

SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS

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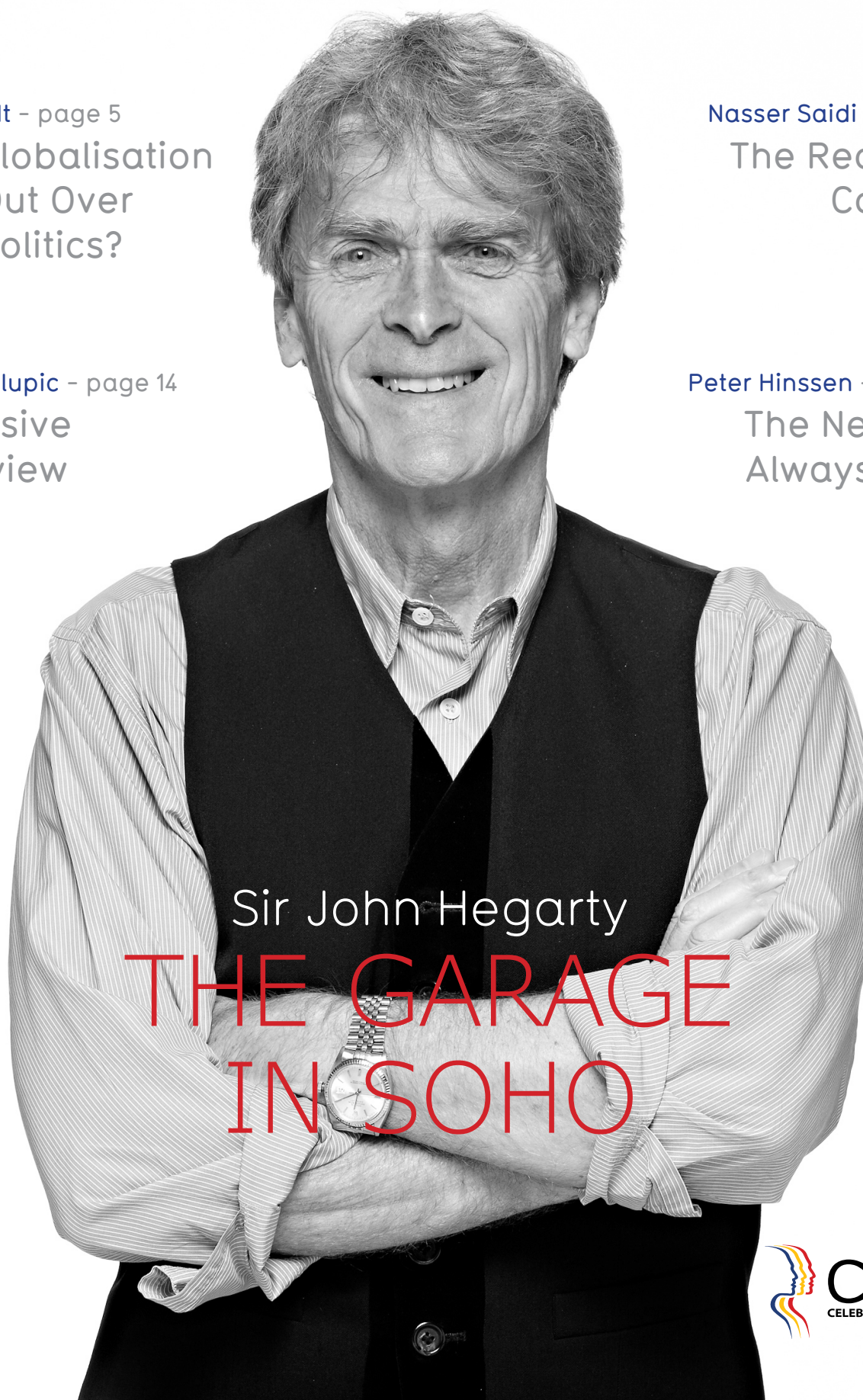
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The Network
Always Wins



Sir John Hegarty

THE GARAGE
IN SOHO

From the editor...

Agile or Fragile? New dimensions in the World Order are leading to unprecedented global value changes wherever you look. Will these make us agile or fragile?

Our outstanding contributors will give you compelling answers. Creativity and innovation keep being some of the most powerful sources in business. All his life **Sir John Hegarty** has provoked, challenged and inspired greater heights of innovation, documented in his book 'Hegarty on Creativity' (pages 2 and 3). Award winning **Vlatka Hlupic** leads us on page 14 to another factor – the people factor – talking about harnessing the power of people to transform your organization for sustainable success. For the first time I have seen the art of leadership and relevant solutions (the all-important

how?...) come together in such a clear, compelling way. Comments about Geopolitics (page 5 with **Carl Bildt**) and the exponential movements in the mobile world (pages 10–12) add spice to our ever so intriguing but ultimately inspiring New World. Are we seeing the end of one civilization and the birth of another?



Dagmar O'Toole
dagmar@csaspeakers.com

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What Does Tomorrow Hold for Internet-Centric Entrepreneurs?

We asked two leaders in their field to talk to us about where they see the future of online entrepreneurship heading. Jordan Casey is a young entrepreneur, who at the age of 15, already has a successful track record of internet-centric business creation. He shares his views on the shifting attitude towards young people in business. David Rowan is Editor at WIRED magazine (UK), an award-winning technology and innovations publication and he writes about the latest buzzword – ‘growth hacking’ and its effect on the future of online digital products and their growth.

