

World Economic Forum Annual Meeting 2013

Programme at a Glance

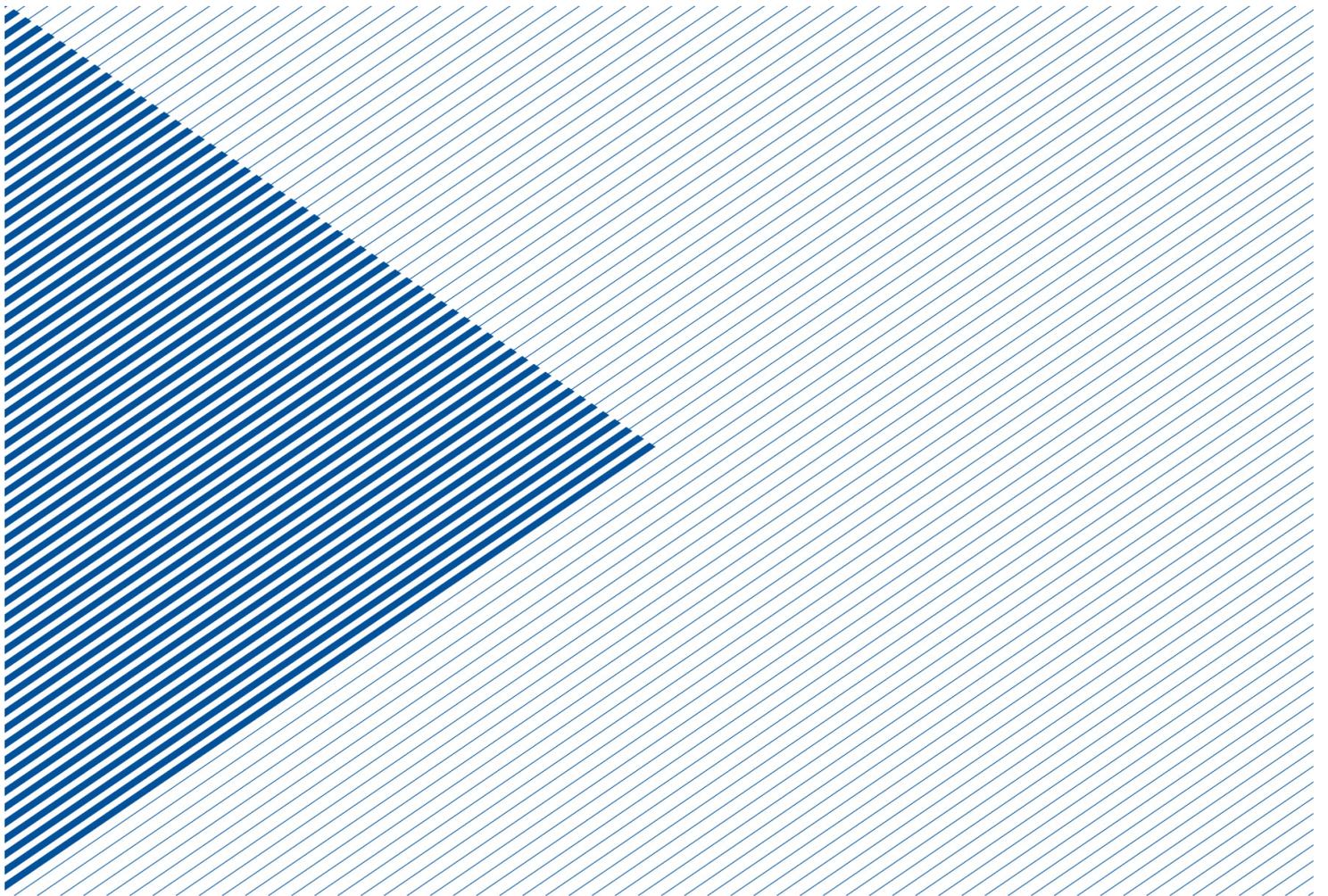
Davos-Klosters, Switzerland 23-27 January

	Tuesday 22 January	Wednesday 23 January	Thursday 24 January	Friday 25 January	Saturday 26 January	Sunday 27 January	
08.00	Arrival Day					Return Day	
08.30							
09.00		09.00 Registration opens	09.00 - 10.00 Update Sessions	09.00 - 10.15 Interactive and Working Sessions	09.00 - 10.15 Interactive and Working Sessions		09.00 - 10.15 Interactive and Working Sessions
09.30							
10.00							
10.30		10.30 - 11.30 Update Sessions	10.30 - 12.00 Plenary and Interactive Sessions in Parallel	10.30 - 12.00 Plenary Session	10.30 - 12.00 Interactive and Working Sessions		
11.00							
11.30		11.45 - 12.45 Plenary Session					
12.00			12.30 - 14.00 Opening Luncheon	12.30 - 13.45 Lunch Sessions	12.30 - 13.45 Lunch Sessions		12.00 - 14.00 Buffet in Congress Centre
12.30			14.00 - 15.15 Interactive Sessions	14.45 - 15.45 Interactive and Working Sessions	14.45 - 15.45 Interactive and Working Sessions		14.00 - 15.00 Plenary and Interactive and Working Sessions in Parallel
13.00			15.45 - 17.00 Interactive and Working Sessions	16.00 - 17.15 Interactive and Working Sessions	16.00 - 17.15 Interactive and Working Sessions		15.30 - 16.30 Interactive and Working Sessions
13.30			17.30 - 18.45 Plenary Session	17.30 - 19.00 Plenary Session	17.30 - 19.00 Plenary Session		17.00 - 18.00 Closing Plenary Session
14.00		16.00 - 16.45 Forum Vision		19.00 - 20.00 Dalian AMNC Reception			19.00 - 22.00 Soirée on the Magic Mountain
14.30		18.00 - 18.30 Welcome Address and Crystal Awards Ceremony		20.00 - 22.00 Dinner Sessions	20.00 - 22.00 Dinner Sessions		
15.00		18.30 - 19.30 Special Concert					
15.30		19.30 - 20.30 Welcome Reception					
16.00							
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21.00							
21.30							
22.00							

Global Agenda

World Economic Forum Annual Meeting 2013 Programme

Davos-Klosters, Switzerland 23-27 January



Programme Pillars and Sub-Pillars

Programme Icons

Programme Co-Chairs

Leading Through Adversity

-  **A₁** Building Resilient Institutions
-  **A₂** Improving Decision-Making
-  **A₃** Strengthening Personal Resilience

Restoring Economic Dynamism

-  **B₁** Achieving Inclusive Prosperity
-  **B₂** Rebuilding Economic Confidence
-  **B₃** Unleashing Entrepreneurial Innovation

Strengthening Societal Resilience

-  **C₁** Reinforcing Critical Systems
-  **C₂** Sustaining Natural Resources
-  **C₃** Establishing Shared Norms

-  Arts and Culture
-  Global Risks
-  BetaZone
-  Forum Debate
-  IdeasLab
-  An Insight, An Idea
-  Televised session
-  Lunch/Dinner session
-  WorkShop/WorkStudio session
-  Interpretation
-  On the record
-  Sign-up required

Frederico Curado, President and Chief Executive Officer, EMBRAER, Brazil; Chair/Co-Chair of the Governors for Aviation and Travel for 2013

Muhtar A. Kent, Chairman of the Board and Chief Executive Officer, The Coca-Cola Company, USA

Huguette Labelle, Chair, Transparency International, Germany; Global Agenda Council on Responsible Mineral Resources Management

Andrew N. Liveris, Chairman and Chief Executive Officer, The Dow Chemical Company, USA

Atsutoshi Nishida, Chairman of the Board, Toshiba Corporation, Japan

Axel A. Weber, Chairman of the Board of Directors, UBS, Switzerland

Tue | Wed | Thu | Fri | Sat

09.00 - 21.00

1 registration

Registration Opens

Please pick up your badge at registration on Kurgartenstrasse. However, access to the Congress Centre will only begin at 14.00.

16.00 - 16.45

Congress Centre - Sanada

2 forum vision

World Economic Forum Vision and Mission

Professor Klaus Schwab invites all newcomers and interested participants to a briefing on the institution's strategic vision and latest initiatives.

18.00 - 18.10

Congress Centre - Congress Hall

3 welcoming address



Welcoming Address by the Executive Chairman

Simultaneous interpretation in all languages

This session is on the record and webcast live.

Tue | Wed | Thu | Fri | Sat

18.10 - 18.30

Congress Centre - Congress Hall

4 crystal award



Crystal Award Ceremony

The World Economic Forum's Crystal Award honours artists who have used their art to improve the state of the world.

Simultaneous interpretation in all languages

This session is on the record and webcast live.

18.30 - 19.30

Congress Centre - Congress Hall

5 special concert



Special Concert Performance

This special welcome concert will feature the Moscow Virtuosi Chamber Orchestra, with talented young soloists, under the leadership of Maestro Vladimir Spivakov.

The programme will include works by Mozart, Tchaikovsky, Rachmaninov, Paganini, Boccherini, Rossini, Puccini and Piazzolla.

19.30 - 20.30

Congress Centre - Throughout the Congress Centre

6 welcome reception

Welcome Reception

Professor Klaus Schwab and Mrs Hilde Schwab, together with the Managing Board, host a welcome reception to reconfirm the spirit of friendship and community that is the hallmark of the World Economic Forum Annual Meeting.

09.00 - 10.00

Congress Centre - Pisch

7 china growth context



China's Growth Context

What strategic shifts and transformational issues are shaping the growth context in China?

Dimensions to be addressed:

- Upgrading to value-added products
- Catering to 1.3 billion consumers
- Financing innovation and entrepreneurship
- Integrating sustainability into business strategies

Simultaneous interpretation in English and Chinese

09.00 - 10.00

Congress Centre - Aspen 2

8 energy context



The Global Energy Context

What strategic shifts and transformational issues are shaping the global energy context?

Dimensions to be addressed:

- Reduced infrastructure spending
- Shale gas boom in North America
- Role of "silent fuels" -- coal and nuclear
- Geopolitical uncertainties

This session is linked to initiatives and communities of the Forum. Roberto Bocca is available to brief participants.

09.00 - 10.00

Congress Centre - Parsenn

10 human capital context



The Human Capital Context

What strategic shifts and transformational issues are shaping the human capital context?

Dimensions to be addressed:

- State of the education-skills-jobs nexus
- Structural nature of youth unemployment
- Impact of technology on workforce

09.00 - 10.00

Congress Centre - Aspen 1

11 kahneman/decision-making



Thinking, Fast and Slow

Nobel Laureate Daniel Kahneman explores the science behind human decision-making and how hardwired biases can be overcome.

09.00 - 10.00

Congress Centre - Forum

12 security context



The Global Security Context

What strategic shifts and transformational issues are shaping the global security context?

Dimensions to be addressed:

- Critical power vacuums and regional responses
- North Africa, Middle East and South Asia
- US priorities in the second Obama Administration
- China's strategic direction under new leadership

This session is open to reporting press.

09.00 - 10.00

Congress Centre - Seehorn Arena

13 social technology context



The Social Technology Context

What strategic shifts and transformational issues are shaping the social technology context?

Dimensions to be addressed:

- Unlocking innovation through social media platforms
- Data-driven approaches to influence consumer choices
- Changing digital norms and privacy regulations

09.00 - 10.15

Congress Centre - Sanada

9 financial context



The Global Financial Context

What strategic shifts and transformational issues are shaping the global financial context?

Dimensions to be addressed:

- Limits of monetary policy
- Eurozone options
- Real world impact of Basel III and Solvency II
- Future of shadow banking

This session is on the record and webcast live.

10.00 - 11.30

Congress Centre - Wisshorn WorkStudio

14 mindful leadership



Experiencing Mindful Leadership

How can mindfulness training enhance leaders' and employees' focus, resilience, compassion and creativity?

Session objectives:

- Examine neuropsychological evidence
- Enhance self-awareness in leadership
- Pioneer corporate programmes

10.30 - 11.30

Congress Centre - Jakobshorn

16 design challenge



The Global Design Challenge

What are the grand challenges for design in the 21st century?

Dimensions to be addressed:

- Creating a sustainable future
- Closing the poverty gap
- Understanding and managing complexity
- Responding to rapid urbanization

10.30 - 11.30

Congress Centre - Aspen 2

17 digital infrastructure context



The Digital Infrastructure Context

What strategic shifts and transformational issues are shaping the digital infrastructure context?

Dimensions to be addressed:

- Rise of networked devices, big data and cloud
- Shifting norms and regulations
- Increasing infrastructure vulnerability

10.30 - 11.30

Congress Centre - Forum

18 future/value chain



The Future Value Chain

How will new consumption and production models transform global value chains?

Dimensions to be addressed:

- Exploring new models of economic value creation
- Shifting to closed-loop models
- Scaling towards circular economies

This session is linked to initiatives and communities of the Forum. Dominic Waughray is available to brief participants.

This session is open to the reporting press.

10.30 - 11.30

Congress Centre - Parsenn

19 health context



The Healthcare Context

What strategic shifts and transformational issues are shaping the healthcare context?

Dimensions to be addressed:

- Growing emphasis on cost effectiveness
- Shifting from treatment to prevention
- Delivering biotech innovations
- Ageing societies in advanced and emerging economies

This session is linked to initiatives and communities of the Forum. Olivier Raynaud is available to brief participants.

10.30 - 11.30

Congress Centre - Pischa

21 latin america context



The Latin America Context

What challenges and transformations are shaping the leadership context in Latin America?

Dimensions to be addressed:

- Fostering growth and social innovation
- Impact of the resource boom
- Nature of the new middle class

This session is linked to initiatives and communities of the Forum. Marisol Argueta is available to brief participants.

Simultaneous interpretation in English and Spanish

10.30 - 11.30

Congress Centre - Aspen 1

22 resource context



The Natural Resource Context

What strategic shifts and transformational issues are shaping the natural resource context?

Dimensions to be addressed:

- Shifting consumption patterns globally
- Discovery of new resources
- Volatility in supplier countries

10.30 - 11.30

Congress Centre - Seehorn Arena

23 role of business



The Evolving Role of Business

How is business balancing shareholder and stakeholder demands to respond to the changing expectations of society?

Dimensions to be addressed:

- Improving accountability and fighting corruption to regain public trust
- Restructuring value chains to produce multistakeholder value
- Redesigning the system to reward a long-term mindset

10.30 - 11.45

Congress Centre - Flüela IdeasLab

20 ideasl原因/technology pioneers



IdeasLab with Technology Pioneers: Approaches to the Future

How are the Technology Pioneers shaping and building the future?

Discover and debate in the IdeasLab:

Idea 1: Sequencing the human genome -- so what?

Idea 2: Providing security for mobile devices and the Internet of things

Idea 3: Leveraging the Internet to drive real world impact

Idea 4: Producing and storing cost-effective and efficient green energy through fuel-cell systems

This session is linked to initiatives and communities of the Forum. Silvia von Gunten is available to brief participants.

10.45 - 11.45

Congress Centre - Sanada

24 time/leadership



Leading through Adversity

Are leaders too risk-averse in efforts to bring the economy back on track?

This session was developed in partnership with *Time* magazine and will be broadcast on CNN Money.

Simultaneous interpretation in English and German

As this session is televised, please arrive 15 minutes before the start of the session. The door will be closed at the scheduled time. This session is on the record and webcast live.

11.00 - 11.30

Congress Centre - Studio

25 one-on-one/sorrell



An Insight, An Idea with Martin Sorrell

A conversation with WPP Chief Executive Officer Sir Martin Sorrell on future growth: where, when and how much?

This session is on the record and webcast live.

11.45 - 12.30

Congress Centre - Schwarzhorn BetaZone

26 betazone/maeda



Design, Data and Decisions

Designer and educator John Maeda reveals the power of design in helping leaders navigate their competing priorities, agendas and relationships.

11.45 - 12.45

Congress Centre - Congress Hall

27 russia scenarios



Scenarios for the Russian Federation

Despite a decade of high growth, Russia's economic model is at a turning point. Against a backdrop of significant global vulnerabilities, what is the outlook for the country's economic development?

Simultaneous interpretation in all languages

This session is on the record and webcast live.

12.00 - 12.30

Congress Centre - Forum

28 thinking ahead/business future



Thinking Ahead with Young Global Leaders

Some businesses thrive in difficult economic times and ambiguity. How do they do it?

Young Global Leaders give three short talks on how you can take your business into the future.

Learn about:

- A manifesto for sustainable business -- pro-social, anti-consumption marketing
- Engaging tomorrow's consumers
- Where business will be created in coming years

This session is open to reporting press.

12.30 - 14.00

Swiss Alpine High School (SAMD) - Auditorium

29 open forum/1



Open Forum: NGOs as New Models for the 21st Century

In the past century, businesses have become increasingly proactive corporate citizens, taking on social and environmental causes that were traditionally the domain of international organizations and NGOs. Meanwhile, non-profit institutions have found their management and performance under scrutiny. As we advance to an era where efficiency and accountability take precedence, how can humanitarian funds be applied most effectively?

- To whom should NGOs be accountable? What are their roles and responsibilities?
- Should NGOs be run like businesses?
- What are the opportunities for businesses and NGOs to collaborate? What are the drivers to create partnerships?

Simultaneous interpretation in English and German

This session is open to reporting press.

12.30 - 14.00

Congress Centre - Throughout the Congress Centre

30 opening luncheon



Opening Luncheon

hosted by the Government of Peru

13.00 - 13.30

Congress Centre - Forum

31 thinking ahead/people power



Thinking Ahead with Young Global Leaders

Social breakthroughs begin when mindsets change and people look beyond the obvious, identify the real challenges and do something about them.

Young Global Leaders give three short talks on people power.

Learn about:

- How to start a people's movement
- Women as gatekeepers to a better future
- The "seeing" blind

This session is open to reporting press.

14.00 - 14.45

Congress Centre - Schwarzhorn BetaZone

32 betazone/gates



Transformative Art

"Our goal is to create a beloved community and this will require a qualitative change in our souls as well as a quantitative change in our lives."
-- Martin Luther King Jr

Artist and activist Theaster Gates draws from urban planning to inject renewed vibrancy into underserved communities.

14.00 - 15.00

Congress Centre - Sanada

33 cnbc africa/de-risking



De-risking Africa

How are Africa's leaders mitigating investment risk in Africa's economies?

This session was developed in partnership with CNBC Africa.

Simultaneous interpretation in English and French

As this session is televised, please arrive 15 minutes before the start of the session. The door will be closed at the scheduled time. This session is on the record and webcast live.

14.00 - 15.00

Congress Centre - Jakobshorn

34 dialogue across cultures



On the Road to Dialogue

How can the arts transform conflict into dialogue?

Dimensions to be addressed:

- Enabling civic dialogue
- Breaking down cultural barriers
- Turning violent neighbourhoods into cohesive communities

14.00 - 15.00

Congress Centre - Forum

37 future/transportation



Connected Transportation: Hype or Reality?

How could connected vehicles and transportation systems transform mobility?

Dimensions to be addressed:

- Improving road safety and traffic flow
- Reducing carbon footprints
- Improving supply chain visibility

This session is linked to initiatives and communities of the Forum. John Moavenzadeh is available to brief participants.

This session is open to reporting press.

14.00 - 15.15

Congress Centre - Pischea

35 east asia context



The East Asia Context

What challenges and transformations are shaping the leadership context in East Asia?

Dimensions to be addressed:

- Territorial disputes and security threats
- Regional competitiveness and growth outlook
- Evolving role of China in the region

14.00 - 15.15

Congress Centre - Aspen 1

36 europe context



The Europe Context

What challenges and transformations are shaping the leadership context in Europe?

Dimensions to be addressed:

- Divergent competitiveness levels
- Fiscal-monetary-banking system nexus
- Future of governance institutions

This session is linked to initiatives and communities of the Forum. Martin Bruncko is available to brief participants.

14.00 - 15.15

Congress Centre - Aspen 2

39 leadership transitions



Global Leadership in Transition

How will leadership transitions around the world impact global cooperation?

Dimensions to be addressed:

- Facilitating international trade negotiations
- Coordinating macroeconomic policy
- Resolving territorial and maritime disputes

Simultaneous interpretation in English, Chinese and Japanese

14.00 - 15.15

Congress Centre - Seehorn Arena

42 values context



The Values Context

What tensions and transformations are shaping moral debates worldwide?

Dimensions to be addressed:

- Economic: stakeholder vs shareholder
- Geographic: local vs global
- Generational: young vs old
- Ideological: religious vs secular

14.00 - 15.30

Congress Centre - Dischma WorkShop

38 improving decision-making



Improving Decision-making

How can leaders take better decisions in complex, volatile and high-velocity environments?

Session objectives:

- Understand and manage hardwired biases
- Explore impact of high-stake, high-pressure environments
- Share strategies to overcome decision paralysis

14.00 - 16.00

Congress Centre - Wisshorn WorkStudio

41 sustainable growth



Pioneering Sustainable Growth

How can pioneers in business and government catalyse growth within planetary boundaries?

Session objectives:

- Understand impact of planetary boundaries
- Share best practices in business and government
- Explore implementation opportunities

15.00 - 15.30

Congress Centre - Studio

43 one-on-one/christensen



An Insight, An Idea with Clayton Christensen

A conversation with award-winning author and Harvard Graduate School of Business Professor Clayton Christensen on his breakthrough idea on how to fix national finances

This session is on the record and webcast live.

15.15 - 16.15

Congress Centre - Forum

47 future/health



The Future of Health

How will digital technologies and personalized medicine transform health?

Dimensions to be addressed:

- Exploring socio-economic benefits
- Removing barriers to implementation
- Leapfrogging innovation in developing countries

This session is linked to initiatives and communities of the Forum. Olivier Raynaud is available to brief participants.

This session is open to reporting press.

15.15 - 16.15

Congress Centre - Schwarzhorn BetaZone

53 universe



The Past and Future of the Universe

What can the latest scientific discoveries and technology breakthroughs uncover about the age and origins of the universe?

15.45 - 16.30

Congress Centre - Jakobshorn

50 mankell/man of character



Man of Character

"Everything you can imagine is real."
-- Pablo Picasso

Crime writer Henning Mankell explores the human condition through the protagonists in his novels and his work in Africa.

15.45 - 16.45

Congress Centre - Sanada

45 caixin/china 2020



China 2020: Vision Meets Reality

What should be at the top of China's reform agenda to inject new economic dynamism?

Dimensions to be addressed:

- Tackling environmental degradation
- Ensuring sustained economic growth
- Strengthening the social safety net

This session was developed in partnership with Caixin.

Simultaneous interpretation in English and Chinese

As this session is televised, please arrive 15 minutes before the start of the session. The door will be closed at the scheduled time. This session is on the record and webcast live.

15.45 - 17.00

Congress Centre - Aspen 2

44 arab world context



The Arab World Context

What challenges and transformations are shaping the context for decision-makers in the Arab world?

Dimensions to be addressed:

- North Africa's transitions
- Advancing youth employment
- Heightened geopolitical uncertainties

Simultaneous interpretation in English and Arabic

15.45 - 17.00

Congress Centre - Seehorn Arena

46 development context



The Human Development Context

What strategic shifts and transformational issues are shaping the human development context?

Dimensions to be addressed:

- Fiscal austerity in advanced economies
- Decelerating growth in large emerging economies
- Rising inequality in high-growth developing countries

15.45 - 17.00

Congress Centre - Flüela IdeasLab

48 ideaslab/mit



Disruptive Education with the Massachusetts Institute of Technology (MIT)

Breakthrough research and innovation are creating new models of education.

Discover and debate in the IdeasLab:
Idea 1: Developing learning platforms to rethink university education
Idea 2: Fostering anti-disciplinary thinking for breakthrough innovation
Idea 3: Bridging science, education and policy: stopping the cancer tsunami
Idea 4: Race against the machine: implications of the digital revolution for work and education

15.45 - 17.00

Congress Centre - Sertig IdeasLab

49 ideaslab/wharton



Building Resilience to Global Risks with The Wharton School, University of Pennsylvania

Understanding the latest strategies and tools can improve society's resilience to global risks.

Discover and debate in the IdeasLab:

- Idea 1: Exploring financial mechanisms for post-disaster damage and recovery work
- Idea 2: Developing long-term strategies for managing global risks
- Idea 3: Building leadership and resilience to manage future catastrophic events
- Idea 4: Drawing leadership lessons from the psychology of resilience

15.45 - 17.00

Congress Centre - Aspen 1

52 unconventional monetary policy



Forum Debate: The Rise of Unconventional Monetary Policy

Do the near-term benefits of quantitative easing outweigh the long-term risks?

Debating this question:

15.45 - 17.00

Congress Centre - Pisch

55 central asia



A New Dawn for Central Asia?

As the world struggles to sustain growth, could Central Asia be the next region to watch?

Dimensions to be addressed:

- Benefits to the energy sector
- Economic growth potential
- Emergence of interregional integration

Simultaneous interpretation in English and Russian

Tue | **Wed** | Thu | Fri | Sat

16.00 - 16.30

Congress Centre - Studio

267 one-on-one/naidoo



An Insight, An Idea with Kumi Naidoo

A conversation with renowned activist and Greenpeace International Executive Director Kumi Naidoo on his breakthrough idea for a transformational approach to addressing climate change by redesigning current economic models.

This session is on the record and webcast live.

16.00 - 16.45

Congress Centre - Arts and Culture Lounge

54 art walk 1/ybarra



Art Walk I

Abstract painter Daniel Ybarra gives a guided tour of his ongoing series "Germinations" in the Congress Centre and shares his unique way of translating scientific imagery into large-scale works.

Please meet at the Arts and Culture Lounge on the Middle level of the Congress Centre.

16.00 - 17.30

Congress Centre - Dischma WorkShop

56 data deluge



From Data Deluge to Data Dividend

How can decision-makers successfully transform the "data deluge" into a "data dividend"?

16.30 - 17.30

Congress Centre - Forum

58 global risks/climate change



Global Risks 2013: Testing Economic and Environmental Resilience

Building resilience to climate change will require significant trade-offs for financially strained economies, requiring a rethink of related global risks.

This session explores possible contingencies as highlighted in the *Global Risks 2013* report.

This session is linked to initiatives and communities of the Forum. Linda Freiner is available to brief participants.

This session is open to reporting press.

16.30 - 17.30

Congress Centre - Schwarzhorn BetaZone

59 muniz/paisagem



Sugar Loaves and Soda Cans

Crystal Award recipient Vik Muniz explores the power of repurposing materials as he takes participants behind the scenes of the making of his most recent works.

17.00 - 17.30

Congress Centre - Studio

40 one-on-one/summers



An Insight, An Idea with Lawrence Summers

A conversation with Harvard University Professor Lawrence Summers on the future of the American public sector

This session is on the record and webcast live.

Tue | **Wed** | Thu | Fri | Sat

17.30 - 17.45

Congress Centre - Congress Hall

60 welcoming remarks



Welcoming Remarks

Simultaneous interpretation in all languages

This session is on the record and webcast live.

17.45 - 18.10

Congress Centre - Congress Hall

61 special address/monti



Leading against the Odds

Simultaneous interpretation in all languages

This session is on the record and webcast live.

18.10 - 19.00

Congress Centre - Congress Hall

62 special address/lagarde



Resilient Dynamism

Simultaneous interpretation in all languages

This session is on the record and webcast live.

19.00 - 20.30

Swiss Alpine High School (SAMD) - Auditorium

63 open forum/2



Open Forum: Unemployed or Unemployable?

Globally, there is a need to create 600 million productive jobs over the next decade to ensure sustainable growth and preserve social cohesion. Youth are protesting en masse and the number of university graduates is higher than ever before, yet businesses are struggling to find skilled talent to hire. How can this gap be bridged?

- Who should be responsible for the creation of 600 million jobs? What innovations are needed?
- Is unemployment a structural or systemic problem?
- Is the education system at fault, or are the unemployed?
- Is unemployment high because of economic policy?

Simultaneous interpretation in English and German

This session is open to reporting press.

20.00 - 22.00

Hotel Hilton Garden Inn - Parsenn-Madrisa

64 beliefs that bond



Beliefs that Bond

How can religion contribute to societal resilience without limiting the dynamism of diverse beliefs?

20.00 - 22.00

Derby Hotel Davos - Dischma

65 cancer: myths and truths



Cancer: Myths and Truths

What does the latest research reveal about the causes of and cures for cancer?

Tue | **Wed** | Thu | Fri | Sat

20.00 - 22.00

Hotel Victoria - Victoria

66 disruptive university



The Disruptive University

How are new models of collaboration with universities spurring innovation?

20.00 - 22.00

Hotel Belvédère - Spina

67 drivers of change



Drivers of Change

"Do not follow where the path may lead. Go instead where there is no path and leave a trail."

-- Harold R. McAlindon

What drives young leaders to turn their dreams into reality, paving the way to the future they want?

20.00 - 22.00

Hotel Kongress - Restaurant

68 economics



Economics — The Way Forward

How does economics need to change to get the global economy back on track?

Tue | **Wed** | Thu | Fri | Sat

20.00 - 22.00

Hotel Sunstar Park - Parsenn 1-2-3

69 leaders: born or made?



Leaders: Born or Made?

"Be not afraid of greatness: some are born great, some achieve greatness, and some have greatness thrust upon them."

-- William Shakespeare, *Twelfth Night*

Are leaders born or made?

20.00 - 22.00

Hotel Grischa - Schatzalp-Parsenn

70 online power



Online Power

What is the true power of social networks and how can it be used to maximum effect?

20.00 - 22.00

Hotel Grischa - Jacobshorn-Rinerhorn

71 power



Power and Statecraft: An American Assessment

What does "power" mean in today's global context and how has it altered American statecraft?

Tue | **Wed** | Thu | Fri | Sat

20.00 - 22.00

Derby Hotel Davos - Fluela 1-2-3

72 risks and creativity



Break a Leg!

Dinner with live jazz

How do artists use failure as a catalyst for creativity?

20.00 - 22.00

Hotel National - Salon Mignon

73 science revolution



Science: The Next Revolution

What controversial scientific discoveries could radically change our lives?

20.00 - 22.00

Hotel Cresta Sun - Restaurant

74 secrets of success



Secrets of Success

"It matters not how long we live, but how."
-- Philip James Bailey

What is the true definition of success?

Tue | **Wed** | Thu | Fri | Sat

20.00 - 22.00

Waldhotel Davos - Restaurant

75 stay tuned



Stay Tuned

What are the top five stories likely to make the headlines in 2013?

08.00 - 08.30

Congress Centre - Wisshorn WorkStudio

76 mindfulness meditation 1



Mindfulness Meditation

Meditation is the art of silencing the mind, helping to increase self-awareness and act in a more calm, focused and authentic way.

Join this early morning session with experts to learn and experience the benefits of mindfulness meditation.

09.00 - 10.00

Congress Centre - Seehorn Arena

78 enterprise dynamism



Fostering Entrepreneurial Innovation

How are corporations fostering entrepreneurial innovation in a low-growth environment?

Dimensions to be addressed:

- Thinking beyond industry boundaries
- Crowdsourcing from the marketplace
- Building capacity for disruption

09.00 - 10.00

Congress Centre - Schwarzhorn BetaZone

81 tipping points



Earth's Tipping Points

How could imminent tipping points in ecological systems cause irreversible changes at a global scale?

Dimensions to be addressed:

- Scientific knowledge of the world's hotspots
- Big data for better decision-making
- Risk management support platforms

09.00 - 10.15

Congress Centre - Flüela IdeasLab

79 ideaslab/oxford



From Systemic Risks to Systemic Opportunities with the University of Oxford

New research, technologies and innovations are on the cusp of solving some of the world's major global issues.

Discover and debate in the IdeasLab:
Idea 1: Connectivity, creativity, complexity and chaos

Idea 2: Challenge of sustainably feeding 9-10 billion people

Idea 3: A CERN for climate change

Idea 4: Curing the incurable: managing a future with HIV

Idea 5: Cybersecurity and the promise of hyperconnectivity

09.00 - 10.30

Congress Centre - Dischma WorkShop

80 smart cities



Designing Smart Cities

How can cities be designed for urban resilience and prosperity?

Session objectives:

- Understand the characteristics of smart cities
- Rethink infrastructure for resilient dynamism
- Share best practices and partnership models

09.00 - 11.00

Congress Centre - Wisshorn WorkStudio

77 digital norms



Shaping Digital Norms

How should digital norms and rights evolve in hyperconnected societies?

Session objectives:

- Explore ownership and value of data
- Balance freedom of expression of the individual with national security
- Assess a framework that allows innovation and rewards creativity

09.15 - 09.45

Congress Centre - Studio

87 one-on-one/li daokui



An Insight, An Idea with Li Daokui

A conversation with top Chinese economist Li Daokui on his breakthrough ideas on China's growth trajectory, economic structural changes and future role in the world economy in the midst of domestic and international tensions

This session is on the record and webcast live.

09.15 - 10.00

Congress Centre - Jakobshorn

86 okudzeto/renaissance woman



Renaissance Woman

"The best and most beautiful things in the world cannot be seen or even touched. They must be felt within the heart."
-- Helen Keller

Transnational artist Senam Okudzeto brings together disparate cultures to promote universal approaches to contemporary life.

09.15 - 10.15

Congress Centre - Sanada

82 cnn español/social innovation



Scaling Social Innovation

How can social innovation models be scaled for greater impact?

This session was developed in partnership with CNN en Español.

Simultaneous interpretation in English and Spanish

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

09.15 - 10.15

Congress Centre - Forum

83 future/manufacturing



Advanced Manufacturing

What strategic shifts and transformational issues are shaping the manufacturing context?

Dimensions to be addressed:

- Reducing shortage of skilled workers
- Designing affordable 3D printing
- Addressing increased competition for raw materials

This session is linked to initiatives and communities of the Forum. John Moavenzadeh is available to brief participants.

This session is open to reporting press.

09.15 - 10.15

Congress Centre - Aspen 2

85 long-term investing



Unlocking Long-term Capital

How can the supply-demand gap for long-term capital be overcome to fund corporate growth, innovation and infrastructure?

Dimensions to be addressed:

- Aligning incentive structures
- Designing effective public policy
- Cultivating long-term thinking

09.15 - 10.30

Congress Centre - Aspen 1

84 g20 outlook



G20 Outlook

What is the role of the G20 in responding to global challenges?

Dimensions to be addressed:

- Creating jobs for competitiveness
- Boosting strategic infrastructure investments
- Mitigating global economic risks through regulatory reform
- Ensuring development for all

Simultaneous interpretation in English and Russian

09.30 - 10.30

Congress Centre - Congress Hall

88 state of the world/kissinger



The State of the World: A Strategic Assessment

Governments worldwide remain in a weakened condition in one of the most uncertain and fragile periods in recent memory. How can nations restore their legitimacy and effectiveness in the current global context?

Simultaneous interpretation in all languages

This session is on the record and webcast live.

10.30 - 11.00

Congress Centre - Congress Hall

92 special address/cameron



Special Address

Simultaneous interpretation in all languages

This session is on the record and webcast live.

10.30 - 11.30

Congress Centre - Schwarzhorn BetaZone

90 active by design



Active by Design

How can cities and products be designed to promote active and healthy lifestyles?

Dimensions to be addressed:

- Making health the default choice through product and urban design
- Promoting physical activity as an enabler of health, well-being and creativity
- Exploring cross-sectoral roles and responsibilities in promoting health and well-being

10.30 - 11.30

Congress Centre - Jakobshorn

91 art of leadership



The Art of Leadership

What are the secrets of successful leadership in the world of the arts?

Dimensions to be addressed:

- Motivating artists to perform at their best
- Maintaining an entrepreneurial edge
- Sparking the imagination of audiences

10.45 - 11.45

Congress Centre - Forum

93 resilience/catastrophic risks



Catastrophic Risks in the 21st Century

How can global, national and industry resilience to catastrophic risks be increased?

Dimensions to be addressed:

- Assessment of national resilience to global risks
- Role and impact of hyperconnectivity
- Strategies to prevent systemic failures

This session is open to reporting press.

11.00 - 12.00

Congress Centre - Congress Hall

94 europe



Eurozone Crisis — The Way Forward

What must Europe do to turn the crisis into opportunity?

Dimensions to be addressed:

- Enhancing political vision and fiscal order
- Developing effective governance frameworks
- Instituting smart reforms

Simultaneous interpretation in all languages

This session is on the record and webcast live.

11.00 - 12.00

Congress Centre - Sanada

95 ndtv/brics



Avoiding the BRIC Wall

How are BRIC growth strategies adjusting to a protracted global economic slowdown?

This session was developed in partnership with NDTV.

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

11.00 - 12.00

Congress Centre - Aspen 2

264 mali update



Crisis in Mali: An Update

What are the regional and humanitarian implications of the escalating conflict in Mali?

Simultaneous interpretation in English and French

11.15 - 11.45

Congress Centre - Studio

96 one-on-one/martin



An Insight, An Idea with Roger Martin

A conversation with award-winning author and dean of the Rotman School of Management at the University of Toronto Roger Martin on his breakthrough idea to dramatically change the way modern capitalism is regulated

This session is on the record and webcast live.

12.15 - 12.45

Congress Centre - Forum

97 thinking ahead/development



Thinking Ahead with Young Global Leaders

It is one thing to wish the world were a better place, and quite another to make it happen in the near future.

Young Global Leaders give three short talks on how to close the development gap.

