

SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS

GEOPOLITICS

ANDERS FOGH RASMUSSEN, CARL BILDT 4-5

GREEN ENERGY

BERTRAND PICCARD, BRUCE DICKINSON 20-21

BLOCKCHAIN TECHNOLOGY

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From the Editor

We are celebrating our work with such great talent, leading thinkers and outstanding achievers from across the globe. With great pleasure we share with you their new thinking and visions helping to master risks and turn potential into success; we are in particular looking at physical and digital collaboration and the geopolitical risks all across our whirlwind world. Some of the multiple challenges which are jostling for our attention are: How to capitalize on technology driven disruption, turning data into actionable information (Sony Kapoor page 19...) and the effects of the emerging Blockchain technology as a new paradigm shift (see Peter Vessenes, page 12...) The January 2018 World Economic Forum in Davos (WEF) focuses on 'Creating a Shared Future in a Fractured World' (page 22...). I have noticed the word 'sharing' has become a consistently used word in all kind of activities around the globe. Looking at the World of Robotics, Rodney

Brooks even explains the need of humans to be able to collaborate with Robots, he consequently created more gentler, more aware 'Cobots' (see page 18...) Few people have done more to bring humans and robots together than him.



I hope that the many compelling contributions in this issue will help us all to celebrate the ever accelerating changes around us. A colleague of the astronaut Michael Foale (page 23) very rightly once said: we are all natural explorers, we need to look over and above the horizon whether we are looking at Mars or somewhere else....

Dagmar O'Toole
dagmar@csaspeakers.com

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DANIEL SIEBERG ANNOUNCES HIS MOVE TO CIVIL

For more than six years **Daniel Sieberg** was at Google, he was co-founder of the team that grew in scope and impact as the Google News Lab. He has now taken a new step as a co-founder and head of journalism operations for Civil as its team embarks on a radical new paradigm for self-sustaining journalism. Daniel says we're on the verge of a revolution. At its core, Civil is designed as a decentralized platform for news (across mobile-first web and app) that is also built on the blockchain with a structure to better engage with an active community and ensure security across the network.



ARIC DROMI APPOINTED TO THE ADVISORY BOARD OF AIIA

Aric Dromi is a futurologist, digital philosopher and self-proclaimed professional troublemaker. He splits his time between his role as in-house futurologist at Volvo cars, sitting on the advisory board of the NTT Innovation Institute, supporting the UNLEASH innovation team and running his own company. He has now added to his responsibilities by taking on the opportunity of being on the Advisory Board of AIIA. The Artificial Intelligence & Intelligent Automation Advisory Board is an exclusive group of senior business leaders, industry experts and analysts with a finger on the pulse of AI and automation.

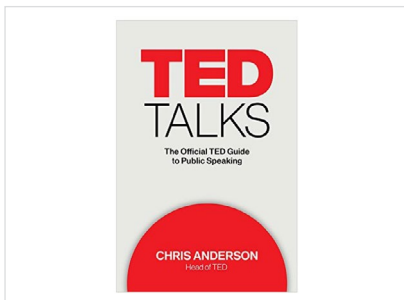


THINKERS50 AWARD WINNERS ANNOUNCED

The Thinkers50 was the first-ever global ranking of management thinkers. It remains the premier ranking of its kind. The Thinkers50 Awards (introduced in 2011) are widely regarded as the "Oscars of Management Thinking". 2017's winners have just been announced. CSA, as a world leading speaker bureau, is proud to work with many of them, who include **Chan Kim & Renee Mauborgne**, **Martin Lindstrom**, **Anil Gupta**, **Lynda Gratton**, **Erik Brynjolfsson** and **Kate Sweetman**. For more on the 2017 Thinkers50 Awards click [here](#).

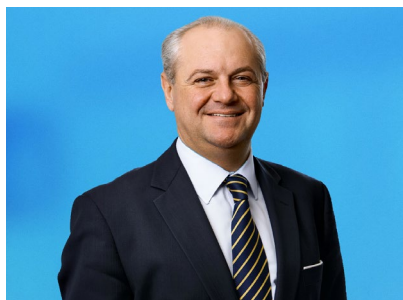
LORD SPENCER RECRUITED BY CSA CELEBRITY SPEAKERS

Lord Spencer is now available for speaking engagements with Celebrity Speakers. He is without doubt one of the most enthralling and charismatic speakers around today. His speech at Diana's funeral was judged one of the 10 best of the 20th century. Having honed his skills at the Debating Society of Eton College, Lord Spencer delivers inspirational speeches, based around his life, his experiences and maximising opportunities both on a personal level as well as managing the family estate at Althorp House.



TED TALKS: THE OFFICIAL TED GUIDE TO PUBLIC SPEAKING

TED began in 1984 as a conference where technology, entertainment and design converged. Today almost all topics are covered – from science to business to global issues – in more than 100 languages. This non-profit is devoted to spreading ideas, believing passionately in the power of ideas to change attitudes, lives and, ultimately, the world. This book is an insider's guide to creating talks that are unforgettable. Over the years many thousands of people have been inspired by a TED talk and this book explains the miracle of powerful public speaking and how it is achieved. Carefully crafted short talks can be the key to unlocking empathy, stirring excitement, spreading knowledge and promoting a shared dream. Many of the leading minds of the century contribute to TED talks, including **Garry Kasparov**, **Rodney Brooks**, **Pranav Mistry** and **Andreas Ekstrom**.



CAV. DIEGO MASCIAGA O.M.R.I. HAS JOINED CSA CELEBRITY SPEAKERS

Cav. Diego Masciaga O.M.R.I. is a hospitality industry guru. He is Director and General Manager of the three-star Michelin establishment, The Waterside Inn in Bray, UK. Diego is all about customer service. Not simply giving a great level of customer service, but surpassing all expectations. Diego has been consistent in leading teams to deliver excellence and of creating a powerful culture that people are proud to belong to. He also truly understands the crucial importance of delivering excellence in today's business environment and how this can help or hinder a company's success and shares this with a wide range of commercial audiences. *The Masciaga Way*, the definitive book about Diego Masciaga, explains Diego's philosophy and his very practical approach to understanding, creating and, more importantly, maintaining exceptional customer service.



IS TRANSHUMANISM THE NEXT STEP FORWARD FOR MAN AND AI?

