

# SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS



## 2016 — A WORLD IN FLAMES?

Anders Fogh Rasmussen, page 08

## THE CORPORATE NEAR DEATH EXPERIENCE

Don Strickland, page 06

---

## From the Editor

---

One of the joys of being editor is to research and uncover the current and often hidden gems of global thought leaders who are so vital for guidance and moving forward in the world. Facing new headwinds from all directions, in particular politics, business and technology, what will 2016 bring? In his article '2016 – A World in Flames?' Anders Fogh Rasmussen points out that our ability to address global threats will –at the end of the day- depend on U.S leadership (page 08). Florence Eid describes the situation in the MENA Region (page 10). Are we really skating on thin ice here? This topped by Don Strickland's 'The Corporate Near Death Experience' sounds all very scary. But –be assured – it is not all scary but it's rather wonderful how our distinguished contributors understand to demonstrate their positive attitude with solutions for the many challenges around the globe. For example it is good

to read how Viviane Reding comments on 'A stronger trade policy for a stronger Europe' (page 04). Therefore please let me end on a positive note... We have endeavoured – wherever possible- to make the Bulletin more lively for you to be able to click through to video footage, so you might not only enjoy reading the articles of these outstanding contributors but also can watch some live footage of their brilliance.



Dagmar O'Toole  
dagmar@csaspeakers.com

---

## Contents

---

1	<b>ROBOTS ARE TAKING OUR JOBS</b> Ray Hammond	10	<b>SKATING ON THIN ICE</b> Florence Eid	16	<b>THE MILLENNIALS AND THE BABY BOOMERS</b> Jordan Casey, Marc Randolph
2	<b>SPEAKER UPDATES</b> Lord Nicholas Stern , José María Figueres, Steve Wozniak, Bruce Dickinson	11	<b>PRESERVING THE OTTOMAN MOSAIC</b> Carl Bildt		<b>"SMALL DATA"</b> Martin Lindstrom
4	<b>OUR WORLD IN 2016 - NEW EUROPE</b> Viviane Reding	12	<b>WORLD ECONOMIC FORUM ANNUAL MEETING 2016</b>	17	<b>TESTIMONIALS</b>
6	<b>THE CORPORATE NEAR DEATH EXPERIENCE</b> Don Strickland	13	<b>NO CLEAR PATH TO SUCCESS IN 2016</b> Dambisa Moyo	Jan 16	<b>LATEST NEWS</b> <b>Hernando de Soto says</b> the West must encourage Arab governments to protect their citizens.
8	<b>2016 – A WORLD IN FLAMES?</b> Anders Fogh Rasmussen	14	<b>LEARNING TO LOVE THE BLOCKCHAIN</b> Peter Vessenes	Jan 15	<b>Viviane Reding talks</b> about gaining greater transparency in the trade negotiations.
		15	<b>WHAT TO DO IN THE FIRST 12 HOURS OF A CYBER ATTACK</b> Marco Gercke		

# Robots Are Taking Our Jobs

and we don't care...

Robots are all around us taking our jobs – but we don't notice them. They've been around for decades. They're in ATM cash machines, in supermarket self-checkouts, in automated car washes, in jet plane cockpits – and even in humble dishwashers and washing machines.

More noticeably robots are in automated vacuum cleaners, self-parking cars and voice-recognition phone systems. Soon most cars will have some robotic features and some will be pure self-driving robots.

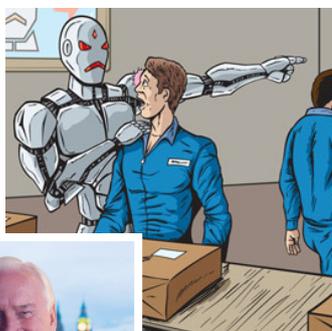
The human-style “android” robot of the movies that will supposedly one day walk among us is a misleading concept when we try to think about the impact robots are having, and will have, on business and society.

Robots have been taking jobs from humans for years – think of typesetters, car washes and bank clerks – but displaced humans have simply retrained to provide more interesting human-based services. How many tattoo artists, personal fitness trainers, life coaches, private tutors and dog hairdressers existed 25 years ago? Today they're everywhere.

But now “proper robots” are starting to arrive in force, and some of them do seem to be more like the stuff of science fiction. Low-cost, “soft” robots which can work safely alongside human workers are beginning to transform the economics of manufacturing – and

the low cost of this new generation of robots will allow small and medium-sized businesses to add robot “employees”.

These so-called collaborative robots, coupled with new forms of 3-D additive manufacturing (which is itself a form of robotics), is creating a renaissance of manufacturing in the developed nations. The arbitrage gained by shifting production from high-cost economies to low-cost regions is now negated by the low cost of robot labour. Even China – once the main beneficiary of off-shored manufacturing – is now investing heavily in robots to replace its own human work force.



Many commentators are suggesting once again that robots and strong artificial intelligence (they're essentially the same thing but in different packaging and with different abilities) will cause widespread human unemployment. A recent report from Oxford University claimed that 47 per cent of existing jobs will be replaced by

robots and AI over the next 20 years. This may well be true, but it isn't the whole story. Most of these displaced workers will find new occupations. I don't think we're going to see mass unemployment caused by the robots before the year 2035. Human workers displaced by technology will simply re-train to provide services we haven't yet realised we need (perhaps we'll have pet nutritionists, vacation consultants, lawn designers, Christmas consultants, hoverboard coaches, friend finders, family tree researchers...).

