

# SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS



## THE WORLD ACCORDING TO TRUMP

Bernard-Henri Lévy, pages 6-7

## TIME FOR CHANGE?

Karl-Theodor zu Guttenberg, pages 10-11

## CSA VIDEO ROOM

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## From the Editor

### Staying ahead of the zeitgeist....

Why is today's world so unquiet, so unjust? It seemed that the end of the Cold War and the unprecedented possibilities of new technologies had given the world a new breath of fresh air. Reality has however turned out differently: global troubles never stop to invade our lives. Few have influenced the direction of modern social and political philosophy and public policy such as **Francis Fukuyama** who shares with us 'Good Points and Bad Points' on page 8/video link. The colorful and brilliant politician turned entrepreneur and strategic advisor, **Baron Karl-Theodor zu Guttenberg's** thoughts on 'Time for Change' (page 10/11) take a different angle. In our times of digital transformation **Dambisa Moyo**, the best-selling author and influential economist, raises the question, 'Does Your Board Need a Tech Expert?'

as a perennial challenge of staffing corporate boards for global business success (pages 20/21). We only cover the tip of the iceberg keeping additional matters of concern such as cybercrime, migrant flows, network security and terrorists moving around in our globalised world in mind, but I am certain that our distinguished contributors help to capture today's zeitgeist well. I hope you enjoy reading and viewing this issue and look forward to any comments you might have.



*Dagmar*  
dagmar@csaspeakers.com

Please visit our new feature, our CSA Video Room (page 4/5).

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# JUST HOW RISKY IS.. THE FUTURE



**RAY HAMMOND** is Europe's most experienced and widely published futurologist and he regularly publishes micro-lectures.

the "technological singularity" – the point at which computers become as capable of problem-solving as human beings. Celebrity worriers about this eventuality include Professor Stephen Hawking, Bill Joy, the founder of Sun Microsystems and Elon Musk, founder of PayPal and Tesla Automobiles. They warn us that the machine intelligence we are creating is likely to emerge as "super-intelligence", one that will have the potential to dominate the human species. Stephen Hawking has said that such an invention may be the last invention humans ever make.

are for ours and the creation of such a virus/microbe would demand both highly sophisticated research teams and hugely expensive laboratory facilities. The idea of a rogue scientist creating a killer bio-virus on his/her own is pure science fiction.

And then there is the abiding and pervasive fear of nuclear holocaust – the final explosive Armageddon that destroys the world. But although the gradual proliferation of nuclear weapons is likely to continue, and we may even see the hostile use of nuclear weapons at a regional level, the risk of global nuclear war is now lower than it has been at any time in the last sixty years. Global nuclear arsenals and delivery systems are being reduced as nations realise that there would be no winners from a major exchange of nuclear weapons.

Despite these arguments, some people will continue to focus on the risks rather than the opportunities presented by the future. But the fact is that the main developmental trend of human society over the last few centuries is easy to identify: it is one of steady improvement in almost all aspects of life.

Over the next 50 years we will become wealthier and healthier and live in societies in which there is less and less violence. ■

When some people think about the future, all they can see are the risks that humanity may have to face in the coming decades.

Such pessimists postulate pestilence, pandemics and plagues in their prognostications. They think about terrorism, cyber wars and climate catastrophe when they create their dystopian visions.

The future is not going to be like that. There may very well be terrible problems to deal with – a runaway acceleration of climate change seems a distinct possibility – but the future will be, as it has always been, a balance of both positive and negative events.

One of the favourite risks to humanity's future currently being worried over is

Concern over super-intelligent machines is legitimate, but premature. Even allowing for accelerating, exponential technology development, it is very unlikely that artificial intelligence will reach human levels of cognition much before 2050. We therefore have a few years to go before we need to formulate plans to protect ourselves from Terminator-style androids. And in the interim decades we may discover that strong A.I. itself provides the answer to how humans (who will have augmented their own intelligence) and super-clever machines can co-exist.

Another favourite worry is a pandemic of incurable virus-type disease which could be created by genetic engineering. Once again, the worry is legitimate, but the fears are overblown. Genetic researchers are concerned for their own safety just as much as we

# SPEAKER SPOTLIGHT



won European democratic norms – and thus undermining the very purpose of European integration.

In Hungary, liberal-democratic values have come under systematic attack from Prime Minister Viktor Orbán’s government.” [Read more.](#)

*Courtesy of Project Syndicate*

## EUROPE’S RULE OF LAW CRISIS

**GUY VERHOFSTADT**, an MEP and former Prime Minister of Belgium, shares his strong views on Hungary’s and Poland’s stance of jeopardising hard-won European democratic norms – and thus undermining the very purpose of European integration.

“From the rubble of two world wars, European countries came together to launch what would become the world’s largest experiment in unification and cooperative, shared sovereignty. But, despite its impressive achievements over the decades, the European project now risks disintegration.

An unresolved financial crisis, a refugee crisis, a deteriorating security environment, and a stalled integration process have created throughout Europe a toxic, unstable political environment in which populism and nationalism thrive. Perhaps the clearest manifestation of this is the erosion of the rule of law in the European Union.

