

THE FUTURE BOOK

The future is today...
because somewhere on Earth, it is already tomorrow.

Action Adaptability Agriculture **Air** Air traffic Aliens Art Aspiration Australia Big
Biotechnology Bomb blast Brazil Breath Broadband Business 2.0 Challenge **Chance**
Change **Clean water** Communication Complexity Connecting Consensus Constructive
energy COP 15 Core power mover Creative blitz Culture erosion Cyber Radio Do it
Dreams **Earth** Education Efficiency Empowerment Evolving cities Experience **Faith**
Family Fly Food distribution Forests Free trade **Friends** Future Gene-on-chip
Generation Y **Genetics** Global warming Good Haiti Health **Healthcare** Hibernation
Holograms **Home** Homeless Hope Hug **Humans** Humility Hydrogen Hype media
Idea Imagination India Inflation Innovation Inspiration Interaction **Jobs** Knowledge Large
Hadron Collider (LHC) Latvia Leadership Less **Light** Lineage Love Macedonia Mayans
MBA+ Media **Media control** Microloans Mobile health assistance Mobile teachers
Mobile technologies Money Montenegro **Morality** Morocco Moving sidewalks My
News **Nanorevolution** Natural disasters Nature Opportunity Oxygen Pakistan
Pandemic outbreak **Parliament of Youth** Peace People diversity Pocket media
Pollution Population Poverty **Power** Prosperity Reborn Recession **Recycling**
Renewable Ridesharing Robots Romania **Russia** Scarcity Security Sensory technology
Singapore **Slovenia** Smart Smile Social entrepreneurship **Social innovation**
Social media Stereotyping Sustainability **Talent** Tears Terrorism The Flu **Think** Time
Tomorrow **Transforming** Transportation **Trees** Trust Turkey United Kingdom USA
Velocity Vietnam Virtual **Vision** Waste management **Why** Win Work **Youth**

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We wish to thank the following experts who generously agreed to contribute their thinking and essays to this book: Anne Lise Kjaer, Audrey Trotereau, Chris Laszlo, Danica Purg, Donald J. Johnston, Helmut F. Karner, Joel A. Barker, Jean-Pierre Lehmann, John Crockett, Lučka Kajfež Bogataj, Nadya Zhexembayeva, Ruben Papiian

We would also like to thank the following people from both industry and academia who provided their support and input to this book: Alev Katrinli, Andrej Ručigaj, Ann Ferren, Carmen Hutu, Colin Egan, Daniel Sherrard, Darko Horvat, David Bevan, Dejan Križaj, Franjo Bobinac, Gaël Bonnin, Geoff Turner, Gregor Pipan, Guergana Guintcheva, Howard Thomas, Jan Muehlfeit, Janez Škrabec, John Peters, José Manuel Restrepo, Kristine Guseva, Lesley Long, Mark Beattie, Marta Kos Marko, Matej Potokar, Matthias Eckert, Matthieu Puigt, Metka Tekavčič, Mirjana Dimc Perko, Nadegda Grosheva, Nevenka Črešnar Pergar, Peter Pang, Sandi Češko, Sema Basol, Tara Hopkins, Tadeja Jere Lazanski, Zvezdan Horvat, Žiga Vavpotič

Photos: Damjan Obal, C:F archive, Slovenia Tourism Board

Publishers: Third Millennium Knowledge BV, The Netherlands, TMK Lab d.o.o., Slovenia

Special thanks to Gorenjski tisk d.d., Slovenia

Of course, the greatest thanks go to all C:F community contributors who made this book possible.

CIP - Kataložni zapis o publikaciji
Narodna in univerzitetna knjižnica, Ljubljana

001.18(082)

The FUTURE book / [editors Andreja Kodrin, Matevž Kmet ; photos Damjan Obal, C:F archive, Slovenia Tourism Board]. - Amsterdam : Third Millenium Knowledge ; Ljubljana : TMK Lab, 2010

ISBN 978-961-269-285-8

1. Kodrin, Andreja

252174592

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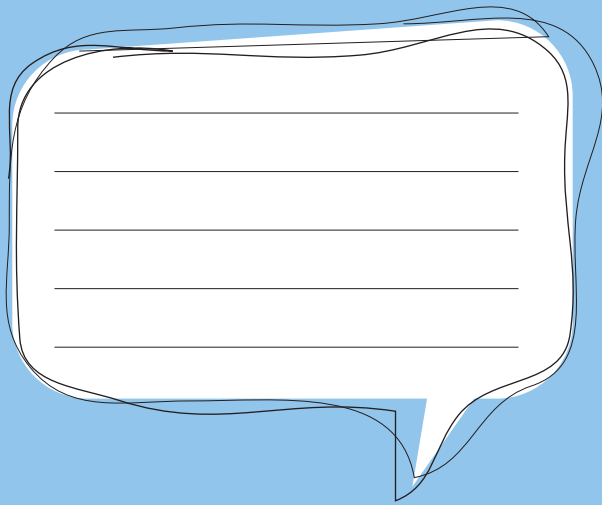
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Challenge:future
reminds me not only
to challenge the
future, but also to
challenge myself.

JANIS SUPE, LATVIA



Challenge:Future Dictionary

Challenge:Future ('tʃæɪ.lɪndʒ/:/'fju:.tʃər) 1. (*noun*) An empowering and barrier-free global student competition based on innovation and open collaboration for a sustainable world. Abbreviated as C:F, 2. (*verb*) A call to think and start the change today to be able to live in the time which starts immediately after the present, 3. (*verb*) The exciting process of collaborating with peers around the globe and creating feasible solutions or “out of mind ideas” for a cleaner, smarter and fairer future □ **C:F Advisory Board**, a group of visionary thinkers supporting C:F with fresh ideas and critical questions. The Board consists of a distinguished mixture of academia, business experts, and futurists. **C:F Bootcamp**, the first three days of the C:F Finals created for youth to connect, build skills, and share knowledge. **C:F Challenges**, specific competition tasks to be completed by participants. The 2009/2010 competition offered six challenges in its first phase: the future of Communication, Transportation, Media, Health, Youth, and Prosperity. **C:F Platform**, a virtual place where C:F members can participate in communication, collaboration, open dialogue, and competition. **C:F Competition 2009/2010**, the first competition ever, with 1,664 competitors and 554 teams from 151 countries. **C:F Hall of Fame**, an honor awarded to the top ten most innovative schools in the 2009/2010 competition judging based on open innovation and open collaboration principles. **C:F Judges**, an international team of experts representing different fields of knowledge that offered grades and feedback to competing teams. **C:F Member**, the essential, central and fundamental element of the C:F community. **C:F Mentors**, faculty members from all over the world who are passionate about fostering young talent. **C:F Most Innovative School**, the school that exhibited the most outstanding performance in 2009/2010 competition. **C:F Open Collaboration**, the

process by which people share knowledge and create together for mutual benefit. **C:F Open Innovation**, the process in which one side (e.g., a company) needs a solution to a problem and opens itself up to broader audience (e.g., students) to find the solution to their concrete problem. **C:F Quick Challenge**, short, exciting, and provocative contests that are posted each month to encourage creativity and promote open dialogue. They are referred to simply as QC. **C:F “See you in Bled!”**, a C:F slang phrase expressing wishful thinking or a compliment to others as only the finalist teams in the C:F competition had the chance to meet in Bled, Slovenia, at the C:F Summit. **C:F Sparks**, a measure of the activity and meaningful contribution on the C:F virtual platform. **C:F StormIt**, parallel contest with extra prizes for participants. In 2010, StormIt was dedicated to green tourism with a topic of “Give me three days of green sLOVEnia”. **C:F Summit**, an annual face-to-face gathering of the most innovative youth, pioneering businesses, policy leaders, and other change makers. **C:F The Future Book**, a first attempt among C:F enthusiasts to publish food for thought for the future. **C:F Weekly Hot Topic**, a discussion on trending topics that are relevant to sustainability, referred to as WHT. **C:F Win-win-win**, an action that benefits an individual, a business, and the world as a whole. The most important judging criteria in the C:F competition. **C:F Winners**, the student teams with the highest scores reflecting the combined judges’ grades and community votes. In the 2009/2010, the Backcasters team from Singapore were the winners. **C:F Youth Advisory Board**, the group that consists of extraordinary youth from the C:F community, referred to as YAB. **C:F Youth Think Tank**, over 70 passionate and creative youths who made it to the C:F Summit and serve as the voice of C:F community.

The Road to the Future

Albert Einstein once said that he never thinks of the future; it comes soon enough. It seems that the relevance of his last thought is growing exponentially but the pleasure of the first has diminished decades ago. On our minor Planet of a very average star, one among the 200 billion stars in the Milky Way galaxy, population of 6.8 billion humans is reaching planetary boundaries. For each of us the Future matters. However, this Future is not completely unknown, it is already mapped by human past and present irreversible impact on the Planet. Hence, can we still neglect the fact that demography, economy and environment are united elements of the planetary system? Can we still convulsively hang on to the presumption that we have decades to change, and decades more to worry about the impact? The truth is, our planet Earth is in imminent peril and next years will prove decisive for the world's climate and the world's future. James Hansen, NASA scientist, warned us that we have a very brief window of opportunity to deal with climate change, no longer than a decade at the most for this "the most urgent fight of our lives"¹.

Freeway to sustainable development

Evoked by many existential challenges, caused by humans, we have initiated Challenge:Future, a venture of many students, partners, and experts with different life philosophies and driven by different goals, but all committed to creating a more fair, prosperous and sustainable Future. Seeking to go beyond or further than just another student competition, we have aimed at connecting global youth, providing an environment to collaborate and think, bringing diversity into the discussion and creating the bonds.

Challenge:Future strongly believe that "everybody is good at innovation if given a chance"². To us, innovation is not only inventing the next space shuttle; it can be directed at many other necessary solutions such as the winning "Simple, yet effective"³ solution that brings a win-win-win for the world, with a 25% decrease in travel time for metro passengers, 30% less energy consumption and 30% lower investment costs for companies, and proportionally lower usage of materials, resources and emissions of CO₂. Furthermore, to C:F, social innovation is urgently required in addition to technological and business innovation. The emergence of social entrepreneurship has been manifested in many great competition ideas from homeless programs, youth activation, "glocal" micro aid, to program of prisoners' reintegration into society.

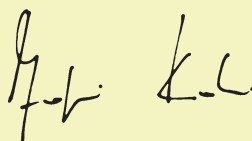
Last, but definitely not least, we strongly believe in the power of education. It is the weapon to solve complex imbalances and degradation of the environment and to provide the essential knowledge and skills necessary to equip a new generation who will be able to manage sustainability and embed it into core businesses and daily lives. The power of knowledge will lead a war inside of us, a battle for a new consciousness, a creation of millions of new leaders, as each of us with our selected actions and decisions is responsible for the lives of the millions worldwide.

At Challenge:Future we know already today that in the next decades we will live in societies with unstoppable population aging, that the majority of the world's population will be located in enormous urban areas rather than rural, that demand for water will outstrip by 40% our capacity to provide it in 2030, that the world's developed countries will drop to less than 25% of the world's population by 2050, that Infotech will continue to surprise, Biotech will gain even more momentum, that we will be forced to learn how to cognitively deal with our increasingly complex context, and that octopuses might soon become the most popular home pets, particularly around the time of World Cups. But anticipating the Future is not enough, you must create feasible solutions before you reach it.

The positive vision of the Future

The first year of Challenge:Future has brought many of them, all linked to a positive vision of the Future. Having vision means survival, especially when it is backed by a great generation of youth, whose consciousness about the planet and determination for change can drive us forward. It is a generation that was born with right "apps" to survive and thrive in the next twenty years. These future leaders, businessmen, employees and customers already know that a vital paradigm shift in technology, business, society and in our lifestyles is unavoidable. And they are not waiting for the Future to come, they have already started the change.

Andreja Kodrin*



P.S.: Shortly after starting the Challenge:Future competition, we envisioned *The Future Book* as "food for thought", aimed at providing a wide diversity of articles and perspectives with which you can agree or disagree, be inspired, or think skeptically about. Please remember though there is no map or guide for the Road to the Future. Thus, it must always be you who selects and decides where to go, and, most importantly, dares to take a step.

* Andreja Kodrin, MSc, is the Founder and President of Challenge:Future.

¹ James Hansen is a world's leading climate scientist. The quote is from his book *Storms of My Grandchildren*, Bloomsbery, (2009), p. 277

² Joel A. Barker, in his lecture at C:F Summit 2010 in Bled

³ The title of a Challenge:Future 2009/2010 winning solution

The Story Behind The Future Book

We live in a completely different world from the one in which books were the most important way of sharing knowledge and experience among people and the only way of passing it forward to next generations. We now write blogs instead of diaries; send SMS messages and Tweets instead of postcards; and use a Blackberry instead of a postman to bring us e-mail letters. Does Challenge:Future (C:F) need a book? The answer is Yes and No. Yes, because in a world where the only constant is change, a printed book is a frozen memory of a moment in time. It holds our thoughts, plans, ideas, and fears from a time that has passed and helps us remember how things once were. A book is something we will dust off one day, browse and remember the "good old days."

But Challenge:Future is not only about future technologies, it is also about sustainability, ecology, minimum environment impact, and social transformation. Is it not a wrong idea to have a book for which trees will be cut, printing inks synthesized, and energy used? And is it not also true that a printed book is stationary, limited to what can be said and done only in the time before it is printed? Meanwhile, C:F is bustling with innovation, ideas, and further changes. For this reason, perhaps the ever-changing web page is a much better media to support C:F?

Our answer was to unite the two forms. In the printed book, you will find links to the C:F web pages, from which quotes and texts were used for the book. Many essays from the book have been published on the C:F web site (www.challengefuture.org) - look for those marked with **www** next to the essay title. This will enable you to share your thoughts and ideas based on the essay with the C:F community. The complete book is also available for download at the C:F web site.

To most C:F members, we have sent the electronic version of the book, but to those who contributed extensively to C:F since its birth, and to those we count on in the future, we wanted to offer a printed version as an expression of our thanks and as a memento of your encouragement.

Of course, let us clarify that we wanted to have the printed book be in line with C:F principles. The task for the design team was therefore not only to make the book look good and be functional, but also to make it have a minimum environment impact. The paper used is made by a manufacturer supervised by the Forest Stewardship Council (FSC). The intent of the FSC system is to shift the paper market to eliminate habitat destruction, water pollution, displacement of indigenous peoples and violence against people and wildlife that often accompanies logging. We have chosen a low-weight-high-volume paper to make it look good and be lighter for shipping. The format of the book fits into a regular A4 format envelope.

The C:F book is now in your hands in one form or another, calling out to you, "Read me!" Like Alice, you will enter the Wonderland of the future if you do so.

Organization of the book

You will first meet the future of today – the future that is already here. It is not something unknown: we are already familiar with the problems we will face tomorrow. There will be others, but if we manage to solve the ones we know, a lot will have already been accomplished. Surprisingly, we know how to solve many of the problems we now face. We also know who will challenge the future – we named them “Generation whY.” They are asking the questions and seeking the answers. They need encouragement and cooperation, so one of goals of C:F is to provide exactly that.

Next, you will see how the future is seen by several prominent futurists who liked the idea of C:F from the very beginning and joined us. It is interesting to note how aligned their perceptions of the future are with the visions of C:F members. We continue the journey into the future with the results of the Challenge:Future competition among students that culminated in May 2010 during the first C:F Summit in Bled, Slovenia. The competition showed that it is not SciFi technologies that we need to challenge the future. A tiny shift of thinking is sometimes sufficient to create a big impact on the future using the knowledge and technologies we have today. The challenges for the 2009/2010 competition reveal their complexity when you study the winning ideas in each category, contributed by youth from all over the world. It is stimulating to see how they faced the challenges with innovation and creativity and were able to come up with excellent, fresh, feasible ideas.

In the end, we have learned that C:F is much more than just a competition – it is a global community of youth who care, who are not afraid, who have the will, knowledge and ability to change the world we all live in. There is an open dialogue among them, and an eagerness to address any issue - whether it is natural disasters, mass transportation, or micro loans to help poor parts of the world - with enthusiasm and excitement.

At the end of the book, we turn our attention to our own future – that of Challenge:Future itself. We examine how we might continue, and how we can increase the momentum we have gained in this, our first year.

Hear the future here!

We hope you find these essays to be meaningful and valuable to you, and that C:F helps boost your vision of the future and acts as a match to light fireworks of new ideas in you. If this book makes you pause, think, and decide to help us tackle the challenges it talks about, then we have achieved what we hoped for when we started.

Matevž Kmet*



*Matevž Kmet, PhD, is one of the editors of *The Future Book*.

Part 1:

the future is

already here

We tend to think of the future as some far off distant time. The future is the era of our children and our children's children. As such, we end up believing we do not need to be as concerned about the future as we do about the present. We think, "Let's solve today's problems first, and future generations will solve their problems."

But the future is already here. Many of the problems the world will face in the future are already upon us. In this Part, you will read several insightful essays about how we need right now to find solutions and innovate with new ideas to create an economically stronger, cleaner, and fairer world; how we need to recognize and reduce the "virtual water and virtual carbon" that we consume in everything we produce; how the Australians can teach us a thing or two about dealing with global warming and climate change; what three big trends are evolving to significantly change the world right before our eyes; and finally, why Generation Y may be just the right generation to accomplish what needs to be done. Along the way, you can read many inspiring or provocative thoughts from experts and C:F students.

For a Stronger, Cleaner and Fairer World

by Donald J. Johnston*

When we look to the future of the world, I suggest we heed the advice offered by the great economist John Maynard Keynes, who said: "Examine the *present* in light of the *past* for the purposes of the *future*." My intention is to do just that with respect to each of the adjectives found in the title of this article: *stronger*, *cleaner*, and *fairer*. While I will treat them separately, they are in fact closely linked.

The present

A *stronger* world will not develop without our economies becoming more financially stable. The problem is that today, the world is burdened with serious financial weaknesses and imbalances. At this time, we are in the midst of a major crisis that flowed from severe market failures in the financial sector of many countries but which traces its ultimate origins to the United States. The accumulation of bad debts stemming from U.S. subprime mortgage defaults, combined with financial manipulation within the investment bank community, continue to seriously affect global economic growth.

Why? Largely because the productive side of the economy, the businesses which actually produce valuable goods and services, cannot obtain sufficient credit from financial institutions that are trying to repair their own balance sheets. In short, globalization, despite all its benefits, has shown us its downside because of the integration of markets and the contagion that spreads like a global flu pandemic when things go wrong, especially in the financial markets.

Now in terms of the second adjective: a *cleaner* world. For me, a cleaner world refers to the health of the biosphere with particular emphasis on halting climate change and reducing greenhouse gas (GHGs) emissions to arrest global warming. Scientists tell us that 450ppm is a critical threshold - and even that will still result in a 2°C increase in global temperatures with serious economic and social consequences due to erratic weather patterns, which we are already seeing. We have made no significant progress in reducing CO₂ emissions despite the concerns broadly shared by many countries. Floods, droughts, hurricanes, tornadoes, typhoons, and ice storms are already with us. Rising sea levels that will inundate many of the world's most populous areas and cities, including London, New York, Tokyo and others, are on the horizon. What of the third element, a *fairer* world? To some degree, talking about fairness usually invokes political ideologies, so I will try not to get involved in that debate. But to be honest about economic fairness, we do need to talk about income distribution, both within a nation's economy as well as globally. In this regard, I like to use the Gini coefficient developed by the Italian economist Corrado Gini almost 100 years ago. The Gini coefficient measures the inequality of income distribution within a country. Most advanced economies within the OECD are in the low 30s on the Gini scale, but the United States is about 45! This is hard to believe for an economy so successful and a country so rich. Indeed the U.S. number is above Turkey and close to Mexico, and it is growing worse. Globally, inequality continues to grow despite huge efforts to bring much of the developing world out of poverty. Billions of humans on Earth still survive on less than \$2 per day, despite governments and NGOs pouring multibillions of dollars into development.

*Donald J. Johnston is the Senior Counsel to Heenan Blaikie LLP, and OECD Secretary General from June 1996 to June 2006.

Examine the present in light of the past for the purposes of the future.

John Maynard Keynes



The ways in which we tend to communicate with nature and within different groups of people are very unfriendly and egoistic. Every day they are creating more and more imbalances. We will survive and thrive on this planet only if a group of responsible people will dramatically appear to successfully block the egoists and at the same time help the less exposed people acquire the knowledge and the courage to enable them to create positive initiatives towards change.

NEVENKA ČREŠNAR PERGAR (C:F JUDGE, MEMBER OF THE C:F BOARD OF TRUSTEES), PRESIDENT AND FOUNDER OF NP CONSULTING, SLOVENIA

The past

Following Keynes' advice, let us move back from the present into the past, looking at the strength of economies, environmental issues, and fairness as we have defined it. We need not go far back. Let me describe the world we saw when I arrived as Secretary General of the OECD in 1996, only 14 years ago.

When I came to Paris, the world was bathed in a comfort zone of optimism. We had the sense of living in a *stronger* world. The recession of the early 1990s was already a distant memory. Stock markets marched onward and upward with technology, especially information and communication technologies (ICT), seemingly having no limits to innovation and growth. Millionaires were created daily, if not hourly, as the Dow and other indexes began their ascent to dizzying heights. The world was at peace. We were brimming with confidence about the strength of the global economy and the immeasurable benefits of economic growth that would flow from the Uruguay Round which had created the World Trade Organization (WTO). This agreement held great promise for the rapid liberalization of investment and trade that would quickly bring much of the developing world out of poverty and increase the wealth of the developed world at the same time. Sadly, it was not to be. Several unexpected events converged that destroyed this optimistic vision of the future. First, the dotcom bubble burst led to enormous economic fallout. Second, a spate of corporate scandals, starting with Enron in the U.S., along with many others, quickly spread around the globe and demonstrated that bad, even corrupt corporate governance practices were undermining the very foundations of our free market economy. Third, the contested election of George W. Bush as President of the United States brought with him economic and social ideologies seemingly out of the mainstream from what was perceived to be the leading American philosophy. Fourth were the tragic events of 9/11, a watershed moment for America that introduced a new and dangerous enemy of prosperity in the form of international terrorism spearheaded by Muslim fundamentalism. Fifth, the Bush administration reacted to 9/11 by unleashing the war in Iraq. All of this together was a toxic cocktail that threw our optimism and our economies into reverse.