Learn about:

- "Electrifying" a country
- Urbanizing the planet
- Escaping the survival trap

This session is open to reporting press.

12.30 - 13.45

Hotel Victoria - La Terrasse

98 climate framework



Shifting Fortunes: Towards a New Climate Framework?

How are shifting political and economic realities in the G20 affecting progress towards a new climate framework?

Dimensions to be addressed:

- Stabilizing insecure economic outlook in East and West
- Changing leadership in US and China
- Shifting alliances and new partnerships

12.30 - 13.45

Hotel Grischa - Parsenn

99 digital gender divide



Decoding the Digital Gender Divide

How can the full potential of information technologies be harnessed to close the gender divide?

Dimensions to be addressed:

- Engaging girls in computer science
- Leveraging collaborative platforms
- Targeting ICT skills gaps

12.30 - 13.45

Hotel Flüela - Refuge

100 emerging technologies



Integrating Emerging Technologies

How should the ethical, political and social complexities of emerging technologies be navigated?

Dimensions to be addressed:

- Communicating risks and opportunities
- Shaping public perceptions
- Reconciling regional differences

12.30 - 13.45

Derby Hotel Davos - Fluela 1-2-3

101 happiness



The Happiness Factor

With the need to measure prosperity beyond GDP growth, what are the most accurate benchmarks of economic progress that incorporate happiness and well-being?

Dimensions to be addressed:

- Designing comprehensive national accounts
- Exploring metrics that matter
- Linking well-being and resilient growth

12.30 - 13.45

Morosani Schweizerhof - Arvenstube

103 philanthropy and markets



Catalysing Markets through Philanthropy

How can giving, lending and investing be combined effectively to maximize social benefit?

Dimensions to be addressed:

- Mapping needs and incentives of players
- Learning from successful joint-financing structures
- Identifying areas ripe for further collaboration

12.30 - 13.45

Morosani Posthotel - Arvenstube

104 protectionism



Preventing Protectionism

As the world's leading economies continue to face tough times, how can they ensure that rising levels of protectionism will not derail economic integration?

Dimensions to be addressed:

- Accelerating regional cooperation
- Reducing trade tensions
- Rethinking labour mobility

12.30 - 13.45

Morosani Posthotel - Post/Davoserstube

105 region/asia



From Interdependence to Integration

How can deeper regional cooperation sustain Asia's growing economic interdependence?

Dimensions to be addressed:

- Leveraging lessons from ASEAN economic integration
- Managing unresolved geopolitical differences
- Strengthening regional institutions and cooperation initiatives

12.30 - 13.45

Hotel Cresta Sun - Restaurant

106 region/europe



Restoring Europe's Vibrancy

As the European Union pursues the imperative to integrate in the face of political backlash, how can Europe's leaders restore growth and employment?

Dimensions to be addressed:

- Sparking and sustaining innovation-driven competitiveness
- Building stable fiscal, financial and economic architecture
- Re-engaging voters in national politics

This session is linked to initiatives and communities of the Forum. Martin Bruncko is available to brief participants.

12.30 - 13.45

Hotel Waldhuus - Jacobshorn A-B-C

107 region/latin america



Connecting Latin America

What new models of regional integration are emerging on the continent?

12.30 - 13.45

Hotel Flüela - Flüela Restaurant

108 skills



Skills for Employment

How can education and training better equip the workforce for skilled and productive employment?

Dimensions to be addressed:

- Retaining and motivating talent
- Rethinking training and apprenticeship models
- Partnering with educators to meet employers' needs

12.30 - 14.00

Swiss Alpine High School (SAMD) - Auditorium

102 open forum/3



Open Forum: Mega Sporting Events — In Whose Interest?

Mega sport events are of great interest to regions all over the world. The costs and benefits of hosting these large-scale events are matters of continuous debate. While they are viewed by some parties as a means to stimulate economic growth, social benefit, tourism, infrastructure improvements and national pride, others are concerned with increased taxes and cost overruns, local disruptions and “white elephant” buildings.

- Who benefits from hosting mega events? What are the trade-offs?
- What are the corruption implications? What measures exist to reduce corruption?
- How much does athletic success matter?
- Are sporting events staged for infrastructure and nation-building?
- What happens after the event has taken place?

Simultaneous interpretation in English and German

This session is open to reporting press.

14.15 - 14.45

Congress Centre - Congress Hall

109 special address/merkel



Special Address

Simultaneous interpretation in all languages

This session is on the record and webcast live.

14.45 - 15.15

Congress Centre - Studio

260 one-on-one/osborne



An Insight, An Idea with George Osborne

A conversation with the Chancellor of the Exchequer of the United Kingdom George Osborne on the challenges facing Britain, Europe and the global economy

This session is on the record and webcast live.

14.45 - 15.45

Congress Centre - Seehorn Arena

110 africa context



The Africa Context

What challenges and transformations are shaping the leadership context in Africa?

Dimensions to be addressed:

- Demand for strategic infrastructure
- Progress towards economic diversification
- Crucial investments in human capital
- Commitment to regional integration

14.45 - 15.45

Congress Centre - Sanada

111 **bbc/democracy**



Is Democracy Winning?

Two years after the Arab Spring, is democracy making progress in North Africa, the Middle East and elsewhere in the world?

This session was developed in partnership with the BBC.

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

14.45 - 15.45

Congress Centre - Jakobshorn

114 **museums and culture**



Objects of Culture

How do artefacts convey the essence of culture?

Dimensions to be addressed:

- Evaluating the role of encyclopaedic museums
- Overturning stereotypes about diverse cultures
- Mirroring societal change

14.45 - 15.45

Congress Centre - Forum

115 **resilience/cyber resilience**



Building Cyber Resilience

How can countries and companies develop cyber resilience in a hyperconnected world?

Dimensions to be addressed:

- Monitoring and assessing cyber threats
- Redefining government and individual responsibilities
- Defining common norms and practices

This session is linked to initiatives and communities of the Forum. Alan Marcus is available to brief participants.

This session is open to reporting press.

14.45 - 15.45

Congress Centre - Schwarzhorn BetaZone

116 seeing is believing



Seeing Is Believing

What does photography show us that we do not already see?

Dimensions to be addressed:

- Counting the forgotten
- Enhancing perceptions of everyday life
- Enabling the visually impaired to see

14.45 - 15.45

Congress Centre - Aspen 1

117 unconventional energy



Energy Revolution in the Making

How will unconventional energy transform geopolitical and industry landscapes?

Dimensions to be addressed:

- Shifting supply, demand and trade patterns
- Assuring energy sources and energy security
- Examining subsidies and cost structures

14.45 - 15.45

Congress Centre - Aspen 2

118 vision for growth



A New Vision for Growth

What new vision for growth is needed to achieve inclusive, sustainable and resilient prosperity?

Dimensions to be addressed:

- Focusing on productivity and employment
- Embedding innovation as a growth engine
- Rethinking cooperation models amid global constraints

14.45 - 16.00

Congress Centre - Flüela IdeasLab

113 ideaslab/healthy living



Transforming Lives through Healthy Living

Healthy living options are resulting in improved personal resilience and helping people to face adverse circumstances.

Discover and debate in the IdeasLab:

Idea 1: Making better diet choices for healthier, longer lives

Idea 2: Understanding the true benefits of physical fitness

Idea 3: Exploring how attention and working memory regulate human behaviour

Idea 4: Discovering the link between positive emotions and well-being

14.45 - 16.15

Congress Centre - Dischma WorkShop

112 europe competitiveness



Rebuilding Europe's Competitiveness

What critical steps are needed to achieve long-term prosperity in Europe?

Session objectives:

- Design the roadmap to growth
- Catalyse action among European leaders

This session is linked to initiatives and communities of the Forum. Martin Bruncko is available to brief participants.

15.45 - 16.15

Congress Centre - Studio

119 one-on-one/stiglitz



An Insight, An Idea with Joseph E. Stiglitz

A conversation with Nobel prize-winning economist Joseph Stiglitz on his powerful critique of the growing price of inequality for economies, democracies and societies

This session is on the record and webcast live.

Tue | Wed | **Thu** | Fri | Sat

15.50 - 16.10

Congress Centre - Congress Hall

265 conversation/peres



A Conversation with Shimon Peres

Simultaneous interpretation in all languages

This session is on the record and webcast live.

16.00 - 16.45

Congress Centre - Arts and Culture Lounge

121 art walk 2/ybarra



Art Walk II

Abstract painter Daniel Ybarra gives a guided tour of his ongoing series "Germinations" in the Congress Centre and shares his unique way of translating scientific imagery into large-scale works.

Please meet at the Arts and Culture Lounge on the Middle level of the Congress Centre.

16.15 - 17.00

Congress Centre - Schwarzhorn BetaZone

122 betazone/börner



Visualizing What We Know

Visualization expert Katy Börner explores how digital maps can help navigate today's vast networks of innovation and knowledge.

16.15 - 17.15

Congress Centre - Seehorn Arena

120 anti-corruption



Turning Transparency into Growth

How can anti-corruption become a core element of a company's growth strategy?

Dimensions to be addressed:

- Understanding the corruption-competitiveness nexus
- Engaging SMEs in emerging markets
- Encouraging industry collective action

This session is linked to initiatives and communities of the Forum. Elaine Dezenski is available to brief participants.

16.15 - 17.15

Congress Centre - Forum

123 future/education



The Future of Higher Education

How are digital norms and technologies transforming higher education?

Dimensions to be addressed:

- Shifting to adaptive curricula
- Enabling personalized learning
- Revolutionizing access to learning

This session is open to reporting press.

16.15 - 17.15

Congress Centre - Aspen 1

125 drugs debate



Forum Debate: Winning the War on Drugs

Should drug use be decriminalized?

Simultaneous interpretation in English and Spanish

Debating this question:

16.15 - 17.15

Congress Centre - Jakobshorn

127 stem + art



STEM + Art = STEAM

How can art and design help science, technology, engineering and mathematics (STEM) unleash entrepreneurial innovation?

Dimensions to be addressed:

- Fostering creative problem-solving
- Translating complex data for broad audiences through visualization
- Bringing creative ideas to market

16.15 - 17.15

Congress Centre - Aspen 2

128 strategic infrastructure



Accelerating Infrastructure Development

In the face of fiscal austerity, how can the private sector accelerate critical infrastructure development?

Dimensions to be addressed:

- Prioritizing infrastructure with greatest impact
- Building partnerships for investments
- Enhancing coordination and risk-sharing

This session is linked to initiatives and communities of the Forum. Alex Wong is available to brief participants.

Simultaneous interpretation in English and Ukrainian

16.15 - 17.30

Congress Centre - Sertig IdeasLab

124 ideasl原因/china's transformation



Transformations in China's Growth Model

As China undergoes its next stage of transformation, new models of growth and development are needed to tackle underlying reform priorities.

Discover and debate in the IdeasLab:

- Idea 1: Transforming state-owned enterprises
- Idea 2: Investing in institutional technology
- Idea 3: Ensuring energy security
- Idea 4: Promoting the freedom of ideas

16.15 - 17.45

Congress Centre - Wisshorn WorkStudio

126 health systems



Dynamic Health Systems

How can business and government work together to make health systems more resilient and cost-effective?

Session objectives:

- Share recommendations and best practices
- Envision future health systems
- Identify key levers and intervention points

This session is linked to initiatives and communities of the Forum. Olivier Raynaud is available to brief participants.

16.30 - 17.30

Congress Centre - Sanada

129 france24/lost generation



Preventing a Lost Generation

With more than 14 million young people out of work and disengaged, how can Europe's leaders prevent a lost generation?

This session was developed in partnership with France 24.

Simultaneous interpretation in English and French

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

16.45 - 17.15

Congress Centre - Studio

262 one-on-one/barak



An Insight, An Idea with Ehud Barak

A conversation with Deputy Prime Minister and Minister of Defence of Israel Ehud Barak on the way forward for the Middle East

This session is on the record and webcast live.

16.45 - 18.15

Congress Centre - Dischma WorkShop

130 new funding models



New Funding Models

What new funding models are driving innovation and growth in the face of uncertainty?

Session objectives:

- Explore venture capital evolution
- Define role of private equity
- Assess emergence of crowdfunding

17.30 - 18.30

Congress Centre - Schwarzhorn BetaZone

134 obaid chinoy/saving face



Saving Face: Women in Pakistan

Crystal Award recipient Sharmeen Obaid Chinoy presents her 2012 Academy Award-winning Best Documentary Short, "Saving Face", and discusses her efforts to highlight women's rights.

17.45 - 18.00

Congress Centre - Congress Hall

266 special address/ban ki-moon



Special Address

Simultaneous interpretation in all languages

This session is on the record and webcast live.

17.45 - 18.45

Congress Centre - Seehorn Arena

133 india growth context



India's Growth Context

What strategic shifts and transformational issues are shaping the growth context in India?

Dimensions to be addressed:

- Upholding inclusive governance and the rule of law
- Balancing urbanization with modernization of agriculture
- Expanding partnerships to restore investor confidence

17.45 - 18.45

Congress Centre - Forum

135 resilience/supply chain risks



Global Supply Chain Resilience

How are new approaches in risk management creating global supply chain resilience?

Dimensions to be addressed:

- Understanding the nature of past and new risks
- Developing tools for better risk management
- Strengthening public-private collaboration

This session is linked to initiatives and communities of the Forum. Sean Doherty is available to brief participants.

This session is open to reporting press.

18.00 - 19.15

Congress Centre - Congress Hall

137 development outlook



The Global Development Outlook

With the Millennium Development Goals expiring in 2015, what should be at the top of the next development agenda?

Simultaneous interpretation in all languages

This session is on the record and webcast live.

19.00 - 20.00

Congress Centre - Congress Hall Lobby

138 dalian reception



Summer Davos in Dalian Reception

The Annual Meeting of the New Champions (11-13 September) returns to Dalian in a stunning new venue, the Dalian New International Conference Center. Vice-Mayor Qu Xiaofei is pleased to invite you to enjoy live music and traditional Chinese delicacies while learning more about the wonderful host city of the "Summer Davos".

19.00 - 20.30

Swiss Alpine High School (SAMH) - Auditorium

139 open forum/4



Open Forum: Life Lessons from Jazz — Improvisation as a Way of Life

While retaining its African-American roots, principles and aesthetics, jazz has become one of the world's first truly global music styles. The centrality of improvisation, fluidity of leadership and collective nature of jazz bands have enabled jazz to absorb new traits without sacrificing identity.

- How do jazz musicians use improvisation to create their art form? How can the processes translate into daily life and enrich our experiences?
- What can jazz teach us about nurturing our own creativity, interactions and survival skills?
- How can jazz serve as a strategic model for diplomacy, leadership, collaboration and innovation?

Simultaneous interpretation in English and German

This session is open to reporting press.

19.30 - 22.00

Congress Centre - Casanna 2

140 investment heatmap



The Investment Heatmap: The Longs and Shorts of 2013

Which industries and geographies hold the most promising investment opportunities to revitalize enterprise in a growth-constrained world?

This will be an interactive simulation. An online poll will determine the game parameters. Should you choose to take part in this session, please take a moment to fill in a short survey here: <https://www.surveymonkey.com/s/J9Z2MS2>
(Copy and paste into your browser.)

Tue | Wed | **Thu** | Fri | Sat

20.00 - 22.00

Hotel Sunstar Park - Jacobshorn

141 africa dinner



Africa's Promise

How can Africa's leaders deliver on the continent's promise?

20.00 - 22.00

Hotel National - Salon Mignon

142 authors dinner



Chapter One

What inspires authors to devote their lives to literature?

20.00 - 22.00

Hotel Hilton Garden Inn - Parsenn-Madrisa

143 china's soft power



China's Soft Power — Is It Working?

As China is now the world's second-largest economy and a rising political power, how will its soft power evolve?

Tue | Wed | **Thu** | Fri | Sat

20.00 - 22.00

Hotel National - Dining Room

144 latin america dinner



Latin America: Delivering Growth, Strengthening Societies

How is Latin America harnessing its economic dynamism to promote prosperous and inclusive societies?

The dinner will be followed by a Mayan New Era "B'ak'tun" cultural nightcap introduced by Guatemalan Astronomer Eduardo Rubio

20.00 - 22.00

Hotel Belvédère - Vinothek

145 montero/sounds like love



Sounds Like Love

Pianist Gabriela Montero improvises compositions on the theme of love based on the imagination and input of participants.

20.00 - 22.00

Derby Hotel Davos - Thomasmannsaal

146 nobel laureates



The State of the World with Nobel Laureates

Join Nobel prize winners for a conversation on the state of the world and the key imperatives for 2013.

Tue | Wed | **Thu** | Fri | Sat

20.00 - 22.00

Hotel Victoria - La Terrasse

147 psychology of leadership



The Mindful Leader

In times of growing complexity, what insights from psychology can make you a more mindful and resilient leader?

20.00 - 22.00

Hotel Seehof - Salon Kirchner

148 resilience



Build Your Resilience

What are the fundamental factors that underpin resilience in individuals, organizations and societies?

09.00 - 09.45

Congress Centre - Schwarzhorn BetaZone

149 betazone/kandel



In Search of Memory

Nobel Laureate Eric Kandel explains the physiological basis of memory and its implications for understanding memory loss and diseases such as Alzheimer's.

09.00 - 10.00

Congress Centre - Seehorn Arena

156 inequality



Closing Critical Inequality Gaps

With excessive inequality known to hinder social and economic progress, how should widening income gaps be closed?

Dimensions to be addressed:

- Balancing supply- and demand-side measures
- Investing in soft and hard infrastructure
- Redesigning social safety nets

09.00 - 10.15

Congress Centre - Sertig IdeasLab

151 ideaslab/caltech



Maximizing the Power of Science with the California Institute of Technology

Scientific breakthroughs are propelling humanity to new physical and intellectual heights.

Discover and debate in the IdeasLab:
Idea 1: Exploring the adaptive evolution of self-reproducing organisms
Idea 2: Developing the world's lightest solid material
Idea 3: Embracing high technology to enable exploration of Mars
Idea 4: Maximizing the power of science: bridging science and society

09.00 - 10.15

Congress Centre - Flüela IdeasLab

152 ideasl原因/global shapers



Reshaping Business with the Global Shapers

Young entrepreneurs from around the world are leading business in new directions.

Discover and debate in the IdeasLab:

Idea 1: Powering start-ups with next-generation infrastructure

Idea 2: Creating employment by training female micro-entrepreneurs

Idea 3: Tackling the skills gap with education financing products

Idea 4: Investing in the potential of e-commerce

Idea 5: Integrating at-risk youth into the private sector

09.00 - 10.15

Congress Centre - Aspen 2

155 competitiveness best practices



The Secrets of Competitiveness

What makes the world's top performing economies more competitive than others?

Dimensions to be addressed:

- Implementing competitive strategies
- Achieving scalability across sectors

Simultaneous interpretation in English and German

09.00 - 10.30

Congress Centre - Dischma WorkShop

150 better choices



Triggering Sustainable Choices

How can insights into human behaviour be applied to trigger smarter and more sustainable consumer choices?

Session objectives:

- Make sense of behaviour and choice
- Understand the shifting nature of consumption
- Outline strategies for smarter choices

09.15 - 09.45

Congress Centre - Studio

157 one-on-one/hyman



An Insight, An Idea with Mark Hyman

A conversation with physician and renowned expert in functional medicine Mark Hyman on his breakthrough idea for a new paradigm of systems medicine that addresses root causes and optimizes biological networks to create wellness

This session is on the record and webcast live.

09.15 - 10.15

Congress Centre - Aspen 1

153 sustainable future



Pathways to a Sustainable Future

How are innovative partnerships accelerating progress on sustainable growth and development?

Dimensions to be addressed:

- Defining success factors
- Scaling bottom-up solutions
- Supporting multilateral processes

09.15 - 10.15

Congress Centre - Sanada

154 al jazeera/economic malaise



The Economic Malaise and Its Perils

What near- and long-term political and societal risks are arising from the economic malaise?

Dimensions to be addressed:

- Risk of structural unemployment
- Declining human capital wealth
- Spreading political instability

This session was developed in partnership with Al Jazeera.

Simultaneous interpretation in English and Arabic

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

10.15 - 10.45

Congress Centre - Studio

158 one-on-one/berners-lee



An Insight, An Idea with Tim Berners-Lee

A conversation with scientist and inventor of the World Wide Web Tim Berners-Lee on what is wrong with social networking

This session is on the record and webcast live.

10.30 - 11.00

Congress Centre - Congress Hall

163 special address/draghi



Lessons from the Past; Challenges for Years to Come

Simultaneous interpretation in all languages

This session is open to reporting press.

10.30 - 11.15

Congress Centre - Schwarzhorn BetaZone

160 betazone/haroche



Our Quantum World

Nobel Laureate in physics Serge Haroche explains the mysteries behind the quantum world and how the ability to manipulate single particles of light can change the world.

10.30 - 11.30

Congress Centre - Jakobshorn

159 art and adversity



Creative Resilience

How can adversity be transformed into creativity?

Dimensions to be addressed:

- Using theatre to find a voice in society
- Turning blighted areas into creative hubs
- Designing tools for economic development

10.30 - 11.30

Congress Centre - Forum

162 resilience/oceans



Bolstering Ocean Resilience

How are new models bolstering ocean resilience and strengthening coastal economies?

Dimensions to be addressed:

- Creating protected areas
- Developing fish banks
- Defining ocean economies

This session is open to reporting press.

10.30 - 12.30

Congress Centre - Wisshorn WorkStudio

161 next generation workforce



The Next Generation Workforce

How are generational and structural shifts reshaping the future of work?

Session objectives:

- Incorporating a millennial mindset of empowerment and flexibility
- Reconciling age-old wisdom with new-age thinking
- Building reliable virtual environments for work
- Leveraging social technology for innovation

11.00 - 12.00

Congress Centre - Sanada

164 al arabiya/syria



Shaping Syria's Future

What are the scenarios for Syria in 2013?

This session was developed in partnership with Al Arabiya.

Simultaneous interpretation in English and Arabic

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

11.00 - 12.00

Congress Centre - Congress Hall

165 women and decision-making



Women in Economic Decision-making

How can gender gaps be closed at the highest levels of economic decision-making?

Dimensions to be addressed:

- Increasing female graduates in relevant fields
- Overcoming mid-career development hurdles
- Exploring potential of regulatory intervention

Simultaneous interpretation in all languages

This session is on the record and webcast live.

11.15 - 11.45

Congress Centre - Studio

166 one-on-one/mayer



An Insight, An Idea with Marissa Mayer

A conversation with Yahoo! Chief Executive Officer Marissa Mayer on her breakthrough ideas on the future of technology

This session is on the record and webcast live.

12.00 - 12.30

Congress Centre - Forum

167 thinking ahead/creative economy



Thinking Ahead with Young Global Leaders

Economies are shifting from manufacturing to knowledge and relying increasingly on creative work. Creativity is central to the emerging 21st century global business landscape.

Young Global Leaders give three short talks on the creative economy.

Learn about:

- Museums at the forefront of the creative economy
- Harnessing latent creativity
- The MacGyver Complex: creating opportunity from constraints

This session is open to reporting press.

12.30 - 13.45

Hotel Cresta Sun - Restaurant

168 arctic



Arctic Development

How can Arctic development be pursued with a legal framework and long-term resilience in mind?

Dimensions to be addressed:

- Identifying key issues and actors
- Highlighting uncertainties
- Balancing interests and risks

12.30 - 13.45

Hotel Grischa - Parsenn

169 commodity volatility



Stabilizing Commodity Markets

With price volatility threatening social cohesion, what structural changes are needed to increase stability in critical commodities markets?

Dimensions to be addressed:

- Managing the near-term volatility of natural resources
- Understanding commodity market dynamics
- Dealing with critical industries and regions
- Determining intervention levers with maximum impact

12.30 - 13.45

Central Sporthotel - Säumerstube

170 development partnerships



Catalysing Innovative Development Partnerships

How can global development partnerships be designed for greater scale and impact?

Dimensions to be addressed:

- Building local capacity and innovation ecosystems
- Tapping private- and public-sector expertise
- Fostering scientific and technological innovation

12.30 - 13.45

Derby Hotel Davos - Dischma

171 energy access



Securing Energy Access

How can society accelerate progress towards ending energy poverty?

This session is linked to initiatives and communities of the Forum. Roberto Bocca is available to brief participants.

12.30 - 13.45

Hotel Belvédère - Ducan

172 inclusive finance



Reaching the Unbanked

How can it be ensured that the 2.5 billion unbanked people benefit from the financial system?

Dimensions to be addressed:

- Creating an enabling regulatory environment
- Investing in technology and infrastructure
- Promoting financial literacy

12.30 - 13.45

Hotel Flüela - Refuge

173 ip and innovation



The End of the Innovation Dividend?

What needs to be done to ensure that intellectual property (IP) regimes boost innovation?

Dimensions to be addressed:

- Understanding the values of IP rights
- Building on past innovations
- Improving access to the IP system
- Balancing private rights and public interest

12.30 - 13.45

Hotel Seehof - Stübli

174 leading across cultures



Leading across Cultures

In an age of "talentism", how are leaders creating globally diverse and dynamic organizations?

Dimensions to be addressed:

- Using culturally relevant leadership models
- Redefining work-life balance
- Building cross-cultural workplace skills

12.30 - 13.45

Hotel Seehof - Salon Kirchner

175 monetary fiscal policy impact



Monetary and Fiscal Policy: Uncharted Territory

How will unconventional monetary and fiscal policies impact industries and economies?

Dimensions to be addressed:

- Effects of financial repression
- Impact of debt overhang
- Real consequences of quantitative easing

12.30 - 13.45

Morosani Posthotel - Davoserstube

177 post-crisis economies



Building Resilient Economies

How can countries in crisis and transition build foundations for resilient economies?

Dimensions to be addressed:

- Engaging the private sector
- Insuring against investment risk
- Rebuilding tangible and intangible infrastructure

12.30 - 13.45

Morosani Schweizerhof - Arvenstube

178 sustainable competitiveness



Sustainable Competitiveness

How can social and environmental sustainability practices strengthen long-term competitiveness?

Dimensions to be addressed:

- Rethinking competitiveness drivers
- Creating new metrics and incentives
- Investing in sustainable innovation

12.30 - 13.45

Hotel National - Dining Room

179 tabloid to tablet



From Tabloid to Tablet

How is the digital revolution transforming the media landscape?

Dimensions to be addressed:

- Evolution of the role of media in society
- Emergence of new business models
- Convergence of different media

12.30 - 13.45

Derby Hotel Davos - Lärchensaal

180 us shifts



Strategic Shifts in the United States

What are the strategic shifts taking place in the United States?

Dimensions to be addressed:

- Pivot to Asia and implications for the rest of the world
- Soft vs hard power in an increasingly multipolar world
- Finding economic strength in an age of austerity

12.30 - 14.00

Swiss Alpine High School (SAMD) - Auditorium

176 open forum/5



Open Forum: Is Religion Outdated in the 21st Century?

While religions are the oldest institutions in the world, they are the slowest to respond to modern issues such as drugs, homosexuality and family relationships. As we move further into the 21st century, it is important to re-examine the place religion holds in the world today.

- Are we becoming a multi-faith society or one where many have no faith at all?
- How are religious institutions helping instil tolerance and values in society?
- How can we reconcile the trends in society's evolution with religious beliefs?
- How can we foster freedom of speech and at the same time religious freedom?

Simultaneous interpretation in English and German

This session is open to reporting press.

13.00 - 14.00

Congress Centre - Sanada

181 ap/economic dynamism



Creating Economic Dynamism

Faced by fiscal and competitive pressures, how can governments put economies onto a path of stable growth and higher employment?

This session was developed in partnership with Associated Press.

As this session is televised, please arrive 15 minutes before the start of the session. The door will be closed at the scheduled time. This session is on the record and webcast live.

14.15 - 14.45

Congress Centre - Congress Hall

193 special address/king of jordan



Special Address

Simultaneous interpretation in all languages

This session is on the record and webcast live.

14.45 - 15.15

Congress Centre - Studio

190 one-on-one/razak



An Insight, An Idea with Mohd Najib Bin Tun Abdul Razak

A conversation with the Prime Minister of Malaysia Mohd Najib Bin Tun Abdul Razak on his breakthrough idea for initiating and sustaining Malaysia's economic and political transformation

This session is on the record and webcast live.

14.45 - 15.30

Congress Centre - Schwarzhorn BetaZone

183 betazone/grotzinger



Roving on Mars with Curiosity

Scientist John Grotzinger shares groundbreaking discoveries from Mars made possible with the robotic rover *Curiosity*, pushing technological boundaries to a new order.

14.45 - 15.45

Congress Centre - Forum

185 global risks/bacteria



Global Risks 2013: The Dangers of Hubris to Human Health

Due to ongoing abuse and misuse of antibiotics, lethal bacteria are growing immune to the best defences, requiring a rethink of related global risks.

This session explores possible contingencies as highlighted in the *Global Risks 2013* report.

This session is linked to initiatives and communities of the Forum. Linda Freiner is available to brief participants.

This session is open to reporting press.

14.45 - 15.45

Congress Centre - Seehorn Arena

187 impact investing



Investing for Impact

How are investors addressing the world's growing social and environmental challenges?

Dimensions to be addressed:

- Benefits of private equity and venture capital
- Investment policies for sustainable and inclusive growth
- Establishment of capital markets for social entrepreneurs

14.45 - 15.45

Congress Centre - Sanada

188 bloomberg/low growth



No Growth, Easy Money — The New Normal?

How do investors and policy-makers navigate in a world of loose monetary policy and low economic growth?

This session was developed in partnership with Bloomberg Television.

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

14.45 - 15.45

Congress Centre - Aspen 1

189 innovation imperative



Meeting the Innovation Imperative

How can business, science and society push the global innovation frontier to meet the needs of a population of 9 billion?

Dimensions to be addressed:

- Prioritizing innovations for human development
- Rethinking partnerships to accelerate impact
- Building a co-creation paradigm for solutions
- Aligning science with global challenges

14.45 - 15.45

Congress Centre - Jakobshorn

191 shared history



Shared History

How will future generations learn about their past in an era of decentralized knowledge?

Dimensions to be addressed:

- Preserving cultural heritage
- Developing narratives to define identity
- Crowdsourcing history through new media

14.45 - 15.45

Congress Centre - Aspen 2

192 washington



Will Washington Work?

What major policy changes are possible in a highly partisan political climate?

14.45 - 16.00

Congress Centre - Flüela IdeasLab

186 ideaslab/cooperation



From Tribalism to Globalism: The Evolution of Human Cooperation

Insights into human evolution and behaviour shed light on how people cooperate to tackle global challenges.

Discover and debate in the IdeasLab:
Idea 1: Mapping the homogenization of language and culture
Idea 2: Motivating altruism
Idea 3: Switching the mind from selfishness to "groupishness"
Idea 4: Unblocking barriers within collaborative institutions

14.45 - 16.15

Congress Centre - Dischma WorkShop

182 ageing preparedness



Preparing for Ageing

How can leaders prepare for ageing societies?

Session objectives:

- Assess levels of ageing preparedness
- Define focus areas and key challenges
- Prioritize policies and opportunities for collaboration

14.45 - 16.45

Congress Centre - Wisshorn WorkStudio

184 food systems



Transforming Food Systems

How can successful partnership models be scaled to ensure global food security and sustainability?

Session objectives:

- Identify gaps and challenges
- Explore specific solutions
- Assess how to scale up pilot projects

15.45 - 16.15

Congress Centre - Studio

194 one-on-one/ito



An Insight, An Idea with Joichi Ito

A conversation with social innovator, entrepreneur and director of the MIT Media Lab Joichi Ito on his breakthrough idea on a world with decentralized innovation

This session is on the record and webcast live.

16.00 - 17.00

Congress Centre - Schwarzhorn BetaZone

195 digital masterpiece



Digital Masterpiece

How are digital technologies fuelling artistic creativity?

Dimensions to be addressed:

- Using social media to collaborate online
- Integrating the latest technologies in the creative process
- Creating platforms that transform ideas into reality

16.00 - 17.15

Congress Centre - Sertig IdeasLab

198 ideaslab/erc



Addressing Global Challenges with the European Research Council

Scientific discovery is transforming the way global challenges are addressed.

Discover and debate in the IdeasLab:

- Idea 1: Snake oil and reality: preventing and curing cancer
- Idea 2: Developing resilience by understanding innate immunity
- Idea 3: Redefining computing by manipulating light particles
- Idea 4: Shaping human health: antibiotics and what comes next?

16.15 - 17.15

Congress Centre - Forum

196 energy agenda



Powering Future Growth

How can economies deliver safe, affordable and sustainable energy to drive future growth?

Dimensions to be addressed:

- Learning from top-performing countries
- Determining the optimal energy mix
- Balancing domestic and global supplies

This session is linked to initiatives and communities of the Forum. Roberto Bocca is available to brief participants.

This session is open to reporting press.

16.15 - 17.15

Congress Centre - Seehorn Arena

197 enterprise resilience



Enterprise Resilience

How can enterprises improve resilience to systemic risks?

Dimensions to be addressed:

- Mitigating economic and operational impact
- Building capacity for "black swans"
- Creating adaptive efficiency

16.15 - 17.15

Congress Centre - Aspen 2

199 asean resilience



Resilience in Diversity

With new economic and geopolitical challenges, how will the ASEAN economies unleash the next wave of growth?

Dimensions to be addressed:

- Fostering economic integration
- Supporting Myanmar's transition
- Strengthening security cooperation

Simultaneous interpretation in English and Laotian

This session is linked to initiatives and communities of the Forum. Sushant Palakurthi Rao is available to brief participants.

16.15 - 17.15

Congress Centre - Jakobshorn

200 cultural innovation



New Centres of Innovation

What makes museums the next labs for innovation?

Dimensions to be addressed:

- Transforming conventional learning
- Creating new hubs for research and development
- Stimulating debate and critical thinking

16.15 - 17.15

Congress Centre - Aspen 1

201 religion and politics debate



Forum Debate: Religion and Politics

Religious beliefs have immense power to unite, but also to divide. How much religion should leaders incorporate into major decisions about politics, economics and science?

Debating this question:

16.30 - 17.30

Congress Centre - Sanada

202 cnn/emerging economies



Emerging Economies at a Crossroads

Despite persistent global economic turmoil, how can growth be reignited in emerging economies?

This session was developed in partnership with CNN International.

Simultaneous interpretation in English and Chinese

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

16.45 - 18.15

Congress Centre - Dischma WorkShop

203 multistakeholder value



Catalysing Multistakeholder Value

How can key players align to expand from a shareholder model of doing business to a multistakeholder approach?

Session objectives:

- Determine a new organizational vision
- Encourage long-term investment
- Gain and maintain board support

17.30 - 18.15

Congress Centre - Schwarzhorn BetaZone

204 singh/long walk to freedom



Long Walk to Freedom: Nelson Mandela's Biopic

"I am the master of my fate; I am the captain of my soul."

-- William Ernest Henley, *Invictus*

Producer Anant Singh discusses the making of the Nelson Mandela biopic, *Long Walk to Freedom*, and shares snippets of the film.

17.45 - 18.00

Congress Centre - Congress Hall

261 millennials



Meeting Millennial Expectations

How can we ensure that the expectations of nearly 50% of the world's population are met by today's leaders?

An update on the Global Shapers Community, which has spread to 205 cities with over 1,700 leaders under the age of 30

Simultaneous interpretation in all languages

This session is on the record and webcast live.

17.45 - 18.30

Congress Centre - Jakobshorn

206 ybarra/abstract painting



The Garden of My Soul

"The observation of nature is part of an artist's life; it enlarges his form and knowledge, keeps him fresh and from working only by formula, and feeds inspiration."

-- Henry Moore

Abstract painter Daniel Ybarra brings back into focus the organic life forms that make up the universe.

17.45 - 18.45

Congress Centre - Forum

205 smart regulation



Smart Regulation

How can regulatory models be designed for an uncertain, complex and fast-paced business environment?

Dimensions to be addressed:

- Managing risks and compliance costs
- Balancing soft and hard regulation
- Keeping pace with technological change

This session is linked to initiatives and communities of the Forum. Piers Cumberlege is available to brief participants.

This session is open to reporting press

18.00 - 19.00

Congress Centre - Sanada

207 arab transformations



Transformations in the Arab World

How can the promise of the Arab Spring be advanced in light of deepening social and political uncertainties?

Dimensions to be addressed:

- Creating conditions for consensus-based politics
- Shaping growth and employment models
- Responding to regional power shifts

Simultaneous interpretation in English and Arabic

This session is on the record and webcast live.

18.00 - 19.00

Congress Centre - Congress Hall

208 education imperative



The Global Education Imperative

How can the international community work together to educate the over 60 million children not in school, build the needed 4 million classrooms and train the necessary 2 million teachers?

Simultaneous interpretation in all languages

This session is on the record and webcast live.

19.00 - 20.30

Swiss Alpine High School (SAMD) - Auditorium

209 open forum/6



Open Forum: Eurozone — Solidarity or Domination?

In today's challenging political and financial climate, the Eurozone has many trials ahead. As Europe prepares for the Eurozone 2.0, it will have to balance smart and inclusive growth with smart austerity measures. Is the European dream of solidarity, stability and integration a broken promise?

- How can we reconcile diverging interests among European nations?
- Should budgetary discipline be enforced? If so, how?
- Can Germany effectively run the Eurozone's economic policy?
- How should the defects of the Eurozone be rectified to achieve competitiveness on the global stage?