Two EU members in particular, Hungary and Poland, are now jeopardizing hard-



## ELON MUSK’S NEW BOOK - HOW TO BE A BILLIONAIRE

African born **ELON MUSK** is the renowned entrepreneur and innovator behind PayPal, SpaceX, Tesla, and SolarCity. Musk wants to save our planet; he wants to send citizens into space, to form a colony on Mars; he wants to make money while doing these things; and he wants us all to know about it. Elon Musk is the Steve Jobs of the present and the future, and for the past twelve months, he has been shadowed by tech reporter, Ashlee Vance. Elon Musk: How the Billionaire CEO of Spacex and Tesla is Shaping our Future is an important, exciting and intelligent account of the real-life Iron Man.



## JULIE MEYER ON ECTV NEWS

**JULIE MEYER**, CEO and Founder of Ariadne Capital, is one of the leading champions for entrepreneurship in Europe. Julie hosts a weekly briefing on Entrepreneur Country TV, providing insightful comment and analysis on current topics.



## BRUCE DICKINSON IS A HIGH FLIER

Iron Maiden are currently playing on their hugely successful The Book of Souls global tour. Their lead singer, **BRUCE DICKINSON** is piloting the group around the world in ‘Ed Force One’, their customised Boeing 747-400 jumbo jet.



## IS BANKING NOW EMBRACING DIGITAL TRANSFORMATION?

**BRETT KING** of [Banking 4 Tomorrow](#) is the president and founder of Moven, an organisation which is taking banking into the mobile and digital age. Brett is also a sought after speaker, renowned author and media host. He has valuable insight to offer on the trends of banking and spending and where

it is going. Brett recently spoke to Mint.com about Banking 4 Tomorrow, the future of banking and how to decrease debt.

**You talk about how smartphones will soon be the center of banking. Do you think a part of the population will fight it?**

There are always people that say, I’ll never use a smartphone or mobile phone, I’ll never join Facebook, I’ll never use the Internet, I’ll never use an ATM, etc. Invariably these late adopters come on board later in the cycle, but those that truly fight these trends end up being a very small part of the population, maybe 10-15%. I get asked this question all the time, though, basically, “Yes, but what if some customers don’t WANT a smartphone to be the center of banking?” This question tells me that a business doesn’t have a strategy for mobile and is hoping that they’ll simply be able to stick with their current

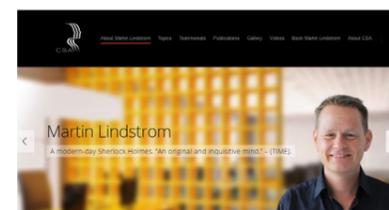
strategy. Hope is not a viable business strategy. The reality is that 80% of people in the US will be smartphone enabled within three years; in the UAE, Singapore, Hong Kong, etc., it’s already above 100% adoption. So the only question is, will smartphones be at the center of banking...

The key to answering this question is understanding the relationship of the branch versus smartphone to the customer experience. The issue is that the branch increasingly equals FRICTION, whereas the smartphone represents reduced friction and ease of use. There are literally maybe two or three scenarios where the branch is actually not just about friction but value added - the key for value creation in the future is simplicity, and the smartphone makes that happen. ■

*Courtesy of mint.com*

## Latest Selection of CSA MICROSITES

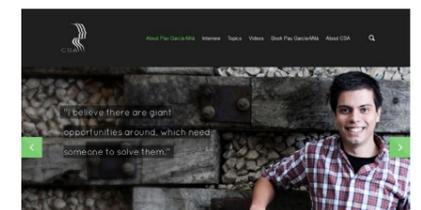
Constantly updated and with new microsites being added we are sure they will give you an in-depth insight for a selection of our speakers. We have developed a suite of information for each of our speakers, from interviews to a range of media. We feature just three of the latest microsites here; for our full range click [here](#). ■



Click [here](#) to view **Martin Lindstrom’s** microsite.



Click [here](#) to view **Dambisa Moyo’s** microsite.



Click [here](#) to view **Pau García-Milà’s** microsite.

CSA VIDEO ROOM



Anders Fogh Rasmussen



Marc Randolph



Ray Hammond



Viviane Reding



Kenton Cool



Florence Eid



Bruce Dickinson



Noreena Hertz



Stefan Hyttfors



Dame Ellen MacArthur



# THE WORLD ACCORDING TO TRUMP



**BERNARD-HENRI LÉVY** is a master philosopher, journalist, activist and best-selling author of over 30 books, including works of philosophy, fiction, and biography. An advocate of ethics and justice, he broke ground as the leader of the New Philosophers in the 1960s. Maintaining his outspoken streak of activism, he served as a war reporter extensively covering the Middle East and Afghanistan.

The word “trump,” according to the dictionary, is an alteration of the word triumph. And because Donald Trump, the US presidential candidate, appears likely to become the nominee of the Grand Old Party of Abraham Lincoln and Ronald Reagan, we owe it to ourselves to ask in what sense and for whom he represents a triumph.

One thinks of a segment of the American population angered by the eight years of Barack Obama’s presidency, a group that is now feeling

vengeful. And one also thinks of the white supremacist, segregationist, nativist strain represented by former Ku Klux Klan leader, David Duke, whose noisy support Trump was so hesitant to reject last week and for whose constituency Trump may be a make-or-break candidate.