Well, could we at least plead that we had created a *cleaner* world? We already knew of the dangers of CO₂ accumulation in the atmosphere for more than a century, thanks to the work of a Nobel Swedish Laureate, chemist Svante Arrhenius. Global warming and climate change were the subjects of the UN Conference in Stockholm in 1972. Again at the Earth Summit in Rio in 1992, it was all repeated and amplified. I attended and addressed the 1997 UN conference in New York. Fears about global warming were repeated yet again, together with declarations of great intentions to act. Then came the Kyoto Protocol, a legally binding instrument setting targets to limit greenhouse gas emissions among industrialized countries. But the predictable failure of December 2009's Copenhagen UN meeting means that the Kyoto Protocol remains the only instrument with widespread support, although the world's two biggest emitters of CO₂, China and the United States, are not bound by it.

On the third point, a *fairer* world, we saw that disparities in income distribution within and between countries remained very significant. Fairness does not suggest equality of income and wealth. But it should mean, at the very least, that everyone enjoys equal opportunities to pursue their ambitions and maximize the use of their talents and skills. I regard the essential building blocks of fairness to be access to healthcare and education. Education, in particular, helps close the income disparity gap over time but in some countries, such as the United States, much more must be done on an urgent basis. Incidentally, studies show that education is also the most important contributor to good health.

We need to learn from the mistakes that brought about the current economic crisis and base our future development on innovation, increased corporate responsibility, mutual trust and respect for the environment in which we live and depend on. Across all sectors, future managers will need a different set of tools to cope with unfamiliar norms, rules, and expectations that emerge from globalization.

JAN MUEHLFEIT, CHAIRMAN EUROPE,
MICROSOFT CORPORATION, CZECH REPUBLIC

We have to learn to construct a symbiotic relationship between Eastern and Western cultures.

SHWETA BIRLA (C.F JUDGE), INDIA

The future

Given this examination of our past and where we are in the present moment, if we want a stronger, cleaner, fairer world, we need to ask ourselves these questions about the future:

- What measures must be taken to ensure the strengthening of our market economies and avoid the outrageous actions of a few which have brought us a global recession?
- Will we be able to create a global consensus and act on it to reduce the GHG emissions, especially CO₂?
- Will we be able to reduce the growing wealth and income disparities that are dividing nations and the globe?

These are the questions to which you, as the leaders of tomorrow, participating in Challenge:Future, will be required to supply the answers. You will need to help develop and implement the solutions and appropriate public policies in your respective countries.

In my view, a *stronger* world will emerge only if we can get ethical and honest management of the financial sectors, both private and public. To do that, an appropriate balance must be found between governing principles and their application through specific rules. We need to learn from the lessons of the recent past without destroying or muzzling the creative features of free markets which have brought wealth and prosperity to so many in this world.

As for a *cleaner* world, I do not think it is easily doable. We may not be able to succeed in controlling the Earth's temperature by simply trying to restrict GHG emissions to 450ppm, 550ppm, or higher through a series of unenforceable conventions. But I believe we need to try, because any mitigation, however minimal, will reduce the cost of adaptation in the long run. In the longer term, I believe that the answer lies in new eco-friendly technologies, especially in recognizing that nuclear energy must play a central role in global base load energy. Whatever the solution, it must be a global approach. Otherwise industries where a solution is imposed from the outside will not be competitive with those that are allowed to continue to operate within *laissez faire* fossil fuel markets.

Indeed, the more I witness the evolution of the climate debate, the more convinced I am that a healthy biosphere will probably require geo-engineering as it becomes evident to all that efforts to curb GHG emissions will not reach the scientifically agreed upon targets. Nuclear is clearly regaining the support it deserves, but it is not yet at the level I witnessed in my youth. I hope it will - and the sooner the better. However, there should be rotating international teams of experts to monitor and audit the operation and maintenance of all existing and future nuclear facilities, in particular reprocessing facilities. Such international teams would be responsible for the three elements of risk that raise public concern: preventing proliferation; ensuring operational safety, and monitoring effective and safe waste disposal.

As for a *fairer* world as measured by income or wealth distribution, it must not be legislated. Tax systems obviously have a key role to play in all societies, but they must not stifle competition and creativity. Indeed they must be designed to achieve both those objectives. We all know that talent and intellectual and physical capacities vary greatly from individual to individual. Public policy should address the issue of fairness by ensuring that everyone has the opportunity to develop his or her full potential. This foundation suggests that we need to maximize our allocation of resources to education and health. This is true for both the developed world and the developing world; otherwise impoverished countries will never develop the potential of their resources and their peoples. Sadly, too many are still bedeviled by corruption and despots.

To conclude, you may not consider my observations optimistic as we look further into this 21st century, but they are. Can we achieve this stronger, cleaner and fairer world? Yes. But it will take committed, enlightened leadership bringing the right mix of creativity and discipline to public policy.

These comments have only touched upon a few key issues of the types of policies that are desperately needed. But when we apply the Keynes discipline and look back from where we are, there is measurable and extraordinary progress of the human condition on nearly every front.

Some people often pine for the "good old days". Yes, there were some good days, but mostly they were restricted to the wealthy and the privileged. I hope and will even predict that when future generations look back on their own "good old days", they will be able to see better days ahead for nearly all of human kind.

In my area, most people are jobless. They have degrees, but they don't have any opportunities to use them.

AFRINAH MUHAMMAD, PAKISTAN

It's ironic that the corporate world can deliver a can of Coca-Cola more efficiently and sustainably to more parts of the world than we can deliver a cup of drinkable water.

JOHN CROCKETT (C:F MENTOR), SOCIAL ENTREPRENEUR, USA

The biggest challenge that our youth will face in the years to come is how can they find ways to eliminate the spread of apathy in our countries.

JUDE CHRISTOPER A. ROXAS, BRAZIL

Virtual Water, Virtual Carbon

by Lučka Kajfež Bogataj*

Addressing climate change is one of the most pressing issues facing our planet and its inhabitants. Over the course of millions of years, climate change was fundamentally a biophysical phenomenon. However, the recent and accelerating warming of the Earth's climate is largely attributable to human activity, and its impacts are mediated by psychological and social processes and can be limited primarily by human activity. CO₂ emissions from the burning of fossil fuels are the primary cause of global warming. Many key climate indicators are moving beyond the patterns of natural variability within which contemporary society and economy have developed and thrived. These indicators include global mean surface temperature, sea-level rise, global ocean temperature, Arctic sea ice extent, ocean acidification, and extreme climatic events. With unabated emissions of greenhouse gases, many of the trends in climate change will likely accelerate, leading to an increased risk of abrupt or irreversible climatic shifts. The impacts of climate change on water systems are already apparent in many parts of the world, with accelerating impacts likely for several decades. Pressure on water supplies is exacerbated by changes in rainfall patterns and water availability resulting from climate change. A lack of clean water in many of the new megacities, where ten million or more inhabitants live, is already an issue of serious concern.

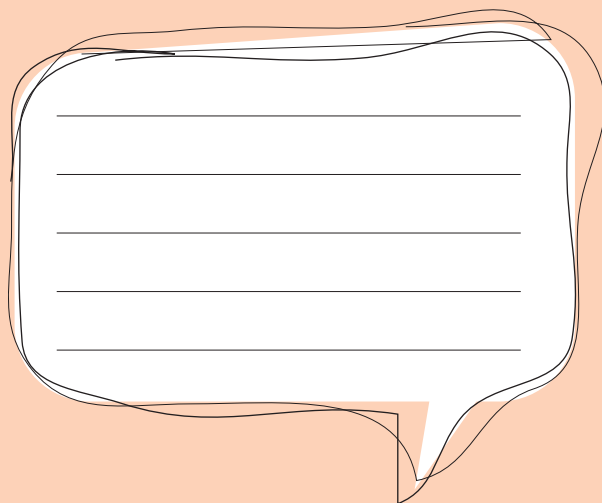
Society already has many tools and approaches – economic, technological, behavioral, and managerial – to deal effectively with the climate change challenge. These tools should be vigorously and widely implemented; if they are not, adaptation to the unavoidable climate change and de-carbonization of economies will not be achieved. And given the uncertainties around projections of climate impacts on water resources at both local and regional scales, the most effective adaptations include building resilience, managing risks, and employing adaptive management techniques.

Climate change may also present an opportunity to build a healthy, prosperous, clean energy economy for both now and for the future. A wide range of benefits will flow from a concerted effort to achieve effective and rapid adaptation and mitigation. These include new jobs in the sustainable energy sector; reductions in the health, social, economic and environmental costs of climate change; and revitalization of ecosystem services.

But to achieve all this, people must develop the attitudes, skills, and knowledge to make informed decisions now and in the future, and to act upon these decisions. If we really want to build a better future, we need to understand the actual nature of the problems we face. In terms of climate change, this may be easier than some might have us believe. Much attention has been focused on the CO₂ directly emitted by each country, but relatively little attention has been paid to the amount of emissions associated with the consumption of goods and services in each country. Consumption-based accounting of CO₂ emissions differs from traditional, production-based inventories because of imports and exports of goods and services that, either directly or indirectly, involve CO₂ emissions.

*Prof. Dr. Lučka Kajfež Bogataj is a climatologist and a member of IPCC, Biotechnical Faculty, Slovenia. She is also a C:F Advisory Board member.

If EU meets its Kyoto target, it won't be because European consumers have made sacrifices to save the planet; but because of the export of a sizeable proportion of carbon emissions to China.



The lack of forests will leave us breathless while our wooden furniture will look spotless.

LUKA PENIĆ, CROATIA

On the level of individual citizens, many times the publicity seems to be about reducing the fossil energy or water that we consume directly, as when driving a car or taking a bath. But in case of carbon, our direct consumption may be less than half of the total carbon produced. The other half goes directly or indirectly into the products or services that we buy. Water and carbon are hidden in all that we see: in our cars, our clothing, and in our sandwiches. When we manufacture goods, we embed energy and water in them: that is, their very existence means we have already spent a certain amount of energy or water, no matter what we then do with them.

An individual product's carbon content is the total amount of carbon dioxide emitted from every stage of its production and distribution, from source to store. This is also known as "virtual carbon", "embedded carbon", or "the carbon footprint". Manufacturing a new car requires energy and that in turn leads to greenhouse gas emissions like carbon dioxide. So when one drives a new car out of the shop, this car has already effectively emitted anywhere from three to 12 tons of virtual CO₂. We also tend to forget that the energy used to produce the many electronic gadgets that populate our lives is considerably higher than the energy used during their operation. In the case of water, "virtual water" is the volume of fresh water used to produce a product, summed up over the various steps of the production chain.

In both cases, it is also important to understand when and where the water or energy was used: both the virtual carbon and virtual water footprint include a temporal and spatial dimension. Virtual carbon and virtual water are usually connected. There is a lot of energy embedded in our water, and our water use has a massive carbon footprint due to pumping, treating, and heating. Water and energy are linked, and both are related to climate change. While our water footprints are expanding, climate change is exacerbating water scarcity in many parts of the world, with many places literally running out of water. And since our water footprints extend beyond the borders of our states, our consumption affects water supplies in other parts of the world.

A kilo of wheat takes 1m³ of water to grow from sowing to harvest; one ton of rice consumes around 1,400m³, while 14,000m³ of water is needed to produce one ton of beef. When we consider how much water is embedded in the food we transport around the planet, it turns out that there is already a massive consumption of virtual water. The wetter regions of the world every year ship vast amounts of embedded water to the drier parts of the planet.

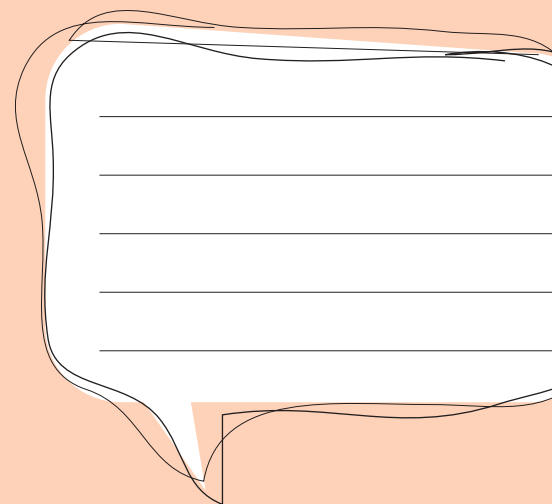
In practice, virtual water often involves countries importing water resources from other countries who are water-poor themselves, thus depriving their own inhabitants of water. Certain countries exhaust their water resources, both in quantity and quality, to the profit of others. The same is true for virtual carbon, because globalization has tended to move heavy polluting industries offshore, away from Europe and North America, to places like China and Brazil. We still consume the lion's share of goods these nations manufacture, but the carbon is emitted there, not in the developed world. In some wealthy countries like Switzerland, Sweden, Austria, the United Kingdom, and France, more than 30% of consumption-based emissions were imported, with net imports to many Europeans of more than four tons CO₂ per person in 2004. Net import of emissions to the United States in the same year was about 2.4 tons CO₂ per person. In contrast, 22.5% of the emissions produced in China in 2004 were exported, on net, to consumers elsewhere. For instance, if EU meets its Kyoto target in 2012 (as it may well do), it won't be because European consumers have made sacrifices to save the planet; it will be because we, like other Western

I worry that by 2020, Baikal lake, which is a pride of all people born in Siberia, will be destroyed. Baikal has 20% of world's cleanest fresh water.

NATALIA EFIMOVA, RUSSIA

This planet will change. The environment we are living in will change... That is my worry – if human and other creatures can adapt to the speedy, negative change of this environment.

PHUONG THUY NGUYEN THUY, VIETNAM



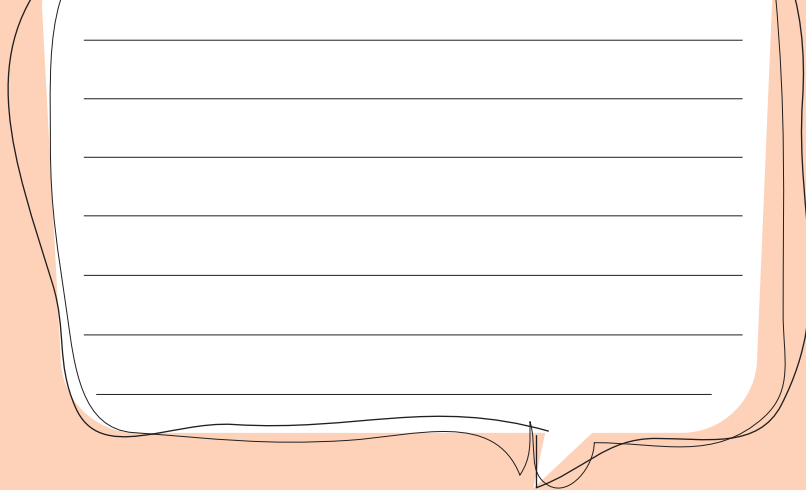
nations, have exported a sizeable proportion of our carbon emissions to China.

Ultimately, the flow of virtual water and virtual carbon through international trade flows has the ability to undermine environmental policies, particularly for climate change. So wherein lies the solution, at what cost, and to whom? There is still no clear answer, but showing people the “virtual water” content or “virtual carbon” content of various consumption goods will go a long way to increase the fossil fuel and water awareness of people. Measuring the virtual water and carbon content of our products is a necessary first step to improving and demonstrating our commitment to greater efficiencies and performance.

The future challenge lies in improving practices so that water and fossil fuels are used more effectively and not wasted. There should be much more focus on making products that last longer or that can be repaired, rather than continually making new ones. Sharing responsibility for emissions among producers and consumers could facilitate international agreements on global climate policy that are now hindered by concerns over the regional and historical inequity of emissions.

We can significantly and easily reduce our water and carbon footprints. We can buy water- and energy-efficient goods, and we can start asking shops to provide information on how much water and carbon is embedded in their products. And we can ask our leaders to make energy and water use efficiency across all sectors of society a priority. It is time for us all to act! Various means are available to inform consumers. They include websites, school education programs, leaflets from local authorities and utilities, and the mass media. Eco-labeling of appliances and eco-certification of businesses can also play an important role in raising awareness, helping consumers to make more informed choices about water and energy efficiency and conservation.

It is high time to highlight the need both nationally and internationally for the proper management of our shared global water and energy resources. Water and energy efficiency at all levels – home, city, nation, and planet – is crucial to ensure the security of our water and fossil energy supplies. By eliminating water and energy waste today, we can make certain that we will have enough water and energy for tomorrow, and we can make sure that there will be enough to go around to all, including the natural environment in which we live.



It would be great to see that technologies didn't destroy the planet but that they will be able to protect it for next generations.

SANDI ČEŠKO (C:F FINALS JUDGE), CEO,
STUDIO MODERNA, SLOVENIA

Businesses are likely to be affected both by climate change itself and by policies to address it. These concerns together with the short-term performance pressures are foreseen as the most complex business challenges in the next two decades. The future expectations are already reflected in today's stock prices. However, the companies might be badly handicapped or even not exist anymore in the time of payback.

DARKO HORVAT, AKTIVA GROUP

A Personal Reflection on Climate Change: Another Hot Day in Australia

by David Ma*


When the weather gets too hot for even a koala to bear, the going gets tough down under. There's a danger of heat stroke and dehydration, but also of bush fires and your car breaking down. It's easy to see the problems Australians face each day out there in the hot sun. A simple mental juxtaposition with roast chicken suffices to bring to mind the challenges associated with the rising heights of mercury in Australia.

But it's not all doom and gloom in the Aussie cauldron, however. When it's bubbling and troubling outside, you will always find Australians doing what they excel at: making the best of the rugged environment given to them.

When it's hot, Australians make it a time to go for an evening stroll, letting the cooler nights linger on their backs. It's a change from our usual winter habits when we'd all be bundled up indoors at night. Summer is also the time for us to go enjoy the beach, get a tan, and have fun in the surf and sand. It's a time when we like to talk about the weather, and have deep meaningful conversations about the heat. More than anything else, the weather brings people together in Australia, rather than separating us. That is one thing about climate change: the more it puts the Earth in disarray, the greater its potential to bring people together for a single purpose and cause. Global climate change, the phenomenon that is sweeping the world off its feet in alarm, is bringing us closer towards having a common purpose of saving the Earth for future generations. It is helping us sow the seeds of great international relationships and setting the stage for new international agreements to be erected. It is pushing countries to get past their old policy banners to take new stances on controlling carbon emissions and pollution. We cannot ignore the effects of global climate change and how it has already started to change our weather patterns just within a few years. Things are clearly different now. People in many parts of the world don't remember it being so hot ever before. And perhaps now, what people will remember and talk about is what they are going to do to stop global warming. Then in the future, they can recall fondly not only what they did on those hot Sundays at the beach, but also what they did to prevent the temperatures from rising further. They can share stories about how we all survived as if we had erupted triumphant from the fires of hell.

As I write this, it is hot today. Smoldering hot, in fact. But trouble doesn't brew in this cauldron. Only the taste of summer roast chicken, cool punch, and the smell of the beach.

*David Ma is a student of University of New South Wales, Australia, and a member of C:F community.



My country is witnessing severe pressures on its natural resources and the environment. Our citizens are affected by epidemics spreading due to the dry spell. Cities near the port are more vulnerable to diseases and there is nothing that can be done about it.

Saad Khan, Pakistan

In the last UN Climate Change Conference in Copenhagen, Singapore pledged to reduce its carbon emission by 16% below the level projected in 2020. This move was taken despite the non-conclusive outcome of the conference. It is a decision I am proud of for my country.

Antonius Howard, Singapore

The recent "Big Freeze" (as the media has dubbed it) has, once again, brought Britain to its knees. School closures, traffic accidents, older residents snowed in, factories closed and councils running out of grit marked the peak of the snow-storm. It seems to be that Britain cannot cope with snow, ever. Arguably the worst period of snowing I've ever seen, it seems that the country ground to a halt. My grandparents, however, remember the "Big Snows" of 1982, 1981, 1963 and 1947. Their take on it: "Get a shovel, and remember: you have nicer boots than we ever had."

Jake Jones, UK

The Future of Sustainability: The BIG Three Trends

by Chris Laszlo and Nadya Zhexembayeva*

From Michael Porter to Vogue magazine, it seems that the world has become obsessed with social and ecological issues. With topics ranging from CO₂ emissions, water rights, and deforestation to child labor, peace, and social equity, the needs of society and the environment present a perfect storm for the average manager: complex, disorienting, and maddeningly inscrutable. Which issues merit consideration? How does one understand the vast landscape of seemingly disconnected concerns?

Looking deeper into the economic, social, health and ecological pressures that fall under the sustainability umbrella, it might be helpful to think about them in terms of the three big, distinct, but interconnected trends: declining resources, radical transparency, and increasing expectations. Here are the pieces of this new puzzle.

