

SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS

THE WORLD IN 2017

ARIC DROMI, JOSCHKA FISCHER

THE US ELECTION: WHAT HAPPENS NOW?

ANDERS FOGH RASMUSSEN, DANIEL FINKELSTEIN

THE FUTURE OF EUROPE

VIVIANE REDING, CARL BILDT

VIDEO ROOM

DAMBISA MOYO, DANIEL SIEBERG

INSPIRATION AND MOTIVATION

PIERLUIGI COLLINA, GREGORY STOCK

From the Editor

We do not just live in a new world but in a new world which is constantly reinventing itself (Aric Dromi, page 6). Changes will disrupt our whole existence - we cannot sit back and ignore it. We need to transform and move forward in a positive direction. It is a great pleasure to feature such eminent contributors in this issue who share with us their unique and thought provoking views of the many challenges and also the many opportunities which lie ahead.

'Is Europe set for turmoil in 2017?' asks Paolo Scaroni on page 10/11. Comments from Anders Fogh Rasmussen and Joschka Fischer look at the broader perspective of the Trump effect (page 16/17). On page 12/13 Jeremy Rifkin describes his work with Europe and China. His 'Smart Europe' plan to create a smart post-carbon market place is to be launched by the European Commission in February. Jeremy Rifkin's influence is such that The Huffington Post claims that the Chinese Premier Li Keqiang has not only read Rifkin's book The

Third Industrial Revolution, but taken it to heart as a blueprint for momentous shifts in China's strategic climate policy.

Certainly, a pivotal year lies ahead of us. I hope you enjoy our first Speaker Bulletin of 2017 guiding you through some of the many complexities our world faces. There are many reasons why 2017 could be the best year ever. Let's aim for an inspired success story all around...to make the world a better place.



Dagmar O'Toole
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Dagmar

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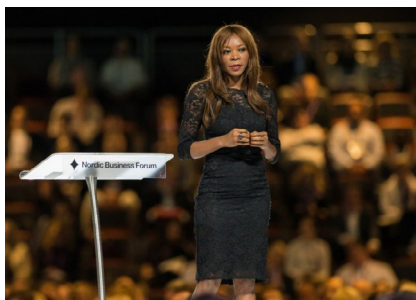
**Short Term Thinking for US
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**Will 2017 Bring a New Era of
Uncertainty?**



DAMBISA MOYO has been ranked the 6th most influential economist on social media by The Top Economists Power 100 (based on Klout scores).

With nearly one million followers across key platforms, she is ranked just behind Paul Krugman, but ahead of Nobel Laureate Joseph Stiglitz, Larry Summers and Nouriel Roubini. Check out the full list [here](#).



CARL BILDT is the Chairman of The Global Commission on Internet Governance, with the primary objective being of 'One Internet' that is protected, accessible to all and entrusted by everyone.

In the video he explains the aims and objectives of the GCIG Report. [Read more.](#)



Donald Trump's election as President of the United States does not just represent a mounting populist backlash against globalization says **NOURIEL ROUBINI**.

It may also portend the end of Pax Americana – the international order of free exchange and shared security that the US and its allies built after World War II. [Read more.](#)

GARRY KASPAROV is widely considered the greatest chess player that ever lived. In more recent times Mr Kasparov has become the chairman of the New York-based Human Rights Foundation and is a best-selling author. He recently wrote an article discussing the 25 years since the Soviet Union ceased to exist.

A quarter-century ago, on Dec. 25, 1991, as the last Soviet premier, Mikhail Gorbachev, resigned after a final attempt to keep the Communist state alive, I was so optimistic for the future. That year and the years leading up to that moment were a period when anything felt possible. The ideals of freedom and democracy seemed within the reach of the people

of the Soviet Union. I remember the December evening in 1988 when I was having dinner with friends and my mother in Paris. My family and I still lived in Baku, capital of the then-Soviet Republic of Azerbaijan, where I was raised, but I had become accustomed to unusual freedoms since becoming the world chess champion

in 1985. I was no longer accompanied by KGB minders everywhere I went, although my whereabouts were always tracked. Foreign travel still required special approval, which served to remind every Soviet citizen that this privilege could be withdrawn at any time. [Read more.](#)



CSA VIDEO ROOM



Richard Branson



Dambisa Moyo



Tom Oliver



Aric Dromi



Daniel Sieberg



Florence Eid



Sony Kapoor



Ray Hammond



Martin Lindstrom



Noreena Hertz

THE DEMOCRATIZATION OF COMMUNITY



Duncan Wardle is the former Vice President of Innovation and Creativity for the Walt Disney Company. He leverages a unique design thinking process to increase the capacity for innovative and creative thinking, capturing unlikely connections that deliver unique insights, sparking revolutionary new ideas.

The Democratization of Community - one of the trends that I anticipate will only continue to accelerate in 2017 is the furthering desire for individuals, communities, companies and now governments to both co-collaborate and co-create. Recent successes such as AirBnB, now the largest hotel chain in the world and Uber, the largest taxi fleet; are only just the tip of the iceberg. People are now crowd funding honeymoons and personal start-ups, launching new businesses by leveraging online global communities such as Kickstarter.

This trend is being further enhanced by the growing community of Makers, who are themselves being further empowered by emerging new technology such as 3D printing. A really great example of the growth of the co-collaboration world was the Market Street project in San Francisco, where local residents partnered with architects, designers and local government to transform one of San Francisco's least desirable streets into one of the most engaging, immersive environments in the city. The rapid prototyping Festival gave people the opportunity to come together and design spaces that would enhance their urban environment, that were then selected by a community panel, allowing citizens to have a

direct say about the world in which they live.

