

SPEAKER BULLETIN

IDEAS GENERATOR FOR BUSINESS LEADERS

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From the Editor

For more than 250 years the fundamental drivers of economic growth have been technological innovations. Each one catalysed waves of opportunities. Like so many other new technologies artificial intelligence (AI) has generated lots of expectations. 'Is Artificial Intelligence the Solution for Tomorrow's World?' Rodney Brooks, the world expert on Robotics and AI, answers this question on pages 4 and 5. There will be new crops of super-companies which may come from geographies that are different from where recent generation of super-growth companies have arisen. On pages 6 and 7 you can experience the way Garry Kasparov underlines how humans will benefit from AI. "The Future Belongs to Human and Computer Collaboration" he says.

Helen Fielding, the creator and author of Bridget Jones, adds on pages 10-12, how hard she feels it is for

young people to navigate a world where social media has exploded. It's more important than ever to emphasise the importance of human qualities rather than how many 'likes' you get on Instagram. In any case, the future is waiting for us.



Let's get excited about what AI can do for us and look forward to integrating it into our lives and businesses. Most of the big opportunities have not yet been tapped!

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HERMINIA IBARRA, LEADERSHIP DEVELOPMENT EXPERT, MOVES TO LBS

Herminia Ibarra, has recently been appointed Professor of Organizational Behaviour at London Business School. Prior to this Herminia was Professor of Leadership and Learning as well as Professor of Organizational Behavior at INSEAD. Her current role embraces educating leaders through writing, teaching, speaking and consulting. Thinkers50 placed her among the 10 most influential business gurus in the world.



DECISION MAKING GURU NOREENA HERTZ MOVES FROM TV TO RADIO

Visionary economist, **Noreena Hertz** has started a new role. She is going to host her own radio show in America on Sirius XM, the biggest radio network in the US, MegaHertz: London Calling. Noreena will be the network's first non-US voice and will be sharing her insights on what's going on in Europe and the UK with her listeners as well as providing insights into how America is being perceived by the rest of the world.



CHRIS VALASEK IS ON THE MOVE FROM UBER TO GM'S CRUISE AUTOMATION

Chris Valasek, Security Lead at Uber, is moving to Cruise. Valasek made worldwide headlines for his remote hack of the 2014 Jeep Cherokee where he obtained physical control of the vehicle. Chris will be helping to head up Cruise's Autonomous Vehicle security team. Cruise is GM's self-driving car company and GM are investing heavily in creating the most robust secure systems for safety and security of customers.

FUTUROLOGIST ARIC DROMI APPOINTED TO NEW BOARD POSITIONS

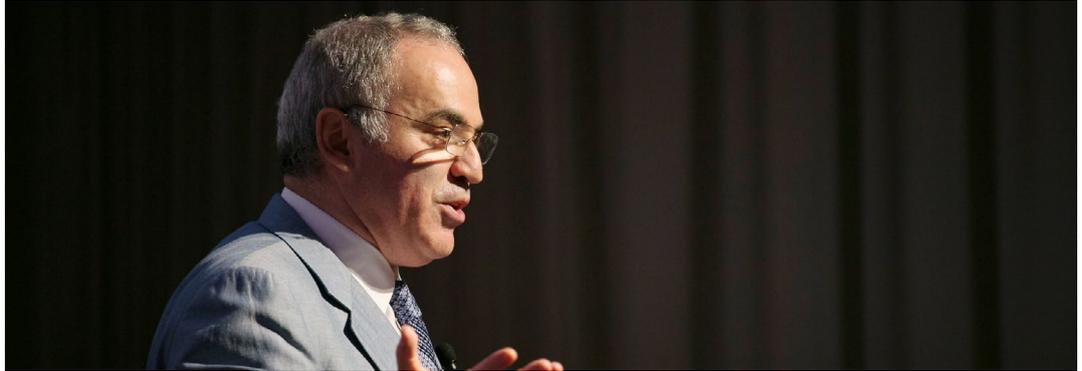
Aric Dromi is a futurologist, digital philosopher and Strategic Advisor. Alongside running his own company TEMPUS. MOTU, Aric has been the in-house futurologist at Volvo Cars Group for some time. This year he has been appointed to two new Advisory Board roles. Firstly he was appointed to the Board of the NTT innovation Institute Inc. Their purpose is to uncover ambitious ideas from the vast global network on NTT Group's R&D labs and engage in a collaborative approach to R&D with Silicon Valley start-ups as well as major corporations. Aric has also been appointed to the Innovation Advisory Board of UNLEASH. This is a global innovation lab that brings together people from all over the world to transform 1,000 personal insights into hundreds of ideas, and build lasting global networks around the UN'S Sustainable Development Goals. For our clients Aric delivers speeches that frame questions and help people identify and abandon old paradigms and rethink thinking. He

focuses on 10-15-year future scenarios making it tangible and most important, make it relevant.