Transhumanism is a cultural and intellectual movement that believes that the human species in its current form does not represent the end of our development but rather a comparatively early phase. Transhumanists believe we can, and should, improve the human condition through the use of advanced technologies. Transhumanists are interested in the ever-increasing number of technologies that can boost our physical, intellectual, and psychological capabilities beyond what humans are naturally capable of (thus the term transhuman). One of the leading thinkers in this field is **Zoltan Istvan**, an American transhumanist, journalist, entrepreneur and Libertarian futurist. Zoltan is the founder of the Transhumanist Party, the author the *Transhumanist Bill of Rights*, and a frequently interviewed expert on AI and genetic editing.



THE SILENT MAJORITY THAT FAVOURS free trade

**ANDERS FOGH RASMUSSEN,
CEO OF RASMUSSEN GLOBAL,
FORMER SECRETARY GENERAL
OF NATO AND PRIME
MINISTER OF DENMARK**

It's a frequently repeated message that globalisation and free trade has gone out of fashion. How else do you explain the success of the Vote Leave campaign in the EU referendum in the United Kingdom and the rise of Donald Trump? But perhaps the answer is less clear cut. A Pew Research Center survey from November 2017 shows that a majority of Americans (56 percent) believe NAFTA is "good for the U.S.," and only 33 percent say it is bad. And the percentage of Republicans saying that trade



helped the U.S. economy surged over 20 points from 2016 to 2017. In Europe, you see a similar trend. A recent Eurobarometer study showed that 73% of all EU citizens view free trade as positive and a similar study showed that more than sixty percent of Europeans think that globalisation is an opportunity for economic growth.

It's time to take a more nuanced approach to trade policy. After all, free trade brings net benefits for both societies and people; but adjustments to trade patterns can also leave communities and individuals behind, with the gains dispersed widely and the losses often concentrated locally. The right policies are needed to create a more solid basis for future trade so that everybody can see that the international trading system is creating prosperity for everyone, based on common rules and reciprocity. But, as well as making sure that free trade is also fair, it's also time for Western political leaders to begin proudly standing up for the benefits of free trade

and to overcome those messages of the anti-capitalist hard left who seek to scaremonger and misinform about what a more open trading system could mean for working people. We need to show that free trade gives them jobs, opportunities, cheaper goods and services, and better products.

It's time to give the majority a voice and start a new conversation with the public about the benefits of an open, liberal trading system. Done in the right way, free trade acts as a rising tide that lifts all boats. Policy-makers should stop treating free trade as a problem and instead have the courage to defend and pursue the benefits of it, taking their voters along with them.

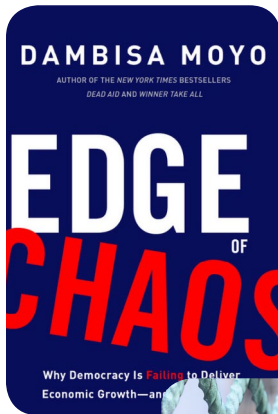
Speaking Topics:

- International Security Challenges
- Geopolitical Changes, Europe's Role
- Leadership in a Troubled World

INTERNATIONALLY ACCLAIMED ECONOMIST DAMBISA MOYO ANNOUNCES FORTHCOMING BOOK

Global Economist Dambisa Moyo's new book "Edge of Chaos: Why Democracy is Failing to Deliver Economic Growth - and How to Fix It" will be published in Spring of 2018.

In *Edge of Chaos*, Dambisa Moyo shows why economic growth is essential to global stability, and why liberal democracies are failing to produce it today. Rather than turning away from democracy, she argues, we must fundamentally reform it. *Edge of Chaos* presents a radical blueprint for change in order to galvanize growth and ensure the survival of democracy in the twenty-first century.



The book offers radical prescriptions for:

1. **Global policy makers** on how to reboot democracy in a highly fractured and myopic geo-political environment
2. **Corporations and business leaders** on how to tackle economic headwinds, including the impact of technology, the burgeoning global debt burden, and inequality
3. **Money managers** (hedge funds, pensions, private equity funds, banks and insurers) on where to invest in an ever more volatile world.

MICROSITE | VIDEO

THE PANDORA'S BOX OF THE DIGITAL AGE

In the past year alone, a series of hacks and ransomware attacks by hostile governments and other malign actors have raised alarms about a major threat to global stability.

Unfortunately, many governments are responding by developing still more cyber weapons, on the mistaken assumption that offense is the best defense.

Is the world sliding dangerously toward cyber Armageddon? Let us hope not; but let us also apprehend the threat, and focus on what to do about it.

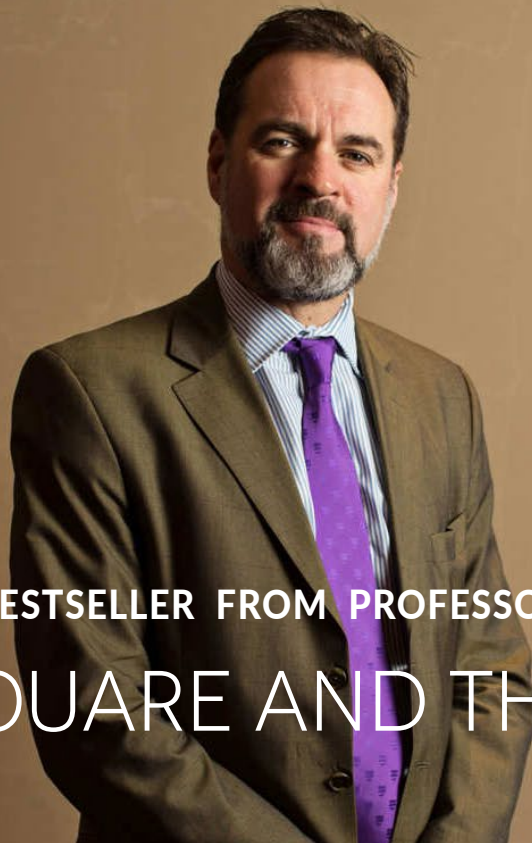
One country after another has begun exploring options for bolstering their offensive capabilities in cyberspace, and many other countries have already done so. This is a dangerous escalation. In fact, few other trends pose a bigger threat to global stability. **Read more.**



Carl Bildt, Former Prime Minister of Sweden and Chair of the Global Commission on Internet Governance

MICROSITE | VIDEO

Courtesy of Project Syndicate



THE LATEST BESTSELLER FROM PROFESSOR NIALL FERGUSON
 'THE SQUARE AND THE TOWER'

Professor Niall Ferguson is one of the most influential commentators on Geopolitics and the Global Economy. Niall is the Milbank Family Senior Fellow at the Hoover Institution, Stanford University, and a Senior Fellow of the Center for European Studies, Harvard.