It is my belief that companies that embrace this global community of creative thought partners and Makers who are willing to participate in solving big challenges, will be the most successful, but it will require giving up some level of control and that is still an issue for many. I also believe that the most successful projects will be those that embrace rapid prototyping, learning and iteration. Those that continue to want to get it 100% right before the launch of a new product or service are going to get left behind and we will see many storied brands, ones that we once considered unassailable, fall by the wayside in this new global community of collaborative Makers. ■





2017

The Year Of Responsibility



Aric Dromi is the Chief Futurologist at Volvo Group, a digital philosopher and 'professional troublemaker'. He helps corporate decision makers gain a better grasp of their objectives and future strategies. Aric's work covers trend activity in the realms of science and technology, economics, politics and demographics.

We do not just live in a new world but in a world that is constantly reinventing itself and at an exponential rate. Technology has already altered our perception of reality and, if leveraged correctly, will disrupt our existence.

For me, the past two years marked the point of no return in regards to digital augmentation and the ability of new touch points to enhance virtual

presence through the use of digital content. From empathy, freedom, well-being to intelligence, education and governance, our creativity, economics and politics, all found themselves rethinking their potentials and impact.

“We don't need reformation. We need reinvention. We need transformation.”

2017 will be no different. I've no doubt we will keep climbing the mountains of the impossible and of "never thought of before" and use technology to improve our life and businesses, yet 2107 will also be the year where

technology will use US as part of its ability to further involve mankind beyond the boundaries of human imagination.

A new narrative is emerging, one that enables us to break the barriers of one-dimensional interactions and dramatically change our perceptions of identity, ownership and society.

We have to take responsibility for the fields of potentials that lay beyond the digital touch-points, we have to stop thinking in terms of software and hardware, human and technology and understand that we must become the machine before the machine becomes us.

2017 needs to mark the point where we adopt a new holistic perception of life and business. We can't allow ourselves to change or modify the current situation. We don't need reformation. We need reinvention. We need transformation. ■

THE FUTURE BELONGS TO THOSE WHO CANNOT BE REPLACED BY A MACHINE

Nick Fry is the former CEO and co-owner of Mercedes AMG Petronas Formula One team and was responsible for building the teams that won F1 Drivers and Constructors Championships.

The unpredictable events of 2016 were unpredictable and the longing for people to exert control over issues they themselves do not have singular influence. So will 2017 bring more of the same? Absolutely, but business and industry has always challenged the status quo and sought to expand horizons not limit them. And in the face of the global political change and currency fluctuations, the role of industry and business remains the same- move forward in a positive direction.

In 2017, the pace of change will only accelerate. Electrically powered and fully autonomous transportation, intelligent nanomaterials, increasing robotisation and artificial intelligence will be felt much sooner than many commentators expect and will have a fundamental effect on how we interact with the world and each other. The management of these challenges however remains the same year over year, industry to industry.



In my conversations with technology leaders, inventors, defence contractors, engineers, manufacturers and cyber security agencies, the issues of concern continue to be around similar themes - setting objectives with clear roles and responsibilities and with weekly measurement and follow-up. How can we improve communication across 'silos'? How do we attract and retain the best people from a diverse global talent pool? How do we do things faster and at better quality with lower cost and with more efficient use of resources? These are all frequent themes. Encouraging innovation and risk-taking to gain competitive advantage whilst embedding a 'no blame' culture where people can try

and sometimes fail. These are all areas where a highly technical sport like F1 can teach many lessons. An environment where a minimum of 10% year over year efficiency improvement is required and a mentality in each person which says 'if we don't find a solution someone else will' pays dividends or ensures survival in any business. Being mindful of political changes and how they might affect our business and lives is important but equally should not dominate our thinking. There is always a solution. Generally by focusing on improving the basics, which will work under most if not all scenarios, is key. The future belongs to those who cannot be replaced by a machine! ■

Will What Happened in 2016 Repeat Itself in 2017?



“In 2017 we will discover that the right wing populist economic nationalist candidate will govern as a right wing populist economic nationalist.”

Predicting the future is impossible, but I do write a football column each week in The Times that tries to do just that. So I'd better not be a coward when it comes to politics.

The essence of my Fink Tank column is that I look at what happened last season and tell readers that this is the most likely thing to happen again. So what happened last year in political affairs that might be repeated?

First, Britain divided into two countries - Leavia and Remainia. The former consists of people who do not feel connected to the global economy or regard themselves as beneficiaries. They are culturally conservative and pessimistic about change. They are worried that they will be losers from political correctness.

Remainia are those who benefit from globalisation, are well educated and feel that if there is civic equality they can benefit fully from their education. They are culturally liberal because they feel they are gaining from the change.

These two groups are hard to reconcile. Making a success of Brexit requires freer global trade, lower non-wage labour costs and more deregulation. Yet these are all policies that Leavia dislikes, and they won the referendum. To somehow satisfy

Leavia and make Brexit a success will require great imagination. And luck. Second, whether or not she shows imagination Theresa May will continue to have luck.

The Fink Tank discipline forces me to add the word probably to that. It looks as though Jeremy Corbyn will still be in place next summer. It is possible he will be challenged again after unsuccessful local elections but he will only topple if the left turns against him.

Third, 2017 is not separated from 2016 by some sort of magic wall. The things that happened this year will have their consequences next year. The talk about Donald Trump is that we took him literally but not seriously whereas we should have taken him seriously but not literally. I think this is wrong. We should have taken him seriously and literally.