Going to college will become a regular, repeated experience for humans in the future. Many of us will go back to college in our thirties to gain replacement skills; we might then attend again in our fifties or sixties to re-train once more. Robots are here among us today and, rather than being the terrifying Terminator-style machines of science-fiction, they are quietly, efficiently and uncomplainingly freeing us from the dull, repetitive jobs that have blighted working lives since the start of the industrial revolution. Human employment opportunities will remain excellent – at least for those who wish to work – for the next two decades. But, after that, all bets are off.

Ray Hammond is Europe's most experienced and widely published futurologist and he regularly publishes micro-lectures; you can [see his latest one here](#) where he discusses the future of space exploration. ■

# Speaker News



**Wozniak**, co-founder of Apple, about diversification and innovation in Nigeria, highlighting the importance of IT, especially in helping create jobs for young people and economic growth and opportunities for entrepreneurship. ■



## GAME-CHANGING DEAL AGREED AT COP21

Saturday 11th December 2015 saw an historic international climate agreement signed by negotiators from 195 countries. This heralds a new dawn in collaborative working by a multitude of nations and may well be the catalyst for future-proofing the planet. The COP21 United Nations climate summit in Paris took place over 13 days, during which time **Lord Nicholas Stern** leading global economist and Chairman of the LSE Grantham Institute on Climate Change said "This gives us a strong sense of direction [on investing in a low-carbon economy]. This is a big change." Meanwhile for the first time 22 countries are taking action to protect the world's oceans, with the creation of the *Because the Ocean* declaration. **José María Figueres**, Chairman of the Carbon War Room and Co-Chair of the Global Ocean Commission said "The creation of this group highlights the importance of the ocean for the climate and the importance of the climate for the ocean."

José María Figueres has also been in the spotlight, **talking with Steve**



## FT & MCKINSEY BUSINESS BOOK OF THE YEAR AWARD WINNER

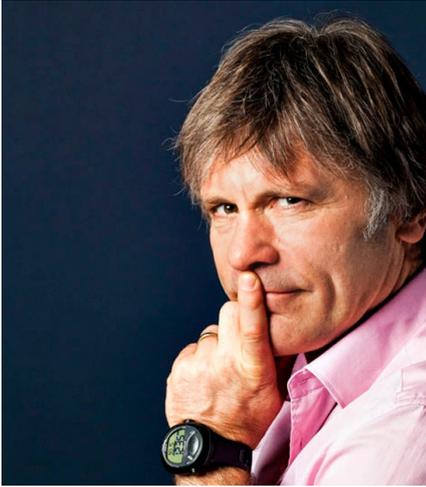
The winner of the 2015 FT & McKinsey Business Book of the Year Award is *The Rise of the Robots* by **Martin Ford**. Founder of a Silicon Valley software development company, Martin suggests "a fundamental restructuring of our economic rules" may be required to lessen the impact of the advance of robotics and automation. The judges were not unanimous in their decision, questioning the proposed solutions; however none of them questioned the force of the argument. ■

## 2016 HOT TOPICS

**Stéphane Garelli** is a Professor at both the International Institute for Management Development (IMD), and at the University of Lausanne, Director of The World Competitiveness Yearbook, the most renowned annual analysis of the competitiveness of nations and a reference for government and business leaders around the world. Stéphane has an outstanding ability to read today's global economic picture better than anyone else. We share with you here some of his Agenda for 2016 hot topics:

- The 'New Normal': weaker growth, elusive recovery, cost efficiency
- Emerging economies: from economic slowdown to corporate debt?
- New brands: intensifying from disruptive technologies and emerging markets
- Currencies: US dollar still a world leader; Chinese Yuan stepping in
- Business models: B to C, B to B, and now Consumers to Consumers (Uberization)
- Consumers: from "I need it" to "I want it" to "I have to have it" (peer pressure). ■

## Exclusive Speaker Bruce Dickinson



### THERE'S NO STOPPING BRUCE DICKINSON

Being lead singer of Iron Maiden is just one of **Bruce Dickinson's** many accomplishments. He gained a commercial pilot's licence after learning to fly in the 1990s. In 2012 he set up Cardiff Aviation as a maintenance company for jet maintenance, creating

job opportunities and filling a much needed gap in the market. Last year saw him signing an agreement with the Djibouti government to help re-launch their national airline, which will enable their country to become an international trading hub. Remaining in the air, Bruce has invested in the world's largest aircraft: a hybrid of a plane, balloon and hovercraft, the Airlander 10, which can fly for weeks and burns just one fifth of the fuel of a conventional aircraft.

For 2016 Bruce will be writing his autobiography, crafting a limited edition beer, in addition to the two Trooper beers already in production and, oh yes, going on a global tour with Iron Maiden.

Iron Maiden are an institution. Over the course of nearly 40 years they have come to embody a spirit of

fearless creative independence, ferocious dedication to their fans, and a cheerful indifference to their critics that have won them a following that spans every culture, generation, and time-zone.

Their latest album '*The Book of Souls*', released in September last year, gained the band's fifth No. 1 album in the UK – over a span of 33 years. This year lead singer Bruce Dickinson and the band are heading out on a **global tour**, starting in North and South America, Canada, New Zealand and Australia, followed by South Africa and then travelling around Europe.

If you are interested in having a one to one meeting with Bruce Dickinson whilst he is on tour about what he can deliver for your next business event, please **email** Penny Prideaux for more details. ■

## Latest Selection of CSA Microsites

Constantly updated and with new microsites being added we are sure they will give you an in-depth insight for a selection of our 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 microsites here; for our full range click [here](#). ■



Click [here](#) to view Garry Kasparov's microsite.



Click [here](#) to view Tom Oliver's microsite.



Click [here](#) to view Sheikh Abdul Aziz bin Ali Al Nuaimi's microsite.

