

ANEXO I



Logo de Foro Económico Mundial.



¿Qué es el Foro Económico Mundial?

El Foro Económico Mundial es la principal comunidad mundial de líderes empresariales, políticos, intelectuales y de otro tipo de sociedad que se han comprometido a mejorar el estado del mundo. El Foro es una organización independiente, sin fines de lucro que reúne a estos líderes para trabajar en proyectos que mejoren la vida de las personas.

¿Cuál es la misión del Foro Económico Mundial?

El Foro está "comprometido a mejorar el estado del mundo" y nos vamos trata de lograr esto a través de proyectos que abordan temas como el VIH / SIDA, tratamiento, suministro de agua y fomentar el diálogo entre el Islam y Occidente. Nuestras cumbres dar a los líderes mundiales ya nuestros miembros la oportunidad de trazar soluciones a los desafíos globales como el terrorismo y la ciudadanía corporativa. El desarrollo de una visión de las cuestiones más

apremiantes también pone el Foro en una posición única para movilizar personas y recursos para actuar.

¿Dónde está el Foro Económico Mundial, con base?

La sede del Foro se encuentra en las afueras de Ginebra, en una ciudad llamada Cologny. El Foro también tiene una filial en Nueva York, World Economic Forum EE.UU., una oficina de representación en Beijing y abrió la oficina de Japón en Tokio en septiembre de 2009.

¿Cómo surgió el Foro Económico Mundial comenzó?

En 1971, el profesor Klaus Schwab, entonces profesor de Administración de Empresas en la Universidad de Ginebra, reunió a líderes empresariales europeos en Davos, Suiza, para una discusión sobre las prácticas de gestión global. El éxito de esta primera conferencia llevó al profesor Schwab para crear el Foro Europeo de Gestión, que en 1987 cambió su nombre por el Foro Económico Mundial.

Foro Económico Mundial y sus órganos de gobierno

El Foro es una fundación sin fines de lucro. Cuenta con tres principales órganos de gobierno: Consejo de la Fundación, que tiene la responsabilidad general de establecer la dirección a largo plazo y los objetivos del Foro, y que está compuesto por líderes internacionales del sector público y privado. El Consejo Empresarial Internacional, que actúa como órgano consultivo proporcionar la administración intelectual al Foro. El Consejo de Administración, que es el equipo de gestión dentro de la empresa responsable de la supervisión ejecutiva y la gestión de las actividades y recursos del Foro.

¿Es el Foro Económico Mundial como la ONU, el FMI o el Banco Mundial?

El Foro comparte el objetivo de estas organizaciones que es hacer de nuestro mundo un lugar mejor. Cuando el Foro se diferencia del Banco Mundial o del FMI es que no proporcionan capitales a los países que lo necesitan. Mientras que los miembros de la ONU son los gobiernos estatales, el nuestro proviene en su mayoría del campo de los negocios. Nuestros miembros, a su vez, se reúnen con los líderes de otros sectores durante las actividades del Foro y eventos.

¿Es el Foro Económico Mundial, un club privado para los ricos y poderosos?

El Foro fue fundado en el precepto de que las empresas no pueden operar en un vacío, y que los grandes desafíos que enfrenta la humanidad deben ser abordados por todos los actores de la sociedad. El Foro también considera que el desarrollo económico ha creado una vida mejor para millones de personas y ofrece esperanza a millones más. Por estas razones, el Foro regularmente convoca a líderes de negocios y líderes de otros sectores claves de la sociedad para discutir, debatir y abordar los principales problemas que enfrenta la humanidad. Lejos de ser un "club de ricos", el Foro Económico Mundial es una plataforma única para avanzar en algunos de los problemas más difíciles que enfrenta el mundo hoy en día.

¿El Foro Económico Mundial tiene alguna afiliación política?

El Foro es una organización independiente y neutral que no toma posiciones políticas sobre los temas que aborda. Por el contrario, el Foro ofrece a los líderes de oposición creencias políticas de una oportunidad única para discutir sus diferencias y descubrir puntos en común.



Klaus Schwab, Fundador y Presidente Ejecutivo del Foro Económico Mundial.

Presidencia del FEM

Klaus Schwab es el Presidente Ejecutivo del Foro Económico Mundial, la organización que fundó hace más de cuarenta años.

El Foro Económico Mundial comenzó su vida en 1971 como el Foro Europeo de Gestión. Era la idea de un profesor de la escuela de negocios joven, Klaus Schwab. Schwab se reunieron más de 400 participantes de una conferencia en una ciudad en los Alpes suizos. Su éxito fue la realización de la institución que dirige Klaus Schwab hoy.

La misión del Foro Económico Mundial se expresa en su lema: "el compromiso de mejorar el estado del mundo". Cumple con esta misión mediante la participación de negocios, líderes políticos, académicos y de la sociedad para dar forma a las agendas globales, regionales e industriales.

Fue Klaus Schwab, quien llevó adelante la visión de un Foro en el principio de que el progreso económico sin desarrollo social no es sostenible, mientras que el desarrollo social sin progreso económico es imposible.

Es una organización internacional independiente, constituida en Suiza como una fundación sin fines de lucro. En 1987, la fundación cambió su nombre por el Foro Económico Mundial, Klaus Schwab vio algo como una mejor refleja la naturaleza global de sus actividades. Klaus Schwab, resumió el Foro como "el espíritu empresarial en el interés público global".

La Fundación Schwab para el Emprendimiento Social desarrollado ese tema. Creada en 1998 por Klaus Schwab y su esposa Hilde, trabaja para identificar, reconocer y conectar a los individuos construir organizaciones sólidas y sostenibles con un propósito social fuerte. Klaus Schwab también estableció el Foro de Jóvenes Líderes Globales - una comunidad de líderes inspiradores y dinámicas de entre los menores de 40 años - para responder a la creciente consenso de que los desafíos que enfrentan las soluciones bajo demanda mundial integrada.

Klaus Schwab nació en Ravensburg, Alemania, en 1938. Sus padres eran de origen suizo. Klaus Schwab dice: "El legado de la situación de guerra tuvo un gran impacto en mí. Me interesé mucho en la reconciliación y el diálogo. Tuvimos que crear una nueva Europa basada en estas dos cosas. "

Schwab tiene dos doctorados, uno en ingeniería mecánica y uno en ciencias económicas y sociales. Klaus Schwab, pasó un año en la Universidad de Harvard y pasó a ser el profesor más joven de la Universidad de Ginebra.

Fue mientras que en Ginebra, en el campo emergente que se aplicó el análisis académico con el mundo de los negocios, que Klaus Schwab desarrollado " teoría de los stakeholders ", el principio subyacente detrás de todo su trabajo futuro en el

Foro Económico Mundial. El principio de que Klaus Schwab se indica es que las empresas no sólo sirven a los accionistas sino a todos los grupos de interés de su organización. Esto significa que todos los grupos sociales vinculados directa o indirectamente a la empresa que dependen de su éxito y prosperidad, incluyendo no sólo a los accionistas y acreedores, sino también empleados, clientes, proveedores, el Estado y la sociedad en la que la empresa está activa.

Klaus Schwab se ve el Foro Económico Mundial como el "pegamento" entre los diferentes actores de la sociedad. Él explica: "El Foro Económico Mundial no es un órgano de toma de decisiones. Se trata de una plataforma de iniciativas, programas y equipos de trabajo. Le da a cada uno de los participantes la posibilidad de forjar su propia opinión basada en los últimos conocimientos estratégicos".

Añade Schwab: "Yo creo fundamentalmente en la interrelación entre el desarrollo económico y el progreso social. Creo que hoy en día los gobiernos solos no pueden abordar los retos mundiales ni puede empresarial solos y tampoco pueden las organizaciones no gubernamentales.

"En el Foro Económico Mundial, tenemos que crear plataformas para los tres principales pilares de la sociedad, es decir, gobiernos, empresas y sociedad civil, para interactuar y hacer frente a los problemas que tenemos en la agenda global ", dice Klaus Schwab"¹.

¹ Foro Económico Mundial, [26-11-12], disponible en: <http://www.weforum.org/klaus-schwab-founder-and-executive-chairman>

ANEXO II

PROGRAMA DE ACTIVIDADES EN DAVOS

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PROGRAMME

World Economic Forum Annual Meeting

Tuesday 24 January
Briefing Session

The World Economic Forum's Vision and Mission

The Founder and Executive Chairman of the World Economic Forum, Professor Klaus Schwab, invites all newcomers and interested participants to a briefing on the institution's strategic vision and latest initiatives.

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.

Programme

The Great Transformation: Shaping New Models
Davos-Klosters, Switzerland 25-29 January 2012

Co-Chair :

- **Yasuchika Hasegawa** , President and Chief Executive Officer, Takeda Pharmaceutical, Japan; Global Agenda Council on Japan
- **Vikram Pandit** , Chief Executive Officer, Citi, USA
- **Paul Polman** , Chief Executive Officer, Unilever, United Kingdom
- **Alejandro Ramírez** , Chief Executive Officer, Cinopolis, Mexico
- **Sheryl Sandberg** , Chief Operating Officer, Facebook, USA; Young Global Leader
- **Peter Voser** , Chief Executive Officer, Royal Dutch Shell, Netherlands

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Wednesday 25 January

Interactive Session

A Simple Act of Compassion

"The purpose of human life is to serve and to show compassion and the will to help others."

-- Albert Schweizer

Japanese actor Ken Watanabe expresses the sentiments and the power of words to unify and inspire hope after the Tohoku disaster.

Interactive Session

The New Context for Leadership

How is the art and science of leadership fundamentally changing in the 21st century?

Dimensions to be addressed:

- Promoting purpose-driven leadership
- Collaborating across the multistakeholder spectrum
- Revealing inspiring role models for the current generation

Interactive Session

The Social Media Context

What platforms, applications and behaviours are driving the growth and evolution of social networks?

Dimensions to be addressed:

- Innovations with real staying power
- Current and future trends that matter
- Shifting views on privacy

Interactive Session

The Global Financial Context

What systemic, regulatory and market issues are reshaping the global financial system?

Dimensions to be addressed:

- Unforeseen sectoral and sovereign risks
- The increasing correlation between asset classes
- Capital flows seeking safety

This session is linked to Forum initiatives and communities. Michael Drexler is available to brief participants.

Interactive Session

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The Global Energy Context

What supply and demand issues are reshaping energy consumption, security and sustainability?

Dimensions to be addressed:

- Emerging energy norms outside the industry
- Future shifts in production and distribution
- Technological innovations and their limits
- Energy industry after Durban

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

Debate

TIME Davos Debate on Capitalism

Is 20th-century capitalism failing 21st-century society?

In partnership with the World Economic Forum, *Time* magazine hosts this debate focusing on the uncertain future of capitalism.

Simultaneous interpretation in English and German

This session is open to reporting press.

Interactive Session

Global Risks 2012: The Safety of Our Safeguards

The realization that the global systems governing economic and public safety remain mostly ad hoc requires a rethinking of related global risks.

This session explores possible contingencies as highlighted in the *Global Risks 2012* report.

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

Interactive Session

The Global Security Context

What trends and transformations define the global security agenda in 2012?

Dimensions to be addressed:

- US withdrawal from Iraq and Afghanistan
- Iran as a nuclear power
- Regional conflict and rise of new hegemony
- Future of North Korea and regional implications

WorkStudio

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The Creative Workplace

How do organizations build creative, engaging and energizing workplaces?

Dimensions to be addressed:

- Designing creative environments
- Creating a culture of successful failure
- Managing energy and time for resilience and performance

One-on-One

An Insight, An Idea with Muhammad Yunus

A conversation with Nobel Laureate Muhammad Yunus on his breakthrough idea on the power of youth to transform society through social business.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

Art and Everyday Creativity: Rebuilding the Link

"Imagination is more important than knowledge."

-- Albert Einstein

Japanese-American artist Drue Kataoka illuminates creative ways to view the puzzle of today's complex world.

Exhibit

Art Walk I

Claudy Jongstra leads a guided tour of her art in the Congress Centre to share her unique interpretation of "Traditions in Contemporary Art".

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

Beta Zone

The Mind and the Machine

What can the latest discoveries in neuroscience and brain technologies reveal about the human mind and how it functions, and about building intelligent machines?

Interactive Session

The Values Context

What generational, societal and moral concerns are driving public debates worldwide?

Dimensions to be addressed:

- Challenging the authority of traditional institutions
- Identifying transnational values
- Providing a moral compass for individuals

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Interactive Session

The Global Growth Context

What policies, sectors and countries will drive global growth in 2012?

Dimensions to be addressed:

- Trillion dollar growth trends
- Consumers and geographies that drive demand
- Surprising success stories

Interactive Session

The Natural Resource Context

How are integrated models of resource management tackling water, food, mineral and energy challenges?

Dimensions to be addressed:

- Addressing externalities across sectors
- Sharing best practices from industry to industry
- Understanding the importance of data and modelling

Interactive Session

7 Billion and Counting: Dividend or Disaster?

What are the social, environmental and economic implications of the world's population growth?

Dimensions to be addressed:

- The historical context and current trends
- Resource challenges
- Reproductive health policies
- The role of scientific and technological innovation

Interactive Session

The New Context in Latin America

What critical economic, political and societal issues are driving decision-making in Latin America?

Dimensions to be addressed:

- Sustaining growth in the face of inflationary pressures
- Managing the potential and peril of resource wealth
- Addressing societal concerns

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

IdeasLab

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Managing Complexity with the Santa Fe Institute

How can the latest research in complex systems enhance resilience and performance?

Join the IdeasLab to discover and debate:

Idea 1: The control of social systems by leveraging complexity

Idea 2: Diversity to create better groups and societies

Idea 3: Biological models for software security

Idea 4: Complexity science to understand economic systems

Interactive Session

Global Risks 2012: The Dark Side of Connectivity

The emergence of technology as a force in geopolitics and connectivity as an element of national security forces a rethinking of related global risks.

This session explores possible contingencies as highlighted in the *Global Risks 2012* report.

This session is open to the reporting press

This session is linked to Forum initiatives and communities. Chiemi Hayashi is available to brief participants.

Interactive Session

The Global Business Context

What are the strategic, organizational and operational issues reshaping how businesses operate worldwide?

Dimensions to be addressed:

- Making sense of new business realities
- Redefining strategic priorities
- Engaging with new collaborators

This session is open to the reporting press

Workshop

Rethinking Risks and Incentives

How can organizations maximize performance while ensuring responsible risk-taking?

Dimensions to be addressed:

- Redesigning reward structures
- Changing individual behaviour
- Re-professionalizing management

One-on-One

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An Insight, An Idea with Ahmed Zewail

A conversation with Nobel Laureate Ahmed Zewail on his breakthrough idea on how science can help solve global challenges

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

The Architecture of Change

"The materials of city planning are sky, space, trees, steel and cement in that order and in that hierarchy."

-- Le Corbusier

Mexican architect Enrique Norten reveals how sustainable architecture can be a catalyst for community development.

Buffet

Opening Buffet

Participants and their spouses are cordially invited to a buffet in the Congress Centre.

One-on-One

An Insight, An Idea with Daniel Goleman

A conversation with psychologist and emotional intelligence expert Daniel Goleman on his breakthrough idea on why a psychological approach is key to solving the ecological crisis.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Beta Zone

A Glimpse of Life in Megacities

"The more people there are, the less one individual matters."

-- Isaac Asimov

German photographer Michael Wolf questions notions of growth, individuality and anonymity in a crowded global metropolis.

Interactive Session

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Historic Complexity: How Did We Get Here?

How well understood are the history and change that have led to today's complex society?

Dimensions to be addressed:

- Contemplating "big history"
- Responding to technological inventions and disruptions
- Reflecting on the origins of modern finance

Interactive Session

The Future of Human Capital

What societal, structural and technological changes are reshaping human capital worldwide?

Dimensions to be addressed:

- Structural versus cyclical unemployment
- Shifting generational expectations
- The impact of technology on labour markets

Interactive Session

The Sustainability Context

What economic and environmental challenges are driving resource-constrained approaches to quality growth?

Dimensions to be addressed:

- Planetary limits to unconstrained growth
- Sustainable production and consumption
- Lessons from new-growth nations

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

Interactive Session

The New Context in Europe

What critical economic, political and societal issues are driving decision-making in Europe?

Dimensions to be addressed:

- Confidence in Greek and Italian solutions
- The future of the Eurozone within the EU
- Emerging fault lines within Europe
- Effective markets versus speculative attacks

This session is linked to Forum initiatives and communities. Stephen Kinnock is available to brief participants.

Interactive Session

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The New Context in East Asia

What critical economic, political and societal issues are driving decision-making in East Asia?

Dimensions to be addressed:

- The impact of major natural disasters
- Regional competitiveness and cooperation
- The changing influence of the US and China

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

Interactive Session

The Global Development Context

What societal needs, economic shifts and political priorities are reshaping development agendas around the globe?

Dimensions to be addressed:

- Shifting patterns of development cooperation
- Redefining development goals post 2015
- Promoting private sector involvement in development
- Fostering development through gender equality

Interactive Session

Global Risks 2012: The Seeds of Dystopia

The realization that many historical indicators of economic and societal well-being are regressing requires a rethinking of related global risks.

This session explores possible contingencies as highlighted in the *Global Risks 2012* report.

This session is linked to Forum initiatives and communities. Chiemi Hayashi is available to brief participants.

This session is open to reporting press.

Brainstorming Session

World Economic Brainstorming: Business, Governance and Leadership -- New Pressures and Realities

The turmoil in today's world has generated greater scrutiny of business. As the world experiences momentous change, there is an urgent need for business to rethink its role and responsibilities towards society and reposition itself as an active leader in the current environment.

Join business leaders, the Forum's Global Shapers, Global Agenda Council Members and other experts in this brainstorming session to explore facets of this critical issue:

- What is the responsibility of business towards society?
- How can business collaborate and lead in creating value for all stakeholders?
- What new models are needed to meet these challenges and expectations?

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WorkStudio

When Consumers Become Innovators

How are informed and connected consumers reshaping product and service innovation?

Dimensions to be addressed:

- Exploring methods of consumer engagement
- Making sense of changing values and norms
- Improving information exchange and building trust
- Fostering collaborative innovation processes

One-on-One

An Insight, An Idea with Sylvia Earle

A conversation with ocean explorer Sylvia Earle on her breakthrough idea to understand our oceans using new technologies.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

Powerful Storytelling

How can storytelling inspire transformation through moving narration?

Dimensions to be addressed:

- Mythology and literary traditions
- The art of listening

- Storytelling real time
- The framing of stories in film

Interactive Session

The Compensation Question

How can executive compensation, corporate performance and stakeholder expectations be realigned?

Dimensions to be addressed:

- Learning from the financial crisis
- Redefining stakeholders
- Reshaping the role of the board on compensation
- Considering emerging new norms

Interactive Session

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The Technology Context

What emerging technologies and innovations are reshaping value chains and business models?

Dimensions to be addressed:

- The trends of disruption
- Geographic and sectoral catalysts
- Cross-industry implications

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

Interactive Session

The Future of Economics

What major changes in theory and in practice are driving the rehabilitation of economics?

Dimensions to be addressed:

- Thirty years of failed analysis
- Post-crisis economics
- Alternative approaches

IdeasLab

Worms, Machines and Brains with MIT

How are discoveries derived from basic research transforming human health, behaviours, Societies and economic progress?

Join the IdeasLab to discover and debate:

Idea 1: Revolutionary biological approaches to understand human health

Idea 2: Machines that mimic human performance

Idea 3: The structure of the mind by brain imaging

Idea 4: A redefinition of the rules of nature

IdeasLab

Decoding Data with Brown University

How are new methods to understand data generating breakthrough insights, from history to health?

Join the IdeasLab to discover and debate:

Idea 1: Fusing data and models to address global challenges

Idea 2: Taking genome biology out of the lab and into the wild

Idea 3: Leveraging data to realize the economic potential of archaeology

Idea 4: Using data and neurotechnologies to cure brain disorders

Interactive Session

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The New Context in Africa

What critical economic, political and societal issues are defining the new context for decision-makers in Africa?

Dimensions to be addressed:

- Developments in South-South relations
- The impact of global economic uncertainty
- Commodity price volatility and inflation

This session is linked to Forum initiatives and communities. Elsie Kanza is available to brief participants.

Interactive Session

The New Context in the Arab World

What critical economic, political and societal issues are driving decision-making in the Arab world?

Dimensions to be addressed:

- The hard lessons from Tunisia, Egypt and Libya
- Political versus economic reform
- The regional influence of Islamist parties
- Generational expectations and realities

Simultaneous interpretation in English, Arabic and French

This session is linked to Forum initiatives and communities. Miroslav Dusek is available to brief participants.

Interactive Session

Risks in the Global Supply Chain

From Japan to Thailand, the vulnerability with concentrating key elements of a global supply chain is readily apparent.

This session examines risk management and risk resiliency in this new context, and builds on a related initiative of the Risk Response Network.

This session is open to the reporting press.

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

One-on-One

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An Insight, An Idea with Murray Gell-Man

A conversation with physicist and Nobel laureate Murray Gell-Mann on his breakthrough idea on the

power of trans-disciplinary research to transform society

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Beta Zone

Critical Design

"Consumption is the sole end and purpose of all production."

-- Adam Smith

Curator Paola Antonelli introduces the satirical style of Critical Design, whose aim is to provoke debate on the contradictions of a consumer culture and the consequence of technological innovation.

Reception

Opening Reception

The community of Davos-Klosters welcomes all participants.

Opening Plenary

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Opening of the Annual Meeting 2012

Simultaneous interpretation in all languages

This session is open to the reporting press.

17.00 - 17.25 Welcome Address

Welcoming Remarks by

Klaus Schwab , Founder and Executive Chairman, World Economic Forum

Eveline Widmer-Schlumpf , President of the Swiss Confederation and Federal Councillor of the Federal Department of Finance of the Swiss Confederation

17.25 - 18.10 Opening Address

Opening Address by

Angela Merkel , Federal Chancellor of Germany

Chaired by

Klaus Schwab , Founder and Executive Chairman, World Economic Forum

18.10 - 18.30 Crystal Award Ceremony

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

Introduced by

Hilde Schwab , Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship, Switzerland

Luc Besson , Filmmaker, Screenwriter and Producer; Founder, EuropaCorp, France

Yvonne Ntombizodwa Chaka Chaka , Singer and President, Princess of Africa Foundation, South Africa

Midori , Violinist and Founder, Midori Foundation, USA

18.30 - 18.55 The Great Transformation Ahead

Conversation with

Desmond M. Tutu , Chair, The Elders, South Africa

Chaired by

Klaus Schwab , Founder and Executive Chairman, World Economic Forum

18.55 - 19.00 Launch of the Global Shapers Community

Interactive Dinner Session

Economics for the 21st Century

How will economic thinking evolve in the 21st century?

Interactive Dinner Session

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Unconventional Leadership

What can conventional leaders learn from the unconventional leaders of the 21st century?

Interactive Dinner Session

What Is Your Social Network Status?

How do individuals evaluate and improve their social network status?

Interactive Dinner Session

What You Need to Know about Cancer

"The part can never be well unless the whole is well."

-- Plato

What are the myths and truths about cancer?

Interactive Dinner Session

From IQ to EQ

In today's increasingly complex and interdependent environment, why is emotional intelligence key for leading great transformations?

Interactive Dinner Session

Music from the Baroque to the Digital Age

Join the Basel Music Academy for dinner and a unique performance that provides a taste of musical

progress over the past three centuries and into the future.

Interactive Dinner Session

Controversial Science

What scientific discoveries will radically transform our lives in the coming decade?

Interactive Dinner Session

Engineering Creativity

"Creativity involves breaking out of established patterns in order to look at things in a different way."

-- Edward de Bono

How will the art and science of creativity change in a century of engineering ourselves?

Interactive Dinner Session

Is This Truly the Asian Century?

If Asia is expected to lead in world affairs, what new models will it introduce to the rest of the world?

Interactive Dinner Session

History in the Making

What lessons from the last century will ensure a better 21st century if properly learned?

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Interactive Dinner Session

The Future of Democracy

How are established and nascent democracies being reformed and shaped to meet the challenges of the 21st century?

Interactive Dinner Session

Healthy Brains, Bright Economies

What new knowledge and approaches in improving mental health can also improve the health of our economies?

Film Projection

Film Screening of "The Lady"

Join a special screening of "The Lady", a moving portrayal of Aung San Suu Kyi's lifelong campaign for democracy in Myanmar, introduced by director and Crystal Award winner Luc Besson and lead actress Michelle Yeoh.

The cinema Arkaden is located on 56 Promenade, Davos.

Nightcap

Nightcap with the Princess of Africa

End your evening on a musical note by joining this exclusive nightcap featuring South African singer and Crystal Award winner Yvonne Chaka Chaka.

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Thursday 26 January

One-on-One

An Insight, An Idea with Michael E. Porter

A conversation with strategy expert Michael E. Porter on his breakthrough idea to transform the role of business in society by creating shared value.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

The Power of Film

"To accomplish great things, we must not only act but also dream. Not only plan but also believe."

-- Anatole France

French screenwriter, director and Crystal Award winner Luc Besson shares his passion for conveying powerful messages and inspiring action through film.

Beta Zone

Artwork through Network

How is social media disrupting the art world?