In 2017 we will discover that the right wing populist economic nationalist candidate will govern as a right wing populist economic nationalist. ■

Lord Finkelstein is Associate Editor of The Times and former Head of Policy for the Conservative Party. He was adviser to both Prime Minister John Major and Conservative leader William Hague

THE WORLD ECONOMIC FORUM

ANNUAL MEETING 2017

We live in a fast-paced and interconnected world where breakthrough technologies, demographic shifts and political transformations have far-reaching societal and economic consequences. There is no sign of this slowing down and, in fact, we are on course for exponential change as time goes on.

Thousands of world leaders will gather in Davos this January, for possibly the

most critical meeting they have ever had. The diverse challenges from 2016, with presumably no fewer to be faced in 2017, are facing people around the globe.

The main topic this year is contained within the theme of **Responsive and Responsible Leadership**. Under this umbrella they will discuss various topics including the reforming of market capitalism, revitalisation of the global economy and strengthening systems for global collaboration. Following on from last year's theme, there will also be a continuation of preparing for the Fourth Industrial Revolution.

These topics are aimed at improving the state of the world in the year ahead. Bringing leading thinkers, economists, celebrities, business gurus and others together to discuss specific areas facing, and in some cases, threatening the planet, can help brace ourselves for the coming whirlwind of change.

Attending will be truly global leaders who have the power and the will to make change, garner mutual understanding and, where appropriate, take action. Participants in previous years have come from across all disciplines, such as **Niall Ferguson**, renowned expert on globalisation, contributing from a geopolitics and economy perspective, along with **Lynda Gratton**, an influential strategic thinker and expert behaviourist and **Wolfgang Ischinger**, Chairman of the Munich Security Conference, specialising in security and diplomacy.

Other visionaries who have taken part include explorer, innovator and sustainability specialist **Bertrand Piccard**, the record breaking round the world balloonist, as well as economists from all disciplines such as joint Nobel Prize Winner for Economics **Christopher Pissarides**, Professor of Economics, **Nouriel Roubini** and founder of the Grameen Bank, **Muhammad Yunus**. ■

WORLD
ECONOMIC
FORUM

COMMITTED TO
IMPROVING THE STATE
OF THE WORLD



IS EUROPE SET FOR TURMOIL IN 2017?

Paolo Scaroni is vice chairman at NM Rothschild & Sons and a non-executive director of Veolia, as well as being on the Board of Overseers of Columbia Business School.

The New Year may be off to a chilly start for Europe, given the three cold showers which shocked the established order in 2016. First came Brexit, then the election of Donald Trump in the USA, and lastly the Italian “no” vote in the recent referendum, which cost us our Prime Minister. What these three shocks have in common, of course, is that they are evidence of a wide-ranging rebirth of populism. And this doesn’t bode well for a Europe which is still sorting out the aftermath of the 2008 financial crisis, and which faces key elections in France and Germany in the new year.

But on all these fronts, there are reasons for optimism which are often overlooked.

First, Brexit. Yes, it was a nasty surprise for Europe. And yes, the UK brought an important pragmatic, liberal voice to the European debate which will be sorely missed. But the exit of the UK from Europe is also an opportunity. The EU faces once-in-a-lifetime challenges, in terms of its financial system, its relationship with its neighbours and its attitude



to the migrant crisis. The only way to tackle these challenges effectively is through ever closer cooperation and centralised policies. Without the UK, which was so profoundly split over ceding sovereignty, dragging its feet at every corner, the other core European countries have a real chance to pull themselves together and collectively tackle issues that affect us all.

Second, Trump. What his presidency will look like is a riddle of conflicting and unsettling signals. But there is at least one encouraging trend emerging from the fog, and that is that Mr Trump may seek a more pragmatic, and less ideologically-driven relationship with Russia, supporting its return to the global round-table. And that, too, could be a major

positive for Europe, for two reasons.

Russia is key to the European economy because it supplies around 40% of our natural gas. A constructive relationship with Russia is therefore a necessity if we are to have access to the energy we need, when we need it, and potentially even at the prices which allow us to compete on the global playing field. And Russia is not just a key economic ally for Europe. It is also a key political ally. Russia is aligned with the west in the fight against the religious extremism which has destabilised vast swathes of the Middle East and North Africa. A cooperative relationship is therefore an important pillar of any effective strategy to eradicate Isis and address many of the issues destabilising Europe,

including the influx of migrants.

And this brings me to the third threat Europe is facing; the return of populism. It isn't difficult to understand where the populists are coming from. Over the last few decades, capitalism has succeeded in creating wealth but not in ensuring

some of it is distributed to the poorest members of our society. And if to this precarious economic situation you add mass immigration, which creates even more competition at the lower ends of the economic order, you get a potentially explosive situation. This is a thorny issue, and one which we have not yet understood

how to tackle. Indeed, it is the main challenge Europe faces in 2017. But if our timid growth doesn't splutter, and if effective steps are taken to stabilise the source of the migratory influx, then perhaps in 2017 we will see the first glimmers of light on this front too. ■

EUROPE MUST BE EVERYONE'S BUSINESS IN 2017

A POLY-CRISIS HAS EUROPE FIRMLY IN ITS GRIP.

Externally, our continent is faced with instability in its Eastern and Southern neighbourhood. Ukraine has lost its territorial integrity. Turkey is drifting towards authoritarianism. Syria is hell on earth. A ring of friends has become a ring of fire.

Internally, Member States bury their heads in sands of national interest. Many countries, such as Poland, Hungary or Slovakia, refuse to share responsibilities. The UK has decided to leave the Union. And Spain might break apart. Our Union is diseased with disunity.