Simultaneous interpretation in English and German

This session is open to reporting press.

19.30 - 22.00

Congress Centre - Casanna 1

210 innovation heatmap



The Global Innovation Heatmap: Future of Philanthropy

Which grand challenges would provide the highest societal returns through greater philanthropic and technological investments in 2013?

This two-part session begins with a discussion on making the transition from successful entrepreneur to committed philanthropist and closes with an interactive game to map the top challenges attracting the attention of the technology and philanthropy communities in the year ahead.

Tue | Wed | Thu | **Fri** | Sat

20.00 - 22.00

Hotel Seehof - Ferdmann

211 capitalism



Can Capitalism Evolve?

If global economic shocks are the new norm, what is the future of capitalism?

20.00 - 22.00

Hotel National - Dining Room

212 cultural leaders dinner



The Artist in Me

Dine with the Cultural Leaders in Davos to discover why and when they decided to dedicate their lives to art.

20.00 - 22.00

Hotel Grischa - Schatzalp-Parsenn

213 food for thought



Food for Thought

What simple changes to our diets can radically improve our health and the planet?

Tue | Wed | Thu | **Fri** | Sat

20.00 - 22.00

Hotel National - Salon Mignon

214 identity



Identity Politics

How is the notion of identity changing in today's "super-diverse" societies?

20.00 - 22.00

Derby Hotel Davos - Lärchensaal

215 leadership aesthetics



The New Aesthetics of Leadership

In today's hyperconnected world, what insights from design can make you a better leader?

20.00 - 22.00

Hotel Hilton Garden Inn - Parsenn-Madrisa

216 making history



Making History

How will 2012 be remembered? Join a discussion over dinner of memorable moments that changed our future in 2012 and have paved the way for generations to come.

Tue | Wed | Thu | **Fri** | Sat

20.00 - 22.00

Hotel Grischa - Jacobshorn-Rinerhorn

217 man vs machine



Man versus Machine

What do we know about human nature that science and technology cannot replicate?

20.00 - 22.00

Hotel Cresta Sun - Restaurant

218 us expectations



Meeting Great Expectations

How are expectations for the United States in the 21st century changing around the world and across generations?

08.00 - 08.30

Congress Centre - Wisshorn WorkStudio

219 mindfulness meditation 2



Mindfulness Meditation

Meditation is the art of silencing the mind, helping you to increase self-awareness and act in a more calm, focused and authentic way.

Join this early morning session with experts to learn and experience the benefits of mindfulness meditation.

09.00 - 09.45

Congress Centre - Schwarzhorn BetaZone

220 betazone/saraceno



Longing for Space

"The moment you doubt whether you can fly, you cease forever to be able to do it."
-- J. M. Barrie

Artist Tomás Saraceno draws inspiration from the science of networks and space to redefine living habitats and communal experiences.

09.00 - 10.00

Congress Centre - Forum

222 food security



The Food Security Equation

In the face of climate change and increased competition for resources, how can food security be ensured?

Dimensions to be addressed:

- Increasing responsible investment
- Enabling collaboration and knowledge exchange
- Developing technology solutions
- Empowering farmers

This session is open to reporting press

09.00 - 10.00

Congress Centre - Aspen 2

226 japan growth context



The Japan Growth Context

What strategic shifts and transformational issues are shaping the growth context in Japan?

Dimensions to be addressed:

- Economic growth and fiscal sustainability
- Domestic and international political tensions
- Implications of an ageing population

Simultaneous interpretation in English and Japanese

09.00 - 10.00

Congress Centre - Aspen 1

227 trade system



Entering a New Trade Era

How can new forms of cooperation advance the global trade agenda?

Dimensions to be addressed:

- Rethinking multilateral negotiations
- Accounting for global value chains
- Shifting towards value-added measurements

This session is linked to initiatives and communities of the Forum. Margareta Drzeniek is available to brief participants.

09.00 - 10.15

Congress Centre - Sertig IdeasLab

223 ideaslab/nature



Science Uncovered with Nature Magazine

Breakthroughs in science are radically transforming the world.

Discover and debate in the IdeasLab:

- Idea 1: Genomics in healthcare: making the hype a reality
- Idea 2: The science of success
- Idea 3: Developing a science of cities and companies
- Idea 4: Nanorobots that repair the brain

09.00 - 10.15

Congress Centre - Flüela IdeasLab

224 ideaslab/stanford



Unleashing Entrepreneurial Innovation with Stanford University

Technological innovations are transforming industries and the way markets operate.

Discover and debate in the IdeasLab:

Idea 1: Changing education paradigms through digital technology

Idea 2: Solving transportation challenges through automated vehicles

Idea 3: Transforming economic research with the evolving Internet

Idea 4: Strengthening global security with data analytics

09.00 - 10.15

Congress Centre - Seehorn Arena

225 innovation ecosystems



Building National Innovation Capacity

How can national innovation strategies be designed to promote sustainable, inclusive and resilient prosperity?

Dimensions to be addressed:

- Unlocking long-term investments
- Advancing from emerging technologies to industries
- Leapfrogging to knowledge-based economies

This session is linked to initiatives and communities of the Forum. Jennifer Blanke is available to brief participants.

09.00 - 11.00

Congress Centre - Wisshorn WorkStudio

221 development goals



Shaping the Post-2015 Development Agenda

What common themes should pave the way towards the post-2015 development agenda?

Session objectives:

- Applying complex systems thinking
- Focusing on win-win scenarios
- Forecasting achievements for 2030

This session is linked to initiatives and communities of the Forum. Dominic Waughray is available to brief participants.

09.15 - 09.45

Congress Centre - Studio

229 one-on-one/hunt



An Insight, An Idea with Tim Hunt

A conversation with Nobel prize-winning biochemist Tim Hunt on rethinking education to foster curiosity, creativity and competitiveness

This session is on the record and webcast live.

09.15 - 10.15

Congress Centre - Sanada

228 cctv/china agenda



China's Next Global Agenda

How will China's next global agenda affect the rest of the world?

Dimensions to be addressed:

- Inbound and outbound investment
- Global and domestic financial reform
- Role in international cooperation and negotiations

This session was developed in partnership with CCTV.

Simultaneous interpretation in English and Chinese

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

10.15 - 10.45

Congress Centre - Studio

231 one-on-one/soros



An Insight, An Idea with George Soros

A conversation with George Soros on rebalancing a society that has become critically divided into creditors and debtors

This session is on the record and webcast live.

10.15 - 11.15

Congress Centre - Schwarzhorn BetaZone

230 building capacity



Building CapaCity

How are architects creating the foundations for thriving urban societies?

Dimensions to be addressed:

- Driving the sustainability agenda
- Creating beacons of hope
- Fostering civic engagement

10.30 - 11.30

Congress Centre - Jakobshorn

232 economics of culture



The Economics of Culture

How can culture generate social and economic dynamism?

Dimensions to be addressed:

- Building local pride
- Improving quality of life
- Attracting a creative workforce

10.30 - 11.30

Congress Centre - Forum

233 global risks/digital misinformation



Global Risks 2013: Digital Wildfires in a Hyperconnected World

The rapid spread of digital misinformation is fuelling social clashes and possibly geopolitical conflict, requiring a rethink of related global risks.

This session explores possible contingencies as highlighted in the *Global Risks 2013* report.

This session is open to reporting press.

10.30 - 12.00

Congress Centre - Dischma WorkShop

234 millennium generation



Meet the Millennials

How is the millennial generation redefining the rules in business and society?

Dimensions to be addressed

- Generation we or generation me?
- Norms and values of digital natives
- Competitive work attitude in a connected world

10.45 - 12.00

Congress Centre - Aspen 2

235 financing growth



Sustaining High-growth Markets

What are the new opportunities for funding ventures in high-growth economies?

Dimensions to be addressed:

- Serving new consumer groups
- Funding small and medium-sized enterprises
- Innovating models for high-impact entrepreneurs

Simultaneous interpretation in English and Chinese

10.45 - 12.00

Congress Centre - Aspen 1

236 global science outlook



The Global Science Outlook

What should be at the top of the global science agenda in 2013?

Dimensions to be addressed:

- Creating new sources of growth
- Ensuring food and resource security
- Strengthening decision-making capacity

10.45 - 12.00

Congress Centre - Seehorn Arena

237 pundits



Pundits, Professors and Their Predictions

The world's leading opinion shapers from the media and academia debate scenarios for 2013.

11.00 - 12.00

Congress Centre - Sanada

238 nhk/connected societies



Citizen Power — Leading Connected Societies

With traditional institutions weighed down by partisan gridlock and vested interests, what innovative forms of collaboration and leadership are emerging in hyperconnected societies?

This session was developed in partnership with NHK.

Simultaneous interpretation in English and Japanese

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

11.00 - 12.30

Swiss Alpine High School (SAMD) - Auditorium

239 open forum/7



Open Forum: War against Obesity — Fat Invoice?

Obesity is the fastest-growing chronic disease, killing 2.8 million adults every year. With 1.4 billion overweight adults, we live in a world where unhealthy food, labour-saving devices, motorized transport and sedentary work are prevalent, and fast food sales are on the rise, blurring the boundaries between meals and snacks.

- What are the key drivers of the obesity epidemic?
- What societal and economic priorities challenge efforts to reduce obesity?
- What policies need to be implemented, and how should they be aligned with business?
- How can physical activity create a balance between energy intake and output?

Simultaneous interpretation in English and German

This session is open to reporting press.

11.15 - 11.45

Congress Centre - Studio

240 one-on-one/jim yong kim



An Insight, An Idea with Jim Yong Kim

A conversation with World Bank President Jim Yong Kim on his breakthrough idea on emerging trends and transformational opportunities in global development and climate change

This session is on the record and webcast live.

12.00 - 12.30

Congress Centre - Forum

242 thinking ahead/weak signals



Thinking Ahead with Young Global Leaders

How can organizations identify and adapt to low-probability, high-impact events?

Young Global Leaders give short talks on how to make sense of big risks, weak signals and wild-card scenarios.

Learn about:

- Building resilience to "rhinos"
- Reducing loss from natural disasters

This session is open to the reporting press.

12.00 - 13.30

Congress Centre - Throughout the Congress Centre

241 buffet

Buffet in the Congress Centre

Enjoy a range of cuisines from around the world.

12.15 - 13.15

Congress Centre - Jakobshorn

243 montero/expatria



ExPatria

Pianist Gabriela Montero performs excerpts from her composition "ExPatria", a passionate plea for an end to violence and corruption in her native Venezuela, and discusses the impact of the piece.

13.00 - 13.30

Congress Centre - Forum

244 thinking ahead/untapped talent



Thinking Ahead with Young Global Leaders

A critical success factor of any economy is its ability to believe in, invest in and engage its own people.

Young Global Leaders give short talks on developing three pools in human capital that remain untapped.

Learn about:

- The ability in disability
- Ageing population in young enterprises
- Bring on the women "flexperts"

This session is open to reporting press.

14.00 - 14.45

Congress Centre - Schwarzhorn BetaZone

263 betazone/macarthur



Sailing towards a Circular Economy

Dame Ellen MacArthur draws from her exploits as a navigator to offer a new approach to putting wind in the sails of a lagging economy.

14.00 - 15.00

Congress Centre - Jakobshorn

245 emotions



The Art and Science of Emotions

"I don't want to be at the mercy of my emotions. I want to use them, to enjoy them, and to dominate them."

-- Oscar Wilde

How can a better understanding of our emotional make-up help to achieve more balanced, insightful and efficient lifestyles?

14.00 - 15.00

Congress Centre - Forum

247 future/space



The Future of Space

How will new technologies and applications transform space capabilities?

Dimensions to be addressed:

- Managing natural disasters
- Monitoring climate
- Raising awareness about space debris

This session is open to reporting press.

14.00 - 15.15

Congress Centre - Congress Hall

248 global economic outlook



The Global Economic Outlook

What should be at the top of the agenda for the global economy in 2013?

Simultaneous interpretation in all languages

This session is open to the reporting press.

14.00 - 15.15

Congress Centre - Sertig IdeasLab

249 ideaslab/cyber resilience



Reinforcing Critical Infrastructure with Cyber Experts

New approaches are emerging to build cyber resilience and reinforce critical infrastructure in a hyperconnected world.

Discover and debate in the IdeasLab:

- Idea 1: Adopting a socio-technical approach to web security
- Idea 2: Developing tools to assess and predict cyber risks
- Idea 3: Building trust in networks of humans and computers
- Idea 4: Visualizing and analysing data to manage cyber risks

14.00 - 16.00

Congress Centre - Wisshorn WorkStudio

246 entrepreneurs



The Next Generation of Entrepreneurs

How can societies prepare a new generation of entrepreneurs for future challenges?

Session objectives:

- Identify barriers and opportunities
- Showcase success stories
- Develop a vision for entrepreneurship

15.15 - 15.45

Congress Centre - Studio

250 one-on-one/iyengar



An Insight, An Idea with Sheena Iyengar

A conversation with business management professor Sheena Iyengar on her breakthrough idea about global leadership

[This session is on the record and webcast live.](#)

15.15 - 16.30

Congress Centre - Schwarzhorn BetaZone

251 smart girls



Smart Girls

How can women and girls be empowered to catalyse progress on core development goals? Join a special screening of a clip from the film "Girl Rising", followed by an interactive panel discussion.

Dimensions to be addressed:

- Educate: Increasing literacy and school enrolment
- Empower: Improving access to health and family planning
- End poverty: Reducing poverty and hunger

15.30 - 16.30

Congress Centre - Aspen 2

252 banks



Banks in the Real Economy

What should be the role and responsibility of the banking system?

Dimensions to be addressed:

- Ensuring global financial stability
- Defining core functions of major commercial banks
- Implications of structural and regulatory changes

This session is linked to initiatives and communities of the Forum. Giancarlo Bruno is available to brief participants.

15.30 - 16.30

Congress Centre - Sanada

253 moral economy



The Moral Economy: From Social Contract to Social Covenant

How can we ensure that human dignity and common values are at the centre of economic pursuits?

This session is on the record and webcast live.

15.30 - 16.30

Congress Centre - Aspen 1

254 security outlook



Global Security Outlook

What should be at the top of the security agenda in 2013?

15.30 - 16.30

Congress Centre - Forum

255 x factors



X Factors: Preparing for the Unknown

What new discoveries and emergent phenomena may impact countries, companies and individuals in unforeseen ways?

This session is open to reporting press.

16.15 - 16.45

Congress Centre - Studio

256 one-on-one/wing



An Insight, An Idea with Jeannette Wing

A conversation with computer scientist Jeannette Wing on her breakthrough idea about how to spread computational thinking

This session is on the record and webcast live.

16.45 - 17.45

Congress Centre - Congress Hall

257 cnbc/global agenda



The Global Agenda 2013

The Co-Chairs of the Annual Meeting will debate the emerging issues of 2013, and their implications for the global economy and their industries.

This session was developed in partnership with CNBC.

Simultaneous interpretation in all languages

As this session is televised, please arrive 15 minutes before the start. The door will be closed at the scheduled time. This session is on the record and webcast live.

17.45 - 18.00

Congress Centre - Congress Hall

258 davos choir



The Davos Choir

Davos participants come together for a powerful musical experience to close the Annual Meeting 2013.

Simultaneous interpretation in all languages

This session is on the record and webcast live.

19.00 - 22.00

Hotel Schatzalp - Schatzalp

259 magic mountain soirée



Soirée on the Magic Mountain

The traditional Saturday Soirée has moved to the "Magic Mountain". Join new and old friends at the wonderfully situated Hotel Schatzalp to complete your Annual Meeting experience. The dress code for the Soirée is cocktail attire, and sign-up is required.

World Economic Forum Annual Meeting

List of Participants

As of 12 February 2013

Davos-Klosters, Switzerland, 23-27 January 2013

Ivonne A-Baki	Secretary of State for the Yasuni-ITT Initiative of Ecuador		
Svein Aaser	Chairman of the Board	Telenor ASA	Norway
Florencio Abad	Secretary of Budget and Management, Department of Budget and Management of the Philippines		
Mhammed Abbad Andaloussi	Founder	Al Jisr	Morocco
Faisal J. Abbas	Editor-in-Chief	Al Arabiya News Channel, English Service	United Arab Emirates
Ali Abbasov	Minister of Communication and Information Technologies of Azerbaijan		
Mustafa Abdel-Wadood	Chairman of the Executive Committee	The Abraaj Group	United Arab Emirates
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Abdullah II Ibn Al Hussein	King of the Hashemite Kingdom of Jordan		
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Derek Aberle	Executive Vice-President, Qualcomm Incorporated and Group President	Qualcomm	USA
Asanga Abeyagoonasekera	Executive Director	Lakshman Kadirgamar Institute for International Relations and Strategic Studies	Sri Lanka
Reuben Abraham	Executive Director, Centre for Emerging Markets Solutions	Indian School of Business	India
Magid Abraham	Co-Founder, President and Chief Executive Officer	comScore Inc.	USA
Issa Abdul Salam Abu Issa	Chairman and Chief Executive Officer	Salam International Investment Ltd	Qatar
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Paul Achleitner	Chairman of the Supervisory Board	Deutsche Bank AG	Germany
Josef Ackermann	Vice-Chairman of the Foundation Board of the World Economic Forum; Chairman of the Board	Zurich Insurance Group	Switzerland
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Akinwumi Ayodeji Adesina	Minister of Agriculture and Rural Development of Nigeria		
Steve Adler	President and Editor-in-Chief	Thomson Reuters	USA

Patrick Aebischer	President	Ecole Polytechnique Fédérale de Lausanne (EPFL)	Switzerland
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Noubar Afeyan	Founder and Chairman	Joule Unlimited Inc.	USA
Sven Afhüppe	Deputy Editor-in-Chief	Handelsblatt GmbH	Germany
Olusegun Aganga	Minister of Trade and Investment of Nigeria		
Anant Agarwal	President	edX	USA
Anil Aggarwal	Founder and Chairman	Wickwood Development Limited	India
David B. Agus	Professor of Medicine and Engineering	USC Center for Applied Molecular Medicine	USA
Mustaque Ahamad	Professor of Computer Science	Georgia Institute of Technology	USA
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Kamal Ahmed	Business Editor	The Sunday Telegraph	United Kingdom
Hirotsugu Aida	Chief Editorial Writer	Kyodo News	Japan
Aigboje Aig-Imoukhuede	Managing Director	Access Bank Plc	Nigeria
Zhanar Aitzhanova	Minister of Economic Integration of Kazakhstan		
Nadia Akil	Chairman and Chief Executive Officer	United Projects for Aviation Services Company	Kuwait
Jamal Akl	Senior Group Vice-President, Sales, Proposals and Support	Consolidated Contractors Company (CCC)	Greece
Faisal bin Turki Al Saud	Adviser, Ministry of Petroleum and Mineral Resources of Saudi Arabia		
Turki Al Faisal Al Saud	Prince of Saudi Royal Family; Chairman, King Faisal Center for Research and Islamic Studies, Saudi Arabia		
Pierre Alary	Chief Financial Officer and Senior Vice-President	Bombardier Inc.	Canada
Morten Albaek	Group Senior Vice-President, Global MarCom and Corporate Relations	Vestas Wind Systems A/S	Denmark
Albert II of Monaco	Prince of Monaco		
Rafael Mateo Alcalá	Chief Executive Officer	Acciona Energia SA	Spain
Liz Alderman	Chief Business Correspondent	International Herald Tribune	France
Philip Aldrick	Economics Editor	The Daily Telegraph	United Kingdom
Felipe Aldunate	Senior Finance and Economics Editor	El Mercurio	Chile
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Nerio Alessandri	Founder and Chairman	Technogym SPA	Italy
Sarah Alexander	Managing Director	The Abraaj Group	United Arab Emirates
Omar K. Alghanim	Chief Executive Officer	Alghanim Industries	Kuwait
Mohammed F. Alghanim	Vice-Chairman	Fouad Alghanim & Sons Group of Companies	Kuwait
Yusuff Ali	Managing Director	Emke Group LLC	United Arab Emirates
Kevin Ali	President, Emerging Markets	MSD	Switzerland
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Khalid A. Alireza	Executive Director	Xenel Group	Saudi Arabia
Diezani K. Alison-Madueke	Minister of Petroleum Resources of Nigeria		

Ilham Aliyev	President of Azerbaijan		
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Isabelle Allen	Global Head of Sales and Markets	KPMG	United Kingdom
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Mukesh D. Ambani	Chairman and Managing Director	Reliance Industries Limited	India
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Eric Anderson	Chief Executive Officer	Intentional Software Corporation	USA
Adam Anderson	Associate Professor of Psychology	Affect and Cognition Laboratory (ACLAB), University of Toronto	Canada
László Andor	Commissioner for Employment, Social Affairs and Inclusion, European Commission, Brussels		
José Andrés	Chef and Owner	ThinkFoodGroup	USA

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Uneku Atawodi	Special Duties Officer, Ministry of Federal Capital Territory of Nigeria		
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Sir Tim Berners-Lee	Director	World Wide Web Foundation	USA
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Shyam Sunder Bhartia	Chairman and Co-Founder	Jubilant Bhartia Group	India
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Pramod Bhasin	Vice-Chairman	Genpact Ltd	India
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Fatih Birol	Chief Economist, International Energy Agency, Paris		
Matthew Bishop	Bureau Chief, New York and Editor, American Business	The Economist	USA
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Frans Blom	Senior Partner and Managing Director	The Boston Consulting Group	Netherlands
Nikolaus Blome	Deputy Editor-in-Chief	Bild	Germany
David E. Bloom	Clarence James Gamble Professor of Economics and Demography	Harvard School of Public Health	USA
Kathy Bloomgarden	Chief Executive Officer	Ruder Finn Inc.	USA
Kurt Bock	Chairman of the Board of Executive Directors	BASF SE	Germany
Michael C. Bodson	President and Chief Executive Officer	The Depository Trust & Clearing Corporation (DTCC)	USA
David Boehmer	Regional Managing Partner, Financial Services	Heidrick & Struggles	USA
Yuriy Boiko	Vice Prime Minister of Ukraine		

Atif R. Bokhari	President and Chief Executive Officer	United Bank Ltd	Pakistan
Irina Gueorguieva Bokova	Director-General, United Nations Educational, Scientific and Cultural Organization (UNESCO), Paris		
Marc Bolland	Chief Executive	Marks & Spencer Plc	United Kingdom
Lee C. Bollinger	President	Columbia University	USA
Steve Bolze	President and Chief Executive Officer, Power and Water	General Electric Company	USA
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Jeanne Bourgault	President	Internews	USA
Terry Bowen	Director, Finance	Wesfarmers Limited	Australia
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Elizabeth Bradley	Professor of Public Health	Yale University	USA
Todd R. Bradley	Executive Vice-President, Personal Systems Group	Hewlett-Packard Company	USA
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Satpal Brainch	President and Managing Director	CNBC	Singapore
Tom Braithwaite	US Banking Editor	The Financial Times	USA
Svein Richard Brandtzaeg	President and Chief Executive Officer	Hydro	Norway
Simon Bransfield-Garth	Chief Executive	Azuri Technologies Ltd	United Kingdom

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Stuart Brooks	Special Adviser	Chevron Corporation	United Kingdom
Madeleine Brot	Head of International News	Swiss Television RTS	Switzerland
Patrick Brothers	Executive General Manager, Corporate Strategy	Leighton Holdings Ltd	Australia
Gordon de Brouwer	Associate Secretary, Domestic Policy Group; G20 Sherpa, Department of the Prime Minister and Cabinet of Australia		
William F. Browder	Chief Executive Officer	Hermitage Capital Management Ltd	United Kingdom
Gordon Brown	UN Special Envoy for Global Education; Prime Minister of the United Kingdom (2007-2010)		
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Alan Buckle	Deputy Chairman	KPMG International	United Kingdom
Jørgen Buhl Rasmussen	Chief Executive Officer and President	Carlsberg A/S	Denmark
Jerry Buhlmann	Chief Executive Officer	Aegis Group Plc	United Kingdom
Surong Bulakul	Chief Financial Officer	PTT Public Company Limited	Thailand

Paul Bulcke	Chief Executive Officer	Nestlé SA	Switzerland
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Yoshiyuki Izawa	President and Chief Executive Officer	Japan Post Bank Co. Ltd	Japan
Natalia Izosimova	Managing Director	Foundation for Effective Governance	Ukraine
Michael Izza	Chief Executive Officer	ICAEW	United Kingdom
Sir Mohammad Jaafar	Chairman and Managing Director	The Kuwaiti Danish Dairy Company KCSC	Kuwait
Simon Jack	Today's Business Presenter	BBC World News	United Kingdom
Shirley Ann Jackson	President	Rensselaer Polytechnic Institute (RPI)	USA
Michael G. Jacobides	Sir Donald Gordon Chair of Entrepreneurship and Innovation	London Business School	United Kingdom
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Paul E. Jacobs	Chairman and Chief Executive Officer	Qualcomm	USA
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Badr Jafar	President	Crescent Petroleum	United Arab Emirates
Majid Jafar	Managing Director of the Board	Dana Gas PJSC	United Arab Emirates
Pooja Jain	Executive Director	Luxor Writing Instruments Pvt. Ltd	India
Anshu Jain	Co-Chairman of the Management Board and the Group Executive Committee	Deutsche Bank AG	Germany
Dipak C. Jain	Dean	INSEAD	France
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Raimonds Jansons	Ambassador Extraordinary and Plenipotentiary, Permanent Representative of Latvia	Permanent Mission of Latvia	Switzerland
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Rashid Saif Al Jarwan	Acting Chief Executive Officer	Dana Gas PJSC	United Arab Emirates
Leticia Jauregui Casanueva	Founder and Executive Director	Crea Comunidades De Emprendedores Sociales	Mexico
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Kevin J. Jenkins	President and Chief Executive Officer	World Vision International	United Kingdom

John Huw Jenkins	Managing Partner	Banco BTG Pactual	United Kingdom
Patrick Jenkins	Banking Editor	The Financial Times	United Kingdom
Antony Jenkins	Group Chief Executive	Barclays	United Kingdom
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Derek Jeter	Captain	New York Yankees	USA
Amishi Jha	Associate Professor, Director of Contemplative Neuroscience, Mindfulness Research and Practice Initiative	University of Miami	USA
Ji Bin	Senior Editor	Xinhua News Agency	People's Republic of China
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Frank Jimenez	General Counsel, Secretary and Managing Director, Government Affairs	Bunge Limited	USA
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Hugh Johnston	Executive Vice-President and Chief Financial Officer	PepsiCo Inc.	USA
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Khaled A. Juffali	Member of the Executive Committee and Managing Partner	E. A. Juffali and Brothers	Saudi Arabia
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Dmitry Konov	Chief Executive Officer	Sibur LLC	Russian Federation
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Philippe Mabillet	Deputy Managing Editor	La Tribune	France
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Ellen MacArthur	Founder	Ellen MacArthur Foundation	United Kingdom
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Mark MacGann	Senior Vice-President, Government Affairs and Public Advocacy	NYSE Euronext	Belgium
Neil MacGregor	Director	The British Museum	United Kingdom
Michael Macht	Member of the Board of Management, Group Production	Volkswagen AG	Germany
Alexander M. Macintyre	Director, News	Associated Press Television News	United Kingdom
Michael Mack	Chief Executive Officer	Syngenta International AG	Switzerland
Graham Mackay	Chairman	SABMiller Plc	United Kingdom
Peter Mackie	Group President, Pallets, Americas and Global Supply Chain	Brambles Limited	USA

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Masha Macpherson	Senior Producer	Associated Press Television News	United Kingdom
Dina Madani	Professional, Muslim Minorities Department, Organisation of Islamic Cooperation (OIC), Jeddah		
Bronwen Maddox	Chief Executive and Editor-in-Chief	Prospect Magazine	United Kingdom
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Jorn Madslie	Business and Economics Features Editor, Online	BBC News	United Kingdom
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John Maeda	President	Rhode Island School of Design	USA
Håkon Mageli	Executive Vice-President, Corporate Communications and Corporate Affairs	Orkla ASA	Norway
Seturaman Mahalingam	Chief Financial Officer	Tata Consultancy Services Ltd	India
Kishore Mahbubani	Dean	Lee Kuan Yew School of Public Policy, National University of Singapore	Singapore
Sudhir Maheshwari	Member of the Group Management Board	ArcelorMittal	United Kingdom
Anand G. Mahindra	Chairman and Managing Director	Mahindra & Mahindra Ltd	India
Daniel Mahler	Lead Partner, Americas and Member of the Board	A.T. Kearney Inc.	USA
Zakir Mahmood	Member of the Board of Directors	Habib Bank Ltd (HBL)	Pakistan
Hisham Mahmoud	Group President	AMEC Plc	USA
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Iyad Malas	Chief Executive Officer	Majid Al Futtaim Holding LLC	United Arab Emirates
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Henning Mankell	Author	Leopard Förlag	Sweden
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Mohd Najib Bin Tun Abdul Razak	Prime Minister and Minister of Finance of Malaysia		
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Kamal Nath	Minister of Urban Development and Minister of Parliamentary Affairs of India		
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Vineet Nayyar	Chairman	Mahindra Satyam	India
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Traver Ncube	Deputy Executive Chairman	Mail & Guardian	South Africa
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Idan Ofer	Owner and Principal	Quantum Pacific Group	United Kingdom
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Luc Oursel	President and Chief Executive Officer	AREVA	France
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Mouna Sepehri	Executive Vice-President	Renault SAS	France
Ismail Serageldin	Director	Bibliotheca Alexandrina	Egypt
Davide Serra	Founding and Managing Partner	Algebris Investments (UK) LLP	United Kingdom
Andy Serwer	Managing Editor	Fortune Magazine	USA
Thero Setiloane	Chief Executive Officer	Business Leadership South Africa	South Africa
Lara Setrakian	Correspondent	ABC News	USA
Roberto Egydio Setubal	Chief Executive Officer and Vice-Chairman of the Board of Directors	Banco Itaú Unibanco SA	Brazil
Susan Shabangu	Minister of Mineral Resources of South Africa		
Elif Shafak	Writer, Turkey		
Rajesh V. Shah	Co-Chairman and Managing Director	Mukand Limited	India
Rajiv J. Shah	Administrator, US Agency for International Development (USAID), USA		
Yawar Shah	Chairman of the Board of Directors	SWIFT SCRL	Belgium
Dinesh Shahra	Managing Director	Ruchi Soya Industries Ltd	India
Shahril Shamsuddin	Group President and Chief Executive Officer	Sapura Group of Companies	Malaysia
Marwan Shakarchi	Chairman and Chief Executive Officer	MKS (Switzerland) SA	Switzerland

Shan Weijian	Chairman and Chief Executive Officer	PAG	Hong Kong SAR
V. Shankar	Group Executive Director and Chief Executive Officer, Europe, Middle East, Africa and the Americas	Standard Chartered	United Arab Emirates
Aparna D. Sharma	Chief Executive Officer	India Brand Equity Foundation	India
Anand Sharma	Minister of Commerce and Industry and Textiles of India		
William Sheedy	Group President, Americas	Visa Inc.	USA
Josette Sheeran	Vice-Chairman, World Economic Forum		
Carl Sheldon	Chief Executive Officer	Abu Dhabi National Energy Company PJSC (TAQA)	United Arab Emirates
Jeff Shell	President	NBCUniversal International	United Kingdom
Neil Shen Nanpeng	Founding and Managing Partner	Sequoia Capital China	Hong Kong SAR
Robert Shetler-Jones	Member of the Group Board	Group DF	Ukraine
Salil Shetty	Secretary-General	Amnesty International	United Kingdom
S. D. Shibulal	Chief Executive Officer and Managing Director	Infosys Ltd	India
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Yasmine I. Shihata	Founder and Editor-in-Chief	Enigma Magazine	Egypt
Robert J. Shiller	Arthur M. Okun Professor of Economics	Yale University	USA
Natsuko Shiraki	Chief Executive Officer and Chief Designer	HASUNA Co. Ltd	Japan
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Lutfey Siddiqi	Adjunct Professor and Banker	National University of Singapore, RMI	Singapore
Christoph Sieder	Senior Vice-President, Corporate Communications	LANXESS AG	Germany
Pier Luigi Sigismondi	Chief Supply Chain Officer	Unilever	United Kingdom
Feike Sijbesma	Chief Executive Officer and Chairman of the Managing Board	Royal DSM NV	Netherlands
Maria das Graças Silva Foster	Chief Executive Officer	Petroleo Brasileiro SA - PETROBRAS	Brazil
Jose Luis Silva Martinot	Minister of Foreign Trade and Tourism of Peru		
Antonio Simoes	Head, United Kingdom	HSBC Bank Plc	United Kingdom
Bright Simons	President	MPedigree Network	Ghana
Paul Singer	Principal	Elliott Management Corporation	USA
Narinder Singh	Co-Founder and Chief Strategy Officer	Appirio	USA
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Malvinder Mohan Singh	Executive Chairman	Fortis Healthcare Ltd	India
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N. K. Singh	Member of Parliament, India		
Anant Singh	Film Producer and Distributor	Videovision Entertainment	South Africa
Rahul Singh	President, Financial Services and Business Services	HCL Technologies Ltd	India
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Vladislav Soloviev	First Deputy Chief Executive Officer	UC RUSAL	Russian Federation
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Peter A. Thiel	Partner	Founders Fund	USA

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Adrian Turner	President and Chief Executive Officer	Mocana Corporation	USA
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U Than Htay	Union Minister for Energy of Myanmar		
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Agah Ugur	Chief Executive Officer	Borusan Holding AS	Turkey
Osman Ulagay	Editor and Senior Columnist	Milliyet Gazetesi	Turkey
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Yossi Vardi	Chairman	International Technologies Ventures Inc.	Israel

Sunny Varkey	Chairman	GEMS Education	United Arab Emirates
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Global Agenda

World Economic Forum Annual Meeting 2013 Resilient Dynamism

Davos-Klosters, Switzerland 23-27 January





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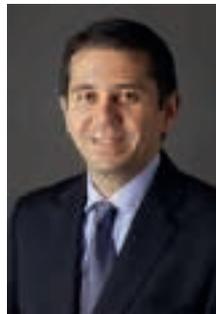
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Preface



Klaus Schwab
Founder and
Executive Chairman



W. Lee Howell
Managing Director
Member of the
Managing Board

The more than 2,500 business, government and civil society leaders from over 100 countries who participated in the 43rd World Economic Forum Annual Meeting arrived in Davos-Klosters with cautious optimism.

In some quarters, the world appears to be on the road to recovery despite the structural challenges of widening income disparities and fiscal deficits. And in some high-growth economies, environmental sustainability and political stability are major concerns in 2013.

The 270-plus sessions in the official programme were organized under three thematic pillars: Leading Through Adversity; Restoring Economic Dynamism; and Strengthening Societal Resilience. In all instances, the theme *Resilient Dynamism* resonated by reminding participants that neither resilience nor dynamism alone is sufficient; leadership today requires both attributes.

We hope this report serves as a memento and as a catalyst that stimulates further thinking on the issues and questions that were raised at the Meeting. For their leadership and guidance, we are grateful to our Co-Chairs, Partners, Members and Constituents, as well as to all those committed to improving the state of the world.

On behalf of the Managing Board, thank you again for your engagement and participation in Davos. We look forward to welcoming you back at the 44th Annual Meeting on 22-26 January 2014 as well as at our regional events and other activities throughout the year.

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Resilient Dynamism

The 43rd Annual Meeting's theme *Resilient Dynamism* perfectly captured the tenor of the global economy at the start of what Christine Lagarde, Managing Director of the International Monetary Fund (IMF), reckoned will be a “make-or-break” year. In the post-crisis world, resilience must be a goal for all countries if they are to endure another significant downturn. Achieving dynamism also has to be a priority now that crisis response has given way to the implementation of restructuring programmes.

Stimulus by central banks has bought time. But now investments are needed to drive the growth required to create jobs, especially in the United States and European economies where austerity measures have driven up unemployment, and countries in the Middle East and North Africa where popular uprisings have revealed the extent of the dissatisfaction among Arab youth.

Throughout the Meeting, in more than 250 sessions and numerous private meetings, participants discussed the various aspects of resilient dynamism and the importance of strategic agility, the ability not only to manage risk but also to adapt to its permanence and unfathomable variability. Leaders should nurture the capacity to take calculated risks when doing so might produce meaningful returns and worthwhile rewards.

Resilient dynamism means tackling immediate problems and long-term challenges at the same time. In a session on Europe, Young Global Leader alumnus Valdis Dombrovskis, Prime Minister of Latvia, described how, confronted by the crisis, his government had to implement an austerity programme while also taking steps that would improve the economy's competitiveness over time.





“

Leadership is better tested at times of adversity, but it is also possible to lead against the odds.

”

Mario Monti Prime Minister of Italy

Aiming for resilient dynamism goes hand in hand with the never-ending missions to achieve sustainability and competitiveness. Countries must restructure at home so they can compete in the world.

The participation of Dmitry Medvedev, Prime Minister of the Russian Federation, highlighted the key role his nation is playing as this year's G20 president to achieve resilient dynamism across the world. He also demonstrated how a national leader today must meet global responsibilities, while addressing domestic priorities. Prime Minister of the United Kingdom David Cameron, as head of the G8 this year, laid out transparency and fairness as critical elements of the G8 agenda and improved global resilience.