Dimensions to be addressed:

- Virtual collaboration in performing arts
- Literature in an era of online publishing
- A redefinition of the artist's relationship with the public

Interactive Session

A Smart Growth Solution

How can technological advances drive economic growth and employment?

Dimensions to be addressed:

- Integrating breakthroughs into markets
- Creating enabling innovation environments
- Examining the consequences of the failure to respond

Interactive Session

The New Business Mindset

What critical societal, stakeholder and regulatory concerns are reshaping the mindset of business?

Dimensions to be addressed:

- Aligning short-term interests and long-term goals
- Incentivizing responsible conduct
- Understanding the changing nature of corporate ownership

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Interactive Session

Pain and Gain: Prosperity with Austerity?

How will economies achieve sustainable employment growth in an era of consumer deleveraging and fiscal austerity?

Dimensions to be addressed:

- Understanding the impact of austerity on European employment
- Identifying structural versus cyclical remedies
- Considering the future of public sector employment and social protection systems
- Rethinking the role of infrastructure development

Interactive Session

Ensuring Food Security

How are new models of collaboration and innovation driving investment in food and nutrition security?

Dimensions to be addressed:

- Refocusing and redirecting investment flows
- Understanding new sources of influence in the food security arena
- Producing sustainable and climate-resilient food

This session is linked to Forum initiatives and communities. Lisa Dreier is available to brief participants.

Interactive Session

Manufacturing for Growth

How can the manufacturing sector transform growth and employment?

Dimensions to be addressed:

- The effect of industrial policies
- The potential of advanced manufacturing
- Emerging manufacturing hot spots

Interactive Session

Rethinking Islam in Politics

The influence of political Islam on state governance is both rising and wide-ranging. What ideological and organizational models are exerting the greatest influence today?

This session is open to reporting press.

Interactive Session

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Russia Outlook

What will the political, social and economic landscape for Russia in 2012 be?

Dimensions to be addressed:

- Assessing the prospects for political and financial reforms
- Fostering innovation and entrepreneurship
- Strengthening institutions and the business environment

Simultaneous interpretation in English and Russian

IdeasLab

Leveraging Human-Machine Collaboration with Carnegie Mellon University

How will new forms of human-machine collaboration help improve our lives?

Join the IdeasLab to discover and debate:

- Idea 1: Security in digital infrastructure
- Idea 2: Intelligent machines: When computers read
- Idea 3: Companion robots and the workplace of the future
- Idea 4: Children and the digital world: Partners in learning

IdeasLab

Forging Wiser Leaders with Harvard University

How can new approaches lead to wiser leadership in decision-making?

Join the IdeasLab to discover and debate:

- Idea 1: Shifting from irrational choices to evidence based policy-making
- Idea 2: Creating tools for value-based management
- Idea 3: Discovering the ethos of leaders from the East
- Idea 4: Translating insights from behavioural science into action

TV Debate

Putting China's Trillions to Work

With the global community turning increasingly to China as the lender of last resort, how can China best deploy its massive current account surplus and private capital without triggering a backlash at home or abroad?

In partnership with the World Economic Forum, CCTV hosts this debate on the role of China's capital abroad.

Simultaneous interpretation in English and Chinese

As this is a televised debate, 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, open to reporting press and broadcast on television.

WorkStudio

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Leading under Pressure

How can leaders make better decisions under pressure?

Dimensions to be addressed:

- Gaining insights from successful leaders
- Exploring the impact of high stake, high pressure environments on decision-making

- Overcoming decision paralysis

One-on-One

An Insight, An Idea with Michael Spence

A conversation with economist and Nobel laureate Michael Spence on his breakthrough idea on globalization and unemployment.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

Engaging the Community with Music

"Music doesn't lie. If there is something to be changed in this world, then it can only happen through music."

-- Jimi Hendrix

Japanese American violinist and Crystal Award winner Midori changes lives around the world with the power of music.

Beta Zone

Dark Forces at Play

Saul Perlmutter, 2011 Nobel Prize laureate in physics, uncovers how dark energy and the accelerating universe will decide the ultimate fate of our universe.

Plenary Session

Africa -- From Transition to Transformation

As the region's political and economic evolution accelerates, what leadership and governance models will meet the people's expectations for the future?

Dimensions to be addressed:

- Strengthening governance systems
- Investing in commodity wealth long term
- Fostering stronger national and regional identities

Simultaneous interpretation in all languages

This session is open to the reporting press

One-on-One

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An Insight, An Idea with Yasuchika Hasegawa

A conversation with Annual Meeting Co-Chair Yasuchika Hasegawa on his breakthrough idea on creating sustainable health systems for ageing populations.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Plenary Session

Special Address

Simultaneous interpretation in all languages

This session is open to report press.

Plenary Session

Olympic Games 2012 -- Celebrating the Six-Month Countdown

A memorable moment to mark the six-month countdown to the Olympic Games with participants of the Annual Meeting 2012

Simultaneous interpretation in all languages

This session is open to reporting press.

Exhibit

Art Walk II

Michael Wolf leads a guided tour of his art in the Congress Centre to share his unique interpretation of "Traditions in Contemporary Art".

Please meet in front of the Jakobshorn room.

Interactive Session

Introducing the Open Forum

Simultaneous interpretation in English and German.

This session is open to reporting press.

Interactive Session

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Responsible Leadership in Times of Crisis

In an era of rapid change and complex crises, leaders need to be able to make bold decisions quickly. Yet they often struggle to take the action needed to tackle economic, political and social issues, allowing their judgement to be clouded by short-term policies aimed at winning elections.

- How can decision-makers be motivated to lead rather than follow the consensus?
- With cronyism and corruption holding back growth, what can be done to improve the way leadership works?
- How will social media change leadership in the future?
- Should the media be held more accountable for their influence on leaders?

Simultaneous interpretation in English and German

This session is open to reporting press.

Interactive Lunch Session

Maximizing Infrastructure Returns

How are emerging economies maximizing the social and economic returns from infrastructure?

Dimensions to be addressed:

- Tackling over- and under-investment challenges
- Enhancing public-private coordination and risk-sharing
- Prioritizing through life-cycle assessments

Interactive Lunch Session

Emerging Technologies and Ethical Dilemmas

What ethical issues do emerging health technologies and their applications raise for humanity?

Dimensions to be addressed:

- Genetic information and privacy
- Bio-engineering: from artificial blood to organs
- Cognition-enhancing drugs
- Equality of access to treatment

Interactive Lunch Session

Fostering Intrapreneurship

How do large organizations cultivate and maintain an entrepreneurial edge?

Dimensions to be addressed:

- Rethinking culture and incentive mechanisms
- Reconnecting with the labour force
- Examining the scalability of entrepreneurial structures

Interactive Lunch Session

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The Olympic Games: More than a Medal

In the final countdown to London 2012, what winning models for driving sustainable economic growth can be drawn from the Olympic Games?

Dimensions to be addressed:

- Defining success for London 2012
- Aligning public policy with corporate interests
- Driving new product and service innovation

- Determining the long-term social and economic impact of the Games

Interactive Lunch Session

New Models for Ageing Societies

How can strong foundations be put in place now to smooth the transition to an ageing society?

Dimensions to be addressed:

- Examining the changing composition of workforces, consumers and voters
- Remodelling healthcare and pension systems
- Redesigning urban and living environments

Interactive Lunch Session

Connecting the Americas

What new cooperation models in the Americas will promote growth and development in the region?

Dimensions to be addressed:

- Remodelling trade relations, investments and infrastructure
- Tackling poverty, unemployment and security challenges
- Developing the trans-Pacific connection: cross-regional cooperation

Interactive Lunch Session

Rethinking the Role of Religion

In a world facing economic crises and social change, what is the role of religion in building a robust global society?

Dimensions to be addressed:

- Engaging in political debate
- Addressing gaps in social services
- Defining values frameworks and influencing behaviours

Interactive Lunch Session

A Nordic Model for the World?

Can the lessons learned from the Nordic experience be applied globally to spur growth and employment?

Dimensions to be addressed:

- Fiscal consolidation and strategic investments
- Banking system reform in the wake of crises
- Relations between employers and labour unions

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Interactive Lunch Session

US Competitiveness: A Wake-up Call

How should the US reaffirm its global competitiveness?

Join Michael Porter for a presentation and discussion on key findings from a breakthrough study on US competitiveness.

Interactive Lunch Session

Reshaping the Climate Agenda

After Durban, what is the new agenda for the global fight against climate change?

TV Debate

The Implications of the Arab Spring

How is the Arab Spring impacting economic and political relations across the region and globally?

In partnership with the World Economic Forum, Al Arabiya hosts this live debate on the future of the Arab world.

Simultaneous interpretation in English and Arabic

As this is a televised debate, 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, open to reporting press and broadcast on television.

One-on-One

An Insight, An Idea with HW Brands

A conversation with political historian HW Brands on his breakthrough idea on the future of US foreign policy.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Beta Zone

Deep-sea Discovery

Deep-sea diving record-holder Sylvia Earle unveils the treasures and tragedies hidden in the depths

of the ocean.

Interactive Session

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Learning from the Frontier

How are emerging markets reshaping technologies and business models?

Dimensions to be addressed:

- Examining the role of innovation hotspots
- Enabling and scaling frugal innovation
- Translating and adapting innovation

Interactive Session

Adapting to Climate Risk

How are communities, companies and countries adapting to the risks presented by climate change?

Dimensions to be addressed:

- Assessing the impact of climate change risk
- Weathering chronic floods and droughts
- Integrating climate adaptation into development plans
- Financing climate adaptation

This session is open to reporting press

Interactive Session

Street Culture: Revealing the Cracks

How can social inequalities and divided communities be reconciled through art and sports?

Dimensions to be addressed:

- Foreshadowing political upheaval
- Revealing poverty and exposing intolerance
- Creating a common language

Interactive Session

Reshaping Healthcare Models

How can businesses and governments work together to improve the health of citizens in a more cost-effective manner?

Dimensions to be addressed:

- Identifying new modes of healthcare delivery and funding models
- Shifting investment and attention from treatment to prevention
- Turning fiscal crises into opportunities for innovation

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

Interactive Session

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The New Context in China

What critical economic, political and societal issues are defining the new context for decision-makers in China?

Dimensions to be addressed:

- Emerging Chinese consumers
- Risks to domestic economic reform
- Social transformations

Simultaneous interpretation in English and Chinese

Interactive Session

Davos Debate on Globalization

Has globalization finally reached its economic and political limits?

Interactive Session

Rebuilding Europe

In the wake of its structural and political challenges, what will the future form of Europe take?

Dimensions to be addressed:

- Rethinking the role of the European Commission and Council
- Ensuring cohesiveness in a two-speed Europe

Simultaneous interpretation in English and Polish

This session is open to reporting press.

Interactive Session

Complexity and Crisis: The Case of Japan

On 11 March 2011, Japan experienced a sequence of natural disasters of unprecedented scale, triggering its biggest nuclear crisis. In this session, a senior Japanese leader who was central in the rescue operation effort reflects on his experience confronting the most challenging and complex crisis to strike Japan in its post-war history.

Simultaneous interpretation in English and Japanese

IdeasLab

Shaping New Models of Development with the Global Agenda Councils

What short-term solutions can tackle long-term challenges in development?

Join the IdeasLab to discover and debate:

Idea 1: Projecting the end of extreme poverty

Idea 2: Levelling the education playing field on a global scale

Idea 3: Facilitating development using robotics and smart devices

Idea 4: Investing with social impact

Idea 5: Managing the water crisis through entrepreneurship

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Workshop

Employment for Growth: One Challenge, Six Solutions

What bold ideas and actions can spur employment and economic growth?

Dimensions to be addressed:

- Engaging youth
- Mining the experience of the mature workforce
- Revitalizing education and training
- Creating new businesses
- Highlighting entrepreneurship and innovation
- Mobilizing skills and talent

One-on-One

An Insight, An Idea with Kishore Mahbubani

A conversation with diplomat and author Kishore Mahbubani on his breakthrough idea on how Asian wisdom can complement Western thinking.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

TV Debate

AP Debate on Democracy

Are the democratic institutions of the 20th century fit for the 21st?

In partnership with the World Economic Forum, AP hosts this debate on democracy.

As this is a televised debate, 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, open to reporting press and broadcast on television.

Interactive Session

Songs of Hope

“Music expresses that which cannot be said and on which it is impossible to be silent.”

-- Victor Hugo

South African singer and Crystal Award winner Yvonne Chaka Chaka empowers communities in the fight against diseases and poverty.

Interactive Session

Prospects for Peace in the New Middle East Context

Simultaneous interpretation in English and Arabic

This session is open to reporting press.

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Interactive Session

The Coming Great Shift

How will an anticipated rebalancing of the global economy reshape growth models across export-driven and consumption-driven economies?

Dimensions to be addressed:

- Changing competitive advantages
- Integrating the global resource market
- Creating enabling policy environments

Simultaneous interpretation in English and Russian

Interactive Session

The Education-Entrepreneurship-Employment Nexus

What new education models will address supply and demand gaps in dynamic talent markets?

Dimensions to be addressed:

- Understanding the future demand for labour
- Fostering entrepreneurial education
- Reinventing curricula to fill the talent gap

Interactive Session

The Ocean Solution

With the health of mankind closely linked to the health of oceans, how can growth and development be reconciled with conservation?

Dimensions to be addressed:

- Measuring and benchmarking ocean health
- Linking ocean conservation and development
- Promoting sustainable business practices

Beta Zone

Human Network Dynamics

How is big data being used to uncover individual and collective human dynamics?

Dimensions to be addressed:

- New measurement paradigms
- Patterns of individual and collective human behaviour
- The role of diversity and outliers
- Societal impact

Interactive Session

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Risks in a Hyperconnected World

Incidents from digital crime to massive incidents of data theft are increasing significantly, with major political, social and economic implications.

This session examines risk management and risk resiliency in this new context and builds from a related initiative of the Risk Response Network and the Information Technology Partnership community.

This session is open to reporting press

Interactive Session

Forging Ahead: The United States in 2012

With partisanship worsening despite the record-low approval rate of politicians, what can the United States realistically accomplish with respect to the country's domestic and international priorities in 2012?

Dimensions to be addressed:

- Political and economic realities outside the Beltway
- Potential major issues for the 2012 Presidential race

IdeasLab

Hyperconnectivity -- Harvesting Globalization and Limiting Systemic Risk with Oxford University

In today's hyperconnected world, what collaborative models are emerging to solve global issues?

Join the IdeasLab to discover and debate:

- Idea 1: Hyperconnectivity, creativity and collapse
- Idea 2: Pandemics -- More connection, more risk?
- Idea 3: Supply Chain -- Building resilience, mitigating risk
- Idea 4: Data deluge and citizen science
- Idea 5: Governance for a complex world

WorkStudio

Liberation Arts and Community Engagement

"As we all know, it is not enough to interpret reality: it is necessary to transform it!"

-- Augusto Boal

What role can theatre techniques play to challenge the limitations of dialogue and inspire new perspectives for education, therapy and social change?

Dimensions to be addressed:

- Overcoming a culture of silence
- Engaging innovative new voices
- Creating new models for participatory transformation

One-on-One

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An Insight, an Idea with Cardinal Turkson

A conversation with Cardinal Peter Kodwo Appiah Turkson on his breakthrough idea on reforming the international financial system to cater for society's needs

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Workshop

Remodelling Europe

As the region endeavours to break out of its political and economic crisis, what is the future of the European project?

Dimensions to be addressed:

- Growth, innovation and job creation
- The crisis of the European state and its political economy
- Public support and the politics of change
- Possible answers beyond Europe's borders

This session is linked to Forum initiatives and communities. Stephen Kinnock is available to brief participants.

Interactive Session

The Outlook for East Asia

This session is open to reporting press.

Interactive Session

SOLO - Bach Suites Exhibited

"A painter paints pictures on canvas. But musicians paint their pictures on silence."

-- Leopold Stokowski

In the first of two performances, renowned French cellist Augustin Maurs changes the way we experience music by playing the suites of Bach in a pitch-dark room.

The performance is divided into three parts. Participants are welcome to come and go every hour on the hour, at 17.00, 18.00 and 19.00, or to stay for the entire concert.

Interactive Session

Other Faces of Leadership

"A 'no' uttered from the deepest conviction is better than a 'yes' merely uttered to please, or worse, to avoid trouble."

-- Mohandas Gandhi

Portrait photographer Platon unveils powerful images of leadership from civil society in Egypt, Myanmar and Russia.

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Plenary Session

Global Economic Crisis: Role and Challenges of the G20

Simultaneous interpretation in all languages

This session is open to the reporting press

Plenary Session

Special Address

Simultaneous interpretation in all languages

This session is open to the reporting press

Interactive Session

Averting a Lost Generation

How can the current generation of young people reach their full potential despite the economic challenges ahead?

Dimensions to be addressed:

- Understanding the potential of the next generation
- Tackling the youth employment crisis
- Investigating the role of the "demographic dividend"

This session is open to reporting press.

Film Projection

Film Screening of "Women, War and Peace"

Join a special screening of "Women, War and Peace", followed by a compelling discussion about how women around the world are emerging from the shadow of violence to play a crucial role as peacemakers at the negotiating table.

Reception

Summer Davos in Tianjin Reception

Tianjin, the host city of the Annual Meeting of the New Champions 2012, will present classic and modern music and provide local delicacies from Tianjin for your enjoyment.

Ren Xuefeng, Vice-Mayor of Tianjin, cordially invites you to the Tianjin Reception to embrace the happiness of the Chinese Lunar New Year in snowy Davos.

Interactive Session

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Touching the Past -- One Sonata, Two Eras' of Musical Instruments

The same piece (Ludwig van Beethoven Sonata for Cello and Piano, Op.5, in G Flat (1796)) will be played on historic and modern instruments. It will be played twice.

Among the instruments used in both performances are two hundred years of social, technical, musical and artistic development. The juxtaposed instruments will open ears, perceptions and feelings towards music.

- How are the differences between old and new instruments perceived?
- Why is it important to understand the spirit and craftsmanship of a bygone era? Does this knowledge help today's musician?
- What is the impact of listening to music as if for the first time and understanding the impact it once held?

Simultaneous interpretation in English and German

This session is open to reporting press.

Interactive Dinner Session

The Investment Heatmap 2012

In this interactive simulation, explore how entrepreneurs and corporations can attract scarce financial and human capital to stimulate growth.

Dimensions to be addressed:

- The most attractive industry sectors
- Corporate structures for growth and innovation
- The implications for entrepreneurs and large multinational firms

Interactive Dinner Session

Revitalizing Art

How can the arts help communities recover from tragedy and regain hope?

Interactive Dinner Session

Educating Leaders: New Models for Universities

How are new forms of collaboration among universities around the world shaping tomorrow's leaders?

Interactive Dinner Session

Experiencing the Extreme

What do experiences in the extreme teach us about human nature?

Interactive Dinner Session

The New European Identity

From the Dark Ages to the Renaissance, from the Cold War to regional integration, Europe has time and again reinvented itself. What will emerge as the European identity in the 21st century?

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Interactive Dinner Session

Shared Opportunities for Africa's Future

How will Africa's leaders achieve quality growth and shared opportunities for the continent's youth?

Interactive Dinner Session

Managing Chaos

How can the emerging science of complexity help foster creativity while managing chaos?

Interactive Dinner Session

The Story of an Author

Join Paulo Coelho to find out how the relationship between author and reader is evolving and transforming the art of storytelling.

Interactive Dinner Session

Great Transformations in China

What five key domestic or global transformations will most impact China in 2012?

Interactive Dinner Session

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 2012.

Nightcap

Nightcap with the Gémeaux Quartet

Join this exclusive concert with the Gémeaux Quartet and unwind after dinner to the classical works of Mozart and Mendelssohn.

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Friday 27 January
Interactive Session

The Future of Tunisia

Simultaneous interpretation in English and Arabic
This session is open to reporting press.

One-on-One

An Insight, An Idea with Thomas Friedman

A conversation with columnist and author Thomas Friedman on his breakthrough idea for the 21st century.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

Effective Growth Models

What are the most effective economic growth and development models to pursue?

Dimensions to be addressed:

- Primary, manufacturing and service sectors
- The optimal product and skills mix
- Employment and social inclusion as growth imperatives

Interactive Session

Overcoming Organizational Boundaries

How can organizations mobilize people, ideas and resources beyond their traditional boundaries?

Dimensions to be addressed:

- Creating an innovative organizational culture
- Harnessing globally diverse thinking
- Broadening the ecosystems of internal and external collaboration
- Promoting organizational flexibility and adaptability

Beta Zone

Art and Innovation

How can art stimulate creativity and promote a culture of innovation?

Dimensions to be addressed:

- Injecting imagination into education
- Making artwork accessible
- Rethinking museums as R&D centres

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Interactive Session

Managing Resource Wealth

How can access to natural resources be improved in and across countries and generations?

Dimensions to be addressed:

- Addressing geopolitical implications
- Improving value for host countries and local communities
- Examining new models for inclusive collaboration

Simultaneous interpretation in English and French

Interactive Session

China's Economic Outlook

Why is there pessimism in China when its economy is forecast to grow more than 9% in 2012?

Simultaneous interpretation in English and Chinese

Interactive Session

What If Iran Develops a Nuclear Weapon?

How would the region and the rest of the world respond to the news that Iran had successfully developed a nuclear weapon?

This session is open to the reporting press

TV Debate

Fixing Capitalism

Is it time to reshape Western-style capitalism after half a century of dominance?

- Does unbridled capitalism lead to the breakdown of society through social unrest?
- Can a new form of capitalism be more effective at distributing wealth?
- Has economic regulation failed to curb excess?

In partnership with the World Economic Forum, BBC hosts this live conversation on the future of the global economy.

As this is a televised debate, please arrive 15 minutes before the start of the session. The door will be closed 10 minutes before the scheduled time. This session is on the record, open to the reporting press and broadcast on television.

IdeasLab

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From Concept to Commerce with Rensselaer Polytechnic Institute

How can the synergy of nature and nanotechnology transform industries and impact society?

Join the IdeasLab to discover and debate:

Idea 1: The constellation approach for discovery and innovation

Idea 2: The integration of nature and nanotechnology to create safe and responsive materials

Idea 3: The role of social networks in influencing commercialization

Idea 4: The convergence of smart and adaptive nanosystems

IdeasLab

Future Science with Nature Magazine

What recent breakthroughs in science will transform the world?

Join the IdeasLab to discover and debate:

Idea 1: Understanding the influence of humans on natural disasters

Idea 2: Linking high food prices and social unrest

Idea 3: Controlling neurons with light: Illuminating the path to fixing brain disorders

Idea 4: Building resilience in water scarce regions

WorkStudio

Governing in a Hyperconnected World

How can government and business manage hyperconnectivity more effectively?

Dimensions to be addressed:

- Addressing emerging global challenges
- Redesigning governance models for global coordination

Interactive Session

From Revolution to Evolution: Governance in North Africa

The countries of North Africa are in the midst of profound political, economic and societal change.

How are the governance models in each country evolving, and towards what ultimate goals?

Dimensions to be addressed:

- Preserving social cohesion
- Retaining and attracting foreign investment
- Advancing institutional reform

Simultaneous interpretation in English and Arabic

This session is open to reporting press.

One-on-One

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An Insight, An Idea with Mehmet Oz

A conversation with health expert Mehmet Oz on his breakthrough idea on healthy living.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

Ancient Chinese Thought, Modern Chinese Power

How is classical Chinese thought shaping China's political future?

Beta Zone

The New North: Global Forces Shaping Our Future

Geographer Laurence C. Smith uncovers how four global forces -- demographics, resource demand, globalization and climate change -- are radically reshaping the Arctic.

Plenary Session

The Future of the Eurozone

How will the Eurozone economies emerge from the euro crisis?

Simultaneous interpretation in all languages

This session is open to the reporting press

One-on-One

An Insight, An Idea with Karen Armstrong

A conversation with comparative religion expert Karen Armstrong on her breakthrough idea on religious co-existence.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

Building a Better Haiti

Two years after the massive earthquake that killed hundreds of thousands and left over a million homeless, Haiti still faces immense challenges in rebuilding the country. What critical steps must the country take on its own, with the private sector and with the international community?

This session is open to reporting press.

Plenary Session

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Outlook and Challenges for the US Economy

What are the domestic and global policy priorities for the United States in 2012?

Simultaneous interpretation in all languages

This session is open to the reporting press.

One-on-One

An Insight, An Idea with James Gleick

A conversation with author and Pulitzer Prize winner James Gleick on his breakthrough idea on how technology can make us better information curators.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Exhibit

Art Walk III

Drue Kataoka leads a guided tour of her art in the Congress Centre to share her unique interpretation of "Traditions in Contemporary Art".

Please meet in front of the Schwarzhorn room.

Interactive Session

A Day without Satellites

Satellites play an increasingly important role both in society and the global economy. Industries from entertainment to communications have thrived thanks to space technology, while GPS

capability is widely used by diverse organizations, including emergency services and military departments.

- What would happen if the use of satellites were lost for a day, or longer?
- What technological advances are needed to make further progress in space?
- How can space technology help manage disasters and conflicts?
- What future challenges are in store for the exploration of space?

Simultaneous interpretation in English and German

This session is open to reporting press.

Interactive Lunch Session

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Creating Shared Value

How are government, business and social enterprises joining forces to combine economic and social considerations for lasting success?