Seldom has the imperative for common action been so clear, not least to beat terrorism and to manage the influx of refugees. But seldom has



the lack of national leadership been so paralyzing.

2017 WILL REMAIN FRAUGHT WITH DANGERS.

Ahead of important elections in the Netherlands, France and Germany support for Geert Wilders's Party for Freedom, Marine Le Pen's National Front and Frauke Petry's Alternative for Germany is growing. Eurosceptics want to shut their countries away. They capitalize on the all-pervasive feeling of insecurity among Europeans.

To restore trust, the EU must offer an alternative. Instead of walls, bridges must be built. Notwithstanding the launch of the exit procedure in March, Europe must use the Brexit-momentum to strengthen its ability to act, with a European Defence Union

and a European Security Service. From February onwards, European and national parliaments must adopt CETA, the EU-Canada trade agreement, so that it serves as our blueprint to shape globalization. A truly-European Digital Single Market, if unlocked, could also create a real economic and social push.

IT IS HIGH TIME TO MOVE THE EU FORWARD.

In 2016, Europe has shown it could act: with the creation of the European Border and Coast Guard, with Apple's €13 billion tax bill, and soon with the strengthening of its Trade-Defence Instruments.

Marked by the 60th Anniversary of the Rome Treaties, next year will be pivotal. While our Union is at stake, Europe must be everyone's business in 2017, and not only the endeavour of those who want to destroy it. ■

Viviane Reding is a member of the European Parliament and is former Vice-President of the European Commission, with responsibility for justice, fundamental rights and citizenship.



Mr. Rifkin has been advising the leadership of the European Union over the past 14 years, and more recently, has been advising the leadership of the People's Republic of China.

Mr. Rifkin is a principle architect of the European Union's long term Third Industrial Revolution economic vision and development plan to usher in an internet of things digital infrastructure across the European Union and its partnership regions to create a smart post-carbon economy and the world's largest single integrated economic marketplace. The plan is called "Smart Europe."

The Smart Europe Third Industrial Revolution long-term economic development plan will be formally announced by the European Commission in February 2017. Mr. Rifkin's global consulting consortium, TIR Consulting Group LLC, is currently advising the European Commission on the deployment of the Smart Europe initiative and will be working with the 350 formal regions of the EU in the creation of road maps to deploy the new economic narrative and vision across Europe.

To grasp the enormity of the Smart Europe transformation taking place, we need to understand the technological forces that have given rise to new economic systems

throughout history. Every great economic paradigm requires three elements, each of which interacts with the other to enable the system to operate as a whole: new communication technologies to more efficiently manage economic activity; new sources of energy to more efficiently power economic activity; and new modes of transportation to more efficiently move economic activity.

In the 19th century, steam-powered printing and the telegraph, abundant coal, and locomotives on national rail systems gave rise to the First Industrial Revolution. In the 20th Century, centralized electricity, the telephone, radio and television, cheap oil, and internal combustion vehicles

on national road systems converged to create an infrastructure for the Second Industrial Revolution.

Today, the European Union and China have taken up Mr. Rifkin's economic vision and are laying the groundwork for a smart digital Third Industrial Revolution. Jean-Claude Juncker, President of the European Commission, has introduced a new long-term economic vision and development plan called "Smart Europe," while President Xi and Premier Li of China have introduced a similar vision called "China Internet Plus."

In both the EU and China, the digitalized communication Internet is converging with a digitalized

renewable Energy Internet, and a digitalized automated Transportation and Logistics Internet, bringing communication, energy, and mobility into a new nexus. These three Internets ride atop a platform called the Internet of Things. Sensors are being embedded into every device and appliance, allowing them to communicate with each other and Internet users, providing up to the moment data on the managing, powering, and moving of economic activity in a smart digital society.

In this expanded digital economy, enterprises connected to the Internet of Things can use Big Data and analytics to develop algorithms that speed aggregate efficiency, increase productivity, and dramatically lower the ecological footprint and marginal cost of producing and distributing goods and services, making European and Chinese businesses more competitive in an emerging postcarbon global marketplace.

(Marginal cost is the cost of producing an additional unit of a good or service, after fixed costs have been absorbed.)

For the past fourteen years, Mr. Rifkin has advised the three presidents of the European Commission - Romano Prodi, Jose Manuel Barroso, and currently Jean-Claude Juncker - as well as the European Parliament, and EU heads of state, including Germany's Angela Merkel, on the ushering in of a smart green Third Industrial Revolution economy.

According to EurActiv, Jeremy Rifkin is an American economist and author whose best-selling Third Industrial Revolution arguably provided the blueprint for Germany's transition to a low-carbon economy, and China's strategic acceptance of climate policy." See the link [here](#).

Mr. Rifkin has also been advising the leadership of the Peoples Republic of China in recent years. The Huffington

Post reported from Beijing on October 29th that "Chinese Premier Li Keqiang has not only read Jeremy Rifkin's book, The Third Industrial Revolution, and taken it to heart. He and his colleagues have also made it the core of the country's thirteenth Five-Year Plan..." The Huffington Post goes on to say that "this blueprint for China's future signals the most momentous shift in direction since the death of Mao and the advent of Deng Xiaoping's reform and opening up in 1978."

Mr. Rifkin has taught in the Executive Education program at the Wharton School since 1995.

Mr. Rifkin is ranked 123 in the WorldPost / HuffingtonPost 2015 global survey of "The World's Most Influential Voices." Mr. Rifkin is also listed among the top 10 most influential economic thinkers in the survey. ■



A MINOR CRISIS?