# Our World in 2016

## New Europe



**Viviane Reding**, MEP and former Vice-President of the European Commission, talks here about bilateral trade negotiations between the EU and the US and the impact of trade on business decisions. Viviane believes that 2016 will be the year of trade, for better or worse.

### A stronger trade policy for a stronger Europe in 2016

Throughout the world, 2015 will remain tainted by terror. Both within and outside Europe, the feeling of insecurity is all-pervasive. Populism is rising and countries are shutting themselves away. For decades, Europe has shaped the world. Today, Europeans feel shaped by it.

Instead, all eyes are riveted on Asia. Militarily, the Middle East remains the main source and destination of

terrorism, with Daesch perpetrating an ever-increasing number of dramatic attacks. Economically, 90% of growth is generated outside Europe, with South East Asia and the Four Tigers developing faster than ever. Digitally, start-ups flourish in the Pacific Rim, from the Silicon Valley to Singapore and Bangalore.

Environmentally, China continues to be responsible for 25% of worldwide CO2 emissions, with air pollution reaching unprecedented levels in many cities. Energy-wise, Russia remains pivotal and starts looking eastwards, while China seeks to build the most ambitious Eurasian bridges of the century with its Silk Road project.

In the meantime, Europe seems border-less, job-less, voice-less, duty-free and energy-dependent. In all the meanings of the term, security is deficient. What do all

these problems have in common? EU's trade policy. In other words, EU's ability to open foreign markets, promote development and raise global standards. Unlike the previous ones, the decisive battle of the XXIst century will be won or lost without armies, only with economic ammunitions. As once stated by former US President Eisenhower, "If we fail in our trade policy, we fail in all: our domestic employment, our solidarity, our security and our standard of living".

In 2016 as much as in 2015, China, Russia, Syria and the rest of Asia will be in everyone's mind. Yet, if this fact was alarming yesterday, looks bleaker today, what will it be tomorrow? There are competing visions for the world. On which side do we want to be: standard-makers or standardtakers? Do we want to establish the rules of the game or be a

pawn? Do we want to take the lead or leave that role to others?

## If we are defensive, Europe will remain weak

There is urgency. By 2050, Europe will represent only 7% of the world's population, down from 20% in 1950. By 2050, Europe will represent only 15% of the world's GDP, down from 40% in 1900. By 2050, Europe might neither be the largest economy nor the largest trading block in the world. By 2050, it might simply be too late to shape state of the art international rules. Either we take decisions now while we are in command or we wait for 2050 until we are relegated to the passenger seat.

If we do nothing, we accept a mercantilist, lawless and ruthless world, in which there are neither labour nor environmental protections, neither commitment to free and open Internet nor common counter-terrorism efforts. If we do nothing, we accept that foreign companies can come to Europe to compete with EU companies, whereas ours face enormous obstacles to provide their goods and services abroad. If we do nothing, we accept that those same foreign companies can play in our backyard without having to comply with the same rules, such as our data protection standards and carbon emission permits. If we do nothing, Europe remains subject to Chinese dumping, prone to Daesch terror and dependent on Russian gas. If we do nothing, we put ourselves at disadvantage visà-vis the rest of the world.

At global level, the movement of goods, services, persons and data has

never been so high. Such globalisation is a fact. And the truth is it does not come with a reverse gear. Yet, Europe can and must pull the brakes when necessary to regularise the international trade order, reap the opportunities and mitigate the risks.

## If we turn offensive, Europe will be stronger

EU's trade policy has reached new records. If on-going negotiations were to come to conclusion, 2/3 of our trade volumes and half of the world map would be covered by an agreement – while today less than 1/4 is covered. Yet, the EU faces many hurdles in these negotiations. While the US have recently concluded TPP with 12 countries in the Asia Pacific region and many more knocking at the door, the EU makes no progress on its negotiations with ASEAN, Mercosur and the US.

We need to act now. Before it is too late, leaders must have the courage to break free from the small-small mindset, in which they are trapped: small integration yields small outcomes. If we don't speak with one voice both in Europe and with our partners, the next-generation standards will be set by others, whether we like it or not. Only together can countries get bigger than they really are. Only together can countries replace the global battlefield by a level playing field. Only together can countries make sure competition by the rules prevails over competition for the rules. Only global solutions can address widespread challenges.

To this end, trade policy is the key instrument in EU external action. Trade is not an end in itself but

the best tool to address the root causes of many challenges we face, such as terrorism, climate change and social dumping. Trade is about setting a constant dialogue with foreign countries and people. Trade is about unleashing potential for rapid development in the least developed countries. For instance, EU is the major donor in the world. For years, it has granted preferential tariffs to 88 partners under the schemes such as GSP, GSP+ and EBA, in exchange for the respect of good governance and compliance with international standards. The EU has also shown its readiness to use trade sanctions against non-compliant countries. Trade is equally about helping EU consumers fight against frauds, EU companies against unfair competition, EU workers against social dumping, EU citizens against insecurity. International trade creates a safety-net both at home and abroad.

In today's interconnected world, physical barriers are being increasingly dismantled, distances are shrinking and value chains are globalising. While the world has changed, rules need to catch up! While the world knows no borders, rules must be borderless! Looking ahead, Europe needs to deliver. It is in our interest that the global system is consistent with European values and European interests.