Dimensions to be addressed:

- Leveraging corporate value chains
- Building the investment readiness of social ventures
- Creating enabling policy environments

Interactive Lunch Session

Meeting the Diversity Challenge

How do leading organizations realize the full potential of a diverse workforce?

Dimensions to be addressed:

- Identifying the opportunities and challenges of diversity
- Embedding diversity in leadership paradigms
- Fostering intergenerational exchange

Interactive Lunch Session

Financing Competitiveness

How should financial flows be directed into long-term competitiveness and employment growth?

Dimensions to be addressed:

- Reconsidering the merits of industrial policy
- Learning from emerging economies
- Transitioning from subsidies to smart incentives

Interactive Lunch Session

Rebuilding States

What models and partnerships deliver stability, growth and employment in fragile states?

Dimensions to be addressed:

- The youth bulge and job creation
- New models for private sector engagement
- Innovations in institutional architecture

Interactive Lunch Session

From Social Protection to Social Empowerment

How can social protection be transformed into an opportunity for social empowerment, development and growth?

Dimensions to be addressed:

- The role of social protection in the economic recovery
- Innovative and transferable social protection models
- From assisting the poor to managing vulnerability

Interactive Lunch Session

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Shaping Agendas -- The Role of the Millennial Generation

How is today's youth shaping the social and environmental agendas around the world?

Dimensions to be addressed:

- The NGO landscape: young people versus old models
- Digital activism: new tools, new strategies
- Ethical consumption: values for sale?

This session is linked to Forum initiatives and communities. David Aikman is available to brief participants.

Interactive Lunch Session

Mercurial Markets: Containing Commodity Price Volatility

What long-term structural changes are needed to manage near-term volatility in global commodities?

Dimensions to be addressed:

- Examining the impact of speculation and investment vehicles
- Rethinking the role of commodity markets
- Mitigating economic and social implications

Interactive Lunch Session

Innovative Development Models

How can innovative development models be promoted, replicated and scaled?

Dimensions to be addressed:

- Looking back and beyond the Global Fund's 10th anniversary
- Fostering inclusive governance models
- Strengthening private sector engagement

Interactive Lunch Session

"Publicness" in the Information Age

How is growing "publicness" in the information age impacting individuals, businesses and societies?

Dimensions to be addressed:

- Shifting norms and behaviours: self-broadcasting societies
- Shifting power equations: informed and connected citizens
- Shifting governance frameworks: protecting publicness

Interactive Lunch Session

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The Future of the Fourth Estate

With old structures and business models in decline, how can journalism reinvent its role as the "societal watchdog"?

Dimensions to be addressed:

- Rethinking the role of media in society
- Redesigning ownership and revenue models
- Identifying new content models, from creation to curation

Interactive Lunch Session

Euro, Dollar, Yuan Uncertainties

What is the future of the international monetary system, and what do the various scenarios mean for the world at large?

Dimensions to be addressed:

- The evolution of the euro and US dollar
- The internationalization of the yuan
- The diversification of foreign exchange reserves

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

Interactive Lunch Session

Africa's Frontier Markets

How will Africa unlock the potential of its frontier markets in the face of political uncertainty and resource constraints?

Dimensions to be addressed:

- Managing resource wealth
- De-risking and diversifying value chains for financing
- Attracting investment to soft and hard infrastructure

TV Debate

Big Banks: Cure or Curse for the Global Economy?

From compensation to credit, the fault line between the banking industry and the rest of society continues to widen. Are the world's biggest banks a greater problem than solution to the global recovery?

In partnership with the World Economic Forum, Bloomberg Television hosts this debate on the role of banks.

As this is a televised debate, 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, open to reporting press and broadcast on television.

Interactive Session

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Europe's Economic Outlook

What steps are needed to restore growth and confidence across the Eurozone?

This session is open to reporting press.

One-on-One

An Insight, An Idea with Sendhil Mullainathan

A conversation with behavioural economist Sendhil Mullainathan on his breakthrough idea on how technology can improve decision-making.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Beta Zone

Street Art: In Your Face

"Small acts, when multiplied by millions of people, can transform the world."

-- Howard Zinn

French street artist JR makes the world his gallery to change social norms.

Interactive Session

Building Trust

When addressing complex, long-term challenges, what effective means best build the trust and support of key stakeholders?

Dimensions to be addressed:

- Promoting transparency
- Shifting from rules-based to principles-based behaviour
- Moving beyond traditional metrics

Interactive Session

Art and Soft Power: Winning Arts and Minds

How do cultural legacies translate into soft power in a globalized world?

Dimensions to be addressed:

- Influential ideology
- Iconic architecture
- Archaeological heritage

Interactive Session

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Reshaping Green Agendas

How are new players and partnerships reshaping green agendas worldwide?

Dimensions to be addressed:

- Tackling "green fatigue" in advanced economies
- Increasing business investment in sustainability
- Making national plans in emerging markets greener

Interactive Session

The Globalization of Non-communicable Diseases

What approaches can reverse the spread of non-communicable diseases (NCDs) that today account for more than 60% of all deaths?

Dimensions to be addressed:

- The economic burden of NCDs
- Private sector engagement
- A coordinated public-private response

This session is open to reporting press.

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

Interactive Session

ASEAN: Collaboration through Connectivity

How realistic is ASEAN's goal to build a single market by 2015, given greater international economic and geopolitical volatility?

Dimensions to be addressed:

- Examining South Asian leadership perspectives
- Balancing domestic and regional reforms
- Countering corruption and illicit trade

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

Interactive Session

India's Tall Ambitions

How will India deliver inclusive growth to 1.2 billion people experiencing development at different speeds?

Dimensions to be addressed:

- Achieving effective governance at the central and state levels
- Educating and training 500 million youth
- Promoting Indian models of democratic capitalism

IdeasLab

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New Models of Healthcare with the National University of Singapore

How can understanding health in developing countries facilitate new healthcare models?

Join the IdeasLab to discover and debate:

Idea 1: Ethnic differences in cancer behaviour and response

Idea 2: The eye as a window to understanding heart disease and stroke

Idea 3: The effect of the prenatal environment on obesity and diabetes

Idea 4: Body sensor networks for future healthcare

WorkStudio

Overcoming the Youth Employment Challenge

How can business and government jointly accelerate youth's access to productive work and career development?

Dimensions to be addressed:

- Work readiness and entrepreneurship training to empower youth
- Youth and talent mobility
- Innovations in education for work
- Successful private sector approaches

Interactive Session

Ending Energy Poverty

How can access to affordable and sustainable energy unlock development potentials across all segments of society?

Dimensions to be addressed:

- Increasing the development potential of energy access for all
- Accelerating private sector investment
- Fostering public-private partnerships

This session is open to reporting press.

One-on-One

An Insight, An Idea with David Agus

A conversation with medical expert David Agus on his breakthrough idea on illness.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

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Overcoming Religious Tensions in Europe

True religious faith cannot be reconciled with xenophobia and racism, yet it is often used as a justification for both. Although people of many different religions live together in Europe, they often have difficulty understanding each other.

- How can people's understanding of different religions in Europe be improved?
- How important is awareness of one's own religious identity?
- To what extent is increased interaction between people of different religions an effective measure against xenophobia and racism?
- What is the role of religious fundamentalism in this context?

Simultaneous interpretation in English and German

This session is open to reporting press.

Beta Zone

Digital Fabrication: From Virtual to Physical

Physicist Neil Gershenfeld explores the science of digital fabrication, which allows anyone to make (almost) anything, and its impact on education, business and development.

Interactive Session

Organic Art

"It is not the language of painters but the language of nature which one should listen to ..."

-- Vincent van Gogh

Dutch artist Claudy Jongstra takes a unique approach to connect nature and contemporary art through traditional craftsmanship.

Interactive Session

Corruption and Transparency

What new and effective models can improve transparency and reduce corruption?

Dimensions to be addressed:

- Levelling the playing field
- Monitoring and rewarding tangible results
- Scaling successful partnership models

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

Interactive Session

From Data to Decisions

How are new approaches to data intelligence transforming decision-making?

Dimensions to be addressed:

- Redesigning the operational context of organizations
- Navigating a sea of data
- Getting from data to decisions

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Interactive Session

Rio+20: Advancing Sustainable Development

How can the Rio+20 Summit deliver an implementable agenda for sustainability and development?

Dimensions to be addressed:

- Rethinking frameworks to advance sustainable development
- Integrating social, economic and ecological dimensions
- Moving from rhetoric to metrics

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

TV Debate

Can Emerging Markets Deliver Global Growth?

With Europe and the United States mired in prolonged austerity, can consumption and investment from emerging markets drive growth worldwide?

In partnership with the World Economic Forum, CNN hosts this debate on emerging economies.

As this is a televised debate, 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, open to reporting press and broadcast on television.

Interactive Session

What If All Known Antibiotics Lost Their Effectiveness?

How could such a scenario occur? What would it mean and how would it play out?

This session is open to reporting press

Interactive Session

Women as the Way Forward

Imagine if half the world's population were to reach its full potential. How would this advance progress on economic, societal and political issues?

Dimensions to be addressed:

- The girl effect and the graduate effect
- Interventions to close gender gaps
- New models of leadership

This session is linked to Forum initiatives and communities. Saadia Zahidi is available to brief participants.

Simultaneous interpretation in English and Thai

This session is open to reporting press.

Interactive Session

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The Future of Eurasia

What challenges and opportunities are reshaping Eurasia as Western Europe and East Asia undergo their respective transformations?

Dimensions to be addressed:

- The impact of European integration and the Eurozone crisis
- Cooperation and trade within the CIS
- Implications of the spread of the Russian Winter
- Eurasia's relationship with its neighbours

Simultaneous interpretation in English, Russian and Ukrainian

IdeasLab

New Leadership Models from China with the China Europe International Business School (CEIBS)

How will China introduce new models that impact the world?

Join the IdeasLab to discover and debate:

Idea 1: Examining the Chinese economy in the world: A driver or leader?

Idea 2: Promoting governance and incentives in China's state-owned enterprises

Idea 3: Managing workforce diversity and collective creativity

Idea 4: Assessing talent in China: Famine amid abundance

One-on-One

An Insight, An Idea with Christopher Pissarides

A conversation with economist and Nobel Laureate Christopher Pissarides on his breakthrough idea on employment.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Beta Zone

Waste Land

"A nation's culture resides in the hearts and in the soul of its people."

-- Mohandas Gandhi

Brazilian artist Vik Muniz demonstrates the transformative power of art using garbage to uncover the social barriers of his native city, Rio de Janeiro.

Interactive Session

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SOLO - Bach Suites Exhibited

"A painter paints pictures on canvas. But musicians paint their pictures on silence."

-- Leopold Stokowski

In the second of two performances, renowned French cellist Augustin Maurs changes the way we experience music by playing the suites of Bach in a pitch-dark room.

The performance is divided into three parts. Participants are welcome to come and go every hour on the hour, at 17.00, 18.00 and 19.00, or to stay for the entire concert.

Interactive Session

Connections through Culture

"Art should cause violence to be set aside. And it is only art that can accomplish this." -- Leo Tolstoy

Music educator Nigel Osborne looks to arts and culture to create new opportunities for dialogue.

Plenary Session

Going for Growth

Can the digital revolution help deliver jobs in the 21st century?

Simultaneous interpretation in all languages

This session is open to the reporting press.

Interactive Session

The Future of American Power in the 21st Century

As the United States attempts to reduce its massive military budget in the wake of new economic and geopolitical realities, what will the defence and foreign policy goals be in the decade ahead and how will the country achieve them?

This session is open to reporting press.

Interactive Session

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Remodelling Capitalism

As the Occupy protests that have spread around the world demonstrate, there is growing frustration with capitalism's failure to benefit the many, rather than just a few. Some argue that capitalism as it stands is an unsustainable system that puts huge strain on the environment and prompts crises that profoundly damage our societies.

Dimensions to be addressed:

- Can capitalism be fixed?

- How can the hopes and expectations of the 99% be fulfilled?
- Where are our priorities when governments bail out banks but leave citizens to struggle?

Simultaneous interpretation in English and German

This session is open to reporting press.

Interactive Dinner Session

Latin America: Transformation in a New Global Context

With a positive economic outlook and a major international role to play in 2012, how can Latin America ensure that its transformation delivers continued regional growth, helps rebalance the global economy and creates innovative models for a sustainable future?

World renowned Peruvian musician, Lucho Quequezana and his Andean multicultural band perform during the dinner.

Interactive Dinner Session

Leadership Legacies

What drives leaders to create a legacy that benefits society as a whole?

Interactive Dinner Session

Cultural Leaders Dinner

Art and culture are vital catalysts for improving the state of the world. Join the Cultural Leaders in Davos to discuss how art and culture are making headlines and shaping the world.

Interactive Dinner Session

The New American Identity -- A Political Perspective

What will emerge as the American identity in the 21st century?

Interactive Dinner Session

Transformational Leadership

"You must be the change that you want to see in the world."

-- Mahatma Gandhi

How can a better connection with oneself make one a more effective leader?

Interactive Dinner Session

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Preventing Burnout

In today's "always on, always available" world, how can stress be managed more effectively and societal burnout be prevented?

Interactive Dinner Session

21st Century Ideologies

What will the major ideological shifts of the 21st century be?

Interactive Dinner Session

The Next Wave: Digital World

What future technologies and trends will fuse the physical and digital worlds?

Interactive Dinner Session

From Human to Hyperintelligence

How will individual and collective intelligence evolve in the 21st Century?

Interactive Dinner Session

Don't Panic: Overcoming a Culture of Fear

"The fluttering of a butterfly's wings in Rio de Janeiro, amplified by atmospheric currents, could cause a tornado in Texas two weeks later."

-- Edward Lorenz

In today's interconnected world, how can the chain reactions of fear be overcome?

Interactive Dinner Session

Living in the Anthropocene

What breakthroughs will allow us to continue to live and grow within our planetary boundaries?

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Saturday 28 January

Interactive Session

Jazz: A Catalyst for Creativity

"To have a great idea, have a lot of them."

-- Thomas Edison

Innovator and jazz pianist John Kao demonstrates how improvisation can unlock creativity and drive innovation.

Interactive Session

Trust and the Social Contract

How can a new social contract rebuild trust in political and business leadership?

Dimensions to be addressed:

- Redefining stakeholder roles
- Increasing accountability and participation
- Reforming taxation systems

Interactive Session

Digital Norms

How are the changing norms of the digital age creating new challenges and opportunities for business?

Dimensions to be addressed:

- Notions of privacy and property rights
- Patterns of consumer behaviour
- New questions of governance and responsibility

Interactive Session

Global Energy Outlook

How are transformations in demand and supply patterns affecting energy security around the globe?

Dimensions to be addressed:

- The implications of conflicts and power shifts
- Energy independence and interdependence after Fukushima
- The rise of renewable and unconventional energies
- The globalization of energy demand

Beta Zone

The Secrets of the Universe

What can the latest scientific discoveries uncover about the origins of our universe?

Interactive Session

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Pundits, Professors and their Predictions

The world's leading opinion-shapers from the media and academia debate scenarios for 2012.

This session is open to reporting press.

Interactive Session

The Global Science Outlook

What disciplines and discoveries in scientific research will shape the global agenda in 2012?

Dimensions to be addressed:

- Linking science and the G20: does the world need an S20?
- Addressing food, energy and resource challenges
- Determining emerging disciplines and visions for the future

IdeasLab

Future Demographics, Future Cities with Columbia University

As cities face unprecedented demographic shifts, how can urban complexity be leveraged to further societal cohesion and resilience?

Join the IdeasLab to discover and debate:

Idea 1: Reframing population health, well-being and resilience

Idea 2: Designing cities to foster and empower intergenerational synergies

Idea 3: Preserving urban complexity through art and artists

Idea 4: Recovering resources to fuel urban sustainability

TV Debate

Tough Choices in a Time of Crisis

Be it Fukushima or Bangkok, a national catastrophe can quickly generate global shockwaves. How should a leader navigate a complex crisis that has national and international implications?

With opening remarks by Yoshihiko Noda, Prime Minister of Japan (via satellite transmission)

In partnership with the World Economic Forum, NHK hosts this live debate on how the globalization of risk is changing the way and speed at which leaders make decisions.

Simultaneous interpretation in English and Japanese

As this is a televised debate, 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, open to reporting press and broadcast on television.

IdeasLab

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Creative Job Creation with the Wharton School, University of Pennsylvania

In a world of lingering high-unemployment, what are the new creative models for job and growth creation in the 21st century?

Join the IdeasLab to discover and debate:

Idea 1: Addressing skill shortages and the factors that delay hiring

Idea 2: Innovating with organizations to create jobs in emerging markets

Idea 3: Managing risks by organizations that create jobs

Idea 4: Transforming organizations to create jobs

One-on-One

An Insight, An Idea with David Christian

A conversation with world historian David Christian on his breakthrough idea on why an interdisciplinary approach to history is key to solving 21st-century challenges.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Interactive Session

A Manmade History

"History is the witness that testifies to the passing of time; it illumines reality, vitalizes memory, provides guidance in daily life and brings us tidings of antiquity."

-- Cicero

British Museum Director Neil MacGregor tells the story of human progress through historical artefacts.

Plenary Session

Global Economic Outlook 2012

What trends and issues will shape the global economic order in 2012?

Simultaneous interpretation in all languages

This session is open to reporting press.

WorkStudio

Designing Better Lives

How can healthy and sustainable lifestyles be promoted?

Dimensions to be addressed:

- Understanding the drivers of rational and irrational human behaviour
- Creating the right incentives to make better choices
- Using the power of design as an agent of change
- Influencing behavioural change through media

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One-on-One

An Insight, An Idea with Niall Ferguson

A conversation with historian Niall Ferguson on his breakthrough idea to revitalize Europe.
As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

One-on-One

An Insight, An Idea with Henry Chesbrough

A conversation with open innovation authority Henry Chesbrough on his breakthrough idea to transform business.

As this session only lasts 30 minutes, please arrive 10 minutes before it starts. The door will be closed at the scheduled time.

This session is open to reporting press.

Buffet

Buffet hosted by the Government of Azerbaijan

Interactive Session

Water: Scarcity and Stress

Water is tightly connected to the issues of food production, energy, climate change, economic growth and security. Sizable parts of the world already lack an adequate water supply, while population growth and improved living standards are expected to exacerbate the problem.

- How can governments and industry collaborate to ensure that water is distributed and used as efficiently as possible?
- What is the best way to tackle the interlinked issues of water, food, energy and security?
- How can consumers play a role in demanding and driving change?

Simultaneous interpretation in English and German

This session is open to reporting press.

Beta Zone

The Gaming Reality

Game designer Jane McGonigal explores how the "engagement economy" of games can be harnessed for real-world innovation.

Interactive Session

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Leadership Models across Generations

What leadership traits inspire and engage both younger and experienced generations?

Dimensions to be addressed:

- Intergenerational exchange
- The power of role models
- A shared vision and responsibilities

Interactive Session

G20 Reality Check

On which global issues could the G20 have the greatest impact?

Interactive Session

Social Innovation Models

How can social innovation drive transformational change?

Dimensions to be addressed:

- Learning from best practices
- Highlighting effective financial instruments and policies
- Increasing scale and impact

This session is linked to Forum initiatives and communities. Mirjam Schoening is available to brief participants.

Interactive Session

The Art and Science of Happiness

"Happiness is the meaning and the purpose of life, the whole aim and end of human existence."

-- Aristotle

How can we cultivate a happy state of mind?

Dimensions to be addressed:

- The impact of emotions on the brain
 - The biology of fear and trust
 - Music as therapy
- TV Debate

How Immune Is India?

With Europe, Japan and the United States facing serious structural and societal challenges, will India remain the exception to the rule in the future of democratic capitalism?

In partnership with the World Economic Forum, NDTV hosts this live debate on the future of democratic capitalism in India.

As this is a televised debate, 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, open to reporting press and broadcast on television.

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Interactive Session

What If a Major Biological System Collapses?

How could such a scenario occur? What would it mean and how would it play out?

This session is open to the reporting press

IdeasLab

Shaping New Models with Technology Pioneers

How are disruptive technologies impacting industry and benefitting society?

Join the IdeasLab to discover and debate:

Idea 1: Transforming education using adaptive learning technology

Idea 2: Rethinking the future of medicine and diagnosis

Idea 3: Enhancing greenhouse gas measurements to meet new standards

Idea 4: Creating a safer, faster, smarter Internet

This session is linked to Forum initiatives and communities. Olivier Schwab is available to brief participants.

Beta Zone

Good versus Evil

Psychologist Philip Zimbardo examines his controversial "Prison Experiment" to explain why individuals choose between the paths of evildoer, hero or bystander.

Interactive Session

Beyond Basel: Financial Institution Regulation

In pursuing financing growth while maintaining stability, what regulatory models are the most effective for financial institutions operating globally?

Dimensions to be addressed:

- Managing the trade-off between tightening regulation and global growth
- Understanding the impact of Basel III on business models
- Ensuring a level playing field

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

Interactive Session

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Sustainability Champions

How are growth champions in emerging markets integrating sustainability into balance sheets and business practices?

Dimensions to be addressed:

- Putting sustainability at the core of business
- Uncovering unconventional and profitable solutions
- Impacting regional growth and sustainability

This session is linked to Forum initiatives and communities. Jeremy Jurgens is available to brief participants.

Interactive Session

Beyond GDP: Metrics that Matter

As we manage what we measure, how can new metrics and indicators help us better measure what we value?

Dimensions to be addressed:

- Assessing the limitations of classical economic metrics
- Rethinking and remodelling measures of well-being
- Developing the concept of Gross National Happiness

Interactive Session

People Power

How should policy-makers, businesses and civil society organizations proactively respond to emerging social movements around the world?

Dimensions to be addressed:

- Understanding the driving forces behind people's movements
- Building mechanisms to address disenfranchisement
- Transitioning from protests to progress on core issues

Interactive Session

Smarter Cities for an Urban Century

How are smart, connected cities leading the future of urban development?

Dimensions to be addressed:

- Injecting technology into infrastructure and governance
- Innovating for healthy, resource-efficient, liveable cities
- Converging key industries and sectors

IdeasLab

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Rethinking Education with the Global Shapers

What new models to improve global access to education and accelerate social inclusion are emerging among youth?

Join the IdeasLab to discover and debate:

Idea 1: Promoting role models in primary schools for social impact

Idea 2: Building a new generation of leaders through inclusive social dialogue in universities

Idea 3: Bridging the gap between rural and urban areas through education and technology

Idea 4: Redesigning low-income education curricula: From access to quality

Idea 5: Educating the youth on entrepreneurship and the role of businesses in society

This session is linked to Forum initiatives and communities. David Aikman is available to brief participants.

Interactive Session

Multiculturalism Has Foundered. What Next?

That society has become more fragmented is arguably an inevitable consequence of putting people with vast differences in wealth, education opportunities, religious beliefs and values together into a melting pot without adequate integration policies or government support.

- Why has multiculturalism in a globalized world foundered?
- What can be done to create a more harmonious society?
- How can a world free of xenophobia be created?

Simultaneous interpretation in English and German

This session is open to reporting press.

WorkStudio

Innovation Ecosystems 2.0

How can we create and sustain innovation ecosystems?

Dimensions to be addressed:

- Rethinking clusters and traditional innovation models
- Developing fluid networks of incubators and accelerators

- Evolving innovation strategies in times of recession
- Designing successful innovation policies

Workshop

Sensing Weak Signals

What patterns, trends and transformations could signal major change ahead?

Dimensions to be addressed:

- Defining weak signals and emergent risks
- Exploring new models for sensing weak signals
- Rethinking management of emergent risks

Interactive Session

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Open Forum Concluding Remarks

Simultaneous interpretation in English and German.

This session is open to reporting press.

Interactive Session

Civilization and Transformation: Myths of Our Creation

What can be learned from the rise and fall of ancient civilizations?

Dimensions to be addressed:

- Mayan culture
- Greek and Roman foundations
- Fragments of history through artefacts

Interactive Session

The Future Enterprise Model

In a networked, digital and multistakeholder world, what will the enterprise of the future look like?

Dimensions to be addressed:

- Networks of creativity and discovery
- Changing organizational structures and competencies
- Role of business in society

Interactive Session

After Doha: The Future of Global Trade

What are the new goals for global trade and how will they be accomplished?

Dimensions to be addressed:

- New models for multilateral cooperation
- The evolution of regional trading arrangements

This session is open to the reporting press

Interactive Session

Brazil Outlook

What trends and issues will shape the social, political and economic landscape of Brazil in 2012?

Dimensions to be addressed:

- Addressing inflationary and exchange rate pressures
- Tackling the infrastructure challenge
- Ensuring inclusive and sustainable growth
- Positioning Brazil in a shifting global context

Interactive Session

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Crossing Boundaries with Cuisine

How does cuisine express a cultural identity while blurring cultural borders?

Join this cooking demonstration by two renowned chefs from Japan and Mexico to discover what they learn from the other's national cuisine.

Cultural Soirée

Jointly organized by the Ministry of Development, Industry and Foreign Trade of Brazil and the Brazilian Trade and Investment Promotion Agency (Apex-Brasil), this event offers a myriad of images, arts and flavours from Brazil, a multicultural country currently experiencing robust economic growth.