Europe is declining. 2017 should be an urgent momentum for a (re)start, but things are what they are. Waiting for French and German elections will not allow a decisive transformation year.

In the meantime problems are becoming enormous and leaderships weaker. Europe is targeted by terrorism without having common intelligence; we say Europe is a

market with more than 500 million people but we also saw how the decisional process collapsed because of 1 million refugees; the debt crisis is not closed and 8 years after the financial crisis we still discover a systemic problem in the Italian banks! Our growth is half of the Americans', our unemployment is double...and European elites love to think the problem is abroad... Europe has a dramatic demographic winter but European public opinion is currently against migrants. Fear of globalization and opposition to trade are prevailing. With so much rigidity and without the competitive British economy what is our way to restore growth?

Strategically things are not better. If Trump and Putin reach an agreement,

in what position will Europe be? What is really happening in Turkey? Are they changing alliances after decades of deadlock with the Europeans? Are we able to understand that the key border for security is the southern one? And are we aware that eastern countries are looking back to history again, defining themselves as Russophiles or Russophobes? Do we see European deterioration as everybody in the world is seeing?

This is not a minor crisis... ■

Paulo Portas is the former Deputy Prime Minister of Portugal. He also held office in the Portuguese Ministry of State and Foreign Affairs and the Ministry of Defence.



A PIVOTAL ELECTION YEAR FOR EUROPE



After the tumultuous events of 2016 - the Brexit vote in the UK and the Trump victory in the US - one should probably be careful with making too firm predictions for what lies ahead in 2017.

A year ago I judged the probability of Brexit at 50/50, but shared the view of most that a victory for Donald Trump was far less likely.

This year will see important elections in the Netherlands, France and Germany. And there is little doubt that it is the presidential election in France that has the greatest disruptive potential.

Were - against the odds - Marine Le Pen to enter the Elysée there is little doubt that the EU faces a challenge even worse than the coming exit of the United Kingdom. And we should not underestimate the possibilities she might have in a race against François Fillon. His more realistic economic

policies might be an attractive target for her ruthless populism.

In the meantime we will see the beginning of the negotiations on the terms for the UK exit in early 2019. But more important than these talks, difficult as they might be, will be when the UK finally decides what type of new relationship it is seeking with the EU. And until they have made that decision even informal talks on a new relationship will hardly be possible.



The German elections in September are certainly important, but less likely to result in any fundamental altering of the countries European policies,

on which there is a fair degree of consensus in the countries.

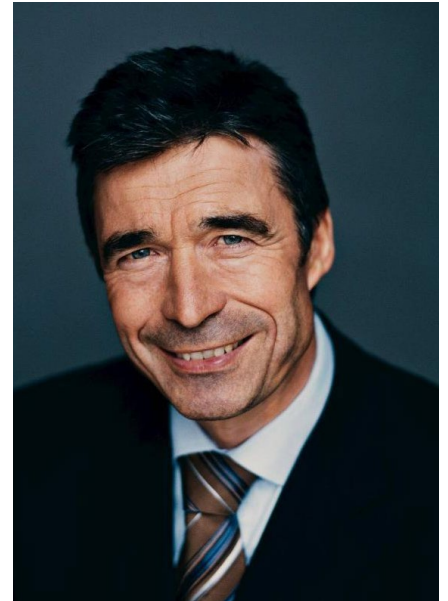
But questions of refugees, integration and terrorism will loom large both in these elections and across the continent. And much here will also depend on how the new Trump administration handles the acute challenges in Syria and in the battle against Daesh.

If the US embarks on something that can be labelled a crusade against the Muslim world - moving the US embassy to Jerusalem, among other things - there is a risk of heightened long term security threats to Europe. ■

Carl Bildt is the Chair of the Global Commission on Internet Governance and the former Prime Minister and Minister for Foreign Affairs for Sweden

DECRYPTING THE TRUMP EFFECT

Anders Fogh Rasmussen



Anders Fogh Rasmussen is former NATO Secretary General and former Prime Minister of Denmark. He has been at the centre of European and global politics for three decades and has achieved extraordinary diplomatic success.

Behind the official greetings, European capitals are holding their breath about the consequences of the American elections. With Trump, Brexit no longer looks like an isolated event. It is now clear that the entire liberal system is under great pressure. There is the immediate danger of a populist wave hitting Europe with forthcoming elections or referenda in Netherlands, the Czech Republic, France and Germany. 2017 will be a highly political and volatile year for Europe. But hoping that the storm passes is not a sound strategy; a liberal awakening is needed.

First, the 'political centre' should reconnect with the people who feel lost, angry or merely inspired by

populist movements; they should not give in, but adjust their policies accordingly. For too long populist parties have enjoyed a monopoly on what I would call identity politics. It is quite evident that culture, religion and identity still do matter. So does an international outlook. This is why mainstream politicians across the world are scrambling for ideas on how to bridge the gap and balance both. This battle may go on for decades. It will have a profound impact not only on governments and societies – but on free trade, the EU and business regulation. In order to reduce this risk, mainstream forces should hold populist parties accountable. From my time, as prime minister of Denmark I have experienced that once you invite populist parties to be part of the nitty-gritty work of governing, they will discover the 'art of the deal' and their election pledges will become less toxic.

Second, Euro-Atlantic institutions like NATO and the EU, will need to focus on core business. The ongoing discussion about an EU defence union is a wrong

solution to a real problem. NATO is perfectly placed to keep Europe safe. What we need is more defence spending. Meanwhile, instead of focusing on political paper tigers, the EU should put its weight behind issues close to people's hearts and minds: fixing EU's migration system, boosting Europe's economic performance and turning the continent into a global innovation hub.