Declining resources

Takeharu Jinguji has been watching the steady decline of bluefin tuna (*thunnus thynnus*) in Japanese waters for years. His long-line fishing boat competes with net-fishing folk who also catch small fish. For Takeharu, the issue of tuna and its entire food chain is vital to his livelihood. Commenting on the loss, he says, "...the total number of fish has been decreasing a lot. So the biggest problem for me is that my income has been reduced." His observations reflect a stark new reality: bluefin tuna have been heavily overfished in all but the Antarctic waters, with stocks at less than 10% of what they once were.

Bluefin tuna is only the tip of the iceberg. Recent years have seen renewed concerns about the rapid decline of many natural resources, voiced by international bodies like the World Wildlife Fund. Its *Living Planet Report* warns that "the possibility of financial recession pales in comparison to the looming ecological credit crunch." While the level of decline in certain resources such as oil remains hotly debated, other data is less contested. Even a brief scan across recent studies suggests a strong and clear trend at the level of the planet itself:

- Clean water supplies are seeing significant mismatches with demand, especially in Asia, Africa, and Europe. An estimated 1.1 billion people lack access to safe drinking water, while 2.6 billion people lack adequate sanitation, and 1.8 million people die every year from diarrheal diseases, including 90% of children under five who are struck by water-borne disease.
- Global forest coverage has experienced an average decline of 0.2% annually, with about 1.3 million km² lost between 1990 and 2005.
- Food security is emerging as a central issue of the new millennia, with food quantities and price volatility reflecting the uncertain state of the world's food supply. But even if enough food is produced to feed everyone, it appears that the nutritional value of crops has been on the decline. A recent study shows an average decline of 6% in protein, 16% in calcium, 9% in phosphorus, 15% in iron, 38% in riboflavin, and 20% in vitamin C from 1950 to 1999 across 43 garden variety crops.

*Dr. Chris Laszlo is an international author and managing partner of Sustainable Value Partners (USA). He is also C:F Advisory Board member and C:F Judge.

Dr. Nadya Zhexembayeva is Chair of Sustainable Development at IEDC-Bled School of Management (Slovenia) and C:F Vice President, Knowledge and Development.

This article is adapted from their forthcoming book, *Embedded Sustainability* (Greenleaf Publishers, UK; and Stanford University Press, USA, 2011).

It is remarkable to see how the three trends of declining resources, radical transparency, and increasing expectations are redefining the way the world works.

Although the efficiency levels of solar-powered generators are not encouraging, the potential of their installations around the Sun Belt is. With continued funding from international and intergovernmental organizations, and meaningful movement towards supportive policies, I believe solar power could play a very significant role in helping alleviate poverty and accelerating the development of less economically developed countries.

DAN BEE SHIN, SWEDEN

We can continue this list indefinitely at a risk of losing you to frustration or apathy, the way much of the environmental movement has done before us. We can also add to the list the loss of many “social” resources that add market pressure, whether it is to our security, health, education or social equity. Our purpose is, however, rather different – to make the invisible trends visible, so that we can innovate ourselves into a new future. And the *declining resources* are only the beginning.

Radical transparency

While the resource crunch is reaching historic proportions, its impact is being amplified by a second big trend that itself is re-shaping the world – *radical transparency*. Fueled by the unprecedented growth of the civil sector and enabled by rapid developments in the field of information technology, transparency has become the dynamic, immediate, and substantive force of modern life. So what is happening, exactly, to bring about radical transparency and how is it relevant for business?

First: The power of numbers

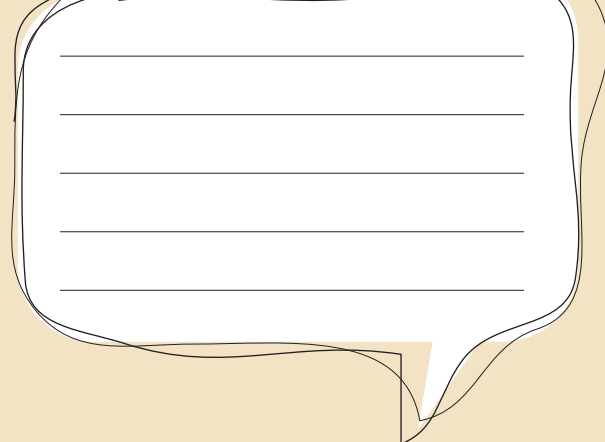
Among the many important developments that are making business increasingly transparent, the rise of civil society must be considered *primus inter pares*. From humble beginnings in Cicero’s *societas civilis* to the global power of influence in the present day, the number of voluntary social and non-profit organizations dedicated to societal and environmental concerns has surpassed the *one million mark*. For the sake of simplicity, let us imagine that each of these organizations unites the efforts of only ten people – whether volunteers or employees. That means that at this very moment, at least ten million full-time activists (!) are putting sustainability at the center of their lives.

Second: The magic of low-cost communication

As the sheer number of NGOs grow, so does the number and sophistication of their tools. Increasingly affordable global communications technologies coupled with immensely popular social media solutions have created a level of connectivity never imagined or seen before.

Third: The culture of connectivity

While the decreasing cost of communication and collaboration creates an important technical infrastructure, the emerging culture of connectivity guides what we are able to do with it. Whether it is Blackberry, Twitter, Facebook, Friendster (popular in Southeast Asia) or any other medium, there is no denying that we have come to love – and expect ongoing connection with – the people in our virtual spaces. As we explore this new hyper-connected world in which businesses, too, must operate, the work of Howard Rheingold serves as a useful reference. In 2002, Rheingold published an examination of the new techno-cultural wave that now allows all of us to be connected to anyone, anywhere, anytime. His book, *Smart Mobs: the Next Social Revolution*, makes a striking point about the marriage of two technologies – cell phones and the internet – which has produced an entirely new form of media. What *Smart Mobs* illustrates so well is the emergence of a new change agent – the common man. In an age where sending an SMS to one’s entire address book takes only a few clicks, and viral videos have more impact than carefully orchestrated commercials, it is the connected collective that brings sustainability into every household – and every market. If anyone doubts the risks of trying to hide poor performance, just ask Toyota about its 2010 gas pedal debacle, or United Airlines about their baggage handling carelessness.



Without doubt, photovoltaic energy is one of the most important green technologies of the future. It raises the possibility of harvesting energy at the level of a household, which will have many benefits for the environment.

GREGOR PIPAN (C.F. JUDGE), CEO XLAB, SLOVENIA

For me, the most promising green technology is without doubt, algae biodiesel! Many other renewable energy sources are “transitory,” in the sense that you cannot “store” them as fuel. But with algae, it only needs to consume sunlight and CO₂ to grow, and almost every country can produce it. This is an efficient source of energy, and it is cheaper than almost any other type of fuel. It imitates nature, as it is actually what Earth does to balance CO₂.

MARTIN GALLARDO, SPAIN

Increasing expectations

If the resource crunch calls into question the security of entire value chains, while transparency opens up every corporate decision and action to instant global scrutiny, this third trend deals with the very essence of values and demands citizens have about life. Customers, employees, investors, and regulators increasingly expect sound social and environmental performance in every aspect of human life.

The customer rising

As early as 2006, a National Consumers League and Fleishman-Hillard survey of U.S. consumers reported the social responsibility of a company as being the number one determining factor of brand loyalty (35% of respondents), well ahead of product price and availability (each receiving 20% of respondents' votes). Four years later, it also became clear that concern about the environment was not limited to consumers from developed economies – the 2010 World Economic Forum report suggested that such concern was as strong in the developing world, “and in some areas stronger as they [people in the developing world] are often more directly affected [by], for example, water pollution.”

The employee engaging

While declining resources and radical transparency continue to fuel consumer pressures on businesses from the outside-in, another wave of expectations is pressuring companies from the inside-out. This wave comes from the employees.

The exact relationship between company commitment to social and environmental excellence and employee engagement and performance has long been debated. Recently, however, this relationship was measured in a scholarly manner, proving that when employees perceive their company to be a good corporate citizen, their engagement, along with creative involvement and deep, high-quality relationship with the company, goes up. Bob Stiller, Chairman of the Board of Green Mountain Coffee Roasters, describes this connection between business sustainability and employee engagement: “I’ve learned that people are motivated and more willing to go the extra mile to make the company successful when there’s a higher good associated with it. It’s no longer just a job. Work becomes meaningful and this makes us more competitive. Everyone realizes we can’t do good unless we’re profitable. The two go hand in hand.”

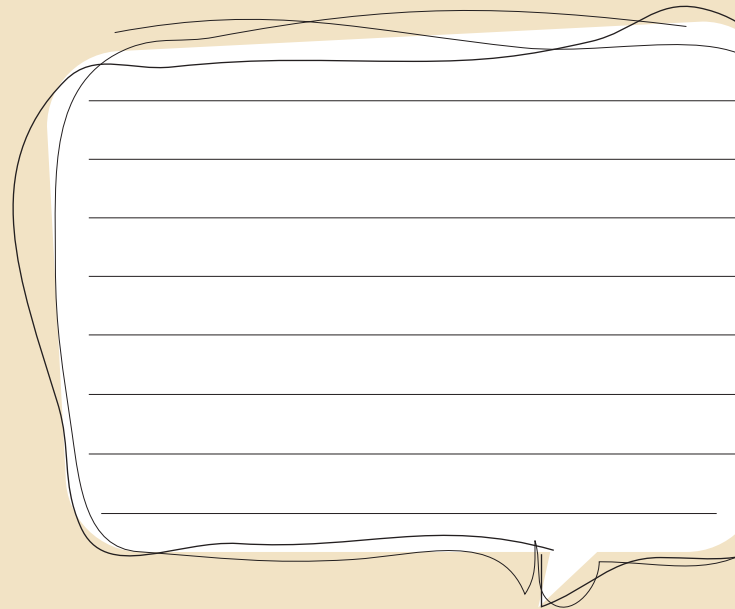
The investor calling

From a small fringe in the 1970s to the present day amounts of trillions of dollars in total assets under management, the rise of Socially Responsible Investment (SRI) is nothing less than remarkable. A broad-based approach to investing that includes screening, shareholder advocacy, and community investing, SRI is perhaps most known for the rapid growth of funds that exclude so-called “sin-stocks” such as tobacco, armaments, and gambling. In some countries, SRI now encompasses 11% of total assets under management – a hefty chunk of the investment market.

Yet it is the other 89% of mainstream investment that is the real news of the day. The amount of attention coming from the “normal” investor is what companies are suddenly attuning themselves to heed. The involvement of the mainstream investment community in the field of climate change illustrates this new reality. A highly contested, tension-causing topic, climate change is hardly one to incite “save-the-world” action and Kumbaya singing from the gray pinstripe universe of finance. Yet, it is the investment community represented by the Ceres’ Investor Network on Climate Risk (INCR) that proudly reported a record of 95 climate change-related shareholder resolutions filed by March 2010, a whopping 40% increase over the year-earlier proxy period. INCR’s UK counterpart, the Carbon Disclosure Project,

For me, the word “green”
in green technology
signifies trees, plants, and
all the greenery, which are
unfortunately being
depleted every day. So in
my view, the best green
technology we could invent
would be to find a way to
increase the number of
trees in the world.

ADNAN HUSAIN, INDIA



acts on behalf of 475 investors representing total assets of \$55 trillion – and uses its power to force the world’s largest publically-traded companies to disclose their emissions. In 2009, 409 out of 500 largest companies responded to Carbon Disclosure Project’s request, up from 383 in the previous year.

The regulator acting

In 2008, China launched a surprise crackdown on plastic shopping bags, banning outright the production of some designs and forbidding stores from handing out free bags. This was only a year after San Francisco became the first U.S. city to ban plastic bags in supermarkets. Also in 2008, Calgary became the first city in Canada to make illegal trans fats from restaurants and fast food chains, while the Brazilian state of Mato Grosso became the first Latin American state to pass a WEEE bill, focused specifically on electronic waste prevention. In 2009, the U.S. National Association of Insurance Commissioners made climate change risk disclosure mandatory for all insurance companies with annual policies over \$500 million. In 2010, the UK launched its first mandatory carbon trading scheme, initially called the Carbon Reduction Commitment, and later renamed the CRC Energy Efficiency Scheme. Also in a single month in 2010, South Africa passed 47 amendments and extensions to its sustainability legislation and regulation, ranging from chemical management to atmospheric emissions to fertilizers and everything in between. The data speaks for itself here, but let us try to make the point even more explicit: whether it is an act of leadership or a delayed reaction to pressures from NGOs and activist voters, governments are taking social and environmental issues to heart, adding new laws and regulations to the pressures shaping the business environment. The question is: will your company ride the wave of legislative changes to get ahead of the curve, or will it wait until the waters drag it under?

Threat or opportunity?

Fit them together, and it is remarkable to see how the three trends of *declining resources*, *radical transparency*, and *increasing expectations* are redefining the way the world works. The linear throw-away economy in which products and services follow a one-way trajectory of extraction-use-trash can no longer be supported by the Earth’s natural resource-carrying capacity. Consumers, employees, investors and society at large are beginning to demand socially- and environmentally-savvy solutions and practices. Radical transparency, fueled by the growth of the non-profit sector and supported by evolving technologies, makes both trends ever more visible to the public eye. For some, these trends present an immense threat to fight against. For some, it is a reason to lose hope. For others, it is the opportunity of a lifetime. The question is: what will it be for you?

Definitely inspiration,
because it gives
confidence to people to
do the things their own
way. But it's difficult to
inspire people who don't
want to change.

RITESH UDHANI, INDIA

I think inspiration is best.
When you coerce, people
work mechanically and
their full potential in
terms of ideas and inner
desire to work towards
green behavior cannot be
fully applied. Inspiration,
on the other hand, makes
every person an agent of
change!

SAYANEE BASU, SINGAPORE

I agree inspiration is
better, but my question
is: how can you inspire
7kkk people?

IOAN DOROHOVS, LATVIA

Arrival of Generation Y

by Audrey Trotereau*

They were born between 1978 and 1994 (the key start and end years vary across countries), and they entered the workforce at the beginning of the new Millennium. Since then, they have built a reputation for being an employer's worst nightmare. They are the "Gen-Yers", members of Generation Y. Many label them as self-absorbed, ambitious, and lazy - but their eventual takeover of the workplace is something the world will need to learn to accept - as it is happening under our noses.

Generation Y is also known as the "Millennial Generation" or as "Echo Boomers", a reference to their parents, the Baby Boomers. "Gen Y" is the most commonly used term to reference them, as it alludes to their chronology after their predecessors, the "Gen X", those born between 1965 and 1977. But American consultant Eric Chester has wryly opted to refer to them using the pun, "Generation WhY", making light fun of their propensity to routinely questioning any constraint imposed on them. Here are a few other things we know about them:

They are children of the web and globalization.

This is the first generation to grow up with instant communication and information technologies. They are accustomed to having access to large amounts of information on the net and to the constant ability to communicate widely. Because of that, however, they suffer from a poor mastery of spelling and an inability to analyze information and summarize (they have the "copy-paste" syndrome). They are also the children of globalization, and they are eager to go places and live anywhere. For example, since its creation in 1987, the Erasmus program (also known as European Community Action Scheme for the Mobility of University Students) has enabled 1.5 million students to spend time studying in one of 31 European partner countries.

They are anti-authority.

When they became adults, their outlook was shaken by the terrorism of 9/11 and by the awareness that companies can be places where fraud and corruption take over (the Messier scandal, the Enron saga, etc.). They witnessed the bursting of the dotcom bubble and watched preceding generations, including their parents, experience unemployment and financial insecurity. Finally, they grew up during the 1980s and 1990s, and it was during this period that education focused on developing self-esteem to the detriment of developing respect for authority.¹

This produced a generation of youth who are often accused of being individualistic, independent, and anti-authority. But they are also described in four positive ways: well-educated, well-informed, motivated, and flexible. To sum up, they have a reputation for acting like spoiled children, but they are aware they are in a position of strength, as companies are facing a talent shortage.

* Audrey Trotereau is Communications Manager, Sodexo Group, France.
Excerpt from "Le défi Génération Y", first published in French in *Business Digest*, May 2008.

Gen Y are children of the web and globalization. They are fostering us to reinvent the authority and invent new recruitment methods.

They are ambitious, pragmatic, and individualistic - what we want from tomorrow's leaders.

In short, Gen Y is demanding. They want training, they want recognition, and they want to create the lifestyle they desire - and they want all of it now. If managers could learn how to harness their energy and coach them effectively, these young employees have the potential to become "the highest producing generation ever", according to Carolyn A. Martin, consultant at RainmakerThinking, Inc. and author of *Managing Generation Y*.² And since large numbers of Baby Boomers are retiring and there aren't enough Generation X employees to fill the resulting vacancies, mobilizing and training tomorrow's leaders of Gen Yers will fast become an imperative for companies. Employee integration programs will need to be based on adaptation rather than confrontation with them.

So what does this picture tell us? It says that companies need to break the spiral of misunderstanding that has emerged from a lack of objective information about the behavior and expectations of Gen Y; that these expectations are pushing companies to adopt a personalized approach where work is primarily a life experience - and that this is a positive step. And finally, that companies should waste no time in jumping on the Gen Y bandwagon. This means going to their territories like the networking site Facebook. If your company is not ready to recruit on these sites, you're already far behind the times.

¹ According to Jean M. Twenge, professor of psychology at San Diego State University and author of *Generation Me*, Free Press, 2006.

² Interviewed in the book *Millennial Leaders*, Bea Fields, Scott Wilder, Jim Bunch, Rob Newbold, Morgan James Publishing, November 2007.

Challenge: Future
Generation why
and C:F 2009/2010
Themes

connecting

why do we need more than
technology to be connected?



Aik Heng Yap

National University of Singapore
Singapore

C:F Community Judge; Youth Advisory
Board member

Coping with world problems will require better cooperation and coordination which won't be possible without the emergence of a stronger global consciousness. Sure there will be technological developments, but until we find better ways to work together, the problems of poverty and climate change are here to stay.

Yen Ching Liew

National University of Singapore
Singapore

Grand Award winner

A positive attitude is the one skill I cannot live without in 2030. Without a positive attitude, having any other skill is useless.



media

why do we need media(tors)
between various "truths"?



Sivasankar Ramasubramanian

National University of Singapore

Sweden

Top semi-finalist

C:F has inspired me, as a computer engineer in this new world, to seek to alleviate problems, create solutions or maybe just implement the solutions that others want to come up with.

Dan Croitoru

National School of Political and
Administrative Studies, Department of
International Relations, Romania

Finalist in IdeeaLab challenge; C:F
Youth Advisory Board member

Communicating and being able to relate to other people are two of the most important skills. In 2030, it will be crucial to know how to communicate using the advanced technology available at that time.





Damla Aktan

Izmir University of Economics

Turkey

Top semi-finalist

While technological advances will offer better opportunities for the planet, it will most probably damage our relationships. The more we become technological, the less we care about each other. With machines that help us remember birthdays, calculate for us, etc, we have the risk of becoming “techno-robots” of the future so that we will become more dependent on machines which will decrease our Emotional Quotients (EQs).

Nat Ware

University of Sydney

Australia

Winner of the IEDC sustainability challenge

In an ultra-connected world comprised of specialists rather than generalists, achieving social change will be less about the skills you possess and more about your ability to draw upon the skills of others in your network.



youth in society

why must unstoppable youngsters
face immovable oldsters?

transportation

why

Why is the journey more important than the destination?



Jatin Kataria

School of Petroleum Management,
Pandit Deendayal Petroleum University
India

C:F Ambassador

I do what I believe and I believe what I do!

Ivan Repenko

Irkutsk State University, Baikal
School of International Business
Russia

Top semi-finalist

Be conscious every single moment of life.

Don't live in the past; don't live in the future;

but live here and now, and build the future

you want to live in.





Luka Penić

University of Zagreb, Faculty of
Economics and Business
Croatia

Quick challenge winner

Research. You don't have to know everything – but you should be able to quickly and painlessly find out what you need to know.

Johanny Arilexis Perez Sierra

Earth University

Dominican Republic

Top semi-finalist; C:F Youth

Advisory Board member

Visionary. I try to see not just what is in front of me but its potential and relevance in the medium and long term.



health
why do we need to accept
the limits of human life?

communication

why do new technologies connect and alienate us at the same time?



Ian Gan

National University of Singapore
Singapore

Winner of the Ideealab challenge

I foresee alternative energy generation as a key agenda of governments worldwide. Solving the need for electricity would alleviate the water crisis to an extent. My lifestyle would not change drastically though. I would use clean electricity to power all my equipment and life pretty much goes on.

Ana Hederih

University of Maribor
Slovenia

C:F Community Judge; C:F Youth
Advisory Board member; C:F
Ambassador

In 2030 and beyond, people will need to realize that it is in their own best interest to start caring for other people and things apart from themselves.





Saad Khan

Institute of Business Administration
Pakistan

Quick challenge winner; C:F Youth
Advisory Board member; C:F
Ambassador

I know how to make friends with anyone
from anywhere.

Jan Machowski

Warsaw School of Economics
Poland

Top semi-finalist

The most important skill one can have is the
skill of asking (good) questions. Nowadays,
there are so many intelligent people and tools
around that the biggest challenge is to know
what to ask.



prosperity
why will making the poor
rich make us all richer?

Part 2: the future

we imagine

If you're now inspired to think about the future, let's get specific. What do you think the world will be like in 2020 (a mere ten years from now), or in 2030? What might the world be like in 50 years? Let your imagination soar.

In this part, you will read a wide range of thoughts and essays from C:F students and experts that attempt to paint a picture of the future world. These pages propose ideas that you may never have thought of or imagined before, from how our values will change to how we will live, eat, learn, communicate, and transport ourselves. As one essay suggests, there is no limit to how we can shape our future.