In the midst of the crisis, the international community came together to act in a concerted way to pull the global economy from the brink. As the emergency has subsided and with recovery now in prospect, collaboration and consensus building have become much more difficult, especially across the broad agenda to build resilient dynamism.



“

It is my hope that you come out of this Meeting with a vision that goes beyond crisis management.

”

Klaus Schwab Founder and Executive Chairman, World Economic Forum



News from Davos

Welcome to Digital Davos

The Annual Meeting 2013 became known as the first “Digital Davos”. This year, an unprecedented number of sessions were streamed live over the Internet across four channels, offering continuous live broadcasts of the Meeting’s main events – from plenaries and special messages in the Congress Hall, to televised debates and – new this year – An Insight, An Idea sessions.

The Forum Live area featured scores of interviews with top talent, including the Meeting’s Co-Chairs, Strategic Partners, Global Shapers and Social Entrepreneurs. All these session videos and Forum Live interviews are available on demand on the World Economic Forum website.

A huge screen in the middle of the Congress Hall kept participants up to date on the programme, plus information on sessions, photographs, participants’ quotes and social media commentary from around the world. All eyes were on the screen’s Twitter leaderboard, as participants followed the number of tweets published and the number of retweets.

Participants were more involved than ever in reporting the content of the Annual Meeting. Over 70 sessions were covered by participant rapporteurs who interviewed session moderators and posted blogs on the Forum’s website.

Content from the Annual Meeting 2013 is available on demand at www.weforum.org.



Cautious optimism

Confidence in the state of the world’s economy is on the rise amid positive signs from the Eurozone and a sense that the worst fears for the US “fiscal cliff” debt crisis are behind us. The Co-Chairs of the Annual Meeting, however, warned participants not to be complacent. On of a scale between 0 to 1, the Forum’s Economic Confidence Index showed a rise of 0.43 from 0.38 in the first quarter of 2013, the second highest level of economic confidence since the Index began seven quarters ago. Although still in negative territory, the number of Index respondents with a pessimistic outlook for the economy in 2013 fell to 43% from 56% last quarter, while the percentage of optimists increased to 23% from 17%. A key challenge for business, government and civil society is to restore trust in both public and private sector institutions. Implementing reforms and recovery plans is essential.



A reinvigorated Eurozone

European leaders at the Annual Meeting reiterated their confidence in the Eurozone, stressing that it is possible to achieve growth, prosperity and competitiveness while maintaining Europe's core values. German Chancellor Angela Merkel said that reforms implemented in European economies are achieving results and she stressed the need for Europe to conclude a pact that would drive convergence in competitiveness across the EU. Italian Prime Minister Mario Monti noted that wide-ranging reforms in Italy put the economy and its fiscal position on sounder footing. Prime Minister David Cameron of the United Kingdom said that his proposed reforms for Britain's relationship with the EU are as necessary for Europe as they are for Britain. IMF Managing Director Christine Lagarde told participants that 2013 will be a make-or-break year for global recovery. Success will be based on more openness and cooperation between nations



€1 billion to save lives

Germany announced that it will contribute 1 billion euros to the Global Fund to Fight AIDS, Tuberculosis and Malaria, enabling health workers to continue efforts to prevent and treat these diseases. The announcement was made by Dirk Niebel, Germany's Minister for Economic Cooperation and Development at the Annual Meeting, with Mark Dybul, Executive Director of the Global Fund, and Bill Gates, Co-Chair of the Bill & Melinda Gates Foundation. Also during the Meeting, the GAVI Alliance – a public-private global health partnership – announced US\$ 25 million in matched pledges from three organizations to buy life-saving vaccines for the world's poorest children, bringing the total amount to date raised in innovative matching fund initiative to US\$ 78 million. The pledges by the three organizations – Comic Relief, LDS Charities and Vodafone – will be matched by additional funds by the United Kingdom's Department for International Development and the Bill & Melinda Gates Foundation.



Crystal Awards 2013

Three cultural leaders were presented with the Forum's Crystal Award, honouring artists who have used their work to improve the state of the world. Brazilian visual artist Vik Muniz was recognized for his social projects. His 2010 documentary *Waste Land*, depicting the lives of Brazilian garbage-pickers, was nominated for an Oscar and won the Sundance Audience Award for Best Film. Award-winning Pakistani filmmaker Sharmeen Obaid Chinoy was honoured for her work on human rights, women's rights and refugee issues. She won the Academy Award for her 2012 film, *Saving Face*, about acid attacks on women in Pakistan, and an Emmy in 2010 for her documentary, *Pakistan: Children of the Taliban*. Oscar-winning actress Charlize Theron accepted the award as an advocate of LGBT and women's rights, especially in her home country of South Africa. In 2007, Theron launched the Charlize Theron Africa Outreach Project with the mission of helping keep African youth safe from HIV. <http://www.weforum.org/videos/crystal-award-ceremony>

Reports and Initiatives Highlighted in Davos



Building Resilient Supply Chains

Catastrophic shocks, such as the Japan earthquake and tsunami, Hurricane Sandy and floods in Thailand, have raised fears about global supply chains. The Forum's Supply Chain Risk initiative reports on this year's expert discussions on the issue.

<http://www.weforum.org/issues/supply-chain-risk>



Enabling Trade: Valuing Growth Opportunities

The Enabling Trade: Valuing Growth Opportunities report quantifies growth potential from reducing supply chain barriers and features 18 case studies across multiple industries and geographies. It calls for governments to take a "whole of the supply chain" approach to trade facilitation.

<http://www.weforum.org/issues/international-trade>



Energy Vision Update 2013: Energy Transitions

This report seeks to provide a context and framework for understanding the energy mix, how a transition might unfold and what the challenges and questions are for the components of the energy. Although energy efficiency and other demand-side issues are critical to future energy systems, this report focuses on how society will meet its growing energy needs

http://www3.weforum.org/docs/WEF_EN_IndustryVision.pdf



Engaging Tomorrow's Consumer

Engaging Tomorrow's Consumer provides perspectives on the lessons learned by companies engaging today's consumers in behavioural change, and identifies the key consumers of tomorrow and their attitudes and behaviours that can be used to encourage sustainability.

<http://www.weforum.org/issues/sustainable-consumption>



The Future Role of Civil Society

The Future Role of Civil Society report looks at how trends in technology, politics, society, economics and the environment are affecting the evolution of civil society and its implications for stakeholders. The report presents the main global trends impacting the relationships between sectors and explores how the role of civil society might change over the coming two decades as a result.

<http://www.weforum.org/reports/future-role-civil-society>



Future of Urban Development

The Future of Urban Development initiative partners with cities to address key urban development challenges and risks, such as congestion, healthcare, governance, sustainability and moving to a service-based economy. A specific objective of the initiative is to facilitate the implementation of agreed solutions. In partnership with the National Development and Reform Commission's China Center for Urban Development, the first phase of the initiative focuses on China. At the Annual Meeting 2013, the Tianjin Blueprint, developed in collaboration with the city of Tianjin, People's Republic of China, was released.

<http://wef.ch/urbandevelopmenttianjin>



Global Agenda Outlook 2013

The *Global Agenda Outlook 2013*, the annual publication of the Forum's Network on the Global Agenda Councils, combines the annual Survey on the Global Agenda, a poll of the Network's Members on major trends and issues, with new data, opinion and ideas gathered at the Summit on the Global Agenda 2012 in November in Dubai, as well as subsequent working sessions.

<http://www.weforum.org/reports/global-agenda-outlook-2013>



Global Physical Infrastructure

The Global Physical Infrastructure initiative aims to help governments deliver infrastructure more effectively and efficiently through the development of frameworks and tools, with a special focus on public-private partnerships. At the Annual Meeting 2013, meetings were held to advance progress on all initiative focus areas.

<http://www.weforum.org/industry-partners/groups/iu-infrastructure-urban-development/index.html>



Global Risks 2013

The *Global Risks Report 2013* analyses 50 global risks in terms of impact, likelihood and interconnections, based on a survey of more than 1,000 experts from industry, government and academia. This year's findings show that the world is more at risk as persistent economic weaknesses saps our ability to tackle environmental challenges. The report highlights wealth gaps (severe income disparity) followed by unsustainable government debt (chronic fiscal imbalances) as the top two most prevalent global risks; rising greenhouse gas emissions was rated the third most likely global risk overall.

<http://www.weforum.org/reports/global-risks-2013-eighth-edition>



Green Growth Action Alliance

In a session on Transforming Investment Flows: The Green Growth Action Alliance, Jim Kim, President of the World Bank Group, and Christiana Figueres, Executive Secretary of the United Nations Framework Convention on Climate Change, as well as senior business figures joined government leaders from emerging markets such as Kenya, Mongolia, Mexico, Vietnam and South Africa to discuss how to close the green investment gap and to attract private investment at the scale that is needed.

<http://wef.ch/ggaa12>



Green Investment Report

The Green Investment Report provides investors and public finance officials with a consensus view on current global flows of investment in key sectors such as water, agriculture and clean energy, and assesses the gap between current flows and the amounts needed to address climate change.

<http://www.weforum.org/issues/climate-change-and-green-growth>



Healthy Living Initiative

The Healthy Living Initiative builds on the work that the Forum has been doing on non-communicable diseases (NCDs) over the past few years. The Charter for Healthy Living and a toolkit to catalyse multistakeholder collaborations lay the foundation for the second phase of the initiative, which will be rolled out in 2013 at country and city level.

<http://wef.ch/chl13>



Hyperconnected World

The increased velocity, complexity, transparency and interdependency of today's society are creating a transformation of unprecedented scale. The World Economic Forum is undertaking a new initiative called "The Hyperconnected World", which brings together a community of senior business executives, government officials and civil society leaders to identify new models for innovation, new opportunities for sustainable growth and new risks to manage collectively.

<http://www.weforum.org/issues/hyperconnected-world>



New Energy Architecture

The Forum has developed an Energy Architecture Performance Index (EAPI). The index benchmarks and ranks 105 countries globally on how well their energy system delivers economic growth and development, environmental sustainability and energy security and access. The EAPI also offers a tool for decision-makers to monitor the performance of their energy system and a basis for assessing areas to improve.

<http://www.weforum.org/issues/new-energy-architecture>



New Vision for Agriculture

The New Vision for Agriculture initiative facilitates increased investment and partnerships in agriculture. The initiative's new report, *Achieving the New Vision for Agriculture: New Models for Action*, outlines the next steps to scale the impact of national partnerships in 2013.

<http://www.weforum.org/issues/agriculture-and-food-security>



Partnering for Cyber Resilience: A Critical Economic Enabler for the 21st Century

Digital transformation makes the protection and resilience of the shared digital environment a critical enabler for the economic growth of companies and countries. In recognition of this, over 80 companies and government bodies across 15 sectors and 25 countries joined forces to create the Partnering for Cyber Resilience initiative at the Annual Meeting 2012. Together, the leaders of these organizations have signed a set of Principles, which demonstrate their commitment to play their role in providing a resilient digital environment for all.

www.weforum.org/cyber



Partnership Against Corruption Initiative (PACI)

Launched in 2004, PACI is a global anti-corruption initiative anchored by the chief executive officers of global and regional leading companies. PACI facilitates peer-level exchanges to help companies design and implement anti-corruption policies and systems. At the Annual Meeting 2013, the Presidents of Mongolia and the Philippines, and the Prime Minister of Peru, declared their commitment to fight corruption and invited companies to collaborate with them through the PACI platform.

http://www3.weforum.org/docs/IP/2013/PACI/WEF_PACI_AnnualReport_2012.pdf



Rebuilding Europe's Competitiveness

The Rebuilding Europe's Competitiveness report highlights selected European competitiveness practices that can provide policy-makers with initial inspiration on what kind of competitiveness reforms can be pursued and which factors should be considered to ensure an optimal implementation.

<http://www.weforum.org/issues/competitiveness>

Reimagining Finance

The Forum's Financial Services Industry Partners Group used the Annual Meeting 2013 to develop partnerships and opportunities for its new and ongoing projects and initiatives, including the Role of Finance in Society, Towards a Sustainable and Resilient Europe, Developing Future Social Protection Systems, and Financial Inclusion.

<http://www.weforum.org/industry-partner-groups>



Rethinking Personal Data Initiative

Personal data is a new asset class critical to the growth of the digital economy. Leading experts from industry, government and civil society at the Annual Meeting focused on the shared principles that can strengthen the ability of personal data to create value with the need to protect privacy and empower individuals.

<http://www.weforum.org/issues/rethinking-personal-data>



Scenarios for the Russian Federation

Building on its longstanding experience in scenario planning, the Forum's Strategic Foresight Team released *Scenarios for the Russian Federation* at the Annual Meeting 2013 in the presence of Russian Prime Minister Dmitry Medvedev. These scenarios, which focus on Russia's economic development to the year 2030, were developed throughout the past year in close collaboration with Russian industry and policy leaders as well as a range of experts and investors.

<http://www.weforum.org/reports/scenarios-russian-federation>



Sustainable Health Systems

Scenarios for Sustainable Health Systems, a joint project of the Forum's Health and Strategic Foresight experts in cooperation with McKinsey, looks at the future of healthcare and health. Over the past year, the Forum with its Partners engaged more than 200 health system leaders, policy-makers and experts, aiming to provide a longer term and holistic analysis of sustainable health systems using the central question: What could health systems look like in 2040? The results are published in the Sustainable Health Systems Report.

<http://www.weforum.org/issues/scenarios-sustainable-health-systems>



Water Resources Group

With a budget of US\$ 12 million from both public and private sector sources, the Water Resources Group (WRG) partners with governments, facing water security challenges that constrain their economic growth aspirations, as well as businesses across a wide range of sectors. The aim is to bring new actors to engage in the water debate, package water resource information in a compelling format for influential, non-water specialists, and build the vehicles to engage stakeholders across sectors in joint action. The WRG was launched at Davos in 2012 as a new model of global public-private-civil society collaboration for water. It is now hosted at the International Finance Corporation (IFC) on behalf of the World Bank Group.

<http://www.weforum.org/issues/water>



Workplace Wellness Alliance

The Workplace Wellness Alliance, launched by the World Economic Forum in 2010, has gathered metrics covering 2 million employees in 125 countries and is taking a big step towards the development of a global baseline of employee health metrics, which is outlined in the new report Making the Right Investment: Employee Health and the Power of Metrics.

<http://wef.ch/wwa13>

Leading Through Adversity

Optimism for the global recovery was widespread at the Annual Meeting 2013. The global economic crisis is subsiding and the recovery appears to be taking hold. In many countries across the world, restructuring is under way. In the US, political leaders are struggling to control the fiscal deficit, while countries in Europe are managing austerity measures that have taken a heavy toll. China is focused on transforming its economy into one that is driven more by domestic consumption. Emerging markets, such as Brazil and Mexico, are implementing reforms aimed at boosting productivity and diversifying growth drivers.



“

We do not want dynamism at any price, but dynamism that can withstand shocks.

”

Angela Merkel Federal Chancellor of Germany

Building resilient institutions

Leadership in this unpredictable world is about managing expectations. It is also about following through on necessary changes even if some of the pain inflicted is on a leader – at the polls or in the boardroom. When the urgency warrants it, a leader must take bold measures, Mario Monti, Prime Minister of Italy, argued in an address to participants. “We did not go for the low-hanging fruit but aimed for big targets. If my experience is anything to go by, the odds are against reforms if the government is not able to confront the interests that are resisting them. Leadership is better tested at times of adversity, but it is also possible to lead against the odds.”

It must be. For leaders in the post-crisis environment, building resilience and promoting dynamism go hand in hand. Many participants called for a redoubling of efforts to promote growth and create jobs. Anshu Jain, Co-Chairman of the Management Board and the Group Executive Committee, Deutsche Bank, Germany; Co-Chair of the Governors for Financial

Services Industry for 2013, said: “At some point we’ve got to take the burden off our central bankers’ shoulders. Governments and business leaders now need to pick up that slack so that baton passes from this artificial glut of plenty to actual genuine growth, clear policies and a forward-looking agenda that we all share.”

This is not only a task for the developed economies that were hardest hit by the global crisis or the European countries that have been so roiled by the continent’s debt disaster. Even emerging markets, including the BRICS (Brazil, Russia, India, China and South Africa) that have been hailed as the new poles of global growth, must do their homework. Investing in infrastructure, for example, is essential to driving growth in both exports and domestic consumption. Structural reforms to bolster resilience to shocks are also necessary to increase an economy’s competitiveness, said Mario Draghi, President, European Central Bank, Frankfurt. “Hesitation in undertaking fiscal consolidation doesn’t pay.”

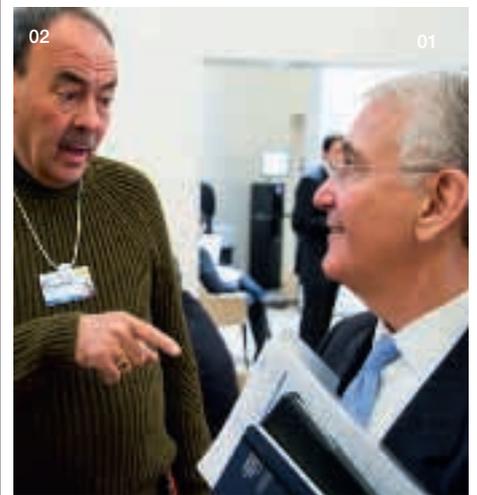


“
The mood has been good – too good to be true. Expectation management is in order.
 ”

Axel A. Weber Chairman of the Board of Directors, UBS, Switzerland; Co-Chair of the World Economic Forum Annual Meeting 2013



01: Panellists at the Time Davos Debate, “Leading Through Adversity – Improving Decision-Making”
02: Joe Schoendorf (left), Partner, Accel Partners, USA; Samuel Di Piazza, Vice-Chairman, Institutional Clients Group, Citi, USA
03: David Cameron, Prime Minister, United Kingdom; Angela Merkel, Federal Chancellor, Germany
04: Jacob A. Frenkel (left), Chairman, JPMorgan Chase International, JPMorgan Chase & Co., USA; Min Zhu, Deputy Managing Director, International Monetary Fund (IMF), Washington DC



The same lessons apply to companies. A company's senior management must remain calm in times of crisis and be prepared to take responsibility. The key is to learn from mistakes and failures and make the necessary adjustments so that the enterprise will withstand future shocks. There must be a balance between taking risks and risk management. Building risk management into a company's philosophy is important. Products have to navigate the global supply chain from manufacture to delivery. "We don't want to be the bakery that doesn't have bread," said Stanley M. Bergman, Chairman of the Board and Chief Executive Officer, Henry Schein, USA.

Since the crisis, the G20 has taken on the role as the main forum for the management of the global economy and financial system. Successive presidencies have focused on pushing their agendas for reform aimed at driving resilient dynamism or sustainable development. This year, the Russian Federation will pursue

initiatives or joint action on investment, the global currency regime, financial regulation, further reform of the International Monetary Fund (IMF), job creation, and the promotion of innovation and infrastructure development.

The challenge for the G20 is to manage the shift from crisis response group to trusted coordinator of long-term global economic restructuring. As the international community moves back from the edge of the cliff, it is natural that the tight embrace of collaboration, forced by the crisis, should loosen. Maintaining the spirit of cooperation through the recovery will be difficult, especially as growth returns and national politics intrude. Making the fight for legitimacy and relevance even more troublesome is people's lack of trust in institutions, particularly government and businesses – notably the banks. Ironically, decision-making in the midst of a crisis could prove easier than decision-making during the recovery.



“
Each person has to transform himself or herself by innovating, even in a small way.
 ”

Atsutoshi Nishida Chairman of the Board, Toshiba Corporation, Japan; Co-Chair of the World Economic Forum Annual Meeting 2013



01



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Improving decision-making

In an age when leaders are focusing increasingly on short-term challenges – making snap decisions in the face of events – how can they refocus on the longer term when it is not known how issues such as climate change, global governance and security will play out? In an unprecedented solo session at the beginning of the Meeting, Nobel Prize-winner Daniel Kahnemann emphasized that society needs to be aware of the psychological decision-making processes, and be mindful of the differences between short-term and long-term thinking; “thinking fast and thinking slow”, as he puts it.

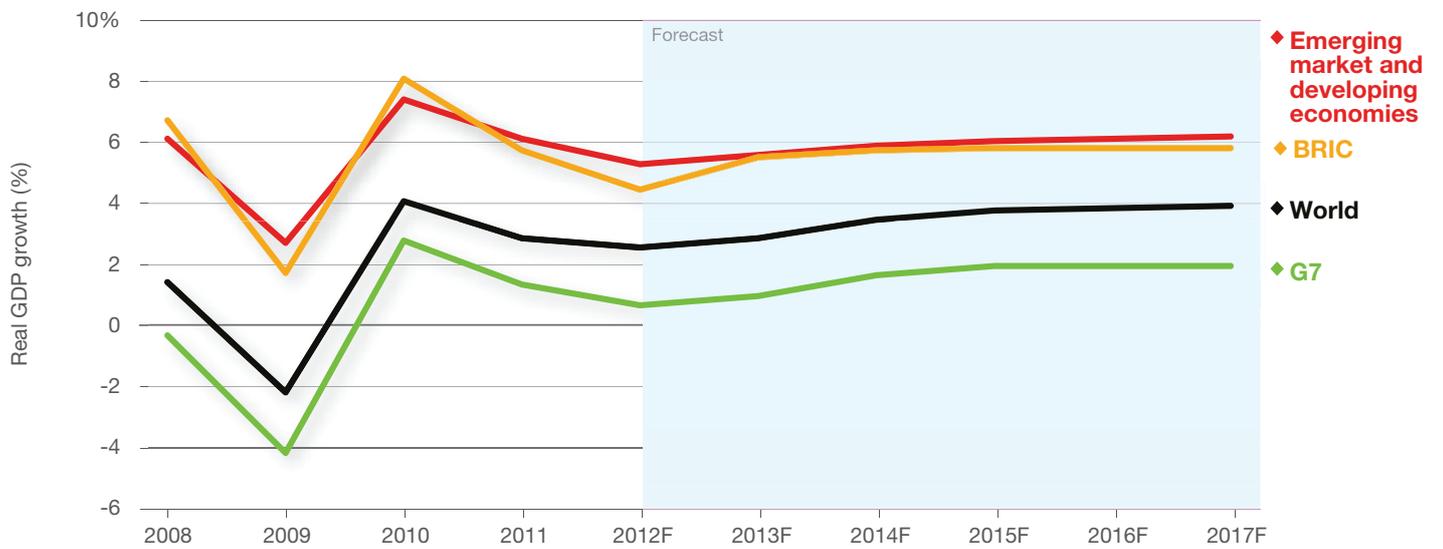
“The real problem is whether attention stays on problems long enough to do something about them,” Kahnemann said. “It’s a political issue, mainly about whether leaders can get their act together while the iron is hot.”

At the same time, leaders have to learn how to promote both resilience and dynamism, said the former South Korean Prime Minister Han Duck-Soo, Chairman and Chief Executive Officer, Korea International Trade Association (KITA), Republic of Korea. “We may

BRIC, emerging markets and developing economies are expected to continue to drive global growth GDP growth for world and select economies

Source: International Monetary Fund World Economic Outlook October 2012; PwC Analysis

Note: Developing countries as defined by IMF. GDP measured in constant prices, yoy change. Aggregate growth for BRIC is based on average real GDP growth weighted by nominal GDP.



03

01: A televised AP debate on "Creating Economic Dynamism"

02: Sheryl Sandberg (left), Chief Operating Officer and Member of the Board, Facebook, USA; Christine Lagarde, Managing Director, International Monetary Fund (IMF), Washington DC; Lubna S. Olayan, Deputy Chairperson and Chief Executive Officer, Olayan Financing Company, Saudi Arabia

03: Panellists in the session on "The Natural Resource Context"

04: Jacques Attali (left), President, PlaNet Finance, France; Naim Moisés, Senior Associate, International Economics, Carnegie Endowment for International Peace, USA



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The underlying issue is jobs. There are 200 million people unemployed worldwide.

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Frederico Curado President and Chief Executive Officer, EMBRAER, Brazil; Co-Chair of the Annual Meeting 2013



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01: Dimitry Medvedev, Prime Minister, Russian Federation; Klaus Schwab, Founder and Executive Chairman, World Economic Forum
02: A televised CNBC debate on "The Global Financial Context"

not be able to grow as before. Even developing economies will have to follow. This is a new way of thinking. But it is possible to be resilient and dynamic at the same time."

What is often needed is bravery. Leadership is all about overcoming the fear of innovating and the fear of failure. "If you are in an environment where you don't take risks, you will be left behind very quickly," John T. Chambers, Chairman and Chief Executive Officer, Cisco, USA, said. "The leaders whose companies do well are very much the risk-takers, especially in tough times. The best return comes when things are going the wrong way. Your chance to break away is now rather than 12 months from now. It's risk-reward." His advice to business and government leaders: Get over the fears – and go for it. That is what leadership is about.

The increasingly complex process of decision-making has to also be inclusive if there is to be buy-in across the organization. There is, of course, an urgent need to ensure that women are part of the decision-making process, especially at the top, where their presence remains limited. Increasing the participation of women in education and the workplace will lead to better governance and undoubtedly to greater inclusiveness.

"Short-termism", or focusing mainly on short-term considerations, is another obstacle to better decision-making. "Leadership is the opposite of short-termism," Prime Minister Monti told participants. Italy, he said, "failed to take on the challenges of globalization" and instead pursued policies of the status quo and procrastination – all with catastrophic results. Italy's competitiveness slipped and the

country's debt mounted. Entrenched vested interests resisted change and Italy's leaders did not challenge the long-established order.

Whether in business, government or civil society, effective means thinking long-term – understanding the need for innovation. Each person has to transform himself or herself by innovating, even in a small way, advised Atsutoshi Nishida, Chairman of the Board, Toshiba Corporation, Japan; Co-Chair of the World Economic Forum Annual Meeting 2013. Companies and governments should harness creative power from the grassroots. "What we need is an accumulation of small innovations, which anybody can create."

But not all innovations create value, noted Clayton Christensen, Professor of Business Administration, Harvard Graduate School of Business Administration, USA. There are innovations that simply sustain the life of products or make them more efficient. What are needed more are empowering or disruptive innovations such as the Model T automobile or the smartphone that change the game and create growth and jobs. Most investment goes into sustaining efficiency rather than into empowering innovations because the returns on the former tend to come sooner.

"We are awash in cash, but we continue to invest as if cash were scarce," Christensen observed. "We are not investing in innovations that create growth."

Leaders need to find or develop the skills, talent and knowledge they need to take risks. It is one thing not to make a move because of uncertainty and another thing to resist change because of a lack of knowledge. "Not moving because things are unfamiliar is really a crime," remarked Orit Gadiesh,



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Chairman, Bain & Company, USA;
World Economic Forum Foundation
Board Member.

Technology and design could be the key. In today's complex and interconnected world, decision-making is becoming horizontal rather than vertical. A new "network style" of decision-making is emerging, propelled in large part by social media. According to John Maeda, President, Rhode Island School of Design, USA; Global Agenda Council on New Models of Leadership, the flattening pressures of social media, which allow customers to connect with the chief executive officer, are disrupting the ordered hierarchy of most organizations. Maeda believes that leaders could use design concepts to improve their decision-making. By using visual and spatial representations of what they need to do, leaders can manage their time better and set priorities more sensibly.

In today's networked society, the harnessing of the power of data and information will be a crucial skill that leaders will have to learn. "Those who have ownership of data and know how to glean valuable information from data will have power," said Peter Corbett, Chief Executive Officer, iStrategyLabs, USA; Global Shaper. "There will be a divide between those that have the data and know how to use it and those that don't."

The aim of innovations – and of innovative decision-making – should not be efficiency, but radical restructuring, said Joichi Ito, Director, Media Lab, Massachusetts Institute of Technology, USA; Global Agenda Council on Informed Societies. At the Media Lab, he noted, "Our design principle is not to make the world more efficient, but to make the system more resilient, more robust." If the focus in education is only to teach people how to make systems more efficient, then "you're training kids to become obedient members of a mass-production society. But as there's more and more automation, you want people to be more and more creative."



Education and Skills

The book of jobs

Speaking at the Annual Meeting, Guy Ryder, Director-General, International Labour Organization, warned that there cannot be any real economic growth without jobs. "It is not the only element of the economic malaise we face, but it's the quintessential centre of it all." The intensity of the financial crisis may appear to be receding, but jobs' markets are giving completely different signals.

Herein lies the conundrum: if there are no jobs, the economy cannot grow; and if the economy cannot grow, it cannot create jobs. Worldwide, more than 75 million young people are unemployed. These numbers are rising.

At the same time, employers lament that they cannot find skilled workers. The cruel irony is that there are many unfilled jobs worldwide. In Europe, 3 million positions cannot be filled, although 25 million, mostly young people, are looking for work. Panellists placed the blame, in part, on an education system that teaches skills and knowledge unaligned with what the real world requires.

It is not only the hard skills. Soft skills, such as good communication, interpersonal relationships, collaboration and conflict resolution, need to be taught – ideally from a young age. Every sector, including businesses, NGOs, government, parents and the unemployed, need to work together to address this.

Panellists in several sessions pointed to the need for universal education. The next big idea or cure for cancer could be locked inside a young person in Bangladesh or India who will never have a chance to go to school. Unleashing the creative power of young people will entail eliminating illiteracy.

Online education is the next big jump; it unlocks trapped value. As a result, education in the next decade or two should become available to everyone on the planet.

Strengthening personal resilience

The responsibility for improving decision-making in the complex hyperconnected world must fall on the leader. The mark of a good leader with strong personal resilience is the ability to bounce back in times of adversity and rise to the occasion, adapt to adverse conditions and find opportunities in the most trying situations.

Leaders should consider their personal decision-making processes and how to build individual resilience and the capacity to make the right choices and to rebound from setbacks. Having checks in place to guard against the decisions people instinctively want to make can help to improve decision-making; individuals could benefit by slowing down their thinking. Successful leadership means training the mind to focus on key issues in a deliberate, non-judgemental way. Living on autopilot, juggling a multiplicity of tasks, is not an inevitable way of life.

Mindful leadership is cultivating the ability to be self-aware and integrating this ability into the way the leader runs the organization. People who have taken courses on mindful leadership typically pay three times more attention in meetings than they did before the training. Mindful leadership “is about learning to connect to those around you and to develop the capacity to initiate skilful change,” said Janice Marturano, Founder and Executive Director, Institute for Mindful Leadership, USA. It is about building the muscle to sustain your attention and shut down the reflex to multitask, she added.

Unfortunately, burnout is becoming all too common among leaders today. They may continue to serve or run their organizations, but they lose the capacity to make visionary decisions and to act with boldness. To strengthen personal resilience requires training, reflection and a sense of duty to oneself to be healthy, productive, alert and responsible.



Frontiers of Technology Innovative imperative

Innovation was a leitmotif at the Annual Meeting 2013. Participants discussed social innovation within partnerships that apply innovative, practical, sustainable market-based approaches. The result is positive social and/or environmental change with an emphasis on underprivileged populations. Creative power is at work in social businesses, changing lives around the world. Innovative development partnerships, some forged in Davos over the years, are saving lives every day.

Innovation is the mother of the digital revolution, which is transforming every aspect of our societies well beyond hyperconnectivity. Innovation married with science and technology is leading to exciting new developments in healthcare, energy, agriculture, communications and space exploration, all fuelled by R&D.

Disruptive innovation is on the increase: digital media has displaced CDs and DVDs; cloud computing is displacing USB flash drives; digital video, film; and LEDs, light bulbs. Shale gas could be the greatest disruptive technology to date and it has the potential to reignite economic growth. The International Energy Agency predicts that the US will be the world's largest oil producer by 2020.

If R&D is the lifeblood of innovation, collaboration among researchers, creative thinkers, entrepreneurs and governments are the oxygen. Tension arising from collaboration can be turned into creative energy, giving birth to new ideas and solutions for the globe's myriad challenges.

The innovative imperative is clear: business, science and society must push the global innovation frontier to meet the needs of an additional 2 billion people by 2050.



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Solving current and future challenges is dependent upon involving the ideas and energy of the Millennial generation.

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Muhtar A. Kent Chairman and Chief Executive Officer, The Coca-Cola Company, and Co-Chair of the Annual Meeting 2013

Being responsible is essential for the modern leader to succeed. With the global economic crisis receding, “the time has come to look at the future with greater vision and constructive optimism,” advised Klaus Schwab, Founder and Executive Chairman, World Economic Forum, in his welcoming remarks to participants. “The risks have not gone away. What we should do is develop the necessary resilience to deal with those risks in time.”

He called for social and moral responsibility. “Without a basic moral consensus on a global level, humankind cannot survive.”

Leaders need to model the behaviour that they require from their followers, their organizations and the societies in which they operate. Corruption was frequently cited as a cancer that eats at the heart of leadership and capitalism, and undermines equitable development. Huguette Labelle, Chair, Transparency International, Germany, and Co-Chair of the Annual Meeting 2013, said: “There needs to be an anti-corruption stance from the start, otherwise corruption is in the system.”



Enterprise Leadership Flexible and nimble

Business is inherently uncertain and risky. Without risk there is no reward. However, in recent years enterprises have confronted extraordinary and sometimes unpredictable risks arising from strategic blunders, catastrophic operational mishaps, supply chain disruptions, extreme weather, rogue employees, failure to comply with laws and regulations, civil unrest and revolution, and terrorist acts.

To survive such risks, enterprises must be resilient – the ability to survive internal mistakes and external shocks. Key elements of resilience include corporate culture and values, crisis management systems and expertise, as well as flexible, nimble organizational structures.

The role of senior managers is crucial to creating resilient enterprises. Members of the C Suite team, particularly the chief executive officer, must instil resilient and coherent values throughout the organization. They must remain calm in times of crisis, take ultimate responsibility and communicate honestly and effectively to all relevant stakeholders: shareholders, employees, regulators, affected people and communities, the media, and the general public.

A resilient enterprise asks: can we avoid or survive serious mistakes? Key elements include: having a Plan B; having employees who are encouraged to honestly and critically vet proposals; and having a culture in which employees feel confident that they can admit early on when ideas and projects they are pursuing are not working.

Restoring Economic Dynamism

The idea that Greece would exit the European Union was one of the popular tropes of 2012, along with the implosion of the euro, a disastrous hard landing for China and the withering of the nascent economic recovery in the United States. None of these grim scenarios has come to pass. Going into 2013 it is clear that, as bad as things have been in the global economy, there is a stubborn layer of resilience even in the hardest-hit crisis economies. It is this resilience that participants at the Annual Meeting 2013 felt should be nurtured and made stronger.



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We have to formulate policies that create growth.

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Andrew N. Liveris Chairman and Chief Executive Officer, The Dow Chemical Company, USA; Co-Chair of the Annual Meeting 2013

Achieving inclusive prosperity

There is a consensus that the grow-at-all-cost model is no longer viable in the post-crisis world. Not only is it destructive of the environment but it also tends to concentrate the wealth in a few hands. That is a red flag when the global financial crisis has taken away the jobs of more than 11 million workers, most of them young people, in Europe and the United States alone. “Go green, go social, go structural, go institutional – that’s the way to go,” said Angel Gurría, Secretary-General, Organisation for Economic Co-operation and Development (OECD).

This new vision of growth is focused on achieving inclusive prosperity. No one is suggesting that everyone should get paid the same regardless of what job he or she does and how well the job is done. Nor are governments being asked to confiscate the wealth of billionaires for redistribution to the poor. What is required is for the state to create a climate that is conducive to fairness and inclusion.

“We have got to say, as a governmental policy statement,

that everybody has a fair shot and nobody is going to have an unfair advantage,” said Eric Cantor, US House of Representatives Majority Leader and Congressman from Virginia (Republican). The dictum should not only be stated, but also scrupulously put into practice. This means an active effort by the state, business and civil society to level the playing field for everyone, regardless of gender, age and race.

However, while real progress has been made in increasing the number of women in top economic positions, panellists in a session on women in economic decision-making pointed to statistics which suggest that the economic gender gap around the world is far from being closed. This is still the case, one observed, despite an explosion of academic research, which confirms that gender parity is linked to global competitiveness and economic performance.

Indeed, research by the investment bank Goldman Sachs estimates that Japan’s GDP would increase by

15% if there were gender equality in employment. Japan, which has been mired in a deflationary and stagnant economic environment for two decades, is in 102nd place in the World Economic Forum’s *Global Gender Gap 2012* report – out of 135 countries assessed.

Another concern is youth, who are unable to find employment in the wake of the global financial crisis. In South Africa, half of the labour force aged 15 to 24 is unemployed. The jobless rate among young people stands at 44% in Greece – the country at the epicentre of the Eurozone crisis – 30% in Portugal, 29% in Italy, 26% in Poland and 22% in France. In all, there are about 75 million unemployed young people worldwide.