One easily gets the sense, when trying to take seriously what little is known about the Trump platform, of a country turning in on itself, walling itself off, and ultimately impoverishing itself by chasing away the Chinese, Muslims, Mexicans, and others who have contributed to the vast melting pot that the most globalized country on the planet has alchemized, in Silicon Valley and elsewhere, into prodigious wealth.

But, as is so often the case with the United States, there is in the Trump phenomenon an element that extends beyond the American national scene. So one is tempted to ask whether Trumpism might not also be the harbinger – or perhaps even the

apotheosis – of a truly new episode in world politics. ■

Click [here](#) to read more.

*Courtesy of Project Syndicate*

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# Good Points and Bad Points

**PROFESSOR FRANCIS FUKUYAMA** is one of the world's most influential social and political philosophers. He is currently Senior Fellow at Stanford's Freeman Spogli Institute for International Studies and is former professor at Johns Hopkins SAIS and George Mason.



Francis Fukuyama is an historian and author and has written widely on issues in development and international politics. Few thinkers have so strongly influenced the direction of modern social and political philosophy and public policy as Francis Fukuyama. He offers a valuable history of the ideas, people and action that have brought us to this point and new ideas about how to relate to the rest of the world.

He is an avid tweeter and recently tweeted a [link](#) to an article published in 'The American Interest' talking about the Obama Doctrine, highlighting the good and the bad points of his presidency in summary. Francis believes that Obama lost credibility when he announced that "Assad must go" and then did not follow up to make this happen in the

early days. Regarding Libya, Francis says that the US having participated in action had an obligation not to leave a power vacuum and in this Obama made the same mistake as Bush did in Libya. Regarding Ukraine, Obama has come close to conceding a sphere of influence for Russia and more could have been done to support Ukraine. Finally, Francis says that the President needs to make clear that the US will remain a viable force in Afghanistan and also needs to end the fiction that the US is still disengaging.

On the plus side Obama is correct that the Islamic State and terrorism more generally do not constitute an existential threat to the United States. However his relatively even-handed approach to the spreading Sunni-Shi'a civil war and the rivalry between Iran and Saudi Arabia is also

correct. Thirdly Obama is right that China is the most important long-term threat that the US faces. Finally, says Francis, the opening to Cuba was a very good thing that will help underpin American influence in the Western hemisphere and promote liberalisation of the island.

Like it or not, Obama is in touch with the American electorate, but in any event he will soon be history and the next President will be able to correct his correction of the Bush Administration's deeply disastrous policies.

We will be sharing more of Francis Fukuyama's political insights in the weeks and months to come about the US elections – watch this space! ■



**JOSEPH STIGLITZ** is a leading economic educator and is the former Chair of The Commission of Experts of the President of the UN General Assembly on Reforms of the International Monetary and Financial System. In 2009 Thinkers 50, the global ranking of management gurus, placed him among the list of most influential thinkers. He won the Nobel Prize for Economics in 2001, before that President Clinton appointed him Chairman of the Council of Economic Advisers in 1995. A former Chief Economist to the World Bank, he is currently Economics Professor at Columbia University.

Something interesting has emerged in voting patterns on both sides of the Atlantic: Young people are voting in ways that are markedly different from their elders. A

**“YOUNG PEOPLE ARE NOT VOTING ON INCOME OR EDUCATION, BUT MORE ON GENERATION.”**

great divide appears to have opened up, based not so much on income, education, or gender as on the voters' generation.

There are good reasons for this divide. The lives of both old and young, as they are now lived, are different. Their pasts are different, and so are their prospects.

The Cold War, for example, was over even before some were born and while others were still children. Words like socialism do not convey the meaning they once did. If socialism means creating a society where shared concerns are not given short shrift – where people care about other people and the environment in which they live – so be it. Yes, there may have been failed experiments under that rubric a quarter- or half-century ago; but today's experiments bear no resemblance to those of the past. So the failure of those past experiments says nothing about the new ones. ■

Click [here](#) to read more.

*Courtesy of Project Syndicate*

# KARL-THEODOR ZU GUTTENBERG TIME FOR CHANGE?



Karl-Theodor zu Guttenberg is a politician, turned business strategist, who served as Economics Minister in Germany and then became their youngest Defence Minister in 2009 at the age of 37. He was widely thought to be a natural successor to Angela Merkel to become Chancellor of Germany. His political career was soaring, much loved by the press and with high-level, global contacts; he had a glittering future in front of him. Then, following a scandal in 2011, he moved to the United States to follow a career in business.

Whilst in the States Baron zu Guttenberg joined the Center for Strategic and International Studies, a strategic think tank. He also became an advisor to the European Commission on the promotion of internet freedom regarding questions of foreign affairs. In addition, zu Guttenberg is now Chairman and Founder of Spitzberg Partners, an advisory and investment firm based in New York.

He recently spoke about the European refugee crisis and Angela Merkel's response to the situation. He feels that, although the motives were right and proper, Merkel is now surprised by the outcome of her decision with the arrival of more than a million refugees in Germany. Baron zu Guttenberg thinks

that she should have allowed herself room to manoeuvre rather than give a total commitment to an open door policy. He doesn't see the situation in Europe dramatically improving, believing that at the moment it is all about surviving until the next disaster happens.

scheduled for 2017, and with the whispers of Merkel being a candidate to move to the top job in the United Nations, maybe, just maybe, this might leave the door open for an accomplished politician currently living in New York, to return to his roots. ■

“THE PAST  
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GERMANY.”