Niall is also a best-selling author and his latest book is *The Square and the Tower: Networks and Power, from the Freemasons to Facebook*. It is a brilliant recasting of the turning points in world history, including the one we're living through, as a collision between old power hierarchies and new social networks. Ferguson states that most history is hierarchical: it's about emperors, presidents, prime ministers and field marshals.

It's about states, armies and corporations. It's about orders from on high. Even history "from below" is often about trade unions and workers' parties. But what if that's simply because hierarchical institutions create the archives that historians rely on? What if we are missing the informal, less well documented social networks that are the true sources of power and drivers of change?

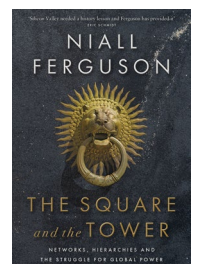
Ferguson's insights are shared with many audiences and he believes that money is the cornerstone of human progress but can also be the catalyst for catastrophe for individuals, companies and nations. Through his in-depth analysis and research into historical events as well as current economic and political trends, he offers invaluable advice for leading businesses worldwide.

Speaking Topics:

- Globalisation: Past, Present and Possible Future
- The Ascent and Descent of Money; What Went Wrong with Western Finance?
- How Big Companies Rise and Fall
- Are Capitalism and Democracy Bound to Win
- Is the United States an Empire? Should it be?
- Political Risk and the Global Business Environment



The Square and the Tower: Networks, Hierarchies and the Struggle for Global Power



////////////////////// **NOREENA HERTZ** ////////////////////////

KEY PREDICTIONS FOR 2018



Professor Noreena Hertz is a visionary economist, decision-making guru and author with an impressive track record in predicting global trends. She has advised some of the world’s leading political and business leaders on strategy, economic and geo-political risks, digital transformation, Generation K and millennials. She shares with us here her key predictions on what we will all be facing in the upcoming year.

Political risk will remain high in 2018. Populist politics is clearly here to stay for the near term and I expect a continued rise of the Right and the Left at the expense of the Centre. In practice what this means is that the backlash against free markets, free trade, globalisation and even capitalism will continue to gain

steam including amongst some politicians already in power. Free trade can no longer be assumed to be the global default moving forward.

Geopolitical risk will also remain high next year, primarily because there is a cadre of unpredictable strongmen in top jobs. Odds of an all-out war between the US and North Korea remain low – given how high the costs of that would be on both sides - but are not negligible. With regards Russia, I expect Putin’s havoc-creation strategy to continue over the next twelve months. In the Middle East, we can expect more flashpoints in 2018 - the reduced US presence on the global stage a contributory factor here.

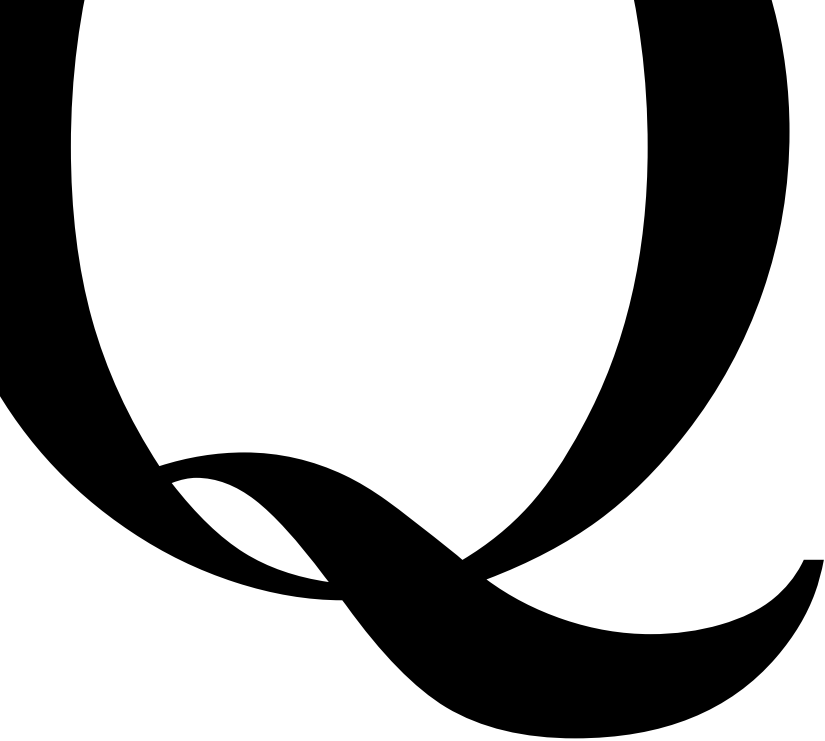
In Europe several present day challenges will continue to play out through the year including the Catalonian crisis, Brexit, rising nationalism and the different visions of Merkel and Macron. Each of these has the potential to upend the still fragile growth of the region and put further strain on the EU as an institution. The Italian elections in March look likely to be another win for populism.

Geopolitical and political disruptions such as they are

will inevitably be set against a backdrop of continued technological disruption. Developments in Artificial Intelligence will engender new business opportunities and efficiencies. The imperative for businesses to reduce their head count will increase – with consequent societal rumblings.

“Developments in Artificial Intelligence will engender new business opportunities and efficiencies.”

At the same time the big four tech giants - Amazon, Apple, Facebook and Google – are likely this coming year to continue to encroach into new territories, creating a huge strain on incumbents and traditional players. This will further sour governments and policy makers towards them. I expect more calls for greater regulation and oversight of the biggest tech players over the coming months, to address growing concerns over market dominance, fake news and privacy.



HOW DO YOU ACHIEVE SUPERB CUSTOMER SERVICE?

ANSWERED BY

CAV. DIEGO MASCIAGA O.M.R.I.

MASTER OF CUSTOMER SERVICE

Do you think the level of customer service has changed over the years and how do you see it changing in years to come?


