relationships, collaborations and business effectiveness and how they impact on businesses across the globe. ■



Featured Books

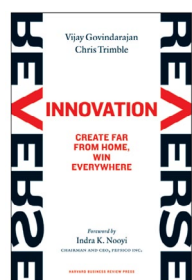
Reverse Innovation

Vijay Govindarajan

In this title, the pioneers of reverse innovation show how it is done. Do you have reverse innovation in your strategic plan? If you haven't asked yourself or your team this question, you will be soon.

"Reverse Innovation" introduces the idea of developing in emerging markets first – instead of scaling down rich world products – to unlock a world of opportunities for your business.

Written by Vijay Govindarajan and Chris Trimble of the Tuck School of Business at Dartmouth and stemming from a pivotal article in "Harvard Business Review", the book offers an important next step for companies looking to derive long-term value from emerging markets. According to the authors, reverse innovation is a potent force that will transform the global economy over the next few decades. It will redistribute power and wealth to countries and companies who understand it and diminish those who do not. ■

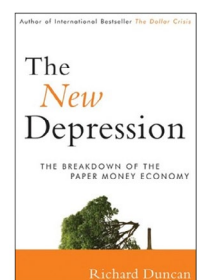


The New Depression

Richard Duncan

When the United States stopped backing dollars with gold in 1968, the nature of money changed. All previous constraints on money and credit creation were removed and a new economic paradigm took shape. Economic growth ceased to be driven by capital accumulation and investment as it had been since before the Industrial Revolution. Instead, credit creation and consumption began to drive the economic dynamic.

In *The New Depression: The Breakdown of the Paper Money Economy*, Richard Duncan introduces an analytical framework, The Quantity Theory of Credit, that explains all aspects of the calamity now unfolding: its causes, the rationale for the government's policy response to the crisis, what is likely to happen next, and how those developments will affect asset prices and investment portfolios. ■





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