The past decade has been a success story for Germany and zu Guttenberg says he is deeply worried that this position might be endangered by the refugee crisis. There is shock and uncertainty throughout all of German society, which can help foster a breeding ground for nationalism and radicalism. The people's mood has become critical and anxious. Zu Guttenberg is happily settled in the US with his family and business commitments, but he obviously is still passionate about his home country. With the German federal elections





# A REFERENDUM ON THE VALUES OF EUROPE

**GARRY KASPAROV**, the world's greatest chess player and Chairman of the Human Rights Foundation, wrote a thought-provoking essay about the Netherlands' referendum, shortly before the vote took place on 6th April. We share this compelling article with you here.

On April 6, the Netherlands will vote in a referendum to approve the Association Agreement between the European Union and Ukraine. It includes a free trade pact and stipulations for Ukrainian economic and political reform. It all sounds boring enough to be settled by politicians and bureaucrats, and not a matter for a referendum.

But make no mistake; this is a vote of great importance for the future of Europe. It is a vote on whether or not the European Union is worth fighting for against its internal and external enemies. The existence of this referendum is itself ample demonstration that those enemies are real and that they are active. The Dutch response will say a great deal about how ready the European Union is to defend itself and its founding values.

The life and death struggles for national independence and individual freedom in Europe were thought to be nearly over when the Soviet Union finally collapsed in 1991. It was a time of jubilation, especially for those like me who had spent generations on the wrong side of the Iron Curtain. This feeling led to complacency and to an inability, to respond now that threats have appeared.

Two years ago Ukraine became the first European country since World War II to have its borders breached and its territory annexed by force. Vladimir Putin could not accept that his corrupt puppet regime in Kyiv was being rejected by Ukrainians. Ukraine's historic relations with Russia would make it a very bad example should it be allowed to escape Moscow's orbit and embrace European democracy.

Many may have forgotten that the boringly titled Association Agreement has already been defended with blood and fire in Ukraine. The Maidan Revolution that resulted in Putin's crony Viktor Yanukovich fleeing the palace he had filled with riches was a direct consequence of Yanukovich's rejection of the Agreement in favor of aligning more closely with Moscow. The bloody event of Maidan that led to Yanukovich's ousting was quickly followed by the Russian invasion of Crimea and Eastern Ukraine, where the Kremlin's forces are still very active. Several thousand members of Ukraine's armed forces have died as have even more civilians—not including the 298 killed when Malaysia Airlines Flight 17 was shot down over Eastern Ukraine by a Russian missile on July 14, 2014. They have all died on the front line of

a battle for the European dream, as well as for the territorial integrity of Ukraine.

Putin was shocked to discover that the Ukrainian people don't want to join him, not even the ethnic Russians in the East. They have joined the Ukrainian military to fight him off instead. So Putin's goal became the destabilization and destruction of the Ukrainian state, utilizing hybrid warfare and propaganda befitting his KGB background. Ukraine is poor and politically and economically vulnerable and its 45 million citizens urgently need support against Moscow's predations. The Association Agreement is one way to provide that support.

“THE  
ASSOCIATION  
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IS A LIFELINE  
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WORLD.”

In order to better isolate Ukraine, Putin has also turned some of these methods against his rival for Ukraine's loyalty, the European Union. Russia funds propaganda that spreads negativity and discord and targets pro-Europe politicians. Companies controlled by Putin's inner circle lobby for the lifting of the sanctions put in place after the Crimean annexation—and find many Western politicians willing to collaborate.

The flood of immigrants to Europe and the xenophobia and political shockwaves they produce have become the latest arrows in Putin's arsenal of destabilization and disunity. The Russian military's continued bombing of civilians in Syria has increased this flow while the Kremlin's allies in Europe exploit them to make political gains.

Angela Merkel is Putin's main target and in Germany, as in nearly every Western democracy, the openness of the media and political systems make it dangerously vulnerable to aggressive outside influence. The Netherlands is no exception and there is no doubt at all that the Kremlin has been active in promoting the April 6 referendum.

People don't like conflict and often prefer to live in denial even as the consequences of inaction grow more and more acute. Putin is well aware of this tendency and so he limits his aggression to ways unlikely to provoke a direct response. He is very happy to allow the leaders of the free world to make excuses for his deadly actions—and unfortunately they continue to oblige him.

The only way to stop this perilous trend is to stand up to the forces that would tear Europe apart. Crimea is Ukraine and Ukraine is Europe. The Association Agreement is a lifeline to the free world that Ukraine desperately needs. If Europe, beginning with the Netherlands, attempts to cut this lifeline the same blade will soon slice the European Union to pieces. If that happens, the only jubilation will be in the halls of the Kremlin. ■

# THE MAN BEHIND THE FAME

Iron Maiden are currently on their hugely successful *'The Book of Souls'* World Tour. Whilst in Chile, lead singer, entrepreneur, pilot and corporate speaker **BRUCE DICKINSON** took some time out of their hectic schedule for an interview with leading business journalists. They spoke to Bruce about who he is outside the showmanship of being on the stage and how he successfully manages multiple business opportunities and challenges. Below is an extract from one of those interviews.