David Rowan



At DLD Tel Aviv Digital Conference - that's "Digital, Life, Design" - the onstage sessions offer tantalising glimpses of tomorrow's product lines: biohacking techniques to imbue your dog's bodily

excretions with a sweet minty scent; tools to reach the consumer's internet-of-things-connected household appliances, and so on.

But it's the offstage conversations that reveal more about what's on the future-builders' minds. And one subject that keeps coming up is the obsessive experimentation taking place inside tech startups to accelerate user acquisition, retention, engagement and ultimately revenue generation by treating marketing as a new hybrid science. The buzzword is "growth hacking". It typically involves a team that optimises its digital product through a combination of A/B testing, data analytics, landing-page adjustments, behavioural psychology, design and user experience, and other forms of real-time, measurable experimentation. But in truth, growth hacking is not a toolkit - it's a mindset.

Whether game developers or payments services, the Tel Aviv entrepreneurs talk of building virality into their products by re-coding them to be inherently sharable. Most of all, they talk of marketing and advertising as irrelevant cost centres that no longer work hard in a world of social discovery and sharing. Venture capitalists are building growth-hack hit squads to keep their investments experimenting: teams of coders, marketers, psychologists, even rocket scientists, to strip products down to what can be tested, tested, tested, and optimised. Because today, smart human beings don't know what causes product growth. Only the evidence, rigorously tested, does. ■

Jordan Casey



My view on young entrepreneurship would be a lot different from other people's. I'm 15 years old and I would like to consider myself a young entrepreneur.

I personally think there's been a massive increase of young entrepreneurship in the last 3-4 years and that ties in itself with Internet-Centric business. I think there have been many more programmes put in place both on the internet and off such as EU initiatives.

I think young people are starting to be taken more seriously in business and are being given greater opportunity because of success stories such as Mark Zuckerberg and Facebook showing that kids can be creative and can have a major impact on the future.

Looking at a younger entrepreneur like me, there has been a rapid development in support for people such as myself, particularly those in technology. Originally, when I was starting off I would have been laughed at and patted on the head for doing a "good job". But now I feel as those I have more of a voice and through what I've done with my work, etc. I've tried to show people that kids can have an impact too.

Like I said, this ties in a lot with internet-centric business. It gives young entrepreneurs an easier platform to share their ideas and creates new possibilities for their creative minds. I think the future of Internet-Centric Business is very bright and exciting, particularly for young people, who have grown up seeing its gradual development and importance. ■



THE GARAGE IN SOHO

Sir John Hegarty is one of the world's leading advertising creatives and the inspirational co-founder of Bartle Bogle Hegarty. He is the man behind hugely effective and influential campaigns for brands such as Levi Strauss, Audi and Unilever.

"Sir John's mantra is that if you do interesting things, interesting things will happen to you."

Sir John and Tom Teichman, of Sparks Ventures, have joined forces by launching a unique incubator business called The Garage. Based in Soho, London, a former wine merchant's townhouse is the venue for this bold new venture, hothousing start-ups at seed stage. They are searching for individuals with disruptive business concepts; people who have a vision to see beyond the ordinary and have the ability to make their ideas the hot-ticket items of tomorrow. Also

required is the fact that the idea needs to be scalable and Hegarty and Teichman need to like the people involved!

The Garage offers the successful applicants cut-price desk space, business advice and monetary investment in exchange for a stake in the business. These start-ups will also benefit from consultancy from other experienced names, providing media and marketing advice. Crowdcube, one of Britain's biggest equity crowdfunding



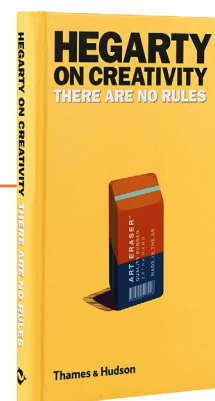
platforms, will also base itself at The Garage and offer the entrepreneurs lectures and events.

This new venture brings together two of the biggest names in advertising and venture capital, enabling them to share their breadth of expertise not only in finance and branding, but also their business contacts, with the next generation of creative and tech entrepreneurs. There will be up to 6 early stage companies resident at any one time.

Hegarty and Teichman have chosen the first 6 already. We wait to see if the duo's magic can rub off and help develop the next generation of movers and shakers. ■

Hegarty on Creativity: There are No Rules

This book is a pocket bible of creative thinking, aimed at provoking, challenging, and inspiring greater heights of innovation.





WHILE THE WORLD KNOWS NO BORDERS, RULES MUST BE BORDERLESS!

Dr. Viviane Reding is a Member of the European Parliament, Member of the International Trade Committee and Former Vice-President of the European Commission in charge of Justice, Fundamental Rights and Citizenship.

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.

Before then, a quantum leap towards further integration is required within and beyond our borders. In today's interconnected world, physical barriers are being increasingly dismantled, distances are shrinking and value chains are globalizing. While the world has changed, rules need to catch up! While the world knows no borders, rules must be borderless!

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.

Instead, we must strengthen the European Union and negotiate ambitious trade and partnership agreements with our US partners and other like-minded countries. Inside Europe, that means tearing down the remaining barriers to the world's largest Single Market. That also means harnessing the four Fundamental Freedoms, as economically and socially indisputable constitutional principles, and truly achieving a federal Political Union. Outside Europe, that means negotiating ambitious but balanced agreements (TTIP, TiSA, TPP etc.), which will serve as stepping stones towards renewed multilateral ambitions.