The Power of Vision: A Mighty Lever of Change

by Joel A. Barker*

When I entered the futurist field 35 years ago, I started by asking myself the following question: *Is it really worth the time and investment to think about the future?* After decades of research and scholarship, the answer I have found is a resounding “Yes!”

Let me tell you two stories to illustrate why that is so important to envision the future.

When I was five years old I decided I wanted to be a spaceman. That was in 1949, when the term “astronaut” had not yet even been coined. But because of that clear vision of my future, all my behavior was focused on doing what was necessary to become a spaceman. I was a straight A student because of my vision. I studied the sciences and mathematics because of my vision. My vision of my future motivated me to perform at peak levels, even at a tender age.

When I was 12 years old, I took my first plane flight and became extremely ill. It turned out my inner ear was unusually sensitive to movement. That meant I could not be a pilot, which meant I couldn’t go into space. My vision of the future evaporated, and then so did my scholastic performance. Not until I was 28 years old did I regain a vision of my future when I discovered the occupation of futurist. In less than a year, I moved into the field and found my purpose in life. My vision of my future had returned. As a futurist, I have researched extensively the importance of vision. I found that people, organizations and nations with a positive vision dramatically outperform their counterparts without a vision. Just as I, first as a child and then as an adult, was energized by a vision of my future to do my best to achieve that vision, so, too, it is true that a vision can inspire all levels of human endeavor.

Here is the second story. In the mid-1990s, I was invited to Malaysia to lecture on the future. I arrived at the airport serving Kuala Lumpur around 2 a.m. and caught a cab into town. As I was chatting with the driver, we went past a very large neon sign on the side of a building made up of the numbers “2020”.

Not able to figure out exactly what this meant, I asked the cabbie if the sign was for a company that made eyeglasses. He laughed and said to me, “No, sir, that is the symbol for the 2020 Vision Malaysia has for its future.” He then went on to explain, in detail, what the 2020 Vision was all about. I found it fascinating that the leadership of Malaysia had created a vision of the nation’s future and then shared it so widely and successfully that even a cabbie was completely fluent with the details and the meaning of the vision. And he was excited about it!

In his landmark book, *The Image of the Future*, Dutch author Fred Polak illuminates how important powerful visions of the future have been for Western society. He goes so far as to suggest that, “The mightiest lever of a civilization may be its own image of its future.”

I think this is why the Challenge:Future competition is so important. It gives students from around the world a chance to think, not just about their own future, but about the world’s future and how they can influence it. Equally important, as it stimulates the students, the competition also engages businesses and organizations as sponsors, exposing them to new visionary ideas. And the educators and other individuals who participate in the judging of the ideas also gain broader perspectives about the future. In a sense, Challenge:Future helps infect the world with the goal of designing a better future for everyone. That is a grand and important vision to have – a vision that results in a group of people at all levels of society and all around the world who, through their participation, gain a profound experience as they think about and work at making the world a better place.

* Joel A. Barker is a futurist and author of *Five Regions of the Future: Preparing Your Business for Tomorrow’s Technology Revolution*. He is also a member of the C:F Advisory Board and C:F Finals Judge.

Is it really worth the time and investment to think about the future? After decades of research and scholarship, the answer I have found is a resounding “Yes!”

Right now, small groups of people are making the choices that will determine the direction of your future and our future. The irony is that many of these people don't even realize what they are doing. And the value of their choices is measured, most often, only in short-term gains. They are ignoring the long-term implications of their decisions.

JOEL A. BARKER AND SCOTT W. ERICKSON,
IN “FIVE REGIONS OF THE FUTURE”

A True Learning Experience with Joel A. Barker

by Dan Croitoru*

In the world we live today, not only do we acquire information from every experience we have, but some of the moments are mind shifting and change our lives and way of thinking forever.

One of these moments happened during the Challenge:Future Gala where Joel A. Barker, a well renowned futurist, challenged some of the sharpest minds in the world to change paradigms and think in a completely new way. It has been a deep dive into the future's secrets, and the present and upcoming leaders had their eyes opened on how added value can be created by merging different solutions from different domains.

From new sources of energy to new materials, from transportation and agriculture to digital reality, innovation is the common element that brings all these together and change is the key element. Change in the way we see things, change in our lives, change in the way we think and act.

Energy is going to be one of the big issues of the future. Joel A. Barker mentioned shale gas as a possibility to replace natural gas, with up to a 70-year supply and a reduction by 50% of the CO₂ footprint. Other things hard to imagine are: our engines might be run on bio-diesel from E. coli bacteria, our electricity produced by rooftop windmills, and our homes heated the whole winter by exothermic plants. We may not need to have worries anymore about nuclear waste as the Traveling Wave Reactor takes today's waste and transforms it into fuel. Not only there will be so many new ways of producing energy, but we will have a lot more storage capacity through MIT's new liquid battery that can hold hundreds of times more electricity than a regular battery and Stanford's paper battery made of ordinary paper, nano tubes, and ink.

As we walk further in the 21st century, innovation will be evident in all areas. We will see rubber sidewalks made from old tires, metal foams that have a reduced weight, are firm and shock absorbent, and new nano- and buckypapers that are stronger than steel and harder than diamonds. All these will have a significant influence in our day-to-day lives. We are entering the so-called new carbon economy.

Transportation will focus on lowering CO₂ emissions by having new and efficient high speed trains, and the new MDI Air Powered Car will work on pressurized air ensuring no pollution. An entirely new meaning will be given to the electric car as Michelin introduces Active Wheels. Each wheel will be operated independently and run entirely on electricity. The 21st century solar power airships will run on energy produced by the sun and will have a very low environmental impact. Plastic will no longer be produced from oil as the new natural plastics material will be made 100% from plant material. Farming will bring a whole new perspective as Vertical Farms are going to become a common element of every city.

As Jan Amkreutz from the Association of Professional Futurists said, "This new digital reality is replacing our thousands-year old physical reality as the primary source of information that shapes our minds, our actions, our lives". Is he right? By completely changing the way we learn, we change the way we think. With the digitalization of the e-book industry, iPad will provide the first platform for teaching. How many T-shirts will we need in the future? The answer is: two. With the new programmable clothing, you could choose any color or pattern for a T-shirt, while the second one is in the washing machine.

If there is one thing Joel A. Barker made everyone remember from the Challenge:Future Gala, it would be the concept "Innovation at the Verge". The verge is referred to as the place where something and something different meet. The good news is that innovations at the verge are hiding all around us.

*Dan Croitoru is a student of National School of Political and Administrative Studies, Romania. He is also a member of the C:F Youth Advisory Board.

Innovation at the verge is when two or more elements that are very different from one another are joined to create a single idea that solves problems the separate elements couldn't. Only at the verge can you encounter something that is totally outside of your experience.

JOEL A. BARKER

We are living in a time when the fundamental technologies that create the structure of our societies are in tremendous turmoil. A key indicator of this turbulence is the fact that when we look at the major problems of the world, we find that we are at one of those rare times in history when we have more solutions than we have problems.

JOEL A. BARKER AND SCOTT W. ERICKSON, IN "FIVE REGIONS OF THE FUTURE"

Innovation Constellations of the 21st Century

by Jean-Pierre Lehmann*

The future has always been uncertain. But it is more than ever now because of the speed at which we live. In the past, developments would take decades or centuries. This applied both to technology transfer – e.g., that of the printing press from China to Europe – as well as to the rise and fall of empires. But now in our lifetimes, the speed of change is approaching unfathomable rates. The last decade has witnessed some hallucinating changes in every domain – economics, geopolitics, social customs, and of course technology. Witness, for example, how quickly the Soviet Empire collapsed and, conversely, how quickly the Chinese Empire re-rose! And no technology has penetrated so many people so drastically fast as mobile telephony.

In this rapidly changing planet, it seems nevertheless possible to make a few seemingly reasonably safe assertions in respect to the future centers of innovation.

First, contrary to what some might assume, the term “center” will remain operative. In other words, some would argue that in this cyber age the very concept of a physical center is obsolete. I disagree. There are many, many things that can be done virtually. However there are two human activities that, I would argue, will always require physical contact: one is sex and the other is team-based innovation. Skype and all other forms of virtual communication will not do. Of course they have a role to play in keeping contact and perhaps in foreplay.

But everything seems to indicate that innovation comes from the intensity of the physical setting in which teams work and very often the casual and accidental exchanges that spark a light. The so-called “deep dive” approach to innovation bears this out. Centers may – and indeed should – be linked virtually via constellations of networks to other centers. In other words, there will be centers, not one single center!

Second, having said that, however, it cannot be assumed that the population of the centers will necessarily coincide with the nationals of a particular country. Innovators tend to be a rather nomadic foot-loose species. This has been true of all times. Innovators will go where the conditions for innovation are best. The essentials are robust governance and infrastructure, along with freedom. Taiwanese innovators and researchers were among the most notorious “brain-drainers” up until roughly the mid-1990s. Then the Taiwan government introduced significant reforms, granted far

* Jean-Pierre Lehmann is a professor of international political economy at IMD, Lausanne, Switzerland. He is the Founding Director of the Evian Group and C:F Advisory Board member.

There are two human activities that, I would argue, will always require physical contact: one is sex and the other is team-based innovation.

It is important to realize that no country alone will be able to lead innovation. Building an ecosystem of research, diverse technology, funding, venture capitalism and open dialogues are all important. We need a fair share of talent collaboration and transfer among countries and institutions.

SAYANEE BASU, SINGAPORE

more individual freedom, and provided an excellent research infrastructure. Taiwanese scientists returned in droves. All repressive governments are – innovation wise – shooting themselves in the foot and hence handicapping their countries in the innovation race.

Third, centers of innovation tend to be where the greatest heterogeneities of the human species are assembled. In the 12th century, for example, the city of Córdoba in what was known as Al-Andalus (سَلْدَنْالَا) was a major and indeed magnificent center of learning and innovation with Muslims, Jews and Christians working closely together and cross-fertilizing ideas. After the inquisition and the expulsion of the Jews and Moors, Andalucía (as it became) declined and its science and innovation disappeared.

Cross-fertilization has been a major feature of Silicon Valley as well as other contemporary centers of innovation. Looking forward, it is, I believe, reasonably safe to predict that while many Indians will continue to be major actors in all global centers of innovation, as they are now notably in Silicon Valley, major centers of global innovation will also continue to develop in India. India combines a very high degree of scientific education, political freedom, a highly heterogeneous population including multiple ethnicities, religions and linguistic groups, a tradition through the Hindu religion of inquisitive thought, and a propensity to argue – as so superbly described in Amartya Sen's book *The Argumentative Indian*. The English language is also a major plus.

Fourth, winning centers of global innovation in the 21st century will most likely not be those that fear and therefore try to prevent "brain drain" (which is pretty hopeless anyway), but those that gain from "brain circulation." The innovative spirit who left Kerala to wander in Shanghai, Munich and San Francisco will be of infinitely greater value when she returns than will be those who never stray too far from the parish pump. Global brain circulation has been a major force behind the hi-tech successes of Korea and Taiwan.

A final word. The globe is facing perhaps the most daunting challenges since the Black Death. These include: energy, water, climate change, disease, poverty, illiteracy, gender discrimination, security and others. Science and technology alone cannot be the *deus ex machina* to save the planet. But clearly technology can play a fundamental role, though it is not an area that can be addressed simply by market forces. Governments also play a very important role, whether positive or negative. One must hope that in the light of the challenges, governments will respond by supporting innovators, by providing excellent conditions for centers of innovation and by facilitating, rather than impeding cross-fertilization and cross-border flows of innovations in a solid legal framework.

As far as I can see how development is stepping forward, I can be sure that China is the queen of innovation in the near future. But what I hope to become true is that small and not so developed countries like Macedonia, Bosnia, Serbia, Slovenia (already developed), Lithuania, Slovakia, and others will also play their part in the community of innovation countries.

KRSTE KOSTOSKI, MACEDONIA

First of all, are we still going to talk about countries in 2030? We might, but I would assume that the most innovative place will be society, which will invest in youth. The winner of innovation will be the society that invests in knowledge instead of weapons. This will be a challenge for the future, although an easy one for those who will be part of Challenge:future. So if I had to bet, I would bet for the country called CFMR (Challenge:future Members Republic).

ŽIGA VAYPOTIČ (C:F JUDGE), AUTHOR OF "MY VERY OWN BOOK", CO-FOUNDER OF YPSILON INSTITUTE, SLOVENIA

A Future Vision 2030+

Leading the Way in a Changing World

by Anne Lise Kjaer*

As the quantity of information at our fingertips increases, so too do the challenges of keeping up with analysis, pattern spotting and extracting useful information. So how will the future shape this process and our approach to business?

First we must understand that we are active participants in shaping the future – we make it happen. This requires vision, but also an understanding of both key society drivers and the mindsets of the people we want to address. With data overload everywhere we look, we need a system that talks back to us in an informed way – a platform that links our data in an integral and inspirational way.

Value sets are shifting and new business models are set to emerge. There are huge opportunities here, but we must also recognise that people's priorities and value set will change drastically in years to come. With consumption no longer the end goal in society, people's whole approach to earning, saving and spending money is clearly up for review – they are looking for personal empowerment and new ways of finding meaning and personal value.

Therefore success in the future will depend on governments, institutions and brands acting as facilitators, enabling people to achieve a better quality of life. By doing this, they become empowerment organisations, practising empathic leadership. This new style leadership – embracing understanding and two-way dialogue – is vital because increasingly people will ask: *"How can I get more out of my life?"* Plausibility can only be achieved when organisations facilitate, educate and inspire, as well as adopting a sound ethical philosophy. In the future this will become a given – products, services and experiences powered by ethics and human emotion will win out. After the global recession we clearly see that Profit is now calculated in a very different way than yesterday. So, to build trust, everyone – even banks – must adopt a Triple-P approach: Profit, People and Planet.

Alongside the rise of accountability we have sustainability, which has already become a new religion for many – especially within the developed world. Investing in a greener future is not only crucial but also makes good business sense. Governments and companies pioneering this approach are seeing huge benefits and "green" is already influencing how we do business and shape policy in dramatic ways.

But contrasts co-exist and this presents tough challenges for organisations bombarded with contradictory media messages and data. Consumers and citizens demand on the one hand transparency and ethics, and on the other more choice and discounts. To balance these two contrasting demands requires whole brain thinking and culture. Left brain (analysis/detail) and right brain (bigger picture/concepts) dynamics must come together to enable organisations to think from the outside in. In other words, organisations must step outside their corporate or government box and understand how people see them in order to effect positive changes and innovation.

* Anne Lise Kjaer is Future Narrator and founder of international trend forecasting consultancy kjaer global, specializing in future focused and consumer centered concepts (see www.kjaer-global.com). She is also C:F Advisory Board member.

To build trust, everyone, even banks, must adopt the Triple-P approach: Profit, People, Planet.

A key tool for this process is Trend Mapping – a shortcut that helps to decode cultural contexts in society, reveal the bigger picture and identify challenges and opportunities that are impacting on us now and in the future. To assist with this process I use my Trend Atlas to navigate the future. Below I have mapped out the key drivers from the Atlas that will affect society, brands and people now and in decades to come. They are:

1. **Total Transparency** is the new norm and trust goes hand in hand with transparency in a world of online exposure. Your future depends on accountability and requires a personable and honest approach and fair storage and use of personal data.
2. **Empowerment Technology and Convenience** means we now manage life, work and socialising wherever we are. A new generation raised on the freedoms created by technology and share culture expects more empowerment and lower-cost products and services.
3. **Cloud Culture and Dialogue** gives us “real-time” talk on the Cloud, feeding our desire for instant gratification. Participation in social media is essential in the era of dialogue and governments and brands need a language that encourages honest conversation in order to develop propositions that enrich and change lives.
4. **New Economies** with a rising middleclass are having a profound impact on society. **Glocalisation** is giving local flavours and cultural capital the edge over global competition. Brilliant business models are never anonymous – they adapt to local communities and enable people to connect across borders.
5. **Clean Tech and Conscious Consumption** mean sustainable approaches must sit alongside transparency as a core business strategy. Nurturing genuinely green initiatives inspires loyalty and trust, and business (not government) will drive this clean tech and ecologically intelligent future.
6. **Global Sustainers** work to make the world a better place, and “real” wealth is now measured in how much you can afford to give away. A generous and ethical mindset that addresses inequalities through community-centric and philanthropic approaches will reap great rewards.
7. **Personal Wellbeing** is reflected in both rising health concerns and the boom in life coaching and personal pampering. Concepts such as money coaching and energy makeovers tap into the widespread desire for less stress and a “better informed” quality of life.
8. **Happiness Hunting** is now a serious business proposition, as governments, companies and individuals alike look beyond the balance sheet and explore how to make the world a happier place. What is certain is that this will be a hot topic for business in the coming decade.

So how do these trends and society drivers affect Tomorrow's People? The technology revolution alongside a strict sustainability agenda means we live in a polarised society made up of patchwork tribes who share common lifestyle and value sets across conventional geographic borders. This moves us away from traditional demographic mapping into a more profound and holistic understanding of people. Society is made up of contrasting mindsets - Hunters - **Me People** and Gatherers - **We People**. Tomorrow's successful organisations must target both groups. To illustrate what will matter to people over the next decades and how to address them I have created four mindset profiles to illustrate the next generation of consumers:

- **Urban Pragmatics** are me-people who bond with informed propositions that provide them with engagement and efficiency. Inspire them by offering unique and intelligent experiences with a human touch-point and a sense of personal control and "ownership".
- **Cultural Explorers** are we-people and enjoy community, interaction and lasting relationships based on trust. Give them "real-time" dialogue and a sense of partnership, and remember that they value exchange of knowledge.
- **Global Sustainers** enjoy participation, authentic experiences and thinking differently within the group. These we-people also like to feel they are important, so foster a culture of collaboration and sharing and a spirit of working for the common good.
- **Karma Hunters** are me-people who look for the "real thing" and expect honest and meaningful values. Look for untraditional and stimulating ways of communicating your brand story and tell them what you are doing to make a difference to the world.

On a rational level, people demand ease of access, mobility and connectivity to drive their quest for **empowerment**. Further transparency and **openness** is a must for corporate integrity and trust. On an emotional level, people expect "good value" and ethics within a caring corporate **community**. Therefore genuine dialogue and **engagement** is essential in order for organisations to develop **people-centric** offerings.

As the four mindsets above demonstrate, we are experiencing a paradigm shift and life priorities are changing. People are saying: "Don't tell me, show me!" Connecting with others requires empathy. It is about finding the ability to inspire and empower. Understand too that people - whether they work for you, use your services or buy your products - have higher standards and more complex decision making processes than ever before. They also expect more meaningful choices, so whatever you offer must be presented in an ethical and honest package.

We are entering a new era where value sets are shifting and with that new business models will emerge. It is important not to underestimate the future importance of sustainability and ethics. Empathic Leaders will be those who think from the outside in and feel from the inside out.

Finally, remember that the future is not some place we go - we actively create and shape our world. And in order to do this successfully, we must learn how to embrace change and think differently. Equally important is the courage to face future challenges positively and in a spirit of hope rather than of fear.

The Only Border that Exists is Your Imagination

by Matjaž Krajnc and Matevž Kmet*

Dear Guests, Welcome to Innovation Dinner!
Midweek, Autumn 2020

Table d'hôte Menu



Drink pairing

Appetizer

Babel Fish á la Douglas Adams

Earplug-sized real time voice-to-voice translation devices

Château Babylon

Enabled global communication without sacrificing individual national languages

Soup



Brother Industries Battery Broth

Movement-driven electric generator based on electromagnetic induction generator and a double-layer capacitor

Electric Milk Shake

Prototypes from 2010, generating less than 200mW, matured into devices for everyday use; a mere 10-second shake provides the energy required for a 10-minute phone conversation

Main Course



Bristol Robotics Robotarian (well done)

A self-sustaining robot, acquiring the energy required for its operation from household and industrial waste

Wasted Robot Cocktail

Household and industrial robots perform primary waste treatment and disposal as part of their operation

Or

All-you-can-eat Synthetic Life

Self-replicating organisms, developed on the basis of primary research done by J. Craig Venter Institute

Ethical Eau-de-vie

Water and air are clean, diseases are cured, all thanks to a variety of new organisms designed by man. A toast to ethical science.

Dessert



Open Source Entertainment

*TV remote control with an integrated bottle opener
(Who says that all innovations have to save the planet;
if they make us happier or make our life easier,
it is sometimes good enough)*

Beer

what else? :)

Bon appétit!

* Matjaž Krajnc is a member of the C:F team. He is the provider of technical support on the C:F platform. Dr. Matevž Kmet is one of the editors of *The Future Book*. He is also author of two cookbooks.

A Glance at 2030 from Challenge: Future*

The future looks uncertain and I gaze upon it with trepidation about the multitude of challenges that will coincide and climax, such as energy shortages, arctic ice melting, and an exploding global population.

Veerappan Swaminathan, Singapore

The Earth will be round, the sun will shine, wars will stop raging, peace will triumph, humanity will progress, science will prevail: continuity. Organizations will be fluid, cancer cured, spirits free, cars electric, music universal, Africa sane, Kashmir shared, Mars visited (and found wanting), Ireland world cup holders (rugby!): change. Historiography illustrates that society evolves through a complex pattern of continuity and change. Futurists exaggerate the latter, conservatives dwell on the former, optimists are somewhere in between. My glass is half full.

Colin Egan (C:F Judge), faculty member, IEDC-Bled School of Management, Slovenia

The new trend, in opposition to separatism, will embrace the inhabitants of the Earth and unite them, as never before. Space tourism will no longer be science fiction, and nanotechnology will provide solutions to many diseases and environmental challenges. The world will start to build the future on the right foundations of sustainability.