Going up to the hotel's business center, I feel the nerves and anxiety that you might expect: after all, I am about to meet one of the most famous vocalists in the history of rock, and a world-renowned public speaker. It is a unique experience, as I try to balance the level-headed businessman with the fan of over 30 years, who is ready to explode with excitement.

The door opens, and there is Bruce, dressed in sportswear, friendly and full of his characteristic energy.



I cannot believe it - we shake hands, and after showing our press passes, he offers us a drink or a cup of coffee, and invites us in for a chat. In person, Bruce is friendly, warm, frank and full of the characteristic energy of genius. He tells us about his interpretation of the music that he has made along with his band, separating the truth from the myth. There is plenty to discuss: Iron Maiden's music is open to multiple critical interpretations, even leaving aside those that see them as some kind of malign influence. What is clear is that Bruce is a world-class artist, but also a consummate businessman. We could go so far as to call him a kind of "Da Vinci" of our times, not for his inventions but for the multiple activities that he has been involved in, with a great deal of success.

He runs an aviation business, is a CEO, a company director, a writer; he has been an Olympic champion in fencing, a television director and radio presenter, he studied Ancient History at Queen Mary University and Westfield College at the University of London, was an active member of the Conservative party, and on top of all that, has recently beaten cancer. What for others might be many lifetimes' worth of accomplishments, Bruce has managed to achieve in just one. What's more, he is warm, amiable and down-to-earth, with an irrepressible energy and a strong sense of clarity.

His is an inspiring story, and one that offers lessons and encouragement for many. As he says of his public speaking, "I just talk about my life experiences, and give my perspective on how we can improve the current climate for business and entrepreneurship". ■



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# NETWORK SECURITY

## RESILIENCE AND RELIABILITY IN THE LIGHT OF THE INTERNET OF THINGS

**DANIEL DOMSCHEIT-BERG** (aka Daniel Schmidt) is a German technology activist and an advocate for transparency. He helped build the WikiLeaks platform from 2007 to 2010 and acted as spokesperson.

The Internet of Things, and with it the age of total connectivity, is approaching with big steps. With a decrease in size and increase in processing power, the last few years have seen data-gathering as well as data-processing technology being introduced in places we could not have imagined 20 years ago. The cars we drive and the airplanes we fly in, the meters in our basement and the watches on our wrists, everything and everyone is joining the network. The world is about to go smart.

This transformation into a digital society has only just begun. It is nothing short of a shift in paradigm that will influence all facets of life as we know it. It will change everything. For this transformation to be successful rather than devastating beyond imagination will require a fundamental change in how we are building hardware and software, especially when it comes to networks.

The internet, as the means of transportation for the vast quantity

of devices and data, is becoming the most crucial piece of infrastructure in today's world. Its reliability, resilience and security are mission critical. On top of that, we need to be able to trust it. For that to happen, we need to rethink the way we are building technology and the way we create and adjust the policy around all matters digital. How can it be, that a grey market for digital weaponry has been developing for decades, serving customers from jealous boyfriends spying on their partners via credit card fraudsters to clandestinely operating security agencies investing hundreds of millions of dollars per year into buying technology that can be used to weaken a global infrastructure we all depend upon? Why do we tolerate state-sponsored manipulation and infiltration of this infrastructure and its underlying standards, and why are we not outraged about the ease with which gangs of criminals can take over large infrastructures or infect millions of end-user devices to join botnets serving destructive purposes just because so many products rushed out on the market are nothing short of crap?

This list could go on and on, but there is one aspect to all of those issues: a general lack of transparency. We lack transparency when it comes

to the way intelligence services are harmfully abusing technology, the same way that we lack transparency about the quality with which hardware and software is being engineered and built, the same way we do not even understand how all those devices entering our lives actually work, and what it means to start using them.

Transparency is key for the health and sustainability of a complex system. A globalized, networked world most certainly is a complex system. Without a fundamental change in what we expect on this end for all levels of society we will most certainly be facing problems we cannot imagine today, just as much as we could not imagine this very world yesterday. ■



## Dr Fei-Fei Li

### IF WE WANT MACHINES TO THINK, WE NEED TO TEACH THEM TO SEE

Objects that think - A powerful idea which became a reality after decades of invention and research. The next step is to teach them to see says **DR FEI-FEI LI**. As a Director of one of the leading Artificial Intelligence (AI) Labs in the world, the Stanford AI Lab, Dr. Fei-Fei Li is leading the next wave of Artificial Intelligence that is rapidly being integrated into

companies, governments and the lives of individual customers. The way we work, drive, entertain and live our lives will never be the same. Fei-Fei Li is working to solve some of AI's trickiest problems: image recognition, learning and language processing. Her work has helped to create software capable of recognizing scenes in still photographs — and accurately describe them using natural language. It marks a significant step forward for AI research, and could lead to applications ranging from more intuitive image searches to robots able to make autonomous decisions in unfamiliar situations.

Fei-Fei recently appeared in Robohub's *25 Women in Robotics You Need to Know About - 2015'* listing. Hardly a surprise when you consider the outstanding contribution she has made and is continuing to make in this

vitaly important area.