These young people belong to the Millennial generation, young men and women who use instant communications, social media and the Internet to interact with others who may live on the other side of the globe. It should be no surprise that the Arab



01: Dana Gluckstein, Photographer, Tribes in Transition Education Fund, USA

02: Eric Cantor, Majority Leader, House of Representatives, USA; Ali Babacan, Deputy Prime Minister for Economic and Financial Affairs, Turkey

03: Televised CNBC Africa debate on “De-Risking Africa”



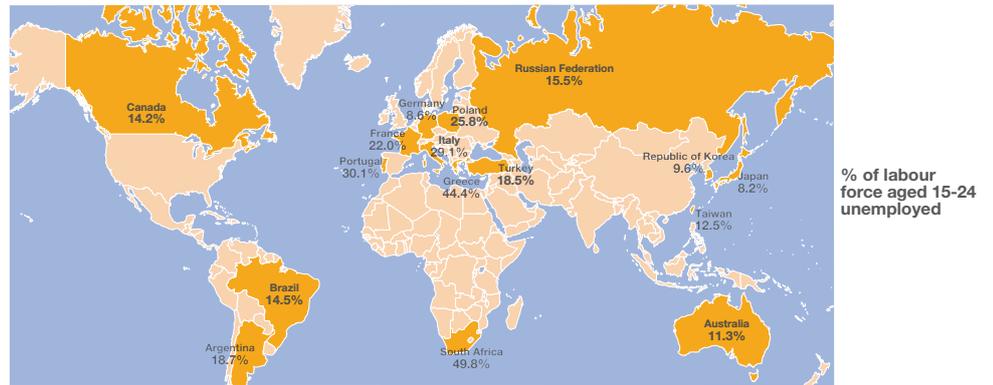
Spring uprisings were enabled in large part by Millennials wielding the power of technology to organize protests that eventually toppled regimes in Egypt, Libya and Tunisia. If large numbers of Millennials are unable to work, their frustrations can spill over into despair and violence.

High youth unemployment rates are a problem in many countries

Youth unemployment rate, selected countries, 2011

Source: International Labour Organization, Key Indicators of the Labour Market

Note: Youth unemployment refers to the share of the labour force aged 15-24 without work but available for and seeking employment. Definitions of labour force and unemployment differ by country, average real GDP growth weighted by nominal GDP.



How can the greatest number of people enjoy an equitable share in their country's wealth? In panel after panel discussions in Davos, the importance of education and job training, and retraining to ensure inclusive prosperity, was emphasized time and again. "As a boy, I studied in the dirt. There was no classroom," said Ban Ki-moon, Secretary-General of the United Nations. "Education made me what I am; it made my dream come true."

This aspiration has been realized in Sweden, where education is free for all citizens, including university and post-graduate learning. If you charge for education, one panellist said, you run the risk of creating exclusion and inequality because some people will not be able to afford the fees. This philosophy explains why, in part, Sweden has one of the lowest Gini coefficients in the world, at 0.26 (0 represents total equality; one represents total inequality).

Such social spending can wreak havoc on public finances, which Sweden experienced in the 1990s. However, technology is now helping to cut the cost of education. Online learning, for example, is a cost-effective way of bringing knowledge and skills to billions of people over vast distances, allowing learners to interact with each other and with teachers in a virtual classroom setting. "This enabling tool is so powerful it will change the education we provide on campus today and globally," said L. Rafael Reif, President of the Massachusetts



Institute of Technology (MIT). "We are limited only by our imagination."

Rebuilding economic confidence

While looking to the future, much of the energy of the Annual Meeting was spent on the macroeconomic problems that continue to hound the countries of the world, most painfully in Europe and the US. These issues include the unconventional monetary policies central banks have been forced to devise in response to the global financial crisis, leadership transitions and political challenges in leading economies, and geopolitical and security flashpoints.

01: Participants at a Forum WorkShop

02: David Cameron, Prime Minister, United Kingdom; Thomas L. Friedman, Columnist, Foreign Affairs, The New York Times, USA; Ban Ki-moon, Secretary-General, United Nations, New York; Helene D. Gayle, President and Chief Executive Officer, CARE USA, USA; Global Agenda Council on Poverty & Sustainable Development; H.M. Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan; Paul Kagame, President of Rwanda; William H. Gates III, Co-Chair, Bill & Melinda Gates Foundation, USA; Paul Polman, Chief Executive Officer, Unilever, United Kingdom

03: Global Shapers with Klaus Schwab, Founder and Executive Chairman, World Economic Forum

04: H.M. King Abdullah II Ibn Al Hussein, King of the Hashemite Kingdom of Jordan

05: Laura Chinchilla, President of Costa Rica

Responsible Capitalism A gentler approach

Four years ago at Davos, Bill Gates called for “creative capitalism”. His call came months before the global financial crisis, which shattered public confidence in institutions and organizations. Since then, business has weathered multiple “trust shocks” and recognizes the imperative to rebuild trust. Participants have advocated the need to move from short-term shareholder capitalism to long-term stakeholder capitalism.

This year, participants discussed “useful capitalism” and “catalysing multi-stakeholder value.” This paradigm shift transcends traditional corporate social responsibility. Ideally, companies should harness the profit motive to serve the public interest. Companies need to collaborate with civil society and unions to change the rules of the game and to provide more transparent and nuanced information to investors.

Christine Lagarde, Managing Director, International Monetary Fund, told participants the global economic crisis was a governance crisis originating in the financial sector. “It hid too much activity in murky and dark corners, and put its own short-term gain ahead of supporting the real economy.”

Accountability is crucial. “The goal of the private sector cannot be only profit; it must also add value, create jobs [and] develop the new ideas that drive an economy forward,” she said. “We need a financial sector that is accountable to the real economy – one that adds value, not destroys it.”

Businesses leaders agreed they must include social goals in their mission; else businesses will eventually collapse and humanity will not meet its challenges for the next century.

“Businesses have more power and money than ever before. They can destroy large parts of the planet. If your impact is high, your responsibility is high,” said Feike Sijbesma, Chief Executive Officer and Chairman of the Managing Board, Royal DSM, Netherlands. He added that governments alone cannot solve world problems such as climate change, resource scarcity and food shortages. Companies must step in.



Following the lead of the US Federal Reserve, the central banks of Europe and Japan have embarked on quantitative easing, the direct purchase of government bonds and other assets to rebuild economic confidence and stimulate economic activity. The expansion of central bank balance sheets is helping to keep interest rates low and bring a measure of stability to financial markets.

Axel Weber, Chairman of the Board of Directors, UBS, Switzerland, and Co-Chair of the Annual Meeting 2013, underlined this in the final session of the Meeting, when he cautioned against complacency: “Central banks cannot resolve the deeper problems. So, the time that they have bought has to be used to make credible structural solutions. Deficits are OK if they are used to make investments. The mood



has been good – too good to be true. Expectation management is in order.”

But some participants questioned the viability and effectiveness of quantitative easing. They pointed out that the central banks’ policy of printing money is distorting business and economic cycles, and may ultimately destroy, rather than rebuild, economic confidence. Quantitative easing will have to end at some point, and if the central banks do not handle the exit with dexterity, they may well bring the global economy back to the brink.

“We’ve exhausted our monetary policy room,” said Gurria. “And we’ve used all the fiscal policy room that we had. It’s not a pretty picture. We should be very worried.” Speaking

on the same panel, Mark Carney, Governor of the Bank of Canada, countered that “there continues to be monetary policy options in all the major economies.” Although Carney stressed that he was not talking for the US Federal Reserve, he said that as the US economy gains traction, the Fed will calibrate its unorthodox monetary policy to ensure what he calls its “escape velocity” – providing a template for other central banks to follow.

For now, the central banks’ monetary and financial sector actions are yielding results. “What they have done in the past 18 months is remarkable,” said Christine Lagarde, Managing Director of the International Monetary Fund (IMF), on how Europeans have been handling their economic problems. “They need to keep at it and they need to challenge the conventional wisdom, according to which, when things get better, they relax. It’s not time to relax.” Lagarde was echoing her famous dictum: “We have avoided the collapse, let’s beware of the relapse, and let’s not relax.”

Geopolitical and security flashpoints complicate the picture. The unrest in Mali can potentially destabilize West Africa; Iran and North Korea are still on the nuclear path; Syria is mired in civil war; and territorial disputes between China and Japan, and China and the Philippines are heating up. How these flashpoints are handled will determine whether the beginnings of economic confidence that we are seeing today, as a result of the slow mending of the American and European economies, will continue to grow.

Unleashing entrepreneurial innovation

It is the measure of the human intellect that it can turn challenges into opportunities, and so it was at the Annual Meeting. Various innovative ideas and plans of action were proposed to help solve the world’s ills.

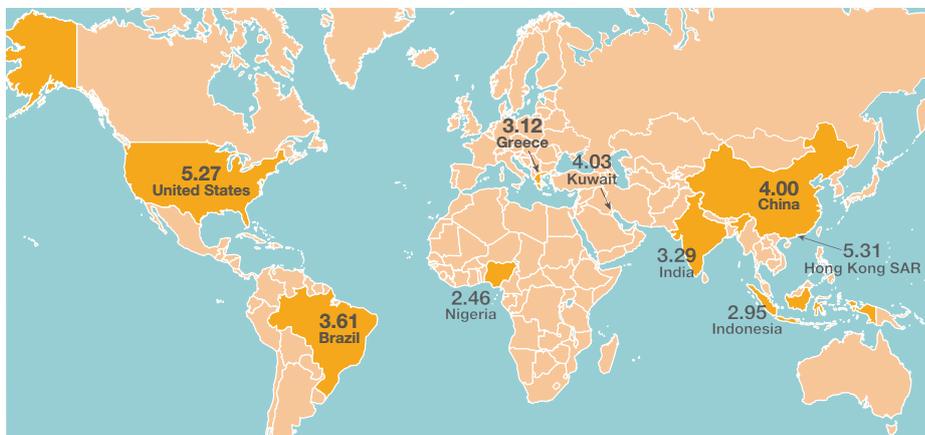
“Addressing the problem of global warming is one way in which we can create jobs and deal with the long term,” said Professor Joseph E. Stiglitz of Columbia University, who was honoured with the Nobel Prize for Economics in 2001. “If we

Hong Kong continues to rank number one in financial development globally. US ranked number two

Financial Development Index scores, selected markets, 2012

Source: World Economic Forum—The Financial Development Report 2012

Note: The Financial Development Index ranks 62 of the world’s leading financial systems and capital markets, analysing drivers of financial system development that support economic growth. The measures of financial development captured in this index are: the institutional environment (financial sector liberalisation, corporate governance, legal and regulatory issues and contract enforcement); the business environment (human capital, taxes, infrastructure, cost of doing business); financial stability (currency stability, banking system stability and sovereign debt crises); banking financial services (size, efficiency and financial disclosure); non-banking financial services (IPO and M&A activity, insurance and securitisation); and financial markets (foreign exchange and derivative markets, and equity and bond market development). There is also financial access, which includes commercial and retail access.



Development Agenda From local to global

The targets of the Millennium Development Goals (MDGs) will not be met by 2015. But remarkable progress has been made on its ambitious agenda to cut many forms of extreme poverty by half. Positive advances have been made in reducing child mortality, and the human condition is improving faster than ever before.

But the massive development challenges that remain should be met through public-private partnerships that engage civil society and focus on projects driven by innovation and technology. These projects can be implemented in a local community, and if successful, leveraged and taken to scale globally.

However, despite the obvious benefits of partnering with the private sector, there are many innovative public-private partnerships waiting to happen but held back by a paucity of funding. Several participants pointed out that the money is there, but there is a lack of political will. The Green Climate Fund, designed to scale-up long-term financing for developing countries, is empty. There is an urgent need for an agricultural fund for smallholder farmers. The public sector must step up with more funding; the private sector cannot do this alone.

Innovation powering science and technology can completely transform the world and address the most pressing issues. Quantum leaps have been made in healthcare. The power tools are there, but they are not being used. Participants asked, “Where is the political will?”

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01: Vikram Chandra (left), Presenter and Editor, NDTV, India; Victor L. L. Chu, Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR; World Economic Forum Foundation Board Member; Global Agenda Council on Japan; Gita Wirjawan, Minister of Trade of Indonesia; Huguette Labelle, Chair, Transparency International, Germany; Co-Chair of the World Economic Forum Annual Meeting 2013; Global Agenda Council on Responsible Mineral Resources Management; Anand Sharma, Minister of Commerce and Industry and Textiles, India; Klaus Kleinfeld, Chair of the Governors Meeting for Mining and Metals Industry for 2013; World Economic Forum USA Foundation Board Member

02: Thierry Tanoh (left), Chief Executive Officer, Ecobank Transnational, Togo; and Nkosana D. Moyo, Founder and Executive Chair Mandela Institute for Development Studies (MINDS), South Africa; Global Agenda Council on Population, at the "Growth Africa Context" session

have the price of carbon in place, that would incentivize firms to start restructuring their investments. If we can then get the financial sector to fund these investments, we can make the economy grow again, create new green jobs and begin to really address what is a potential calamity for the world."

This effort will further boost the emergence of the "circular economy," the idea of products and services as closed-loop life cycles, where everything is reused and recycled. The trend was particularly popular among World Economic Forum community members of Young Global Leaders participating in the Annual Meeting. These young leaders see many new entrepreneurial opportunities in the transformation of the use-and-dispose production processes in the current linear economy. In the circular economy, consumers will tend to rent rather than buy cars and software,

which are periodically repaired, updated and redesigned.

It is important that these new opportunities be made accessible to young people. This is where education, training and apprenticeships come in. Targeted financial assistance is also helpful. In Turkey, the government pays the social security premiums of first-time employees for two years, instead of the employer, and the first six months' salary of those on first-time probation, to allow worker and company to decide whether they are a good fit. The same incentives are extended to women, the chronically unemployed and people with disabilities.

The Forum has been developing its ability to integrate the Millennial generation into its activities. The Global Shapers Community is a network of over 200 hubs worldwide, consisting of 1,700 individual entrepreneurs, social



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Education made me what I am; it made my dream come true.
”

Ban Ki-moon Secretary-General, United Nations

activists and “positive disruptors” designed to build the efforts of the Millennial generation to improve the state of their local world. At the Annual Meeting, The Coca-Cola Company announced US\$ 100,000 of funding, based on a global competition, to provide seed financing for Shapers projects.

“With more than half of the world’s population under age 27, it’s clear that solving current and future challenges is dependent upon involving the ideas and energy of the Millennial generation,” said Muhtar A. Kent, Chairman and Chief Executive Officer, The Coca-Cola Company, and Co-Chair of the Annual Meeting 2013.

It is not only jobs. Harnessing entrepreneurship and innovation was also proffered as a solution, particularly to youth unemployment. One panellist posited the view that many Millennials are more inclined to work for themselves than to take on a 9-to-5 jobs with someone else. And technology is creating more opportunities today for people to become entrepreneurs.

“For the first time in history we have instant access to billions of people, and this technology is affordable,” said Jim Hagemann Snabe, Co-Chief Executive Officer of SAP. “It fuels a new opportunity which I don’t think is about scaling large companies. It’s about enabling people to take advantage of the fact that they can reach people everywhere in the world, they can create their own jobs, their own companies.”

China, with its sheer size and growing affluence, has the potential to unleash innovation and entrepreneurship among its people and in other countries. E-commerce is opening opportunities for entrepreneurs both inside and outside China to serve the growing consumption spending of Chinese citizens – not to say 1 billion Indians and hundreds of millions more in Brazil, South Africa, Indonesia and other emerging markets.

The inclination for entrepreneurship should be cultivated early. In Sweden, the government extends grants – but does not direct – entrepreneurship

projects by teenagers as young as 15. Basic knowledge about running a business should be part of the curriculum even in primary school. Government agencies, NGOs and the entrepreneurs themselves can share best practices and enable networking.

Banks and other institutions should be encourage to fund start-ups and other enterprises through incentives and taxation – in some countries, hedge fund managers are taxed at lower rates than the creators of real goods and services. Governments should also strengthen social safety nets such as unemployment insurance and health insurance because these can help would-be entrepreneurs gain confidence to take on the risks of starting a new business.

There were many more policy and practical prescriptions made at the Annual Meeting, including: labour market reforms and fiscal consolidation in Europe; political compromise and quick action on fiscal policy in the US; replenishment of public coffers in emerging markets that embarked



01: Nouriel Roubini, Professor of Economics and International Business, Leonard N. Stern School of Business, New York University, USA
02: Vik Muniz (right) Artist, USA; Global Agenda Council on the Role of the Arts in Society
03: Tsakhia Elbegdorj (centre), President of Mongolia
04: Participants at a Forum WorkShop
05: Interactive WorkStudio
06: James S. Turley (left), Chairman and Chief Executive Officer, Ernst & Young, USA; and Ben Verwaayen, Chief Executive Officer, Alcatel-Lucent, France



on stimulus spending as an anti-crisis measure; and capacity building and a focus on governance in low-income countries. And the global financial system still requires fixing, Stiglitz said, noting that “not-transparent over-the-counter derivatives still exist, and we don’t really know the extent of the risk they pose”.

However, employment should be the priority in 2013. “Twelve months ago, when we met here, we were concerned with a possible euro collapse, the US fiscal cliff, the China hard landing,” said IMF Deputy Managing Director Min Zhu. “With all the policy actions, we’ve been able to avoid those issues. But growth is very weak and slow. So the first issue for policy-makers is to make the year 2013 a jobs and a growth year.” That should help strengthen economic resilience and lay the groundwork for economic dynamism.

At the end of the Meeting, Frederico Curado, President and Chief Executive Officer, EMBRAER, Brazil, and Co-Chair of the Annual Meeting 2013, concurred. “Davos has been too optimistic, the underlying issue is jobs. There are 200 million people unemployed worldwide.”



“
Without concerted action,
the next generation will be
roasted, toasted, fried
and grilled.”

”

Christine Lagarde Managing Director,
International Monetary Fund



Strengthening Societal Resilience

If recent history is any indication, 2013 is likely to witness dozens of risks to global stability. The complexity, interconnectedness and pace of development in today's world practically guarantee this. Leaders cannot afford to focus on eliminating all risks: doing so would require a tremendous allocation of resources and would deprive many systems of the benefits of interconnectedness. Instead, the challenge is how to make systems and societies sufficiently resilient so that they can bounce back from crises. Throughout the Annual Meeting 2013, participants identified a range of measures to strengthen societal resilience.



“

The mercantile way of thinking about value chains – exports good, imports bad – is old-fashioned.

”

Alexander Stubb Minister of European Affairs and Foreign Trade of Finland; Young Global Leader

Reinforcing critical systems

Complexity and the need for partnership apply to a range of critical systems – from water scarcity to digital networks to health infrastructure. While the particulars of these systems are distinctive, a number of insights for making them more flexible, efficient and adaptive emerged at the Annual Meeting.

“We all know that the more people involved in trying to solve a problem, the less efficient you are,” said Peter Brabeck-Letmathe, Chairman of the Board, Nestlé, Switzerland; World Economic Forum Foundation Board Member. “The problems we are confronting are too complex. Whenever we create a partnership it’s because the problem is too complex to solve it alone.”

Take for example non-linear change in climate systems and the prevalence of “tipping points”. The world’s climate has been fundamentally, and perhaps irrevocably, altered by the past 50 years of demographic change, industrial activity and various anthropogenic effects. Ecosystems typically show a great deal of resilience in absorbing shocks and returning to equilibriums. However, a number of examples – Arctic ice melt, coral-reef degeneration and species extinction, to name a few – indicate that once an environment reaches a particular tipping point, a cascade of adverse effects ensues.

The effects can be rapid, global and catastrophic. The melting of Greenland’s ice sheet, for instance, decreases reflectivity of solar rays. Lower reflectivity causes more absorption of heat, which melts the remaining ice even faster. This feedback loop bears structural similarities to the way in which the collapse of the subprime mortgage market in the United States affected the wider financial ecosystem and was linked to financial destabilization worldwide.

Tipping points and cascading effects are features of many complex systems, which mean that the world needs better ways to measure the health of critical systems and gauge the thresholds within which it is safe to operate. “It’s not good enough to



Hyperconnected World The right connections

Being always connected is the new normal. Today’s hyperconnectivity and interconnectedness present unique and substantial risks, but also enormous opportunities.

As the world’s global digital system grows exponentially, so does the need for trust among consumers, governments and businesses. Cyber risk is one of the three top risks faced by businesses. Rather than trying to draft regulations that might prove inflexible and soon outdated, governments should act as convenors, bringing industry and other stakeholders together to solve cyber security challenges.

At the Annual Meeting 2013, the UK government joined the World Economic Forum’s Partnering for Cyber Resilience initiative, which currently consists of over 70 companies and government bodies across 15 sectors and 25 countries committed to a set of principles designed to ensure secure and resilient digital global networks.

The initiative aims to raise awareness and understanding of cyber issues among leaders across all industries and policy domains, and to encourage organizations to practice good “cyber hygiene” – simple steps which can immediately reduce the risks to their organizations and customers. Partnering for Cyber Resilience also creates a space for companies and governments to come together in a safe, trusted and neutral environment to tackle issues of common concern, such as protecting national infrastructure for individuals’ personal information across shared networks or physical borders.

On signing the Cyber Resilience Principles, William J. Hague, Secretary of State for Foreign and Commonwealth Affairs said: “The principles will help us all... in our shared aim to promote a safe and secure digital environment to do business.”

In the last ten years, food prices have more than doubled, while metals and energy prices have more than tripled

Natural resource inflation

Source: IMF

Note: Food Price Index includes Cereal, Vegetable Oils, Meat, Seafood, Sugar, Bananas, and Oranges Price Indices; Metals Price Index includes Copper, Aluminum, Iron Ore, Tin, Nickel, Zinc, Lead, and Uranium Price Indices; Fuel (Energy) Index includes Crude oil (petroleum), Natural Gas, and Coal Price Indices.



bring together politicians and civil society and business if you don't have good, independent rigorous science at the table. That's the only way we're going to make breakthroughs in the problems of sustainable development," said Jeffrey D. Sachs, Director, The Earth Institute, Columbia University, USA

Digital infrastructure is also susceptible to cascading adverse effects. Viruses, denial-of-service attacks and cyber terrorism are known risks, but, as of now, digital disasters have yet to rise to the level of a global crisis. Would these systems have the resilience necessary to withstand such a threat?

Pooling information is one way to improve resilience. Currently, businesses and governments are reluctant to share information about cyber attacks for reasons of security, intellectual property and reputational concerns. Changing this culture and improving transparency would help entrepreneurs, technologists and business leaders to design safer networks.

Health systems show how resilience involves coordination among a mix of sectors – in this case, from aquaculture to academia. For example, antibiotics have been a great source of human productivity in fighting disease, reducing mortalities and improving food production, but bacteria can mutate faster than health systems can respond. Already, the spread of multi-drug resistant tuberculosis and HIV has alarmed doctors and public health

officials, and the pipeline for new antibiotics offers little reason for relief.

The problem requires changing health systems at several levels. Government incentives can offset the low returns typically generated by antibiotics and encourage pharmaceutical companies to invest in research for new drugs. At the same time, cooperation from the animal husbandry and aquaculture industries can reduce overuse of antibiotics.

Finally, global trade networks show that complexity and interconnectedness offer major upsides such as job creation and higher standards of living. Take modern smartphones, for example. A single phone can contain parts from more than a dozen countries. Labelling that phone as an import or an export masks its movement through a global supply chain where many countries add value. Policy-makers, particularly in emerging markets, recognize that protectionism and inefficient customs systems can create a drag on economic growth. But impasses in global trade negotiations – primarily agricultural disputes among developed countries – have blocked progress in lowering barriers worldwide. Currency manipulation can also cause countries to retreat to protectionism and isolated markets.

These insights reveal that today's interconnectedness is too complex to unwind. Instead, understanding the landscape of interdependence can improve responses to future risks.



“

It is possible to both make money and help the planet.

”

Elizabeth Littlefield President, Overseas Private Investment Corporation (OPIC), USA; Global Agenda Council on Social Innovation

Sustaining natural resources

One of the biggest natural resources-related changes in recent years pertains to the shale gas “revolution”. Enabled by hydraulic fracturing, shale gas production has shifted the relationship between many energy-importing and energy-producing nations, in addition to introducing new questions regarding environmental impacts.

Understanding the implications of changes in the energy landscape, as well as that of other natural resources, means looking beyond just their relative abundance or scarcity and examining how they fit into the context of humanity's relationship with the planet. Energy, water, food and other resources must be examined not only in terms of quantity and distribution but also within larger ecosystems of societal usage.

Global emissions continue to rise, and extreme climate events wreak havoc on big population centres worldwide with increasing frequency. While shale gas production has diminished fears that the world is running out of energy, it has intensified concerns over how long the world can keep going on a fossil-fuel based model of growth. For



Geopolitics and Security

Threats and conflicts

This year's Annual Meeting took place at a time of insecurity, war and fragility. The second theatre of the war on terror opened in North Africa, with hostilities in Mali and kidnappings in Algeria. One panellist commented that European diplomats call North Africa "our Afghanistan."

The French-led military action against Al Qaeda-linked Islamist and Tuareg rebel groups in the north of Mali was necessary as a short-term solution. Had France not intervened, the situation would have been "catastrophic." Conditions continue to deteriorate, with people in the northern regions, particularly the poor, suffering the most. The violence is damaging the economy – the longer the conflict drags on, the more difficult it will be to conduct business in the country.

Time is running out and urgent action is required. With the onset of the rainy season, farmers will be unable to plant crops, worsening the humanitarian disaster. The instability could spread throughout the Sahel region.

More trouble spots are peppered across Africa: Sudan, Somalia, Kenya and the Gulf of Guinea are areas receiving little international attention.

The geopolitical situation is ominous: an ongoing carnage in Syria; Iran and North Korea proceeding apace with their nuclear programmes; a fragile government in Pakistan; and instability in Afghanistan, especially as the United States readies to withdraw troops in 2014. According to some panellists, the situation in the Middle East is worsening, but in some ways is less worrisome than other geopolitical threats.

01: Katy Boerner (right), Victor H. Yngve Professor and Director, The Cyberinfrastructure for Network Science (CNS) Center, Indiana University, USA, at the session "Reinforcing Critical Infrastructure with Cyber Experts"

example, how serious are concerns about leakage of methane, an even more detrimental greenhouse gas than carbon dioxide, in shale gas production? The need for renewable energy remains, but how will lower prices of natural gas in the United States and many parts of the world affect investments in green energy? How will the volatility of food prices affect global nutrition?

Last year's Rio+20 Summit reiterated that these sustainability-related questions are linked to the human development agenda. The UN Millennium Development Goals (MDGs) have focused development efforts worldwide, but with the 2015 target date fast approaching, global progress on many of these goals remains uneven. Looking beyond 2015, it is clear that problems such as global poverty and extreme hunger must be considered in the context of how societies use natural resources. Commodity prices, for example, have a profound impact on agriculture-dependent communities, malnutrition and supply chains.

Public-private partnerships (PPPs) have become a popular strategy for responding to sustainable development challenges, but those familiar with PPPs know that forming a partnership is much easier than delivering results. How can these consortia avoid becoming "talk shops"? Several insights emerged on this theme. First, it is important to define the right narrative and resource challenge. For example, a global task force focused on delivering electricity to poor communities risks igniting geopolitical debates about energy security. Uniting partners in a narrative of human development, rather than profits or prized resources, can increase the likelihood of cooperation by national governments and other powerful interests.

"Government has a fundamental role here, which is to create an environment for social innovation," said Luis Videgaray Caso, Secretary of Finance and Public Credit of Mexico

Businesses play an important role in these partnerships and in meeting sustainable development goals, but their involvement in no way lessens



“
**In the next 15 years, we can
 halve childhood deaths.
 That’s doable.**
 ”

William H. Gates III Co-Chair, Bill & Melinda Gates Foundation, USA



the burden on governments. Financial crises in the US and Europe have decreased state capacities to fund major public projects. Many developing economies lack the capital to develop adequate infrastructure or upgrade agriculture, energy production, education and health systems. Provision of these vital social services is a responsibility of governments, yet at a time when the world most needs leadership on sustainability, there is a risk that many states are retreating to focus on domestic and economic challenges.

“Sustainability includes social, environmental and financial perspectives. It is not necessary to separate the charitable and profit-seeking sides of your brain. It is possible to both make money and help the planet.”



- 01:** Johann Schneider-Ammann (left), Federal Councillor of Economic Affairs, Education and Research EAER of the Swiss Confederation; Pascal Lamy, Director-General, World Trade Organization (WTO), Geneva; Global Agenda Council on Institutional Governance Systems; Gita Wirjawan, Minister of Trade of Indonesia
- 02:** The session on Global Risks 2013: Digital Wildfires in a Hyperconnected World
- 03:** A televised debated on “The Global Education Imperative”
- 04:** Li Daokui (left), Head, Department of Finance; Director, Center for China in the World Economy, Tsinghua University, People’s Republic of China; Frederico Curado, President and Chief Executive Officer, EMBRAER, Brazil; Co-Chair of the World Economic Forum Annual Meeting 2013

Manufacturing hotspots have grown rapidly in emerging Asia

Top-10 manufacturing nations

Source: United Nations Statistics Division – Economic Statistics

Note: Total manufacturing output in constant 2005 USD (billions)



Elizabeth Littlefield, President, Overseas Private Investment Corporation (OPIC), USA; Global Agenda Council on Social Innovation

Consumers represent another important dimension of the sustainable development challenge. While environmental awareness has increased in a number of societies, the world has not yet seen a major groundswell in end-user demand for sustainable development solutions. Technologies such as smart grids could give consumers more information – and therefore power – to demand these changes, and 2013 could see other breakthroughs from citizens on using resources more responsibly.

Establishing shared norms

Communities and institutions are more flexible and responsive when they share information, trust their partners and communicate well. With global migration, trade, urbanization and information technology, today's world offers even more opportunities to interact with people from different backgrounds and to encounter new cultures. This reality creates more opportunities to build trust and greater risks of antagonism and social conflict.

How can today's global institutions establish a set of shared norms? Are there a set of universal values that transcend cultures and backgrounds? These questions have remained unresolved for decades, but several emerging, disruptive technologies have again brought them to the fore. For example, genetically modified foods,

hydraulic fracturing, DNA mapping and even social networking raise a host of questions about what norms and values apply.

“Until the rules of the game change and until the value of companies reflects how well or otherwise they're doing in environmental and social activities... I don't think we'll get the kind of major change we need,” said Stewart Wallis, Executive Director, New Economics Foundation, United Kingdom; Global Agenda Council on Values

In the case of genetic modification, Europe has opted for the “precautionary principle,” refraining from investing in genetically modified organisms (GMOs) unless evidence emerges that these practices are not harmful. The US and some others, however, have embraced these technologies. Given the interdependence of global supply chains and communities, collateral effects would be widespread if health or ecological problems do emerge. Is this a case where shared norms are needed? In the case of another new technology, should network security be the primary domain of states, the private sector or global institutions?

No consensus at the Annual Meeting emerged on these and a range of other values-based considerations. But, there was agreement that the nature of identity is shifting as the Internet enables users to choose thousands of micro-identities in various online forums and emerging mega-cities

bring immigrants from around the globe to live in close proximity.

A number of institutions play a role in the creation of values, including arts institutions such as museums, academia and international organizations such as the UN Global Compact. Technology has changed the social context of these institutions. Museums can increase public access to collections through interactive and Web-based tools. Online courses can offer low-cost education options, which can foster new communities. But community-building has a “dark side” in identity politics: art can also be used to stoke religious and ethnic rage, and online forums can strengthen connections among extremists.

A sense of consensus on shared values did emerge in one area: responsible capitalism. Since the global financial crisis, it has become clear that businesses and shareholders have focused excessively on short-termism. Today's business leaders are keenly attuned to the demands on their companies and are looking beyond quarterly growth targets. But there is less clarity – either from the private sector, among regulators or among investors – about what this new era entails for business.



“

There needs to be an anti-corruption stance from the start, otherwise corruption is in the system.

”

Huguette Labelle Chair, Transparency International, Germany; Co-Chair of the Annual Meeting 2013

World hotspots

Waiting for spring

Two years ago, Annual Meeting participants were mesmerized by events unfolding at the dawn of the Arab Spring, sparked by thousands of protesters in Cairo's Tahrir Square. Thomas L. Friedman, Columnist, Foreign Affairs, The New York Times, USA, was there. "I saw a tiger that had been living in a cage for 50 years. The tiger was released. The tiger will not go back into the cage. Don't try to ride the tiger or he will bite you..."

Amid fears that new regimes are beginning to resemble old dictatorships, it is worth remembering that observers deemed recent elections in the region to be fair. Two years ago, no one would have dared imagine elected presidents in Egypt, Libya, Tunisia and Yemen.

Participants were reminded that democracy is the only way to restore – and uphold – human dignity. A pervasive myth is that people living under brutal dictatorships are different and do not have the same aspirations to human rights as other people.

Are the huge changes sweeping the region creating opportunities for freedom, political pluralism, human rights and justice? Or are the dark shadows being cast across Mali and Algeria portends of new ominous realities ahead?



01



02

01: Hesham Mohamed Qandil, Prime Minister of Egypt; Fareed Zakaria, Anchor, Fareed Zakaria - GPS, CNN, USA; Salam Fayyad, Prime Minister of the Palestinian Authority; Abdelillah Benkirane, Chief of Government of Morocco; Ali M. Z. Ben Zedan, Prime Minister of Libya; Najib Mikati, Prime Minister of Lebanon
02: David Cameron, Prime Minister of the United Kingdom
03: Mario Draghi, President, European Central Bank, Frankfurt; John Lipsky, Distinguished Visiting Scholar, The Paul H. Nitze School of Advanced International Studies (SAIS), USA



03

Several forward-looking companies have demonstrated that strong chief executives and corporate leaders can change the ethos of their businesses to emphasize sustainable value creation over the long term. This shift is not only a moral choice; it also helps companies to recruit top talent, as young people are drawn to institutions that allow them to do meaningful work. It also can mitigate reputational, economic and legal damage that comes from poor labour practices and environmental degradation.

No agreement emerged on how to quantify the impacts of sustainability. Shareholders, regulators and civil society have called for more disclosures about environmental and community impacts. But it is not clear that more is better, given the costs of measuring these impacts and the need to communicate results clearly and concisely. Meanwhile, information technology has introduced new options for reporting data to different audiences, from YouTube to corporate tweets to traditional shareholder meetings.

Clearly, the ecosystems in which companies operate have changed, and the financial upheaval that began in 2008 clarified the need for an era of more responsible capitalism. What shape to give this responsible capitalism will be one of the main questions for business in the years to come.



“
Politics is short-term and local. Our problems are long-term and global.
 ”

Jeffrey D. Sachs Director, The Earth Institute, Columbia University, USA



Innovation and Creativity

Artistic licence

The arts exert a powerful influence on society, whether by bridging cultures, protesting against injustices, or giving a voice to the voiceless. The arts challenge us to rethink our perspectives and can create the space for dialogue in conflict zones. They have the power to kindle joy, imagination and inspiration; they nurture our individual and collective imagination.

Cultural leaders from around the world participated in this year's meeting, including authors, artists, actors, architects, musicians, film directors and others to discuss the role of the arts in society.

In addition to the annual Crystal Awards ceremony, which opened the Meeting, remarkable talent was showcased, including the abstract artist Daniel Orson Ybarra and the photographer Peter Ginter, who has been interpreting the Large Hadron Collider at CERN for 15 years. Pianist Gabriela Montero performed excerpts from her composition *ExPatria*, a passionate plea to end the violence that has been ravaging her native Venezuela.

The nexus of art and technology creates unlimited opportunities for artistic expression. Digital technologies fuel the expression of artistic creativity. Technology allows artists to collaborate, no matter where they are. The composer and choir director Eric Whitacre conducts virtual choirs online that coordinate the voices of strangers singing the same song, on key, in front of laptop cameras from their homes around the world. His viral video of one of his compositions generated 3 million hits, and his next production aims to enlist 3,700 singers from 73 countries.

Two inspirational musical performances bookended the Annual Meeting and reflected its theme of Resilient Dynamism. At the opening, under Maestro Vladimir Spivakov, the talented young soloists of the Moscow Virtuosi Chamber Orchestra gave a dazzling performance. The meeting's theme resonated again in the closing plenary, when participants directed by Whitacre, sang the beginning of his new composition, *The Davos Project*. The Meeting ended with this powerful musical expression of collaboration and optimism.