View Aric's latest video clip, where he talks about the future of the transport industry and how vehicles will be redefined by thinking software and services first and only then about the car itself.



CSA VIDEO ROOM



GARRY KASPAROV
The World's Greatest Chess Player



DAMBISA MOYO
International Economist, Author of 'Winner Take All', 'Dead Aid' and 'How the West Was Lost'



ARIC DROMI
Futurologist, Digital Philosopher and Professional Troublemaker



LARS SILBERBAUER ANDERSEN
Senior Global Director Social Media & Video, LEGO



HELEN FIELDING
Novelist & Screenwriter



KENTON COOL
Everest Climber, High Altitude Leader



ANDREAS EKSTRÖM
Futurist and Commentator on the Digital Revolution



PAU GARCIA-MILÀ PUJOL
Entrepreneur and Founder of eyeOS



KJELL NORDSTRÖM
Professor at the Stockholm School of Economics

IS ARTIFICIAL INTELLIGENCE THE SOLUTION FOR TOMORROW'S WORLD?

Dr Rodney Brooks



A popular meme in both the press and populist politics is that automation is eating the jobs of the working class. While there is disruption in some industries, we see in Europe, North America, Japan, and now China, a shortage of labor for many manual jobs. With pressures against immigration, rising educational and aspirational levels, and a demographic shift to older workers, neither increases in wages nor today's operational automation is enough to fill the gaps that are opening. With our aging populations we are going to be faced with productivity crises across food production, manufacturing, fulfillment operations, and in elder care itself. There lie incredible opportunities for those who can match today's barely adequate technologies to practical business models.

Artificial Intelligence and deep learning are helping robots get better at physical tasks, and hence helping automation. But we tend to overestimate just what AI and learning algorithms can achieve in the short term of the next decade or two. Current technologies are good at classification tasks and in learning patterns in certain classes of data (e.g. in continuous signals such as from a microphone, a temperature sensor, or an electrical current meter), but not in some others (e.g. there are still challenges in understanding complex three dimensional relationships, something that is important for robotics). Thus over the last five years we have seen enormous progress in speech interfaces, in optimizing advertisement selection, and in operating an automobile under reasonably steady conditions.

What people generally do not appreciate is that each of our AI systems is a point solution, an idiot savant that has no knowledge of how its task is part of a bigger system, nor when it could or should be flexible in working with other unknown-to-it components of the big picture. The

press over generalizes the capabilities of AI systems, as do some AI researchers, substituting "in principle" arguments for accurate estimations of practicality.

"Artificial Intelligence is going to help us, but it is not the panacea for all the increase in automation our society will demand over the next two decades."

Even allowing as yet unseen advances in true spatial perception through machine learning, we are still a long, long way from getting either physical robot capabilities, or the control algorithms that will be necessary to operate them, so that our robots will have the dexterity needed for large portions of manufacturing, for packing and delivering goods to end users, or for the maintenance, or even rewiring, of our vast installed base of traditional industrial and service equipment.



So we have challenges ahead. AI is going to help us, but it is not the panacea for all the increase in automation our society will demand over the next two decades. Those

who are smart and brave enough will see new business models and will generate new companies or company divisions that change the way large portions of our physical infrastructure and supply chain works. Those will be the new crop of super companies which may well come out of geographies that are different from where recent generations of super growth companies have arisen. ■

Former MIT Professor Rodney Brooks studies and engineers robot intelligence. He is the co-founder of iRobot, which has sold more than 12 million home robots worldwide, as well as being founder and CTO of Rethink Robotics, whose mission is to apply advanced robotic intelligence to manufacturing and physical labour.

MAN AND MACHINE

Garry Kasparov became the world under-21 chess champion at 16 and was the youngest world champion in history in 1985 at the age of 22. He retired from competitive chess after 21 years as the number one ranked player in the world. Now he shares his vision for a future where intelligent machines help us turn our grandest dreams into reality.