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Sunday 29 January

Interactive Session

The Davos Debrief: Leadership and Innovation Models

Global Agenda Council Members and select experts summarize and synthesize the key insights related to leadership and innovation from the Annual Meeting 2012.

This session is open to reporting press.

Interactive Session

The Davos Debrief: Growth and Employment Models

Global Agenda Council Members and select experts summarize and synthesize the key insights related to growth and employment from the Annual Meeting 2012.

This session is linked to Forum initiatives and communities. Robert Greenhill is available to brief participants.

This session is open to reporting press.

Interactive Session

The Davos Debrief: Sustainability and Resource Models

Global Agenda Council Members and select experts summarize and synthesize the key insights related to sustainability and resources from the Annual Meeting 2012.

This session is open to reporting press.

Interactive Session

The Davos Debrief: Social and Technological Models

Global Agenda Council Members and select experts summarize and synthesize the key insights related to society and technology from the Annual Meeting 2012.

This session is open to reporting press.

TV Debate

The Global Agenda 2012

The Chairs of the Annual Meeting will debate the emerging issues of 2012, and the implications for the global economy and for their industries.

This session is developed in partnership with CNBC.

Simultaneous interpretation in all languages

As this is a televised debate, 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, open to reporting press and broadcast on television.

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Closing Plenary

The Future across Generations

Simultaneous interpretation in all languages

This session is open to reporting press.

Buffet

Schatzalp

Join the traditional farewell buffet lunch at the Schatzalp Hotel, situated in a stunning location high above Davos. The Schatzalp is accessible by funicular railway from the centre of town, just a short walk or bus ride from the Congress Centre¹.

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¹Foro económico Mundial, *Programa*, disponible en:
<http://translate.google.com.mx/translate?hl=es&sl=en&tl=es&u=http%3A%2F%2Fwww.weforum.org%2Fevents%2Fworld-economic-forum-annual-meeting-2012&anno=2>

ANEXO III

WEF¹, COMPLICANDO LA IDENTIFICACIÓN DE RIESGOS GLOBALES²

La Gran Transformación no es sólo un viejo programa humalista³. Complementado por el objetivo de “dar forma a nuevos modelos” de desarrollo y gobernanza en un contexto en que la población mundial supera los 7 mil millones con niveles de interconexión nunca sospechados, será el *leit motiv* de la próxima reunión de Foro Económico Mundial (WEF) a realizarse a fines de mes en Davos.

Los cientos o miles de empresarios, políticos y personalidades que puedan sufragarse el viaje discutirán sobre un escenario emergente que procurará dar cuenta de los grandes cambios globales en un contexto de deterioro y cambio del sistema internacional.

El marco en que el WEF presenta este inmenso panorama es a la vez la vez restringido y pesimista.

Es restrictivo porque los organizadores resumen el propósito de la evaluación de estos cambios plurales a una dimensión económica: procurar que el ajuste de los países desarrollados se produzca sin recesión y que el crecimiento esperado en los países en desarrollo se realice sin inflación y evitando la emergencia de potenciales burbujas hoy previsibles.

¹World Economic Forum, (WEF –por sus siglas en inglés)

² Contexto.org, *WEF Complicando la Identificación de Riesgos Globales*, 13 de enero de 2012, [26-04-12], disponible en: <http://www.contexto.org/docs/2012/edit4.html>

³ Nota: Humalismo: Ideología político – social de Ollanta Humala Tasso, actual Presidente del Perú, [27 de abril de 2012] disponible en: <http://es.wikipedia.org/wiki/Peru>

Y es pesimista porque este planteamiento se enmarca, a su vez, en un panorama de riesgos de solución poco esperanzadora tal como lo presenta la entidad en cuestión.

De manera similar al escenario de riesgos discutido en el 2011, el WEF continúa optando por una aproximación multidimensional al medio centenar de amenazas identificadas. Ello complica la singularización y, por tanto, la especificidad y confrontación de cada riesgo.

En ese planteamiento hay, sin embargo, ha habido una mejora en relación al 2010: la presentación del conjunto de riesgos se ha hecho en “constelaciones” (es decir, en agrupaciones) organizadas en función de su impacto. Esa agrupación de problemas sería elogiada si no fuera por la selección poco sistemática de los mismos y por el excesivo sincretismo de su resumen económico.

Por lo demás, el pesimismo (antes que la alerta) está presente en las tres “constelaciones” que presenta el documento WEF. Este sentimiento se enmarca en una cuestionable tipología de la problemática (lo que puede llamar a error) y en una cuestionable evaluación de la interdependencia.

Así lo confirman el neologismo con que se identifica la primera “constelación” (la “distopía”), las complicaciones cuasi-insalvables de la complejidad de la interdependencia (que definen la segunda “constelación”) y la dimensión “oscura” de la tecnología de la interconectividad (que, identificada antes como el factor más innovador de la última versión de la modernidad, se presenta hoy como la tercera “constelación” de riesgos).

Por lo demás, esta forma de agrupación de riesgos (las “constelaciones”) parece pensada más en términos de su utilidad mediática (cómo se llega al interlocutor) antes que en su dimensión operativa (cómo se confronta el riesgo).

Tales disfunciones empiezan por la denominación de la primera “constelación”: “distopía”. Éste es un neologismo anglosajón que presenta una imagen universal (lo contrario a la utopía) pero que no tiene traducción al castellano o a otros idiomas.

Ello añade problemas de comprensión a la consecuente agrupación de riesgos en tanto su identificación depende de una imagen antes que de una definición singular (que de por sí ya es complicada por la pluralidad de contenidos y factores que ésta reúne). Por lo demás, si en materia de estrategia ofensiva no se trabaja en función de utopías sino de objetivos, en estrategia defensiva no se actúa en función de elaboraciones anti-utópicas sino de probabilidades concretas.

De otro lado, la “constelación” que agrupa a los riesgos generados por la interdependencia compleja definida por el WEF en torno a las insuficiencias y errores de la gobernabilidad global, pone un énfasis excesivo en los procesos y desatiende la conducta de los sujetos que deben ser gobernados. La interacción entre ambos factores (procesos sobrevalorados y actores infravaluados) impide tener un mejor panorama de la situación del sistema en tanto éste se compone de sujetos e interacciones. La WEF revela en este punto serias carencias de conocimiento de relaciones internacionales.

Finalmente, el “lado oscuro” de la interconectividad (un factor que no distingue la capacidad revolucionaria de la misma –por ejemplo en el Norte de África y el Medio Oriente- de la imprudencia de ciertas políticas de “empoderamiento” ciudadano que han puesto el acento en los derechos antes que en las obligaciones de los mismos) no se contrasta bien con el que vendría a ser “lado brillante” de la necesaria regulación de la interconectividad.

En la señalización de las deficiencias de estas “constelaciones” para singularizar problemas, actores y procesos y sistemas puede haber más mayor riqueza operativa que en la opción multidimensional que presenta el WEF. Los

riesgos son singularmente identificables y, por tanto, posibles de dominar si es que no se pierde su rastro en complejidades incrementadas por su cuestionable formulación.

ANEXO IV

FORO ECONÓMICO MUNDIAL, REUNIÓN ANUAL 2012 “LA GRAN TRANSFORMACIÓN; DAR FORMA A LOS NUEVOS MODELOS”¹.



DESARROLLO

La Gran Transformación, Formación del Nuevo Modelo.

Bajo el título "La Gran Transformación: diseñando nuevos modelos", este foro tiene el objetivo de esbozar un nuevo modelo económico que permita superar las dificultades económicas a las que se están enfrentando los diferentes países.

Propósito

¹ dg deganadores, El conocimiento a tu alcance, Lima-Perú, 26 de enero de 2012, [15 de mayo de 2012] disponible en:

http://www.deganadores.com/index.php?option=com_content&view=article&id=646:foro-economico-mundial-reunion-anual-2012-davos-klosters-suiza-del-25-a-29-de-enero&catid=119:economia&Itemid=56

Vivimos en la era más compleja, interdependiente y acelerada de los últimos tiempos. También es el nuevo contexto en el que el liderazgo será ejercido en el futuro previsible. Así, el propósito de la reunión del Foro Económico Mundial Anual de 2012 es garantizar que los líderes ejerciten sus responsabilidades - en forma conjunta, con valentía y estratégicamente - para mejorar el estado del mundo para las generaciones futuras.

En Davos, los líderes compartirán puntos de vista sobre lo que ha cambiado de manera fundamental en el mundo, explorar nuevos modelos conceptuales que están surgiendo, catalizar búsqueda soluciones y colaborar en los riesgos y oportunidades que tenemos por delante. Con este fin, y en más de 40 años, la Reunión Anual ha proporcionado una plataforma incomparable para los líderes de todos los ámbitos de la vida para dar forma a la agenda global al inicio del año.

El nuevo contexto

En todo el mundo, los tomadores de decisiones están luchando para tomar medidas en asuntos críticos económicos, políticos y sociales que surgen en una variedad de contextos. Más evidente es que la velocidad del cambio continúa acelerándose en todo el mundo, impulsada no sólo por la globalización, sino también por cada vez más sofisticada tecnología.

El cambio de contexto en el Top de la mente sigue siendo el reequilibrio y desapalancamiento que está transformando la economía mundial. En el corto plazo, esta transformación se ve en el contexto de cómo los países desarrollados pueden reducir el apalancamiento sin caer en la recesión y cómo países emergentes pueden frenar la inflación y evitar futuras burbujas económicas.

El resultado neto será cambios transformacionales en valores sociales, necesidades de recursos y avances tecnológicos, como nunca antes. En cualquier contexto, la necesaria modelos conceptuales no existen desde el que desarrollar

una comprensión sistémica de las grandes transformaciones que tienen lugar ahora y en el futuro.

Integración de las personas, sistemas y tecnologías es un desafío de liderazgo indiscutible de que en última instancia, requiere nuevos modelos, ideas audaces y coraje personal para asegurarse de que este siglo mejore la condición humana en vez de limitar su potencial. Por lo tanto, la Reunión Anual 2012 se reunirá bajo el lema, La gran transformación: dar forma a nuevos modelos, según el cual los líderes retornen a su propósito central de definición lo que el futuro debe ser, la alineación de las partes interesadas en torno a esa visión e inspirar a sus instituciones para hacer realidad esa visión.

La Gran Transformación: dar forma a nuevos modelos de captura no sólo el contexto sino también el propósito con el que los líderes deben actuar ahora.

La garantía de que nuestro futuro es uno de colaboración inspirada y de audaces soluciones a los desafíos mundiales, regionales y de la industria y no retornar al status quo. Como es la tradición de la Reunión Anual, el programa pondrá a prueba suposiciones arraigadas sobre la sociedad, la política, tecnología, los negocios y la economía para generar las ideas de gran alcance y espíritu de colaboración que se necesitan desesperadamente para manejar el curso futuro de los asuntos mundiales.

Hoja de ruta temática: La gran transformación: dar forma a nuevos modelos

Un mundo complejo, interdependiente y rápido crea no sólo resultados diversos, sino también consecuencias imprevistas que constantemente prueba los límites cognitivos de los líderes y nos obligan a dar forma a nuevos modelos. Así, los cuatro sub-temas del programa de la Reunión Anual se han conceptualizado como un doble imperativo para subrayar los vínculos entre los diferentes modelos al abordar complejos mundiales, regionales y temas de la industria.

• Modelos de Crecimiento y empleo

Las prescripciones políticas, los modelos de la industria y los incentivos de rendimiento que surgieron de una era de consumo y el crecimiento impulsado por la deuda deben transformarse para lograr un crecimiento de calidad. Un crecimiento sostenible, impulsado por empresarios y generador de empleo debe ser el resultado del proceso de desapalancamiento y el reequilibrio de la economía global. A medida que las oportunidades de trabajo tradicionales disminuyan como resultado de una producción cada vez más basada en el conocimiento y el ingenio, la iniciativa empresarial individual se convertirá en un factor crítico para la creación del empleo y el crecimiento futuro.

• Modelos de Liderazgo e Innovación

Los principales países e instituciones de gobierno globales de la Era de Guerra Fría deben crear un espacio para las principales economías emergentes, instituciones privadas del sector y las asociaciones de múltiples partes interesadas. Estos nuevos actores deben asumir la responsabilidad no sólo para hacer frente a importantes los desafíos globales y regionales, sino también para introducir soluciones innovadoras. El futuro también demostrará que las generaciones jóvenes y mayores jugarán un mayor papel en comparación con la actualidad. Por lo tanto, el renacimiento de la responsabilidad intergeneracional debe estar integrado en los líderes para evitar una división demográfica en el futuro.

• Modelos de Sostenibilidad y de Recursos

La comprensión de que las actividades humanas tienen un impacto importante en el ecosistema de la Tierra debe conducir los futuros cambios en el comportamiento y en las políticas.

Nuestra huella ecológica tendrá que estar completamente interiorizada en los modelos de negocio. Una nueva mentalidad debe impulsar la colaboración y la innovación entre los gobiernos, las industrias y las empresas para garantizar que las futuras limitaciones de recursos no den lugar a inseguridades en mayor energía, alimentos y agua.

• **Modelos sociales y tecnológicas**

La próxima ola de innovación tecnológica, particularmente en ciencias de la vida, la nanotecnología y la inteligencia artificial, no sólo ofrecerá aumento de la productividad sino que también nos transforma mediante la adición de una nueva dimensión a nuestras vidas. A nivel social, las normas, comportamientos y valores que están protegidos y se celebra en el mundo físico no están establecidos claramente, ni firmemente anclados en el mundo digital. A medida que el "Internet de las cosas" que conecta a miles de millones de sensores y dispositivos se convierte en una realidad, los interesados deben trabajar juntos para salvaguardar el conocimiento, datos y redes que son recursos fundamentales para nuestro desarrollo futuro.

La participación en la Reunión Anual del Foro Económico es sólo por invitación y se limita a líderes en el mundo:

- Los directores ejecutivos de nuestros 1.000 socios y miembros de empresas
- Los líderes políticos (del G-20 y otros países relevantes)
- Los jefes de las organizaciones internacionales
- Los expertos representantes de nuestros Consejos de Agenda Global
- Representantes de los principales grupos de la sociedad civil interesados
- Jóvenes Líderes Globales
- Emprendedores Sociales
- Los Pioneros Tecnológicos
- *Global Shapers* (menores de 30)

- Medios de comunicación Líderes
- Líderes Espirituales y Culturales

La reunión del Foro Económico Mundial Anual 2012 ofrecerá a los participantes una visión estratégica de cada uno de los cuatro grupos temáticos, con el desarrollo de una Red de Respuesta a los Riesgos entre la definición de sus legados. Se hará especial hincapié en abordar la cuestión del "cómo" en el verdadero espíritu de Davos y la elaboración de ideas y soluciones innovadoras a los desafíos globales en un entorno de múltiples partes interesadas.



Del 25 al 28 de enero, Davos, Suiza fue la sede para la Reunión 2012 del Foro Económico Mundial, la cual tuvo como tema: "La gran transformación: dando forma a nuevos modelos."

EL FORO ECONÓMICO MUNDIAL

Durante más de cuatro décadas, el Foro ha otorgado a los líderes de la industria, gobierno, academia, sociedad civil y medios de comunicación una plataforma para dar forma a la agenda global, establecer objetivos comunes, así como buscar soluciones en conjunto para los principales retos que enfrenta nuestro planeta.

RESULTADOS

*Durante el encuentro con el Presidente Felipe Calderón Hinojosa, y el Director de la empresa alemana SIEMENS AG, se acordó la próxima apertura de sus oficinas corporativas, así como la inversión en sus nuevas plantas industriales.

*El presidente ejecutivo de Coca-Cola, Muthar Kent, anunció que su empresa invertirá más de mil millones de dólares en México en el 2012, como parte de un paquete de cinco mil millones en los próximos cinco años.

*El Presidente Calderón y el CEO de Nissan Motors, Carlos Ghosn, anunciaron la inversión de esa empresa por dos mil millones de dólares en México.

*La empresa de origen canadiense Magna International Company, fabricante de autopartes, anunció que invertirá más de cien millones de dólares en una nueva planta de estampado automotriz en nuestro país.

PARTICIPACIONES DESTACADAS DE MÉXICO

*Entre lo más destacado de las participaciones de México en Davos este año, se encuentra la del presidente y CEO de Cinépolis, Alejandro Ramírez, quien fue nombrado Copresidente del Comité Organizador.

Escucha su video mensaje

<http://www.weforum.org/videos/davos-2012-co-chair-alejandro-ramirez>

*Salvador Alva Gómez, Rector del Sistema Tec, hizo su debut como Universidad representante de América Latina en la comunidad denominada GULF (Global University Leaders Forum).

*Sorprendió la calidad de las participaciones de líderes culturales de nuestro país, como la escritora Carmen Boullosa, la chef Margarita Carrillo Arronte, el arquitecto Enrique Norten y el artista plástico José Rivelino, quienes tuvieron destacadas participaciones representando a México en diversos foros y eventos culturales.

MÉXICO, UN PABELLÓN DE ALTURA

El concepto coloquialmente denominado como “*iglú Azteca*” del Pabellón de México, fue ampliamente aplaudido por original y vistoso, e hizo gala como sede para que el Gobierno promocionara al país durante el evento.





DAVOS EN CIFRAS

- * 1.5 millones de seguidores en Twitter de **@Davos**.
- * Más de 2,600 participantes registrados.
- * El 44% de los Jóvenes Líderes Globales son mujeres.
- * La edad del 70 % de los “Global Shapers” provenientes de más de 36 países, es entre los 20 y 30 años.

¿Deseas conocer más datos?

<http://www.weforum.org/davos-figures>

Fuentes:

<http://www.promexico.gob.mx>

<http://www.eluniversal.com.mx>

<http://www.presidencia.gob.mx>

<http://www.animalpolitico.com>

<http://www.jornada.unam.mx>

<http://www.informador.com.mx>

<http://forumblog.org/2012/01/davos-the-figures/>

<http://www.cnnexpansion.com>

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

<http://www.123people.com>

Global Agenda

World Economic Forum Annual Meeting 2012 The Great Transformation: Shaping New Models

Davos-Klosters, Switzerland 25-29 January



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Shaping new Models
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Preface



Klaus Schwab
Founder and
Executive Chairman



W. Lee Howell
Managing Director
Head of Centre for
Global Events
and Risk Response
Network

A record 2,600 business, government and civil society leaders – including nearly 40 heads of state or government – participated in the 42nd World Economic Forum Annual Meeting, which took place under the theme *The Great Transformation: Shaping New Models*. The record participation indicated the international community's level of concern for the world today, as one crisis after another emerges. It also underscored the commitment of the Forum's Members, Partners and communities to improving the state of the world.

We recognize that solving global problems using outdated or crumbling models only means digging a deeper hole. As we live through this great transformation and move into a future defined neither by capital nor military assets but by the power of human talent and the depth of stakeholder collaboration, we urgently need new models of leadership, governance and partnership.

The great transformation is generating tremendous opportunities for humankind to live in a more prosperous, more peaceful world that is greener and socially more inclusive. Inclusion is critical at a time when the number one risk to the world is rising inequality. To shape the new collaborative models we require to address global challenges, we need to re-establish trust among ourselves and look to the future, confident in the strength of our shared values and vision.

During the Annual Meeting, we were especially inspired to witness how our newest stakeholder group, the community of Global Shapers – leaders in their twenties who are already changing the world – are carrying on that spirit of positive thinking, innovation and collegiality. Throughout the programme, they took an active role, frequently arguing for social values and inclusion to be embedded in all new business and governance models. Even in times of seemingly overwhelming adversity, we can only move forward with the kind of hope and courage that these young people display. They embody the new models of leadership and entrepreneurship in the global public interest.

This report is a summary of the wide-ranging discussions and debates of the Annual Meeting 2012. It captures the special Spirit of Davos that permeated the many sessions and events that took place over the five days.

Our collaborators at the World Economic Forum are grateful and encouraged by the engagement of our Partners, Members and communities at the Annual Meeting and throughout the year. We look forward to welcoming you to our regional meetings in 2012 and to our Annual Meeting next year.

Co-Chairs

Yasuchika Hasegawa
President and Chief Executive Officer
Takeda Pharmaceutical
Japan

Vikram Pandit
Chief Executive Officer
Citi
USA

Paul Polman
Chief Executive Officer
Unilever
United Kingdom

Alejandro Ramírez
Chief Executive Officer
Cinopolis
Mexico

Sheryl Sandberg
Chief Operating Officer
Facebook
USA

Peter Voser
Chief Executive Officer
Royal Dutch Shell
Netherlands

“
We believe that government should set up industry and other sectors for success. Education and investment in infrastructure are critical.
”

Sheryl Sandberg Chief Operating Officer, Facebook, USA; Co-Chair of the World Economic Forum Annual Meeting 2012; Young Global Leader

01: William H. Gates III, Co-Chair, Bill & Melinda Gates Foundation, USA; and Felipe Calderon, President of Mexico

Introduction

The impact of the global recession is still being felt around the world. While there are signs of recovery in the United States and other developed economies and indications that the global financial crisis has been contained, the Eurozone debt crisis remains a major concern for the international community. The Annual Meeting offered European and world leaders the opportunity to have frank discussions on the unfolding situation and the measures needed to ensure the continent's viability and future prosperity. Aside from the immediate problems of stabilizing the debt-distressed economies and averting a full-blown banking crisis, European countries will have to implement structural reforms to address their respective competitiveness shortcomings.

Annual Meeting participants understood that no economy is immune to contagion from Europe. While Europe has to get its own house in order and no one country can come to its rescue, the collapse of the euro or the destabilization of the EU would inevitably sap confidence in the global economy and undermine growth everywhere. Major downturns in Europe and the United States could lead to slowdowns in emerging markets, including China, triggering another global economic decline and more turmoil in already volatile markets.

Still, the long-range perspective is positive. The robust growth of the large developing economies, notably the BRICS (Brazil, Russia, India, China and South Africa), is an encouraging long-term story. In addition, innovations in science and technology – particularly social media, robotics, artificial intelligence, medicine and biotechnology – will drive new growth and productivity and generate jobs.

While the debt crisis in Europe is fuelling pessimism, many participants stressed the importance of taking a long view, remaining positive and not becoming distracted or depressed by the immediate crises, however difficult they may be to resolve. Indeed, the three successive addresses to participants by Felipe Calderón, President of Mexico; Aung San Suu Kyi, General Secretary of the National League for Democracy (NLD) of Myanmar; and Stephen Harper, Prime Minister of Canada, powerfully underscored how hard work, steady implementation of meaningful reforms and patience can yield significant benefits.

Canada focused years ago on drawing down its public debt and restructuring its economy and banking system. It was among the G7 economies that best weathered the global crisis and its banks are widely regarded as among the soundest in the world. Mexico, meanwhile, survived a liquidity crisis in 1995, rebounded strongly and now has achieved universal basic education and near-universal healthcare coverage. Calderón, as the leader of the current chair of the G20,

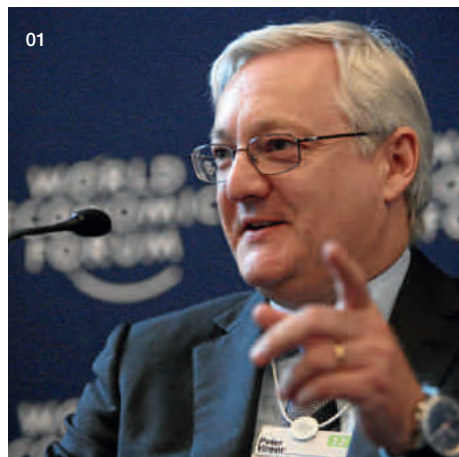


“

We need to find new ways of actually working together. We need to move from debate to action.

”

Peter Voser Chief Executive Officer, Royal Dutch Shell, Netherlands; Co-Chair of the World Economic Forum Annual Meeting 2012



brought to Davos the wisdom of a thriving emerging economy that has withstood debt crises and governance problems to regain the confidence of investors and the market.

The dramatic growth story of emerging markets in Asia, Latin America and Africa was widely appreciated by participants in Davos. Developing economies are already a rich source for new models to address persistent problems. Countries such as China and India that have to focus sharply on energy and food security are deepening commitments to sustainability and responsible and efficient resources management. China, in particular, could become a global game-changer in the development of low-carbon solutions and clean energy. India could be a model for food security solutions and for generating resourceful low-cost innovations that are easily adaptable in other developing economies.

These innovations are inspiring leaders around the world to re-examine existing ways of approaching problems and think about how to develop more inclusive, fair and sustainable models. “We have to make capitalism and the free market much more responsive to social needs,” concluded Klaus Schwab, Founder and Executive Chairman of the World Economic Forum. “If business is not serving society, then business is not sustainable.”



“

We should not just be talking; we should be implementing. We are committed to improving the state of the world. We are going to do it.

”

Yasuchika Hasegawa President and Chief Executive Officer, Takeda Pharmaceutical, Japan; Co-Chair of the World Economic Forum Annual Meeting 2012



01: Peter Voser, Chief Executive Officer, Royal Dutch Shell, Netherlands; Co-Chair of the World Economic Forum Annual Meeting 2012

02: Stephen Harper, Prime Minister of Canada

03: Yasuchika Hasegawa, President and Chief Executive Officer, Takeda Pharmaceutical, Japan; Co-Chair of the World Economic Forum Annual Meeting 2012

04: Photographer Platon shows a photograph of Aung San Suu Kyi, General Secretary of the National League for Democracy, Myanmar, in the session “Other Faces of Leadership”

05: Sheryl Sandberg, Chief Operating Officer, Facebook, USA; Co-Chair of the World Economic Forum Annual Meeting 2012; Young Global Leader

“

It is unacceptable that 200 million people cannot enter the workplace.