Robohub's list showcases women in a wide range of roles and career stages, from the early stage entrepreneur/academic to those who are at their peak. They have also featured women working in a wide range of fields: women who are inspiring young Africans, trailblazing the field of surgical robotics and helping us beautify ourselves using technology. Robohub is a non-profit online communication platform that brings together experts in robotics research, start-ups, business, and education from across the globe.

The honourees on their list of *25 Women in Robotics You Need to Know About - 2015* have been chosen for the resilience, perseverance and sheer brilliance they had to demonstrate to get to the top of their particular tree. ■

# “YOU DON’T NEED A DIGITAL STRATEGY, YOU NEED TO UNDERSTAND THE WORLD IS CHANGING.”

Change Agent **STEFAN HYTTFORS** recently told us that he believes human beings are having a hard time understanding the reality of exponential change. He says we live in a time during which decentralisation, sharing of resources and artificial intelligence will all become realities. The future is about creating business models and new forms of society that expand wealth and quality of life.



Here, he has outlined 10 trends that will change the world in the coming years:

**1 Exponential technologies**  
These are game-changing technologies that propel society forward and change how we live in countless ways, impacting on every industry and every business. Kodak sold 40,000 cameras per year when it was a world leader in photography; now the

global smartphone market totals about 1.5 billion. Solar energy is one example of steady exponential growth, so you can use this example when you think about the future of energy. All industries will follow.

**2 Digitalisation means dematerialisation and demonetisation**

This trend marks the transition from

hardware to software to service. When products become digital, the margin cost goes to zero, so business models are changing. The Blockbuster video chain went from being a world leader with 65,000 employees to bankruptcy in just six years.

Most companies use digital technology to make their old business models more efficient, but they have missed the

point. You don’t need a digital strategy, you need to understand how the world is changing as a result of digitalisation. The true definition of ROI this century is ‘Risk of Ignorance’.

**3 Two-thirds of the global population is not online**

This is one of the great opportunities for tech companies like Google and Facebook, which are competing to be the ‘internet from the sky’ leader. But it will also mean globalisation of education and the professional services market. In the coming decade, kids growing up in poor, rural areas will, for the first time in history, get access to knowledge without a need to build schools.

‘Massive open online courses’ (MOOCs) are already growing at a speed impossible to follow by the old universities and, soon, office workers in the West will face the same pressure factory workers did some decades ago when we outsourced manufacturing.

**4 Fast is the new big and decentralisation will be key**

We used to do everything in hierarchies but connectivity leads to transparency and the opportunity to collaborate on a global scale. Crowdsourcing is a faster, more agile and powerful organisation model. This was proven 15 years ago with the birth of Wikipedia. Remember, there is always someone smarter outside the room you are in.

**5 The global economy is in for big changes**

A constant need for stimulus and zero interest rate policies mean the EU, USA and Japan are borrowing economic growth from the future. This leads to new debt bubbles and

growing inequality and, eventually, the end of trust in central banking. With cryptocurrencies and a decentralised ledger, we see the birth of trust networks making any cross-border transaction possible: this is the internet of money.

**6 Artificial intelligence can replace humans and solve impossible problems**

But what will happen when machines start to get really intelligent, maybe even conscious? Who will decide when to shut down a machine and how to handle growing unemployment rates? Ethical questions will start to come into play.

**7 The automotive industry is where mobile phones were 10 years ago**

The future of transport is electric, autonomous and shared. Mobility in mega cities will be sustainable by sharing self-driving environmentally friendly cars. Eventually, we will consume transport as a service rather than a product. I wouldn’t bet my money on any of today’s leading car companies.

**8 Biomedicine, nanotechnology and robotics are changing health and how we define human beings**

DNA sequencing is fast, cheap and accessible to anyone. Medicine will become individual and mind-controlled prosthetic limbs will allow the wearer to feel things. Humans will become cyborgs.

**9 Reality is virtual, or at least augmented**

Just like social media is part of today’s reality, younger generations

will use virtual-reality technologies to experience life in a new way. With self-driving cars, you might want to put on a headset and enjoy the adrenaline rush of a high-speed car chase in Beijing while commuting to work in Dublin. And who would think the subject of history is boring when you can relive the battle of Waterloo?

**10 Sharing is caring**

The sharing economy means we are sharing assets instead of purchasing for individual ownership only, a much more efficient use of resources. This way, every person can afford more and act in a more sustainable way. In the old hierarchical society, the goal was to reach the top, but in a network society there is no top. The goal is to have a big network and sharing is the strategy to get there. ■



# Does Your Board Need a Tech Expert?

**DR DAMBISA MOYO** is a renowned author and economist who analyses the macroeconomy and global affairs.

Only six percent of the directors overseeing the world's biggest banks have any technology experience. That figure, from an Accenture report, is surprising given that the banking industry is increasingly digitized. Yet banking is not alone. Technology is transforming the rules of businesses and reshaping industries in just about every sector.

So, what role should a board play in deciding on technology investments and shaping businesses in the digital age? And more specifically, what does this mean for staffing a company's board?

The answer to these questions depends on two factors: whether technology is a strategic differentiator for the business, and the nature of the industry and market structure in which the company operates. These questions help define the degree to which a board should be involved in the key technology decisions; whether by expert technology representation on the board (via a board seat), by relying on the advice of an external consultant or committee, or by simply delegating to the company's (internal) executive management.