The rapid development of AI (Artificial Intelligence) is disrupting the business models of industries and services. Intelligent machines challenge the highly educated workforce in the finance, healthcare, traffic and security sectors. Garry Kasparov doesn't consider AI as an opponent to humans. He sees it as a partner.

"The future belongs to human and computer collaboration," he says. "Human creativity and increasingly intelligent machines come together. We will use AI more and more as a support for our own thinking and decision-making. We need to consider what kind of cognitive functions we can outsource to machines. How will we organise this co-operation to make business more efficient and create a social environment which is more productive?"

According to Garry Kasparov, humans will benefit from AI because computers make fewer errors.

"The problem is that humans are inconsistent. We get tired and we will make the wrong moves under significant pressure. Our psychology works against us. Computers can eliminate the mistakes that we would make. That is the reason why I am promoting the idea of co-working. We will combine our forces with intelligent machines."

Garry encourages business leaders and politicians to raise their eyes from the routines of daily micromanaging and focus determinedly on the big picture. "As with the Internet, or with electricity, AI will change our lives in fundamental ways, some quick and obvious, others slow and subtle. Limiting our thinking to one narrow category, like the automation of jobs, can lead us to miss the big picture."

There is a long way to go before we reach the wildest AI and robotics scenarios. Many challenges and problems need to be overcome. The pace of development is difficult to

estimate but the direction is pretty clear.

According to Garry Kasparov, the best positions in this game will be taken by the people who can control the fear and excitement that comes with any revolutionary change.

"The future belongs to human and computer collaboration."

"And please keep on dreaming! This is the big difference between man and machine. We can dream, and in our dreams we can come up with ideas that could change not only our businesses and our lives, but something which is even more important. We may find a solution which will change the course of the entire human race." ■



Garry's latest book *"Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins"* reflects back on his career, but also looks to the future and the wonderful human process of making our machines and lives better. ■



In his latest TED talk, Garry says not to fear intelligent machines, but to work with them. Also the only thing to worry about is not what they can do today, but what they cannot. Machines are, after all, made by humans. How far can we go with machines at our side? ■

WHY IS ENTERPRISE VIRTUAL REALITY MISSING FROM YOUR DIGITAL STRATEGY?



Professor Eddie Obeng is a digital evangelist, founder of Pentacle Business School and a world authority on project management. He uses his extensive experience and insights to challenge people's perceptions and help them to see the new reality.

As you begin to finalise your Digital Strategy for 2018, you may be surprised to discover that fewer than 3% of businesses have included Enterprise Virtual Reality in their mix.

Gartner has stated that Virtual Reality is out of the "hype-cycle" and is mature enough to be deployed in digital transformation. So you might wonder why this low representation in Digital Strategies? Why is there so little engagement in a technology ripe for exploitation? Accenture has estimated funding has exceeded \$8.8 billion with the anticipation of markets worth \$120 billion.

You may have ignored Enterprise Virtual Reality (EVR) because the

pop-Technology Media portray all VR in terms of specialist headsets designed for consumer experiences. Or they focus on Augmented Reality for data visualisation. It is difficult to imagine either of these use-cases as strategically important to most enterprises. So if that is your concern you are correct to have ignored it.

You may have ignored it because you were uninspired reading the same tired old yawn-making list of VR 'advantages', saves business travel, helps view products, training new staff, dealing with remote workers, etc.

However many versions of Enterprise VR use your current technology investment. Even businesses running Microsoft XP can use versions of EVR to transform the performance of your organisation. No goggles required! EVR solves many of your typical challenges such as how to get better head-to-head collaboration, how to be more agile across functions, how to accelerate innovation and how to embrace remote workers.

Enterprise VR removes boundaries & barriers, makes a global business fully-transparent and enables digital transformation.

**"Enterprise
Virtual Reality
enables digital
transformation."**

EVR is not designed for gaming, simulation, entertainment visualisation or any of the pop-Tech uses but instead for two specific purposes:

- 1. To make you and your colleagues more productive and drive growth, profitability and effectiveness of your organisation.**
- 2. To educate, skill-up and develop your people and to transform your culture to a post Digital Transformation culture which suits your complex, fast-changing, VUCA environment. ■**

THE RISE AND RISE OF FUTURISTS

The main objective of futurists is to understand the key concepts of future thinking, mapping the future with alternatives or scenarios, and influencing the future with visions, plans and designs. Today many businesses are bringing corporate futurists into the mainstream. They look well beyond their own industries to understand how economic, social and technological forces will shape consumer demand and impact their bottom line. Businesses should be doing everything they can to future-proof themselves – employing futurists is one prong of a multi-faceted approach. We focus on just a few of the outstanding, ground-breaking and influential futurists who speak to corporate audiences around the world, helping them shape their future. ■

Martin Lindstrom

is a brand futurist and bestselling author. He advises Fortune 100 companies on how to build future-proof brands. He is a global expert and remarkable pioneer in the fields of consumer psychology, brand marketing and neuro-scientific research. Martin is a visionary who unveils how to use emerging techniques for building strong, international brands.