As the longest-standing Member of the European government (3 mandates), I know the importance of cooperation as an engine for stability and growth. Only global solutions can address widespread challenges. I also know the importance of trust. Citizens

must be confident that their rights will be safeguarded, standards maintained and values protected.

Let's join forces to set a global level playing field: one world, one law, with the same rights for every consumer and the same rules for every provider. There is urgency. Yet, speed must not come at the expense of content, due process and due diligence. ■



Will Globalisation Win Out Over Geopolitics?

Carl Bildt is a former Prime Minister of Sweden, where he undertook far-reaching liberalisation and structural reforms. He is a visionary of Europe and an expert on world affairs; among other posts Carl is the Chair of the Global Commission on Internet Governance.

The return of the rivalries of geopolitics after decades dominated by the forces of globalisation is undoubtedly one of the great issues we are facing at the moment.

During the two decades following the end of the Cold War and the demise of the Soviet system, the belief was strong that a new world was being formed by the strong advance of globalisation, and that the forces of integration and co-operation would gradually overcome the geopolitical rivalries of the past.

And to some extent this is also what happened. Global trade surged, and growth in the emerging economies meant that hundreds of millions of people were lifted out of poverty. We saw the emergence of a new global middle class from Sao Paolo to Shanghai. Democracy as a form of governance continued its slow but steady advance across the world, with countries from Nigeria to Indonesia joining this development as well. And demand for raw material from the rising giant of China helped to fuel economies around the world.

But in 2008 we suddenly saw things starting to change. In August Russian forces invaded Georgia as tensions between the two countries increased. And in September the crash of Lehman Brothers took the global financial markets into a downward spiral that brought the entire process of globalisation into a chilling near-death experience.

It required concerted action, led by the G20 countries, to avert an even more severe crisis, and gradually growth and confidence started to return. The war in Georgia was seen as little more than a blip on the screen.

"2014 brought a brutal wake-up, with geopolitics making the headlines."

And there was the belief that perhaps we were back to normal again, with "normal" being the development of the decades since the end of the Cold War.

But 2014 brought a brutal wake-up. Russia emerged as an openly revisionist country as its forces invaded and annexed Crimea and then continued to try to carve up Ukraine in a direct assault on the fundamental principles of global and European security.

And in Mesopotamia and the Levant the militant forces of Islamic fundamentalism

suddenly declared a caliphate challenging the entire political order of the region in the wake of the turmoil after the so-called Arab Spring. Libya descended into chaos, and soon we faced a similar development in Yemen as well.

In Asia, China got a very strong leadership under President Xi Jinping and his Chinese Dream clearly aimed at establishing his country as a major geopolitical player. Tensions on territorial as well as historical issues brought fear of open conflict either by design or by default, although the relationship with Japan now seems less bad than it did for a while.

Speaking at a hearing in the US Senate, Henry Kissinger saw upheaval and conflict rising and said that the United States had not faced a more diverse and complex array of crises since the end of the Second World War.

And in Europe the leaders of the European Union asked for a reassessment of the overall strategic situation as a basis for trying to chart the way ahead in a very changed regional and global situation.

The big question ahead of us is, to simplify the issue, whether the forces of geopolitics will triumph over the forces of globalisation, or whether we will return to a situation where it is the other way around. Much depends on how the answer to this question plays out over the next few years. ■



OPPORTUNITIES FOR YOUNG ENTREPRENEURS



Caprice Bourret, CEO, Designer and Founder of By Caprice Products, Global Brand Expert, Supermodel and Media Personality.

Starting a business is a challenge for anyone and for young entrepreneurs the obstacles are even higher in today's environment but nonetheless achievable. With an emphasis on UK operations, the world economy and the pace of recovery will be a factor that will affect business performance, growth, distribution choices, expansion, manufacturing decisions, to name but a few.

The usual route of preparing a business plan or raising finance through bank loans or venture capitalists will need to be carefully factored into a number of key economic issues during 2015 for young business owners to find success. Depending on what industry the business operates within, it is important to keep a close eye on global recovery.

We have seen a revitalised world in some aspects during 2014; however, parts of the Eurozone and emerging markets (for instance) are sluggish or struggling for

survival during 2015. Deflation will set in and it is wise to be cautious of interest rates, especially if there is a fear that Russia will set off a chain reaction across other emerging countries.

In terms of global performance, China, as the world's largest economy, could affect the rest of the world in a few ways. One outcome could be that deflation will be exported to the rest of the world.

Since the recession, interest rates have been at an all-time low and we may also experience market volatility when the Bank of England decides its first rate rise, with some experts predicting a small increase in the last quarter of 2015. However oil prices have been lower recently, which is positive for UK growth as it cuts costs for businesses and it increases consumer spending.

In a world where there is more competition than ever it is important to develop a marketing strategy for the product or company. Brand awareness and engagement

on a consumer level will be vital in reaching out to your target audience.

From a domestic point of view, a strengthened UK economy will see exports grow and in turn confidence levels. Finance could be more readily available.

"In a world where there is more competition than ever it is important to develop a marketing strategy."

As a young entrepreneur there is so much accessible help out there in the form of government grants. Free advice is available from expert consultants so take advantage where possible. Once you have limited funds in place, start small and buy in small quantities. It may take you longer but you are carrying less risk.