How—and whether—to staff the board room with relevant technology expertise dictates how a corporate board of directors receives and interprets the information it needs to make key business decisions such as capital asset allocation, staffing, risk assessment and, of course, how it incorporates technological changes into the business, in an ever-changing landscape.

**“STAFFING CORPORATE BOARDS FOR A GLOBAL BUSINESS IS A PERENNIAL CHALLENGE.”**

## Staying in the Game or Creating Value?

The extent to which technology differentiates a business from its competitors can be viewed on a sliding scale. On one end technology innovations and improvements simply ensure that a company “stays in the game,” while at the other extreme, technology acts as a critical source of value creation and enhancement.

If technology serves simply to keep a company in the game, the board probably doesn't to be actively involved in the day-to-day management of technology decisions and should delegate this responsibility to the executive management. But as businesses derive a more direct or significant part of their inherent value from technology, they'll need access to independent experts with deep understanding of technology as a key driver of the company's fundamental value proposition—people who can check and challenge management's recommendations.

Indeed, for companies whose core value and viability crucially depend on getting technology bets right, technology decisions should probably fall squarely to the board which arguably should have at least one member with the appropriate depth and breadth in the field.

## Industry Structure Matters

The industry structure in which a business operates should also influence how a board assesses technology effects. For companies operating under a monopolistic structure, for example, technology most likely serves to ensure efficient operations rather than differentiate the company. Under such a scenario the board can adopt a relatively laissez-faire approach and delegate

technology-related decisions to the company's executive leadership. The opposite is true for businesses operating in more perfectly competitive industries, which have an unlimited number of suppliers and consumers. Those boards should have as much as visibility and understanding of technology shifts as possible.

Of course, like most business decisions, the answer to how best to imbue a company's board with technology expertise depends on context. Most companies, after all, are complex and don't operate on the extreme ends of the scale I've described. After all, just as a monopolistic company can decide to

delegate technology responsibilities if technology is seen as merely enabling it to “stay in the game” (for example a utility company), a monopoly business that sees technology as a differentiator will want to ensure it has board level technology knowhow (technology companies themselves are an example). In a similar vein, a company that operates in a perfectly competitive market, but largely relies on technology just to “stay in the game” (for example a mining or oil and gas business), can delegate this responsibility with a good degree of confidence. However, a business in a perfectly competitive market that draws appreciable value (and risk, for that matter, if it is a technology laggard) from technology, (for

example, a financial services business) is best served by bringing independent technology expertise directly into the board room.

## How to Bring on Technology Expertise

Once a board gains clarity on these two key questions, it must decide exactly how it should bring technology expertise into the board room. In broad terms there are three options covering the spectrum of board involvement from which to select. Each has its pros and con. ■

Click [here](#) to read more.



# BE ON THE WINNING SIDE

## UEFA Euro 2016 10th June to 10th July

With the 2016 UEFA European Championship, often referred to as Euro 2016, drawing ever closer, the excitement is mounting as, for the first time, there are 24 sides contesting the Championship in a new 'Week of Football' concept. In the new format, the finalists will contest a group stage consisting of six groups of four teams, followed by a knockout stage including three rounds and the final.

This is the 15th edition of the UEFA European Championship, the quadrennial international men's football championship of Europe. Hosted this time by France, preparations are well under way for the initial kick off on 10th June. After

much discussion, finally ten host venues were decided upon, spread throughout the country.

We have created a [microsite](#) focusing on some hand-picked world-class players, coaches and journalists all of whom are or have been immersed in the Glorious Game, and can provide motivation, leadership and teamwork within a business environment. These individuals know the strengths and benefits of pulling together to deliver winning results, drawing direct parallels between sport and business to make that all-important difference to your company.

Click [here](#) and discover more about these exceptional individuals. ■

# Rio 2016

## Olympics with a Sense of Carnival

The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents and reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games.

In 2016 for the first time in its history the Olympics, the biggest sporting

event on the planet, will be held in South America, Rio de Janeiro, bringing a Latin flavour to the spectacle. From 5th to 21st August 10,500 athletes from 206 countries around the world will be competing in 306 medal events across 42 sporting disciplines. Two sports are returning to the Olympic fold in 2016 – golf and rugby. The Olympic creed is: "The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the

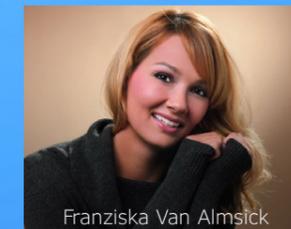
struggle. The essential thing is not to have conquered but to have fought well." Our collection of Olympic representatives epitomises these values; as well as showing amazing courage, fortitude, leadership and inspiration. Whether you are looking for an athlete, a coach, an Olympics organiser or anyone else involved in the greatest games on the planet, rest assured we are the right people to find the perfect fit for you. We feature here just a few of our incredible sports achievers. ■



The Rt Hon. Lord Coe KBE



Carl Lewis



Franziska Van Almsick



Pierluigi Collina



Thomas Bach



Tanni Grey-Thompson



Sergey Bubka



Tim Foster



# SAHAR HASHEMI

## The New Feminine Template

Each year on March 8th we celebrate International Women's Day knowing this is an extraordinary age to be a woman in business. Traits which we innately have as women, which have long been derided as "too feminine" or "unprofessional," traits that have been the butt of jokes in the past, are becoming the traits that organisations desperately need.