”

Paul Polman Chief Executive Officer, Unilever, United Kingdom; Co-Chair of the World Economic Forum Annual Meeting 2012



The Great Transformation: Shaping new Models

The Annual Meeting offered leaders from around the world the opportunity to have open discussions on the state of the world and the measures needed to pave the way towards future prosperity. While most conversations drifted to the latest news on the Eurozone debate, others turned to pressing issues that deserve equal attention.

The top priority is to bring into the workforce the 200 million unemployed, particularly youth. This will require collaborative approaches in every economy to implement structural reforms to promote growth and inclusion and address fiscal imbalances.

Hyperconnectivity enables the public to react almost as a single organism to new developments with extraordinary numbers, power and speed. The accelerated speed of communications creates immediate expectations and means that leaders often have insufficient time to respond to changing situations.

Persistent stresses on natural resources, climate extremes, natural disasters, poverty, unemployment and political unrest have pushed the world to a tipping point. But the pessimism of 2011 is being offset by the emergence of new ways of thinking and innovations, resulting in models that could be scaled up – providing there is political will and “people power” embedded in public-private partnerships. Many sustainable growth technologies and models are originating from emerging markets, where economic pressures are the inspiration for innovation.

Skilfully managing risks in the water-food-energy nexus is critical; chronic mismanagement has thwarted economic growth and social stability. Subsidies must be abolished, particularly for fossil fuels. In some developing countries, government spends more on fuel subsidies than it does on education and healthcare. Global food systems are clearly broken after decades of mismanagement and distorted production and distribution patterns. A huge challenge is taming price spikes and excessive food price volatility. Nonetheless, participants were confident a food crisis can be averted, pointing to technological innovations, access to information and new models of cooperation between governments and businesses.

Environmental issues were also at the top of leaders’ minds in Davos. Oceans, one of the primary sources of food on the planet, are increasingly under threat and abuse. A “networked system of good governance” that draws in all stakeholders is required to save the oceans, rather than laws, regulations and market-based mechanisms. The Forum’s *Global Risks Report 2012* warns that failure to curb rising carbon emissions poses the most significant global environmental risk over the next decade.

01: General view of the Congress Hall during the session “World Economic Brainstorming: Business, Governance and Leadership – New Pressures and Realities”

02: “Global Risks 2012: The Dark Side of Connectivity”





Global Risks 2012

Leaders arriving in Davos were in no doubt about the big concerns they were meeting to tackle. Setting the agenda just a couple of weeks before the Annual Meeting 2012 was the World Economic Forum's seventh *Global Risks* report, which warns that economic imbalances and social inequality risk reversing the gains of globalization. The findings were the result of a survey of 469 experts and industry leaders, indicating a shift of concern from environmental risks to socioeconomic risks compared to a year ago.

The findings of the survey fed into an analysis of three major risk cases:

1. **Seeds of Dystopia:** Bulging populations of young people with few prospects, growing numbers of retirees depending on debt-saddled states and the expanding gap between rich and poor are fuelling resentment worldwide.
2. **Unsafe Safeguards:** Policies, norms and institutions from the 20th century may no longer protect us in a more complex and interdependent world. The weakness of existing safeguards is exposed by risks related to emerging technologies, financial interdependence, resource depletion and climate change, leaving society vulnerable.
3. **The Dark Side of Connectivity:** Our daily lives are almost entirely dependent on connected online systems, making us susceptible to malicious individuals, institutions and nations that increasingly have the ability to unleash devastating cyberattacks remotely and anonymously.

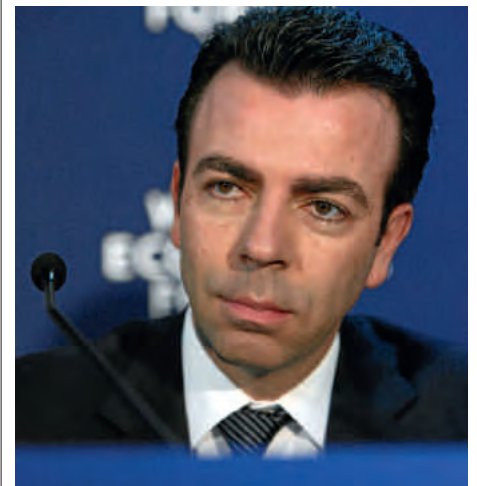
The report analyses the top 10 risks in five categories – economic, environmental, geopolitical, societal and technological – and highlights wild card threats that warrant more research, including a volcanic winter, cyber neoliberalism and epigenetics, the risk that the way we live could have harmful, inheritable effects on our genes. Key crisis management lessons from Japan's earthquake, tsunami and nuclear disasters are highlighted in a special chapter. Read the report: <http://wef.ch/globalrisks2012>

“

We need to reduce the income inequality we are seeing everywhere in the world that is increasing the backlash.

”

Alejandro Ramírez Chief Executive Officer, Cinopolis, Mexico; Co-Chair of the World Economic Forum Annual Meeting 2012



New Models

The Great Transformation is an age of creative destruction brought on by the onslaught of new technologies, from the Internet and mobile telephony to robotics and artificial intelligence. While this deluge of applications cannot be stopped, it can be used to create opportunities, not kill them.

A series of new models for dealing with the new paradigm emerged over the five days of discussion. The following new models summarize some of the ideas put forth by participants in Davos.

New Models for Economic Growth

The starting point should be a collaborative and multistakeholder approach to resolving the Eurozone crisis. Participants concurred that the International Monetary Fund (IMF) should get more money to backstop the financial firewall that Eurozone leaders are erecting in the form of the European Financial Stability Facility and the European Stability Mechanism. With a large enough buffer, markets and businesses would gain

confidence in the Eurozone's ability to shield Spain, Italy and France from contagion if Greece were to default on its sovereign obligations.

Each country's goal should be to create jobs and minimize income disparities, while promoting environmental sustainability. Economic policies should be tailored to each market's circumstances. Those countries with severe fiscal imbalances should continue tightening. Others that have already made cuts should let automatic stabilizers bring the economy closer to balance.

Free trade should continue to be pursued, but so should fair trade. Practices that distort open trade should be eliminated. These include effective government subsidies to state-owned companies, exports and capital, as well as intervention in exchange rates to keep currencies artificially cheap.

Governments should act as facilitators in creating the ecosystems that allow enterprises to operate at optimal efficiency. Special attention should be paid to small and medium-sized enterprises (SMEs) because they are the engines of job creation.

New Models for Manufacturing

Manufacturing, involving global supply chains can boost employment – one job in manufacturing can create eight other positions. In general, the most promising sectors include green technologies, infrastructure and healthcare.

New Models for Employment

Employment models in Germany and the Nordic countries can be adapted elsewhere. The elements include an apprenticeship system, gender- and age-blind employment, close consultation with labour unions in policy-making and representation of labour on company boards. Companies should promote wellness in the workplace – the cost in terms of lost output of employees due to illness can be enormous. Other measures include more flexible labour markets, portable pension and medical plans recognized across borders, nuanced immigration policies to promote global talent mobility, and a higher retirement age to allow older workers to continue leading productive lives (and relieve pressure on pension systems).

Schools should redesign their curricula in partnership with business to better respond to the needs of commerce for the right talent and encourage entrepreneurship at a young age – self-employment is yet another route to full employment. Continuous and relevant education is key, particularly in math and science.

Some Forum participants propose to develop a Human Capital Index to monitor and benchmark countries' performance in areas important for growth and employment, including infant mortality, access to primary, secondary and tertiary education, training and retraining opportunities and enablers such as incentives for entrepreneurship. The index will

highlight the gaps between industry needs and what skills may be available.

Like the G20 platform to discuss global affairs, there should also be a B20 for businesses and an L20 for labour. The three should convene periodically to craft new models for growth and employment.

New Models for Leadership

The new model for leadership requires streamlining operations while developing and emphasizing internal and external communications. As such, leaders need to maintain a global perspective while paying close attention to things on the home front. It means establishing a clear set of priorities and values that will set a direction for the organization, especially in times of crisis. The Internet and social media could provide valuable tools for leaders to make rapid decisions while ensuring a collaborative approach that buttresses their legitimacy. Ultimately, the most critical element is accurate information.

Connectivity is emerging as one of the most important elements of the new leadership model. Leaders need to be aware of all of the options available, but also need to know what their customers and employees are really thinking.

Compensation has recently been the source of criticisms that may impact on a leader's ability to lead. What is important in the



01: Lars H. Thunell, Executive Vice-President and Chief Executive Officer, International Finance Corporation (IFC), Washington DC, during the session "Overcoming the Youth Employment Challenge"

compensation debate is the signal that an exceptionally generous pay package sends to employees and the public at large. The effect is to put the leader or CEO in a class that is separate from the employees at the very moment when solidarity within the organization is particularly important and more productivity is being demanded of employees. The result is a weakened organization and farther-reaching corrosive effects on human capital.

An increasingly troubling issue, especially in the wake of ongoing economic uncertainty, is growing economic disparity. Enlightened self-interest dictates that corporate governance and social and environmental responsibilities are taken seriously.

New Models of Consumerism

Given the limited and diminishing resources available, a new model of consumerism should be based on value, not volume. Tough decisions are required to balance economic, social and environmental sustainability with the aspirations of young people, particularly the poor in developing countries. Radical measures have been proposed to “green” consumers and shift them towards a more sustainable way of consuming. One of these is a plan to devote 5% of all advertising budgets to a global campaign to promote sustainability. Another is to change living and consuming patterns by reducing the working week, thus reducing energy consumption –

globally and in a coordinated fashion. Social media will play a vital role in these efforts.

New Models for Sustainable Energy Growth

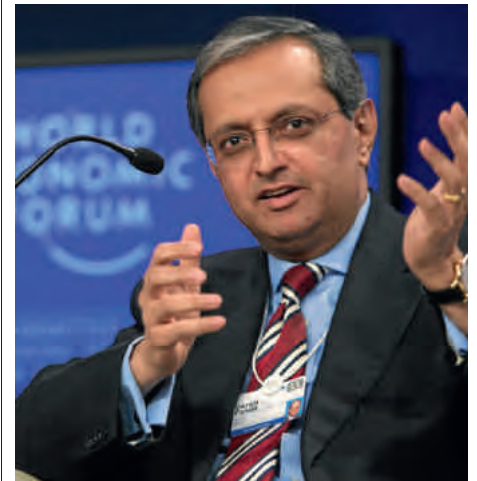
The United Nations has called on private sector investment in infrastructure and implored governments to make sustainable energy a priority by implementing policies to provide clean, affordable and reliable energy. A mix of private and public funds is needed. Official development assistance (ODA) could be used as leverage to provide risk premiums and attract private sector investment.

Energy as a human right will be pushed at the Rio+20 Conference in June, where many leaders are hoping to create the Sustainable Development Goals. Also on the agenda is a Green Gross Domestic Product taking into account environmental and sustainability factors and establishing sustainability criteria for development financing.

Citizen involvement in energy policy-making is crucial. Engaging stakeholders in the debate through a transparent process needs to occur long before the outset of a project. This collaboration could take the form of a new “social contract” based on mutual trust. This is particularly important in developing countries, the source of almost all energy growth in the next 20-30 years.

“
Jobs should be our number one priority. Ultimately it is about growth. Nothing creates jobs better than growth.”

Vikram Pandit Chief Executive Officer, Citi, USA; Co-Chair of the World Economic Forum Annual Meeting 2012



01: David Cameron, Prime Minister of the United Kingdom

02: Angela Merkel, Federal Chancellor of Germany

03: Klaus Schwab, Founder and Executive Chairman, World Economic Forum, and Archbishop Desmond M. Tutu, Chair, The Elders, South Africa, during the presentation of Global Shapers



01: Timothy F. Geithner, US Secretary of the Treasury; and Fareed Zakaria, Anchor, Fareed Zakaria - GPS, CNN, USA

02: Christine Lagarde, Managing Director, International Monetary Fund (IMF), Washington DC; Foundation Board Member, discusses with Ngozi Okonjo-Iweala, Coordinating Minister for the Economy and Minister of Finance of Nigeria

03: Global Shapers WorkShop

04: Global Shapers WorkShop

05: Hina Rabbani Khar, Minister of Foreign Affairs of Pakistan

06: Min Zhu, Deputy Managing Director, International Monetary Fund (IMF), Washington DC

07: Kevin J. Jenkins, President and Chief Executive Officer, World Vision International Executive Office, United Kingdom; and Marvin F. Romanow, President, Nexen, Canada

08: Henry Markram, Professor, Ecole Polytechnique Fédérale de Lausanne (EPFL), Switzerland, in the session "The Mind and the Machine"

09: Global Shapers WorkShop

In Africa, the challenge is to leapfrog and find ways to adopt the latest technologies to promote clean energy and resource efficiency. Africans have the potential to lead sustainability over the next decades. In China, leaders recognize that low carbon must be part of the equation. Key to the energy solution is determining how much growth is feasible and the quality and quantity of energy to power it. This systematic approach could be a model for developing countries. New Sustainability Champions are embedding sustainability by moving from non-renewable to renewable materials and applying clean production and delivery methods. Sustainable job creation results from these practices.

New Models for Smart Growth through Technology

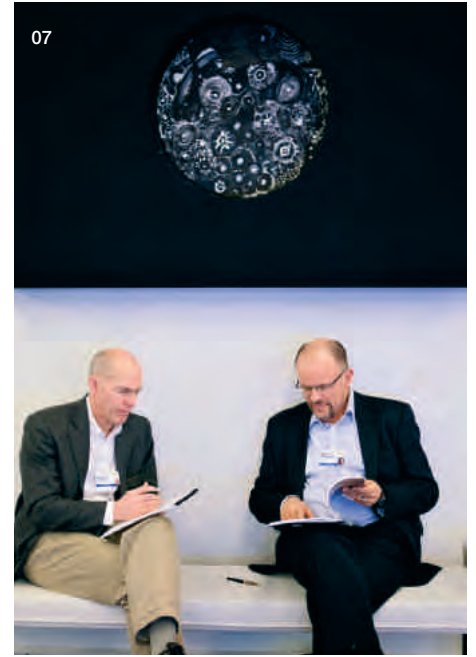
Technology can drive practical and affordable solutions to development challenges. Good innovations use technology to spawn new business models that promote inclusiveness, stimulate growth and employment, enhance sustainability and environmental responsibility, and are cost effective. However, certain innovations can have negative consequences when not properly used, adequately assessed and monitored. New economic and business models have to be predicated on smart growth – how to do more with less. "Smart city" projects are bringing together technology companies and cities and towns in public-

private partnerships to promote sustainability, conserve energy, reduce costs and meet the needs of citizens who are demanding a reasonable price.

New Models for Global Challenges through Technology

Applications on mobile devices or services – such as disaster monitoring on social media platforms – are allowing ordinary people to change the world. People are creating their own technology to make their lives better; e.g. "gamification", the use of online game design techniques and dynamics to engage communities and solve real-world problems.

The international community should take inspiration from the sciences and create new ways of collaborating that harness the different skills and knowledge bases of relevant experts. Technology is changing the way leaders make choices. The Internet and social media, for example, can help ensure that they are still able to consult the appropriate constituents and take a course of action quickly in response to a fast-moving situation. The rich data and information generated by global social networks is yielding knowledge and insights that will allow companies to better meet the demands of their customers, and governments to better serve the needs of the public.



This Year's Sub-themes

Growth and Employment Models **A**

Leadership and Innovation Models **B**

Sustainability and Resource Models **C**

Social and Technological Models **D**



Innovation for Interaction and Insight

The Programme of the Annual Meeting 2012 featured a number of new sessions formats, innovative ways of generating and capturing knowledge and bringing the world into the debates going on inside the Congress Hall.

The World Economic Brainstorming gathered Davos participants for a global discussion and debate on a priority issue, integrating the voice of society through social media platforms. The **Davos Debates** featured contrasting perspectives in favour of, and against, a resolution on the most important transformations businesses, economies and societies are facing today.

An Insight, An Idea was a series of 30 minutes conversations with inspiring individuals who share their views on the single most important transformation that will occur in our lifetime and the impact on society. These discussions will be edited and distributed through global media outlets throughout 2012.

The **Risks Series** of sessions explored new ways of monitoring, responding to and mitigating global and systemic risks, as highlighted in the *Global Risks 2012* report.

Global Agenda Council Members and select experts engaged in the four thematic **Davos Debrief** sessions on Sunday morning to summarize and synthesize the key insights related to one of the four pillars of the Annual Meeting 201, while the views of the general public were incorporated into a range of prominent sessions through a variety of social media, including Facebook, Twitter, Sina Weibo, and Google+.

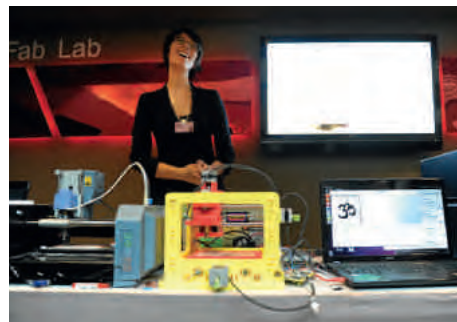
News from Davos



Shaping the World

The first worldwide meeting of the Forum's Global Shapers community saw 70 young people from 44 hubs in 36 countries come to Davos for the Annual Meeting 2012. What was most striking was their focus on inclusion, ethics, happiness and values. At least 40% of the group consider themselves to be social entrepreneurs.

This vibrant group shared their passions and ambitions to improve the state of the world with other Forum communities. As this group gains traction, we hope to engage them in "cross-mentoring" opportunities. The Forum is proud to have these young and dynamic individuals as part of its activities. <http://www.weforum.org/community/global-shapers>



In the Fab Lab

Between sessions, participants had the opportunity to stop by the Fab Lab – a small-scale digital workshop equipped with the latest technologies, including laser cutters, routing machines, 3D scanners and programming tools. In the Fab Lab, participants could make almost anything, from arts and crafts to engineering and architecture projects, such as solar and wind-powered turbines and custom-made furniture.

The Fab Lab provides access to advanced tools that can help people make products to address local needs. It began as an outreach programme at MIT and spread across the world – currently, there are 100 labs with more on the way. The Fab Lab on display at the Annual Meeting has been donated to a facility for the children of migrant salt pan workers in India.



The Open Forum

Celebrating its 10th anniversary, the general public was invited to the Open Forum Davos to join the conversation with leaders from government, business and civil society. Running in parallel with the Annual Meeting, the Open Forum aims to share the spirit of collaboration and constructive debate with the broadest possible audience.

Discussions ranged from the role of leadership and remodelling capitalism to water scarcity and multiculturalism. High-level participants included H.R.H. Crown Prince Haakon of Norway; Gordon Brown, Prime Minister of the United Kingdom (2007-2010); Ehud Barak, Deputy Prime Minister and Minister of Defence of Israel; and Peter Brabeck-Letmathe, Chairman of the Board, Nestlé.

<http://www.openforumdavos.ch/home/home.html&lang=3>



Innovative Funding to Fight Disease

On the opening day of the Annual Meeting 2012, the Bill & Melinda Gates Foundation renewed its commitment to the Global Fund to Fight AIDS, Tuberculosis and Malaria. The foundation is giving US\$ 750 million through a promissory note – a new and innovative funding mechanism. Providing funding through a promissory note gives the Global Fund the flexibility and authority to distribute funds based on immediate needs, leading to greater impact. Global Fund financing helps developing countries fight AIDS, tuberculosis and malaria. The public-private partnership creates economic opportunity and makes those living in poverty less dependent on aid. The new commitment is in addition to the US\$ 650 million the Gates Foundation has already contributed since the Global Fund was launched 10 years ago at the World Economic Forum Annual Meeting in Davos.



Coming of Age

Older people are the world's fastest-growing population group, and how we address global ageing will dramatically alter the way societies and economies work. If leaders fail to plan adequately for the changes ahead, healthcare and pension systems will be strained more than they already are. The good news is that, if we act now, we have a chance of realizing the benefits of this important demographic resource. Launched in Davos by World Health Organization Director-General Margaret Chan, the Global Agenda Council on Ageing Society's book – *Global Population Ageing: Peril or Promise?* – brings together perspectives from multiple stakeholders on the interplay between population ageing and many facets of the modern world such as urbanization, international migration and social protection programmes. http://www3.weforum.org/docs/WEF_GAC_GlobalPopulationAgeing_Report_2012.pdf

Job Number One: Job Creation

While the immediate attention of the international community should be fixed on resolving the Eurozone crisis, the top priority is to bring into the workforce the 200 million unemployed, particularly youth. This will require collaborative approaches in every economy to implement structural reforms to promote growth and inclusion and address fiscal imbalances.

Essential too is more free and fair global trade. While efforts to move forward the trade agenda are being made at the bilateral or plurilateral levels, the focus should continue to be at the multilateral level, even though the prospects for concluding the Doha Round are bleak.

“

We are not going back to the world that we knew. We have to go for transformation. We have to talk about job creation, not job security.

”

Ben J. Verwaayen Chief Executive Officer,
Alcatel-Lucent, France; World Economic
Forum Foundation Board Member

“

For the talented, the world is your oyster.

”

Lee Hsien-Loong Prime Minister of Singapore



01: Ben J. Verwaayen, Chief Executive Officer, Alcatel-Lucent, France

02: Lee Hsien-Loong, Prime Minister of Singapore

03: Aria Finger, Chief Operating Officer, DoSomething.org, USA; Global Shaper; Maurice Levy, Chairman and Chief Executive Officer, Publicis Groupe, France; Foundation Board Member; Awn Shawkat Al Khasawneh, Prime Minister and Minister of Defence of the Hashemite Kingdom of Jordan; Juan Somavia, Director-General, International Labour Organization (ILO), Geneva; Mohammed H. Al Mady, Vice-Chairman and Chief Executive Officer Saudi Basic Industries Corporation (SABIC), Saudi Arabia; Peter Diamond, Institute Professor and Professor of Economics Emeritus, Department of Economics, Massachusetts Institute of Technology (MIT), USA; and Ross Westgate, Anchor and Presenter, CNBC, United Kingdom

04: Overview of the session "The Davos Debrief: Growth and Employment Models"



Imagine a country inhabited by the citizens of Germany, Thailand, Colombia and Sierra Leone. That combined population of 200 million people is equivalent to the total number of unemployed around the world today, according to the International Labour Organization (ILO).

In Spain, which has been hit hard by the Eurozone crisis, 23% of the labour force is unemployed. More unsettling, 33% of adult Spaniards aged 30 or younger are out of work. Youth unemployment is at an historic high. The ILO estimates that 75 million young people aged 15 to 24 – the combined population of France and Belgium – are neither in school nor in the workplace.

Over the next decade, 600 million new jobs will need to be created for today's jobless and 400 million new entrants to the workforce. Even then, the ILO estimates, some 900 million workers will be living with their families below the poverty line.

The frustrations of youth robbed of hope and dreams could easily spiral out of control. In 2010, 26-year old Tunisian vendor Mohamed Bouazizi immolated himself after municipal authorities confiscated his wares. His death set off massive protests that eventually felled the Tunisian government in 2011 – and inspired Arab Spring revolutions in Egypt, Libya and elsewhere in the Middle East, where the youth unemployment rate exceeds 26%.

The unprecedented spike in unemployment is partly due to the global financial crisis. Some 27 million people have joined the ranks of the jobless since the onset of the economic troubles in 2008. But there are also structural reasons. In many sessions of the World Economic Forum Annual Meeting 2012, business leaders complained of the difficulty in finding the right talent – even in the United States, where 13.1 million people are unemployed.

Globalization, technology and other trends are rapidly changing the requirements of many jobs, but the skills that people bring to the table are not being upgraded at the same pace. The mismatch in supply and business demand applies as well to fresh graduates – the skills and knowledge taught in schools often have little relevance to the workplace and the real world.

The nature of employment itself is changing. Technology is destroying old jobs while creating new ones. Tasks that used to be done in one place can now be outsourced across oceans as global supply chains become more extensive. Job descriptions can change almost overnight, so workers have to study and train continuously to keep up; and few organizations today can promise a "nine-to-five job for life".

Plainly put, the world requires new models for growth and employment. "We are not

going back to the world that we knew,” Ben J. Verwaayen, Chief Executive Officer, Alcatel-Lucent, France, and a World Economic Forum Foundation Board Member, said. “We have to go for transformation. We have to talk about job creation, not job security.”

In the search for new models, the starting point should be the Eurozone crisis, as it threatens to destabilize the global economy. Participants broadly concurred that the International Monetary Fund (IMF) should get more money to backstop the financial firewall that Eurozone leaders are erecting in the form of the European Financial Stability Facility, which currently only has some 250 billion euros in unspent funds, and the European Stability Mechanism.

With a large enough buffer, the reasoning goes, markets and businesses would gain confidence in the Eurozone’s ability to shield Spain, Italy and France from contagion if Greece were to default on its sovereign obligations. With confidence restored, those billions would not even be spent. However, participants stressed that Eurozone countries must take bold steps to put their financial house in order, because no financial firewall can protect them if they are profligate and insolvent. Containment is not resolution.