A

Yes, the level of customer service has definitely diminished in recent years and there are a number of reasons for this; many people, especially those from younger generations simply don't expect it anymore. There is complacency, suggesting that what they have never experienced, they don't miss. However, older generations, who do remember good customer service, are likely to acknowledge its decline over recent years.

Equally, as the pace of life has become faster, lifestyles have changed and people's preoccupation with technology has prompted the breakdown of communication skills. People are more willing to complain about lack of customer service if they have a medium through which they can remain anonymous, by writing or a telephone call. Others may not even have time for that. This in itself allows standards of customer service to slip further in to decline.

As the world has become 'smaller' and evermore cosmopolitan, etiquette and customer service in general are lost through misunderstanding or misinterpreting cultural differences and language.

However, good customer service will become increasingly more important as economies expand and companies compete for business. Equally, if there is an economic crash,



Diego Masciaga is a master of customer service. He is a hospitality guru and is Director of the Waterside Inn, in Bray, UK; where he has been with the Roux family for more than 30 years.

He spoke exclusively to us about his work and his dedication to superb customer service.

MICROSITE | VIDEO

businesses will be fighting to remain buoyant, or even just to survive and as this happens, good customer service will be as important as the product itself, if not more so. Perceptive and insightful company heads will need to invest foremost in customer service to remain in business.

How important do you feel that customer service is in the world of business and how much impact do you believe this has on the bottom line?

A I feel that customer service is becoming increasingly more important in the world of business. It can be seen to safeguard against businesses going into liquidation or folding during difficult economic times. As economies became unstable and businesses start to suffer financially, especially service-based industries, good customer service will help them get through the bad times.

Good customer service will not only enable survival of some businesses but also help with expansion and ensure longevity of the business, and offer stability and insurance to such businesses.

Ultimately, good customer service leads to pleasing and pleasing leads to profit, as trust and loyalty of customers grows. This in turn leads to repeat custom and a build up in regularly returning clientele in any business. In this way,

business growth is ensured and 'word of mouth' recommendations bring yet more clients.

Good customer service is something that people remember and works, very much, on a psychological and emotional basis, enabling and enhancing people's sense of wellbeing.

In addition, employees gain from offering good customer service by receiving job satisfaction and seeing a clientele build up. As a result, this may increase employee retention in companies, which is ultimately of great benefit to a business on many levels.

"Good customer service will become increasingly more important as economies expand and companies compete for business."

You say that you believe service is a way of life, not a job. What do you feel are the traits necessary to give excellent customer service and is this something that can be taught?

A Everything that is done in terms of customer service should be

carried out with the best possible intention. The desire to please should emanate from the onset – it should be something that is almost tangible.

The personal qualities required to do this are first and foremost, passion. Willingness to please must come across from the first encounter with your client and it is this that they'll later remember and look back on.

It is imperative to anticipate the client's needs, this will bring understanding about how you must approach, handle and treat them. Recognising someone's personality or mood is of equal importance – sometimes mood is of greater importance – sometimes mood may change and therefore the way in which one approaches them would reflect this. Showing that you have humility and a degree of humbleness will help gain a client's trust. Being honest and sincere are unquestionably, of utmost importance.

Yes – I believe to a large extent customer service can be taught. With the right attitude, openness and dedication to learning, experience in good customer service can be nurtured.

Naturally, some people may take longer to teach, but with a lot of motivation, belief and praise, almost anyone can learn good customer service. Equally, as an individual receives good feedback about their customer service, their confidence will grow and this will help inspire them to strive even more.

How do you think companies should approach improving customer service to achieve excellent customer experiences in their business? What do you think are the necessary first steps?

A Firstly, it will depend on the type and size of the company. In small set-ups it's easier to identify where customer service may be lacking. In a larger company, you would need to examine and assess areas or departments, where customer service might be lacking – it could be where face-to-face service is taking place, over the telephone or via email.

It might be an idea to carry out customer surveys on a regular basis to find out where customer service is under-performing or indeed to have staff assessed regularly by a management team.

To improve customer service the management teams from all departments should be trained in the importance of delivering good service, which should be filtered down through the ranks.

As customer service is such a personal subject and has its foundations in human relationships, the only way to convey convincingly how customer service should be performed is to bring an expert in to share their expertise and experience.

The team should be taught to get pleasure from pleasing people.

Customer service skills should be regularly monitored and assessed, with some sort of training scheme implemented within the company – this is imperative. In this way customer service skills will be less likely to slip or be lost; instead they can be continually refreshed and enhanced. Such a scheme can lead to personal rewards for staff and ultimately both client and company will benefit.



You have been immersed in customer service throughout your life, is there anything you would do differently and can you give some examples of highlights during your career?

A From the age that I am now, when I look back and see that on occasions I've been too nice and generous that people have taken advantage of this and treated me like a doormat – this is something I'd do differently.

Transforming young people's lives – on arrival these young people are often without any experience or knowledge in customer service, sometimes from difficult backgrounds and of different nationalities. However day-by-day I make it my aim to nurture them. After several weeks or months, I am able to see them flourish and begin to understand and acknowledge the needs of the customers. They seemingly start to get pleasure from pleasing and in their own way they are rewarded by that. Their confidence and personalities strengthen. This transformation is very much a continual highlight of my work.

Another highlight of my career was in 1994 when I accompanied Mr Roux to Russia, whereupon we were invited to organise two formal events in the Kremlin for Mr Boris Yeltsin – an unforgettable opportunity and experience.

Furthermore, it has been the greatest honour and pleasure to be of service for all of the Royal Family, in their own private grounds, as well as at The Waterside on many, many occasions.

One of my greatest highlights was in 2011 when I learned that I had been awarded the honour of being knighted by the Italian President – Cavaliere dell'Ordine 'Al merito della Repubblica Italiana' (the equivalent of a knighthood in the UK).

Blockchain Technology Has Become the Paradigm Shift it Promised to Be

PETER VESSENES

CO-FOUNDER OF THE BITCOIN FOUNDATION

Peter Vessenes has a long history in blockchain as the co-founder of the Bitcoin Foundation and its first executive director and chairman. He launched the first Venture-backed Bitcoin Company in 2011: CoinLab, Inc. and has advised the Department of Treasury, FinCEN and the US Senate GAO, among others. His newest enterprise, New Alchemy, provides technology, token game theory and ICO advisory to the world's most innovative companies. New Alchemy has been involved in over \$2bn of tokenization since its launch 14 months ago.