Darko Mojsoski, Macedonia

The virtual world will be projected on the real world. We will have much easier access to information.

Lucian Croitoru, Romania

Our life will be more digitalized and more efficient. We will get to work faster, eat faster, and learn faster thanks to new technologies.

Jan Machowski, Poland

The only certainty we can have about the future is the unreliability of our predictions. The pace at which online technologies are evolving, the growing success of social networks, and the explosion of digital information may baffle some, but they hold promising prospects for those who embrace them with diligent care. Innovation and passion, but also curiosity, integrity, and adaptability will undoubtedly be essential ingredients of that future.

John Peters, Joint Chief Executive, Emerald Group Publishing Limited, UK

Distances will be traveled faster, information will be exchanged easier, medicine will become more powerful. Nations will be more open to establishing relationships, as they will eventually find undeniable mutual benefits of cooperation. Humans will find themselves being more satisfied with life, as the general welfare will improve.

Vadims Pikarevskis, Latvia

I hope for a future where mankind will enjoy a sustainable living environment, and all major problems that exist in the current world will be resolved.

Chen Sin Tan, Singapore

For me personally, I plan to retire in 2030 when I turn 70. So will many others. The aging of the world will be one of the most important consequences of the future. It will impact society on many different levels. My organization, which is a university, will need to grapple with this demographic trend as well. People will desire and need education throughout their lives. The means of education will need to be accessible, appropriate to the changing times, and effective. The three essential skills needed to maneuver in the future are actually ancient ones: Discernment, Community, and especially... Love.

Mark Beattie (C:F Judge), Director of Distributive Learning, Gonzaga University, USA

Tourism in 2030 will integrate a more intensive adoption of interesting, amusing, and relaxing aspects of everyday world life on one side and astonishing virtual worlds on the other.

Dejan Križaj, lecturer/researcher, University of Primorska, Faculty of Tourism Studies, Portorož, Slovenia

In 2030, I hope to see a future in which the corporate world, governments, and global citizens are collectively active in reducing their impact on the environment, providing assistance to developing nations, and mitigating conflict. Environmental decisions will be inseparable from economic ones – we must see our future in these terms.

Shane Treeves, Australia

I do not expect technology to replace good managers, consultants, or trainers, but all of them should be aware of and use it effectively. I expect new ways of learning and communication and an increase in different service areas that we aren't completely aware of yet. Technology walking arm-in-arm with humanity should be the winning combination.

Zvezdan Horvat (C:F Judge), Managing Director, Adizes Institute SEE, Serbia

Buildings and roads will be made from more advanced but still tough materials. Despite this, they will be thoroughly equipped with digital devices that will help with maintenance and notify of any problems with the structure.

Artjoms Vohmincevs, Latvia

As we saw from the Challenge:Future 2009 projects, technological advancements in the next twenty years will be significant and will have a profound effect on the delivery of education, especially tertiary education. Other equally significant issues will be the cost of property, challenges associated with preserving the environment, and changes in work/life balance.

Geoff Turner (C:F Judge), Professor, University of Nicosia, Cyprus

I'll be fine... as long as we don't run out of music.

Luka Zakrajšek (C:F platform developer), Slovenia

The Most Important Things Humans Need to Survive and Thrive in the Future

by Ruben Papian*

Faith is the single most important thing for the survival of humankind. Faith is the engine of human existence and the most fundamental element of the world. What is this faith?

Imagine yourself walking into a nightclub. Do you ever stop to think that it's not the physical things such as bottles or the people that makes a club but rather the deafening beat of the music playing inside? When the music in the club changes, your thoughts, emotions and actions change with it. *Now try to imagine that you ARE that club. The music, in that case, is your faith.*

Our faith in society is substantive, and it works even without our consciously being aware of it. However, the human race is too young to understand deeply the essence of faith and the fundamental uses of it. In the past, people turned to more organized forms of belief called religion or cultural heritage. These forms of faith have made us unique and provided us with rich past. However, they have also brought the human race much strife and will continue to do so in the future.

The year 2030 will be an extremely turbulent time as the world is rapidly transforming. Economic, political, social and environmental challenges that are present today will continue to rage, forcing the world to mutate. This rapid change will lead to confusion. Humans will no longer know how to react, whether to fend for themselves or simply to follow others.

This change is already happening, although most people do not see it. All existing systems of rules, regulations, economies, technologies, and sciences are already transforming into something new and as yet unknown. These new systems cannot be established since the new values, upon which we will build up the new systems, are not created yet. Human values today will start to lose their meanings as the world spins off its coordinates. What will be the new measurement of value? Will it be gold or water?

In time, the conflicted world will divide into two camps: the "old" humans who don't want to *think* like the "new" people and the "new" humans who don't want to *live* like the "old" people. The "old" people will hold onto what they treasure the most, their past, whereas the "new" people will ask themselves: *How do we make all the clubs play the same music when there are walls between them?*

As the "new" people find answers, a new era will get underway. This era will forego all the old systems and communicate the same *faith* across the new world through a little thing called *the Internet*. This faith will save the human race and when it is here, it will work all by itself to accomplish that. With it, the new humans will embrace the new system based on new values

*Ruben Papian is an independent management consulting professional and expert in esotericism.

To be able to live in the future and not continue walking into self-destruction, we will need to adapt and transform our past.

We need the skills to identify the state of the world and our place in it, the courage to contribute to make it work better, and the self-confidence to wait for it to work through the system.

MATTHIAS ECKERT, MANAGING PARTNER,
EMC² CONSULTING, DUBAI, U.A.E.

and let go of their different pasts to work toward global peace and prosperity. This whole manifestation of faith won't be complete until 2075.

The basis of the new system will be a different understanding of human values. We will begin to recognize that when we come into this world, we cannot own the air, or the ground. Actually, it is quite the opposite: we are guests of the ground. Privacy as we know today will disappear. In addition, the "more is better" principle, which our current economic model is built upon, will completely collapse and make way for sustainable development based on need instead of greed. Energy will be free since the technology advances of the future will enable us to utilize micro energy we generate ourselves to support our own energy needs.

And that's not all. The next generation of technology will be greatly focused on bio-technology, using living cells to replace materials that were man-made for the purpose of making more profit today. Is this achievable? Yes. Don't forget that nature is still adapting and changing. Biology is changing. You are changing. Your genes are mutating and evolving. You think differently, but you don't know it yet. Rest assured, living things are more malleable than you know.

The new sense of faith will completely change political priorities. There will be drastic political shifts such as the elimination of national borders. There will be uproars of protest against the fear that we will lose our cultures and our past. However, to be able to live in the future and not continue walking into self-destruction, we will need to adapt and transform our past. One of the biggest transformations to be observed will happen in Africa. When they erase their borders and unite for their freedom, their development potential is limitless.

Humanity will recognize its neutrality. The battle will be won in 2075 when there will be only one land called the Earth. Leave it up to faith to bring us there.

Looking from within our hearts, the essential is not visible to our eyes. What is visible is just the tip of the iceberg, while the rest of it can sink us. The invisible is found by feeling and understanding the 'big picture' about the human race that we are part of.

Tadeja Jere Lazanski, Professor and Vice Dean, Faculty of Tourism Studies, University of Primorska, Slovenia

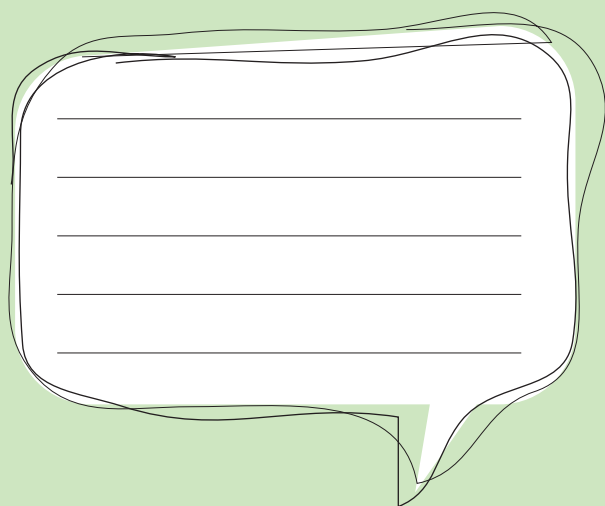
I would hope to see a caring society, both for the planet and its people, led by people with social awareness, innovation, and flexibility skills.

Lesley Long (C:F Mentor), faculty member, Glamorgan University, UK

I feel that the three most essential skills people would need are: being able to take initiative to tackle complex problems, organizational skills to manage projects, and providing leadership in inspiring people to be their best.

Sema Basol (C:F Judge), Founder, Turkish Women's Initiative, Turkey





The ability to synthesize the increasingly large amounts of information and data that we are being exposed to. How well we handle that information will determine our capacity to solve the most complex and challenging of problems.

YEERAPPAN SWAMINATHAN, SINGAPORE

The ability to “backcast” and use the valuable lessons learned to constantly improve our future environment.

CHEN SIN TAN, SINGAPORE

Management Dimensions in 2030

by Helmut F. Karner*

"Management is out of date. What ultimately constrains the performance of your organization is not its operating model, nor its business model, but its management model."

Gary Hamel, 2007

Here are three views of the future we might find ourselves living in 2030. One is what I would call a pessimistic view, one is a realistic view, and the final one is an idealistic view. Which one would you prefer?

The pessimistic view

We still have not completely overcome the effects of the financial crash of 2013 (as a consequence of the 2008 financial crisis). The sovereign debts, the currency crisis resulting in a severe budget cutbacks, and fiscal austerity have stopped the growth of private and business investment for a long period and have destroyed huge amounts of social capital and private wealth. Not really much has changed in business. Why should it? As there has been virtually no change in the management methods and tools used during the past one-hundred years, there was continuous momentum to extend the inertia. The main organizational principles still stem from 1776 (Adam Smith, *The Division of Labor*) and 1912 (Frederic Taylor, *Scientific Management*), budgeting is still being done as it has been in the past 100 years, financial success is still being measured by ridiculous Profit & Loss Accounts and Balance Sheets. People still stand on the wrong side of the equation (as costs, not as assets), and important investments (like R&D, human capital development, branding, etc.) are still being counted as costs.

IT is still perceived as a disabler of productivity (see *Does IT Matter?* Nick Carr, published in 2004), knowledge is not being applied properly ("If we knew what we know, we would be three times as profitable," Lew Platt, ex-HP). Companies still don't exploit inventions and intellectual property ("Siemens uses less than 10% of their patents in their own products," Henry Chesbrough, 2006).

The industrial society still prevails in the business approach taken in developed countries, in the way we apply labor law, how we organize work through jobs, how we regulate working hours. ("To our counterparts at the end of the 21st century, today's struggle over jobs – protection and creation – will seem like a fight over deck chairs on the Titanic," William Bridges, 1995).

What a pity that I will not be fully active anymore by 2030. My generation has missed the opportunities.

The role of leadership is to find, recognize and secure the Future.

JOEL A. BARKER

A leader has to know how to manage success and, perhaps more importantly, failure. When failure occurs, a leader owns the failure but if success comes the leader gives it to the team.

JATIN KATARIA, INDIA

The realistic view

Jeff Immelt's prediction of 2009 has come true: "The global economy and capitalism will be 'reset' in several important ways. It's an emotional, social, economic reset. The government will be a regulator; and also an industry policy champion, a financier, and a key partner." The international Federal Public Institutions have won back primacy over the negative effects of excessive profit making in business and the finance industry. Financial institutions now serve business and society, rather than manipulating and exploiting the community. Although it has taken more than two decades of regulatory efforts, this is a major accomplishment towards a "just" society.

The progress in business is mixed: the generation of the baby boomers and their conserving spirit are gone, but the Generation X still largely in charge now has not done much about innovating business models and practices either. The technological changes (social networks, Enterprise 2.0, Open Government) have created the means for Generation Y to approach business differently – in a more collaborative, open way. So, business models have changed in part, networked communities of professionals thrive, the "gift economy" shines through; but a substantial portion of business and management still sticks to the old paradigm, hanging onto power, hierarchy, closed systems, and unsocial behavior.

Companies are now predominantly organized in processes, in smaller, networked units. Intangibles (Baruch Lev, 2004) find more and more their reflection in financial accounts, and the 6th Kondratieff Cycle (nanotechnology, new materials, health care, and new cognitive sciences) has given a new spirit and leap to markets, products, services, and business models.

The idealistic view

We have learned from the last financial crash in the early two decades of this century, and have finally moved in the direction of a sustainable model of the financial industry: the proceeds from growth and wealth are equally divided between workers, consumers, company profits and financial gains. Business models have become quite sustainable; Corporate Social Responsibility has become a prerequisite for success in the markets. The shock of peak oil in 2015 has finally caused a (very late) change in behavior towards global warming, our consumption of nature. We now treat people more correctly in society and business: no longer as "assets" which can be disposed of, nor as "human resources", which can be used up. The concepts of "employer" versus "employee" are gone: each person invests her HUMAN CAPITAL, but expects a proper Return on Investment in exchange (Thomas O. Davenport, 1999).

We measure financial success correctly now, by properly valuing intangible assets, intellectual property, and community values. We treat customers as partners, establish longer lasting relationships, and share responsibilities among each other.

We organize in networks; approach the "End of the Corporation" (Bartlett-Ghoshal 1998, *The End of the Era of Organizational Man*), exploit the power of "COINS" (*Collaborative Innovation Networks*, Peter A. Gloor, 2006), work in "Open Business Models" (Chesbrough, 2006;

In 2030, management will have gone through what will appear as a revolution, because the “noughty” (i.e., 00’s) managers relying only on profit and not on the cost of making such a profit, will appear lazy, if not stupid. Firms like Nestlé and BP will have to be run by serious managers who value their reputations, and ratings agencies will “trash” firms that do not attend to such issues as the care and attention to ecology.

DAVID BEVAN, ACADEMIC DIRECTOR, ERBIS,
BELGIUM

A leader should be honest,
practical, and willing to
listen to what every person
has to say and consider
that opinion as an option.

MILICA SHULEYSKA, MACEDONIA

Lafley/Charan 2009), have established models of “Wikinomics” (Don Tapscott, 2006). We have made major progress to eradicate poverty through concepts of “social business” (Muhammad Yunus, 2010 and C.K. Prahalad *The Fortune at the Bottom of the Pyramid*, 2004).

Many of the “Moon Shots for Management” (Gary Hamel and the “Renegade Brigade”, 2009) have become reality, including:

- **Ensure that the work of management serves a higher purpose.** Management, both in theory and practice, must orient itself to the achievement of noble, socially significant goals.
- **Fully embed the ideas of community and citizenship in management systems.** There’s a need for processes and practices that reflect the interdependence of all stakeholder groups.
- **Reconstruct management’s philosophical foundations.** To build organizations that are more than merely efficient, we will need to draw lessons from such fields as biology, political science, and theology.
- **Eliminate the pathologies of formal hierarchy.** There are advantages to natural hierarchies, where power flows up from the bottom and leaders emerge instead of being appointed.
- **Reduce fear and increase trust.** Mistrust and fear are toxic to innovation and engagement and must be wrung out of tomorrow’s management systems.

It is a business world where fun, not power, prevails; where selfishness and intrigue have given way to honesty, humility, mindfulness, moral courage and sustainability; where people are liberated, where they apply “creative disobedience” (Rupert Lay, 1996) where nonsense reigns.

What a pity that I will not be fully active anymore by then. My generation has missed the opportunities.

At the rate the speed of innovation currently increases, by 2030, the ability to absorb and analyze an ever growing flow of information will be the quality that separates success from failure.

ALEKSANDRS TROFIMOVS, LATVIA

The main challenge of a leader is to know how to modify today's model of leadership, so that it becomes efficient in addressing the demands of tomorrow. That is where sustainable development comes into play.

KAYODE NUBI, TURKEY

Future leaders should be committed, team workers, and responsible, with leadership motto "Follow me!", not "Listen to me!"

ZHIKICA PAGOYSKI, MACEDONIA

Views from the Classroom

I would like my current students to use their wings to fly to the future they dream about. I believe in their creativity, vision, openness, heart, courage, motivation and stamina. I believe in their awareness of our joint responsibility for a blue planet going round an average, not very big star, called the Sun. As a teacher, I should help them look for and find the solutions that will enable the future generations to live in a peaceful world, drink natural water, and eat fresh food rather than pills. I believe that the future of higher education needs to be based on experiential learning in order to develop and utilize all the potential that mankind has. Most of all, people need to be creative. Our turbulent environment, rapid changes, high uncertainty, and global competition have strengthened the focus on the need for increased creative performance within the whole society. One of the essential requirements for high performance is creativity that leads to innovation, thus increasing the intellectual power of individuals, teams, and organizations.

Metka Tekavčič, Head of Management and Organization Institute, University of Ljubljana, Faculty of Economics (FELU), Slovenia

Such roles as “teacher” and “instructor” will no longer be appropriate. Our objective in the year 2030 is not to appear as a “living dictionary” but to be leaders who are able to generate ideas and help the students develop themselves.

Nadegda Grosheva (C:F Mentor, C:F Judge), Vice Dean, Baikal School of International Business, Russia

In my field of hospitality education 2030 emerges as highly digitalized but still a world where enthusiastic personal contact and touch remain a driving force behind growth, development and competitiveness on both individual and organizational levels.

Kristine Guseva (C:F Judge), Director, KRISTI Baltic School of Hospitality, Latvia

As we look ahead, in the context of universities, business schools should be recognized as a legitimate academic discipline, not any less than law, medicine or engineering. The challenges business schools will face are manifold - whether it is the changing demographics, or the way the schools position themselves or the style of strategic leadership at the helm.

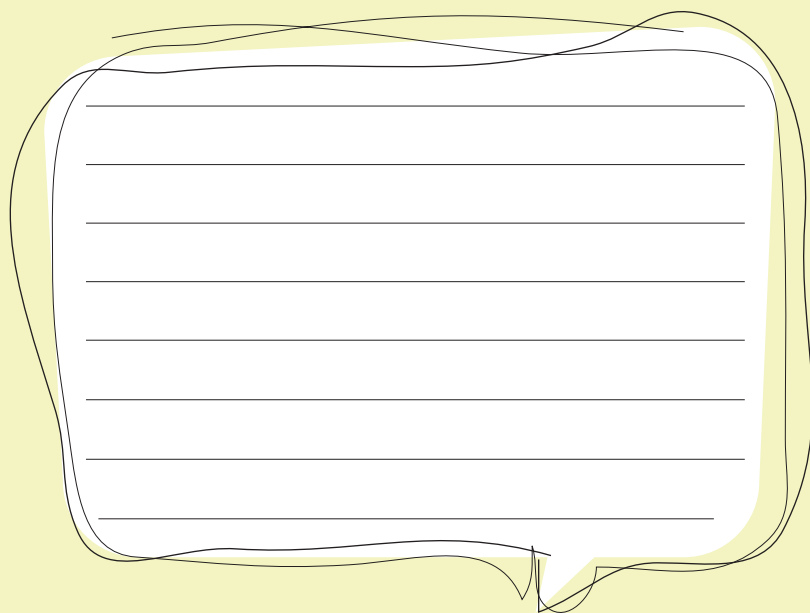
Howard Thomas, Dean, Lee Kong Chian School of Business, Singapore Management University, Singapore

I hope that my university will significantly innovate in order to contribute to building a world based on openness to build awareness of the wholeness.

Carmen Hutu (C:F Judge), Faculty member, Technical University Gh. Asachi, Romania

I see a future of happier times than we have today, a time when academics will be more productive, science and cumulative human knowledge will be greater, and people will live in prosperity and peace.

Alev Katrinli, Dean, Faculty of Economics, and Administrative Sciences Head, Izmir University of Economics, Turkey



The Challenges of 2030

by Dan Croitoru*

Challenge:Future is about great minds gathered in the Challenge:Future Community and their ability to foresee the problems the world will face in the near future, the challenges for mankind to overcome. The best way to find the answers seemed to be to ask the community itself. And so we did. We asked our members to come up with a unique name for the next Challenge:Future competitions and to briefly describe them. The result was amazing. From environmental issues, agriculture, and genetically engineered food to world governance and local authorities, from culture and arts to the business world, technology and renewable energy, they had ideas.

One of the subjects, proposed by **Arash Rafiq** from Pakistan, is dealing with the *global water crisis*. He says that over the past 50 years, the population of the world has tripled with a potential increase of 50% within the next half of century. During this time, the overall water supplies have decreased. **Ish Jindhal** from India advises us to think about the environment and find out ways to restrain the effect of products that harm the environment in order to make our planet a better place to live. **Fahd Masood** from Pakistan came up with *Garbage it!*, a challenge that would focus on new innovative methods of garbage disposal and procedures for how to cope with garbage disposal in the Third World countries. Given that the Copenhagen Summit 2009 did not reach its objectives, **Purav Aggarwal** from India tells us to think of a new model, a feasible solution, to give back for all the things we have been extracting from nature and create a *Virtual Climate Summit 2010*.

Transforming tomorrow was **Alexandra Nastase's** idea from Romania. She raises questions about a new model, a new way in which the world could be organized and how we might learn to create an environment for continuous development. **Vikram Chintalapati** from India is more straightforward and wants to talk about how to *Tear Down Red Tape*. When new ideas face resistance from authorities, the question is: how can an innovator be helped to get past the red tape, have access to legal counseling and information about intellectual property in order to make the world a more open space. On a similar theme, **Luka Penić** from Croatia wants to *Impact Your Authorities* by using smarter and more intelligent ideas to reach and influence local authorities.

* Dan Croitoru is a student of National School of Political and Administrative Studies, Romania. He is also a member of the C:F Youth Advisory Board.