Jonas Kjellberg

is a serial entrepreneur and founding member of Skype. He also lectures on entrepreneurship and innovative thinking. He advises business leaders across the board in developing their sales strategies and in creating a sales culture to face new customer demands. The combination of academic knowledge and real-life experience gives Jonas an advantageous edge.



Andreas Ekström

is a futurist and commentator on the digital revolution. He understands the behaviours that have become culturally, technologically and commercially drivers of change at all levels of society. He looks into new user demands, gathering of data, design and technology strategies. Andreas helps decision makers to understand the tech world from a human perspective.



Stefan Hyttfors

is an acclaimed futurist and change agent, focusing on disruptive technologies, behavioural change and next generation leadership. His vision is to help as many companies as possible to embrace disruptive change on a global scale to create a better future. Stefan shows that with disruptive technologies and the power of networks we can find new business models and create wealth.



Ray Hammond

is Europe's most experienced futurologist. Ray helps companies navigate the hyper-competitive virtual economy and illuminates how best to prepare your organisation for what the future holds. He is a hugely renowned author, with his books time and again accurately predicting the importance of phenomena such as a blueprint for e-commerce and the emergence of super-intelligent machines.



Nicklas Bergman

is a serial tech entrepreneur, angel investor and futurist. He focuses on emerging technologies and searches for new opportunities which arise from the ever changing technological landscape. He takes a holistic approach, communicating what we might expect from a technological perspective and how technological development will affect us as individuals, companies and society as a whole.



INTERVIEW:

HELEN FIELDING

Helen Fielding is a novelist and screenwriter, best known as the creator of the fictional character Bridget Jones, which has become a megabrand known globally around the world, with her third book *Bridget Jones: Mad About the Boy* achieving record-breaking first day sales in the UK. Bridget Jones is a brand which has endured since 1996 to the current day and shows no sign of diminishing. Helen spoke to us recently about what inspired her to create the character and her motivation for re-inventing her and keeping her relevant for today's audiences.

Q. What do you think it is about Bridget Jones that has made her books and films so phenomenally successful? Do we identify with her or feel sorry for her?

At heart Bridget Jones is about the gap between how we all feel we're expected to be and how we actually are. Because I originally started writing Bridget's diary anonymously, as a column in a newspaper, it freed me up to be much more honest than I would otherwise have been, about how

one girl felt about trying to navigate life and her identity in the media age. If I'd known, then, that so many people were going to read the diaries, I'd never have dared write them. But the fact that it became so popular did open my eyes to a huge global issue - especially for women. Bridget is a product of the media age where women especially are inundated with images of how we are supposed to look, and multiple roles that we feel we are supposed to be brilliant at. I think Bridget communicates with women in the same way I observe women communicating with each other. We don't arrive for a glass of wine with our friends and immediately say "Oh, oh look at me; I'm so thin, beautiful and successful." We share our insecurities, flaws and things that have gone wrong, process them, laugh about them and support each other. Bridget, without realising it herself, stands for the important human qualities: warmth, kindness, emotional honesty, resilience, the strength to admit to being vulnerable, flawed and therefore human, and the ability to laugh at yourself and your misfortunes, pick yourself up, dust yourself off and keep going.

I love the fact that these qualities are celebrated through Bridget and that they are seen as more important than a fashionably large handbag and a bottom like two billiard balls.

Q. Did you feel it was important to you to write the screenplays for the film adaptations? Was there a danger that the essential essence of Bridget Jones would be lost?

Writing a screenplay is a very different job from writing a novel. A screenplay is much shorter and tighter, and has to move along more efficiently. Things that are explained at length in a novel are shown very quickly, visually, in a movie. I much prefer writing novels, but it was very important for me to stay involved with the movies in order to keep Bridget's character, and the meaning of the stories true.