Third, showing that putting 'America first' does not mean 'putting US leadership last' will be critical. The need to make globalisation deliver for the many, and not just the few, has turned into the key battleground of the 21st century. If we fail to win this battle, our countries will gradually become more inward looking and less prosperous. Europe will need to adjust to this new reality; and President Trump may soon realise that there is no discrepancy between 'America first' and US leadership – in fact US global leadership is the most effective catalyst of US influence and interests. ■

JOSCHKA FISCHER

GOODBYE TO THE WEST



Now that Donald Trump has been elected President of the United States, the end of what was heretofore termed the “West” has become all but certain. That term described a transatlantic world that emerged from the twentieth century’s two world wars, redefined the international order during the four-decade Cold War, and dominated the globe – until now.

The West shouldn’t be confused with the “Occident.” While the West’s culture, norms, and predominant religion are broadly Occidental in origin, it evolved into something different over time. The Occident’s basic character was shaped over centuries by the Mediterranean region (though parts of Europe north of the Alps made many important contributions to its development). The West, by contrast, is transatlantic, and it is a child of the twentieth century.

When World War I began, it was a European conflict between the Central Powers and the Entente of Britain, France, and Russia. It became a true world war only in 1917, when the US entered the fray. This is the moment when what we now call the West began to take form.

The West can be said to have received its birth certificate during World War II. In August 1941, after Nazi Germany had invaded the Soviet Union, British Prime Minister Winston Churchill and US President Franklin D. Roosevelt met on a warship off the coast of Newfoundland and signed the Atlantic Charter. That agreement would later develop into NATO, which, for four decades, enabled an alliance of independent democracies with shared values and market economies to withstand the Soviet threat – and which has safeguarded Europe to this day. ■

Joschka Fischer served as Vice Chancellor and Foreign Minister of the Federal Republic of Germany from 1998 to 2005. Throughout this time he was arguably the most popular politician in his nation and one of the most influential commentators across the world. From 2006 to 2007, Joschka Fischer held a professorship at the Woodrow Wilson School of International and Public Affairs at Princeton University (USA).



THE CHANGING BALANCE OF POWER



The economic transformation of China is the most important global economic event of the past forty years. It has changed the balance of power on the Eurasian landmass, in ways we are only beginning to comprehend.

China has an increasing number of well off, high spending, consumers. The Boston Consulting Group recently estimated that what it calls the “upper middle class” (a group that can afford regular foreign holidays) in China will rise from 53 million today, to 102 million by 2020. At the other end of the scale, China has not got a well developed welfare system. The income gap is very wide. Stress is high. There is a two tier labour market, under

which long established city residents qualify for social support, but recent arrivals in the same cities do not, and can remain in a precarious situation for years. This presents a problem of political management.

One can thus foresee the use of Chinese nationalism by the Communist party leadership, to shore up support, and distract from the ill effect of a very uneven distribution of the fruits of prosperity.

Europe and the United States should be cautious in their response to China. The decision to abandon the Trans Pacific Partnership may leave China in the driving seat, as far as trade policy in East Asia is concerned. Adding a conflict over the status of Taiwan to this mix could have really unpredictable results.

If the US moves closer to Russia, the EU may find its interests aligned more with those of China in some fields, like climate change. It would reinforce the anxiety many of the central European members of the EU feel about Russian intentions. Russia has traditionally been hostile to the EU, because it felt itself excluded from pan European security structures.

On the other hand, the US, in the past, has been a strong supporter of European integration, notably under

the Administrations of Harry Truman and George HW Bush. The incoming Trump administration seems to be headed in the opposite direction, giving visible support to political parties that would break up the EU.

President elect Trump’s decision to give an effusive welcome to Nigel Farage, before any other European leader, and immediately after the latter’s success in engineering the first ever exit of a country from the EU, sends a clear and hostile signal.

A disunited Europe could become a playground for the outworking of great power rivalries. Notwithstanding their notional “sovereignty”, individual European countries could be used as pawns in a wider struggle, in the same way as the religious factions in Syria are being used.

There are many ancient and buried antagonisms that could be exploited, if European unity is broken. The UK, which did so much to defend the liberty of Europe in 1914 and 1939, forgot this when voting in their recent referendum. ■

John Bruton is a former Prime Minister of Ireland (Taoiseach) and a renowned expert on global economic issues.

WHY *MULTILATERALISM* STILL MATTERS

Javier Solana is President, ESADE Center for Global Economy and Geopolitics and Former High Representative for the Common Foreign Security Policy of the EU.

Across the West, faith in international governance and economic globalization is declining. As Donald Trump's victory in the United States' presidential election showed, voters, driven by a sense of injustice and inequality, are increasingly rejecting openness, as well as the political establishment that has advanced it.

But, while the grievances fueling these choices are real – many have been left behind by globalization – the treatment is likely to cause more harm than the disease.

Trump won by promising to pursue unilateral and inward-looking solutions, much like those advocated by proponents of the United Kingdom's exit from the European Union. Voters were galvanized by the prospect of rejecting new free-trade agreements like the Trans-Pacific Partnership (TPP), and renegotiating old ones like the North American Free-Trade Agreement (NAFTA).

They rally against multilateral bodies like the World Trade Organization



(WTO) – the main forum for negotiating and implementing global trade norms and one of the only international organizations with a quasi-judicial dispute-settlement entity.

All of this ignores a crucial fact: in today's world, turning inward is not a viable option, especially for Western liberal democracies. We are simply too interconnected; the problems, challenges, and opportunities we face have no regard for national borders.