Our so-called "softness" gives us empathy, the capacity to feel what someone else feels. This is a critical asset in business today where we need to keep a finger on the pulse of an ever-shifting market. Empathy with customers is more likely to lead to innovation than hard-headed data analysis.

Along the same lines, "vulnerability" and our so-called "emotional nature", once considered embarrassing weaknesses, are the hallmarks of authentic leadership and engagement.

Our much sneered at "chattiness"—the Mars vs. Venus stereotype that when trouble hits, men go into a cave and women take a girlfriend out to coffee—enables collaboration and information sharing. Corporations constantly say they want to "break down silos." Well, chattiness is how you do it.

Our "multi-tasking" is crucial in a world that is no longer linear, a

world in which we need to be agile and assimilate diverse, rapid-fire information. I could go on.

At the risk of making generalisations, the old template for business was male-centric. After all, the traditional corporate structure was based on the military. It was designed by men for men. This explains in large part why the number of women in corporations in this progressive day and age is still so derisory. It is plain and simple: women didn't and still don't fit into the old template, whether they lean in or not.

But the old template needs to change—it's too formal, slow and insular to keep up with the pace of change. And this plays right into the hands of women. It's all about high freedom cultures, flexibility and qualities like empathy, vulnerability, and openness which, in essence, are female qualities (whether through biology or culture).

So this is a golden opportunity for women to leverage qualities that used to be considered weaknesses, to create a new, more feminine template, one that accommodates our unique strengths and valuable perspectives. Female entrepreneurs are already doing this, but it's time women did it in big organisations as well. We owe it to future generations, and later, after they reap the benefits, they will thank us for it. ■



**SAHAR HASHEMI** is one of the UK's most inspirational female entrepreneurs and a powerful speaker on innovation and entrepreneurial mindset in corporations.

“EMPATHY WITH CUSTOMERS IS MORE LIKELY TO LEAD TO INNOVATION THAN HARD-HEADED DATA ANALYSIS.”

### What You Say About OUR SPEAKERS

“ JIM MCKELVEY GAVE AN AMAZING KEYNOTE, WITH A GREAT MIX OF PAST AND FUTURE TRENDS - THOUGHT PROVOKING.

Global Business Media

“ DANIEL SIEBERG GAVE A FIRST-CLASS SPEECH AT OUR FINANCE DINNER, WITH SUPERB AND ATTENTIVE DELIVERY.

Asian Bank

“ MUHAMMAD YUNUS EXPLAINED PROFOUND THEORIES IN EXCELLENT LAY TERMS AT OUR MASTER'S FORUM IN HONG KONG.

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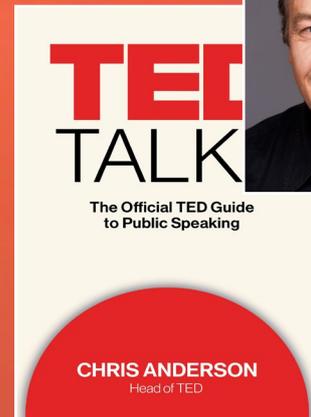
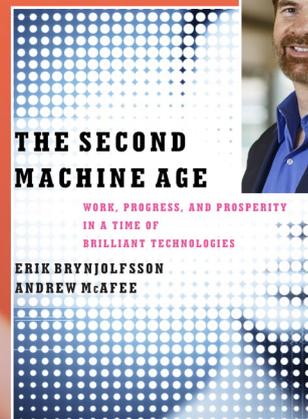
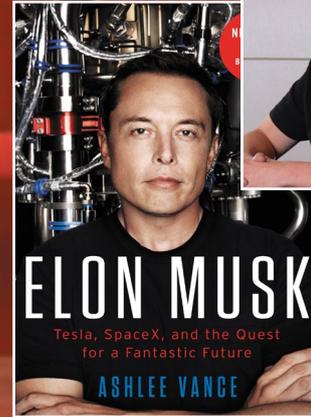
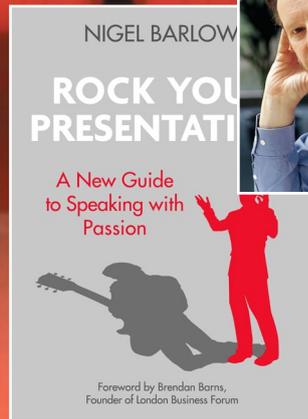
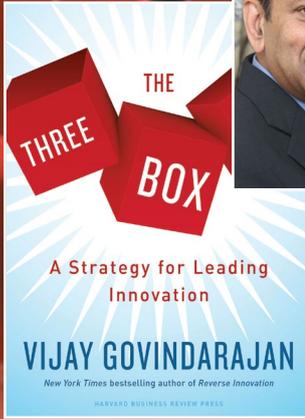
“ I WOULD LIKE TO SAY A BIG THANK YOU FOR HELPING US ARRANGE OUR SPEAKER AT SUCH SHORT NOTICE - A PERFECT FIT AS EVER.

European Finance Providers

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