Jose Albert Padin from Philippines and **Anton Andonov** from Bulgaria propose to reinvent the way we do business. In the *New Business Model – Business 2.0*, the most ethical practices should produce the most profits. **Jana Tošković** from Montenegro is curious to find out which existing currency might become the main currency in the future world. **Krste Kostoski** from Macedonia and **Marko Eres** from Slovenia think we should find a way to save our atmosphere and use fewer resources from our planet. We take more than we give and this may turn against us.

Kayode Nubi from Turkey advises us to get back to the basics and think about food shortages, housing, and education. **Siddharth Rajkonwar** from India raises moral questions about cloning and genetically modified crops. **Emilija Klovaite** from Lithuania says “We are what we eat” and challenges us to find new ways to make healthy food accessible to everyone.

Jake Jones from United Kingdom addresses the issue of integrating technology into our lives. **Antonius Suryawan** from Indonesia invites us to rule the world and bet on the next big technology in 10 years time. **Fatima Hasanain** from Pakistan asks us to find a way to make existing technology more environmentally friendly and fuel-efficient. **Kevin Nay Young** from Singapore asks a related critical question: “How can we ensure that the energy supply will be sustainable in the year 2050, and which form of energy will become our main source?”

Sayanee Basu from Singapore sets up a *Creative Junkie* and wonders how people can come together to share their unique cultures and create more awareness and understanding. **David Ma** from Australia puts up two questions: how much of our past have we lost by our pursuit of the future? and, how much of our past do we need to remember so we don't forget who we are?

One thing is for sure. Challenges are here to stay. Ralph Waldo Emerson once said that little minds have little worries, and big minds have no time for worries. The time is for solutions, the time is to act now, it's time for Challenge:Future.

Part 3:

challenge:

future ways

Once you start thinking about the future, it's clear that we need to create a better world. But how do we accomplish that? How can we improve upon the advances that societies have made up to this time in human history? What could be invented, designed, modified, or changed to solve the world's problems and help create a healthier, happier, saner world in which we could all live in peace and prosperity?

In this Part, you will learn that there is no end to brilliant ideas coming from young people. Challenge:Future was created to challenge and inspire the world's youth to help them innovate and solve problems. We believe in "open innovation" and "open collaboration" which you will first read about. Then you will learn about the first annual Challenge:Future competition that asked youth from around the world to devote their thinking to six areas of human endeavor that need new solutions. The ideas they generated will amaze and impress you. You will read about our competition, how it was organized, who the competitors were, and who won the top prizes. Several essays will also teach you about the power and the beauty of new ideas.

Educating for Sustainability and Innovation

by Danica Purg*

There is no question that the world is facing immense challenges. Rarely a day goes by without financial negligence, environmental disasters, human rights scandals, or economic downturn taking over the headlines of newspapers and TV screens. There is also hardly any question that continuing with business-as-usual will not be enough for the world to overcome these challenges. What we need is a new mindset and new competencies – a commitment to sustainable development backed by solid innovation skills. And education has a tremendous role to play in developing foundations for both.

For many years, CEEMAN – Central and East European Management Development Association – has been advocating for responsible business leadership and emphasizing the need for business schools and their associations to play a role in creating a new generation of managers and leaders capable of leading their organizations towards economically sound, socially responsible, and environmentally friendly business behaviors. CEEMAN has promoted this position at many major international conferences and events they have organized in recent years. It has been integrated into all of our programs and activities aimed at enhancing the quality of management education – including the accreditation requirements for our International Quality Accreditation. Becoming a founding partner of Challenge:Future is a natural extension of our long-term commitment.

In its first year, Challenge:Future has grown into an exciting platform for true dialogue and reflection about the nature of good business education. As schools, faculty mentors, and student participants engage in tackling the most daunting human problems, they are invited to question – and re-invent – assumptions and norms. This open innovation format contributes to the development of deep connections and true collaboration – and the story of the finalist English-Canadian team that finally met face-to-face in Bled is a true testament to this power. Reflection, collaboration, and innovation have to become essential characteristics of educational programs worldwide if we are to find our way towards sustainable future. Schools that made it into the Challenge:Future 2009/2010 Hall of Fame, along with the National University of Singapore, winner of the Most Innovative School Award, deserve much recognition for their efforts to foster innovation among young people for a sustainable world.

*Prof. Dr. Danica Purg is the President of CEEMAN & President of IEDC-Bled School of Management. She is also C:F Chair.

What we need is a new mindset and new competencies - a commitment to sustainable development backed by solid innovation skills.

Challenge: Future presents a great opportunity to combine theory with practice and we appreciate the competition's ambitious international profile that allows for an interaction between students from diverse nationalities and backgrounds in the process of devising globally representative business solutions. EDHEC's objective is to share useful insights and develop a new network, while raising critical questions for the future development of both society and business.

GAËL BONNIN AND GUERGANA
GUINTCHEVA, EDHEC BUSINESS SCHOOL,
FRANCE

Open Innovation: Changing Our Mindset

by Metka Ule Novak*

Let me start with a common personal experience I have when people ask me questions about my work, like “What do you do?” or “Where do you work?” I usually answer that our company deals primarily with open innovation. Usually, in response, I would encounter a blank expression on the person’s face. On occasion, if I can see a spark in someone’s eyes, I would continue explaining my work, passionately talking about open innovation and its importance for our future lives.

At a reception I attended a few years ago with my husband, I met some of his colleagues. They seemed quite interested in open innovation, so I explained a lot about it to them. The next day, they told my husband that his wife is really handling some very important things for the future, although it was very complex and difficult to understand. My husband’s colleagues undoubtedly understood it, but I realized soon thereafter that I needed to get better at explaining it.

So let me try now to paint a picture of what open innovation is and why it is important to us. First, to give you a very basic definition of open innovation, it would be: Open innovation is a process, where people on one side (e.g., an oil company) identify a challenge (e.g., oil leaking from major pipeline) and open up with the problem and all information about it to another group of people (e.g., a global community of engineers) to see if they can get the best and most efficient solution possible. Each part has its own incentives and interests. In this case, the oil company needs the best solution and the engineers want to get some financial compensation and global recognition.

But beyond that simple definition, we can also say that open innovation is not only a process and a way of thinking and problem solving, it is also a way of living. It requires us to change our mental concepts and perceptions of what innovation and creation mean to us on an everyday basis. Today, the world is on the verge of major challenges and changes in terms of values. Accordingly, open innovation, if considered as a principle, can be perceived not only as a tool for specific hi-tech business problem solving and innovation, but as a wider concept for creation and development in our everyday lives. It offers a systematic approach to our very existence. It offers something for everyone to gain, and that is exactly what we need to create our future.

Open innovation is why we started Challenge:Future. Every newspaper, business professor, and concerned citizen talks about innovation, the future, and sustainability, but few are really contributing to it. What we sought to do was to re-invent the world’s future with the most powerful tools available – using the open innovation paradigm and tapping into the vast youth think tank available in the world. Challenge:Future recognizes youth (young people 18-30) as the most valuable source for creating the future. We have believed from the start that fresh, innocent and inspired ideas can come only from young people. Young people have become the major players on the market. The world is changing and they are a significant part of it. Their ideas are what the business and academic worlds both need to consider when they are envisioning their future development.

Open innovation is not only a process and a way of thinking and problem solving, it is also a way of living.

In my opinion, open innovation platforms are a wonderful tool that can bring all ideas in the world into one channel and put the best into function. Open innovation is a way of shortening the bridge between the idea creator, the investor, and the final user.

MIRJANA DIMC PERKO (C.F. JUDGE),
CFO GORENJE, SLOVENIA

Henry Chesbrough stated in his book, *Open Innovation Models* (HBS Press, 2006), "Everyone knows that innovation is a core business necessity. Companies that don't innovate die." And he continued by saying that the open innovation paradigm offers "the prospect of lower costs for innovation, faster times to market, and the chance to share risks with others."

When all of these benefits are combined with the youth energy generated within Challenge:Future, we see real breakthrough innovation happening. By collaborating with outsiders - including customers, vendors, communities - companies are able to import lower-cost and higher-quality ideas from the best sources in the world. This discipline allows businesses to refocus their own innovation resources where they have clear competitive advantages. According to the latest Bain & Company research, 24% of companies used open innovation in 2004 (putting it in 23rd place among the 25 top most powerful management tools). By 2006, it surged with an impressive growth up to 53% of the companies in 2006 (putting it into 18th place). There is no doubt that if we had more recent figures, they would be even higher.

Open innovation would not be possible without the internet, but what will drive its adoption by an increasing number of institutions is the growing competitive need to uncover many more good ideas for products and to make better and faster use of those ideas. Open innovation will grow under our skin and become the only way of being.

Meanwhile, the related term "open collaboration" is also changing our past and current conceptions of thinking, helping us to adopt new paradigms of working together. In the future, a system of collaborative networks will encompass our everyday lives, and companies, academic institutions, and individuals will discover the benefits of changing how they work.

The Challenge:Future 2009/2010 Competition

Given the importance of open innovation, it seemed obvious to conceive of Challenge:Future as a global student competition aimed at promoting innovation and collaboration in the service of the world's sustainable future. After more than a year of reflection and development, we launched a competition in late autumn 2009 and managed to position Challenge:Future as an inspiring youth initiative engaging more than 14,000 youth from 200 countries and 1,000 universities and business schools.

A global innovation competition as an idea is not new, but Challenge:Future is the only initiative that promotes:

- having an impact on sustainable world economic growth
- stimulating equal opportunity of all students for their professional development
- engaging members in the Challenge:Future development
- promoting open collaboration in education

What we were seeking was to create an environment where students from three different continents, who had never met before, could work together and have access to a mentor (whom they also hadn't met before) to help them with their solution. We wanted to take advantage of the differences in knowledge, culture, and society to share ideas in a more fruitful way and allow these differences to translate into valuable and promising solutions.

The competition had three rounds of challenges for students to compete:

First Round: IDEATION

The First Round invited teams to develop breakthrough ideas to respond to any one of six challenge themes we created. With the 2009/2010 Challenge:Future overall theme being "The Future of Connecting", our six challenge themes included communications, transportation, media, youth in society, health, and prosperity. The best teams, according to evaluations from expert judges and public voting then qualified for the second round, where they were asked to solve specific challenges.

Second Round (Semi-Finals): CORPORATE CHALLENGES

The Semi-Finals invited teams to propose solutions to three specific challenges (they were assigned to a challenge depending on their solution from the First Round):

- IdeaLab-Career Booster, where teams were challenged to transform a current proposal of their youth open collaboration platform into a disruptive market-changing idea, linked to a visualized experience-based CV.
- Breakthrough Idea - Make it Real, where teams were encouraged to further develop their original ideas submitted in the First Round
- IEDC Challenge - Business+Education=Sustainable Value, where teams were asked to develop ideas that might change business education to create new leadership committed to sustainability.

We managed to position
 Challenge:Future as an inspiring
 youth initiative engaging more
 than 14,000 youth from 200
 countries and 1,000 universities
 and business schools.

C:F is a bright idea
 which will evolve in
 something even bigger
 than we all think. C:F
 gives us a chance to
 find someone just like
 us, with the same
 ambition, same goals,
 so we can continue to
 develop as individuals
 and as a society. The
 world is bigger than the
 city we are living in
 and C:F is the chance to
 cross the border and
 explore.

LUKA PENIĆ, CROATIA

Semi-finalists had to prepare a three-minute video presentation and a detailed solution, which was visible to the judges. The finalists were then selected based on both public voting and evaluations from the judges.

Third Round (Finals): PROJECT REFINEMENT

In the final round, the teams had to prepare a detailed project/business plan, ready to implement. The 2009/2010 Finals took place in Bled, Slovenia at the C:F Summit, where teams showcased their solutions to a broader audience and the judging panel, which selected the winner. One vote in the judging panel came from the C:F community and represented the youth community voting. In this round, we gathered more than 70 talented and inspired young people from all around the world, who were part of Challenge:Future. They were creating innovative solutions that were only possible within the open innovation and open collaboration paradigms. Together, we not only created sustainable solutions for the future, but wrote another paragraph in the history of open innovation, powered by youth.

About the 2009/2010 Theme: The Future of Connecting

Imagined as a multiyear open innovation competition, each year Challenge:Future will focus on one specific theme, a universal challenge to be reimagined and reinvented. For 2009/2010, we selected “The Future of Connecting” as the inaugural theme for the competition.

The global economic crisis which started in 2008 brought about many surprises and many discoveries. Among the countless losses, failures, struggles and confusions, one discovery stood out with surprising clarity: never before did the world experience such depths of our global interconnectedness. Penetrating boundaries of countries, industries, social sectors and cultures, the actions and choices of a small group of decision makers rippled throughout the world, making exceedingly visible the myriad of ties that connect us to each other. It may not have been the most positive experience of interconnectedness, but, without doubt, one of the most powerful. The question is: do we see this discovery as a mere side effect of a global economic turmoil, or do we take it as an immense opportunity to reimagine and redesign the future of connecting?

The Challenge:Future Theme of the Year offered a number of angles and layers to be explored. From the obvious issues of communication, information technology, internet, and transportation to the more subtle issues of disease transmission, knowledge transfer, and partnerships for peace and security, the 2009/2010 theme posed many questions to be answered. What would the future of mobile phones look like? How might we create events and learning experiences that truly connect? Could we sustain the climate change costs of the current transportation solutions? Would the need for paper disappear in the near future?

As a result, we came up with six challenges for the Future of Connecting:

Call me in 2020 – The future of communication

The last ten years have redefined the ways we communicate. Cell phones, ever-expanding internet access and Facebook’s many friends have become the “norms” of life in the 21st century, as indispensable as toothpaste and underwear. The question is – what might the future of communication look like?

Call me in 2020 challenges you to develop breakthrough ideas on the future of communications. What new features, innovations, and applications should we develop? What new uses of communication technology do you imagine? How can we use communication technologies to contribute to a better, more connected, peaceful, and prosperous life?

A Bridge to the elderly - Team “ESPreneurs” (Singapore)

As much as internet has bridged our physical distances, it has also slowly widened the gap between the generations. Our Team’s answer to this problem lies in having an easy-to-use interface that allows elders to participate in the online social activities. They can get familiarized with the new ways and connect better with the younger generations.

The current financial crisis may not have been the most positive experience of interconnectedness, but, without doubt, one of the most powerful.

What color are you talking from? - Team "Disconnected" (Denmark)

Edward de Bono developed a creative tool called "six thinking hats" that ensures that everyone in a group is talking from the same ground. If, for instance, you put the black hat on, it is time to be critical, and if you put on the yellow hat, it is time to be appreciative. The objective of our idea is to make people use colors to signal what needs and intentions they have. Colors can be used in text messages and e-mails somewhat like smilies and in telecommunication by pressing certain buttons on your mobile or computer that shows the other party "what color you are talking from".

Location-based social network - Team "Team One" (Sweden)

A social networking site with a built-in GPS component. Smartphone sales are growing at the astonishing annual rate of 17% (CTIA, San Francisco). Nearly all smart phones are equipped with a GPS chip. Our 99-word description is a very good example of how Location Based Services work, as are the situations illustrated in the attached image. Where you are relative to your friends is as important as any other kind of shared information.

Smart phones replacing computers - Team "The Frontier" (Indonesia, Singapore)

No drastic physical changes will be made in ten years time. We believe, instead, the changes will be in terms of content and the expansion of communication technology. Mobile web technology will be freely available virtually everywhere and smart phones will gradually replace computers. With nearly identical processing speed and memory capacity, these smart phones are basically all anyone would need.

Move it – The future of transportation

Cars, trains, buses and planes – can we imagine a world without them? Yet, with the world reaching the end of oil, we have no other choice but to re-design the way we travel and transport. What should the new mobility look like? How do we meet our global transportation needs in a sustainable way? How do we transition from old to new mobility? What about solutions already created – such as electric cars or hydrogen-run trains – is there global sustainable future for them? Commercial space trips – is that really the future for all of us?

Smart slipstreaming - Team “ESPreneurs” (Singapore)

Traveling long distances between inter-states will take less toll on fuel (hence less carbon emissions) when vehicles travel in a close convoy using the slipstream effect. This is achievable by installing/retrofitting an on-vehicle smart device which can communicate with nearby vehicles to synchronize driving speeds and thus attaining the slipstream effect by automatically following behind a car that is going to a similar destination.

Intelligent parking tool - Team “Carmakers” (Poland)

Our solution provides a real-time digital map of parking lots in downtown areas. The pictures are gathered by a system of balloons with cameras hovering over the city. The data is transmitted to a central computer unit and sent in real time to cars based on their GPS positions.

No more banging into traffic signs - Team “Why not? Indeed!” (Slovenia)

Let's remove traffic signs off the roads and traffic lights out of the crossroads, as they are the most common obstacles. Instead of physical elements of signalization, we could use 3D holograms based on LED lasers and projectors.

Carbon credits - Team “IBA” (Pakistan)

The ever-growing use of cars has seen an upward surge in carbon emissions. Our idea is to put a cap on the amount of fuel that individual vehicle owners can use. “Carbon Credits” shall be issued to all vehicle owners on a semi-annual basis.

Algae-derived fuel - Team “ESEnergy” (Singapore)

Microalgae can be grown in seawater or waste water and in non-cultivable land using CO₂ from flue gas; thus it can help reduce the GHG while providing sustainable fuel feedstock without compromising food crops.

What's the Buzz? – The future of media

Media – from newspapers to TV to semi-formal blogs – has immense power to shape the world. Yet, as the flood of reality TV shows and tabloid press continues to take over our lives, the future of media is a question to explore. How do we leverage the power of media to create a future that works for all? How do we connect people to what is good and positive in news and events? How do we use media to co-create the new images, voices, and visions of the global and shared future – connecting the best of our past and present in culture, architecture, art, music, science, business, politics and literature? Will we have journalists write news or should we only have sophisticated blogs? Will the media of today survive? And how do we create a world where we can believe the media?

TV for youth - Team "Divine Vision" (India)

Launch a TV Channel that telecasts various conferences, collegiate activities, cultural & technical fests, B-Plan competitions and other extracurricular activities. Voice of the future is for Youth and our channel aims at empowering the same.

Media in your pocket - Team "IND3X" (Macedonia)

Our invention is a flexible OLED player, which you can roll, or fold, and carry in your pocket.

Hologram media - Team "EDHEC Media Stars" (France)

Our solution to the next step in media communications and advancements is a hologram gadget that allows its users to browse through newspapers, product catalogues (and as hologram technology advances, movies and newsreels).

Save the media - Team "Eureka:Buzz" (Australia)

Appoint an independent body to assess the accuracy of stories reported. All reports will be made public and news companies that constantly deliver inaccurate & false information should be investigated.

Eat that Carrot – The future of health

Our bodies and minds are our ultimate connection channels, where happiness can be as infectious as a dreaded disease. Yet, the recent years of bird flues and swine scares show that it is disease, not happiness that seems to benefit from the deepening global interconnectedness. As we look into our future, how do we create physical, mental, and emotional well-being, and connect ourselves and our bodies to the health of the planet? How do we mitigate the health risks of global connectivity and prevent global disease transmission?

Building healthcare - Team "Health-Care-Without-Borders" (Australia)

Health-Care-Without-Borders attempts to address the lack of access to basic health care in developing countries with a sustainable solution by focusing on building up and improving the workforce of health care professionals and promoting preventative awareness within these affected regions.

Track under your skin - Team "Horfun Geeks" (China, Singapore)

What if we have a scientific guide telling us what suitable food each individual should eat today? Our team is suggesting a device which can recommend a daily healthy menu for each user. After using this device, the user's personal doctor can know the user's daily blood data and other important information more directly.

Urban Agriculture - Team "Nighthawk" (India)

Our solution to this is to construct "skyscraper" farms in urban areas, where most of the food is consumed. Plants are planted in containers moving on vertical spiral conveyor belts through various areas of the building with different climatic conditions as required.

GreenPedia - Team "World Health" (Greece, Dominican Republic, Austria)

Our project's objective is to enhance a culture of sustainable living, providing knowledge to people on how to grow nutritional vegetables, aromatic and medicinal plants in recycled waste solids like plastic, aluminum cans, etc.

Youth Rulz! – The future of youth in society

The men and women currently running the planet have, with some exceptions, very short-term vision, when in fact the really dramatic challenges the planet is facing are long-term. How do we deepen youth's role in society? How can youth not only connect with the older generation of current leaders, but indeed have an impact, so that the planet that they will be living in and having their children in the future will not be too irreversibly damaged, too unstable climatically, and not too unequal and open to injustice?

Youth advisor to government ministries - Team "Youth Velocity" (Pakistan)

Pass a legal instrument to create the post of a Youth Advisor to all Government Ministries. The Advisor will be a recent college graduate and will be elected by all students in his/her particular discipline for the period of two years. For example, a graduate specializing in agriculture in Pakistan will be elected by all other graduates of agriculture from that year to sit in the Ministry of Food, Agriculture and Livestock in Pakistan.

Youth exploration - Team "Development Crusaders" (India)

Terra Incognita is a program that trains youth and places them in underdeveloped areas with the aim of establishing centers for introducing people to new technologies and training them to use it to their advantage, while keeping in mind the handicap of illiteracy in many areas.

Modified education system - Team "Cookie Monster" (Singapore)

We propose a modified education system for the new generation in order to cultivate the coming generation into a mature, knowledgeable, and energetic group of youth. The proposed modified education system would include community work, general political education, and training and healthcare study.

Media as a key to active youth society - Team "Busted" (Bulgaria)

Our team proposes that we should start a localized student media and a town-wide television channel, both of which adhere to modern principles of journalism. While the localized student media such as school and university web newspapers help youth learn how to engage with familiar real life problems through first-hand experience, the town-wide television channel enables them to communicate this experience to the whole public; to share their thoughts and concerns with the rest of the community.