Finally, also pay close attention to cash flow. If there is a problem fix it now so it does not affect the business in the months ahead. ■

The Redback Cometh

2015 marks a milestone in the internationalisation of the Renminbi, with the RMB likely to become part of the IMF's SDR currency basket, providing official, and international recognition of its becoming more "widely used and widely traded". China has actively fostered RMB internationalisation by facilitating RMB settlement of trade transactions, linked the Hong Kong & Shanghai exchanges, allowed the offshore issuance of RMB bonds and holding of deposits, and set-up local currency swap lines with central banks.

A Redback currency zone and Redback bond market are on the near horizon. The Renminbi is already one of the 10 most-used currencies for payments worldwide. From just 3% in 2010, the RMB is now used to settle around 24% of China's total trade. Standard Chartered bank forecasts that by 2020 some 28% of international trade will be denominated in RMB and by 2015 more than half of China's trade with emerging markets will be settled in RMB. The trend is clear: a multi-polar global economy is heading to a multi-polar monetary system with three major currencies, the US\$, the Euro and the RMB. A new international financial architecture is emerging with multiple international financial centres: Shanghai and Mumbai will join the ranks of London and New York. Expect the IMF to open Asian headquarters in Beijing within this decade.

Active steps need to be taken for the GCC (Gulf Cooperation Council) banking and financial system to be integrated into the emerging 'Redback Zone' where payments, capital markets, banking and financial

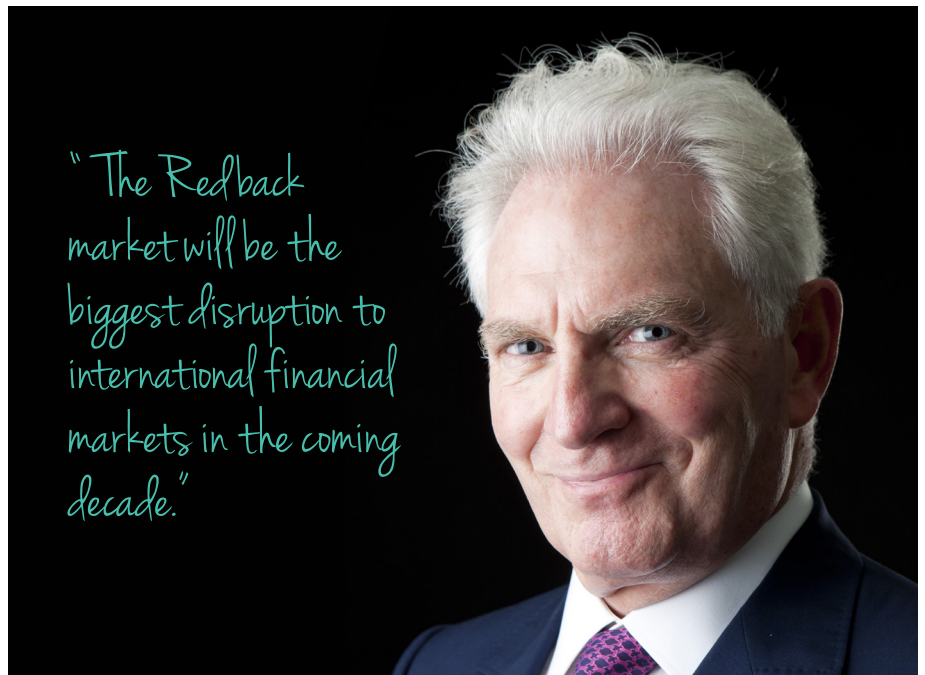
assets and transactions will be based on the Renminbi as an international currency. As Western banks & financial institutions face growing regulatory constraints, restructure, recapitalise and retrench and divest assets in the Middle East, Chinese and Asian banks need to seize the opportunity and replace them in their traditional role of financing trade and investment in the Middle East.

The cornerstone will be financing trade. The GCC & China should accelerate the finalisation of their Free Trade Agreement which has unduly lingered in negotiations. The RMB should be used to finance, clear and settle trade between the Middle East, the GCC and China. It is economically inefficient to use dollars and euros to finance GCC-China trade and investment links! There is no economic or financial reason why oil should not be priced, and payment

used, to finance trade along the "New Silk Road Economic Belt". But China needs to accelerate development of its Redback bond market and provide access: the GCC need RMB assets as part of their international reserves. China should invite the GCC to participate in the Asian Infrastructure Investment Bank and extend its scope to the Middle East. The Redback cometh and the Redback market will be the biggest disruption to international financial markets in the coming decade. ■

Nasser Saidi is a leading MENA economist, promoting SME finance, crowdfunding, corporate governance and clean energy.

"The Redback market will be the biggest disruption to international financial markets in the coming decade."



A man in a dark suit, light blue shirt, and red striped tie is speaking on a stage. He is gesturing with his hands. In the background, there is a large circular logo with white stars on a blue background, and the word 'AFRICA' is partially visible. The title 'HOW TO TRAIN TOMORROW'S LEADERS' is overlaid in large teal letters.

HOW TO TRAIN TOMORROW'S LEADERS

by Scott Steinberg

The New Secret to Business Success is Entrepreneurial Thinking

Scott Steinberg is an expert on leadership and innovation, renowned business strategist, change management specialist and author.

Young entrepreneurs operating in America can be expected to tackle a variety of new and novel challenges throughout 2015 and beyond. Chief among them: Ways to drive social innovation; the growing need for more agile, flexible and scalable online business solutions; increasing demand for tools that enable organizational agility and learning; and rising opportunities for addressing the increasingly complex needs of increasingly complex and virtualized organizations. But perhaps more important to note than these issues themselves is just whom may play the role of entrepreneur going forward, with more and more entrepreneurial thinkers emerging from and operating within the confines of existing enterprises themselves.