The cryptocurrency market is currently at \$200 billion up from 10 billion a year and a half ago. When I started in this industry, the crypto-market was still only at \$250,000. Since that time, 'Blockchain' has become a misunderstood buzzword; used by enterprises as a stand-in for innovation and trashed by many

as a bubble. Those in the know have no doubt about blockchain's far-reaching impact: Entire industries will change, economies will decentralize, and the nature of transactions will transform.

Technology startups are already embracing the disruption. By using blockchain technology and tokenized models, Cryptocurrency startups raised \$3.2 billion in 2017 so far through Initial Coin Offerings (ICOs). It works like this—companies planning to build new services on the blockchain use tokens as a mechanism for the exchange of information and value within their product. They sell these tokens through ICOs early in the evolution of the service, to let token holders get in on the action right at the start. With this new model of decentralized funding, entrepreneurs can fund their companies without ceding any ownership stakes to venture capitalists. It's a paradigm shift that is upending the \$500 billion institution of venture capital itself. And despite reservations about legal, regulatory and administrative issues, VCs are

now taking a hard look at the ICO arena—including backing companies ahead of planned ICOs.

Blockchain technology today seems like the internet did in 1992, poised to disrupt everything. It is opening up a wealth of new possibilities in all sectors including energy, finance, retail, banking, education and government. And as the market scales, there are principles emerging that no business should ignore. Those who view blockchain and tokenization as hype will miss out on one of the most powerful technological and economic shifts of this era. It will be their loss!

Speaking Topics:

- Mobile Money
- Cryptocurrency
- Emerging Trends in Technology
- Entrepreneurship
- Blockchain - Tapping the Firestorm
- Bitcoin and Exponential Growth
- Venture Investing in the Blockchain



"Blockchain is a paradigm shift that is upending the \$500 billion institution of venture capital itself."

MICROSITE | VIDEO

FUTURE OF NEWS:

What's next?

DANIEL SIEBERG, FORMERLY WITH GOOGLE IS NOW A CO-FOUNDER AND HEAD OF JOURNALISM OPERATIONS FOR CIVIL, A REVOLUTIONARY APPROACH TO DECENTRALIZED NEWS CONTENT SUPPORTED BY THE BLOCKCHAIN AND CRYPTOCURRENCY.

Sieberg was previously co-founder of the Google News Lab and a senior marketing executive and official spokesperson at Google. Prior to joining Google, Sieberg worked as a technology correspondent, analyst and reporter for the likes of CNN, CBS News, ABC News, MSNBC and BBC News. His first book, *The Digital Diet* (Crown), is about healthy ways to consume technology. He lives in New York with his wife and two daughters.

In a "headline," I'd say the future of news is: murky but promising.

(And that's an important order of words; notably I recall meeting

the father of the world-wide web at a conference in Zurich, Tim Berners-Lee, who said an early description of his now-everywhere connectivity was reviewed by a superior who noted: "vague, but interesting." And Berners Lee likes to underscore that it would've been much worse for his future efforts had it been the other way around - "interesting, but vague" sounds much more pessimistic.)

And the murky part is arguably easier to describe than the promising part. But I'll do my best.

As is the common retelling, newspapers the world over began to suffer steep advertising losses as the rise of the web and search grew in size in the late 1990s/early 2000s. To the point now whereby Google and Facebook take the lion's share of ad dollars while publishers wrestle for the rest, suffice it to say it's a business model that will not return to a heyday anytime soon.

So as ads become less relevant, the emphasis has shifted to paywalls and subscriptions and

metered access. For reasons that continue to baffle me there is a resistance to paying for news content (except in some places in the Nordics at marginally higher rates) - any news content, even high-quality news content - which means that convincing consumers to subscribe to one or more publications could be challenging. The perception is that the gist of the information exists everywhere across social media and search so why bother reading (or paying for) anything too in-depth if your motivation is simply to know when breaking news happens or keep up at a dinner party.

Subscriptions face other challenges as well, not the least of which is ensuring as many publications - especially at the local level - have the technical infrastructure to handle them and that the tech companies involved with sourcing the subscriptions pairs well with the needs of the news industry writ large (rev-share, bundling, etc.). Oh, and whether consumers actually care or not. Some will take the leap into paying for news while others might see it more as patronage

to support their favorite news organization. Others will balk at handing over their money at all.

And in terms of challenges for the overall industry, that's not to mention the swirl around "fake news" and echo chambers and mistrust and lack of diversity and ever-changing distribution platforms, etc. - you get the idea: publishers and broadcasters aren't exactly experiencing their glory days in terms of profits and growth.

But wait!

There's good news, too. And much of it comes in the form of areas like enhanced and impactful data reporting, new ways to tell stories through immersive storytelling like VR/AR, more people coming online and on mobile in developing countries who expect news as part of their experience and share an appetite for quality content that separates fact from fiction with minimal friction. And there are many exciting startups emerging from accelerators like Matter.vc in the US, which has consistently churned out thoughtful and bright new companies to tackle a range of issues in the media from investigative reporting to monetization to messaging apps around artificial intelligence.

It's part of the reason I co-founded the News Lab during my six years at Google. It's also part of the reason I joined Civil, which is a revolutionary approach to combining decentralized news content from readers and



journalists alike with the security and scale of the blockchain and cryptocurrency. Basically it's about news content by the people for the people. With an emphasis on trust and security. It's an emerging technology in an increasingly complicated space but the promise is there to find something outside the traditional way of connecting communities and readers with what matters in a way that doesn't sacrifice quality or trust.

All of that is to say that while the ways in which we consume news and the ways in which it is gathered and distributed will continue to evolve, I hope and believe that the fundamental tenets of journalism will remain and perhaps even thrive in a new era of connectivity and community.

And that's news we can all use.

AI AND THE FUTURE OF HUMANKIND

Ray Hammond is Europe's most experienced and most widely published futurologist. As faster technological innovation, globalisation and environmental challenge continue to be priorities; Ray explains how these massive challenges will affect our futures, the way we do business and the far reaching implications socially, economically and politically.