There can be no international agreements without appropriate protections. But most importantly, no protection without appropriate agreements. Trade is not and has never been about trade. While the world is more insecure than ever, Europe cannot be left out of its governance. ■

# The Corporate Near Death Experience: Seize the Opportunity!

**Don Strickland**, former Senior Executive at Apple, CEO of PictureWorks, CEO of IPIX and Adjunct Professor of Innovation and Entrepreneurship at Imperial College London, spoke with Dagmar O'Toole, Editor of CSA Speaker Bulletin about triumphing over the corporate near death experience.

**Q What, exactly, is a "Corporate Near Death Experience?"**

**A** A company experiences near death when it has so underperformed for an extended period of time that everyone in the company doubts whether it can survive. It is a period of high stress, and bankruptcy is a real possibility.

**Q Does it happen to all companies?**

**A** It is something that all companies experience sooner or later in their business cycle. If no action is taken, the near death experience becomes the death of the company. This means bankruptcy or a fire sale. That is what happened to Kodak, for example. The majority of companies that undergo a near death

experience end up cutting costs only to save a marginal business. Only a very few, such as Apple, seize the opportunity to reinvent themselves and come back as a really great company.

**Q You had direct experience with this at Apple. You joined Apple as their Vice President of Publishing when they were very close to bankruptcy. A few years later they had reinvented themselves and now are the world's most valuable company. What was it like?**

**A** It was crazy! I had been at Apple for two weeks when all of the VPs were told to lay off 20% of their employees, and to have it done within six weeks. That was my introduction to what it takes to reinvent your company. I learned that the pathway to reinvention is unpredictable. It is all about picking a new direction, aligning up everything in the company towards it, and the CEO giving everyone the passion to make it happen. It won't happen overnight and don't expect to get it right the first time. Steve Jobs came back to Apple in 1997, but the stock price didn't take off until 2004.

**Q What is the most important thing for a CEO when leading a company through a near death experience?**

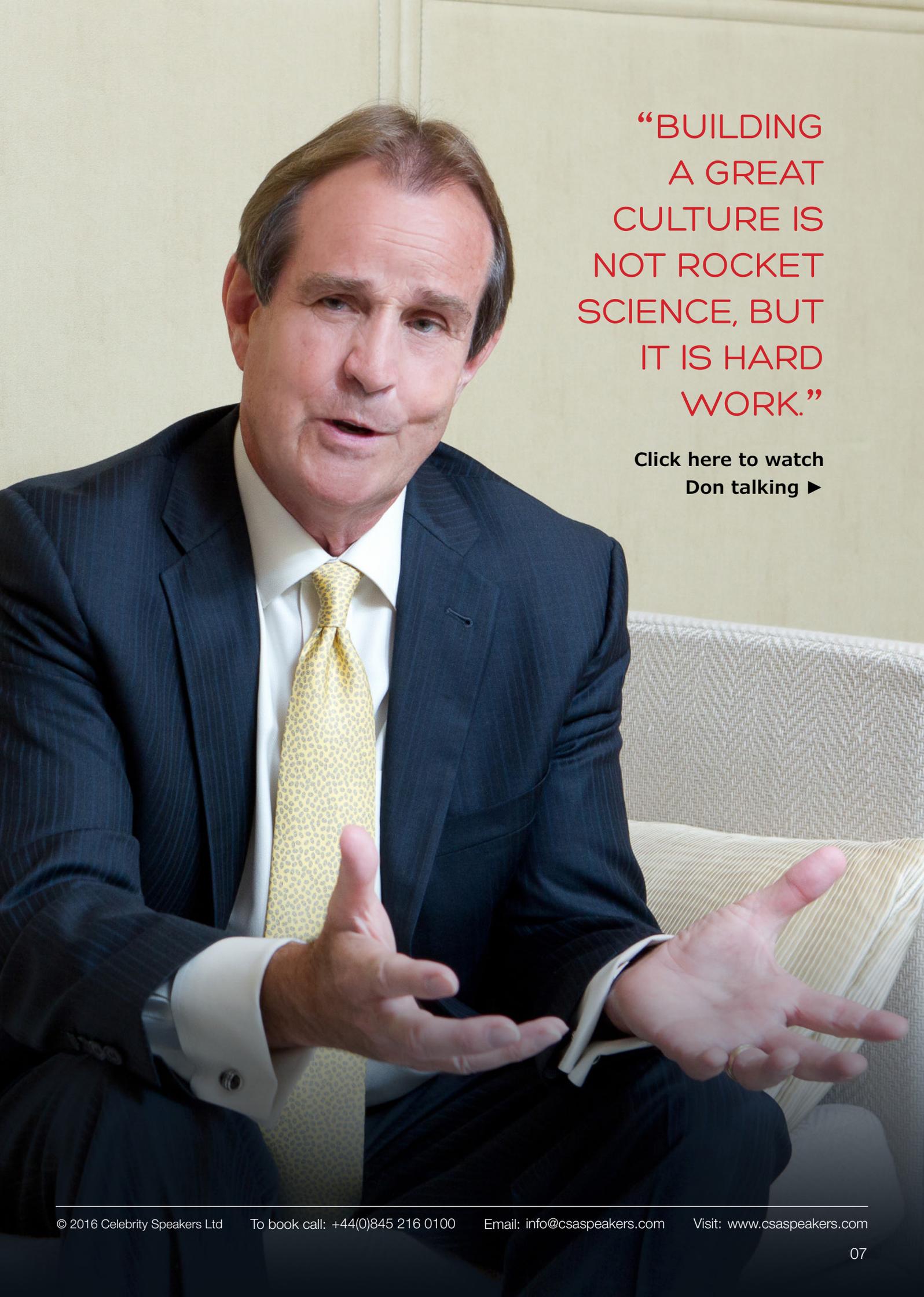
**A** The CEO needs to create a sense of urgency to tackle the problems early rather than wait until it is too late. This requires changing the risk profile of the company. Companies that have enjoyed years of success naturally become risk averse. When the early signals appear that the business is in trouble, the risk averse reaction is to "try harder." That doesn't

work in the long term. What the CEO needs to do is change the attitude toward risk so the company is more risk accepting. Reinventing a company, after all, is a risky business.