"Market leaders are waking up to the need to train employees to think like owners."

In fact, these so-called *intrapreneurs* – individuals who essentially take on the role of entrepreneur within existing enterprises – are becoming increasingly common. Recognizing the exponential value that these innovators and risk-takers add to any corporation, a growing range of organizations such as Intel, EMC and Intuit are actively formalizing programs to groom improvisational and leadership skills into employees at all levels. With corporate culture proven to have a far greater impact on any given business' ability to succeed than time, money, or

resources, market leaders are increasingly waking up to the need to train employees to think like owners – and provide tomorrow's worker with more opportunities to think entrepreneurially. Following are several hints, tips and strategies that can help you prepare future leaders in your own organization to operate according to this new paradigm.

Tomorrow's workers will...

- Want clear goals, an engaging variety of assignments to tackle, and to work for organizations with a go-getting attitude that encourage people to collaborate, share their ideas, and be more innovative.
- Find soft skills such as the ability to effectively communicate, learn, and practice improvisational thinking equally important as technical knowledge, which is increasingly easy to come by.
- Demand a wider range of professional growth, training and development programs, as well as hands-on opportunities to expand their experience and skill sets.
- Discover that a flair for teamwork and winning attitude will be a must as projects become more complex, and growing numbers of people of more generations and backgrounds collide in the workplace.
- Need to master multitasking and time management skills, as professionals are forced to make more decisions faster than ever that impact a greater range of individuals and organizations.

- Want more mentorship and ongoing feedback as they progress in their career, as the skills in demand tomorrow will look far different than the ones in demand today.
- Look to leadership to provide guidance and ongoing input about what's going on in the organization, as well as ways that they can personally contribute to the cause and make a difference.

Building Future Leaders

Shh, don't tell senior leaders... The secret to successfully managing and retaining Gen Y workers is simple as well: Start thinking positive. According to recent research by Deloitte, millennial workers are determined to make their mark on the world, and organizations, by creating positive, lasting change (a.k.a. thinking like entrepreneurs). Here's what you should know about them, based on its surveys:

78% – Want to work for companies that are innovative

75% – Say organizations could do more to nurture tomorrow's leaders

70% – Believe they'll work for themselves at some point in life

60% – Say leadership and entrepreneurialism can be taught

59% – Think managers have helpful experience to share

25% – Are actively asking for ways to demonstrate leadership skills. ■

The Internet *DID* Change Everything

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.



Shortly after the 1992 release of the World-Wide-Web interface which brought the internet to the masses, the favourite phrase bandied about was "the internet will change everything". But not many people realised fully the extent of the change to our lives that was coming. Today, almost a quarter of a century later, there is hardly any aspect of our lives that remains unaffected by the internet.

The first major change people noticed was the way we bought books and music. Books were bought on-line and music was downloaded (often illegally in the early years). Then it became travel bookings and today a high percentage of our travel reservations are booked on-line.

Banks then offered customers the opportunity to manage their money on the internet and, in the early part of the 21st Century, supermarkets started to get

serious about selling food and other goods online. Amazon has consistently led the way in expanding retailing on the internet, but auction sites such as eBay enlarged our understanding of what was possible.

The internet even began cannibalising its parent telecoms industry (the industry that provides the internet platform) and the arrival of Skype, FaceTime and other communications systems based on internet protocols (IP) allowed free video and voice calls over long distances, completely disrupting the Telcos' existing business models. Then internet technologies began disrupting hotel bookings (accommodation-sites and, latterly, AirBnB and Booking.com), price comparison sites disrupted how insurance, energy and many other products and services are sold, and Uber, Lyft and other apps then proceeded to disrupt the way we book taxis.

One of the most life-changing developments was the arrival of social media sites and apps such as Facebook, Twitter, Instagram, et al. These changed the way people communicate and spend their leisure time, probably for ever. Tinder even changed the way we date and find partners.

And the traditional methods of finding employment or employing others are being disrupted. Elance-oDesk, Topcoder and Amazon's Mechanical Turk all offer workers the chance to work piece-meal for employers all over the world. Wrapping up internet services in smartphone apps

is now providing a plethora of services for busy people (and opportunities for those seeking freelance work). Apps such as Handy, Bizzby, MyClean and Homejoy allow people to find handymen and cleaners who are trustworthy for a fixed price. The list of service apps grows by the day.

Healthcare will be the next big area of our lives to be disrupted by the internet and digital technology. Patients in some parts of the world can now order a doctor's visit by touching the Medicast or ZocDoc apps (a doctor briefed on the symptoms is guaranteed to arrive within two hours).

"Significant improvements to our health may prove to be the most profound of all the changes facilitated by the internet."

A plethora of smartphone apps and add-on devices ("adds") now allow us to track our fitness and to monitor our blood-pressure, glucose level, cholesterol level and much more. These apps and adds are not being used just by unwell patients, but by fit and active people who wish to remain that way. Sensors attached to our body and connected via the internet will completely alter the way we maintain our health, how doctors will treat us and how drug companies will develop new treatments. ■

THE NETWORK ALWAYS WINS

When society mirrors the dynamics of the web, so should our organisations



Peter Hinssen is a serial entrepreneur and one of Europe's thought leaders on the impact of technology on our society.