Participants urged a collaborative and multistakeholder approach to resolving the Eurozone crisis. Citizens must especially be involved in, or at least fully informed of, policy-making, not necessarily through formal referenda or voting, but through the use of social media and other means of communication. Only when governments, multilateral agencies, businesses and individuals work together can the world return to robust economic expansion.

Each country’s goal should be to create jobs and minimize income disparities, even as economic growth is underpinned by environmental sustainability. The old-model growth that generated wealth for less than 1% of the world’s population and condemned the rest to poverty is untenable in an interconnected world where discontents and frustrations can be broadcast – and acted upon – via the Internet and mobile devices.

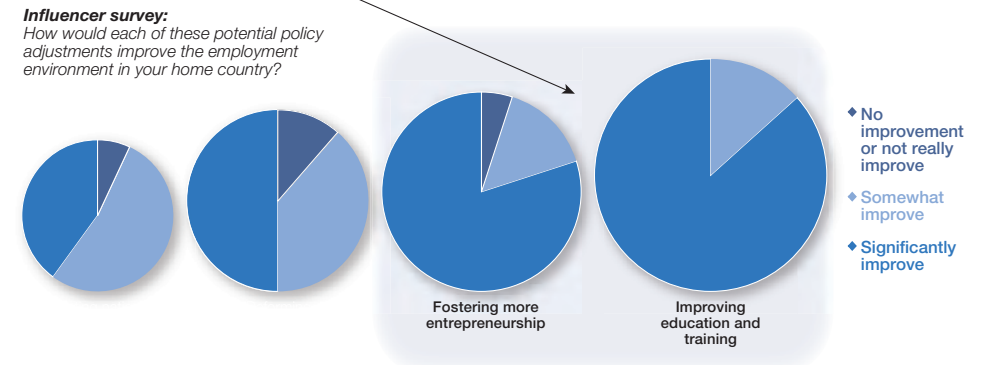
Free trade should continue to be pursued, but so should fair trade. Individual countries have shown remarkable restraint in deploying overt protectionism, which testifies to the effectiveness of the World Trade Organization (WTO) processes and monitoring by the G20 countries. But other practices that distort open trade should be eliminated. These include effective government subsidies to state-owned companies, exports and capital, as well as intervention in exchange rates to keep currencies artificially cheap.

The Doha Round of trade talks has stalled even as bilateral and regional negotiations are intensifying. This is understandable as governments seek quicker ways to generate jobs and jump-start economic growth. But the multilateral process should not be forgotten.

Education and entrepreneurship are keys to improving the employment environment

Source: PwC and the World Economic Forum (2011)

Policies to improve Arab world employment

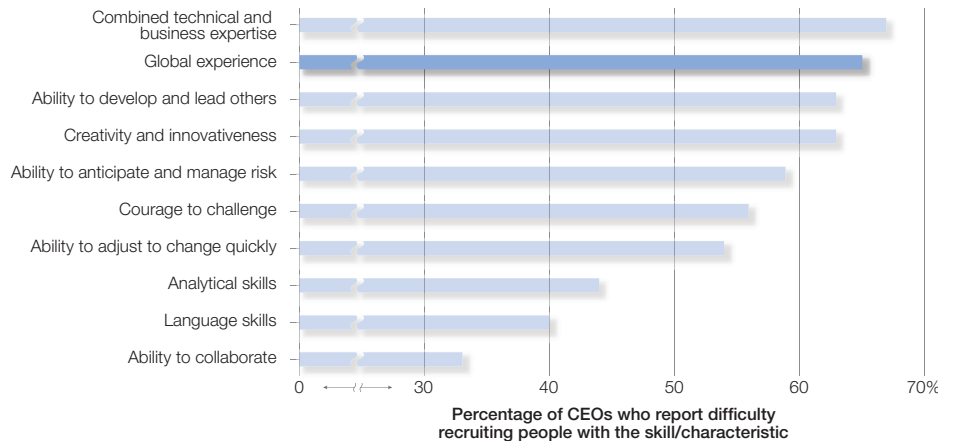


Note: Size of circle represents percentage of respondents who believe the policy adjustment would improve the employment environment. Only areas of policy adjustment selected by more than half of respondents are included. Sample consists of 25 influencers from corporate, government or civil society stakeholders in the Arab world.

Finding global experience is among the most difficult recruitment challenges

Source: PricewaterhouseCoopers 11th Annual Global CEO Survey (2008)

The most difficult skills to recruit



Trade ministers at the Annual Meeting were in agreement that the WTO is needed to ensure fair treatment in trade, especially for poor countries.

Austerity is currently the buzzword, just as fiscal stimulus equivalent to 2% of GDP was the key prescription during the 2008 financial crisis. But if every economy cuts back at the same time, global growth would be slower than the current IMF forecast of 3.3% in 2012 – or even stall.

Economic policies should be customized to fit each market’s specific circumstances. Those countries with severe fiscal imbalances, such as Greece, should continue tightening. Others that have already made cuts, such as the United Kingdom, should let automatic stabilizers bring the economy closer to balance. The few economies that are in surplus should temper fiscal consolidation efforts and focus on targeted spending, particularly on measures to stimulate domestic consumption.

Governments should refrain from picking winners and losers among companies and, instead, act as facilitators in creating the ecosystems that allow enterprises to operate at optimal efficiency. They should also strive to strike the right balance in regulations and taxation. Special attention should be paid to small and medium-sized enterprises (SMEs) because they are the engines of job creation.

Governments can pick winners in terms of industries, but the choice of which sectors to back should be made on the basis of each country’s comparative advantages. In general, the most promising sectors include green technologies, infrastructure and healthcare. The new model of manufacturing, which involves global supply chains rather than limited local geographies, should be on everyone’s agenda because it can boost employment – one job in manufacturing can create eight other positions.

“

It's not just a Eurozone crisis. It's a crisis that could have collateral effects, spillover effects around the world. Everybody has an interest in making sure that this crisis is resolved adequately.

”

Christine Lagarde Managing Director, International Monetary Fund, Washington DC; World Economic Forum Foundation Board Member

Businesses have an important role in the new models of growth. The optics of executives earning millions while employees are sacked can only inflame. Enlightened self-interest also dictates that corporate governance and social and environmental responsibilities are taken seriously. In the age of social media, faked or insincere pronouncements are easily exposed and disseminated. Companies should also promote wellness in the workplace – the cost of employees contracting cancer and other non-communicable illnesses can be enormous in terms of lost output.

Corporations have always taken the lead in training and retraining, but government and other partners such as schools and civil society should be more involved. The mismatch in supply and demand of workplace skills and knowledge can be set right only with the collaboration of all stakeholders. Continuous and relevant education is key, particularly in math and science, without forgetting the liberal arts.

One size does not fit all, but employment models in Germany and the Nordic countries can be adapted in individual countries. The elements include an apprenticeship system in which young people are trained as apprentices during or after leaving school, gender- and age-blind employment, close

consultation with labour unions in policy-making and representation of labour on company boards.

Other measures offered by participants include more flexible labour markets, portable pension and medical plans recognized across borders, nuanced immigration policies to promote global talent mobility, and a higher retirement age to allow older workers to continue leading productive lives (and relieve pressure on pension systems). Schools should redesign their curricula in partnership with business to better respond to the needs of commerce for the right talent and encourage entrepreneurship at a young age – self-employment is yet another route to full employment.

Some Forum participants propose to develop a Human Capital Index to monitor and

benchmark how a country is performing in areas important for growth and employment, including infant mortality, access to primary, secondary and tertiary education, training and retraining opportunities and enablers such as incentives for entrepreneurship. The index will highlight the gaps between industry needs and what skills are or may be available. Government, industry, educational institutions and labour will thus be able to take proactive measures to act on the mismatch.

If there is a G20 platform for developed and developing countries to discuss global affairs, said one participant, there should also be a B20 for small and large businesses and an L20 for labour. The three sectors should come together periodically to craft new models for growth and employment. In solving common problems, there is nothing more effective than working together towards the same goals.

Insight and Impact from Davos

- **Infrastructure Readiness Index**
The initiative contributed to and capitalized on the work of the G20 infrastructure development task force, including a call for multilateral development banks' action, adoption of whole life cycle project evaluation standards and design of an infrastructure readiness index.
- **Scenario for the Russian Federation**
The Scenario for the Russian Federation process was launched in Davos. As Russia is at a crucial turning point, the Forum provides a neutral platform for engaging the public and private sector leadership of the Russian economy in a forward-looking strategic dialogue on the future “business idea” for Russia's economy. It seeks to explore possible scenarios for Russia's future economic prosperity and the underlying social, economic, political and institutional drivers.
- **Euro, Dollar, Yuan Uncertainties – Scenarios on the Future of the International Monetary System**
Stabilization in Europe appears to have been achieved, at least in the short term. The challenge will be to maintain growth and avoid an “East Germanification” of Europe's periphery. Tensions will continue to arise from the dollar's key role as a safe asset in times of global uncertainty and the imperatives for the US to grow out of its current crisis. Efforts to increase the resilience of the international monetary system are more likely to occur on a regional than on a global level. The Forum's Scenarios project will produce a report on the insights from the past year of research and discussions that will be launched at the Forum's meeting in Istanbul in June.

01: Breakout discussion during the session “Overcoming the Youth Employment Challenge”

02: Robert Z. Lawrence, Albert L. Williams Professor of Trade and Investment, Harvard Kennedy School, Harvard University, USA; Global Agenda Council on the Global Trade System; Gita Wirjawan, Minister of Trade of Indonesia; Frederico Fleury Curado, President and Chief Executive Officer, EMBRAER, Brazil; Ron Kirk, US Trade Representative; Karel De Gucht, Commissioner for Trade, European Commission, Brussels; Pascal Lamy, Director-General, World Trade Organization (WTO), Geneva; Anand Sharma, Minister of Commerce and Industry, Textiles of India; and Craid Emerson, Minister of Trade of Australia



Leading in a Hyperconnected World

In a hyperconnected world, the public's expectations of leaders are heightened – people want to be heard and want results quickly. To deal with these pressures and make good choices, a leader must maintain close contact with all levels of his or her organization and its customers.

The new model for leadership requires streamlined operations and clear lines of communication. Leaders have to stay abreast of the latest social developments and trends. They also need to be clear about their values since these will guide their decision-making process in a crisis.

“

Being emotionally secure is absolutely important. If you are insecure, get out. Don't try to avoid tough decisions because they will come back to you later.

”

Carlos Ghosn Chairman and Chief Executive Officer, Renault-Nissan Alliance (France and Japan), France; Foundation Board Member

“

You need to know that people will follow you. That means establishing credibility, which comes from integrity, honesty and openness.

”

Brian Duperreault President and Chief Executive Officer, Marsh & McLennan Companies (MMCo), USA

Events such as Occupy Wall Street demonstrations, the Arab Spring and a number of recent natural and man-made disasters present leaders with a rapidly evolving set of challenges. Globalization and the disruptive effects of accelerated technological change are driving factors, but growing disparity of income between the poorest and richest segments of society also needs to be taken into account. While social media continues to be seen as a major factor in organizing political movements, from a leader's perspective, hyperconnectivity and the speed of communications along with the expectations they create may be even more important.

Hyperconnectivity enables the public to react almost as a single organism to new developments with extraordinary numbers, power and speed. The accelerated speed of communications creates immediate expectations and means that leaders often have insufficient time to respond to changing situations.

The new model for leadership requires streamlining operations while developing and emphasizing internal and external communications. More than ever, leaders need to maintain a global perspective while

paying close attention to things on the home front. While the effects of an event may be local, the implications are global. The new model especially requires maintaining close contact with all the operational levels of an organization and with its constituency or customers. It means establishing a clear set of priorities and values that will set a direction for the organization when events seem to go haywire.

Trying to lead when events surpass the capacity of contemporary structures is an ongoing problem. One participant noted that Europe is not short of leaders; the real difficulties in coping with the Eurozone crisis are inherent in the organizational structure of the European Union.

The difficulties of operating within outdated organizational structures are compounded by the requirements to make decisions quickly. During the meltdown of the Fukushima nuclear plant in Japan in March 2011, Japanese officials felt pressured to respond to the public within three hours of the disaster, but did not have enough accurate information to be able to decide on an effective course of action.



We think of innovation as involving technology. We need to shift gears and reboot to look at innovation as not limited to physical technology, but involving social technology as well.



Johanna Mair Professor, Stanford University, USA; Global Agenda Council on Social Innovation



01



02

- 01:** Alpha Conde, President of Guinea
- 02:** Ngozi Okonjo-Iweala, Coordinating Minister for the Economy and Minister of Finance of Nigeria; Meles Zenawi, Prime Minister of Ethiopia; and Jacob Zuma, President of South Africa
- 03:** Amre Moussa, Presidential Candidate, Egypt; Secretary-General of the League of Arab States, Cairo (2001-2011); Abdelilah Benkirane, Chief of Government of Morocco; Hammadi Jebali, Prime Minister of Tunisia; Abdel Moneim Aboul Fotouh, Presidential Candidate, Egypt; Secretary-General, Arab Medical Union, Egypt; and Nadine Hani, Senior Presenter Al Arabiya, United Arab Emirates



03

They wanted to warn people of the short- and long-term dangers of radiation but did not want to spread panic. In addition, the officials themselves were unsure of the true safety limits under the circumstances. An added difficulty was that different government organizations came to contradictory conclusions, while there was a need to speak with one voice. The solution was to hold joint press conferences, but even this encountered criticism.

The nuclear disaster not only affected Japan, but also created a virtual tsunami of its own by disrupting global supply chains. The lack of electricity from Fukushima shut factories across Japan, which halted production lines around the world dependent on Japanese parts. That brought home to CEOs everywhere that, in this globalized world, an event anywhere can have an immediate impact on business.

With demands on leaders increasing daily, the most obvious incentive is compensation – a major topic at the Annual Meeting. While compensation is the most common approach to attracting top talent, it is also increasingly open to criticisms that may impact on a leader's ability to lead, especially when multi-million dollar bonuses are not visibly matched by leadership performance. An increasingly troubling issue, especially in the wake of ongoing economic uncertainty, is growing economic disparity.

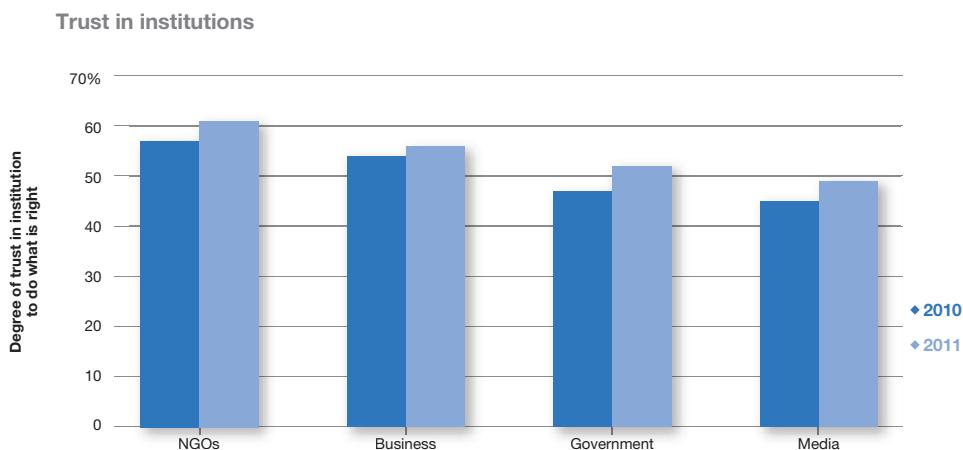
Realistically, a multi-million dollar bonus may not be that important to a large corporation's bottom line. However, what is important is the signal that an exceptionally generous pay package sends to the company's employees and the public at large. The effect is to put the leader or CEO in a class that is separate from the employees at the very moment when solidarity within the organization is particularly important and more productivity is being demanded of employees. The result is a weakened organization. As Enda Kenny, the Taoiseach of Ireland, put it during a session on rebuilding Europe: "People are prepared to sacrifice, but they won't accept being sacrificed."

Excessive compensation tends to create the illusion that the leader is somehow excluded from the difficulties that ordinary people are experiencing – something of a "Masters of the Universe" syndrome. There is a farther-reaching corrosive effect on human capital. In the United States, for example, 30% of the best and brightest graduates from Ivy League colleges and universities go into finance. From a national perspective, that imbalance is not likely to be the most efficient mix to keep the country competitive, especially in terms of manufacturing.

A primary issue surrounding compensation is credibility. It is increasingly important to reduce suspicions of profiteering by ensuring that compensation committees are completely independent of the CEO. Even better, the new

Public trust in institutions rose modestly in 2011

Source: Edelman Trust Barometer (2011)



Insight and Impact from Davos

– Scenarios for Sustainable Health Systems

The financing of health systems has increasingly burdened developed economies, which has been exacerbated by the fiscal crisis. Participants agreed on the drivers of the expenditure growth and, since many of these factors are unlikely to recede (e.g. ageing, lifestyles, public expectations), there is a clear need to develop a more sustainable way of managing health systems. The magnitude of health financing challenges suggests that incremental solutions may not be enough; however, a shared vision of new models for health systems does not yet exist. Therefore, over the coming year, the Forum will engage stakeholders in creating a vision and recommendations on how societies can keep people healthy in an economically sustainable way.

– Disaster Resource Partnership (DRP)

No calamity is similar: key variables include the cause of the disaster, its geographical location, the number of people killed or injured, and the efforts required to rebuild communities. Associations need to continually maintain relations with national governments as effective collaboration is only possible when solid foundations have been built before emergencies.

– Future of Urban Development

This cross-industry initiative was launched. Mayors and participants committed to host a series of roundtable discussions in their cities. The first roundtable is confirmed for Tianjin in late spring/early summer.

– The New Vision for Agriculture Initiative

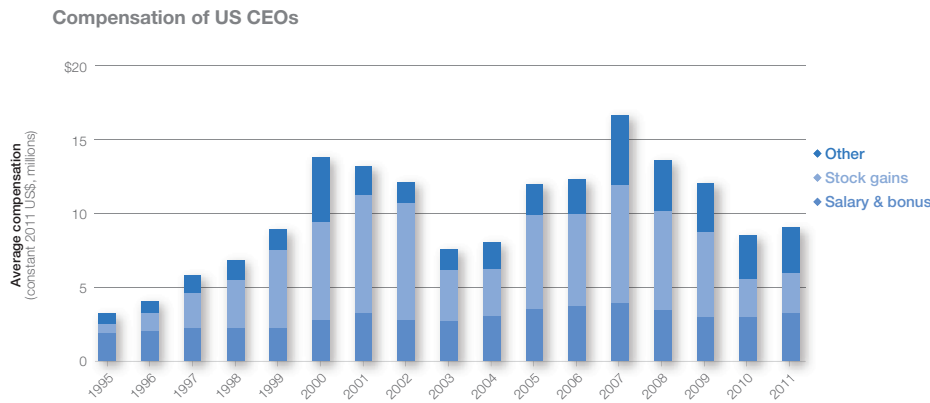
Global leaders from business, government, civil society and other sectors have rallied around the New Vision for Agriculture, a strategy to ensure food security, environmental sustainability and economic growth through agriculture. Led by 27 global Partner companies of the Forum, the initiative has established public-private partnerships in 11 countries in Asia, Africa and Latin America. Each engages a group of 15-40 companies in partnership with government and other stakeholders to accelerate progress on shared priorities – such as specific crops or geographic regions. In Davos, leaders of both the G8 and G20 pledged support for the New Vision as an innovative and potentially transformative model for achieving global food security.

01: Lionel Barber, Editor, Financial Times, United Kingdom; Enda Kenny, Taoiseach of Ireland; Helle Thorning-Schmidt, Prime Minister of Denmark; Bronislaw Komorowski, President of Poland; and Jyrki Tapani Katainen, Prime Minister of Finland

02: Hiroko Kuniya, Anchor and Presenter, Today's Close-Up, NHK (Japan Broadcasting Corporation), Japan; Kittiratt Na-Ranong, Deputy Prime Minister and Minister of Finance of Thailand; Carlos Ghosn, Chairman and Chief Executive Officer, Renault-Nissan Alliance (France and Japan), France; Foundation Board Member; and Brian Duperreault, President and Chief Executive Officer, Marsh & McLennan Companies (MMC), USA

CEO compensation peaked in 2007

Source: Forbes Annual Executive Compensation Reports; US Bureau of Labor Statistics



Note: For years through 1999, sample is the 800 largest US companies; for years since 2000 sample is the 500 largest companies in the US.



model is likely to be more effective if it is made clear that ultimate responsibility really does lie with an independent board of directors.

Connectivity both within and outside the organization is emerging as one of the most important elements of the new leadership model. It used to be that a CEO's primary duty was to increase share value for stockholders and to keep the board of directors happy. Leadership today requires staying abreast of a wide range of social developments. The CEO of a major food company pointed out that, a decade ago, his major concern was producing a tasty meal at an affordable price. Today, customers want to know about the packaging used, labour conditions and a wide range of other issues. Future leaders need to be aware of all of the options available, but also need to know what their customers and employees are really thinking.

Many of the qualities of the new leadership model are enhancements of the qualities that have always been part of leadership. Carlos Ghosn, Chairman and Chief Executive Officer, Renault-Nissan Alliance (France and Japan), France, and a World Economic Forum Foundation Board Member, noted in a session on making tough choices in times of crisis that a key factor is maintaining clear priorities. Ghosn recommends having only a single one.

Leaders need to be clear about their values since these will guide their decision-making process in a crisis. Most importantly, they have to ensure that others will follow their lead. That means establishing close connections and building personal loyalty before a crisis hits. The Internet and social media could provide valuable tools for leaders to make rapid decisions while ensuring a collaborative, multistakeholder approach that buttresses their legitimacy.

Kittiratt Na-Ranong, the Deputy Prime Minister and Minister of Finance of Thailand, noted that, in any crisis, the leader is expected to respond to stakeholder expectations. In some cases, these can be contradictory or less than clear. "The hardest thing is to go against the stakeholder's expectations when you know that those expectations are wrong and that you are right," Kittiratt acknowledged. Another difficulty in crises is sifting through contradictory advice, added Ghosn. "If all the advice points in the same direction, you know that people are telling you what you want to hear." The answer is to learn how to read people and to know which advice to trust.

Ultimately, the most critical element is accurate information. To get it, a leader needs to set up the lines of communication before trouble hits and to make it clear to everyone in the organization that they should provide only real information. After that, the final decision rests on the leader's decision-making capacity and accumulated experience. In that respect, the new model is no different from what it has always been.

Time to Redefine Sustainable Growth

Climate change and increasing stresses on natural resources are forcing a redefinition of the concept of sustainable growth. New governance and business models are integrating resource scarcity, the ecological footprint of activities and realistic pricing of inputs.

The good news is that the growing determination of India, China and African countries to lead the world in sustainability is creating a race to be green that is inspiring other countries to follow. This collaborative spirit can generate game-changing innovations to boost clean energy that are low in cost and easily replicable and scalable.

“

We have to be extremely creative to create the right enabling environment, legislation and policies to be sure we can work with the private sector in a different way. We are looking at completely new models, particularly for those of us who are hydrocarbon rich.

”

Diezani K. Alison-Madueke Minister of Petroleum Resources of Nigeria

Persistent acute stresses on natural resources, severe climate extremes, natural disasters, poverty, unemployment and political unrest have pushed the world to a tipping point. Many reflect upon 2011 as a year of chaos, doom and gloom, and irreparable broken models. But this pessimism was offset during the Annual Meeting by the emergence of new ways of thinking and pockets of innovation resulting in models that could be scaled up – providing there is political will and “people power” embedded in public-private partnerships.

Many of these new sustainable growth technologies and models are originating from emerging markets where escalating economic pressures are inspiring innovation. For example, in 2010, in the middle of the financial crisis, over half of global renewable energy investments were in emerging markets. As one participant observed, “They are learning from our mistakes – we can learn from their innovation.”

With the world’s natural resources under threat, skilfully managing risks in the water-food-energy nexus is critical; chronic mismanagement has thwarted economic growth and social stability. Subsidies that distort this nexus must be abolished, particularly for fossil fuels. In some developing countries, government spends more on fuel subsidies than it does on education and healthcare.

However, the world’s poor must be protected and placed at the centre of any strategy that addresses proper market prices to reflect social costs. With an estimated 925 million hungry people, the world’s food systems are clearly broken after decades of mismanagement and distorted production and distribution patterns. Feeding the world in 2050 could require a 70% increase in food production. A huge challenge is taming price spikes and excessive food price volatility.

Nonetheless, participants expressed confidence that a food crisis can be averted, pointing to technological innovations in crop science, access to information for farmers and new models of cooperation between governments and businesses. For example, Africa can feed itself but, instead of focusing solely on production, the entire value chain must be reshaped to include research, storage and logistics. Malawi is a model; it has recently turned from a net importer to net exporter of food to its neighbours.

The oceans provide the natural capital that drives all economies and humanity and moves 90% of global trade. Yet, the world’s largest ecosystem is abused and neglected. A “networked system of good governance” that draws in all stakeholders is required to save the oceans, rather than laws, regulations and market-based mechanisms. Today, 1.5 billion people depend on oceans for protein. To feed 9 billion people, sustainable aquaculture must be developed, which could treble the amount of protein available.