**Q Reinventing a company involves a lot of internal disruption. How does the CEO hold the company together?**

**A** Culture. Culture trumps everything in a company. At Apple, it was the culture that enabled the company to survive the difficult years and come back a winner. Building a great culture is not rocket science, but it is hard work. I always start with the corporate values. Are they generic and obvious such as "we will treat each other with respect" or "we are committed to delivering superior value to our customers"? Or, as in the case of Apple, are they really meaningful? "We believe in the simple, not the complex" and "We are on the face of the earth to create great products." My test for corporate values is that they satisfy three questions: Do they make employees want to work for the company? Do they make customers want to buy from the company? Do they sound like they were written by the CEO? If you answer "yes" to all three questions your company has a great set of values. ■



“BUILDING  
A GREAT  
CULTURE IS  
NOT ROCKET  
SCIENCE, BUT  
IT IS HARD  
WORK.”

**Click here to watch  
Don talking ►**



**Anders Fogh Rasmussen, former NATO Secretary General and former Prime Minister of Denmark is a frequent speaker and lecturer on international leadership and geopolitical issues. He spoke to us recently about how he sees the global issues playing out in 2016, the need for a strong US to work closely with the EU and NATO and the pivotal importance of the upcoming US Presidential elections on the world.**

2016 is shaping up to be a turbulent year in global politics. We are seeing a surge in terrorism; a Middle-East in disarray with the risk of further escalation of the conflict in Syria and a growing divide between Shia and Sunni. We're facing an assertive Russia and the risk of maritime tensions in the South China Sea. A slowing of the Chinese economy, and Europe and Japan's inability to improve their competitiveness and invoke consumer optimism, is reducing global demand and challenging the resilience of the global economic recovery.

Regrettably many of the problems the world was faced with in 2015

will continue on in 2016. In order to reverse this trend, the world is in need of strong U.S. leadership with the support of liberal democracies from across the globe.

Take Europe as an example. The EU needs to display more cohesion and work more closely with the United States. Alone the European nation states are too small to make a difference. In concert, however, the EU member states can have a positive impact on international affairs. EU unity and close cooperation with the United States and NATO vis á vis Russia is one of the key foreign policy dossiers in 2016. The message should be clear: cooperation pays and

# 2016 – A WORLD IN FLAMES?

“OUR ABILITY TO ADDRESS GLOBAL THREATS WILL – AT THE END OF THE DAY – DEPEND ON U.S. LEADERSHIP.”

confrontation is costly.

Clear political direction should be coupled with an increase in military spending. For years Europe has profited from the peace dividend which emerged in the wake of the end of the cold war. Today we are faced with new challenges which require that NATO member states increase their defence budgets to meet the 2 per cent threshold agreed at the NATO Summit in Wales in 2014.

Our ability to address global threats will – at the end of the day – depend on U.S. leadership. The U.S. presidential election, in November this year, is therefore the single biggest

foreign political event in 2016. The next President of the United States will be instrumental for the prospect of restoring stability in Syria, eliminating Islamic State and bridging the increasing divide between Sunni and Shia Muslims. While re-assessing the Western approach towards Russia and re-balancing the relationship with Asia – without hampering the relationship with China.

This is a daunting task, but the West cannot stand idly by. Inaction is also an action; and the vacuum will be filled with bad guys and misery. ■



# SKATING ON THIN ICE

Arabia Monitor's monthly publication provides a timely snapshot of most notable recent developments in the dynamic MENA region. We feature here some of the latest thinking from **Dr Florence Eid**, CEO and Chief Economist of Arabia Monitor and her colleagues.

**Florence Eid, Ph.D, Chief Economist Waleed Shoukry, Head of MENA Credit & FX Strategy Charlene Rahall, Faris Al-Sulayman, Yifu Jia, Hadi Makarem, Ph.D, Analysts**

- As Iran gears up to boost oil exports, Saudi Arabia did not announce a reversal in its oil policy at the 4 December OPEC meeting.
- Splits in Tunisia's ruling party will resonate with a public frustrated with a struggling economy and mounting security threats.
- Though Assad's fate remains a bone of contention, the immediate question is: Who in the opposition is a terrorist and who will be part of the Syria peace talks?
- Chinese FDI to Algeria has grown from USD 11.2M in 2004 to USD 665M in 2014, representing 80% of China's total FDI in North Africa.

## Libya: Fallout from the Leon debacle

**New Special Envoy to Libya, Martin Kobler, now has the difficult task of rebuilding trust in the UN as an impartial mediator in dialogue talks.**

- Kobler's predecessor, Bernardino Leon, had close relations with the



UAE, a strong supporter of the Tobruk-based House of Representatives (HoR) and General Khalifa Haftar.

- Given the clear conflict of interest, the Tripolibased General National Congress (GNC) has insisted that further amendments should be made to the Libyan Political Agreement (LPA), put forward by Leon, before they would consider it again.
- However, Kobler has indicated that he is opposed to any changes in the main text of Leon's LPA.
- The best-case scenario is that Kobler addresses all of the GNC's concerns with the document, while showing a great deal of diplomatic skill to restore confidence in the UN and the mediation process.
- The worst-case scenario is that the LPA remains unaccepted, further damaging the work of the dialogue and precluding the UN from making progress, with no alternative in sight. ■

Click [here](#) to read more.