It is easy to get Bridget's character wrong - if you lose her kindness and resilience, then she begins to seem self-obsessed, if you lose the irony and layers of meaning then the whole thing seems like a simple romantic comedy - the search for a man. If you don't want her to seem self-pitying and sad, you have to keep the humour and sense of fun. So it's vital that I stay on the case and speak up to keep Bridget on track.

Q. You approach life with great humour, how important is this as a communication tool for life?



I come from the Industrial North of England where humour is fundamental to the culture - it's a way of going straight to the heart of things and debunking any pretentiousness or nonsense. I always remember a performance of Swan Lake at Leeds Variety Theatre where they had a rather-overly fancy fake swan full of dancers which got stuck half way across the stage and someone shouted out in a thick Yorkshire accent, "What's up w'it duck, then?"

What often seems like the lightest joke or laugh is really a way of making sense of life, and getting back on track. In the same way a completed Bridget book looks very light and frothy, but it's like a little duck on the water, underneath the legs are busily working away. I think humour is one of the loveliest ways of navigating life - it brings people together, celebrates our joint humanity, avoids tedious uncomfortable discussions, and it's happy and fun.

Q . You are one of the biggest-selling female authors of the last few decades. Do you believe that it is becoming easier for women to achieve what they want professionally and do you see yourself as a role model for young women today?

I think it's very hard for young people to navigate a world where social media has exploded - much harder than when I first wrote Bridget. It's more important than ever to emphasise the importance of human qualities, rather than how many likes you get on Instagram, how your friends are presenting their very best day on their best vacation, or how everyone looks in their prettiest, thinnest, photo shopped picture. I'm really happy that there seems to be a large audience for Bridget even amongst young teens: it means they understand what it is that really makes us like and respect our friends and

ourselves. I think, professionally, things do get easier for women, step by step, but big obstacles to equality remain, even at the top end of the business. These are often very subtle, and things you only half understand, so it's important to share experiences and build confidence.

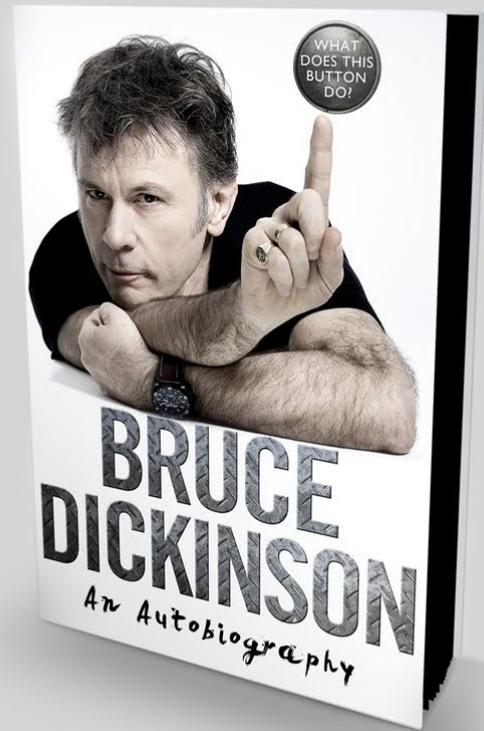
I don't know if I'm a role model - my goddaughter says her friends are studying me as a Post-Feminist at university - which has naturally gone to my head. I always want to be one of those writers who gets up at 6 am to a lightly boiled egg, writes for 3 hours at a white table with a single orchid on it, then prances off to play tennis. But I'm much more chaotic than that, and as riddled with insecurities and muddle as everyone else. So if they see a fairly normal, messy, human woman who has done well by writing about a normal human woman who's good to her friends and knows the importance of humour in life, then I'll be happy. ■

"Keep it real and aim for human rather than perfect."



BRUCE DICKINSON'S

MEMOIR TO BE PUBLISHED



Bruce Dickinson is a rock legend, entrepreneur, creative business thinker, commercial airline pilot, brewmaster and songwriter in addition, of course, to being the lead singer of Iron Maiden. Bruce is a true renaissance man.

This autumn the hugely anticipated memoir from Iron Maiden frontman and rock legend, Bruce Dickinson, entitled *What Does This Button Do?* is being published.

Ground-breaking heavy metal pioneers since their formation in 1975, Iron Maiden have sold more than ninety million albums and played over 2000 shows in sixty three countries, making them one of the most enduringly successful and globally influential bands of all time.