I remember the early days of the internet. Way back when that almost 'magical' sound of the dial-up connection sent shivers down our spines with anticipation. We all thought that it would revolutionise how we deal with digital, computers and information. And it did. But it went so much further.

Kids today would feel those same shivers at that typical dial-up modem sound, but they would be triggered by sheer frustration at the slowness of it all. Because that is one of the greatest 'gifts' of the internet to society: it has multiplied the speed of the world. And we love it, in our private lives: we want entertainment, we stream it; we feel a sudden need for coffee, we 'Foursquare' it; we want the warm feeling of confirmation, we throw a cute selfie on Instagram, etc. Goodbye delay and hello instant gratification. But most of us have come to fear this velocity in our professional lives. Because the internal clock speed of our companies has trouble to follow our markets that move faster than we can even observe.

By far the biggest impact of the World Wide Web is how society has absorbed and duplicated its fabric utterly and completely. The internet is the quintessential technological network: its copper, fibre or radio wave arteries flow invisibly beneath our feet or over our heads and connect smart devices everywhere on earth. What actually happened is a simple case of 'mirroring': when one person subconsciously imitates the behaviour of another, especially if the latter is more powerful. Just like that, society is mirroring the most influential game-changer of our times: it has become a network too.

The true beauty of a network lies in its openness: when everything is connected to everything else, boundaries are irrelevant. Everything that used to be locked in is set free. Whereas possession used to be a one man show - 'locked' in an individual if you will - and a token of success, today we do not hoard, we share. Online, that is. Because it is easier, cheaper and more efficient. Why buy a drill if you can borrow it, in return for another favour? We share our information in digital communities

because it makes us smarter. In Seth Godin's words - "Ideas don't get smaller when they're shared, they get bigger". We are even prepared to bypass banks and 'share' our money, through crowdsourcing. And the more we share, the more we become a crucial node in the network. It is a meritocracy pure and simple, where hierarchies make absolutely no sense.

And yet, most still manage their companies in a very constricted and closed manner, thinking that control is possible if they rigidly hold on to things. They stick to their tight org charts, deathbeds for speed, innovation and creativity. They are structured in silos and individuality, unable to stimulate collaboration or sharing of information, especially over the boundaries of their companies, where it becomes really interesting. That is why large companies are being overthrown by the likes of AirBnB. Because when you live in a network, there is no other choice than to become a network. THAT is the solution to the changes the Internet has set in motion. ■

Mobile Money

Peter Vessenes is the CEO of CoinLab Inc. and founder of the Bitcoin Foundation.



Where is your money? In your pocket? In your bank account? At home in a mattress? Thus far your money has had a fixed location: a bank. But that location, or more specifically the route to that location, has been rapidly changing. In 2015 many roads lead to the bank. It's as if PayPal, Google and Apple have all been paving new routes (express lanes) to your financial institution. And those road crews really want you to use their express lane. Turns out there's all kinds of valuable data that they and their partners are salivating to instantly get, such as your spending habits, hobbies, and future plans.

All these useful mobile apps download to your cellphone so you can spend wherever you are, on whatever road you've taken. Goodbye cash, checks and plastic. It's likely that today's cellphone companies are tomorrow's banks, but they won't last long in that role. Innovation is an expensive process and they're too used to giant profit margins to have the kind of hegemony a

true, next wave bank would have. Besides, I can't imagine any business a consumer would hate more than the bastard child of a cellphone company and a bank. The only thing worse might be a merger with a cable-based internet service provider.

Ultimately, these "new" systems rely on traditional banking. Snapchat may allow for payments inside its app, but it uses your bank account to do so. Apple does the same. In the short term large companies will battle to figure out how they can track and control consumer eyeballs and spending. A purchase made with Apple Pay is a purchase made with Apple in your brain. We'll see if tech companies are successful at breaking down the walled fortresses where most banks reside. Bankers likely have the upper hand due to lobbying power the defense industry dreams about. In exchange, the big banks have a kind of Faustian bargain with government to tolerate increasingly onerous regulatory requirements regarding fraud, privacy, security and money laundering, an impressive challenge

to maintain but an impossible task for new industry entrants.

Where does money go after this? The next bank is no bank at all. It's a distributed digital money system like Bitcoin. What's fascinating about Bitcoin is that it slices right through the fortress walls of giant government-sponsored monopolies. A payment from one Bitcoin address to another can jump globally in minutes for a tiny fee. The participants need not be a customer of a bank, a cellphone company, or any company at all.

This is such a drastic change that it's truly hard to imagine -- a world where banks aren't required for payments, wealth storage or transfer. But innovators need time to figure out the implications of that startling scenario. In the end, our grandchildren might find the idea of having a bank account as strange as our stories of hanging out at the record store. They won't need any road to reach their digital currency. The money itself will be mobile. ■

CSA Celebrates POWERFUL WOMEN

Women are having a larger impact on our world than ever before. Each year more women are taking on roles with greater responsibilities and power, in politics, business and academia. These achievements are helping to empower the next generation of women; to realise their potential and to fulfil their ambitions. CSA celebrates some of these women in these pages.