Efforts to move backward to the

time of independent nation-states will therefore carry massive costs. Indeed, the decline of the WTO, together with the demise of deals like the TPP and NAFTA, would fuel the emergence of separate trade blocs, inaugurating a new era of great power competition. Perhaps most important, a retreat from global trade would bring about a generalized loss of welfare.

The good news is that not everyone is suffering from such a lack of vision.

Read more. ■

THE TRENDS OF 2017

For over 30 years Ray Hammond has been researching, writing and speaking about how future trends will affect society and business. He is Europe's most experienced and most widely published futurologist.

The most noticeable short-term trends of 2017 will be continued disruption in the politics of Western nations, the probable retrenchment of the Eurozone and the possible beginning of a reformation of the European Union itself.

The wild card of the year, the joker in the pack is, of course, the presidency of Donald Trump.

As the great futurist Alvin Toffler predicted in his eponymous 1970 book, the peoples of the developed world are suffering from "Future Shock" - more or less on the timeline he predicted 47 years ago.

For many adult voters, the future is now coming at them too fast and too hard. Although few of those feeling discomfited would identify the forces of exponential technology development (and the rapid globalization that it produces) as the cause of their resentment at their own lack of social mobility and the increasing loss of low-skilled jobs, these long-term trends are the underlying causes of their unhappiness.

The reaction produced by Future Shock is the rise of so-called "populist" politics in Western societies which led to the UK's unwise vote for Brexit, the hate-filled politics of the USA which led to the even more unwise election of Donald Trump and the rise of both right and left-wing populist movements across Europe. I am afraid that additional social damage is likely to follow as more working people feel unsettled, displaced and undervalued as the arrival of A.I. and automation reduces opportunities for human employment and advancement still further.

In both the UK and the USA the percentage of adults who have attended university or college is about one third; most of this group are in work and are socially mobile, at least for now.

But the less-skilled two thirds of the population that did not benefit from further education find employment either unrewarding or impossible to find. Those working are mostly stuck in jobs that pay little more than the minimum wage, have few opportunities for promotion and are faced with competition for their jobs from keen, lowly-paid immigrants or automation. This two-thirds of the population also votes, and it is their dissatisfaction, their reaction to Future Shock, that is now disrupting domestic politics.

Alvin Toffler suggested that a new form of governance would be needed for this period; he called it

"anticipatory democracy". His hope was that informed governments of the 21st Century would anticipate the social changes wrought by technological disruption and would plan social alleviations and solutions accordingly.

But the governments he imagined - advised by social scientists, futurologists and technologists - have not materialised. If anything, I regard most of today's western governments as more technophobic, incompetent and short-sighted than they were when Alvin Toffler was writing his prescient masterpiece. Having been an advisor to Western governments on future planning, I am sad to report that very few politicians care about any issues with implications further ahead than their own next elections.

Read more. ■



What You Say About **OUR SPEAKERS**

“ **STEVE WOZNAK** WAS WONDERFUL AT OUR RECENT C-LEVEL SUMMIT. THE Q&A SESSION WITH HIM WAS BRILLIANT AND VERY INSIGHTFUL, EVERYONE RELAXED AND HE EVEN STAYED LATE TO CHAT AND SIGN BOOKS. WHAT A SUCCESS!

— Global Business Advisory

“ **BORIS BECKER'S** KEYNOTE ABOUT THE CORE OF CHANGE AND POSITIVELY AFFECTING OUTCOMES WAS TRULY INSPIRING. THE VPS AND DIRECTORS AT OUR SUMMIT WERE WOWED - NOT AN EASY FEAT.

— Global Technology Leader

“ OUR CIO SYMPOSIUM ATTENDEES THOUGHT **LYNDA GRATTON** WAS SUPERB. SHE WAS SO INCISIVE IN HER DIGITAL TRANSFORMATION AND LEADERSHIP KEYNOTE AND REALLY FOCUSED ON LEADERSHIP AND THE FUTURE OF WORK.

— Research and Advisory Corporation

What You Say About **CSA**

“ EXCELLENT SERVICE AND YET AGAIN YOU HAVE PROVIDED US WITH ANOTHER INSPIRATIONAL SPEAKER.

— Global Insurance Providers

“ YOU ARE ALWAYS VERY PROFESSIONAL, FRIENDLY AND HELPFUL, WITH GREAT COMMUNICATION AT ALL TIMES.

— Construction Company

“ YOUR SERVICE IS ALWAYS EXCELLENT, AND YOU ARE GREAT AT LETTING ME KNOW WHEN YOU NEED SOMETHING FROM US.

— ERP Solutions Providers

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The People Who Are Crazy Enough To Think That They Can Change the World, Are The Ones Who Do

The desire to achieve success is inherent in every human being. It is the desire to grow, do more, achieve more and to make one's dreams come true. Satisfaction depends not merely on having goals, but on having the right goals. The most successful companies focus on this and on motivation – how to inspire it, how to sustain it and how it can lead to success.

Motivation and inspiration can come from many different sources. There are game-changing people around the world. Steve Jobs once said: "The ones who are crazy enough to think that they can change the world, are the ones who do." They are the people who will stop at nothing to make a positive difference to other people's lives. Most leaders who hope to inspire and motivate their teams utilise a combination of mainly four traits. They provide a clear picture of the future and communicate this to their team. They create positive relationships with their teams, connecting emotionally to people. They display a focused pursuit to drive things on time and keep themselves accountable for performance. They are principled – they provide a powerful role model of doing the right things in the right way. This is demonstrated in all areas of business, the arts, media and sport, to name but a few. We feature just a few of them here. They all change the world in their own way. ■



BORIS BROTT is founder of the Symphony Nova Scotia and one of the most internationally recognised Canadian conductors. He enjoys an international career as guest conductor, educator and cultural ambassador. He works with corporate audiences, drawing comparisons between business organisations and symphony orchestras. He inspires audiences by taking them out of their comfort zones and immersing them into a full symphony orchestra recital, playing their own musical tonebar.