- In November, Kobler met with HoR and GNC representatives.

# Preserving the Ottoman Mosaic

**LONDON – The roots of the Middle East’s many conflicts lie in the unraveling of the Ottoman Empire at the beginning of the twentieth century and the failure since then to forge a stable regional order. As the international community works toward securing a durable peace in the region, its leaders would be wise to remember the lessons of history.**

The Ottoman Empire – which once stretched from Bihać in today’s Bosnia to Basra in Iraq – was a rich mosaic of intermingled cultures, traditions, and languages under the ultimate authority of the Sultan in Istanbul. It was remarkably stable, providing the region with a peaceful foundation for hundreds of years. But as it started to come apart, it did so violently.

It was in the Balkans that the process of carving out nation-states from the Ottoman mosaic began. And it was a process that kicked off two decades of devastating wars – the first at the beginning of the twentieth century, the second in the 1990s.

Meanwhile, in Mesopotamia and the Levant, a new crop of countries emerged as outside powers redrew the Ottoman map. Syria and Iraq were the outcome of negotiations

over competing French and British interests. The Greeks made an ill-fated attempt to conquer western Anatolia – eventually triggering the revolution that led to the creation of modern Turkey. And the 1917 Balfour Declaration – a British pledge to establish a Jewish state in Palestine – laid the groundwork for the creation of Israel in 1948, followed by decades of conflict and negotiations.

Finding a home for the Ottoman province of Mosul proved to be a particularly tricky part of the game, as it was claimed by the new governments in both Turkey and Iraq. A commission set up by the League of Nations and headed by a Swedish diplomat crisscrossed the region in search of a fair solution, but ultimately failed to find a neat dividing line. Eventually, the commission recommended that the province be given to Iraq, but only because Iraq was supposed to remain under a League mandate for decades. ■

Click [here](#) to read more.

*Courtesy of Project Syndicate*



Carl Bildt was Sweden’s foreign minister from 2006 to October 2014 and Prime Minister from 1991 to 1994, when he negotiated Sweden’s EU accession. A renowned international diplomat, he served as EU Special Envoy to the Former Yugoslavia, High Representative for Bosnia and Herzegovina, UN Special Envoy to the Balkans, and Co-Chairman of the Dayton Peace Conference. He is Chair of the Global Commission on Internet Governance and a member of the World Economic Forum’s Global Agenda Council on Europe.



## World Economic Forum Annual Meeting 2016

From 20th to 23rd January, the annual WEF will take place in Davos, Switzerland. The meeting provides an unparalleled platform for design, creation and collaboration for global leaders across all disciplines to advance multiple agendas. The theme this year focuses on the global imperative of **Mastering the Fourth Industrial Revolution**. This revolution is distinct from previous ones in that it affects the transformation of entire systems of production, distribution and

consumption as opposed to a product or industry.

The first Industrial Revolution used water and steam power to mechanise production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production. Now this Fourth one is upon us and is evolving at an exponential rather than a linear pace. Moreover it is disrupting almost every industry in every country. The opportunity of billions of people to be connected by mobile devices, with hitherto unseen quantities of processing power, storage capacity and access to knowledge, are unlimited. This is truly shifting the power of the few to the power of the many and is without doubt the greatest disruptor we have ever witnessed.

The aim of the meeting is to create a new type of international organisation that acts as a bridge builder and serves as a strategic platform for the world around it. Attending will be truly global leaders who have the power to make change, achieve mutual understanding and, where appropriate, push action forward. Leaders and thinkers such as Sir Tim Berners-Lee and **Erik Brynjolfsson**, who focus on the IT element of this revolution, along with **Hans Rosling** who researches the benefits of sharing data to improve health outcomes, have all been part of the WEF. Other visionaries have contributed to the proceedings such as **Wolfgang Ischinger** on the area of global security and **Dambisa Moyo** and **Nouriel Roubini** on the topic of global economic analysis. ■

# No Clear Path to Success in 2016



Dr Dambisa Moyo is a global economist, commentator on the macroeconomy and bestselling author. Having achieved a PhD in economics from Oxford University and a Master's degree from Harvard University, Dambisa has gone on to be a board member of a number of corporate giants. Three of these companies have successfully come through huge business stories during 2015. Barclays saw the ousting of their CEO Antony Jenkins, Barrick Gold witnessed the collapse in commodity prices and SAB Miller endured a blockbuster £71bn takeover.

Much of Dambisa's effectiveness is gained from seeing 'the big picture' of global capitalism, joining the dots between cause and effect of one action on a totally different part of society, for example how a collapse in the price of iron ore results in mine closures and unemployment. The other side to this is Dambisa's eye for opportunities that are created in the wake of such upheavals.

For 2016 Dr Moyo thinks that China may give a stimulus to boost its

slowing economy and some emerging markets could start to look cheap for investors; but that with deterioration in growth currently across the world, including developed and emerging economies, there is no clear path to suggest that this year will suddenly turn round and produce outstanding results around the world.

One might hope that, just for once, her insights and expertise are not as accurate as they have proved to be in previous years. ■

“MUCH OF  
DAMBISA'S  
EFFECTIVENESS  
IS GAINED FROM  
SEEING 'THE  
BIG PICTURE'  
OF GLOBAL  
CAPITALISM.”

# LEARNING TO LOVE THE BLOCKCHAIN

**Peter Vessenes** is the CEO of CoinLab Inc. and Founder of the Bitcoin Foundation. He spoke to us recently to give us his views on what 2016 will hold for businesses, especially in the context of the blockchain.