01: Klaus Schwab, Founder and Executive Chairman, World Economic Forum; Shimon Peres, President of Israel
02: Sunil Bharti Mittal (left), Chairman and Group Chief Executive Officer, Bharti Enterprises, India; Goodluck Ebele Jonathan, President of Nigeria
03: Eric Whitacre, Composer and Conductor, United Kingdom, directing the Davos Choir
04: Jin-Yong Cai (left), Executive Vice-President and Chief Executive Officer, International Finance Corporation (IFC), Washington DC; Paul Kagame, President of Rwanda
05: Klaus Schwab, Founder and Executive Chairman, World Economic Forum; Ueli Maurer, President of the Swiss Confederation
06: Gilbert Probst, Managing Director and Dean, World Economic Forum, at the Open Forum 2013



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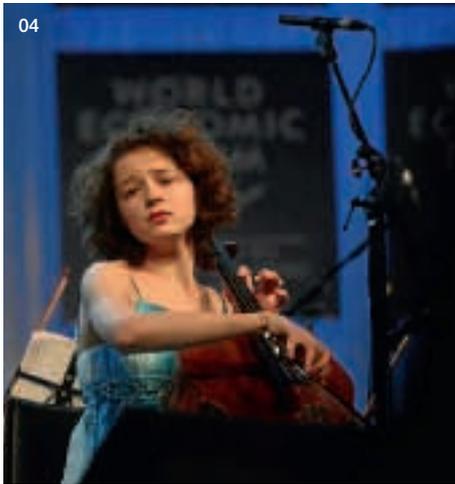
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- 01:** Anne Hastings (centre), Chief Executive Officer, Fonkoze Financial Services, Haiti
- 02:** Oleg V. Deripaska (left), President, En+Group, Russian Federation; Samir Brikho, Chief Executive Officer, Amec, United Kingdom
- 03:** Session on "Women in Economic Decision-Making"
- 04:** Anastasia Kobekina, Moscow Virtuosi Chamber Orchestra
- 05:** William H. Gates III, Co-Chair, Bill & Melinda Gates Foundation, USA; H.M. Queen Rania Al Abdullah of Jordan; David Cameron, Prime Minister of the United Kingdom
- 06:** Kumi Naidoo, Executive Director, Greenpeace International, Netherlands





01



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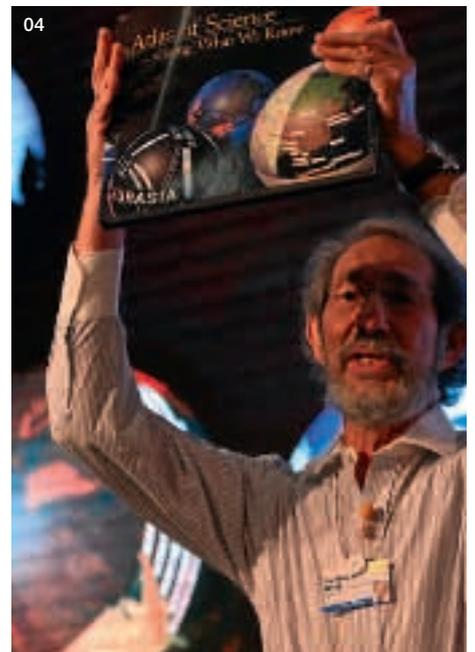
- 01:** Henry Kissinger, Chairman, Kissinger Associates, USA
- 02:** Helle Thorning-Schmidt, Prime Minister of Denmark
- 03:** Michael Dell (left), Chairman and Chief Executive Officer, Dell, USA; Yossi Vardi, Chairman, International Technologies Ventures, Israel
- 04:** Malvinder Singh (left), Executive Chairman, Fortis Healthcare, India; Co-Chair of the Governors for Global Health and Healthcare Industry for 2013; Daljit Singh, President, Fortis Healthcare, India
- 05:** James Dimon, Chairman and Chief Executive Officers, JPMorgan Chase & Co., USA
- 06:** Hilde Schwab, Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship, Switzerland; Charliz Theron, Actress and Founder, Charliz Theron Africa Outreach Project, USA
- 07:** Christine Lagarde, Managing Director, International Monetary Fund (IMF), Washington DC; Ueli Maurer, President of the Swiss Confederation; Hilde Schwab, Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship, Switzerland; Mario Monti, Prime Minister of Italy; Jacob Zuma, President of South Africa
- 08:** Mark Rutte, Prime Minister of the Netherlands
- 09:** Geoffrey Cape, Chief Executive Officer and Founder, Evergreen, Canada



01: Session on the "Food Security Equation"
02: Imran Khan, Chairman, Pakistan Tehreek-e-Insaf, Pakistan
03: Gordon Brown, UN Special Envoy for Global Education, Prime Minister of the United Kingdom (2007-2010)



01: Sylvester Chauke (centre), Chief Architect, DNA Brand Architects, South Africa, "Meet the Millennials" session
02: Otto Perez Molina, President of Guatemala; and George Soros, Chairman, Soros Fund Management, USA
03: Paul Bulcke, Chief Executive Officer, Nestlé, Switzerland
04: Geoffrey B. West, Distinguished Professor, Santa Fe Institute, USA; Global Agenda Council on Complex Systems



Further Information



The event page of the World Economic Forum Annual Meeting 2013 provides access to a richer level of content from the Meeting, including videos, photographs, session summaries and webcasts of selected sessions.

<http://www.weforum.org/am13>



This report is also available to download in PDF or HTML format:

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Upcoming Meetings

World Economic Forum on Latin America

Lima, Peru 23-25 April 2013

Under the theme “Delivering Growth, Strengthening Societies”, regional and global leaders participating in the World Economic Forum on Latin America will discuss the opportunities and challenges that lie ahead to achieve the region’s full potential. With support of President Ollanta Moisés Humala Tasso, the Government of Peru and the Forum’s Strategic and Regional Partners, the meeting will provide an ideal platform to discuss the critical factors behind the region’s resilience and dynamic development models.

For more information, please e-mail: LatinAmerica@weforum.org

World Economic Forum on Africa

Cape Town, South Africa 8-10 May 2013

Under the theme “Delivering on Africa’s Promise”, the 23rd World Economic Forum on Africa will provide an important platform for regional and global leaders from business, government and civil society to deepen the continent’s integration agenda and renew commitment to a sustainable path of growth and development.

For more information, please e-mail: Africa@weforum.org

World Economic Forum on the Middle East and North Africa

Dead Sea, Jordan 24-26 May 2013

Under the theme “Shaping the New Regional Context”, the World Economic Forum on the Middle East and North Africa will examine what policies and business strategies can support the aspirations of the region’s economies while catalysing the dialogue necessary to overcome long-standing fault lines and facilitate a truly multistakeholder partnership for the future.

For more information, please e-mail: MiddleEast@weforum.org

World Economic Forum on East Asia

Nay Pyi Taw, Myanmar 5-7 June 2013

Under the theme “Courageous Transformation for Inclusion and Integration”, the 22nd World Economic Forum on East Asia will be the first leading international gathering of senior decision-makers from industry, government, academia and civil society to be held in Myanmar after a series of bold economic and political reforms. Through its unique multistakeholder platform, the meeting will be an unrivalled opportunity to understand and shape Myanmar’s ongoing reforms and reconciliation process.

For more information, please e-mail: EastAsia@weforum.org

For a full list of upcoming meetings, please consult the World Economic Forum’s website: www.weforum.org.



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World Economic Forum Annual Meeting 2013 Executive Summary

Davos-Klosters, Switzerland 23-27 January

Resilient Dynamism

The Davos Agenda in 2013

We live in the most complex, interdependent and interconnected era in human history – a reality we know as the hyperconnected world. This reality presents a new leadership context, shaped by adaptive challenges as well as transformational opportunities. Yet efforts to rebuild confidence and restore growth remain vulnerable to looming political and economic shocks. Indeed, there is no “risk-off” setting for the global economy, but leaders from the public and private sectors need to adopt a “risk-on” mindset to catalyse dynamic growth. Dynamism in this context requires successful organizations to demonstrate strategic agility and to possess risk resilience.

“Resilient Dynamism”, therefore, is the focus of the World Economic Forum Annual Meeting 2013. The aim is to catalyse and facilitate global, regional and industry transformation as a trusted partner of our Members and constituents. For more than 40 years, the Annual Meeting has provided an unrivalled platform for leaders from all walks of life to shape the global, regional, industry and business agendas at the beginning of the year in Davos. These agendas are integrated into the design of the 2013 programme:

The Global Agenda

- How to get the global economy back on to a path of stable growth and higher employment
- How to address persistent vulnerabilities within the international financial system
- How to increase global, national and industry resilience to major systemic and catastrophic risks

The Regional Agenda

- How to adapt to leadership transitions among G20 members and to understand their geopolitical and geo-economic implications
- How to navigate the political and economic transformations in Europe, the Middle East and North Africa
- How to ensure that protectionism and nationalism do not derail regional economic integration and multilateral economic cooperation in Asia, Africa and the Americas

The Industry Agenda

- How to thrive when global competitiveness is increasingly driven by talent and innovation
- How to ensure stable, sustainable and affordable supplies of critical natural resources
- How to navigate a changing regulatory environment while pursuing new growth opportunities

The Business Agenda

- How to create new value in the face of generational and structural shifts that are reshaping business models
- How to adapt to the future evolution of social technology in a business context
- How to leverage rapid and far-reaching advances in science, technology and medicine

The World’s Foremost Multistakeholder Community of Leaders

Participation in the World Economic Forum Annual Meeting is by invitation only for:

- Chief executives and chairs of our 1,000 Partner and Member companies
- Political leaders (from the G20 and other relevant countries)
- Heads of international organizations
- Experts representing our Global Agenda Councils
- Representatives from all our civil society stakeholder groups
- Young Global Leaders
- Social Entrepreneurs
- Technology Pioneers
- Global Shapers (under the age of 30)
- Media leaders
- Spiritual and cultural leaders

Participants will share insights on critical strategic and structural changes, catalyse sought-after solutions and collaborate on the risks and opportunities that lie ahead in the new year. And in the true “Davos Spirit”, the aim is to elaborate bold ideas and promote innovative solutions in an exceptional multistakeholder environment.

Global Agenda

Global Agenda Outlook 2013



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Preface



What is the future of globalization? How can sustainable global economic growth be achieved? What are the major geopolitical uncertainties for 2013? These are some of the questions at the top of the agenda of many global leaders and decision-makers. They formed the main topics of discussion over the past few months among the 1,500 global experts from the Network of Global Agenda Councils, over 900 of who met face-to-face during the Summit on the Global Agenda 2012 in Dubai.

The most compelling of these debates are highlighted in this report, with the intention of broadening our outlook for 2013. The *Global Agenda Outlook 2013* examines the existing claims and discussions from the perspective of some of the world's foremost thought leaders, and complements these insights with a wealth of quantitative data from surveys conducted across this global network of experts. The result is a much more comprehensive assessment about what to expect in 2013 and beyond. In short, we see this report as a briefing document for today's leaders.

The Global Agenda Councils will continue to work together in the coming months, producing ideas and recommendations to address the key challenges of our time. The World Economic Forum is committed to integrating the outcomes of their work into its activities, including at the upcoming Annual Meeting in Davos-Klosters 2013, to ensure that they find their way into global decision-making processes.

The World Economic Forum would like to express its sincere gratitude to all the Members of Global Agenda Councils, whose conversations at the Summit in Dubai and in their virtual meetings are the foundations of this report. Special thanks are due to the main authors of the chapters for their contributions.

I hope that the *Global Agenda Outlook 2013* provides you with valuable insights to guide your decision-making in the coming year. I invite you to continue these debates with Members of our Network, to share your ideas and develop concrete action plans which can help to shape a better future.

Get involved at
www.forumblog.org/communities/global-agenda-councils

Martina N. Gmür
Senior Director, Head of the Network of Global Agenda Councils,
World Economic Forum





Introduction

The *Global Agenda Outlook 2013* is a publication of the Network of Global Agenda Councils, a unique network of over 1,500 of the world's most relevant experts from academia, business, civil society, government and international organizations. This report provides insights and views into pressing global issues, through a collection of survey results and interactive discussions among Members of the Network. The survey data combines 1500 responses from GAC Members and industry leaders.

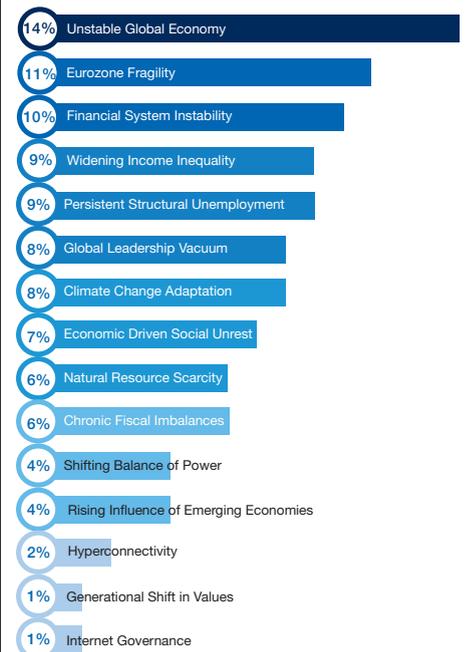
The *Global Agenda Outlook 2013* is structured around six chapters, each tackling a specific issue: globalization, economic growth, geopolitical risks, hyperconnectivity, the post-2015 development agenda, and values. Each chapter is intended to offer readers a taste of a conversation between two experts, complemented by data from the Global Agenda Survey.

- Chapter 1 focuses on the effects of globalization and touches on income inequality, employment, technology and global governance.
- Chapter 2 concentrates on an issue that has dominated discussions for the past five years – economics, and the prospects of continued economic growth given the uncertain times.
- Chapter 3 sheds light on changing regional dynamics and potential future threats by analysing some of the world's high-risk geopolitical situations.

- A theme common to all these discussions is the increased role of technology in 2013 and its associated risks. Chapter 4 captures the main opportunities and risks faced by an increasingly hyperconnected world, not only what it means for citizens, but also for the urban environment of tomorrow.
- Chapter 5 highlights the complexities of the post-2015 development agenda and examines how economic development and environmental sustainability can be balanced.
- Chapter 6 – restoring our value system – seeks to bring all the pieces together, with a focus on revisiting core values in decision-making and leadership.

The chapters follow three distinct formats, reflecting the variety and richness of the conversations that took place at the Summit on Global Agenda 2012. The chapters on globalization, economic growth and hyperconnectivity are presented as expert question-and-answer sessions. The chapters on the post-2015 agenda and on values offer expert views in sharp and succinct counter-pieces. Finally, the chapter on geopolitical risks is designed as a “fly on the wall” vignette, in which listeners have dropped into a conversation between two experts.

Most urgent issues to address*



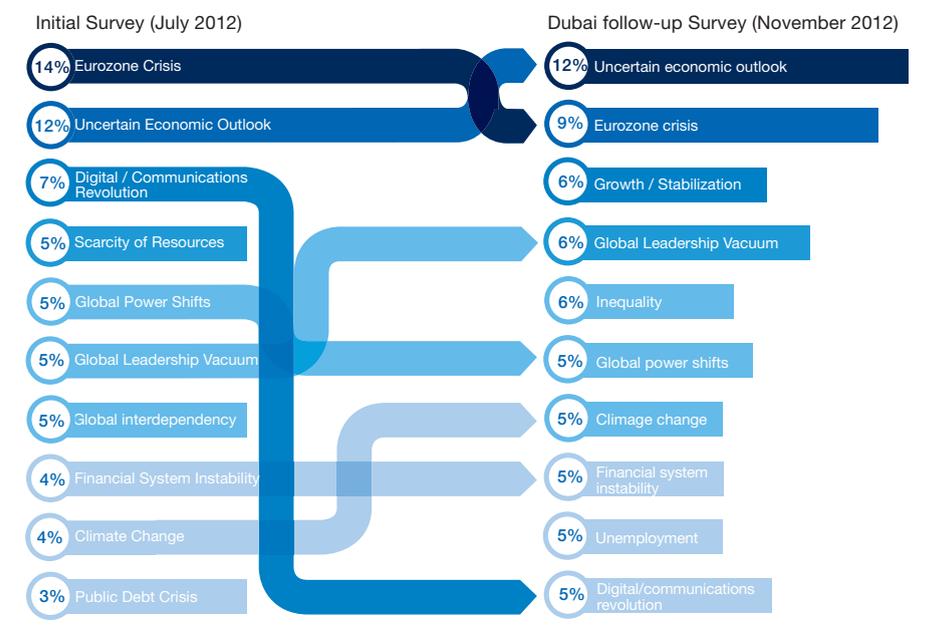
*The level of urgency was ranked on a top 5 scale during a knowledge capture session in Dubai

All these discussions have been supplemented with updated data based on the opinions of Members of the Network of Global Agenda Councils, gathered before and during the Summit on the Global Agenda 2012 in Dubai, featuring about 1500 responses. An initial survey among the Global Agenda Councils community, conducted in June-July 2012 and updated in November 2012 during the Summit, sought to identify global trends for 2013, while the pattern of transition from a trend ranking to an issue of urgency that emerged during the Summit offers insights into participants' underlying concerns. When data and debates come together, what emerges is an outlook with a number of clearly defined themes to watch in 2013.

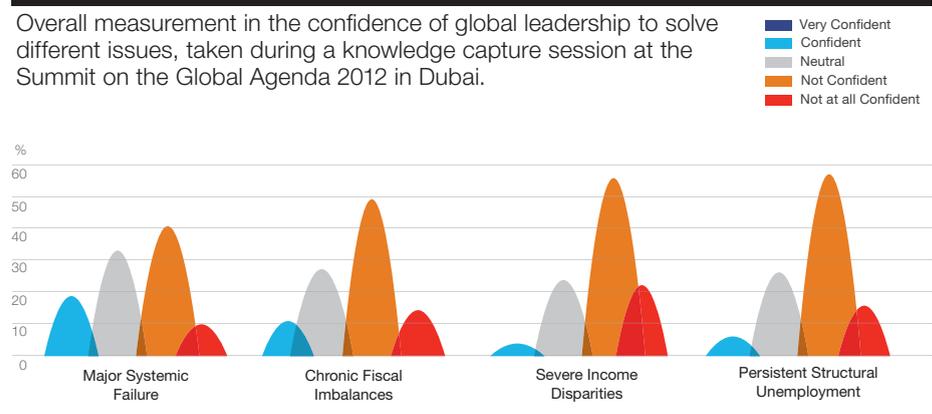
Alongside continuing concerns about unstable global economic prospects (concerns somewhat mitigated by a sense of reserved optimism about the capacity of the eurozone to avert disaster), one particularly prevalent theme is the ever-growing significance of the economic rise of China. The influence this might have on a global scale remains to be determined. It will depend as much on the country's internal progress (in areas such as market reforms and combating income disparity) as on its external focus (and the diplomatic decisions the country has to take in areas as diverse as East Asia and the Middle East). The new Chinese leadership, it seems, has come to power at a potentially crucial moment for the country and the world at large.

The widening global gap between rich and poor is also a concern – from fears about high levels of unemployment in the (demographically young) Arab world threatening social cohesion, to frustration at the high number of people who continue to live on less than US\$ 2 a day, even as the landmark global development year of 2015 approaches. Such inequality may sometimes be seen as an inevitable consequence of globalized capitalism; ignoring it, however, brings huge risk.

The ranking of the trends on the left-hand side is taken from the initial online survey. The right-hand side shows a follow-up ranking, taken during a knowledge capture session at the Summit on the Global Agenda in Dubai.



Overall measurement in the confidence of global leadership to solve different issues, taken during a knowledge capture session at the Summit on the Global Agenda 2012 in Dubai.

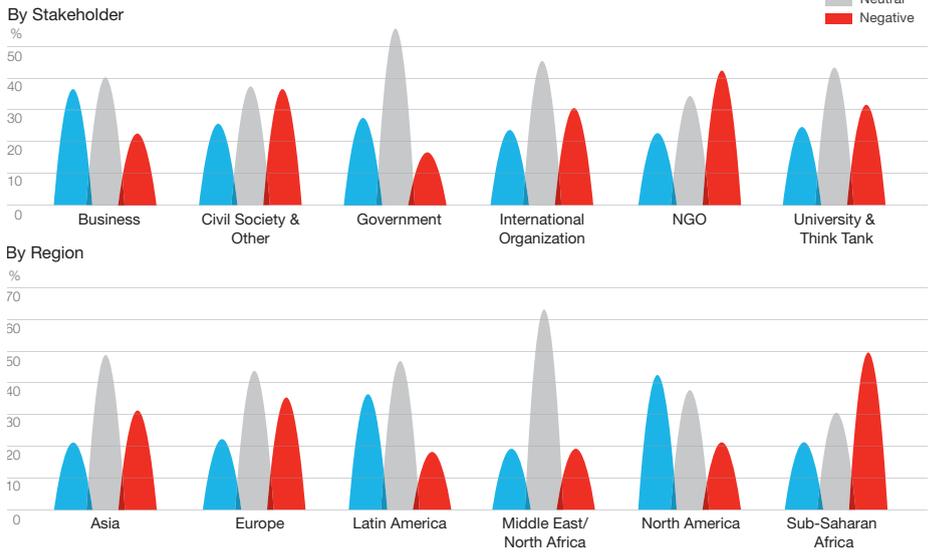


Not giving sufficient attention to the possibilities and potential risks of new technology is another emerging risk. If new technology is the best hope for sustained global economic growth, it also needs to be pursued and exploited with care both for people (changing technology requires a changing international labour market) and the planet. The spectre of man-made climate change – and the apparent inability of society to reverse it – remains in the background of many of the discussions that follow. Meanwhile, the benefits of an increasingly hyperconnected world for individuals and society are alternately doubted and championed, thereby underlining the complexity of an issue landscape that ranges from cybershocks to smart cities.

One theme that recurs more than any other is the need for clear, dynamic leadership in a fast changing world. Given (as one participant noted) that most of today's leaders – political, business, academic and society – grew up in a vastly different world from today's, it is perhaps no surprise that leadership remains the biggest challenge of all for 2013 and beyond.

Our interactive website and data visualizations feature more unique data and content, as well as the extended transcripts of the conversations (www.weforum.org/gac).

How will free-market capitalism be seen in 5 years?



Do you feel that the recent leadership change in China will improve or worsen the following issues?*

	Greater reform of SOEs	Chinese market opening	International use of Chinese currency	Less income disparities in China
improve		Asia	Asia	Middle East/ North Africa
	Asia Latin America		Europe	Latin America
	Europe			
neutral		Europe	Sub-Saharan Africa	
	Sub-Saharan Africa	Sub-Saharan Africa		Sub-Saharan Africa
		Middle East/ North Africa		
		North America		Asia
worsen	North America		North America	
	Middle East/ North Africa	Latin America	Latin America Middle East/ North Africa	Europe North America

*Differences in responses between regions are relative.

The Future of Globalization

As the pace of globalization continues to increase, new opportunities and challenges will arise for leaders and communities. While globalization has brought immense benefits to many sectors, certain countries and individuals remain vulnerable, whose interests should be protected and promoted. How can societies best approach the challenges this presents?

The Outlook on the Global Agenda brought together Pascal Lamy (left), Director-General, World Trade Organization, and Kevin Rudd (middle), Prime Minister of Australia (2007–2010) and current Member of Parliament. Ngaire Woods, Dean of the Blavatnik School of Government, University of Oxford, moderated the discussion.



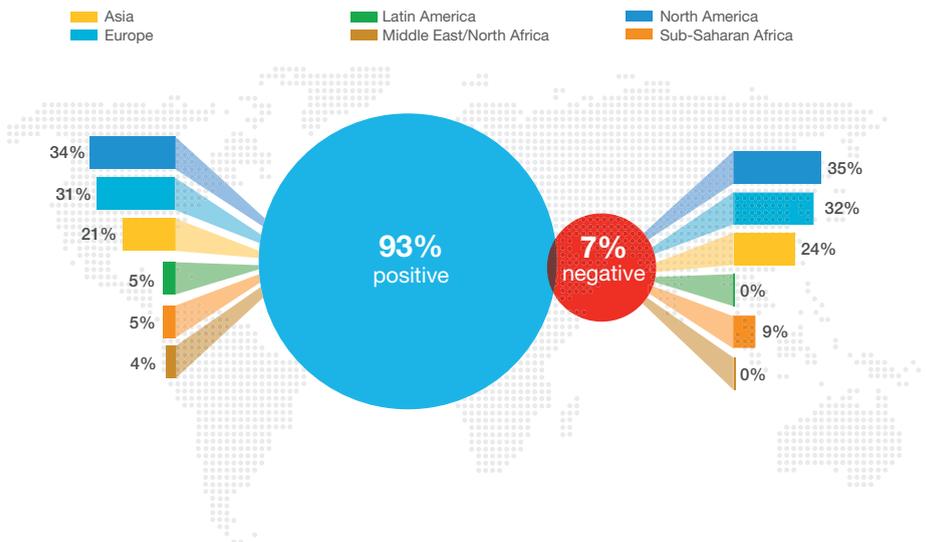
Q: What are the best and worst things about globalization?

Kevin Rudd: The spreading of wealth is the key benefit in my view: globalization is lifting economic growth rates and living standards around much, though not all, of the developing world, and in developed countries as well.

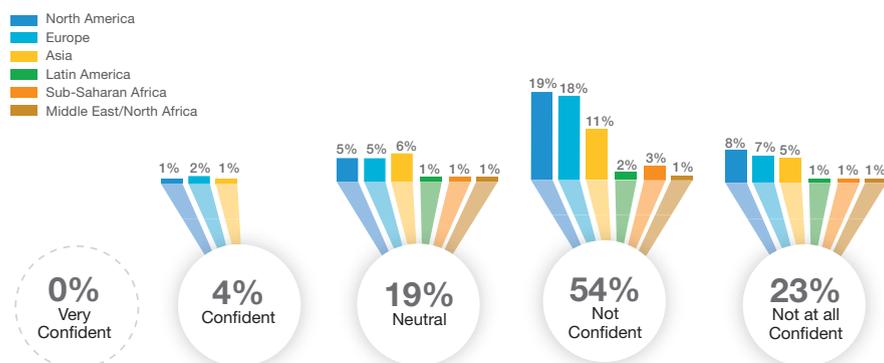
The worst thing is the disconnect between the volume of activity that now requires regulation at a global level and national political systems incapable of agreeing on global forms of governance to do that.

Pascal Lamy: The best thing to come out of globalization has been poverty reduction, and the worst is inequality. Because globalization is extremely efficient, inequalities within countries and among countries have increased: poverty reduction is absolute, inequality is relative. And if we don't change these inequalities, the social reaction will endanger globalization. I come at this issue as a person from the left, and think inequalities in themselves should be addressed. But even if I came from the right, pushing globalization for efficiency, I would want to address the problem, so that populist, sovereignist, isolationist reactions do not hinder the positive side of globalization.

In your region, will advancing globalization have a positive or negative impact overall?



How confident are you about the current capacities of global leadership to solve severe income disparities?



Q: How can globalization be made “safe” for the people who are being made less equal?

Kevin Rudd: Inequality is an inevitable consequence of capitalism. The key is managing the level of inequality. Whether you come from the perspective of equality of opportunity or enlightened self-interest, the net consequence of both is a level of social intervention. I do not support the ultimate neo-liberal form of globalization but one based on a social democratic conditionality. That means ensuring that those who are temporarily losers are supported by adequate safety nets and able to readjust to other forms of employment.

I think waiting for the magical marketplace to resolve these questions is self-delusional. There are also economic dimensions to this. The net impact on government budgets of large-scale, long-term unemployment in terms of lost revenue through collapsing wages is significant – far better to be more radical in your interventions to get people back to work.

Pascal Lamy: In Europe, Nordic countries have addressed inequality reasonably well, southern countries have not. I think it is necessary and can be done. Governments need to address their debt overhang, which will take time, and make the necessary structural reforms to grow to their potential.

At an international level, we need proper global governance that has the necessary tools, power and intervention capacity to recreate a more level playing field.

Q: Is there any part of globalization that you think is improving the ability of individuals to hold those in power to account?

Pascal Lamy: Technology, the infrastructure of globalization, has huge empowerment capacity, and it doesn't make governments' lives easier. Governments will regulate globalization if their constituencies give them the mandate to do so – if governments don't do it, it is because they don't presently have the necessary political energy at home. The danger for democracy comes from globalization not being harnessed, because people believe there is nothing they can do.

Kevin Rudd: The essence of globalization is the contraction of time and space in international transactions through the platform of new technologies. Citizens, including some of those in the poorest countries, are now globally wired. But managing the business of existing democratic constituencies through regular election processes, and the new constituencies in a more chaotic form through new technologies, makes the business of democratic governance more complex than ever.

Q: What is the most important element of cooperation needed to make international globalization safe?

Kevin Rudd: A core problem is the WTO's inability to deliver a Doha Round – the one easy route to providing an extra 0.5% or even 1% in global growth in a growth-challenged world. It's not the WTO's fault; it's the inability of national governments to allow that institution to work by giving it an effective political mandate. The most basic ingredient to globalization is to have open economies, and the most important sub-element of that is open lines of commerce. One way to add confidence

to the global economy right now, and to add new activity in a way that wouldn't cost an arm and a leg, is open trade. If the two leading global economic powers of the Chinese and Americans chose to make this work tomorrow, it could.

Pascal Lamy: I think the environmental sustainability issue is not being adequately addressed at present. I am not saying we don't have problems in trade – we do need to keep opening it, and the Doha Round was and still is a recipe for doing that. But it is not the only recipe for doing that. There are many – if we revamp, for example, the information technology agreement, we could bring a lot more open trade. With trade, so far we've succeeded in not receding – we haven't damaged the system. On the environment, we are moving this planet backwards in terms of well-being, and that's why I think the environment should be the priority.



“
The danger for democracy comes from globalization not being harnessed because people believe there is nothing they can do.
 ”

Pascal Lamy

Q: Is the G20 the place to get the world to focus on climate change?

Pascal Lamy: After its second meeting, the G20 decided not to talk about the environment anymore – it was too divisive. But we all know the basic components of an environmental agreement have to take place within the G20. This is where the countries that are preventing the agreement happening – because they disagree – are all around the table.

Kevin Rudd: Global institutions provide the mechanism to make globalization work but they require national political governments to work, too. If a large enough grouping within the G20 said “this needs to be done”, it could be. The G20 is not just a clearing house, but a marshalling mechanism.

Q: What is the shock you most fear in 2013?

Pascal Lamy: At the low probability end, but with a very high damaging capacity, is cyber risk. We who follow politics closely know that there is a much higher risk from that side than is acknowledged in public debate. Political instability in the Middle East may have a lower immediate global impact, but a higher probability to create shocks.

Kevin Rudd: A cybersecurity attack that collapsed platforms for engagement in a global context would be catastrophic.

Q: What would you put top of the agenda for leaders to debate at the World Economic Forum Annual Meeting in Davos in 2013?

Kevin Rudd: In terms of the sustainability of globalization, it would be a new strategic roadmap for China and the US. Then, to work on things that they can agree on – globally that would be reaching a compact on delivering Doha, and climate change; and within our region, Asia Pacific, beginning to work out the security rules of the road in East Asia.

Pascal Lamy: The crucial issue is for each to make an effort to understand where the other is coming from. A radical recipe would be for each of these leaders to come to Davos with an anthropologist – the leader saying nothing, the anthropologist explaining to the others the specificities of his or her country. I think once they’d done that, the leaders would understand each other better and probably have a much higher capacity to converge on issues.



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One way to add confidence to the global economy, and to add new activity in a way that wouldn’t cost an arm and a leg, is open trade.
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Kevin Rudd

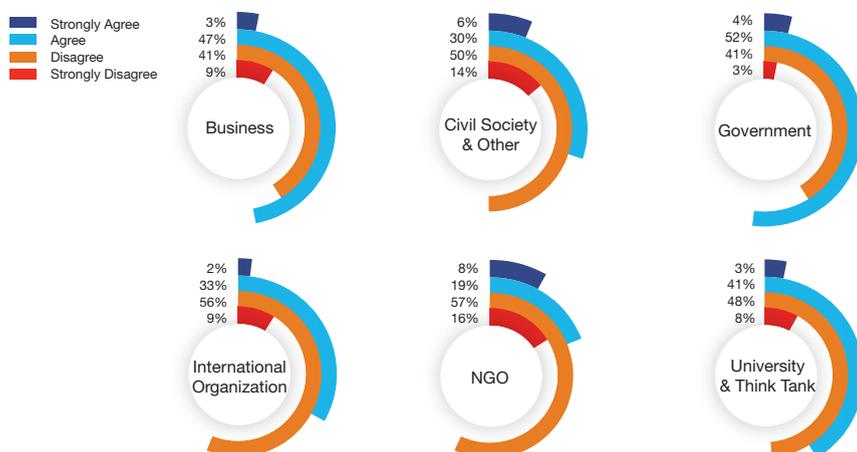
Insights revealed during a session entitled “The Impact of De-globalization” during the Summit on the Global Agenda 2012:¹

- Globalization and easier access to information and disclosure are too often seen as solely positive, whereas they are also creating a world that is more volatile with increased economic uncertainty.
- In the current volatile environment, globalization and de-globalization may alternate, and even co-exist. Across localities, countries, regions, but also sectors and industries, globalization and de-globalization are considered less and less mutually exclusive.
- There is a loss of trust in the ability of governments, even if democratically elected, as well as business leaders to resolve crises and improve lives in their communities.
- Success of global governance as a central pillar of globalization is much more outcomes-driven than process-driven. Trust will only be earned if solutions are delivered.
- Globalization is continuing in migration, global food production systems and the tertiary education sector (student flows, global outreach of universities). However, examples of de-globalization can be seen in the manufacturing and production sector.

For more information on the Summit, please visit www.weforum.org/events/summit-global-agenda-2012

¹ The Global Agenda Councils on Institutional Governance Systems, India, Geopolitical Risk, the Future of the Internet, and the Rule of Law, among other Councils, contributed to the discussions in this session. More information on the Network of Global Agenda Councils can be found at: <http://www.weforum.org/global-agenda-councils-experience-2012>.

Do you agree or disagree that human development is becoming more ecologically sustainable?*



*We grouped respondents according to their stakeholder groups.

The Continued Quest for Economic Growth

The global financial crisis revealed the interconnected nature of the world's economies, highlighting the need for coordinated global policy and governance. Five years on, restoring sustainable economic growth remains a top priority for policy-makers around the globe, but it remains an elusive goal. Where has growth gone and how can it be restored in today's volatile, interconnected world?

The Outlook on the Global Agenda brought together Michael Spence (left), William R. Berkley Professor of Economics and Business, NYU Stern School of Business, and Fu Jun (middle), Executive Dean and Professor of Political Economy, School of Government, Peking University. Scott Kalb, Chief Executive Officer, KLTI Advisors, moderated the discussion.



Q: Have we come to the end of the road in terms of productivity gains available to us in developed countries?

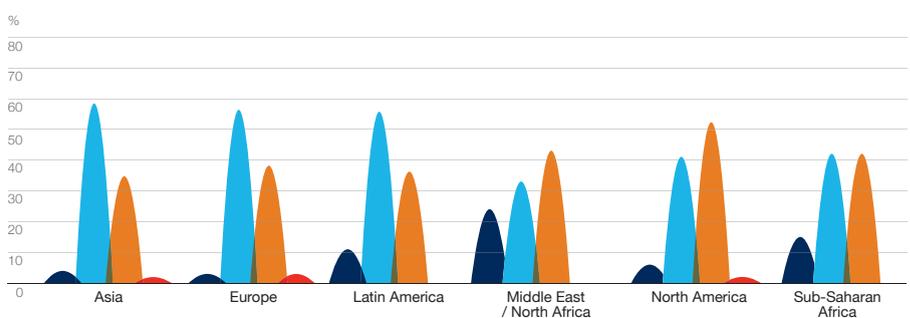
Fu Jun: To me, advanced economies seem to have exhausted the potential of this historical period called industrialization. Beyond industrialization, I have not been persuaded about additional sources of productivity increases in the developed world. We've been told wonderful stories about IT and service-oriented industries. If you employ IT, will that increase productivity? Yes, it may, but to what extent? We haven't had a firm answer on that in spite of all kinds of research. With service-oriented firms – investment banking, legal services, accounting services, etc. – if you reconfigure assets on a global scale, will that increase productivity? It may, but again, to what extent? Looking back, the efficiency enhancement of these stories has been exaggerated.

But I do see additional sources of growth beyond industrialization in the advanced countries. If they underwent a process of re-industrialization – producing goods with a greener orientation – that could be a dramatic additional source of growth.

The precondition for that, however, is to recalibrate the financial sector so that it is proportional to the real economy – and that is a difficult policy issue, involving both economics and politics. Whether or not the kind of public policies that we currently have would allow a country like the US to re-industrialize with a greener orientation is open to question.

Then there's technological progress, and here we should be careful – that may have negative distributional implications for the global economy. If we have a whole range of robotics to replace human labour, what is the implication for income redistribution? One scenario would be that you drive the gap between rich and poor further apart, distorting supply and demand and resulting in overcapacity. Now, if you have a mismatch between the supply-side and the demand-side on a global scale, that's not good for the global economy.

Do you agree that growth in emerging economies will compensate for a lack of growth elsewhere?*



*We grouped respondents according to their regions.

Michael Spence: None of us ever knows where future growth is going to come from. If we were sitting here in 1980, although the Internet existed, nobody anticipated the enormous effects it would have. Long-term innovation and productivity-induced growth rates in advanced countries are probably 2-2.5% in real terms, and I'm not sure we have a good reason to think that will drop.

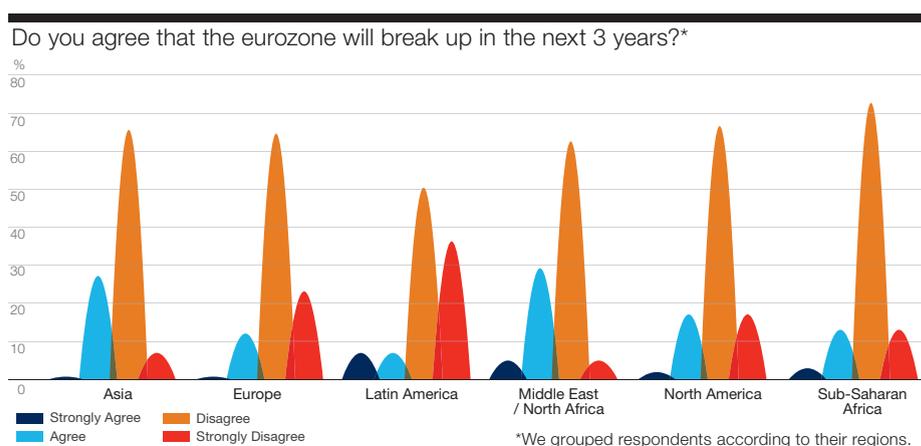
When I look at the US economy, we have nanotechnology, we have much more capable robotics, we have what's sometimes called 3D printing and, although it may have major environmental effects, we have game-changing increments in energy coming through shale gas and oil. So, just focusing on the US economy, I would say there are pretty good reasons to believe in future growth. And developing countries haven't come close to exhausting the potential of productivity catch-up – so that looks good as a growth engine for themselves and everybody else, too.