One of the world's most storied musicians, Bruce Dickinson has been the band's internationally-acclaimed lead singer for more than 30 years, and quite aside from the decades spent delivering high-octane performances with his larger-than-life persona, Bruce has lived an extraordinary off-stage existence too. A true polymath, Bruce is, or has been, an airline pilot and captain, an aviation entrepreneur, a beer brewer, motivational speaker, film scriptwriter, twice-published novelist, radio presenter, TV actor and a world-class fencer.

Over the last couple of years, and throughout Iron Maiden's The Book Of Souls World Tour, which has covered 39 countries and 117 shows since February 2016, Bruce has turned his unbridled creativity to writing his memoirs. In *What Does This Button Do?*, Bruce (a man who famously never gives interviews about his

personal life) shares, for the first time, the most fascinating recollections, including his thirty years with Maiden, the early days, his childhood within the eccentric British school system, going solo, realising his dream of flying jumbo jets and his recent battle with tongue cancer.

Bruce Dickinson is so much more than the frontman of one of the biggest bands on the planet. A rock icon, a true renaissance man, Bruce has been, and remains, a man of legend.

Bold, honest, intelligent and very entertaining, *What Does This Button Do?* is the long-awaited window into the life, heart and mind of one of our most adventurous and multifaceted sons.

The global publication on 19th October will be accompanied with a commensurate international book tour. ■

THINKERS 50 AWARDS

THE SHORTLIST FOR OSCARS OF MANAGEMENT THINKING

When it was launched in 2001, Thinkers50 was the first-ever global ranking of management thinkers. It has been published every two years since. Over the years, the scope of Thinkers50 has broadened to include a range of activities that support its mission of identifying and sharing the best management thinking in the world.

At the end of July they announced the shortlisted nominees for 2017's Distinguished Achievement Awards, which have been described as the 'Oscars of management thinking'. The awards will be made on November 13th. Thinkers50 look for ideas with a potential impact that extends beyond the business world to address issues ranging from social inclusion to building a sustainable model of capitalism.

Awards are made across nine categories; here we focus in on just a few of them, along with some of the nominees.

The Thinkers50 Breakthrough Idea Award celebrates a Eureka moment in management. It is given for a radical idea, which has the potential to forever change the way we think about business. **Dr Lynda Gratton**, Professor of Management Practice at London Business School and influential strategic thinker is on the shortlist, along with Andrew Scott, the co-author of *The 100 Year Life: Living and Working in an Age of Longevity*. This book heralds massive social upheaval – and opportunity for social and commercial innovation.



The Thinkers50 Digital Thinking Award celebrates the thinker who has done the most to convert the digital language of the 0 and 1 into useful human insights. They search for the thinkers whose research and insights shed the newest and most original light on the new digital reality.

Erik Brynjolfsson, Professor at MIT and Chair of the MIT Sloan Management Review, along with Andrew McAfee, are on this year's shortlist, having won it in 2015 when the award was introduced. Their latest book is Machine, Platform, Crowd.

Where you are going and how you intend to get there lie at the heart of management and leadership. Strategy is the intellectual and inspirational lifeblood of organisations. The Thinkers50 Strategy Award celebrates the very best of strategic thinking. This year the shortlist includes **Pankaj Ghemawat**. He is the professor of management and strategy and director of the Center for the Globalization of Education and Management at the Stern School of Business. He is also the author of World 3.0: Global Prosperity and How to Achieve it. Also on the list are **W Chan Kim** and **Renée Mauborgne**, who are professors of strategy at INSEAD and co-directors of the INSEAD Blue Ocean Strategy Institute. Their most recent book, Blue Ocean

Shift, follows on from their bestseller Blue Ocean Strategy, which has sold more than 3.5 million copies.

"Treasure troves of wisdom and strategy from the top minds in business."

The Thinkers50 Talent Award reflects the importance of human talent, which has become the global currency, with organizations competing for the very best people from around the world. With the changing attitudes to work the challenge now is to better understand how talented individuals work best and how they can effectively be attracted, motivated and retained. **Kate Sweetman**, business strategist and leadership authority, along with Shane Cragun, is on the shortlist this year. Sweetman, together with Cragun, are founding partners at the consulting firm SweetmanCragun. ■



UNDERSTANDING CHINA

Dr Jung Chang is the author of the best-selling books *Wild Swans - Three Daughters of China* (which *The Asian Wall Street Journal* called the most read book about China) and *Mao: The Unknown Story* (co-written with Jon Halliday). Both books have been translated into more than forty languages, and together sold some fifteen million copies.