Fast Forward – The future of prosperity

We live in a deeply connected – and deeply divided world. We have found a way to put man on a moon, but accepted massive starvation and social exclusion. Half of the world's population is disconnected from the global economy – and it is about time we have that taken care of. Ready to bridge the gap between rich and poor, and connect the entire world to real prosperity? Have an idea on new rules of the game in business? Excited to fast forward to the world that works for all?

Alleviating poverty through social media - Team "Up we go!" (Romania)

Imagine an online social network destined to connect charity with sustainable business development and job creation in poor regions. 1 - Entrepreneurs from all over the world upload their innovative business plans targeted at low-income markets and set the amount of money they need to start up. 2 - You, as a community member, see all the ideas and choose if you want to give money to / support some / one of them. 3 - Corporations, research institutes and NGOs also see the ideas and choose projects they want to endorse (act as guarantors and share management know-how).

One gesture system - Team "Yggdrasil" (Romania)

At the center of our research is the One Gesture Card. The One Gesture Card is similar to a discount-fidelity card but has also the attributes promoted by the following trends: Commoditization, Generosity Generation, Experience Differentiation, Population Aging, Durable Living and Mergers Endgame.

Education enhancement fund - Team "Team of tomorrow" (Poland)

Our solution to tackle poverty in Africa focuses on fostering education involving a market mechanism instead of pumping money into corrupted governments. In cooperation with investment banks, we would issue long-term bonds to fund scholarships for promising students. These bonds could be repaid from the future earnings of the graduates. A well-educated workforce would spur growth. Bonds could be purchased by individual and institutional investors and traded on liquid markets. Investors could reap profits while helping Africa, and investment banks could improve their strained reputations.

Gaming for underprivileged - Team "2015" (Singapore, UK)

Play and help the poor: Second Chance is an online quasi-role playing game converting virtual credits spent into real direct aid or microloans to empower the underprivileged. Funds from advertisement revenue generated per game or by direct online payments for exclusive in-game accessories are used to purchase badly needed supplies or provide low-interest financing.

The Winning Ideas

New Metro Interior Layout (Nvméto) Design

Team name: Backcasters

Team members: Tan Chen Sin, Liew Yen Ching

Faculty/school: National University Singapore

Country: Singapore

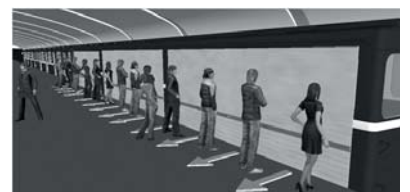
More than 160 cities across the world have adopted rapid transit (metro, subway, etc) systems as the best type of transportation due to their high carrying capacity and minor land space use. Yet, the increasing population in such urban areas and a corresponding higher travel demand for public transportation has resulted in saturation problems. The current rapid transit systems witness daily inefficiencies and time wasting for users who line up in queues, need more time to arrive at their destinations, and feel discomfort from traveling in over-capacity packed trains.

Status quo solutions typically focus exclusively on the acceleration, deceleration and travel time between the stops. Urban planners have attempted to improve the rapid transit transportation by introducing more trains in the systems, building more metro lines, improving the engines, tracks and the traction wheel material. Yet, these solutions are costly in terms of time, money and space. Nvméto is not; it is nearly costless and easily implementable in current train cars without major adjustments.

After serious research, Backcasters estimated that "dwelling time" - the time required for passengers to get in/out of the train - occupies a substantial portion of the total travel time of a train from station to station. Thus, their solution focuses on minimizing dwelling time, unlike previous attempts targeting acceleration and deceleration. Backcasters designed a new metro carrier involving the utilization of safe, high-speed roller shutter technology. Wide and high-speed roller shutter doors are proposed to replace the existing conventional horizontal sliding doors. Furthermore, interior design is also rearranged in accordance with these new entrances and exits, and the seats are changed to convertible seats which can flip up if there is more traffic.

Urban planners across the world can adopt this design, making the potential for turning this from a theoretical solution to a practical reality easy. Further individual adjustments to the plan could be added. Yet, the central ideas remain, as they are in the core of the solution, rather than in the details and execution.

Based on Backcasters' research, such innovation in the design of exit-entrances could reduce passenger travel time by 25%, increase train network capacity by 50% and reduce the number of trains required for a system by 25%. This proposal can save money for governments, and reduce the raw material and energy required for a greener metro design, indicating its true value as a win-win solution.



The winning team of Challenge:Future competition proposes a revolutionary idea and a technological solution for the transportation world. With increasing urbanized population and a heavy demand for a mass rapid transit, can cities be equipped with a more efficient metro system?

What might the future look like?

- Less wasted time waiting at stations
- More comfort while traveling
- Quicker arrival at destinations
- Greener economy with less people using their automobiles

Why is this idea a win-win-win for the world?

The new metro interior design system is truly a win-win-win solution. Based on some of the cases studied, it could reduce passenger travel time by 25%, increase train network capacity by 50%, and reduce the number of trains required for a system by 25%. Overall, this new metro design can save governments money and reduce the raw material and energy required for a greener metro design.

Enwest: Empowerment through education

Team name: 180 Degrees

Team members: Nat Ware, Edward Miller, Shane Treeves

Faculty/school: University of Sydney

Country: Australia

Education is the answer to overcoming today's challenges. Persistent poverty, the lack of cultural understanding, unsustainable business practices can all be overcome through an innovative approach to providing education that utilizes recent technological advances. The solution of 180 Degrees provides the means to achieve improved educational access and standards, while at the same time benefitting all parties involved.

In our plan, we envision three mutually-beneficial components between IEDC-Bled School of Management and the wider world, all focused on one goal - the empowerment of individuals through education. The first component, a student-to-student free online university, would help disadvantaged youth in developing countries to receive tertiary (university) education. It involves the creation of a virtual 3D online university campus using the latest technologies. The second component, a teacher-to-teacher business training scheme, enables staff at IEDC to train and mentor promising business educators in developing countries. The course involves a two-way knowledge exchange. IEDC teaches participants about business and how to be effective educators, whilst the participants in their turn run seminars. If one teacher can change 30 lives, and one well-trained teacher can train 30 teachers, what can 30 well-trained teachers do? This scheme ensures that there is a multiplied social impact. The third component, a community-to-community social venture program, exposes students to social ventures relevant to their area of study and provides them with practical experience to complement their theoretical education.

The winners of the IEDC Challenge offer a full-scale business plan with solutions different from current attempts at bringing education to the developing world. The use of a 3D university, similar to the strategy games that people play on their computers, connects fun to learning. The feasibility of the plan is remarkable in that it will increase the level of education provision in a way that is scalable, cost-effective and could be implemented within a short timeframe. As to the funding, where required, the 180 Degrees team has identified sponsorship to come from NGOs, governments and for-profit businesses, as well as from the net profits of the project.

Targeted at the IEDC, this solution can be developed and adopted by schools that aspire to profit and grow through giving. Further development of the second and third stages of the project might be required but the first draft of the Enwest solution already guarantees a sizable impact across the developing world. A central point of this win-win solution is that students at IEDC are able to consolidate their own learning while simultaneously providing an education to thousands of people in developing countries.

The solution of the winners of the IEDC Challenge proposes a technology that enables the free flow of knowledge worldwide.

What might the future look like?

- Thousands of students from the Third World have an opportunity to learn from top-notch university educators
- Hundreds of teachers share what they have learned with hundreds of others
- An unprecedented flow of knowledge across a well-functioning cross-country network
- Long-run environmental, cultural, and economic effects extend from this knowledge power

Why is this idea a win-win-win for the world?

Students at IEDC are able to consolidate their own learning whilst simultaneously providing education to thousands of people in developing countries.

SocialCV

Team name: SureViVa

Team members: M. Ibnur Rashad, Veerappan Swaminathan, Tan Huei Ming, Ian Gan

Faculty/school: National University Singapore

Country: Singapore

Today, over 40% of undergraduate students globally are looking for opportunities and a perfect job using technology-mediated placement assistance over the internet. Meanwhile, businesses still find it difficult to attract the "silent majority" of passive job seekers, those who are not registered with recruitment agencies or actively looking at job websites, which may actually add up to 73% of the population, according to JobTonic. Another problem lies in the huge cost, hassle and risk related to organizing recruitment talks and finding candidates in new foreign markets that companies would like to penetrate into. Current online CVs lack depth and tend to capture only brief professional information as mentioned by candidates.

SocialCV's mission is simple: to connect youth to opportunities. SocialCV helps universities connect youth to opportunities, helps youth build credibility and helps client organizations such as businesses innovate sustainably. This is done in six phases, as follows:

- SocialCV accounts are provided to universities' first year undergraduates;
- Students are offered opportunities to participate in online games and competitions after their first year through which they gain rewards and recognition;
- Students are matched to internship and job opportunities based on best fit (companies gain great value as candidates' profiles and proficiencies are pre-vetted via our Social Validation Engine™);
- Students build their Credibility Rating™ by building Skill Trees™;
- Students gain access to the Social Agora™ (or the Innovation Mall) where they can visit Virtual Storefronts operated by companies and work on projects crowdcasted by these organizations, and
- Students participate in crowdsourced location-based tasks or career fairs on the go with the SocialCV mobile application.

Students' use of these tools will span three to five years. By catering only to the youth and having serious gaming elements, SocialCV is clearly differentiated from professional networks like LinkedIn and XING, as well as open innovation platforms like Innocentive.

SureViVa has elaborated details of the various steps needed to build the profiles of participants that can then be used to compile their Credibility Rating. With SocialCV, members can build credibility and get rewarded. Even if their open innovation projects are not successful, businesses can now innovate in a faster manner, yet sustainably, without increasing their operational budget, and universities can better connect the majority of their students to job, internship, scholarship and project opportunities.

SureViVa, winners of the Ideealab challenge, propose an innovative way for career selection and development through their SocialCY whose unique gaming elements guarantee the emergence of a better network for communication between businesses and youth.

What might the future look like?

- Vast amounts of students become more engaged in their job search
- Businesses get more and better information about candidates for jobs
- The job hunting process is more fun
- Better communication between the business, students and universities

Why is this idea a win-win-win for the world?

With SocialCY, youth can now build credibility and get rewarded. Even if its open innovation projects were not successful, businesses can now innovate in a faster manner, yet sustainably, without increasing their operational budget, and universities can now better connect the majority of their students to job, internship, scholarship and project opportunities.

Moving Sidewalks

Team name: iLine

Team members: Vadims Pikarevskis, Aleksandrs Trofimovs, Artjoms Vohmincevs, Antons Esaulenko

Faculty/school: Stockholm School of Economics in Riga, University Bath, University Manchester, Riga Technical University - Faculty of Transport and Mechanical Engineering

Mentor: John Crockett

Country: Latvia, United Kingdom

There are inefficiencies in the public transportation systems that lead to overcrowding at peak times, long waiting times at stops, or the need to walk for some part of the journey. This creates problems that tend to motivate people to forgo the use of public transport altogether and just take their car, which has its own share of problems associated with traffic jams, pollution, and wasted fuel. The proposed idea is to adapt moving sidewalks, akin to those used in airports, to outdoor use. The project is based on three cornerstones – making the system of public transportation more time-efficient, being as self-sustainable as possible, and being free to the end-user and profitable. As the base of the project, we use a high-speed moving sidewalk developed by ThyssenKrupp – Turbo Track. This technology achieves a maximum speed of 7kph. This means that the average speed of a walking person would be 12kph, which is approximately the same as the speed of auto traffic in rush hours. And as it is continuous system, there is no wait time such as that associated with conventional public means of transport. Furthermore, it can be driven by solar panels, the installation of which is not costly.

This project is expected to reduce the costs of transportation to local municipalities, as well as increase the profitability of certain public transit lines, which makes local municipalities the ideal agents of change to adopt this project. By reducing costs and increasing the revenues of local municipalities, profitability is ensured for any and all parties involved. The proposal has a positive sustainability impact as it is self-sustainable to a level of 73.6%.

The project is attractive to potential lenders, such as venture capitalists, business angels, banks and government, as it is both profitable and sustainable for the environment and society. The project provides a return on investment in six years, less than an average payback period in transportation industry. With benefits to the innovators, businesses and local economies, as well as social and environmental benefits, this self-sustainable project is a win-win for all parties, while at the same time providing faster and more reliable public transportation.

iLine offer a solution for public transportation that will mitigate traffic problems, while transforming how people travel in urban areas in an environmentally friendly way.

What might the future look like?

- Fewer cars in urban areas, with substantially less traffic
- Solar-powered transportation without environmental impacts
- Financially attractive investments
- Quicker transportation during rush hours

Why is this idea a win-win-win for the world?

It is free to the end customer while being profitable; it is self-sustainable and it improves the existing system of transportation.

Connect through Education

Team name: Rainbow

Team members: Long Le, Giao Le

Faculty/school: Gettysburg College, Singapore Management University

Country: USA, Singapore

Even as the world progresses forwards, many parts of the globe are left behind because of differences in access to quality education. This may arise because of financial constraints, social constraints, or language barriers. In some countries (eight in the year 2007), half or more of the child population still does not attend primary school. Somalia leads in this regard, with 77% of its children going without proper primary school education. Organizations around the world have attempted to provide solutions – such as recruiting college graduates to become teachers, bringing new technologies into classrooms in developing nations, and other ideas.

The mission of this project is to use technology and community resources to make free and high-quality electronic education universally accessible. Team Rainbow proposes that the agents of change are local communities, supported by sponsors worldwide. In their business plan, the team wrote, “If the idea is integrated into the heart of the community, it will survive one way or another regardless of our presence.” They therefore propose an “academy” to bring free electronic education to Vietnam, mainly in the form of videos and DVDs, utilizing existing hardware technologies since the internet is not as widespread in Vietnam as in other countries. Volunteers, teachers, students and domestic organizations would participate in putting together the database that will be used for producing quality e-learning programs.

Two founding members of Team Rainbow have already started realizing the first phase of their project: recruiting other volunteers. Their detailed business plan elaborates on the specifics of the academic programs, the partners, and the cornerstone goals they seek to achieve. They have prepared full budgets and are working at the stage of looking for sponsors and financial backing.

The Connect through Education (ConnEd) Academy will benefit a wide group of people in Vietnam, not merely young students. In the longer term, it provides self-sustainable education that is free to the student, with communities picking up the costs in exchange for the social and economic benefits they receive from the academy in the form of educated citizens. The provision of greater educational access for the developing world can result in substantial leaps in progress among communities and a change for the better in economic, cultural and social terms for these countries.

Team Rainbow focused on personal engagement and the needs of local communities to be active in spreading education in Vietnam.

What might the future look like?

- Educated youth and work force
- Shared flow of knowledge between the best educated and the least educated in the world
- Enormous social change in developing countries
- Empowered students

Why is this idea a win-win-win for the world?

ConnEd seeks to connect resources from people who are willing to contribute; those who need education take a big leap in their life.

The Future Leadership Course

Team name: Disconnected

Team members: Oliver Lewis Christensen, Martin Bøhm Rasmussen

Faculty/school: KaosPilot

Mentor: Pete Sims

Country: Denmark

The problems we are facing in the world today do not only seem hopelessly immense, but also connected in a way that makes it very difficult to know where to start. Every single major challenge in the world today is crying for a sustainable solution. Whether we are talking about the economy, climate, poverty, ecology, peace or migration, there are no simple solutions.

This team proposes offering an MBA+ Future Leadership course in a one-year program designed for post-graduate MBA students. The program builds on top of the students' management skills developed in their MBA programs. The students gain professional experience through a focus on three emergent areas of leadership: Sustainability, Design Thinking, and Communication. Upon completion of the course, the students will have developed the necessary vocabulary, methods, perspectives and experience to join the forefront of business leaders in the 21st century.

MBA+ is a unique educational course. Broken down element by element, most of it complements parts of the curricula at the top business schools around the world. But what differentiates it and thereby brings the most value to IEDC, is the holistic design, the collective learning environment, the pedagogical approach and a highly increased focus on the individual student's personal leadership skills. The distinct pedagogical approach of the MBA+ will create strong differentiation among the conventions of traditional education system. The pragmatic and process-oriented philosophy underlining the whole course reinforces the learning that will take place in the ongoing teamwork. This is also the reason for a new group-to-group examination that will be introduced and explored during this program.

Our proposal presents the Future Leadership Course in detail. The program director, as well as head professors, will need to be hired and paid. The total cost of the project is over a hundred thousand euro per year, but the team estimates that the costs will be covered by tuition fees and by clients who will pay for the knowledge and expertise they get from students who will work with these clients as part of their curriculum.

The Future Leadership Course is a concept for a one-year leadership course. In order for students to unfold their potential as leaders who serve the needs of the world, they need to learn more than just theories. They need to get their hands dirty by learning Sustainability, Design Thinking, and Communication.

MBA+ is a proposal for a new type of MBA program that focuses in a practical manner exclusively on three areas of leadership: Sustainability, Design Thinking, and Communication.

What might the future look like?

- A program that offers further specialization in leadership beyond the traditional MBA
- Leaders that understand complex problems
- People who can communicate creatively
- Leaders with sustainable thinking

Why is this idea a win-win-win for the world?

The Future Leadership Course a concept for a one-year leadership course. In order for students to unfold their potential as leaders who serve the needs of the world, they need to learn more than just theories. They need to get their hands dirty.

BLED Sustainability Office

Team name: Prosperity Builders

Team members: Zhikica Pagovski, Sofiya Tsvetkova, Simona Atanasova, Adelina Pavlova

Faculty/school: American University in Bulgaria

Mentor: Cosmina Tanasoiu

Country: Bulgaria

The proposal of Prosperity Builders is to establish a Sustainability Office at the IEDC-Bled School of Management with the goal of creating and implementing three major programs: "Give Your Time and Skills, Not Just Your Money," "Business for the Community – Students Get Their Hands Dirty," and the micro grants foundation "Small is Impactful."

The first program seeks to raise student awareness among 90% of the IEDC student body about the importance of devoting 10% of their time after graduation to do voluntary work for the community. A high number of graduate students will be expected to participate in the project "10% Voluntary Work for the Community." Over the longer term, this project aims to develop a framework (including academic, practical, and research elements) to educate socially responsible business leaders who can create a genuine commitment to promote sustainability and global prosperity. It seeks to draw MBA students' attention away from large scale large-investment projects to small scale initiatives devoted to sustainability that change peoples lives, effectively making them think small rather than big.

The project has local, national, and international character. It aims to improve business education and contribute to resolving some of the major world problems such as low social cohesion, extreme poverty, and environmental problems. We expect a period of implementation to last six months in order to establish the office, and around three years to successfully implement each of the programs, after which there would be an opportunity to continue the project and possibly bring it to other MBA schools. The implementation of the project is realistic, with a total estimated budget of approximately €5,300.

Implementing this proposal will educate a new "breed" of leaders who value the human element of business, and who understand and embrace corporate social responsibility as a daily value. By internalizing this attitude, the next generation of leaders can slowly begin to transform the many aspects of business that remain untouched by this new thinking.

Prosperity Builders look beneath the cause of today's economic problems and invented a solution within the IEDC, targeted at helping new leaders understand and internalize corporate social responsibility values.

What might the future look like?

- Empathic leaders who recognize the need to give back to the community
- Responsibility and longer-term vision of managers
- Transformed corporate culture in the longer run
- Sponsorship through personal commitment, rather than merely money

Why is this idea a win-win-win for the world?

It gives benefits to everybody: the business sector, the education sector, and the society at large.

Linkativity

Team name: Glamorgan-Fanshawe

Team members: Jake Jones, Jeff Palmer, Eryk Gabriel

Faculty/school: University of Glamorgan - Business School, Fanshawe College

Mentors: Lesley Long, Rhonda Payne

Country: United Kingdom, Canada

Linkativity is a web-based social network that connects students to a variety of organizations for the purpose of achieving open innovation. An overview of industry trends suggests that our target audience primarily uses technology to connect with the world around them, making Linkativity a timely endeavor.

When considering the viability of a venture such as Linkativity, it is important to consider what similar offerings currently exist in the market. The closest rivals to a concept such as Linkativity exist in the social-networking, business-networking, curriculum vitae/employment advertisement and academic competition fields. Whilst these areas are already flourishing, Linkativity would bring together the best and most useful aspects of these separate products, providing a unique and wholesome product, superior to the sum of existing platforms such as Facebook, Monster.com, LinkedIn and Challenge:Future.

Linkativity would present the global community with one unified platform, or environment, to link and develop individuals and businesses worldwide. It would be a unique selling space for accomplished individuals to develop and promote themselves directly to businesses, and for businesses to search the next generation of innovators for talent that truly connects with their ethos. What sets Linkativity apart from its competitors is its focus on continually developing the skills of its users. In today's world, employers are looking for pioneers with a greater breadth of skills. Linkativity fosters the development of such pioneers.

The capital requirement for new businesses is minimal, meaning that a dot-com business such as Linkativity is very easy to create, given the knowledge and technology needed, both of which are not uncommon. To make a grand entrance from the outset in its markets, it will be necessary to demonstrate value for customers/users to build important customer loyalty and brand credibility. Being a "first-mover", the first incarnation of such a detailed platform, Linkativity could gain strong ground and build important customer/vendor relationships that would enable long-term success and customer retention should any competition begin to develop.

The real competitive advantage the Linkativity solution brings is its distinctive Level Up platform - a fun, gaming-inspired website that will attract and engage a talented pool of innovators. And the business would pay for everything.

Linkativity is a solution that provides a creative way to link job seekers to businesses, thereby simplifying access to jobs, while helping businesses improve their own recruitment and talent searches for labor.