The World Economic Forum’s *Global Risks Report 2012* warns that failure to curb rising carbon emissions poses the most significant global environmental risk over the next decade. However, socioeconomic development for billions of people living in poverty depends on growth, which is powered by energy. But what kind of growth, and can it be sustainable? Is it possible to reverse resource-intensive consumption patterns?

Perhaps the very notion of “sustainable growth” should be redefined. Is it an oxymoron? Is it achievable in today’s societies, driven by consumption-led growth, which depends on promoting relentless consumption through underpricing of resources? New governance and business models that integrate resource constraints, the ecological footprint of activities and a realistic pricing of inputs are needed. This will require draconian rules and regulations. A new model of consumerism should be based on value, not volume. An example is goods that can be transformed at the end of their life cycles rather than discarded. However, tough decisions are required to balance economic, social and environmental sustainability with the aspirations of young people, particularly the poor in developing countries.

Many companies complain that they cannot reach their sustainability goals because they face consumer resistance. Radical measures have been proposed to “green” consumers and shift them towards a more sustainable



01: Antonio de Aguiar Patriota, Minister of External Relations of Brazil

02: Diezani K. Alison-Madueke, Minister of Petroleum Resources of Nigeria

03: Ban Ki-moon, Secretary-General, United Nations, New York





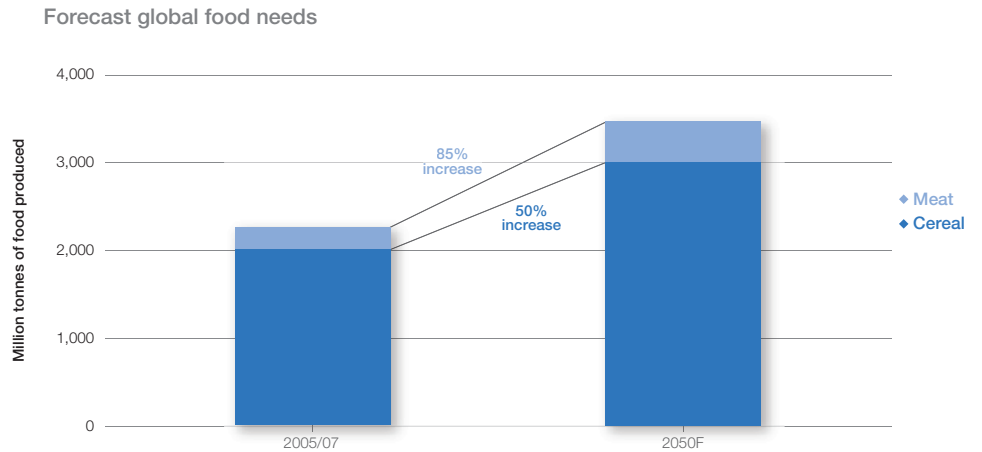
By providing sustainable energy for all, we can revitalize economic growth, protect this planet Earth and the environment, and spread the benefits of development more equitably; but we cannot build a green economy on the backs of the poorest and most vulnerable people.



Ban Ki-moon Secretary-General, United Nations, New York

Feeding the world in 2050 could require a 70% increase in total food production

Source: FAO; United Nations Population Division



Note: Based on UN Population Division's Medium Variant forecast for 2050 population

01: Bruno Le Maire, Minister of Agriculture, Food, Fishing, Rural Affairs and Spatial Planning of France; and José Graziano da Silva, Director-General, Food and Agriculture Organization of the United Nations (FAO), Rome

02: Lynda Gratton, Professor of Management Practice, London Business School, United Kingdom; Global Agenda Council on New Models of Leadership

03: Bob Diamond, Chief Executive, Barclays, United Kingdom



way of consuming. One of these is a plan to devote 5% of all advertising budgets to a global campaign to promote sustainability. Another is to change living and consuming patterns by reducing the working week, thus reducing energy consumption – globally and in a coordinated fashion. Social media will play a vital role in these efforts.

There can be no development without access to energy. But billions remain mired in energy poverty condemned to darkness and missed opportunities for education and prosperity. Energy poverty cuts across and undermines all aspects of development. The United Nations has declared 2012 the International Year of Sustainable Energy for All and laid out ambitious targets. By 2030, access to energy should be universal, the rate of energy efficiency should double and renewables in the global energy mix should be at least 30% compared to 16-17% today.

The United Nations has called on businesses to invest in projects and infrastructure and implored governments to make sustainable energy a priority by implementing policies to provide clean, affordable and reliable energy. A mix of private and public funds is needed.

One suggestion is to use official development assistance (ODA) as leverage to provide risk premiums, which could encourage the private sector to invest.

Energy as a human right will be pushed at Rio+20, the UN Conference on Sustainable Development in June, where many leaders are hoping to create the Sustainable Development Goals. Also on the agenda is a Green Gross Domestic Product taking into account environmental and sustainability factors and establishing sustainability criteria for development financing.

Citizen involvement in energy policy-making is crucial. Deliberate, proactive work is needed to engage all stakeholders in the debate in a transparent process long before the outset of a project. This collaboration could take the form of a new “social contract” based on mutual trust. This is particularly important in developing countries, the source of almost all energy growth in the next 20 to 30 years.

The growing determination of India, China and countries in Africa to become global leaders in sustainability is creating a race to be green that can inspire other countries to follow and



We have to deal with this planet Earth that we have. As members of the human race we have a responsibility to future generations. We cannot borrow space on planet Mars.



Raila Amolo Odinga Prime Minister of Kenya

generate game-changing innovations to boost clean energy that are low in cost and easily replicable and scalable.

The stage is set for innovation and sustainable models in Africa, which is being priced out of fossil fuels and seriously jeopardized by climate change. With 70% of the population relying on agriculture for their livelihoods, the continent has no choice but to pursue green, climate-resilient growth. Africa is enjoying greater peace and stability and younger leaders are stepping up. The challenge is not to develop the traditional practices that have destroyed resources around the world, but to leapfrog and find ways to adopt the latest technologies to promote clean energy and resource efficiency. Africans have the potential to lead sustainability over the next two decades.

Wind energy is powering socioeconomic development in India under a government policy that facilitates locating manufacturing and other businesses on privately run wind farms. This is a “triple win” – it generates cheap electricity, creates jobs and boosts the skill levels of rural people, who tend not to migrate to cities if they can earn income at home.

Brazil’s Light for All programme is replicable, but success depends on many factors, including a national grid and a mix of public and private funding. The economic spin-offs of this initiative, launched in 2003, were astronomical. As 2.8 million families switched on, they started buying millions of household goods.

China’s energy plan considers the “macro energy balance equation” and is focusing on engaging local authorities in energy conservation. China recognizes that low carbon must be part of the equation. Key to the energy solution is determining how much growth is feasible and the quality and quantity of energy to power it. This systematic approach could be a model for developing countries.

The 16 companies that have been identified by the Forum as New Sustainability Champions are from emerging markets and can provide models. They are embedding sustainability across their value chains by moving from non-renewable to renewable materials and applying clean production and delivery methods. Sustainable job creation results from these practices.

Shaping sustainable models requires a holistic approach to all natural resources and a collaborative effort from all stakeholders, particularly local communities. Solutions cannot be imposed on a global level – new models must take into account local conditions and priorities. Instead of public-private partnerships, it is time to move to people-public-private partnerships.

Insight and Impact from Davos

– Green Investment

Mexican President Felipe Calderón asked the Forum to develop new public-private finance mechanisms for green infrastructure to be released at the G20; the prime minister of Kenya, finance ministers of Chile and Guinea and CEOs of development finance banks responded with ideas and concrete proposals (UK Foreign Secretary Andrew Mitchell announced a new climate public-private partnership fund with £130 million of funding to catalyse private sector investment). Barclays CEO Bob Diamond noted that green finance can be the path out of the financial crisis and pledged to partner with government to make these investments a reality.

– Economic and Political Implications of Resource Scarcity

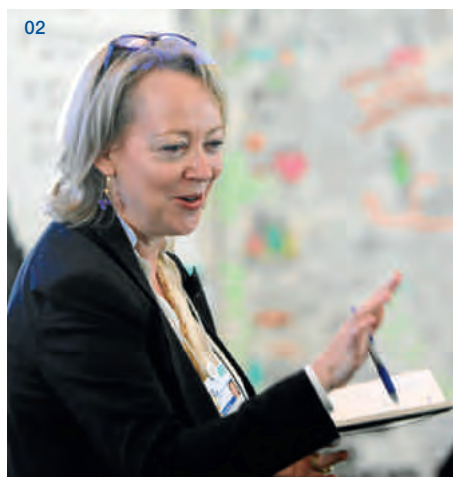
The politics of the resource agenda is as important as economic analysis to manage resource constraints, and differing stakeholder perspectives and interpretations of scarcity and abundance are a key barrier to coordinated action. To create a scalable shift to sustainable resource use, issues of resource efficiency, clean growth, social justice and inequality must be fused together into economic decision-making. A key area for further research was identified: the models used by governments to create and implement integrated policies across different resources, stakeholder interests and levels of government. The Forum’s Resource Scarcity project will detail the quantitative and qualitative insights from the past year of research and discussions as input to the Rio+20 meeting in June.

– Water Resources Group (WRG)

This “new model” of public-private-civil society collaboration for the water sector was launched in Davos and will be hosted at the International Finance Corporation on behalf of the World Bank Group. Muhtar A. Kent, Chairman of the Board and Chief Executive Officer, The Coca-Cola Company, USA, pledged US\$ 2 million for the ongoing support of WRG. The Minister of Finance of Guinea invited WRG to start a country partnership, and a Memorandum of Understanding was signed with the Inter-American Development Bank to become a Regional Champion. These practical outcomes are a snapshot of how WRG is helping to change the “political economy” for water reform and a positive disruptor in the global water agenda.

– The Responsible Mineral Development Initiative

Created to help countries develop their mineral resources in a socially and economically responsible manner, the initiative released its report highlighting six key actions to address the challenges commonly associated with mineral development.



The Power of Technology

The name of the game is smart growth – making more with less. Smart-growth solutions should neither increase income inequalities nor damage the environment.

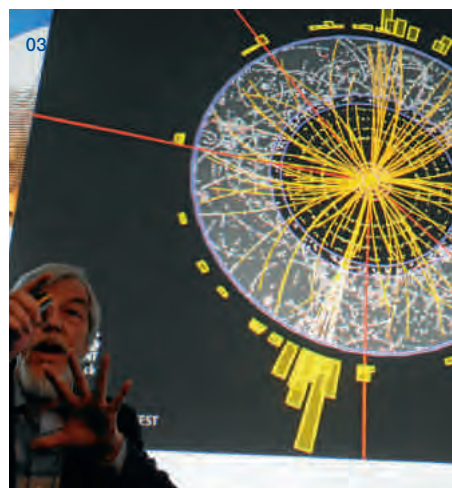
Scientific methods can be applied to addressing complex issues. To shape new models will require the participation of experts from a wide range of disciplines. Social media platforms can drive such far-reaching collaboration and spur game-changing approaches to leadership and global challenges.

“

There is no question that people who are not as educated, not as disciplined and not exposed to the markets as much are affected negatively by technology. This is no different from the loom when it was invented, and the impact that it had. And I don't think that any of us would want to go out and somehow to delete the loom.

”

Eric Schmidt Executive Chairman, Google, USA



01: Participants captured during the session “New Models of Healthcare with the National University of Singapore”

02: Detailed view of Beta Zone screen in the session “The Mind and the Machine”

03: Rolf-Dieter Heuer, Director-General, European Organization for Nuclear Research (CERN), Switzerland

To appreciate how technological innovations are creating opportunities for inclusive growth, consider the rural school with a solar panel on the roof. Children come in the morning carrying batteries the size of a lunchbox. While they do their lessons and play in the yard, the packs are plugged in and charged. At the end of the day, the kids trundle home with their power supplies. If students skip school, their families do not have electricity that night. Set-up costs for this scheme are low; households gain access to inexpensive power from a clean source; and children have a compelling incentive to get an education. In addition, parents can make money by selling extra electricity on to others.

Launched by a social enterprise in India’s Karnataka state, this programme is a model of how technology can drive practical and affordable solutions to development challenges, including the lack of infrastructure, the difficulty of keeping children in school and the need for clean energy. It neatly combines technological innovation with social enterprise, promoting growth and creating jobs and opportunities. It borrows from microfinance practices and conditional social assistance programmes that have been so successful in Brazil and Mexico. It is a collaborative approach that can only succeed if all the stakeholders cooperate.

There are good innovations like this – and there are bad ones. Financial engineering

produced derivative products that evolved beyond the limits of sensible risk management and social safety and contributed to the recent banking crises in the United States and Europe. They may have been good innovations when it came to bank profits but turned out to be bad innovations when they were not properly used and adequately assessed and monitored.

Technology and innovation are disrupting economies, destroying jobs and creating them at the same time. The Great Transformation is an age of creative destruction brought on by the onslaught of new technologies, from the Internet and mobile telephony to robotics and artificial intelligence. While this deluge of applications cannot be stopped, it can be used to create opportunities, not kill them. Indeed, technology should be the great equalizer and not the great divider. Good innovations use technology to spawn new business models that promote inclusiveness, stimulate growth and employment, enhance sustainability and environmental responsibility, and are cost effective.

In a hyperconnected world of stressed resources, rising population and rampant consumption, new economic and business models have to be predicated on smart growth – how to do more with less. Businesses, governments, organizations and individuals are employing technology to do things differently, increasing productivity and,

in many cases, environmental responsibility. Smart grids, automation, sensor technology, mobile phones and ICT are allowing for more efficiency and sustainable use of energy. “Smart city” pilot projects are proliferating around the world, bringing together technology companies and cities and towns in public-private partnerships to promote sustainability, conserve energy, reduce costs and meet the needs of citizens who are demanding a reasonable price.

Science and technology are creating products and services that can be customized for an individual or even by the user. Applications on mobile devices or services – such as disaster monitoring on social media platforms – are allowing ordinary people to change and improve the world. People are now creating their own technology to make their lives better; take the growing practice of “gamification”, the use of computer and online game design techniques and dynamics to engage communities and solve real-world problems.

Scientific methods are also inspiring new approaches to global challenges. Because of their complexity, problems such as climate change require multistakeholder participation to address. It follows too that shaping solutions to problems that have economic, social, political, cultural and scientific dimensions needs a coordinated, multidisciplinary approach. As Nobel

Laureate Murray Gell-Mann, Distinguished Fellow, Santa Fe Institute, USA, pointed out, the international community should take inspiration from the sciences and create new ways of collaborating that harness the different skills and knowledge bases of all relevant experts.

Technology is changing the way leaders make choices. The Internet and social media, for example, can help ensure that they are still able to consult the appropriate constituents and take a course of action quickly in response to a fast-moving situation.

The innovations spun by social media are only just beginning. The rich data and information generated by interactions in expanding global social networks is yielding knowledge and insights that will allow companies to better meet the demands of their customers, and governments to better serve the needs of the public. Artificial intelligence analytics are raising data mining to a much higher level of sophistication, allowing leaders to be in close touch with their organizations and constituents and to communicate and interact with them more effectively.

“The days of the one-way conversation are over,” said Thomas L. Friedman, Columnist, Foreign Affairs, The New York Times, USA. “We are all in a two-way conversation. The challenge for political and corporate leaders is to understand the power of what can be generated from below. The sweet spot for innovation is moving down. The sweet spot in policy and politics is moving down.”

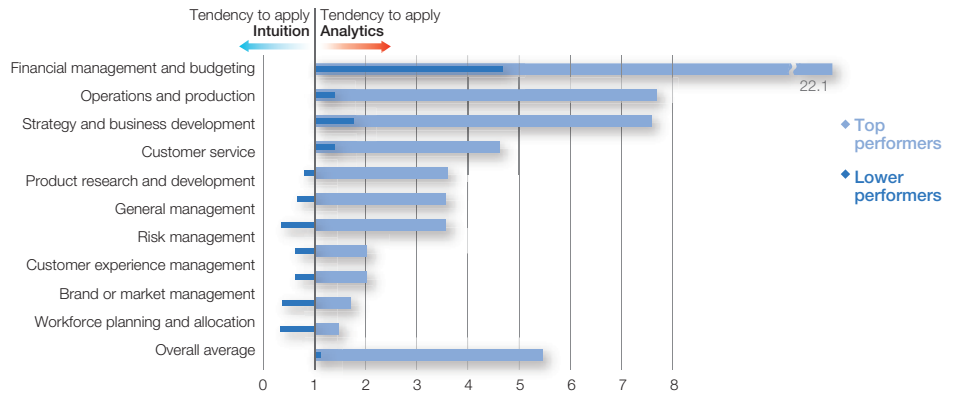
“
With the structure of employment changing so rapidly, people with BA degrees might be disappointed with their expectations. The only solution is that universities themselves should mould the expectations of students so that they are more flexible.
 ”

Christopher Pissarides Professor, London School of Economics and Political Science, United Kingdom

High-performing companies tend to apply more analytics to decision-making

Source: Steve LaValle et al., "Analytics: The New Path to Value", MIT Sloan Management Review (2011)

Analytics and intuition in decision-making



Note: A likelihood of 1.0 indicates an equal likelihood that the organization will use either analytics or intuition. Top performers were survey respondents who reported they “substantially outperform industry peers”



04



05



Insight and Impact from Davos

Open Borders

Leaders from the supply chain and travel industries agreed to enhance the Forum's Open Borders programme by explicitly valuing the growth opportunities from abolishing barriers to trade and travel.



Supply Chain & Transport Risk

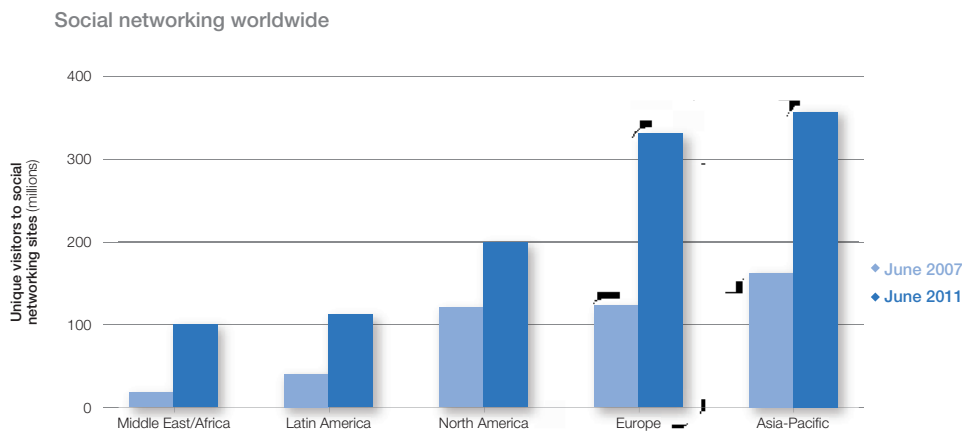
The supply chain, transport and aviation communities agreed five recommendations for managing risk. Trends such as globalization, lean processes, mass travel and outsourcing have made supply chain and transport networks more efficient, but have changed risk profiles, yet visibility and understanding of this are not keeping pace. A new model of explicit and holistic risk management needs to be adopted by business and government to preserve the robustness and efficiency of supply chain and transport networks.

Sustainable Transportation Ecosystem

Participants endorsed the project's draft report, which recommends an integrated approach to achieving sustainable transportation. Participants agreed to focus on public-private partnerships to scale up aviation biofuels, among other steps.

Asia continues to lead in number of social networkers

Source: comScore



01: Christopher Pissarides, Professor, London School of Economics and Political Science, United Kingdom

02: Nouriel Roubini, Professor of Economics and International Business, Leonard N. Stern School of Business, New York University, USA; Global Agenda Council on Fiscal Crises

03: Tan Chorh-Chuan, President, National University of Singapore, Singapore, captured during the session "New Models of Healthcare with the National University of Singapore"

04: Magid Abraham (C), President, Chief Executive Officer and Co-Founder, comScore, USA

05: "The Secrets of the Universe"

01: Participants captured during the IdeasLab “Creative Job Creation with the Wharton School, University of Pennsylvania”

02: Susan Elizabeth Jukes during breakout discussion in session “Overcoming the Youth Employment Challenge”

03: Global Shapers

04: Participant in session “Exploring the Political and Economic Implications of Resource Scarcity”

05: Muhammad Yunus, Chairman, Yunus Centre, Bangladesh



Acknowledgements

The World Economic Forum would like to thank its Strategic Partners for their valuable support of the World Economic Forum Annual Meeting 2012.

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The World Economic Forum would also like to thank the Brazilian Ministry of Development, Industry and Foreign Trade and the Brazilian Trade and Investment Promotion Agency (Apex-Brasil) for their support of the Cultural Soirée.

01



01: Global Shapers

02: Drue Kataoka, Artist, USA

03: Franky Oesman Widjaja, Chairman and Chief Executive Officer, Sinar Mas Agribusiness & Food, Indonesia; and Gita Wirjawan, Minister of Trade of Indonesia

04: Francisco Javier Mayorga Castañeda, Secretary of Agriculture, Livestock, Rural Development, Fisheries and Food of Mexico, "A New Vision for Agriculture"

05: "The Mind and the Machine"

02



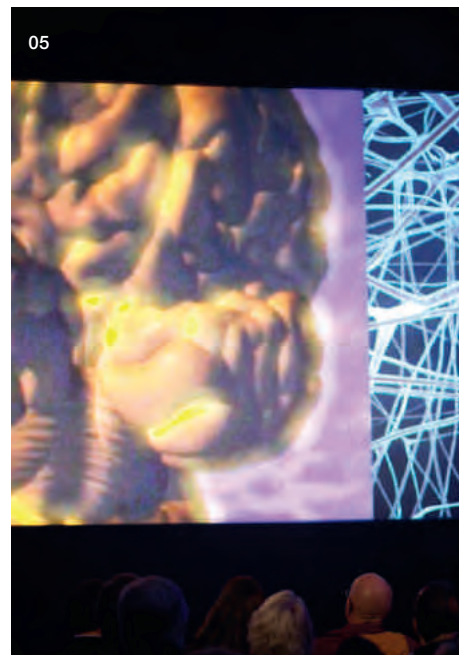
03



04



05



01: Yvonne Chaka Chaka, Singer and President, Princess of Africa Foundation, South Africa

02: Detailed view of IdeasLab

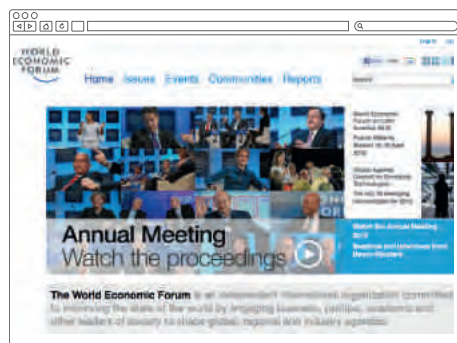
03: Klaus Schwab, Founder and Executive Chairman, World Economic Forum, in session "The World Economic Forum's Vision and Mission"

04: Hilde Schwab, Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship, Switzerland, hands over the crystal award to Luc Besson, Filmmaker, Screenwriter and Producer; Founder, EuropaCorp, France

05: Jakaya M. Kikwete, President of Tanzania



Further Information



The event page of the Annual Meeting 2012 provides access to a richer level of content from the Meeting, including videos, photographs, session summaries, transcripts and webcasts of selected sessions.

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This report is also available to download as a pdf from the following address:

www.weforum.org/am12/report/pdf

More information on the Annual Meeting 2012, Davos-Klosters, Switzerland can be found at the following links:



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ANEXO V

NOTAS DE DIFERENTES MEDIOS EN INTERNET



Foto: AFP

➤ **IGNACIO PERALTA PARTICIPARÁ EN EL FORO ECONÓMICO MUNDIAL DE DAVOS 2012¹**

Colima, Col.- Ignacio Peralta, alcalde capitalino con licencia y candidato del PRI al Senado de la República, es uno de los 8 políticos mexicanos que participará en el Foro Económico Mundial de Davos 2012.

Hoy, el periodista Carlos Mota, en su columna Cubículo Estratégico, publicada en Milenio.com, da a conocer los nombres de los mexicanos que fueron invitados a este foro a participar, entre ellos, en el séptimo lugar se cita a Ignacio Peralta.

¹ *Ignacio peralta participará en el Foro Económico Mundial de Davos 2012*, Colima noticias, [en línea], [27 de abril de 2012].

http://www.colimanoticias.com/index.php?option=com_content&view=article&id=20599:ignacio-peralta-participara-en-el-foro-economico-mundial-de-davos-2012&catid=1:Ultimas%20Noticias



Cabe señalar que a la reunión anual del Foro Económico Mundial de Davos sólo se puede asistir con invitación.

Los invitados

Enrique Peña Nieto. Haber sido nominado Young Global Leader es lo que lo habilitó para acudir desde hace algunos años. Hablará en la sesión “Modelos de crecimiento efectivos”, junto con el chileno Juan Somavia, director de la Organización Internacional del Trabajo, y con Robert Thomson, editor de *The Wall Street Journal*. Es el único candidato a la Presidencia de México que asiste.