One of the most frequently asked questions is: how did Communist China make such a fast and miraculous leap to become a fairly affluent society and the superpower that rivals the United States?

To me the answer lies largely in who the Chinese are. If one follows the journeys of their lives, observing the

road they have traversed, China today would stop being a puzzle, even if it could still astonish.

I myself was born in China in 1952, under the rule of Mao, who closed the country completely. My parents were senior Communist officials, who fell victims of the regime. My father died as a result; my mother still lives in China.

“The hungry competitiveness to better themselves in all aspects is rooted deep in Chinese culture.”

When I wrote *Wild Swans, Three Daughters of China*, (the story of my grandmother, my mother and myself), I was conscious that our experiences reflected China’s yesterdays.

I left China for Britain in 1978. Mao had died, and the country was poised for seismic changes. The Communist Party embraced capitalism, and opened the door to the West. A very Chinese characteristic burst out.

My husband, Jon Halliday, once asked me if there was a Chinese equivalent for ‘keeping up with the Joneses’. I told him that the nearest Chinese expression would be ‘overtaking the Joneses’.

The hungry competitiveness to better themselves in all aspects – rooted deep in Chinese culture – had been held back by war, tyranny, and the lack of opportunities. In the congenial post-Mao environment, it flourished

intensely, as people had lived through so much deprivation. It is this spirit that created the China Phenomenon. I have been going back to China virtually every year since I settled down in Britain, to visit my mother and to research my books.

I have witnessed the country's transformation year by year. Given

that all my books are banned, my own experience has never been short of roller-coaster drama. Often sad and even in despair, I nevertheless see hopefulness around me. The driving engine for the Chinese has never stopped roaring.

Where might this engine, which has been promoted to dominate the

Chinese mind, take the country? And how might this future China affect the world? Both the Chinese people and the world at large face a real challenge. ■



HOW ASIAN COMPANIES WILL CHALLENGE THE GLOBAL BRANDS

The face of business in Asia is changing faster than one can blink one's eyes. Asian companies that used to be back-end workhorses, manufacturing consumer goods cheaply for Western companies, are slowly realizing the benefits of branding and building a global footprint.

Many Asian companies traditionally focused on asset-intensive industries. But it has been demonstrated that the most profitable Asian companies focus on intangibles such as human capital, exploiting network effects, and creating synergies based on brands or reputation, rather than investing in tangible assets.

The new change-makers in Asia are the second- and third-generation family owners who for the first time are daring to question the existing business models. It is natural for younger generations to want to move away from the traditional Asian manufacturing and trading paradigm into an era of brands and trademarks. They typically have overseas experience from other industries or consulting, and they bring that mind-set back to Asian boardrooms.

In the coming years, the global companies will face intensified competition from Asian challenger companies whom are bold, daring and different in their approach to building global brands at scale. Marketing is moving into the Asian boardrooms as a strategic discipline which will help to create customer-centric organizations and brands.

The one reason, more than any others, that influences the creation of strong brands is the mindset of the boardroom and the CEO. Branding is a boardroom discipline and successful brands can be built only when the boardroom, led by the chairman and the CEO, understands, appreciates and commits to treating branding as a strategic discipline and devotes resources to support the brand continuously.

Asian cultures have always valued the long-term outlook in almost any aspect of life. Asian boardrooms should use this unique strength to influence them in creating more successful brands – but it requires a different mindset in the Asian boardroom. ■

Martin Roll is a C-suite mentor, business & brand strategist and author. He consistently delivers impact for enterprises around the world. Now back in Europe after 17 years in Asia, Martin is uniquely placed to offer his strategic insights into how Asian companies will challenge the global brands.

AN ECONOMIC ANSWER TO **TERRORISM**

After nearly two decades in print, the fundamental pillars of Peruvian economist and ex-political adviser Hernando de Soto's bestseller, *The Other Path*, continues to resonate with modern economic security affairs. His argument that over-bearing bureaucracy hinders developing economies' success are channeled through 1980's Peru case studies that offer further comparative perspective to modern crisis.

However, De Soto stood at a cross roads during his political career that also puts the clarity of his arguments at risk. While he worked to reform such regulations, he also worked for those behind them.

"Simplification means using techniques already well known as "de-bureaucratization" in developed countries," De Soto states, "These include replacing rules which specify how to fulfill certain requirements by rules stating the ends to be achieved. This would lighten the burden on those who must obey the laws in question, because instead of having to meet certain requirements before they can do something, they will instead be monitored afterward to see whether they are complying with the law. Such procedures, which emphasize ex post de facto monitoring rather than prior paperwork, reduce red tape without abandoning necessary controls but also provide

more efficient means of enforcement" (De Soto; 248).