[MICROSITE](#) | [VIDEO](#)



It has recently become a hot topic in the media to speculate about the future of humankind in the light of predicted increases in the power of artificial intelligence. Social media, quality newspapers and thoughtful magazines are regularly carrying interviews with well-known experts who warn about the coming perils of strong artificial intelligence and how it may endanger the future of humankind. Those voicing public concern about this issue recently include Professor Stephen Hawking, Elon Musk and Bill Gates.

And the Israeli historian Noah Yuval Harari has captured the zeitgeist perfectly with his two best-selling books *Sapiens* and *Homo Deus*. These two wonderfully written polemics examine humankind's relationship

with technology and how "dataism" may become the new mass religion of the future. Yuval thinks it likely that humans will come to value data and the organisation of data as our primary goal and humankind's greatest achievement.

But worrying about whether clever machines will ultimately become our successor species isn't a new topic. Futurists and science fiction writers have grappled with the idea for well over a century and I first started thinking about this possibility back in the mid-1960s.

In my 1986 book *The Modern Frankenstein* I suggested that through the developments of artificial intelligence and genetic engineering humans are gaining powers that might be considered god-like. I titled my final chapter

"Man Becomes God" and I suggested that eventually humans will merge with super-strong artificial intelligence to form a new, non-biological successor species which will then head out to colonise the universe.

I still think this is the logical outcome of our human desire to innovate and create new technology. But it's not going to happen anytime soon. Even today's most powerful artificial intelligence is still astonishingly stupid when assessed on the standards of "general intelligence" and it will be another few decades before we will approach the point at which AI becomes as capable of problem solving as humans. Of course, after that point, all bets are off.



Ray Hammond's article above about AI and the future of humankind is also highlighted by Yuval Harari's work about future history and philosophy. Prof. Yuval Noah Harari is the author of international bestsellers *Sapiens: A Brief History of Humankind* and *Homo Deus: A Brief History of Tomorrow*.

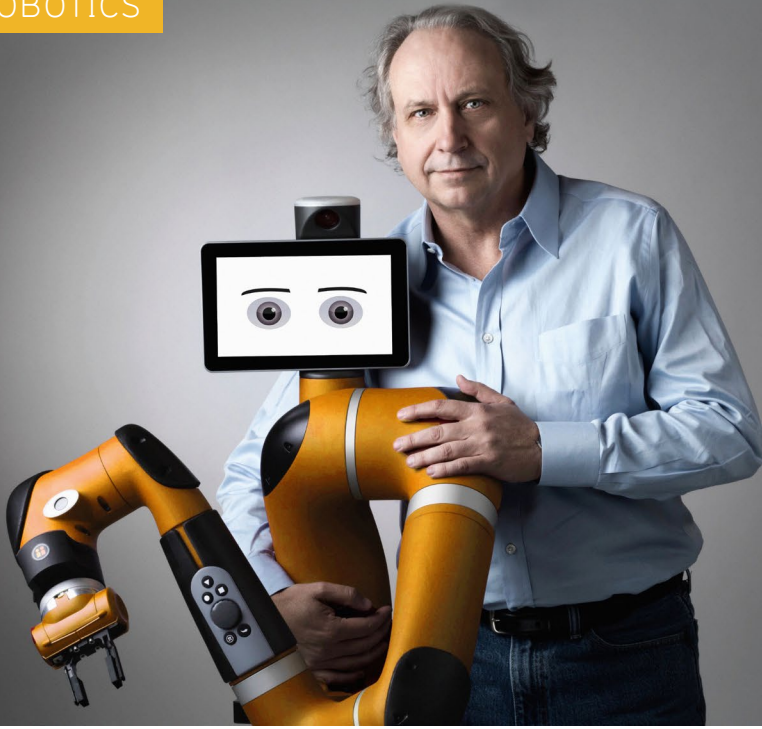
In his critically acclaimed book *Homo Deus*, Harari examines the big future projects facing humanity in the 21st century and examines what might happen to the world when these old myths are coupled with new

godlike technologies such as artificial intelligence and genetic engineering.

He asks what will happen to democracy when Google and Facebook come to know our likes and our political preferences better than we know them ourselves. What will happen to the welfare state when computers push humans out of the job market and create a massive new "useless class"? How might Islam handle genetic engineering? Will Silicon Valley end up producing new religions, rather than just novel gadgets?

Prof. Harari regularly lectures around the world on the topics explored in his books and articles, and has written for newspapers such as the Guardian, Financial Times, The Times and the Wall Street Journal.





Rodney Brooks

GENTLER, MORE AWARE 'COBOTS' ARE COMING...

MICROSITE | VIDEO

GE Robotics recently spoke to Professor Rodney Brooks, where he opened the GE Global Research Robotics Symposium. Below is an edited version of their conversation.

Few people have done more to bring humans and robots together than Rodney Brooks. Two decades ago, the Australian inventor, mathematician and former MIT professor founded iRobot, the company that designed Roomba, a line of robots that zip around homes and clean dirty floors. Today, he's still dreaming up clever ways to make robots do our dirty work — but in factories rather than living rooms.

In 2008, he founded the Boston-based Rethink Robotics, a company building collaborative robots like Baxter and the one-armed Sawyer. These "cobots" are working next to

humans in assembly plants and warehouses, handling many repetitive, dirty and difficult tasks. Brooks serves as chairman and chief technology officer of Rethink Robotics, whose investors include Bezos Expeditions, Goldman Sachs, as well as GE Ventures.

GE REPORTS: How do you convince factory workers to start collaborating with your robots?

RODNEY BROOKS: Most of our customers are putting robots in places they never had robots before. Traditional industrial robots require a cage around them so people can't get close to them because they're just not safe.

Our robots are safe. People can place robots into workspaces right next to humans and have them take over the really dull, repetitive parts of the jobs that people don't like doing.

GER: How do you design them so that they don't knock someone over?

RB: Our robots have force sensors in every joint. As they're moving, they're predicting how much force they should feel, and then, if they hit something, within a millisecond or two they're aware that the forces are not what they expected. We quickly shut down the motion and then we go into what is called squish mode, where a person can just push the arm out of the way.

GER: Squish mode sounds awesome.

RB: Indeed. As a result, you're never going to get trapped by the robot and you only get hit very, very gently. For my robots, I'm always willing to put my head right in front of the robot and have a whack. To read more click [here](#).