From the world of politics, **Benita Ferrero-Waldner** is currently the President of the European Union-Latin American and Caribbean Foundation. Benita has also been Commissioner of the European Union and Head of Protocol to the Secretary General of the UN. This is in addition to being on various company boards and a leading think tank. She has received numerous decorations including the 2010 Grand Decoration of Honour in Gold with Sash for Services to the Republic of Austria. Her outstanding leadership qualities and extensive experience in international policy making and the global business scenario have been reflected in her achievements. ■



Dr Dambisa Moyo is an international economist and bestselling author. She has been awarded the Hayek Lifetime Achievement Award, been named as one of the '100 Most Influential People in the World' and is a member of the World Economic Forum's Young Global Leaders group. In 2015 she joined the judging panel of the FT McKinsey Best Business Book Award. Her work regularly appears in global economic and finance-related publications and she is a contributing editor to CNBC network. Dambisa examines the interplay between rapidly developing countries, international business and the global economy, highlighting investment opportunities and convergence themes. ■

Baroness Joanna Shields OBE is the UK Prime Minister's Adviser on the digital economy. Baroness Shields has held many roles, including holding the positions of Vice President and Managing Director of Facebook EMEA, President of Peoples Network at AOL, CEO of Bebo and MD of Google EMEA and Russia. Joanna was named as one of the 100 most powerful women in the UK and received the British Interactive Media Association's Lifetime Achievement award in 2013. She firmly believes that technology companies can power economic development and establish a new paradigm of international cooperation and collaboration between governments, industry and NGOs. ■



Q What exactly is your '6 Box Leadership diagnostic tool' and what impact can it have on a business if they adopt it?

A In the recent past, many millions of dollars, pounds, euros, yen and so on have been spent on executive coaching, leadership development and organizational development. In some cases, the results have been tangible and impressive; in others they have been disappointing. My research over the past 20 years has led me to conclude that those that struggle do so because of some major conceptual and strategic errors: these result in many programmes being disjointed and separate.

So executive coaching is not linked to the plans for reconfiguring the organization; or the company is restructured away from a strict hierarchy, but its leaders still have a very hierarchical mindset. Another common problem is that efforts to engage employees with motivational exercises are not matched with leadership development, so some of their managers still have an oppressive managerial style.

"Organizations have to become communicative, empowering places."

This conclusion led me to develop the 6 Box Leadership Model, in which essential elements of the development of leaders, other employees and the wider organizational capabilities are considered together, with the links between them better understood. Three relate to people: Culture, Relationships, Individuals; while three relate to processes: Strategy, Systems, Resources.

To understand what is happening in each dimension, I have developed a comprehensive questionnaire-based online

diagnostic tool which indicates the strengths and the weaknesses in the six different dimensions.

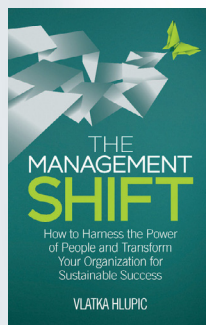
This can also be categorized by unit of the business, or employee population. Each category is marked with a score representing a different 'level' of operation. Level 1 refers to alienated and disengaged workers, while Level 5 refers to inspired and passionate teams engaged on a mission of real

purpose. Questionnaire-based surveys are used to identify which level an organization or team is operating at, as well as indicating the major strengths and problems.

This is different from a standard employee engagement survey, which charts the level of enthusiasm/morale of the workforce, typically a snapshot on an annual basis. Looking at aspects of culture, processes and so on together with engagement enables a

EXCLUSIVE INTERVIEW WITH VLATKA HLUPIC

Professor Vlatka Hlupic is an award winning international thought leader, a Professor of Business and Management at the University of Westminster and author of 'The Management Shift'. She spoke to us recently about her work, especially focusing on the humanising of management.



The Management Shift offers managers a practical and systemic approach to diagnose leadership issues in their organization.



deeper understanding of the real dynamics in an organization.

In practice, for example, the 6 Box Model has shown that a company had a good culture, but that some customers were being let down due to weaknesses in training; or that morale was high but there was a risk of burn-out, and so on. Organizations that have adopted this approach have experienced various benefits: from improved

engagement, innovation, performance and growth to increasing profit in two years by 200% on average.

Q Do you believe it is possible to humanise organisations and how can this benefit the bottom line of a company?

A I would invert the onus here: all organizations comprise people; their

natural tendency is to be humanized; all organizations perform at their best when getting the best out of their people, including in terms of financial results.

It took much misdirected effort in the past to dehumanize the workplace. When a new hire begins his or her work, they're typically highly motivated; they want to get on with their colleagues, serve the customers well, and get a fair reward.

My research points to the conclusion that the overly bureaucratic and hierarchical 20th Century business model often gets in the way of this natural human response.

So we have to reform the culture and the ideology of business, as well as systems and structures. My research has convinced me that we need not just improved quality of management but a transformed culture and attitude: away from the utilitarian 'just get it done' approach, to one that empowers people to serve the customer.

"All organizations perform at their best when getting the best out of their people."

This is a pragmatic approach, not a utopian one. And there are a lot of practical examples showing how it can be done. Over the past two decades, a large research base has been built up showing how an enlightened approach to leadership and management has a transformative effect on customer service.

This helps businesses become more innovative, helping to create wealth in the private sector, or produce better services at the same budget in the public sector. ■

INTERVIEW WITH BISILA BOKOKO



Bisila Bokoko is a pioneering and truly inspirational business leader. She is an entrepreneur with great passion and is a perfect role model for the young achiever of today. She spoke recently to us here at Speaker Bulletin to give us her take on global business and opportunities.

Q As a pioneering business leader, do you believe your global background has given you a unique insight into markets for the future, creating opportunities for business growth not recognized by others?