Q: Will growth be uneven in the developing world?

Michael Spence: The World Bank estimates that over the next 5 to 10 years, China will export something like 85-100 million jobs to earlier-stage developing countries, and that they will be replaced by higher-value-added activities. This is the opportunity of the century for the earlier stage developing countries, because for a long time they've been saying, rightly or wrongly, that they can't compete with China. Well, China is moving on just like Korea did before, and now is their chance.

Fu Jun: Until recently, China's growth strategy has had three drivers: exports, investment and consumption. With the world economy slowing down, exports are out. So you have investment and consumption. The problem with investment is that a high proportion of investment continues to be made by the government, not the private sector, and it's not sustainable for the government to inject a lot of fiscal money into the system long term. So what is left is consumption. To sustain growth, China has to boost private consumption.

If one looks at growth potentials on the supply-side of the Chinese economy, the picture seems clear. As long as China continues to close the technological gap with advanced economies, there is huge potential. However, the picture is less clear on the demand-side. For the Chinese economy to move forward in the



absence of strong exports, domestically it must have a reasonable match between supply-side growth potentials and demand-side growth potentials. Unless China is successful in achieving that, the economy will be in trouble.

Q: What is the proper role of the state in helping to foster growth?

Fu Jun: The ultimate source of growth is technological progress, so if you are at the frontier of human knowledge, you probably need to give a bigger role to the market as no one knows in advance what the next correct move is. But if you are behind that frontier, and in the game of catching up, it probably makes sense to give a bigger role to government. Being behind, at least you have a sense of direction. That being said, even in emerging markets we need to think carefully about proportionality between government and the market. If transitional economies like China want to continue to gain ground in terms of efficient allocation of resources, market-oriented reforms will continue to be very important.

Michael Spence: We live in a world of increasingly densely networked interconnectedness, where the interconnectedness is way ahead of regulatory governance structures. It looks and feels potentially volatile. In that context, what you need is government – regardless of whether it's developing or advanced – that has the resources and capacity to respond to shocks: to provide bridging demand in the case of a demand shock, to invest heavily when structural change is required.

I completely agree with Fu Jun that the role of government, in a developing country on a multi-decade journey to be an advanced country, keeps changing. I also believe that we need a serious discussion in the advanced economies about whether or not, in a shock-prone

world, we shouldn't have a stronger emphasis on the asset side of the balance sheet. Now this can quickly become ideological. If you have policies that expand the asset side of the balance sheet in a big way, then you have the potential to mismanage it and start interfering in the economy. I think there's a very interesting conversation to be had here about how you get the best of both worlds.



Regardless of whether it's a developing or advanced economy, what you need is a government that has the resources and the capacity to respond to shocks.

Michael Spence



If industrialized nations underwent a process of re-industrialization – producing goods with a greener orientation – that could be a dramatic additional source of growth.

”
Fu Jun

Q: What are the systemic risks leaders should be looking out for in 2013 and beyond?

Michael Spence: Number one would be Europe – the European Union is a flawed structure and they haven't fixed it yet. Number two would be the US, because the government is split and that will make people nervous. Number three is China. As we've discussed, the country has an internal debate going on about the right model, and there are powerful vested interests involved. I don't happen to be pessimistic, but there is a scenario in which the wrong people get hold of the reform agenda and it stalls. And at this stage of its growth, for China that would produce an immediate economic implosion.

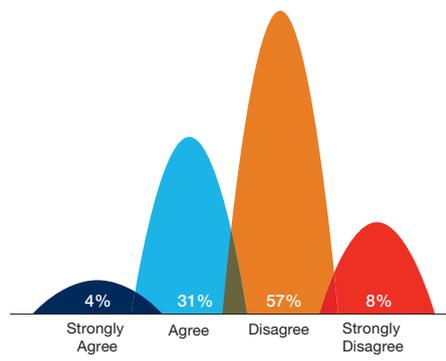
Fu Jun: In China, the current system – halfway between plan and market – can foster corruption, which in turn can give rise to social and political tensions and add a further layer of complexity to economic development. If political powers monopolize factors of production while only utilizing markets for goods and services, and only some people have access to both sides of the equation, you will have a powerful institutional logic driving the gap between rich and poor. These negative implications for wealth distribution would eventually lead to weak domestic consumption. China must continue to press ahead with market-oriented reforms, including the rule of law, so that it has a better chance of moving out of the “middle-income trap” and becoming a higher-income country.

Insights revealed by discussions on economics during the Summit on the Global Agenda 2012:²

- The financial industry is experiencing a severe deterioration of trust amplified by structural breakdown and the crisis of 2007-09. There is no easy solution to restore trust within the system, as it will require time for financial institutions to prove their value through continued actions. However, possible solutions include transparency on the strategic direction and activities of financial institutions, and a more harmonized supervisory system.
- Investment in innovation, technology and productivity should be increased to reduce inequality. Through government investment in these areas, the right environment will be created for the private sector to flourish and ultimately create jobs. Rent-seeking and any efforts by governments to deal directly with employment yield very limited results.
- The European fiscal crisis has proved once again the interconnected nature of global economies and the contagion of consequences that policies in one country or region may have on the rest of the world. Thus, facilitating adjustment processes that are globally compatible remains a key challenge for the international monetary system.

For more information on the Summit, please visit www.weforum.org/events/summit-global-agenda-2012

Do you agree that the recent leadership changes in China will lead to a drop in income inequality in the country?



² The Global Agenda Councils on New Growth Models, Long-Term Investing, the International Monetary System, and New Economic Thinking, among other Councils, contributed to the discussions in this session. More information on the Network of Global Agenda Councils can be found at: <http://www.weforum.org/global-agenda-councils-experience-2012>.

Geopolitical Uncertainties

Around the world, 1.6 billion people are affected by ongoing conflict. Although the international community has been successful at reducing overall levels of violence, regional hotspots continue to flare at enormous human and economic cost. Which conflicts will give cause for greatest concern in 2013 and what should leaders do to address them?

The Outlook on the Global Agenda brought together Javier Solana, President, Center for Global Economy and Geopolitics of ESADE and Distinguished Senior Fellow in Foreign Policy, Brookings Institution, and Ian Bremmer, President, Eurasia Group. Wadah Khanfar, Co-Founder, Al Sharq Forum, moderated the discussion.

Present Models of Conflict Resolution

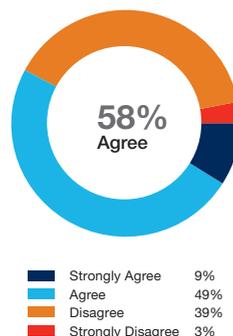
Javier Solana: I think that we continue to look at the problems of the world today from a Western-centric viewpoint, and that we do not understand the past so well – and I distinguish between history and memory. History is the history of a country; memory is what we recall of what we have done before in these countries in a shorter period of time. If you take the Palestinian-Israeli conflict, we easily lose our memory of what we have done since, for instance, the Madrid Conference, Oslo, etc. All that has disappeared from the scene, it is not used and we start everything from scratch; that is really a very important mistake.

Also, in the past we looked at conflicts mentally from a hard security point of view. Now the reality has changed. In today's conflicts, you don't see tanks, you see special forces and something very dangerous to my mind, drones. The risk is that we have started playing with these things without thinking of the consequences.

Ian Bremmer: It's very clear that we have a state-centric approach to conflicts. States are engaged mostly in conflict management at a global scale and so they want other things to look like states – this is an Afghanistan problem, this is an Africa problem, it's a Middle East problem. With colonization we created things that looked like states but weren't states; with conflict resolution we try to fix them in ways that make them look like states when they are not states. And this is only going to become more of a challenge over time. Meanwhile, where conflict is coming from is changing – it's increasingly not security conflict, it's economic conflict.

I think Asia is by far the biggest challenge. But the US is focusing on Asia as primarily a defence challenge when it is primarily an economic challenge. China is not a global or even much of a regional military threat – it is an enormous challenge from an economic perspective. And that is not the way it's being addressed.

Do you agree that the next decade will see more international use of the Chinese currency?



Major Geopolitical Risks in 2013

Ian Bremmer: There are three big geopolitical conflicts out there now that are really altering the balance. Number one is the Arab Spring/Winter, however you want to define it, and instability in that part of the world. Number two is the eurozone crisis. And number three is the rise of China. Of these, by far the most important and dangerous from my perspective is the third – it is the one that impacts the entire world; it actually dwarfs the other two in terms of size of challenge.

Javier Solana: My greatest concern is a negotiated solution to Iran's nuclear stand-off – a potential flashpoint of existential proportions – but the rise of China is a fundamental issue for a number of reasons. Look at the energy structure in the world at the moment, with the US increasingly autonomous. Now, if you were Chinese, thinking ahead you might say, "my goodness, the problems of the Middle East are going to be my problems". Why? Because eventually the US may be less interested in the Middle East – not completely uninterested with Israel and lines of communication such as the Suez Canal – but you might think that China will need to have more interest in what is going on in the Middle East than before. Meanwhile, Syria's civil war remains hugely disturbing on humanitarian, security and political levels. War is not being played out within country borders alone, while support for each side comes from allies both near and far. The blockage of the P5 is a serious and lamentable factor in this regard.

On the Threshold of a New Era?

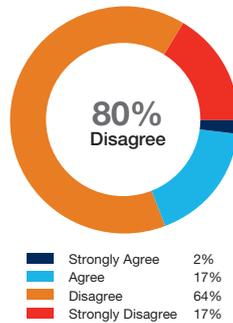
Javier Solana: Another thing that is very important in the context of the Middle East is to define what we're going to have after the Arab Spring. Maybe we are going to have a Muslim Brotherhood region, and if that is the case we had better prepare to understand the consequences of that. Such an outcome would require tremendous change in an important actor – the US – who, because of Israel, won't abandon the region completely. I also think that the European Union should try to construct a clearer policy here.

Ian Bremmer: The world order today is characterized very much by an absence of leadership. The Chinese are certainly going to play a greater role in the Middle East, but they are not doing it yet. Look at Sudan: very clearly if anyone has an interest in Sudan, it's China. What has China done to try to defend its interest in Sudan? Radically less than the Europeans or the Americans would have done historically if they were playing that role.

So right now, for world leadership, the US isn't doing it, the Europeans aren't doing it, they're busy. The Japanese of course aren't doing it. The Chinese and Russians are very limited. So, who's doing it?

Leaders mustn't let the perfect be the enemy of the good. Even if initiatives are piecemeal and sub-global, they are still steps in the right direction. Leaders must recognize that when global action isn't possible – or possible fast enough – it's important to prioritize the next best thing.

Do you agree that the eurozone will break up in the next 3 years?*

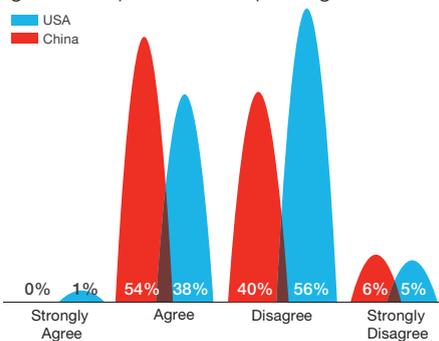


*Respondents who strongly agreed or strongly disagreed were counted with double the weight of less sure respondents.

Javier Solana: I think that, as a leader, President Obama has the opportunity to do a lot of good during his second term – a strong leader in the US could foster a new situation. With Iran, for example, I have not been optimistic on negotiations because often you don't know who you're talking to. It's difficult, but it's not impossible, and I think that the US needs to make a bilateral approach.

Ian Bremmer: The best thing that Obama can do is to try to get the American house sufficiently in order so that the average American starts being interested in the US playing a global role again. If that doesn't happen, the average American will increasingly think of the international environment as somewhere hostile to their country's interests.

We asked Chinese and American respondents whether they agreed that global cooperation is improving.



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I think that we continue to look at the problems of the world from a Western-centric viewpoint, and that we do not understand the past so well – and I distinguish between history and memory.

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Javier Solana

Regional Organizations, Conflict Resolution and Weak Signals

Ian Bremmer: All this is related to what leaders can actually do. You have three areas of the world that are going to be experiencing very significant geopolitical conflict, but only one of them has institutions which I believe are up to the task – though those institutions need to change – and that’s Europe. Are the institutions up to the task in the Middle East? No. Then you go to Asia where not only are the regional institutions not strong enough, but the interests of the actors are fundamentally different. The US wants to work in multilateral institutions with its friends – let’s get ASEAN together and take a view. The Japanese say, “We’ve got problems in the East China Sea, let’s go to the International Court of Justice”. Meanwhile, the Chinese only want bilateral negotiations because they are bigger than every other country bilaterally and they get the outcomes they want. You’ve got a radically changing geopolitical environment in Asia, and I think that the single conflict that is most problematic for 2013 in the world is probably that between China and Japan.

Javier Solana: I quite agree with you. The world has changed and this is a reality that we have to take into consideration, and we’ve neglected it. I think some efforts have been made – the ASEAN Regional Forum, the ARF, is better today than it used to be and they have some useful discussions. We really have to construct strategic trust. And with a big, emerging country like China, that is not easy. China wants bilateral relations, and it’s not going to be easily changed from that approach.

Ian Bremmer: And we haven’t even talked about cyber. What’s the likelihood that a major cyberattack could really disrupt a small economy or medium-sized economy? I think we are all worried that that’s out there – and we don’t know how to assess it. What is the possibility that China will have a WikiLeaks scandal of its own, and that you’ll have hundreds of thousands of documents that could cause an enormous crackdown and militarization of the Chinese government? The potential for such black swans in 2013 is probably greater than before.



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China is not a global or even much of a regional military threat; it is an enormous challenge from an economic perspective. And that is not the way it is being addressed.”

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 Ian Bremmer

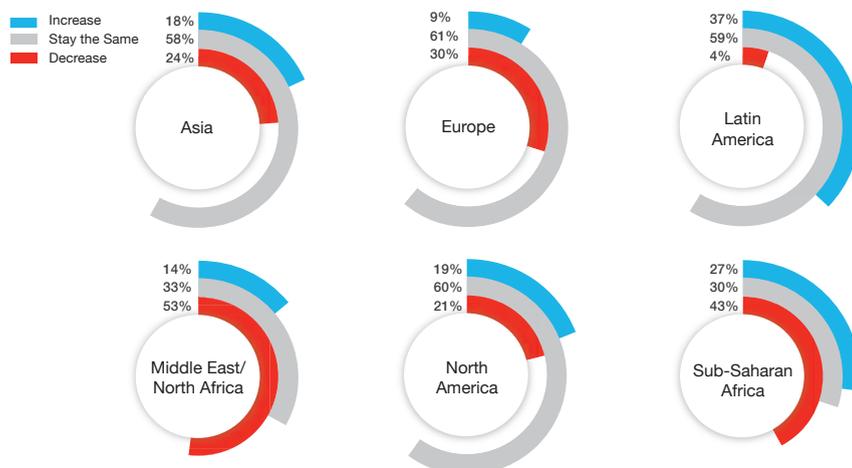
Insights revealed during a session on regional hotspots during the Summit on the Global Agenda 2012:³

- International regimes and institutions put in place in the last century have become dated and need to evolve to adapt to a new reality. History shows that points of such disconnect between global institutions and power realities can lead to large-scale conflict.
- An inability to redress the disparity between rich and poor, to improve the lives of the “bottom billion”, will be a source of conflict in many regions of the world.
- Youth unemployment in the Arab world is unravelling social cohesion and eroding social peace.
- The new Millennium Development Goals must take into account the impact of peace and good governance on nations’ sustainable development.

For more information on the Summit, please visit www.weforum.org/events/summit-global-agenda-2012

³ The Global Agenda Councils on Geopolitical Risk, Fragile States, Institutional Governance Systems, and Catastrophic Risks, among other Councils, contributed to the discussions in this session. More information on the Network of Global Agenda Councils can be found at: <http://www.weforum.org/global-agenda-councils-experience-2012>.

Do you think that political stability will increase or decrease in your region?



Thriving in a Hyperconnected World

The boundaries of physical and digital worlds are melting at unprecedented speeds, leaving many of our policy-makers, heads of government and business people unprepared to integrate new concepts into decision-making processes. Technologies have evolved and continue to do so, while vast amounts of data are sent and received by billions of interconnected devices. As interdependency grows between individuals and the systems they are a part of, what are the issues and opportunities to be grasped?

The Outlook on the Global Agenda brought together Robert Madelin (left), Director-General for Communications Networks, Content and Technology, European Commission, and Marc Davis (middle), Partner Architect, Microsoft Online Services Division. Rod Beckstrom, President, Rod Beckstrom Group, and CEO and President of ICANN (2009- 2012), moderated the discussion.

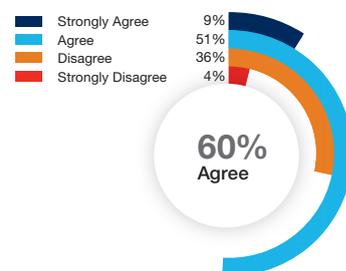


Q: What does it mean to be living in a hyperconnected world?

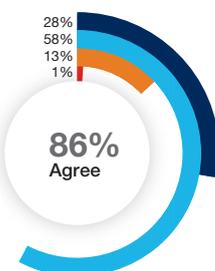
Marc Davis: We are in a position today where we have much more power and greater storage, so the amount of data has gone up. Different sources and kinds of data, from social networking sites and mobile communications for example, mean that we have very intimate information about people, which provides insights that help us to function better in the real world. Big data is not just a technical issue; it's not even fundamentally a technological issue. It's a question of the structure of the digital society and digital economy, what it means to be a person, who has what rights to see and use what information, and for what purposes might they use it.

Robert Madelin: For me hyperconnectivity is very much like the human brain. Our conscious activity is a tiny tip of the iceberg of what's going on in our head, we don't know everything that's going on every moment, we don't have to think to breathe. And our vision of the hyperconnected world should be like that: that we are still in control, but good things are going on as a result of hyperconnectivity.

Do you agree that there are significant risks associated with the creation of a data commons?



Do you agree that the creation of a data commons would contribute to economic growth worldwide?



Q: What rights should citizens of the world have over their data?

Robert Madelin: In a democratic society we should collectively decide how we want to manage data. As an individual, I would like to know how data about me is being created. I want to know that I am in a society where the ways in which the feed from the CCTV camera in the shopping mall is used sits within a framework of law. I do not want a company or government putting all my data together and creating a profile of me without me knowing or being able to access it. But if you anonymize it, most people would say, "I am perfectly happy that my share of a bigger dataset creates a public good". A cancer registry is a classic case. You take all the people suffering from a certain sort of cancer and put that data together, that's gold dust in terms of driving medical research. But those individuals do not want their status to become public knowledge. So it is a question of how we reconcile the accumulation of knowledge with the preservation of my control of my personal profile.

Marc Davis: There are some cases when data is mine, and some cases where, for the public good, the data is ours collectively. But the vast majority is in the category of joint rights and joint stakeholders. We haven't yet formalized and created the legal, technical, economic or regulatory structures to determine how various parties share and control the flow of data. One analogy – which illustrates why this is both an economic and a societal issue – is of the 19th-century transportation system: if we don't have interoperability of rail gauges, it's hard to have trains that work.



Today's leaders have been trained in a world that no longer exists.

Marc Davis

Q: How can we create greater standardization of privacy practices?

Marc Davis: The challenges of hyperconnectivity also contain within them the solutions. The fact that we're so connected enables us to create greater standardization around the rights associated with data. We're beginning to see granular permissions control, where you can opt to say "yes, you can have my location data". Also, across multiple companies and, in the US, the National Strategy for Trusted Identities in Cyberspace, there is this concept of a trust framework where multi-level parties together establish codes of conduct, standards around how they are going to be using data.

Robert Madelin: We can't fix this debate in different ways in different bits of the world without diminishing the potential value of the hyperconnected world; you can't hyperconnect the world technologically and divide it by imagining jurisdictional borders – and there is support in Europe for a framework that has interoperable global jurisdictional coverage. The big problem we still have is a lack of trust driving demand for disproportionate control.

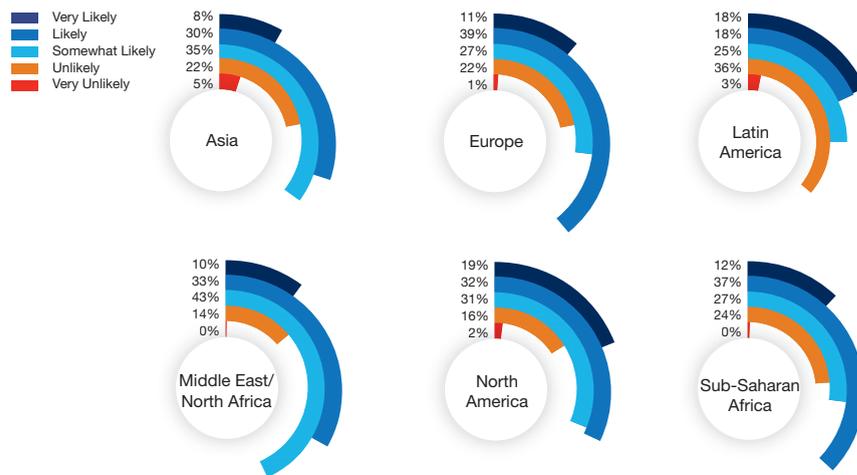
Q: What is the role of trust in the hyperconnected world?

Marc Davis: Without trust there isn't going to be an effective society or economy. But trust has to be earned, and that comes when you are transparent so that individuals understand what's going on, and data actors become accountable.

Commercially speaking, trusted relationships powered by personal data are much more effective than the situation we have now where there is a lack of trust in the system. In a trusted relationship people can say, "I do want to share this information because I'm going to get a much better service back". I think there is a common vision around the individual at the centre of the digital alliance that both benefits society and drives economic growth.

Robert Madelin: At the moment, "earning of trust" as a priority is not yet clear enough in the minds of all data actors. If we lose sight of the individual, we'll trip over the individual's objections somewhere down the road. We can avoid that – and the need for excessive regulation – if we talk to people and find out what they like and don't like.

How likely is it that more regulation of the Internet would hinder its future innovation and development?*



*We grouped respondents according to their regions

Q: Can the hyperconnected world make cities more efficient, sustainable and liveable?

Marc Davis: Absolutely. Big data, the observation of how the world behaves – people, goods, services – allow us to improve the way we organize ourselves. Of course, we have to do it in a way that preserves the dignity, agency and self-determination of individuals.

Robert Madelin: The smart city is smart because we can build hyperconnectivity into the energy and transport systems, but it will be smarter if we can create a city that is, through data, more effective for every citizen, more inclusive. The diversity of opportunity in a big city, whether it's Cairo or Los Angeles, is so huge that we have to be careful that the smartness is not unevenly distributed. If the hyperconnected world accentuated social divides, it could get very “unsmart” very quickly. So, there is a downside, and we have to design it out.

Q: What are the shocks, related to hyperconnectivity, which might be coming in 2013?

Marc Davis: There will be greater realization by people around the world of what's actually happening on the Internet in terms of the complexities of managing big data. I think the shock of this will result in people calling for, and regulators and industry working together for, greater transparency and accountability with regards to data.

Robert Madelin: The greatest risks would be a technical outage where cyber resilience is lost, or a big data breach causing a breakdown of public trust in the ability of the data actors and public authorities to manage data in the future.

Q: What issues should be priority for world leaders in Davos?

Marc Davis: Other than cyber resilience, which is a fundamental part of the ecosystem for every state and the private sector, I also think people have to realize that human beings are very bad at understanding the phenomena that are transforming our world. Leaders today have been trained in a world that no longer exists. Acknowledging this is the first step, and the next is working collectively to form a new organizational structure that is resilient, adaptive and supports the goals that we all share.

Robert Madelin: The threats of the cyberworld are understood by experts, but they are not owned at the top level by boards of large corporations or by governments in a collective way. So I think we are seriously underweight in our collective response to this threat. And I think in a hyperconnected world, we have to connect the overlapping issues that form part of the complex system that we human beings constitute. We don't really acknowledge that complexity.

Who should be responsible for Internet governance?



“ Digital rights are about how we reconcile the accumulation of knowledge with the preservation of control over our private lives. ”

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Robert Madelin

Insights revealed during discussions on hyperconnectivity during the Summit on the Global Agenda 2012:⁴

- Hyperconnectivity challenges incumbent power structures in unprecedented ways, exposing vulnerabilities of power.
- Although the digital era has vastly increased the number of connections (human and virtual), this has not necessarily been coupled with increased cohesion – divisions and fragmentations remain.
- Acknowledging that the world is now a socio-technical system requires integrating the digital code of technical systems into the legal code of social systems.

For more information on the Summit, please visit www.weforum.org/events/summit-global-agenda-2012

⁴ The Global Agenda Councils on Data Driven Development, Complex Systems, Design & Innovation, the Future of the Internet, and Urbanization, among other Councils, contributed to the discussions in this session. More information on the Network of Global Agenda Councils can be found at: <http://www.weforum.org/global-agenda-councils-experience-2012>.

The Post-2015 Development Agenda

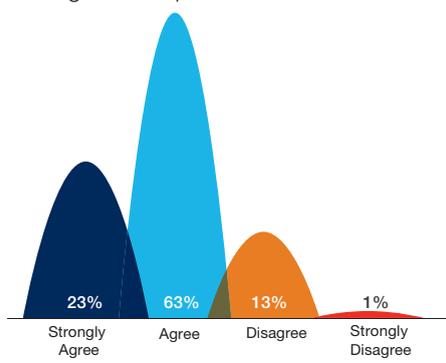
The Millennium Development Goals (MDGs) have been the central reference point for global development efforts since they were established as international targets in 2000. But the MDGs only mark a half-way point. Interest in the next stage of this process is expanding well beyond the traditional boundaries of the development community. As discussion of a post-2015 development agenda begins in earnest, tensions between economic development and environmental considerations remain a threat to progress. What are the implications of trying to articulate a sustainable development agenda for the future?

The Outlook on the Global Agenda brought together John McArthur, Senior Fellow, United Nations Foundation, New York, and Wu Changhua, Director, Greater China, Climate Group, People's Republic of China. James Bacchus, Honorary Professor of Law, University of International Business and Economics, People's Republic of China, moderated the discussion.

John McArthur: Since the Millennium Development Goals were formulated, we have had a pretty historic global conversation about how developed and developing countries can partner to achieve an ambitious agenda – to eliminate extreme poverty from the planet, and at least halve it by 2015. We've seen a few areas that have really taken off. We've seen issues of disease control – including HIV/AIDS, malaria and immunizations for children – really making breakthroughs. In recent years maternal health has also made progress and we've seen a lot of success in primary education.

In some areas we haven't seen much success. In hunger, we're still struggling. On the environment, the Millennium Development Goals actually had a pretty narrow definition and these issues have not been so well addressed.

Do you agree that the post-2015 development agenda will result in a stronger development framework?



As we look at the final 1,000 days to 2015, there are a few basic questions. One is how do we make sure that this last stretch goes as well as possible – how do we make sure we really maintain the momentum around doable propositions such as eliminating mother-to-child transmission of HIV and ending deaths from malaria? Second, while the world has already achieved the first Millennium Development Goal of cutting income poverty by half, how do we finish the job and end extreme poverty altogether?

And even if all countries eliminate extreme poverty below a dollar a day, there are still a couple of billion people living on less than US\$ 2 a day. Third, what are the issues that didn't get addressed in the Millennium Development Goals? How, for example, do we tackle the environmental underpinnings of development? Fourth, what are the issues around inequality? It's not just about what it looks like to end extreme poverty, but what it means to have a sustainable global society.

A shift to looking at the environmental challenges will need to keep in mind that even the term "sustainable development goals" can be very loaded politically. The words actually mean different things in different parts of the world, yet what we're trying to do is converge on a common agenda and vision.

We know that many of the poorest people face major environmental strains, and that one way to help them with that is to raise incomes. As Norman Borlaug used to say: "It's hard to be an environmentalist on an empty stomach." When countries go from extreme poverty to above a dollar a day poverty, that's not usually where the bigger global environmental challenge comes in – it's at the stage of industrialization.



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Even if all countries eliminate extreme poverty below a US\$ 1 a day, there are still couple of billion people living on less than US\$ 2 a day.

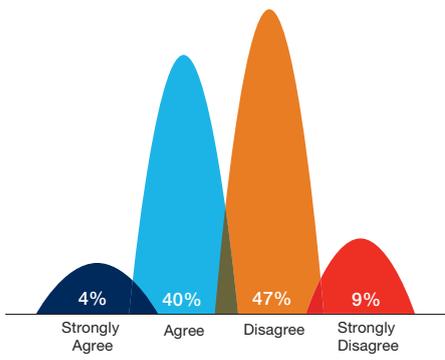
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John McArthur

I am an economist who is pro-growth and in favour of equal opportunity to lifestyles. I don't think anyone has the right to tell anyone else, at this stage of global inequality, that they should stop growing. I'm for better growth, derived from new ideas and new efficiencies. Ultimately we will only solve the problem through innovation, so we need to think about how to develop better incentives for that – which raises the role of government investment and regulation.

For anyone in office over the next few years, whether it's a political, corporate or NGO office, this is a time to keep our eye on the ball – so as to deliver results by 2015. If we do so, we could even provide a springboard for tackling the next generation's challenges.

Wu Changhua: By putting “sustainable” in front of development issues we have shown that we understand them better, and that we understand the linkages between many issues. This also presents challenges, as the international community tries to figure out what are the best tools, instruments and partnerships to address solutions with the limited resources at hand. Meanwhile, from the perspective of the health of the global ecosystem, we are not making progress. We are actually moving backwards.

Do you agree that human development is becoming more ecologically sustainable?



If you look at the West, in the current economic situation, if you do not have or promise growth you cannot be elected. Yet everyone knows all the data telling us we do not have enough natural resources, that the ecosystem cannot accommodate the growth goals being pursued by every country. How we solve that remains a big question.

I have friends in Beijing who tell me that they have three cars. Why? Well, firstly, they are rich enough. Secondly because, there are laws saying you can only drive a certain car on a certain number of days. You need to go to work every day, so what do you do? Among young people today, awareness is very high. But if we ask someone to give up certain things for the

sake of the environment, for others, or even just to pay more, you start to see a really significant drop in commitment.

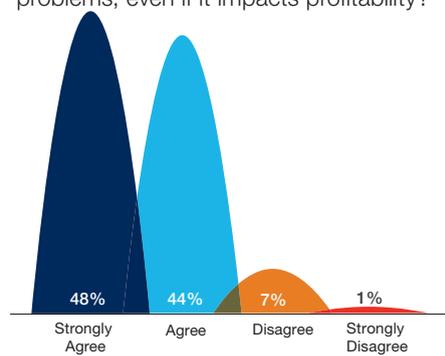
On a different scale, I was attending a seminar and the CEO of a European company was talking about sustainable development and what the company has done to reduce its ecological footprint. After he finished and went out, I saw the CEO of a major chemical company in Taiwan shaking his head. When I approached him, he said, “Sustainability is not multinational companies getting rid of or selling the things they don't want any more”. And he's right. Where do these things go? In many cases, heavy manufacturing simply ends up in China and the footprint is shifted to somewhere else.

Unfortunately, we are materialistic and we consume a lot of things – and someone has to make them. If we do not address that fact – if we do not integrate it with a move to innovation and new technology in a timely manner – we will not solve the problem.

I don't think that change comes naturally. A company needs to make money, so it goes for the low-hanging fruit. That's why this requires government to set regulation standards and to add a costing issue – if you don't do this, it costs you more. Business people get that.

That's also why I think it's encouraging that in China the direction for the next 10 years in terms of development has been clearly set out. What's exciting to see in the documents released by the Party Congress, for example, is the use of the term “eco-civilization”. This is being raised to the national agenda, alongside the political, economic, social and cultural. There are the beginnings of an understanding that, in order to move forward, China cannot say, “I'll just do this on my own”. I'm hoping that China's new generation of leaders will go to Davos and reach out proactively to other leaders – not just political leaders – to try to figure out how we can achieve a sustainable development agenda together.

Do you agree that business has a responsibility to address societal problems, even if it impacts profitability?



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If you look at the West, in the current economic situation, if you do not have or promise growth, you cannot be elected.

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Wu Changhua

Insights revealed by discussions on the post-2015 development agenda during the Summit on the Global Agenda 2012:⁵

- The process led by the UN is very complex. Unlike with the first generation of MDGs, considerable efforts are made to reach out to, and gather input from, all stakeholders via hundreds of global, regional and topical consultations.
- A major challenge is the so-called “Christmas tree syndrome”, which refers to the tendency for different stakeholders to “hang” their own goal or cause on the MDG tree. In particular, many want the future framework to include some critical drivers of poverty alleviation such as governance, security, infrastructure, migration and human rights.
- This inclusiveness imperative and the multiplicity of actors pose significant challenges. In particular, the integration of sustainability in the new framework reveals uncertainties. There is no clear idea or process within the UN system for how the various MDG and Sustainable Development Goals processes and outcomes could be combined.

For more information on the Summit, please visit www.weforum.org/events/summit-global-agenda-2012

⁵ The Global Agenda Councils on Food Security, Poverty & Sustainable Development, Climate Change, and Africa, among other Councils, contributed to the discussions in this session. More information on the Network of Global Agenda Councils can be found at: <http://www.weforum.org/global-agenda-councils-experience-2012>.

Restoring Values

The mistrust in governments and institutions is growing, as today's economic and political systems struggle to come to terms with the complexities and interdependencies of the 21st century. Is it time to revisit the core values of business, politics and society? Would leadership and decision-making benefit from a reassessment of values?

The Outlook on the Global Agenda brought together Chan YuenYing, Director and Professor, Journalism and Media Studies Centre, Hong Kong SAR, and Michael J. Elliott, President and Chief Executive Officer, ONE, USA. Jim Wallis, President and Chief Executive Officer, Sojourners, USA, moderated the discussion.

Michael Elliott: The question of how we connect business to the common good has come into sharp focus since 2008. We saw the financial sector go into a sort of greed-induced meltdown; we saw governments that seemed incapable of tackling major problems. In the West, we are seeing levels of inequality that those of us who grew up in the period after World War II find almost incomprehensible. We all lose from that. And while free and open markets have demonstrated themselves as being a great source of prosperity, happiness and the realization of human potential, there's a real problem in the extent to which inequalities are perpetuated generation to generation. Policy choices that we have made have allowed that to happen.

It's not easy, but bringing together all sectors of society and finding common ground – persuading people to change the way they look at the world – remains worth doing. That truth hasn't failed simply because we live in difficult times.

There has been a breakdown in trust in established institutions. But if we think that the solution is to rebuild trust in those same institutions, we may be missing the signal. Social media is creating new institutions. They may not be corporations, they may not have an HQ, but it is possible that we are finding new informal institutions that enable people to do things together. People today are less influenced by me, or you, or for that matter, by famous people, than by their friends.

And those friends could be from anywhere. When I first lived in the US in the mid-1970s, the foreign-born population was about 4%. Now it is 13%. That means that every network of someone in my own children's age group includes people who were born thousands of miles away. I think there is enormous potential now to build truly global networks of interest, involvement, trust and common purpose.

I remain resolutely optimistic. Although leadership has been lacking in the past five or six years, some of the values-based choices we have made have been extraordinary. We chose to attack some salient global health issues, and we can now legitimately say that we can look forward to the end of HIV/AIDS, that we can end mother-to-child transmission of HIV/AIDS within a few years. We've reduced death by malaria to an extraordinary extent. I take away from that the conclusion that we can make more of the same values-based choices.



“
In 2013, let's put our shoulder to the wheel on the issues where we still have to make progress.

”
Michael Elliott

In leadership terms, this will require determination; it will require us to make uncommon bedfellows; it will require money. But we can do it. Take nutrition: we can make choices in policy, food production and agricultural investment that bring nutritious foods to everyone in those crucial first 1,000 days of their life. One crucial area where we can ensure and demand leadership is with the Millennium Development Goals. We've got 1,000 days to go before the deadline. So let's put our shoulder to the wheel on the issues where we still have to make progress, whether that be sanitation, water or maternal mortality, while at the same time thinking about what comes next.

Chan YuenYing: We used to think that we knew what is good and what is bad. I am not sure we have that common understanding anymore, and one result – at the heart of many of the challenges facing the world – has been a loss of common trust in institutions. I see it in Hong Kong, China and the US. How do you rebuild the trust? How do you renegotiate that common ground? You have to go back to the issue of values.

Today, a person's social media network is their network of trust, but social media has also disrupted traditional institutions. I am optimistic about the technology, but our ability to harness its potential is falling behind, and in many ways we are being led by technology. If we are not building the culture and institutions that can connect the virtual and the real worlds, you have another disconnect. People are making noise on the Internet, adding their grievances and hopes, but if those hopes cannot be realized in the real world, you only create greater frustration.