//////////////////// **SONY KAPOOR** //////////////////////

SUSTAINABILITY & TECHNOLOGY



As Managing Director of Re-Define, an international Think Tank, I advise a number of governments, pension funds and sovereign wealth funds. As CEO of Court Jesters, a boutique consultancy, I work with large corporate clients.

Over the course of the year, the three biggest questions we are asked to help our clients with now are:

1. How does the rise of digitization and technology affect what I do?
2. How do I make what I do sustainable without losing money?
3. How will technology affect society and the economy?

This shows a rising awareness amongst decision-makers that the rise of sustainability and technology are amongst the biggest secular trends that will shape business, government and society in the 21st century.

For the large long-term investors we advise, it is critical to understand how these two trends will affect the economic prospects and financial performance both of individual companies and asset classes, as well as that of whole countries and sectors.

The pincer effect of technological advances in renewables and a rising focus on sustainability has, for example, put the future of coal under a question mark. A similar effect also led the \$1 trillion Norwegian Sovereign Wealth Fund **which I have advised on investment strategy, to decide to divest all of its oil and gas investments.** Technological advances in shale oil and electric vehicles and binding commitments to limit climate change, has sharply increased risks to the long-term profitability of the oil and gas sector.

The Infotech and sustainability revolution has been a blessing to many developing economies,

helping them leapfrog old methods of infrastructure delivery and public services. India's leapfrogging from having just 2 landlines per 100 households to a mobile phone for nearly every adult, and its focus on off-grid solar power for rural communities speaks to the efficiency, effectiveness and power of sustainability, technology and financial profitability working together.

In developed economies too, these two secular forces are reshaping the industrial landscape. Germany's Energiewende has reshaped utilities not just in Germany, but also more broadly in Europe. Technology is slowly changing the delivery of education and health care, core functions of government in rich economies, with leapfrogging being the way forwards for poorer economies that do not yet have universal access to healthcare and education services. The circular economy mindset, once again shaped by the dual forces of technology and sustainability, promises to reshape whole business models and sectors, even whole economies. Denmark and Finland have both recently adopted national strategies to that effect. **Read more.**

GREEN ENERGY

BERTRAND PICCARD AND THE SOLAR IMPULSE FOUNDATION LAUNCHES THE WORLD ALLIANCE FOR EFFICIENT SOLUTIONS, DURING COP23



Bertrand Piccard is the initiator and visionary behind Solar Impulse, the very first airplane capable of flying perpetually without fuel.

He is involved with many clean technology initiatives, including the International Energy Agency. The IEA has launched a new high-level distinguished speaker series, big IdeAs. In summer 2017 Bertrand Piccard was invited to the IEA to talk about his experience flying around the world without fuel in Solar Impulse, an aircraft powered only by the sun's rays. He also

spoke about his next big project - establishing the World Alliance for Efficient Solutions. You can watch him [here](#).

Following the success of the first solar flight around the world, the Solar Impulse Foundation has now officially launched the second phase of its action – the World Alliance for Efficient Solutions – during COP23, with the goal of selecting 1000 solutions that can protect the environment in a profitable way, and bring them to decision makers at COP24 to encourage them to set their goals much higher in terms of energy and the environment

This is a major milestone for the World Alliance, which at present already counts 474 Members that together combine more than 500 potential solutions. It can now officially begin to

identify and select Efficient Solutions, which it defines as products, services, clean technologies and processes, not limited to the production of renewable energy, which are profitable and sustain economic growth, while protecting the environment and optimising the use of natural resources.

“Today, thousands of solutions exist that can boost economic growth while preserving nature, but they remain unknown to decision makers and are not implemented at industry level,” commented Bertrand Piccard. “Our goal is to select 1000 solutions that are both clean and profitable and bring them to decision-makers to demonstrate that they must urgently stop compromising for minimal targets and adopt much more ambitious environmental and energy policies.”

The UN Climate Change Conference (COP23) took place in 2017 from 6 to 17 November. The nations of the world met to advance the aims and ambitions of the Paris Agreement and achieve progress on its implementation guidelines. Click [here](#) to watch their latest videos.



EDIBLE DRONES

ARE A REALITY!

Bruce Dickinson, lead singer of Iron Maiden and entrepreneur, has been appointed Vice – Chairman of Pouncer, a UK company which has developed a lightweight edible drone that could deliver life-saving supplies to remote areas in times of disaster or conflict.

The Unmanned Aerial Vehicle (UAV), named Pouncer, which costs £150 (\$183) is made of an edible, starch-based thermoplastic and can either be eaten or used as shelter after being delivered to recipients.

Edible drones filled with food, water or medicine could soon become indispensable in

humanitarian emergencies by delivering survival supplies to remote areas hit by natural catastrophes or conflict.

With 50 kg (110 lb) of food stocked inside its compartments, would be able to deliver enough supplies to feed up to 50 people per day.

With up to 40 km (25 miles) reach, the drone can be launched from an aircraft or catapulted from the ground with an accuracy of about 7 metres (23 ft), giving it an advantage over air drops. The problem is you can't guarantee where the loads will land.



The project has already attracted interest from aid organisations Medicins San Frontier (MSF), International Rescue Committee, Oxfam, the World Health Organisation, the Red Cross and Airbus.

This will truly be a game-changer for those in war-torn or disaster-ridden areas of the world.

WORLD ECONOMIC FORUM

ANNUAL MEETING 2018 TO FOCUS ON CREATING A SHARED FUTURE

The WEF Annual Meeting will take place in Davos, from 23rd to 26th January 2018. The theme for the meeting is 'Creating a Shared Future in a Fractured World'.

The overview of the meeting is based on the challenges facing us all today. The global context has changed dramatically: geostrategic fissures have re-emerged on multiple fronts with wide-ranging political, economic and social consequences.

Realpolitik is no longer just a relic of the Cold War. Economic prosperity and social cohesion are not one and the same. The global commons cannot protect or heal itself.

Politically, new and divisive narratives are transforming governance. Economically,

policies are being formulated to preserve the benefits of global integration while limiting shared obligations such as sustainable development, inclusive growth and managing the Fourth Industrial Revolution. Socially, citizens yearn for responsive leadership; yet, a collective purpose remains elusive despite ever-expanding social networks. All the while, the social contract between states and their citizens continues to erode.

The 48th World Economic Forum Annual Meeting therefore aims to rededicate leaders from all walks of life to developing a shared narrative to improve the state of the world. The programme, initiatives and projects of the meeting are focused on Creating a Shared Future in a Fractured World.