Ernesto Zedillo, que es miembro del Consejo Fundador del WEF. Estará en el panel “Nuevo contexto para el liderazgo”, donde coincidirá con el *chairman* de *Bloomberg* y también con el de *Deloitte*. Quién sabe si defiende su idea de que el liderazgo es un invento de la escuela de negocios de Harvard y que lo que funciona es el trabajo arduo.

Juan José Suárez Coppel, de Pemex. No está programada su participación en ningún panel.

Bruno Ferrari, secretario de Economía. Discutirá en la sesión “Conectando América”, junto con Ricardo Martinelli, presidente de Panamá; Susan L. Segal, del Consejo de las Américas, y Felipe Larraín, ministro de Finanzas de Chile.

Mario Delgado, secretario de Educación del Distrito Federal. Participa en la mesa “El poder de la gente”, junto con el líder sindical automotriz de Estados Unidos, el gobernador de Colorado, y el secretario general de Amnistía Internacional.

Felipe Calderón. Hablará en la sesión “Crisis económica global: rol y retos del G20”. Lo moderará Bill Gates y lo presentará Klaus Schwab. Asimismo, Calderón será la personalidad más relevante en la cena latinoamericana, que coordinará, entre otros, un mexicano: Alejandro Ramírez, de Cinépolis.

Ignacio Peralta, presidente municipal de Colima y Young Global Leader del WEF. Participa en la sesión “El rol de la generación del milenio”, cuya pregunta central es cómo están las nuevas generaciones moldeando las agendas sociales y medioambientales.

Lourdes Aranda, subsecretaria de Relaciones Exteriores y sherpa de México en el G20. Hablará en la sesión “Gobernando en un mundo interconectado”, con Margaret Chan, la señora que anunció la pandemia de influenza que vino desde México en 2009.

➤ **TRANSFORMACIÓN DEL CAPITALISMO, EJE CENTRAL DE DAVOS 2012²**

La canciller alemana, Angela Merkel, abrirá la 42 edición del Foro Económico Mundial (FEM) en la estación alpina de Davos a la que asistirán 40 jefes de Estado y gobierno, entre ellos el presidente de México, Felipe Calderón. El tema central de la cita anual de Davos que tendrá lugar del 25 al 29 de enero, será "La Gran Transformación: Creando Nuevos Modelos".

² *Transformación del capitalismo, eje central de Davos 2012*, El Economista. Crédito Notimex, [en línea], 18 de enero de 2012, [19 de abril de 2012], disponible en: <http://eleconomista.com.mx/economia-global/2012/01/18/transformacion-capitalismo-eje-central-davos-2012>

La reunión en la localidad de los Alpes suizos contará con la asistencia de 40 jefes de Estado y gobierno, entre los que destacan los de países de la UE como Finlandia, Francia, Irlanda, Países Bajos y Reino Unido, además del presidente de Perú y Panamá.

Así como de representantes de 19 países del G-20 y más de 2,600 delegados, empresarios, sociedad civil, artistas e intelectuales.

El presidente y fundador del Foro Económico Mundial (FEM), Klaus Schwab, afirmó este miércoles que uno de los temas de reflexión será la necesidad urgente de una transformación del capitalismo.

Schwab subrayó en rueda de prensa previa al cónclave anual de Davos, que sigue creyendo firmemente en el capitalismo como el motor del progreso social, sin embargo, "en su actual forma no encaja por más tiempo con el mundo que nos rodea".

"Hemos fracasado en el aprendizaje de las lecciones de la crisis de 2009 y es necesaria una urgente transformación que debe comenzar con la restauración de un sentido global de la responsabilidad social", indicó.

La reunión de este año debatirá sobre los modelos del crecimiento y empleo; liderazgo e innovación; sostenibilidad y desarrollo.

Así como los modelos sociales y tecnológicos, entre otros temas de vital importancia en momentos en que se anuncia el riesgo de una nueva recesión económica mundial.

Además se dedicará una sala especial para la discusión de los temas identificados en el informe de Riesgos Globales 2012.

Asimismo, acudirán a Davos figuras como el secretario del Tesoro de Estados Unidos, Timothy Geithner, el secretario general de Naciones Unidas, Ban Ki-moon,

la directora del Fondo Monetario Internacional (FMI), Christine Lagarde, y el presidente del Banco Mundial, Robert B. Zoellick.

Por otra parte, miembros del movimiento de protesta "*Occupy WEF*" (Ocupemos el Foro Económico Mundial) son otros "actores" que aunque no han sido invitados, se aprestan para hacer escuchar su mensaje contra los representantes del sistema político, económico y social mundial que acudirán a la exclusiva estación de esquí suiza.

Los organizadores del movimiento de protesta construyeron un enorme iglú en el centro de Davos y van a levantar un campamento con muchos más con el fin de imitar el poblado de carpas erigidas frente a Wall Street en Nueva York y otras ciudades.

El movimiento "*Occupy WEF*" es parte de la campaña mundial que se inició en Nueva York a finales de septiembre para denunciar las desigualdades sociales y la desmedida ambición de los grupos financieros.

Frente a una gran manta con la frase "No dejes que decidan por ti", David Roth, presidente del ala joven del Partido Socialista suizo, hace unos días declaró a la prensa que "las decisiones de unos pocos nos han llevado a la crisis de los últimos años" y criticó el hecho de que "ahora las mismas personas se presentarán aquí como la solución a estos problemas".

Roth invitó al público en general a unirse a la protesta y coincidió con una de las conclusiones del FEM en su informe de Riesgos Globales 2012, que afirma que la creciente desigualdad social será "una de las mayores amenazas para la economía mundial en los años por venir".

➤ **DAVOS: TEMOR POR CRISIS GEOPOLÍTICA³**

El temor de los expertos internacionales a serios desequilibrios geopolíticos durante este año aumentó de manera significativa, alertó el Foro Económico Mundial.

Al dar a conocer los resultados del Tercer Índice de Confianza Global, el organismo mundial resaltó que también disminuyó la confianza sobre la cooperación internacional.

Refirió que este sombrío panorama es compartido por la mayoría de los 345 encuestados de empresas, gobiernos, organizaciones internacionales y de la academia, y será uno de los puntos que se abordarán en Davos, durante la reunión anual del Foro Económico Mundial 2012, del 25 al 29 de enero.

Destacó que el 54% de los encuestados señala que el riesgo de que se presente un problema geopolítico en los próximos 12 meses ha aumentado de manera significativa.

Un disturbio geopolítico importante a principios del año nuevo sin duda inclina la economía global en la dirección equivocada dados los niveles actuales de confianza, comentó el director ejecutivo del Foro Económico Mundial, Lee Howell.

Además, dijo, los encuestados se muestran pesimistas sobre los pronósticos económicos globales, pues 60% de ellos dijo carecer de confianza en el estado de la gobernabilidad en el mundo, lo que indica poca confianza en los líderes políticos para hacer frente a los riesgos globales.

³ *Davos: Temor por crisis geopolítica*". El Economista, Crédito Notimex. [en línea] 23 de enero de 2012, [10 de abril de 2012], disponible en: <http://eleconomista.com.mx/economia-global/2012/01/23/davos-temor-crisis-geopolitica>

La última encuesta sugiere que los líderes de empresas y funcionarios públicos deberán, con urgencia, analizar en Davos aspectos como la generación de empleo y del crecimiento económico, resalta.

Más de 2,600 participantes se reunirán en Davos a partir de este miércoles, en la reunión cuyo lema es “La gran transformación: dar forma a nuevos modelos”, lo que refleja la necesidad de una reforma profunda de la actual crisis económica y la gobernanza mundial.

➤ **PARTIRÁ CALDERÓN EN DAVOS ESTE MARTES⁴**

México.- El presidente Felipe Calderón Hinojosa viajará esta tarde-noche a Davos, Suiza, para participar en la Reunión Anual 2012 del Foro Económico Mundial, que en esta ocasión tiene como tema “La Gran Transformación: Dando Forma a Nuevos Modelos”.

El mandatario asistirá a la cita en los Alpes suizos del 25 al 28 del presente mes, en la que sostendrá encuentros de alto nivel con jefes de Estado y de gobierno y ejecutivos de empresas globales, tanto en su carácter de mandatario mexicano, como de presidente del G-20.

Adicionalmente, por primera vez desde la fundación del foro, se incluirá en el programa la presencia cultural de México, con cinco expertos de diversas disciplinas de la cultura mexicana.

⁴ *Partirá Calderón a Davos este martes*, El Economista. Crédito Notimex, [en línea], 23 de enero de 2012, [21 de abril de 2012], disponible en: <http://www.zocalo.com.mx/seccion/articulo/partira-calderon-a-davos-este-martes>

La participación del presidente mexicano tiene entre sus objetivos principales contribuir a fortalecer la presencia de México en el orden global, aprovechando la oportunidad de presidir este año al Grupo de los Veinte (G-20).

Además, pretende reforzar la imagen de la República mexicana como responsable en el manejo de la política económica y las finanzas públicas, y continuar la promoción del país como un destino seguro y confiable para la inversión y el turismo.

En su primer día de actividades, Calderón Hinojosa participará en la sesión pública denominada “*Global Economic Crisis: Role and Challenges of the G-20*”, la cual contará con los comentarios de Bill Gates.

En ese foro, el titular del Ejecutivo federal abordará la situación económica global, el papel del G-20 para solucionar los retos actuales y las acciones que México realizará durante su Presidencia en ese organismo internacional.

Más tarde, ofrecerá una cena para tratar temas del G-20, en la cual se prevé la participación de los jefes de gobierno de Singapur, Suiza, Dinamarca, Israel, Países Bajos y Canadá.

En dicha reunión también se prevé la presencia de líderes de organismos internacionales, como el de las Naciones Unidas (ONU), para la Cooperación y el Desarrollo Económicos (OCDE) y Mundial de Comercio (OMC), así como del Banco Interamericano de Desarrollo (BID), entre otros.

De acuerdo con la Presidencia de la República, la reunión permitirá entablar un diálogo en torno a las propuestas e inquietudes de las naciones asistentes, y subrayar la disposición de México de mantener un diálogo ampliado y abierto con los países no miembros del G-20.

El jueves, Calderón participará en la sesión privada *“Emerging Economy Investment Opportunities: Directing Private Capital into Green Growth”*, que reúne a líderes políticos y ejecutivos empresariales, con los miembros del Consejo de Crecimiento Verde del Foro Económico Mundial.

El mandatario mexicano fungirá como líder de discusión en la sesión-almuerzo *“Defining the Imperatives for 2012”*, misma que prevé definir y priorizar las principales líneas de política para 2012, a fin de orientar la economía global hacia otro patrón de crecimiento.

También presidirá una sesión denominada *“Priming Mexico’s Agenda G-20”*, en la cual se hablará sobre las prioridades de la Presidencia de México y el seguimiento de acuerdos de Cumbres anteriores del G-20, que reúne a las principales economías desarrolladas y emergentes.

Además, asistirá como “líder de discusión” en la Cena Latinoamericana, que contará con la presencia de los mandatarios de Perú y Panamá, así como de Moisés Naím del Carnegie *“Endowment for International Peace”*, donde se discutirá el desempeño económico y el papel de esa región en 2012.

En el tercer y último día de gira de trabajo, se prevé la participación de Calderón Hinojosa en el desayuno *“B20 Task Force Launch”*, donde asistirán los miembros del Grupo de Trabajo del B20, y se espera la asistencia de 35 presidentes ejecutivos de empresas globales.

La Presidencia de la República indicó que dentro de su participación en el Foro de Davos, el Ejecutivo sostendrá reuniones bilaterales con otros jefes de Estado y de gobierno, así como con dirigentes de empresas globales y con representantes de organismos internacionales.

El Foro Económico Mundial es una organización privada internacional independiente, comprometida con mejorar el panorama internacional por medio del diálogo al más alto nivel, a fin de dirigir las agendas económicas regionales y globales.

Durante más de cuatro décadas, la Reunión Anual ha proporcionado a los líderes de la industria, gobierno, academia, sociedad civil y medios de comunicación una plataforma sin igual, para dar forma a la agenda global.

Además de que ha servido para establecer objetivos comunes y tendencias, así como establecer soluciones conjuntas para los principales retos que enfrenta el planeta.

➤ **MÉXICO EN DAVOS⁵**

Hoy comienza la versión 2012 de la reunión anual del Foro Económico Mundial (WEF por sus siglas en inglés) en la pintoresca (y muy fría) aldea Suiza de Davos. Con el tema: La gran transformación: dando forma a nuevos modelos, el evento busca que los líderes políticos regresen a la tarea fundamental de definir cómo debe ser el futuro, planteando nuevos modelos que permitan enfrentar los retos que compartimos como comunidad global.

Para nuestro país, esta evaluación periódica de la conducción de la economía mundial es de particular importancia este año, pues ocurre durante la presidencia de México en el Grupo de los 20 (G20). Por ello, el presidente Felipe Calderón, en una participación junto al fundador de Microsoft, Bill Gates, explicará al mundo su visión para la próxima reunión del G20, en México, el 18 y 19 de junio de 2012.

⁵ Franco, Arturo, *México en Davos*, Animal político. Arrancones en Neutral, [en línea] 25 de enero de 2012, [18 de abril de 2012], disponible en: <http://www.animalpolitico.com/blogueros-arrancones-en-neutral/2012/01/25/mexico-en-davos/>

De acuerdo a la página de la presidencia, “la participación del Presidente Calderón tiene como objetivos principales contribuir a fortalecer la presencia de México en el orden global, aprovechando la oportunidad de presidir este año al Grupo de los Veinte (G-20); reforzar la imagen de nuestro país como responsable en el manejo de su política económica y de sus finanzas públicas, y continuar la promoción de México como un destino seguro y confiable para la inversión y el turismo.”

Esperemos que todo este esfuerzo, y la enorme inversión incurrida por la Secretaría de Economía y Pro-México para organizar pabellones, fiestas y eventos en el marco del WEF realmente ayuden a combatir la mala percepción que nuestro país ha estado adquiriendo y a mejorar nuestra marca-país.

¿Más de lo mismo?

Como parte del equipo para América Latina en el WEF, durante los últimos 3 años, una de mis principales responsabilidades era la de impulsar la participación de empresarios, políticos, emprendedores sociales, líderes de sociedad civil, y otros personajes de nuestra región en este tipo de eventos globales. En ese entonces creía que era muy importante tratar de resaltar lo mejor de nuestro continente y de nuestro país, para mantenerlo relevante, activo y presente en la mente de los más importantes tomadores de decisiones del mundo. La clave para lograr esto era contar con un buen “contingente” de líderes que pudieran representar con orgullo y calidad a nuestra tierra.

En el caso de México, vi con mucha impotencia como, año con año y a pesar de todos nuestros esfuerzos, la participación de nuestro país se fue deteriorando. Por un lado, entre los empresarios mexicanos que asisten a Davos desde hace muchos años no se ha visto por allá a los grandes, miembros del club de billonarios de la revista Forbes: Slim, Zambrano, Servitje, Larrea y González Barrera. (Obviamente, tampoco al Chapo Guzmán ha hecho el viaje a Suiza).

Por el otro, los pocos empresarios que si asisten, además de ser prácticamente los mismos cada año, tienen muy poca visibilidad en el evento y rara vez participan de manera activa en las discusiones públicas. Por más esfuerzos que haga el gobierno para pintar otra imagen, el empresariado mexicano brilla por su ausencia en la reunión más importante del sector privado global.

El “Soft Power” Mexicano

Afortunadamente, México cuenta con representantes que pueden mostrar un lado más positivo del país. Tal es el caso del escultor tapatío Rivelino, invitado probablemente por Pro-México, quién nos comparte fotos de su experiencia en la nieve desde su cuenta de Twitter: @EstudioRivelino.

➤ **FORO DE DAVOS INICIA CON DEBATE SOBRE CAPITALIS⁶** **Cumbre en medio de la turbulencia financiera. *Bloomberg***

En el Foro Económico Mundial se analizará el futuro del modelo económico, la crisis de la zona euro y la situación económica mundial.

Davos.- Con un debate sobre el futuro del capitalismo inició hoy la 42 edición del Foro Económico Mundial (WEF) que analizará además la crítica situación del euro, de la Unión Europea (UE) y la crisis económica global.

"¿Está el capitalismo del siglo XX fallando a la sociedad del siglo XXI?", fue la pregunta que se hizo esta mañana a los panelistas de la primera de las más de 250 sesiones previstas para esta edición, que concluirá el próximo domingo.

⁶ Echeverría, Mara, *Foro de Davos inicia con debate sobre Capitalis*, UNAM, Instituto de Investigaciones Económicas. El financiero, [en línea], 25 de enero de 2012, [23 de abril de 2012], disponible en:
http://biblioteca.iiec.unam.mx/index.php?option=com_content&task=view&id=15739&Itemid=146

La edición de este año, la cuarta que el mayor club empresarial del mundo celebra en un panorama de crisis global, arrancó bajo el lema "La gran transformación. Dando forma a nuevos modelos" en medio de pronósticos económicos desalentadores.

De acuerdo a un sondeo difundido este miércoles en Davos por la consultora *Price wáter house Coopers (PwC)* sólo el 15 % de una muestra de más de 1,300 ejecutivos de grandes empresas cree que la actividad económica mejorará durante 2012.

Según la encuesta, el 48% de los cuestionados es incluso más pesimista y considera que la situación económica global empeorará todavía más durante los próximos once meses.

Durante la 42 edición del foro, el análisis de nuevos modelos económicos marcará los debates en Davos en donde los organizadores programaron hasta tres grandes debates sobre el futuro del sistema capitalista.

"No se pueden resolver los problemas con modelos superados" comentó el fundador del *WEF*, el profesor alemán de Economía *Klaus Schwab*.

La otra gran cuestión que el foro abordará desde este mismo miércoles es la crisis económica e institucional de la Unión Europea (UE) que pone en riesgo a los países miembros de la zona euro que comparten al euro como moneda común.

El tema del futuro del euro se espera que sea abordado esta noche en la inauguración oficial del foro por la canciller alemana Angela Merkel, quien será la encargada de pronunciar el discurso de apertura del evento.

La prensa apuesta que Merkel hará una defensa del euro ante los asistentes y que anunciará algunas de las líneas económicas de su país y de la Unión Europea (UE) para este año.

Más de mil seiscientos presidentes de grandes compañías y alrededor de 40 jefes de Estado o de gobierno participan en esta edición del Foro Económico Mundial.

➤ HOY COMIENZA EL FORO ECONÓMICO MUNDIAL EN SUIZA⁷

El evento internacional tendrá como principales temas la inclusión, la crisis europea y la desaceleración en los países desarrollados.



(Foto: AP)

En medio de una crisis que afecta a los países europeo y la amenaza de una posible recesión global, hoy se inicia una nueva edición del Foro Económico Mundial 2012, reunión que se llevará a cabo en la ciudad de Davos, Suiza.

⁷"Hoy comienza el Foro Económico Mundial en Suiza". El comercio.pe. [en línea], 25 de enero de 2012, [09 de abril de 2012], disponible en: <http://elcomercio.pe/economia/1365586/noticia-hoy-comienza-foro-economico-mundial-suiza>

Debido al contexto, los principales temas que dominarán la también conocida Asamblea Anual de Davos serán la crisis de la deuda europea, la inminente desaceleración en los países más desarrollados y acciones para hacer que el mundo sea menos desigual.

También se desarrollarán debates en torno a un cambio en el modelo económico que abordará la problemática de la pobreza a nivel mundial.

Al evento, cuyo lema es “La gran transformación. Dando forma a nuevos modelos”, está previsto la visita de 2.600 participantes, entre políticos, intelectuales, economistas, gurús de las finanzas, líderes de opinión, quienes muchos de ellos disertarán y ofrecerán soluciones sobre la crisis europea y sus repercusiones en el crecimiento económico mundial.

La inauguración de este año estará a cargo de la canciller alemana Ángela Merkel, cuyo país es visto a la vez como salvavidas y principal garante del rigor presupuestario en la región europea.

Entre los principales líderes políticos que asistirán al Foro Económico Mundial, figuran Nicolás Sarkozy (Francia), Barack Obama (EE.UU.), David Cameron (Gran Bretaña), Angela Merkel (Alemania), Mario Monti (Italia), Mariano Rajoy (España). El presidente Ollanta Humala también estará presente en el evento.

Más datos

El Foro Económico Mundial fue fundado en el 1971 por Klaus M. Schwab, profesor de Economía en Suiza.

En la edición de este año se realizarán 260 sesiones, debates y reuniones informativas.

En total 1.600 CEO de empresas de todo el mundo y 200 académicos intervendrán durante el evento.

➤ **EN FORO DE DAVOS SE DESTACÓ EL MOMENTO DE AMÉRICA LATINA⁸**



Ángela Merkel, canciller alemana, durante la apertura del Foro. Foto: AFP

La región fue destacada por su disciplina fiscal y cifras macroeconómicas, aunque aún no ha sentado las bases para un crecimiento sostenible.

La buena salud de la economía de América Latina debe ser utilizada para proteger a la región contra la crisis financiera internacional, que hace tambalear a Europa y que, tarde o temprano, afectará al subcontinente, sugirieron ayer ministros y analistas en el Foro Económico Mundial de Davos.

Es probable que este sea el primer año en que la situación en América Latina es analizada en Davos como un ejemplo a seguir y no como un cúmulo de problemas por resolver, los que ahora aparecen concentrados en las economías de la Unión Europea, atrapadas en una crisis de deuda soberana.

⁸ *En Foro de Davos se destacó el momento de América Latina*, portafolio.com., Internacional, [en línea], 25 de enero de 2012, [04 de abril de 2012], disponible en: <http://www.portafolio.co/internacional/foro-davos-se-destaco-el-momento-latina>

Políticos, empresarios y académicos se reunieron ayer en la primera sesión del Foro de Davos y que estuvo dedicada a América Latina y en la que, si bien hubo elogios a la estabilidad macroeconómica en la gran mayoría de países de la región, también se advirtió claramente que aún no se han tendido las bases para un crecimiento sostenible en el futuro.

El ministro de Minas y Energía de Colombia, Mauricio Cárdenas, se refirió al “problema estructural de la baja productividad” en América Latina, cuya solución - opinó- pasa por atender el problema “de la informalidad, que es más alta que en otras partes del mundo”.

El secretario general Iberoamericano, Enrique Iglesias, aseguró que los precios de las materias primas han sido históricamente un “termómetro fundamental del crecimiento” y que esta situación se repite ahora por los altos precios que estos productos tienen en los mercados internacionales. Pero advirtió que “sería un grave error pensar que este único factor permitirá sostener el crecimiento en el futuro”.

Aprovechar el ‘boom’

El profesor del Instituto Tecnológico Autónomo de México Guillermo Órtiz, consideró que una de las lecciones más importantes aprendidas por los países latinoamericanos se refiere al “reforzamiento de los sistemas financieros nacionales, lo que ahora permite que podamos soportar la crisis europea”.

Sobre las inversiones en la extracción de recursos naturales, una cuestión que ha originado protestas y levantamientos populares en la historia reciente de varios países latinoamericanos, Cárdenas sostuvo que la “clave del éxito es aprovechar el ‘boom’ de las materias primas en un contexto de democracia, entendida por libertades personales”.

➤ **ACUSA A ALEMANIA DE IMPONER “METAS FISCALES INALCANZABLES”⁹.**

Soros: riesgo real de que la Eurozona se "desintegre"

El inversor estadounidense George Soros criticó la gestión de Alemania en la crisis financiera y aseguró que existe un riesgo real de "desintegración" de la Unión Europea. Soros culpó a la mayor economía europea de establecer metas inalcanzables. "Alemania puede destruir la Unión Europea si sigue imponiendo su disciplina fiscal" a sus otros socios, dijo, y apuntó: "el resto de Europa no es como Alemania".

Así lo señaló el magnate estadounidense en declaraciones a la prensa, antes de la inauguración del 42 Foro Económico Mundial (FEM) que comenzó hoy en esta ciudad suiza.

En tanto, la canciller alemana Angela Merkel instó a algunos estados europeos a mejorar su competitividad, al tiempo que se pronunció por mantener el principio de solidaridad en el viejo continente y rechazó las críticas de Estados Unidos y del resto de países de la Unión Europea, que consideran que Alemania debería contribuir más a reducir los desequilibrios económicos de la eurozona.

Merkel se opuso a que Alemania contribuya más a la superación de la crisis, ya que, pese a que la mayor economía de Europa es "grande y fuerte", las posibilidades de ayuda de ésta "no son infinitas", afirmó.

La cita anual del Foro Económico Mundial se realiza bajo un panorama persistente de la crisis de deuda en la eurozona y un pesimismo sobre el futuro del sistema financiero mundial. En el foro de cinco días se debate sobre el estado del

⁹ *Acusa a Alemania de imponer 'metas fiscales inalcanzables'*. La Jornada, [en línea], pág.2 y 3, 26 de enero de 2012, [24 de abril de 2012], disponible en: <http://www.jornada.unam.mx/2012/01/26/portada.pdf>

capitalismo. El tema principal del encuentro que reúne a 2 mil 600 personas en esta ciudad alpina, entre ellos políticos, economistas o empresarios de todo el mundo, es "la gran transformación: dar forma a nuevos modelos".

Desempleo, oportunidades para los jóvenes –los más afectados por la falta de trabajo–, desigualdad, competitividad o innovación marcaron la sesión de apertura de este foro.