BENJAMIN ZANDER is conductor of the Boston Philharmonic Orchestra and the Boston Youth Philharmonic Orchestra. He fundraises, so that his Youth Orchestra can travel around the world, sharing their hugely skilful level of playing. Benjamin's approach is different and he shares this with the corporate mind. He takes audiences on a journey that offers a startling new perspective on leadership. Through stories, music and concepts he causes a radical shift in perception.





PIERLUIGI COLLINA is one of the most recognisable celebrities on the planet. He has been voted the world's greatest football referee on numerous occasions and received many awards. He is uniquely respected by the players, managers and fans where his calm authority and sense of fair play under great pressure made him the best in the world's most popular sport. His dedication to the role, as well as having been a FIFA Ambassador, helps explain his inspirational status across the globe.

DR GREGORY STOCK is one of the world's leading authorities on genomics and biotech. Gregory is a biotech entrepreneur, bioethicist and public communicator on the broad impacts of genomics and other advanced technologies now reshaping medicine. He is a ground-breaking scientist, with an inspirational and compelling vision of the far-reaching consequences of the biotech and infotech revolutions. He provides clear perspective on the challenges of big-data and digital health.



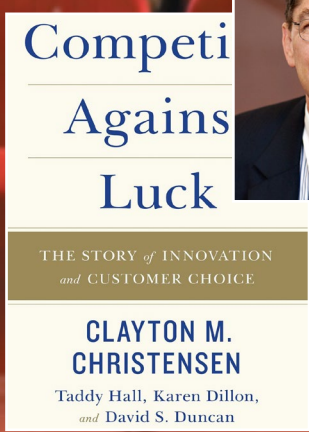
Not only is **BRUCE DICKINSON** lead singer of Iron Maiden, he is a hugely successful, inspirational businessman. He is a serial entrepreneur, creative business thinker, pilot and Chairman of Cardiff Aviation, helping countries develop their commercial airlines with their 'airline in a box' concept. He thrives on challenges, embracing them all as opportunities and ignites this passion in business audiences around the world.



NICK FRY is the former CEO and co-owner of Mercedes AMG Petronas F1 and was responsible for building the teams that won F1 Drivers and Constructors Championships. Nick's career has covered the automotive industry, from Ford through to Aston Martin, which he modernised, retaining quality and high performance, through to diversification into engineering services as well as winning World Rally Championships. His strategic leadership and team motivational skills are second to none.



SELECTED SPEAKER BOOKS

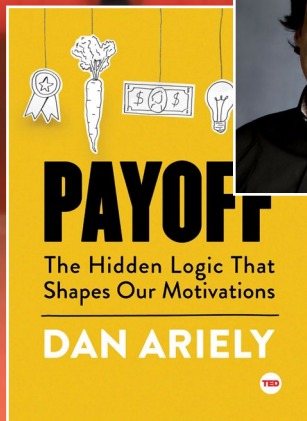



Competing Against Luck

THE STORY of INNOVATION and CUSTOMER CHOICE

CLAYTON M. CHRISTENSEN


Taddy Hall, Karen Dillon, and David S. Duncan



PAYOFF

The Hidden Logic That Shapes Our Motivations

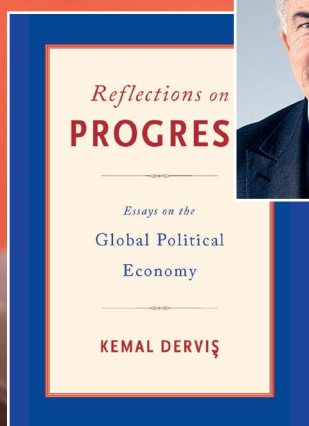
DAN ARIELY



TO THE SUMMIT AND SAFE RETURN

A Strategy To Fulfilling Your Own Vision

LENE GAMMELGAARD

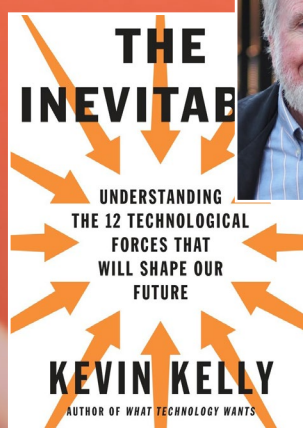
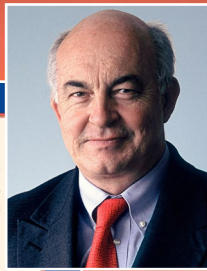


Reflections on

PROGRESS

Essays on the Global Political Economy

KEMAL DERVIŞ

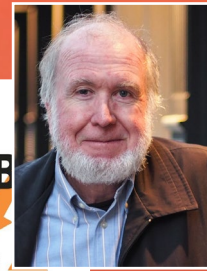


THE INEVITABLE

UNDERSTANDING THE 12 TECHNOLOGICAL FORCES THAT WILL SHAPE OUR FUTURE

KEVIN KELLY

AUTHOR OF WHAT TECHNOLOGY WANTS



THE EVIL EXECUTIVE

Encounters with malicious and a behaviour in the workplace

SIMON MAIER



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