2016 is the year of the blockchain for most enterprise executives. It's time to have a strategy for blockchains, and decision makers need information and perspective about the risks and opportunities.

What is the blockchain? The blockchain isn't any one computer program or database - it's a set of new technologies with some common themes. Most often, blockchain technology is used to take internal data or an internal process and safely put it outside the organization so that more partners can access it.

The first use of blockchain technology - Bitcoin - launched in 2009 and is now a bona-fide digital currency with billions of dollars in value. In 2014, banks worldwide started trying to adapt the Bitcoin technology to their own needs. Almost all global banks have multiple blockchain projects today. Basic projects include putting stocks and bonds onto blockchains - threatening to disrupt the settlement and clearing industries - and replacing existing wire transfer and settlement mechanisms, threatening huge near-monopoly players like Visa or American Express. More sophisticated projects are under way as well; some of the most

interesting are putting real estate property titles onto blockchains (Honduras), and putting AML/KYC (Anti-money laundering / Know Your Customer) data onto a blockchain for various partners to share. Media companies are experimenting with tracking royalties on custom blockchains, allowing auditability and instant payment to all rights holders.

Further afield, gambling bookmakers and prop-bet markets are utilizing blockchain technology to create transparent gambling and prediction services. Venture capitalists and private equity firms are pouring hundreds of millions of dollars into investments as the industry shows signs of incredible growth ahead. Almost any data that would be stored inside a corporate data center in 2010 may be pulled out of the organization and placed on a blockchain, whether private or public in the next few years.

Blockchains are highly disruptive technologies - Bitcoin's stored value exceeds that of many small nations' national currencies 6 years after launch. Similar shifts will be occurring for some financial institutions in the next year, and any company that deals with big data, customer information, international commerce

or hundreds of other functions will feel the impact by 2018. Whether you believe disruption should be managed, embraced or squashed, just getting information and perspective is the first step for forming the strategies your team and company need to thrive.

What's next with blockchains and the enterprise? With all the excitement, I have some ideas - and I bet you do as well. ■

## WHAT IS IT REALLY?

A **blockchain** is like a database but it has some powerful extra features:

1. Immutable history of all data ( data can never be erased or altered once it's committed to the chain).
2. Digital Signature support through cryptography (identities can be validated by any user of the chain).
3. Cryptography enforces only 'safe' and allowed interactions with the data (untrusted parties can share and use the data as they choose).

# What to do in the first 12 hours of a **Cyber Attack?**

The CIO felt honoured when he received the invitation to speak at a closed event. When his limousine arrived at the conference venue where was supposed to give his keynote he had to pass through a security check with a metal detector. What he did not realize was that when his phone went through scanning it was opened and an interception device was installed.

After months of successful interception the whole case was investigated and it turned out that the “conference” was organized by criminals with the sole aim to manipulate the CIO’s phone. The story clearly underlines that top management moved into the focus of offenders.

After the Target CEO lost his job due to a devastating cyber-attack, decision makers started to wonder what role they needed to play in this highly technical environment. And if there is a role to play – what are the industry best practices?

Marco has been in the room as advisor when top managers or ministers were confronted with an attack and had to take decisions. His rich experience of advising some of the most influential decision makers in politics and business make his

keynotes unique, clear and precise in analysing the status quo, entertaining, illustrative and at the same time full of “actionable” information.

Speaking about “actionable” information – the question about what decision makers should focus on during the first day, week and month of an attack is among the most frequently raised. Mainly because the challenges for those who need to go through risk management processes and ultimately take decisions fundamentally differ from procedures applied with regard to usual threats. Usually the first days are required to collect the basic facts. Decision making during this time might feel necessary however it is the time period where most fundamental mistakes are made. Consequently it is the period where most guidance is required. ■

**“CHALLENGES  
FROM A CYBER-  
ATTACK DIFFER  
FUNDAMENTALLY  
FROM OTHER  
THREATS.”**



**Prof Marco Gercke** is an entrepreneur, global thinker, writer and advisor who focuses on top management issues related to Cybersecurity, such as cyber threats, crisis response, risk management and decision making. Over the last 15 years he has worked as an expert for various international organisations such as the United Nations and advised governments and government experts from over 100 countries as well as the top management of Fortune 500 companies. The Cybercrime Research Institute that he founded is today one of the best connected independent think tanks dealing with this topic. Here he speaks about the role of top management in crisis handling.

# The Millennials

## and the Baby Boomers

Every generation has much to offer the world in terms of ideas, experiences and skillsets. The Millennials are technically savvy for certain, however many baby boomers are still riding the wave of digital and spearheading new projects and markets. Here are two such examples of individuals who are leading the tech charge and making their own impact on society.



**Jordan Casey**, the teenage entrepreneur and self-taught programmer from Waterford in Ireland recently won the Accenture innovation challenge, landing the youngster with €5,000 and a workshop with an entrepreneur.

Jordan became publicly known in 2012 when he became one of Europe's youngest iOS app developers by releasing a mobile game. Jordan also founded 2 companies, Casey Games, a mobile games company along with TeachWare, a Cloud Based Student Management tool.

For the Accenture challenge, Jordan saw off tough competition from 100 other entrants by creating KidsCode. This basically creates an online world aiming to get kids into computer programming, combining a fun, multiplayer experience with visual programming. ■



**Marc Randolph** is a veteran Silicon Valley entrepreneur, advisor and investor. He served as the founding CEO of Netflix, which totally disrupted the video rental and buying market, and as the executive producer of their website and as a

member of their board of directors until his retirement in 2004. Most recently Marc co-founded analytics software company Looker Data Sciences and currently serves as an advisor to numerous other startups, serving variously as a mentor, CEO Coach and/or board member.