A Anyone who has the chance to work globally looks at the business opportunities from a different angle and from a wider scope. The information that you get comes faster and also the sources are real. What I have realized also is that the world is more connected because of technology these days, but marketing is becoming more regionalized, and more localized, even more individualized, as consumers resist homogenization. Personalization is not a trend; it is a marketing reality which will transform how we think about and how we manage global brands. Companies will decentralize their structure and increase regional and local influence.

Q You believe education is a key to future success for individuals. Can you tell us a bit about BBALP your international organisation to promote

literacy and what role do you think it can play for the individuals involved?

A Bisila Bokoko African Literacy Project (BBALP) is a non-profit organization whose mission is to promote literacy among the African people, founded in 2010. I decided to reconnect with my African roots, my first trip to the African continent was to Ghana and there I felt the need to contribute to Africa growth and development.

"Companies will decentralize their structure and increase regional and local influence."

Building sustainable libraries in Africa, sharing the gift of ideas and education is our focus. The libraries are built from scratch, painted and the books are sent. After that, our volunteer librarians and members of the BBALP team go to teach the beautiful job of librarianship and how to keep and organize the books, creating employment in the community.

"Because with a book you are never alone" Books are so powerful, with a book you can learn, travel, meet people, dream..... The library can become a Family Affair where parents read to their children, children meet other children, youth exchange ideas; to spread the love for reading and books is one of my passions.

Q Do you believe that social media is or should be an integral part of any company's remit and what benefits do you think social media brings to an enterprise?

A Social media is for me an important part of any business's marketing and client base development platform. The perception of social media marketing has shifted - no longer viewed as a trendy or passing fad, having a flexible and well-managed presence has become a must for any business seeking to secure a place in both the traditional and digital marketplace. What before was possible to be accomplished by a traditional website now needs to be complemented with a robust and responsive use of the tools that social media offers. ■

What you say about us...

“Excellent service, we gave such short notice and you managed to get us a speaker suitable for our annual skills awards. Thank you so much as this saved our entire event.

Global Business Services
Provider

“You gave an extremely good service, with prompt response and turn-round. You came up with great suggestions for speakers, always new ideas and fresh thinking.

Renewable Energy
Generator

“Your service was excellent. It was a pleasure working with the team. You tailored your approach perfectly to the needs of working with a government department.

Government Organisation

What you say about our speakers...

“Our research and innovation day delegates loved **Carl Bildt's** keynote speech. The feedback was overwhelmingly that Carl made a great contribution to the whole event.

Global Communication
Strategies Partner

“**Anders Fogh Rasmussen** was excellent. He shared great insights with us during his keynote, panel discussion and client dinner, receiving superb feedback from all our attendees.

International Financial
Services Group

“**Ray Hammond's** keynote address was incisive, relevant, encouraging, frightening, profound and funny. Our European conference delegates were spellbound throughout.

European Conference
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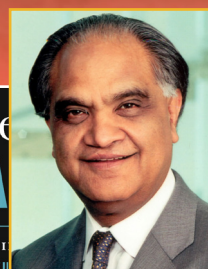
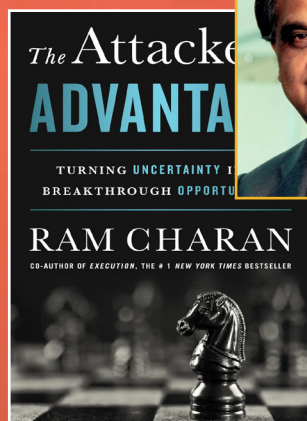
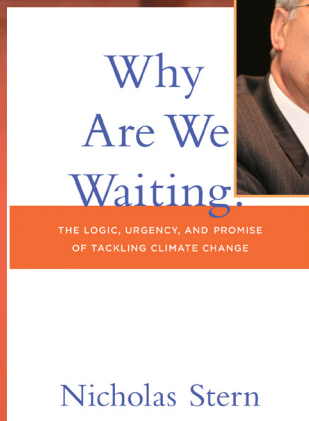
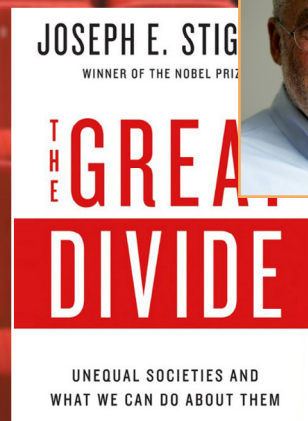
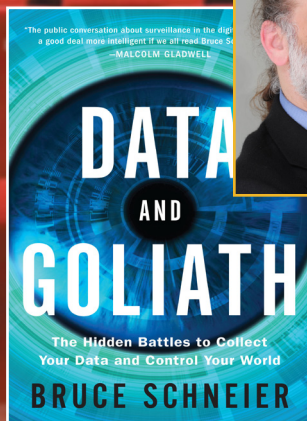
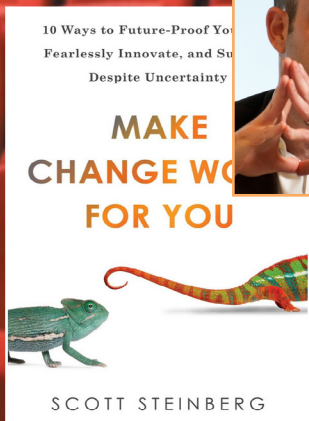
Assistant Editor:

Penny Prideaux

Design:

Peter Stefanek

For further information contact Penny Prideaux on +44 (0) 1628 601 443 or email penny@speakers.co.uk



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
web: www.csaspeakers.com