Despite a multi-partisan past, De Soto's analysis led many to argue that his work does uphold logical argument. One point includes his stated economic beliefs and the strong relationship of trust envisioned being beneficial amid legal and illegal influences. This is particularly the case when involving the areas of minimal property rights, underground economies and general lack of security – elements that many developing world citizens experience.

No Re-Inventing the Wheel

First, De Soto encourages developing countries not to re-invent the wheel regarding economic elevation, but to look toward their second and first world counterparts. As a political adviser in Fujimori-era Peru and head of his organization, the Institute for Liberty and Democracy, De Soto witnessed firsthand the tribulations of developing countries attempting to correct impoverished and insecure circumstances via overt regulation. Peruvians were experiencing daily constraints, such as "house but not titles; crops but not deeds; businesses but not statues of incorporation". The government was having trouble regulating unofficial endeavors, and the common man was having trouble progressing in the face of rigid official

bureaucratic walls.

Overall, problems were out of hand, so why not support a tighter grip? While De Soto could have supported additional regulation, he countered this trend, explaining that that method proves counterproductive. When society's poor cannot turn to official authorities for permission to grow – for example, through residential development or small businesses – due to over bureaucracy, they occasionally turn toward illegal authorities. In dealing with the Shining Path, De Soto identified terrorist groups' strategy in economically enabling faster growth when government red tape would not. This is costly in the big picture, as the ironic increase of law also fed the increase of criminal organizations.

Read more. ■

*** Reproduced by courtesy of Ailana Navarez, Editor-in-Chief of Pulsamerica Magazine

Hernando de Soto is currently President of the think-tank, Institute for Liberty and Democracy (ILD) based in Peru. The ILD has been described as one of the most important think-tanks in the World and Mr de Soto as the "World's Greatest Living Economist".



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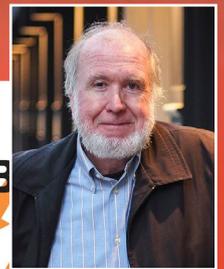
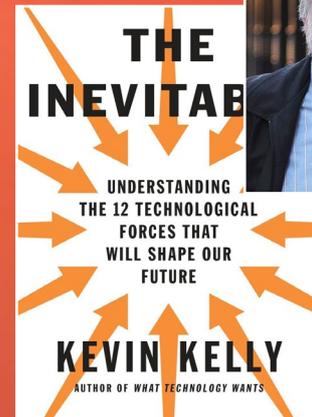
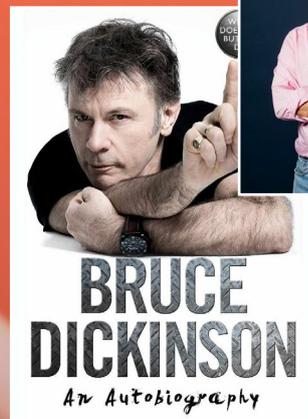
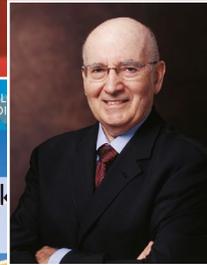
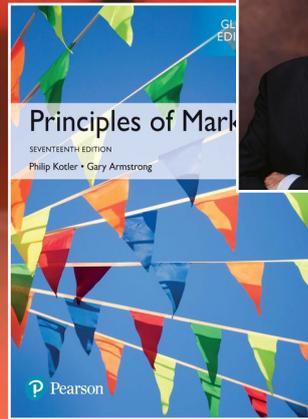
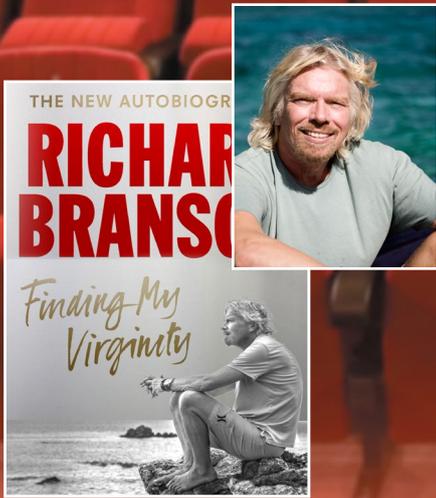
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