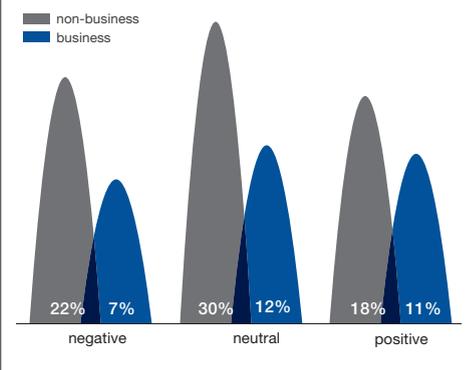
In China, you have a billion mobile phone subscribers. People are using mobile devices to get online, to organize demonstrations, to express the disaffection they were deprived of expressing before. How do people in business and government aggregate this? Where is the facility to monitor and to access opinion that's expressed online? We are far behind in these tasks.

Leadership and vision are lacking. With HIV/AIDS, people consciously decided that we needed to tackle the problem – so resources were harnessed, decisions were made. Public-private partnerships worked. Now, those partnerships need to multiply. Government, business or civil society – we all have a stake.

We also need new economic thinking. The free market, we have learned, is not exactly free. It creates problems even as it claims to solve them. But has liberal capitalism run its course? What would come after it? Socialism as it has been practised is not the solution: we've seen that in China. During the 2012 leadership transition, the term "socialism with Chinese characteristics" was cited 81 times in the outgoing president's report. He was saying: "Look, the China model has worked. China has lifted 600 million out of poverty and we have economic development without democracy". I disagree, because that development is unsustainable – it has caused environmental degradation and a growing gap between rich and poor. What we're looking for is a higher level of economic thinking, and I think that needs resources invested in it.

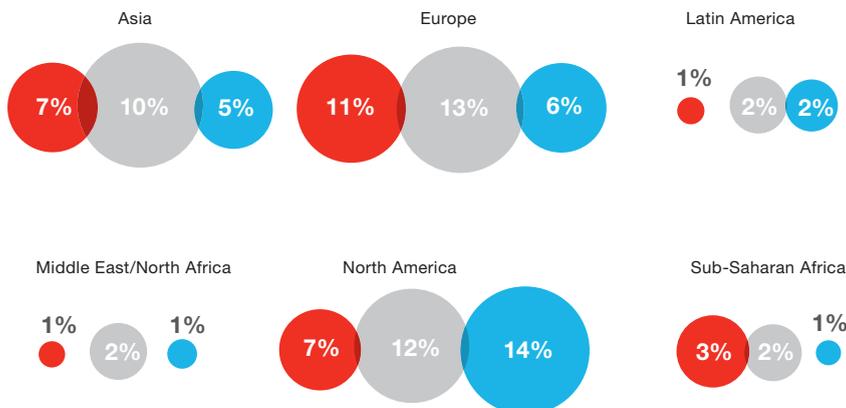
I would like to see two things. One is for leaders to challenge themselves and their existing institutions: they need the will and wisdom to make a break with old ways of doing things. The second is a kind of back to basics. You talk about the common good – what is it? Be kind, say thank you, be grateful, take care of the weak. Those are basic values that we learn in kindergarten, but somehow they have been lost because of greed and the drive for excellence. There needs to be a willingness among leaders and business leaders to recognize those values once again.

What do stakeholders think about how capitalism will be perceived in 5 years' time?



What do different regions think about how capitalism will be perceived in 5 years' time?

Positive
Neutral
Negative



I would like to see leaders challenge themselves and their existing institutions. They need the will and wisdom to make a break with old ways.

Chan YuenYing

How the 2012 Elections May Have Changed US Politics

Jim Wallis: What really happened in the 2012 election was that a demographic time bomb went off. It is clear now that if all you have is white votes, you will never win another US election. And that could change our whole notion of politics in the US.

This is not about Democrats and Republicans – both parties are run by liberal elites and, after elections, their lives don't change much. But, finally, a lot of people are adopting a post-party approach to politics – they are looking at how real issues affect real people. So, in future, both parties will have to compete for the values of diverse populations, and that might hold them accountable. The biggest obstacle to this, though, is the power of money over politics, which is stronger than ever. We need to take the money out and put the values back in.



Jim Wallis

Insights revealed during discussions on values during the Summit on the Global Agenda 2012:⁶

- The “invisible hand” is an amazing phenomenon for allocating resources, but without a moral framework that supports trust, the market cannot function.
- A functioning global governance system will not be possible as long as a global moral underpinning is lacking.
- Religion should not have a monopoly on morality. New institutions need to be aligned with a reinvigorated set of values that are inclusive of all stakeholders, including those with little voice.
- Values that hold “the common good” as a critical metric should be aimed for along with decision-making based on how future generations will be impacted. An example is moving from “resource exploitation” to “resource stewardship” as a guiding principle for all consumers, not just companies.
- Regulation and incentives are necessary but not sufficient to a healthy, functioning, market-based society. Values need to be more than theoretical – they are only valuable if they drive behaviour – hence they need to be deeply embedded.
- Role models are needed – leadership is critical to demonstrating values and ethical action.

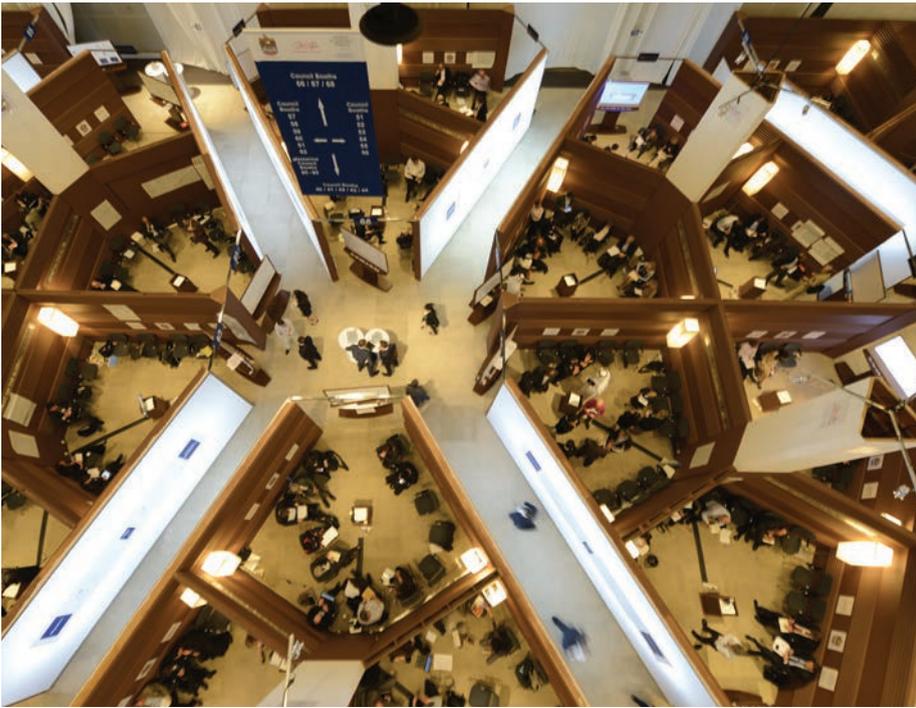
For more information on the Summit, please visit www.weforum.org/events/summit-global-agenda-2012

Do you expect that the following issues will worsen or improve as a result of the US election outcome?*

	China relations	State of US economy	State of global economy	Regional security	Global governance	Global financial system
improve	Sub-Saharan Africa	Sub-Saharan Africa	North America	Latin America	Sub-Saharan Africa	Sub-Saharan Africa
		North America		Europe North America		Middle East/ North Africa
	North America	Latin America				North America
			Europe Latin America	Sub-Saharan Africa		Latin America
neutral	Europe Latin America Middle East/ North Africa					
		Europe		Asia	Latin America	Europe
			Asia		Europe	
		Asia	Sub-Saharan Africa		North America	
worsen	Asia	Middle East/ North Africa	Middle East/ North Africa	Middle East/ North Africa	Middle East/ North Africa Asia	Asia

*Differences in responses between regions are relative.

⁶ The Global Agenda Councils on New Models of Leadership, Values, Informed Society, and the Role of Faith, among other Councils, contributed to the discussions in this session. More information on the Network of Global Agenda Councils can be found at: <http://www.weforum.org/global-agenda-councils-experience-2012>.



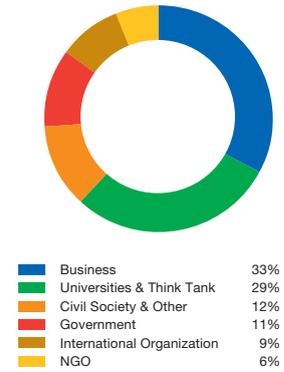
About the Network of Global Agenda Councils

In 2008 the World Economic Forum created the Network of Global Agenda Councils, a unique network of more than 1,500 of the world's most relevant experts from academia, business, civil society, government and international organizations, for the purpose of advancing knowledge and collaboratively exploring important issues shaping the global, industry and regional agendas.

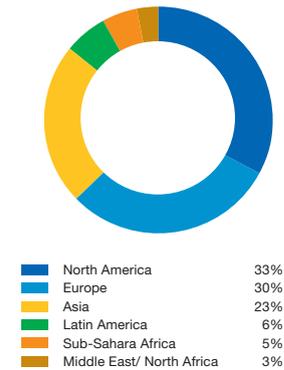
Each Global Agenda Council features 15-20 of the most relevant thought leaders in an effort to challenge conventional thinking, develop pertinent insights and create innovative solutions for key global challenges. In a global environment marked by short-term orientation and silo thinking, the Network of Global Agenda Councils fosters interdisciplinary and long-term thinking about the prevailing challenges on the global agenda.

Global Agenda Council Members meet annually at the Summit on the Global Agenda, held in partnership with the Government of the United Arab Emirates, and interact virtually several times a year to monitor key trends, identify global risks, discuss breakthrough ideas and explore relevant interconnections. The year 2012 marked the fifth anniversary of the annual Summit on the Global Agenda. With over 900 participants from more than 80 countries, the Summit on the Global Agenda is the world's largest brainstorming event.

Stakeholder representation of the Global Agenda Council network



Regional representation of the Global Agenda Council network



The Global Agenda Survey

The Global Agenda Survey is conducted annually and asks the Members of the Global Agenda Councils as well as leading industry experts, to identify the most important global trends and the consequences that are likely to impact the world economy, society and environment in the next 12-18 months.

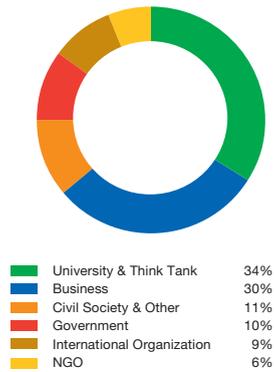
These results were then updated and validated with new data gathered from Global Agenda Council Members at the Summit on the Global Agenda 2012. The combined survey results include 1500 responses worldwide, comprising diverse views, expertise and regional representation.

This year's survey generated interesting findings from time-series analysis and comparisons of data broken down by stakeholder type and region. Overall, the evolution of old trends and the emergence of new ones give rise to some important insights, which are included in this report.

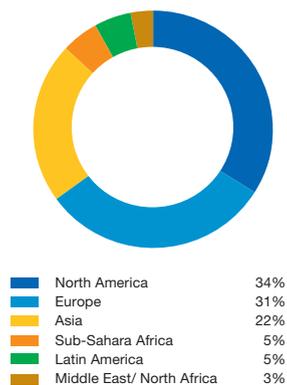
The core of the Global Agenda Outlook is based on a series of discussions and debates between Global Agenda Council Members – representative of the relevant fields and drawn from diverse regions – that were recorded live during the November 2012 Summit on the Global Agenda in Dubai. Each intimate conversation was structured around an issue identified as one of the most important global trends, as per the Global Agenda Survey 2012. Participants were encouraged to be bold and to convey to readers what is at the forefront of their minds, with the results providing an outline of many of the major issues and opportunities facing the world in 2013.

An interactive visualization showing the results of the Global Agenda Survey can be viewed in full at <http://reports.weforum.org/global-agenda-survey-2012/>.

Stakeholder representation of respondents.



Regional representation of respondents



Portfolio of Councils

2012-2014 Term

Issue-focused

Economics & Finance

1. Competitiveness
2. Emerging Multinationals
3. Employment
4. Financing & Capital*
5. Fiscal Sustainability
6. Global Financial System
7. Global Trade System
8. Infrastructure*
9. International Monetary System
10. Logistics & Supply Chain Systems
11. Long-Term Investing
12. New Growth Models*
13. New Models for Travel & Tourism
14. New Economic Thinking*
15. Poverty & Sustainable Development
16. Social Security Systems*
17. Youth Unemployment

Environment & Sustainability

18. Biodiversity & Natural Capital*
19. Catastrophic Risks
20. Climate Change
21. Food Security
22. Governance for Sustainability*
23. Measuring Sustainability*
24. New Energy Architecture
25. Oceans
26. Personal Transportation Systems
27. Responsible Mineral Resources

Management

28. Sustainable Consumption
29. Urbanization
30. Water Security

Geopolitics & Security

31. Anti-Corruption
32. Arctic*
33. Conflict Prevention
34. Energy Security
35. Fragile States
36. Geopolitical Risk
37. Human Rights
38. Illicit Trade
39. Institutional Governance Systems
40. Nuclear, Biological & Chemical Weapons
41. Organized Crime
42. Rule of Law
43. Terrorism

Science & Technology

44. Advanced Manufacturing
45. Biotechnology*
46. Complex Systems*
47. Data-Driven Development*
48. Design & Innovation
49. Digital Health
50. Emerging Technologies
51. Fostering Entrepreneurship
52. Future of the Internet
53. Intellectual Property System
54. Neuroscience & Behaviour
55. Robotics & Smart Devices
56. Space Security

Society & Human Capital

57. Ageing
58. Education & Skills
59. Future of Government
60. Future of Media
61. Future of Universities*
62. Informed Societies
63. Migration
64. New Models of Leadership
65. Personalized & Precision Medicine
66. Population Growth
67. Role of Business
68. Role of Civil Society*
69. Role of Faith*
70. Role of the Arts in Society*
71. Social Innovation
72. Social Media
73. Values
74. Well-being & Mental Health
75. Women's Empowerment

Region-focused

76. Africa
77. Arab World
78. China
79. Europe
80. India
81. Japan
82. Korea
83. Latin America
84. Pakistan
85. Russia*
86. South-East Asia
87. Ukraine*
88. United States

*New Council in 2012



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NOTAS DE DIVERSOS MEDIOS DE COMUNICACIÓN



2.600 delegados se reunirán a discutir el malestar económico global.

➤ **La cumbre de 2013 en Davos: ¿año nuevo, viejos problemas?**

Las figuras más prominentes en política y negocios a nivel internacional se reúnen en Davos, Suiza, desde este martes en el Foro Económico Mundial, organizado este año bajo el lema de “fortaleza dinámica”, que hace alusión a las transformaciones económicas más recientes.

El lema es una recomendación a los líderes mundiales, más que una descripción de cómo han reaccionado hasta ahora en respuesta a los problemas de la economía global, de acuerdo con los organizadores de la cumbre, que se extenderá hasta el 27 de enero.

“La nueva realidad que enfrentamos es el malestar económico prologando, particularmente en las grandes economías viviendo en austeridad” dijo Klaus Schwab, el economista alemán que fundó el Foro Económico Mundial (WEF, por sus siglas en inglés) en 1971.

“El crecimiento a futuro en este nuevo contexto requiere dinamismo, visión y acciones determinantes. Cualquier atributo por separado, fortaleza y dinamismo, será insuficiente”, declaró Schwab.

Las respuestas de los líderes a los grandes temas como la deuda soberana en Europa o el abismo fiscal en EU no podrían ser calificadas como dinámicas, desde la última vez que se reunieron en Davos.

Esos temas serán principales en esta edición del evento, considerado uno de los más exclusivos del mundo. La entrada al WEF es solo por invitación y existen 2,600 pases de entrada que se extienden a representantes de más de 100 países. Entre los invitados habrá jefes de Estado, miembros de la realeza, ejecutivos de gigantes corporativos y organizaciones internacionales.

Los delegados tendrán mucho de qué hablar. El reporte Global de Riesgos 2013 del WEF, hecho con información recabada de más de 1,000 expertos y líderes de la industria, ofrece un panorama pesimista sobre la capacidad de la comunidad global de atender los retos más apremiantes, como el calentamiento global, debido a la debilidad financiera de las grandes economías.

El reporte identifica la desigualdad en el ingreso y la insostenibilidad de las deudas públicas como los dos aspectos que tendrán mayor impacto a nivel mundial en la próxima década y advierte como el escenario más devastador un fracaso financiero sistematizado.

Esa debilidad en zonas económicas clave ha probado ser muy difícil de reparar. En noviembre, las cifras arrojadas mostraron que Europa se encuentra en una recesión redoblada con los casos de Grecia, España, Portugal, Irlanda e Italia. La austeridad propuesta como cura para el malestar económico ha resultado impopular, motivando protestas de millones de europeos y también, según expertos en economía, inservible.

Christine Lagarde, la directora del Fondo Monetario Internacional, está entre las autoridades que han hecho llamados a detener las medidas de austeridad, que han causado un impacto imprevisto según el principal economista de la organización, Olivier Blanchard.

Mientras tanto la idea de un rescate gubernamental permanece en España, de acuerdo con especialistas de mercados. Aunado a la incertidumbre que rodea a la cuarta economía más grande de la eurozona, en 2014 se hará un referendo para evaluar si Cataluña, la región más rica e industrializada de la región, se independiza. En el resto de Europa, los economistas han predicho que Gran Bretaña, que no forma parte de la eurozona, perderá su calificación crediticia AAA este año.

Ese fue el resultado para Estados Unidos cuando degradaron su calificación el año pasado. A pesar de que los legisladores llegaron a un acuerdo sobre el abismo fiscal, la división política se fijó como un impedimento a la resolución de otras dificultades financieras.

En el mundo árabe, los efectos de los movimientos sociales que empezaron hace más de dos años aún siguen presentes. En Egipto, las primeras elecciones democráticas dieron muestras positivas de recuperación, pero las atribuciones que tomó el presidente Mohamed Morsi para forzar una Constitución con bases islámicas motivaron nuevas protestas y desencanto con el resultado de la revolución. La nueva incertidumbre alejó a los inversionistas provocando una fuga de capitales que causó la devaluación de la libra egipcia a niveles históricos.

La pregunta entonces es: ¿2013 puede significar un nuevo comienzo o los delegados volverán a Davos en 2014 para atender los mismos problemas?¹

¹CNN, Economía y negocios, *La cumbre de 2013 en Davos: ¿año nuevo, viejos problemas?*, 22 de enero de 2013, [20 de marzo de 2013], disponible en: <http://cnnspanol.cnn.com/2013/01/22/la-cumbre-de-2013-en-davos-ano-nuevo-viejos-problemas/>

➤ **Las mejores frases del día en Davos**

Un recorrido por lo mejor del Foro Económico Mundial a través de las declaraciones de sus protagonistas.



Ban Ki-moon, secretario general de Organización de Naciones Unidas. Foto: Reuters

Este jueves 24 de enero, se dieron cita en el Foro Económico Mundial celebrado en Davos, Suiza, personalidades como el primer ministro británico David Cameron, el ruso Dmitri Medvedev y el secretario de las Naciones Unidas, Ban Ki-moon.

Las conferencias presentadas ante la audiencia internacional se celebran de manera oficial desde ayer y tras la jornada de hoy, decidimos recopilar algunas de las mejores frases:

“Los países en Europa tienen sus historias, sus tradiciones, sus instituciones y quieren su propia soberanía, su capacidad para cometer sus propios errores, e intentar forzarlos para tomar una unión política centralizada

podría ser un gran error, y Gran Bretaña no será parte de eso", David Cameron, primer ministro de Gran Bretaña.

"El Reino Unido solo, será una isla desconectada en algún lugar en medio de Estados Unidos y Europa", Mark Rutte, primer ministro de los Países Bajos.

"Mi conclusión es que si Europa está en una situación difícil ahora, debemos implementar las reformas estructurales hoy, para poder vivir mejor mañana", Angela Merkel, canciller alemana.

"Si no cambiamos el rumbo, perderemos una generación", Laszlo Andor, comisario europeo de Empleo, Asuntos Sociales e Inclusión.

"En los próximos 15 años, se puede reducir a la mitad las muertes infantiles. Eso es factible", Bill Gates, líder de la Fundación Bill y Melinda Gates.

"Hago un llamado a los países para que frenen el suministro de armas a Siria. Debemos impulsar una solución política", Ban Ki-moon, secretario general de la ONU.

"Si comes tres veces al día, engordas. Si lees tres veces al día te vuelves sabio. Es mejor ser sabio que gordo", Shimon Peres, presidente de Israel².

➤ **Lo mejor del Foro de Davos 2013, en imágenes**

Este sábado terminó la edición 2013 del Foro Económico Mundial que desde 1971 se celebra en Davos, Suiza. La primera edición del Foro fue organizada por un grupo de líderes empresariales europeos, quienes se reunieron bajo el auspicio de la Comisión Europea y las asociaciones industriales europeas.

² Dinero en Imagen, Economía, *Las mejores frases del día en Davos*, 24 de enero de 2013, [20 de marzo de 2013], disponible en: <http://www.dineroenimagen.com/2013-01-24/14985>

El alemán Klaus Schwab, entonces profesor de Política de Empresa de la Universidad de Ginebra, presidió la reunión.

El Foro reunió a unos 1,600 líderes empresariales y 45 jefes de Estado; no obstante, al igual que en otros medios, la igualdad de género es aún una realidad muy lejana en Davos, ya que solo 17% de los participantes de Davos fueron mujeres, esto de acuerdo con cifras del Foro.

No obstante, es uno de los eventos más importantes que se realizan en el mundo en donde se discuten temas sociales, de innovación, económico-financieros, entre otros múltiples temas³.



La seguridad en el Foro Económico Mundial.
Foto: AP



La actriz Charlize Theron recibió el premio Cristal por su proyecto para erradicar el sida entre los jóvenes de África. Foto: AP

³ Dinero en imagen, Economía, *Lo mejor del Foro de Davos 2013 en imágenes*, 25 de enero de 2013, [20 de marzo de 2013], disponible en: <http://www.dineroenimagen.com/2013-01-25/15071?img=8>



Matt Mullenweg, el fundador de WordPress. Foto: Reuters



La canciller alemana Angela Merkel. Foto: Reuters



Klaus Schwab, presidente del Foro Económico Mundial. Foto: AP



Bill Gates, fundador de Microsoft. Foto: AP



Christine Lagarde, directora gerente del FMI y Mario Monti, primer ministro de Italia. Foto: Reuters



Helle Thorning Schmidt, primer ministra de Dinamarca. Foto: Reuters



Sheryl Sandberg, directora ejecutiva de Facebook. Foto: AP



Luis de Guindos, ministro de Economía de España y José Ángel Gurría, jefe de la OCDE. Foto: AP



Sir Tim Berners-Lee, padre del internet. Foto: Reuters



El Coro de Davos en la clausura del Foro. Foto: Reuters

- **Davos 2013: Habrá recuperación económica si todos entendemos las ventajas de una economía global en red.**



Soy José Cantera, socio responsable de TMT (Telecomunicaciones, Media y Tecnología), de KPMG en España dentro del área de Management Consulting y líder del grupo KPMG Digital.

Etiquetas: crisis económica, Davos, digitalización, economía del conocimiento, economía digital, modelo productivo, Networknomics, Open Innovation, Organización en red

“El planeta tierra ya no son cinco continentes. Sólo existe un único mundo conectado. Si una parte del mundo está enferma el resto de países se resiente”. Estas son algunas de las ideas compartidas por Simon Peres, Presidente de Israel, durante su intervención en el Foro de Davos de 2013. Como delgado de KPMG en el World Economic Forum he tenido la oportunidad de seguir las aportaciones realizadas por algunos de los líderes mundiales congregados en la ciudad suiza de Davos del 23 al 27 de Enero. Obviamente cada persona puede abstraer sus propias interpretaciones tras haber escuchado a decenas de participantes en un foro tan diverso y multidisciplinar como Davos, pero personalmente me gustaría compartir en este post una línea argumental que enlaza con las palabras del veterano político israelí. Podemos ser más optimistas de cara a la recuperación económica y ver el vaso medio lleno si todos entendemos las ventajas de una economía global en red.

En un foro mundial como el de Davos se pone de manifiesto que los actuales retos económicos no entienden de fronteras nacionales. Temas como crecimiento económico, desempleo, cambio climático, modelo educativo, innovación o nuevas tecnologías son abordados de manera creciente bajo una perspectiva global. Es interesante observar como personas de diferentes países y con dedicaciones profesionales muy variadas inciden de manera creciente en esta visión conectada del mundo y en la que muchos ven las bases para solucionar varios de los problemas de la realidad actual.

Mi contribución personal a esta visión se recoge en Networknomics, un libro y un blog en los que apporto mi grano de arena para fomentar un entendimiento común de que nos encontramos en una nueva era económica. La economía actual funciona como una red mundial de personas y organizaciones conectadas, y en la

que se está produciendo un cambio único y trascendental en nuestra sociedad: nunca antes habíamos sido capaces de crear tanto valor en red. Estamos en un nuevo paradigma económico en el que tenemos que concentrar esfuerzos en las tres palancas fundamentales de un ecosistema en red; más creatividad, más conectividad y más colaboración. Un número significativo de las intervenciones de Davos giraron directa o indirectamente alrededor de estas líneas argumentales para buscar soluciones a los retos que plantea la compleja situación económica actual, con la aspiración común de transformar el sistema vigente hacia uno más acorde y sostenible con el futuro que tenemos por delante.



Una economía más creativa

Tenemos que asumir que no estamos en una crisis transitoria del actual modelo de crecimiento heredado de la era industrial, pues sus pilares y sus instituciones se están quedando sin energía para seguir creando prosperidad de manera sostenible. Estamos pasando de un modelo donde la principal fuente de creación de valor era la mano de obra productiva, a una nueva era económica donde la clave es la creatividad para diseñar soluciones innovadores a los problemas que tenemos por delante. Por ejemplo, Jeff Jarvis, gurú de los medios de comunicación, abogó en Davos por una total destrucción creativa del sector en el que trabaja. Según Jarvis, el artículo periodístico es una reliquia de la revolución industrial porque era el único producto que se podía crear con aquella tecnología.

El sector de los medios de comunicación tiene que abandonar la producción de contenidos y empezar a crear servicios que satisfagan las necesidades de información y entretenimiento de los consumidores, y la única vía posible no será exclusivamente rellenar páginas con artículos.

La mejora de la productividad de las personas ha sido el principal logro de las revoluciones industriales anteriores, pero el nuevo gran salto cualitativo en productividad será porque la mayor parte de este trabajo se llevará a cabo por sistemas productivos inteligentes en red. Marisa Mayer, CEO de Yahoo, señalaba en Davos que los sistemas de búsqueda de Internet serán lo suficientemente inteligentes para hacernos recomendaciones de manera proactiva sin tener que escribir nada en la caja del buscador. Sabrán donde estamos, lo que nos gusta o lo que necesitamos, y funcionarán de la misma manera que un amigo que nos conoce bien nos recomienda algo.

Si bien no hay dudas de las oportunidades que brindan las nuevas tecnologías en términos de innovación y transformación, existe mucho camino por recorrer para asegurar las condiciones necesarias para crear. El famoso chef español José Andrés definió creatividad como el deseo de aprender. Una de las principales conclusiones del Foro Económico de Davos ha sido la relación directa entre educación y aprendizaje y su impacto positivo en creatividad e innovación. Simón Peres contribuyó con una regla muy didáctica. “No creo que necesitemos trabajar 8 horas al día. Quizás con 3 o 4 sería suficiente si destinamos el resto de horas a aprender. Si comes 3 veces al día es fácil que engordes, pero si aprendes 3 veces al día es más probable que te conviertas en un sabio en alguna materia”.

Albert Einstein solía decir que si buscas resultados distintos no hagas siempre lo mismo. Por tanto la creatividad no sólo necesita alimentarse de mucho aprendizaje y talento, también requiere de las condiciones adecuadas para que pueda fluir sin fricción. Marc Benioff, CEO de Salesforce, recordó en Davos que Steve Jobs solía redecorar su despacho al menos una vez al año tan sólo para

trabajar en un entorno diferente. Benioff defiende que para crear innovación necesitamos un ecosistema que conecte diversidad, gente joven y gente con experiencia, personas de diversas nacionalidades y culturas, y un cambio constante del ambiente de trabajo. Mayer de Yahoo señaló la importancia de la diversidad para conectar el lado izquierdo y derecho del cerebro, y nombró a Apple como ejemplo de éxito de saber conectar diseño con tecnología, experiencias con ciencia, emociones con racionalidad.

Una economía más conectada

Por primera vez en la historia el planeta está conectado a través de una red global. El principal logro de Internet y la digitalización es la conexión en red de nuestros cerebros con otros cerebros en cualquier punto del planeta e incluso con “cosas” o dispositivos inteligentes. Se añade un nuevo sustrato de creación de valor sobre la economía productiva, a través de una nueva realidad en la que se expande la capacidad creativa de todo el sistema económico, mejorando la productividad y financiando tiempo y espacios para experimentar y explorar. Sin embargo estamos siendo testigos de tan sólo el comienzo de muchos acontecimientos que entran en erupción debido a este cambio de época. Solo a modo de ilustración práctica me gustaría señalar una cifra que compartió el MIT de Boston; por cada curso online tienen más alumnos que en 150 años de educación tradicional en modo presencial.

Este nivel de conectividad de las personas a escala global está demandando un nuevo perfil de liderazgo. Bill Gross, fundador de la incubadora tecnológica Idealab y creador de más de 100 compañías en los últimos 30 años, definió al líder del futuro aquel con capacidad de conectar. Para Gross lo importante de un líder es su capacidad de conectar a las personas y de estimular su creatividad. Jonh Maeda, uno de los padres conceptuales del mundo multimedia, demandó un líder emocionalmente conectado para ser capaz de explotar el potencial creativo de la nueva economía. Maeda abogó por romper con

la pirámide y la jerarquía como concepto de gestión, e ilustró un nuevo modelo con la metáfora de un pulpo que es capaz de gestionar en un entorno de máxima conectividad en red. Otra de las metáforas más interesantes de Maeda en Davos, fue ilustrar que el nuevo líder tiene que conectar en forma de espray en lugar de hacerlo gota a gota. Es decir, no sólo necesitamos crear relaciones a golpe de apretones de manos y reuniones presenciales, sino que tenemos que saber aprovechar las oportunidades que nos ofrecen las redes sociales y el mundo virtual para crear imagen, reputación, confianza y liderazgo de manera más amplia.

Una economía más colaborativa

Pero no es suficiente con que seamos más creativos y estemos más y mejor conectados, necesitamos dotar el sistema económico de un mayor ambiente colaborativo. En una economía en red, las diferentes formas de colaboración auto-organizada permiten que el valor generado sea superior a la suma individual de cada partícipe, y que al mismo tiempo se pueda gestionar factiblemente la complejidad inherente al desarrollo de la red, tanto en número de nodos como de conexiones. El escritor Paulo Coelho acuñó en una de sus intervenciones que podemos tener cualquier cosa pero nunca podremos tener todas las cosas. Evidentemente uno nunca podrá tenerlo todo o ser el mejor en todo, pero un ambiente colaborativo ofrece la oportunidad de conectar capacidades complementarias en torno a un objetivo común.

Joi Ito, director del Media Lab del MIT, definió Internet como un montón de pequeñas cosas débilmente unidas. Ito destacó en Davos que los ambientes colaborativos prevalecerán en el futuro y que el nuevo modelo productivo estará totalmente distribuido de manera virtual. En Yahoo, parece que tienen también muy claro el poder de la colaboración, y que el modelo pasará por desarrollar unas capacidades distintivas y conectar colaborativamente el resto. Mayer afirmó que Yahoo se tendrá que asociar con otros jugadores ya que no tiene ni un sistema

operativo móvil, ni hardware, ni navegador, ni red social propios. Pero la frase de Davos que quizás puede resumir mejor el valor de la colaboración es la que utilizó Jeff Harvis para definir el potencial de la red. “El poder de Internet ocurre cuando tu das, nunca cuando tu recibes”.

Pero más allá de las aportaciones individuales de muchos de los ponentes de Davos, un estudio presentado en el foro por Bank of America llegó a la misma conclusión tras entrevistar a más de 2.000 personas con capacidad de decisión en empresas, gobiernos y organizaciones no gubernamentales de todo el mundo. Nueve de cada diez responsables de la toma de decisiones en el mundo considera que es esencial una mayor colaboración entre empresas, gobiernos y otros sectores para que la economía mundial se recupere. La directora de estrategia y marketing global de Bank of America, Anne M. Finucane, afirmó: “El mundo necesita una generación más heterogénea de líderes empresariales que impulsen una mayor colaboración a nivel mundial. Si algo hemos aprendido de la reciente crisis económica es que el mundo puede ser mejor si colaboramos para hacer frente a los problemas de un planeta cada vez más conectado”.

Una nueva época, un nuevo modelo

Tras más de cuatro años de recesión económica y siendo testigos de la mayor revolución tecnológica de la historia de la humanidad, podemos empezar a entender que no estamos en una época de cambios sino en un cambio de época. Es clave que los máximos responsables globales interioricen este axioma para que la toma de decisiones nos conduzca hacia un nuevo paradigma económico con capacidad de crear prosperidad y empleo de manera sostenible. George Soros, afamado inversor y filántropo, hizo hincapié en este punto. “Los líderes encargados de resolver los problemas globales lo están haciendo con la visión de un sistema que ya no funciona”.

El foro de Davos concluyó con esperanzas de recuperación económica pero con un significativo llamamiento a desarrollar un nuevo modelo donde creatividad, conectividad y colaboración han de jugar un papel fundamental bajo una perspectiva global. Es decir, si trabajamos en red superaremos la crisis y sentaremos las bases para un futuro prometedor. O dicho en palabras de la Madre Teresa de Calcuta: “Yo hago lo que usted no puede y usted hace lo que yo no puedo. Juntos podemos hacer grandes cosas”⁴.

➤ **La lección de Davos 2013**

Marco V. Herrera

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¿Estaremos entrando en una conciencia global que pueda cambiar el rumbo?

Después de analizar algunas conclusiones expresadas en el Foro Económico Mundial, celebrado en Davos, Suiza, nos surge la siguiente pregunta: ¿Estaremos entrando en una conciencia global que pueda cambiar el rumbo de la humanidad?

Terminó la reunión de Davos, en donde se reunieron más de 1,500 empresarios y funcionarios de gobiernos mundiales. En un momento crítico para Europa y el mundo, la reunión tuvo grandes ausencias de los líderes de los principales países. Por otro lado, vimos a las grandes personalidades discutir sobre el futuro del planeta. El Foro Económico resume en tres puntos los trabajos de la reunión:

⁴Cantera, José, KPMG-Digital, *Davos 2013: Habrá recuperación económica si todos entendemos las ventajas de una economía global en red*, 28 de enero de 2013, [19 de enero de 2013], disponible en: <http://www.kpmgdigital.es/mis-conclusiones-como-delegado-de-kpmg-en-davos-2013-habra-recuperacion-economica-si-todos-entendemos-las-ventajas-de-una-economia-global-en-red/>

- a) Los negocios que incrementan su poder, les significa una mayor responsabilidad para resolver los problemas globales;
- b) Las empresas que sólo se centran en beneficios a corto plazo, no van a sobrevivir, y
- c) Los gobiernos deberían de crear incentivos para que las empresas cambien el foco de sus negocios.

Aquí transcribimos algunas de las declaratorias más representativas de la 43.a reunión de Davos:

“Las empresas tienen más poder y dinero que nunca antes, ellas pueden destruir gran parte del planeta. Si el impacto de su actividad es alto, su responsabilidad también. Ya los gobiernos no pueden resolver solos los problemas mundiales como el cambio climático o la escases de recursos y la de alimentos, por lo que las empresas deben de trabajar en conjunto para resolver esta situación mundial”. Feike Sijbesma, director Ejecutivo de la Junta Directiva del Royal DSM de los Países Bajos”.

William W. George, Profesor de Harvard Business School, mencionó: “Cualquier compañía centrada en el valor del accionista, eventualmente estará creando autodestrucción; para que las compañías prosperen, se debe de crear valor a la sociedad y con esto sus accionistas serán recompensados. Muchas empresas han perdido el camino y han entrado en crisis”.

Jim Walilis, presidente y Consejero Delegado de Sojourners, se refirió a que: “el mercado no puede funcionar en el largo plazo si no hay fundamento moral; los líderes mundiales tienen el potencial de restaurar la confianza entre las diferentes partes de la sociedad y crear un nuevo pacto social. El mundo está en

busca de decisiones sobre los valores humanos, no sólo sobre la discusión de valores”.

¿Estaremos entrando en una conciencia global que pueda cambiar el rumbo de la humanidad? Usted, ¿qué opina?⁵

⁵ V. Herrera, Marco, *La lección de Davos 2013*, El Financiero, Opinión, 29 de enero de 2013, [20 de marzo de 2013], disponible en: <http://www.elfinanciero.com.mx/opinion/blogs/marco-v-herrera/3144-la-leccion-de-davos-2013.html>