In addition he has been a founder of more than half a dozen of other successful start-ups, a mentor to hundreds of early stage entrepreneurs and an investor in numerous other successful (and some not so successful) tech ventures. ■

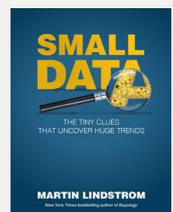
## Martin Lindstrom's Latest Publication

### "Small Data"



After a long wait, **Martin Lindstrom**, change agent, brand futurist and best-selling author, is publishing his brand new book *Small Data* in February. Recipient of TIME magazine's "World's 100 Most Influential People" award, Lindstrom believes that his latest book can supersede his book BRANDsense, which was acclaimed by the Wall Street Journal as "... one of the five best marketing books ever published."

Lindstrom has developed an unorthodox way of doing what every company says it wants to do: understand its consumers' deepest desire and turn them into breakthrough products, brand or retail experiences. It would appear *Small Data* will enable them to do just that. A contemporary classic that mixes armchair travel with behavioural science, it has a fast-moving, globetrotting narrative that will fascinate not only marketers, but any reader interested in the infinite variations in human behaviour. ■



## What you say about our speakers...

“ **BIZ STONE** WAS GREAT, HE WAS PROFESSIONAL AND VERY EASY TO WORK WITH. HE GAVE A FABULOUS KEYNOTE TOTALLY IN LINE WITH OUR INTERNATIONAL MARKETING CONFERENCE REQUIREMENTS AND TOPICS.

Communications Provider

“ **MIDGE URE OBE** WAS BRILLIANT, HE IS SUCH A LOVELY GUY AND AN EXCELLENT SPEAKER, AND OUR EUROPEAN FINANCE CONFERENCE TEAM LOVED HIM.

Global Banking Institution

“ **FLORENCE EID** REALLY ADDED VALUE; SHE GAVE WONDERFUL MACRO-ECONOMIC INSIGHTS AND EXCEEDED OUR EXPECTATIONS AT OUR BANK CLIENT AND PARTNER COMPANIES' DINNER.

Financial Services Company

## What you say about CSA...

“ YOU ALWAYS GIVE PLATINUM QUALITY SERVICE, EVERYTHING WAS PERFECT AND WE REALLY CANNOT THINK OF ANYTHING TO IMPROVE - THANK YOU.

Global Education Provider

“ CSA, AS USUAL, YOU GAVE US EXCELLENCE - GREAT SERVICE WHICH WAS SMOOTH, EFFICIENT AND FRIENDLY, EVEN WHEN WE HAD TO MAKE LAST MINUTE CHANGES.

Pharmaceutical Company

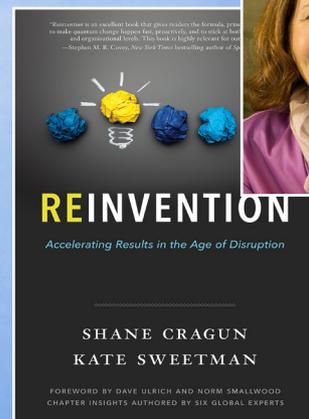
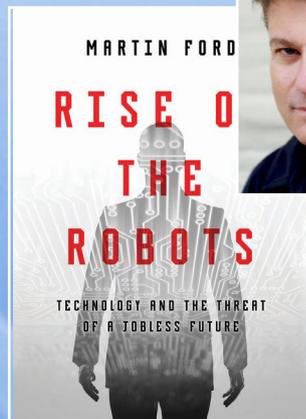
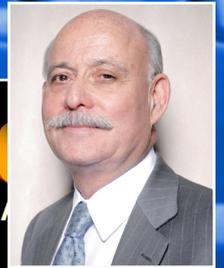
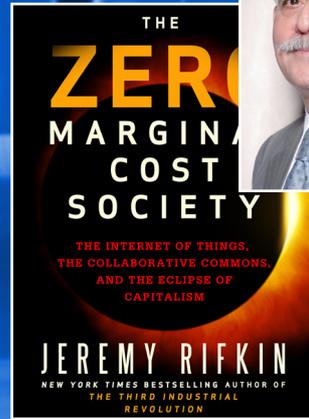
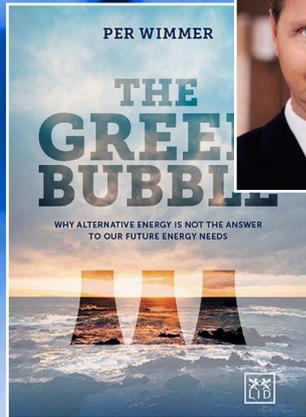
“ YOU PROVIDED THE PERFECT SPEAKERS FOR US, WHICH WE WOULD NEVER HAVE SOURCED OURSELVES, YOU ALWAYS TAKE THE EFFORT AWAY AND MAKE THINGS HAPPEN BEYOND EXPECTATIONS.

Global Telecomms Provider

**For more information on this issue's contributors  
or to book them for any of your events please contact:**

CSA Celebrity Speakers Ltd  
90 High Street, Burnham, Buckinghamshire SL1 7JT, United Kingdom  
tel: +44(0)845 216 0100  
email: [info@csaspeakers.com](mailto:info@csaspeakers.com)  
web: [www.csaspeakers.com](http://www.csaspeakers.com)

# SELECTED SPEAKER BOOKS



**Publisher:**  
CSA Celebrity Speakers

**Editor in Chief:**  
Dagmar O'Toole

**Assistant Editor:**  
Penny Prideaux

**Design:**  
Peter Stefanek