By coming together at the start of the year, we can shape the future by joining this unparalleled global effort in co-design, co-creation and collaboration. The programme's depth and breadth make it a true summit of summits.

Truly global leaders lead the thought creation at the meetings and presentation sessions throughout the forum. Over the years strategists and thinkers such as [Dambisa Moyo](#), [Noreena Hertz](#), and [Joseph Stiglitz](#) have contributed their deep economic insights. [Lynda Gratton](#) has focused on the future of work in an ever-ageing population, whilst [Wolfgang Ischinger](#) has focused on the increasingly critical role of security on a global scale.

WHAT YOU SAY ABOUT OUR SPEAKERS

“ **MICHAEL FOALE** WAS ABSOLUTELY BRILLIANT. HE GAVE AN INSPIRATIONAL KEYNOTE TO OUR EUROPEAN CONFERENCE. HE WAS BOTH ENGAGING AND SPONTANEOUS, I HIGHLY RECOMMEND HIM.

— Management Software Company

“ ALL OUR 1500 CONFERENCE DELEGATES THOUGHT **RANDI ZUCKERBERG'S** KEYNOTE AROUND GENDER DIVERSITY IN THE WORKPLACE WAS SUPERB. SHE IS A CREATIVE, DYNAMIC, PERSONABLE INDIVIDUAL.

— Multi-Disciplinary Conglomerate

“ WOW - **STEVE WOZNIAK** IS EXACTLY WHAT WE NEEDED - A GLOBALLY KNOWN SPEAKER WHO IS ABLE TO DISCUSS CURRENT ISSUES AFFECTING THE TECHNOLOGICAL WORLD OF TODAY AND TOMORROW.

— Economic Forum Foundation

WHAT YOU SAY ABOUT CSA

“ YOU PROVIDED EXCELLENT SERVICE THROUGHOUT THE ENTIRE PROCESS. YOUR SPEAKER SUGGESTIONS WERE GREAT AT THE START AND YOU FOUND THE PERFECT MATCH FOR OUR LAUNCH EVENT. THANK YOU SO MUCH.

— Software Tracking Providers

“ YOU WERE SO EASY TO WORK WITH FROM THE INITIAL CONTACT; NO PRESSURE-SELLING, BUT INSTEAD SOLID, PROFESSIONAL ADVICE. THE PRE-BOOKING CALL WITH THE SPEAKER PROVIDED ADDITIONAL SURETY.

— Non-profit Leadership Organisation

“ COMMUNICATION IS ALWAYS EASY WITH YOUR COMPANY, FROM THE PROPOSED SPEAKERS, THROUGH THE BOOKING AND AT THE EVENT ITSELF. YOU ARE THOROUGH AND ALWAYS IN LINE WITH THE NEEDS OF OUR BUSINESS.

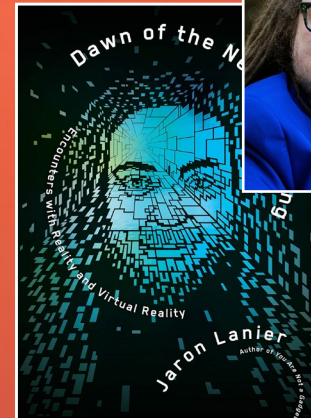
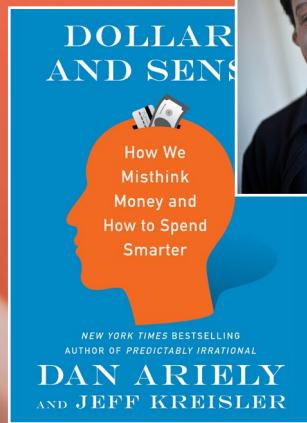
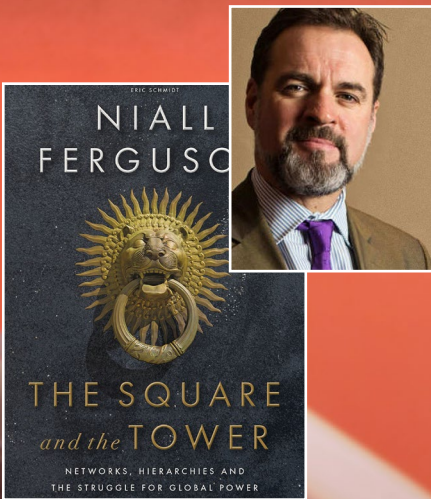
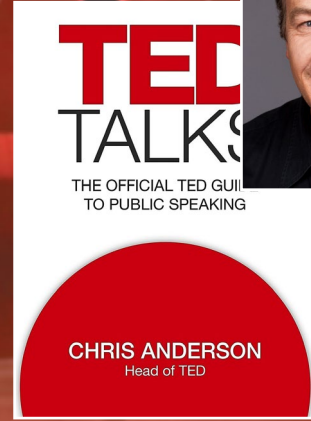
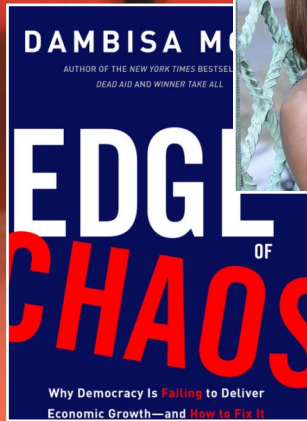
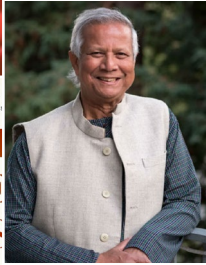
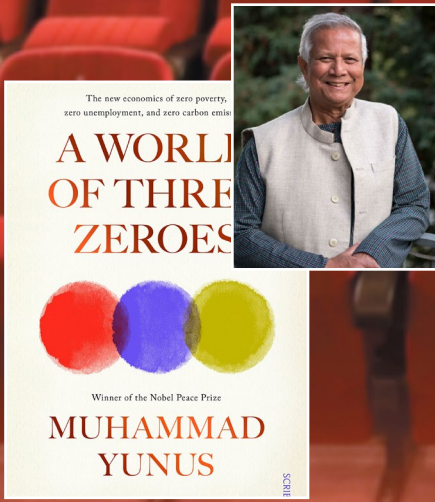
— Health and Leisure Group

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