Linkativity is a solution for a new type of network for businesses and students. Amalgamating aspects of other social networks, Linkativity promises superior results.

What might the future look like?

- A game-inspired way to search for jobs
- Further skill and knowledge development occurs during job hunting
- Eased access to businesses by students
- A new social network that focuses on innovation as its core value

Why is this idea a win-win-win for the world?

We help students, help organizations, help the world. And we make it fun!

IdeaSpot

Team name: VIP Romania

Team members: Dan Croitoru, Bulent Duagi, Carmen Ruse, Vlad Teiosanu

Faculty/school: National School of Political and Administrative Studies, Department of International Relations; Polytechnic University of Bucharest, Faculty of Computer Science and Automatic Control; University Spiru Haret, Faculty of Architecture; Politehnica University of Bucharest

Country: Romania

VIP Romania's vision is that every talented young professional is able to find the right opportunity to put his or her talent into practice. IdeaSpot is an online platform for young professionals aged 15-35 that brings together different stakeholders, including young professionals, companies, universities, and NGOs. The platform matches their interests and desires with opportunities and development using enhanced search and visualization features through the Microsoft Pivot technology.

Stakeholders can share information, cooperate on projects, and use crowdsourcing to foster user innovation. The platform can conduct competitions and educational programs and offer scholarships in order to develop the larger community and maximize the effects of collaborative work. IdeaSpot provides exceptional recruitment tools that highlight specific interests and employee qualifications, while offering students an easy way to compare and find opportunities. Pivot tables are useful for quickly creating cross tabs. A pivot table can help quickly summarize flat data, giving it depth and a better focus on the desired information. This is accomplished while using innovative design and visual effects, making the whole experience easy and fast. Finding and accessing data will never be the same.

IdeaSpot's competitive advantage gravitates around the new technology they propose to use. Exclusive "partnerships" are possible with Microsoft, such as using Microsoft Pivot for this unique genre of platform devoted to young professionals and recruiting exclusivity. Future innovations might include mobile browsing with touch and multi-touch, both of which are supported under Microsoft Pivot. Additionally, Silverlight, the technology which lets Microsoft Pivot be embedded in websites, is also mobile. This will port the incredible Pivot functionalities to mobiles.

VIP Romania's idea is a winning solution for companies as it gives them instant access to the best talent available. It is also the winning solution for young professionals who get the chance to show their talents and put into practice their real potential. And finally, it is also an opportunity for the platform itself, IdeaSpot, to create the perfect place where talent and opportunity can meet.

VIP Romania propose the implementation of a new technology to create a new market for labor that fosters communication in a manner not possible before.

What might the future look like?

- Better job search communication than ever thanks to the cutting-edge technology
- Talent is spotted effortlessly by companies
- Better users have an edge over others thanks to their activity
- Profits and costs rise together, which makes for a perfect sustainable implementation

Why is this idea a win-win-win for the world?

IdeaSpot is a winning solution for companies as they have instant access to the best talent available, for young professionals who get the chance to show and put in practice their real potential and also for us, IdeaSpot, by making the perfect place for talent and opportunity to meet.

The Power of Ideas

by John Crockett*

"The distance between a new idea and full market acceptance is a very long trip."
Robert Noble, CEO Envision Solar

The "very long trip" that Robert Noble mentions is a vastly important one. Many of the world's best innovations languish for years, sometimes decades, before they begin to make a positive social or economic impact (and many never do). The electric car is a tragic recent example. First developed in the 1960s, the electric car didn't make it on the long trip to full market/social acceptance. Decades later, the electric car has new life, in part due to the development of complementary technologies and processes such as the lighter lithium battery, but also most recently a policy change in the form of \$5 billion in stimulus money to fund testing battery replacement stations in five U.S. cities. The greatest change remains though – getting consumers to accept and demand the product.

One of the questions before C:F - after an energetic, inspiring and creativity-filled Summit - is what role can C:F play in the innovation/entrepreneurship process? How can C:F enable and promote not only the innovative spark but the entrepreneurial process that will foster bold and sometimes revolutionary changes that our planet vitally seeks? As the conference highlighted, the challenges are many and the resources needed to tackle them, both intellectual and financial, are vastly lacking.

I believe that C:F has a unique and valuable contribution to make as it looks to the next few years. The first is in the empowerment and incentive it offers to thousands of students each year through challenges highlighted at the C:F Summit. This competition does what many corporate and government institutions can't do by accessing talent across nations, cultures and expertise. At the conclusion of this year's summit, nine teams, as well as dozens of others who had either competed directly or been involved in various roles, left Bled, no doubt inspired and with new skills. But the "what now" questions remains. While the generous prize of €20,000 provides a fantastic incentive to participate in a future contest, it does not represent a sum that will allow for the research, development, and institutional structure that even the best ideas would need to make the long trip Robert Noble mentions above.

One of the most elusive steps of innovation is diffusion, that is, getting the idea, the process, the social innovation or technology in the hands and minds of people. In the case of C:F, the power of the community is vital. The ability of C:F alumni to provide practical solutions for the future is important, but more critical is the ability of C:F to nurture both the capacity and motivation to act boldly. As talented young leaders act boldly, C:F should continue to seek its unique value by connecting its growing alumni and supporters with the dynamic world around them. It should continue putting forth a vision that encompasses not only "the sparks" of student competitions but also guides these projects to institutions that will support their full development.

* John Crockett is a social entrepreneur and Finalist Mentor (representing Stockholm School of Economics in Riga) at the 2009/2010 C:F competition.

C:F
 competition
 does what
 many
 corporate and
 government
 institutions
 can't do by
 accessing
 talent across
 nations,
 cultures and
 expertise.

Look on everything from an optimistic perspective and find inside of this chaotic and fast-changing world new trends which are growing everywhere. Stick to them and master them. Knowledge and all intangible assets, like speed, motivation, and relationship have never been in a better position against tangible assets. But implementation is everything. No success will come without a discipline and commitment. Even when an idea is not perfect or superior, it can be improved significantly through the process and no great idea can become a great business without a discipline.

Sandi Češko (C:F Finals Judge), CEO Studio Moderna, Slovenia

Believe in yourself and your ideas, understand the market and competition, be passionate about your products and/or services, and constantly improve their quality. Focus on the customer and his or her needs, build the best team around you, impassion your co-workers, and lead by example as well as knowledge. My personal opinion is that an idea is only worth as much as its execution. The same idea can be successfully exploited, or wasted, depending on the quality and passion of the people implementing it. Normally it is much easier to implement your own idea than someone else's, because there is usually much more enthusiasm and passion behind the implementation.

Andrej Ručigaj, CEO Aktiva, Slovenia

It is people who turn ideas into innovative new products and services that solve challenging problems and meet new needs. To do that, they need critical thinking skills, a solid background in math and other sciences, and the ability to effectively use information technology tools and applications. The ability and creativity of individuals to innovate, paired with the capabilities of software and other advanced technologies, will be of utmost importance for social and economic development in the future.

Matej Potokar, Senior Director Microsoft Business Solutions in Microsoft Central Eastern Europe, Slovenia

I don't believe in the automatic nature of talent. You can be born with the biggest talent in the world, but if you do not develop this talent, if you do not work hard and with passion and if you do not have the right attitude towards yourself and others, then no one will care about what you do and what talent you have and you will not be able to succeed.

Marta Kos Marko, Trainer, Gustav Kaeser Training International, Slovenia

Challenge:future Student Bootcamp May 14-16, 2010



Having a blast at IEDC!

From left: Klara Pegan (CEEMAN), Aik Heng Yap, Dan Croitoru, Ana Hederih, Johanny Arilexis Perez Sierra, Olga Veligurska (CEEMAN) and Matjaž Krajnc (C:F)



Boat trip around beautiful Bled

Waving to the camera on the way to an adventure in Bled



Beyond Human Limits & WE CAN panel discussion

Led by Prof. Dr. Metka Tekavčič, featuring Gal Jakič (paralympic athlete), Dr. Tadeja Jere Lazanski and Ruben Papián, this panel provided different perspectives that encouraged Bootcamp attendees to open their minds to unorthodox solutions and views



Team-building

Students in Straža Adventure Park

Inspiring lectures
make you think
deeper and from
different perspective.
Introducing art into
business, explaining
business through art
was just impressive.
The view from room
C-27 is just
unforgettable.

What impressed me is
that everybody from
the staff knew who I
was and welcomed
me when I arrived.

C:F is the most
organized, inspiring,
and challenging event
I've ever attended.
The diversity of
nationalities is mind-
boggling, in a positive
sense. For me, as a
European,
communicating with
Asian participants
was invaluable; I
learned a lot of new
facts of different
cultures.

... absolutely
amazing. It is an
effective conclusion
to an eight-month
journey.

Challenge:Future Summit May 17-18, 2010

The Challenge:Future competition evolved into the first truly global forum focused on global connection and mutual collaboration among youth (ages 18-30) - the Challenge:Future Finals. The Finals was divided into two parts: Bootcamp and Summit, held in the beautiful town of Bled, Slovenia.

The main section of the Summit delivered several inspiring lectures and new perspectives. **Miha Pogačnik**, a violinist and Cultural Ambassador of Slovenia, shared life and leadership lessons through the sound of his violin. **Michael Holm Johansen** (C:F Finals Judge), President of Central and Southern Europe Business Unit, The Coca-Cola Company, provided an overview of sustainable innovations at Coca-Cola. **Helmut F. Karner** shared his thoughts on the future of business and management. **Danica Purg** talked about how Peter Drucker's ideas on art inspired the philosophy of IEDC-Bled School of Management. And characteristics of future leadership were explored through a panel discussion.

Final presentations

C:F community members also played a big part during the Summit: the nine finalist teams presented their innovative solutions in front of the judging panel.

Youth perspectives

The lecture was followed by short speeches from community representatives. First, Challenge:Future Best Paper Winner **Sayanee Basu** introduced the topic of open communities. Youth speaker **Saad Khan** came from Pakistan to deliver a lecture on climate change and its impacts on Asia, specifically referring to already-present effects in his home country and urging everyone to take action. Another guest speaker, **Ivaylo Vasilev**, made several points on the responsibility of youth and ethical entrepreneurship. **Fahd Masood** passionately discussed the problems of waste management in Pakistan.

In the year of 2030,

the first

Challenge:Future

Summit in Bled will be

regarded as the

moment when the

Great Change has

begun.

DAN CROITORU, ROMANIA

C:F showed me that all

around the world,

youth are facing

similar problems,

have similar feelings,

similar fears about

future and same

passion to do

something.

DAMLARAKTAN, TURKEY

I learnt from the

Summit that great

mentors and speakers

can sometimes inspire

within the smallest of

time frames. And it is

during these times of

heightened

intellectual

excitement that ideas

spark.

SIYASANKAR RAMASUBRAMANIAN,

SWEDEN

Challenge:Future Summit Gala May 18, 2010

Over 250 representatives from 33 countries joined to celebrate youth, innovation, open collaboration and commitment to sustainable future during the Challenge:Future Summit Gala.

The Summit Gala also included keynote speeches by futurist Joel A. Barker and former OECD Secretary-General Donald J. Johnston, and two panels with representatives from the C:F community that discussed future challenges and leadership approaches.

The main highlight of the Summit Gala was of course to announce the winners of the 2009/2010 competition. The Grand Award of €20,000 was received by the team Backcasters, and the winners' school, National University of Singapore, also took home the Challenge:Future Most Innovative School Award.



Challenge:Future Family Portrait



The President of Slovenia and patron of the event, Dr. Danilo Türk, delivered his address expressing support for youth innovation



All three challenge winners with Sandi Češko, Andreja Kodrin and Joel A. Barker

I am inspired by the people out there, especially the organizing team. They taught me that YOU CAN DO WHATEVER YOU WANT TO DO. You just need the emotional attachment to your initiative, what some would call passion.

JATIN KATARIA, INDIA

I am so much inspired by the strong commitment of the C:F community in realizing many of the sustainability projects that will help the world decrease the damages in the environment. I will definitely do my best to enhance awareness about the C:F and to help the forthcoming competitors to do their best in future competitions.

DAMLA AKTAN, TURKEY



Youth dialogue led by Andreja Kodrin, featuring Fahd Masood, Sayanee Basu, Johanny Arilexis Perez Sierra and Jan Machowski



Youth dialogue led by Nadya Zhexembayeva, featuring Martin Bøhm Rasmussen, Nat Ware, Damla Aktan and Zhikica Pagovski

Green Traveling in Slovenia

The Slovenian Tourism Board and the Bank of Tourism Potentials in Slovenia co-sponsored a competition that Challenge:Future announced under the motto "Give me three days of GREEN sLOVEnia." Over thirty entries are featured on the Challenge:Future website.

All participants were invited to propose a trip itinerary for three days for two people, costing not more than €500. The focus of the trip was "responsible travel and ecotourism." All entrants were encouraged to make the trips as environmentally friendly as possible by focusing on green outdoor activities, sustainable transport options, eating local produce, and using travel providers who help protect culture and environment.

The initiative received much feedback from the community. Other than the huge number of submissions, many people voted and supported various entries. Some of the more popular suggestions received from twenty to thirty comments. This contest was open not only to the community, but also to outside competitors - which characterizes the openness and inter-connectedness of Challenge:Future.

The winning entry came from Adam McRae from Canada whose Natural Phenomenon submission won an all-expenses paid trip for two. Adam included in his trip cave exploration at Postojna, cycling at Lake Bohinj, and "enjoying the fruits of nature" which he says are all on the itinerary. His trip was entirely consistent with the principle of responsible travel - he conducted all transportation either by train, bike or on foot, without any need for a vehicle. "The inclusion of delicious local food and wine into the plan will inspire the traveler to make responsible choices in their future travel plans as well as in their normal life." Among the more notable submissions was Nina Ogrinc's. Nina is from Slovenia and her trip aims to bring travelers to less publicized tourist destinations, revealing the attractions of the hidden "true beauty of Slovenia." It included many sport and recreational activities as well as enjoying the excellent local food, wine, and beautiful scenery. Another interesting travel plan was suggested by Gavin Cheah from Singapore who proposed visiting Ljubljana, Bled, Triglav National Park, Postojna, as well as two small towns which he claims have great tourism potential - Ribnica and Kočevje.

This challenge for responsible travel and natural observation was well received in the community. The quality of the submissions was admirable - so inspiring, in fact, that the sponsors announced that they will certainly make use of more than one idea in their future work of promoting Slovenia.

SLOVENIJA ADVENTURE



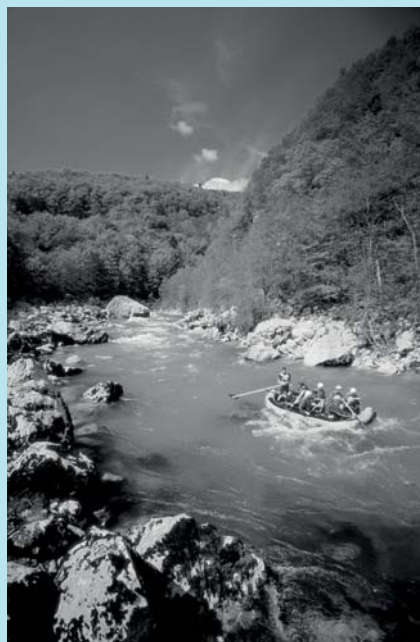
Challenge poster by Katarina Hribar



Ljubljana - the capital city (J. Skok)



Triglav - the highest Slovenian mountain (K. Kunaver)



Rafting on the Soča River (B. Kladnik)



Edelweiss on the southern slopes of Bavški Grintovec above the Soča Valley (T. Jeseničnik)



Bled - jewel of the Julian Alps (J. Skok)

Future Agenda

by Jatin Kataria & Ivaylo Vasilev*

On the last day of the Summit, prior to the Gala, members of the C:F community who came to Bled spent an afternoon in a workshop focused on our agendas for the future. Working in teams, the participants had to brainstorm, and then select viable project proposals that could be taken up by the C:F community in the near future. Many seminars, conferences, initiatives never follow up on their activities. Challenge:Future does. A room full of students from over thirty countries patiently thought, discussed in groups, and reasoned openly about their favorite initiatives. Then each group selected an officer who would be responsible for overseeing the process of implementing their project. So what are these projects? Zhikica Pagovski from Macedonia came up with one of the more pronounced ideas, and he was invited to speak about it in a panel discussion during the Gala Summit. What he proposed was to expand Challenge:Future through a series of networks from within universities across the world. The current participants, who attended the Summit in Bled, would establish **local chapters of Challenge:Future** in their own countries and universities. This would ensure sustainability and continuity of participants as well as raise awareness about the objectives of Challenge:Future. This network will be a great way to connect and keep in touch, as well as implement future projects across the world.

Another group proposal, borrowing from the education theme of this year's Challenge:Future, focused on creating a so-called **C:F online university**. This free, open-source educational electronic facility was envisioned to enable people to share, learn, and interact with each other in one place globally. Open to all, this project's next step, as outlined and undertaken by the group which proposed it, is to meet local and global international organizations to discuss its viability.

A third project, related to the previous one, also focused on education. This team proposed a **C:F idea sharing** between schools and colleges. There would be specific guidelines and selected speakers who will give lectures within a C:F platform open for all. Each country has a coordinator who will communicate in a network of their own.

Another proposal, called **C:F Ex**, targets the three terms: *Experience*, *Exchange* and *Excelling*. The main idea is to get more people, especially students, to go live in villages and towns in troubled areas in the world. Seeing local communities by actually traveling to and living in them could help solve problems better than the current status quo.

*Jatin Kataria & Ivaylo Vasilev are members of the C:F community.

C:F has inspired me, as a computer engineer in this new world, to seek to alleviate problems, create solutions or maybe just implement the solutions that others want to come up with.

SIVASANKAR RAMASUBRAMANIAN,
SWEDEN

Among other proposals, one team's solution focused on **furthering the role of the Youth Advisory Board** for Challenge:Future. This team of students had worked together for the entire duration of the global competition, and their proposal was that the board not be dissolved after the end of the competition. The board and the ambassadors, who are responsible for recruiting new C:F participants, would explore opportunities to link their activities within Challenge:Future to the United Nations, perhaps establishing connections with the UN youth ambassadors who represent various countries of the world.

Another interesting proposition dealt with **product labeling**. The goal of that proposal was to promote knowledge about the amounts of water and carbon used in producing goods. This could be done through a global movement in business circles, and the final end-result is envisioned to be clear labels on products that reveal the virtual water and virtual carbon for each item. Such an initiative could help build increased awareness of global climate change and water problems in a way that bolsters people's environmental participation in deciding which goods to buy or not. The labeling would also pressure businesses to pay more attention to their consumption of water and carbon-based energy.

Various other problems and solutions were also presented, including steps to accomplish them. Some of these other future agendas needed further work, but others are well ready for implementation. It is only a matter of time for students to return to their universities from the summer holidays and commence their plans.

Leaders of Innovative Education

by Maggie Peng*

The school with the most outstanding student performance of the Challenge:Future competition is awarded The Most Innovative School Award.

This year, **National University of Singapore (NUS)** is the recipient of this honor. Two out of nine finalist teams were students from NUS! Challenge:Future had the pleasure to conduct an interview with **Prof. Peter Pang**, Assistant Vice-President of University and Global Relations. Not surprisingly, sustainability and innovation are key to many NUS activities.

How is sustainability and concern regarding our common future integrated in your school program and activities?

Sustainability is a key concern of NUS at all levels. At the institutional level, furthering earlier efforts by the Campus Green Committee (est. 2003) and the Campus Sustainability Committee (est. 2006), NUS established the university-level Office of Environmental Sustainability (OES) in 2008. Today, OES administers many campus-wide initiatives on climate change, energy, waste management, natural spaces and environmental education. OES works closely with a number of other university offices as well as student groups, including the very active group "Students Against Violation of the Earth" (SAVE).

In research, "Integrative Sustainability Solutions" has been identified as one of five major research clusters of NUS. NUS has a number of university-level research institutes dedicated to cutting-edge research in this area, including the Energy Studies Institute, NUS Environmental Research Institute, Solar Energy Research Institute of Singapore, and Tropical Marine Science Institute.

In education, NUS offers many courses of relevance to sustainability and the environment in a wide range of disciplines, including environmental engineering, chemical engineering, life sciences, chemistry, geography, economics, philosophy, real estate, law and public policy.

In 2009, large-scale events such as the National Sustainability Conference, the "Arts and the Environment" - themed NUS Arts Festival, and the Green Carnival enjoyed widespread support from the NUS community. In 2009, the NUS "University Town" project won the Singapore Building and Construction Authority Green Mark Award for integrated environmentally friendly development. In 2010, NUS joined 24 other leading universities, including Harvard, Yale, Oxford and Cambridge, in the signing of the "Sustainable Campus Charter" at the Global University Leadership Forum of the World Economic Forum at Davos. On that occasion, NUS President, Prof. Tan Chorh Chuan said: *"Environmental sustainability is one of the most pressing issues that the world faces today. NUS, a global university, is committed to reducing our environmental impact. We are privileged to coordinate our efforts with universities around the world to promote the development of environmentally sustainable campuses."*



Ibnur Rashad B. Zainal Abidin accepting the award for NUS from Dr. Igor Lukšič, Minister for Education and Sport, Republic of Slovenia and Prof. Dr. Danica Purg, President of IEDC and CEEMAN, C:F Chair

*Maggie Peng is a C:F staff member.

What is your school doing to become an innovation leader?

The drive for innovation permeates the university at all levels. At the institutional level, NUS established the university-level cluster known as NUS Enterprise, headed by a CEO at deputy president level. The following is the Mission Statement of NUS Enterprise: *“Universities have long been recognized as institutions with key missions in education, research and the dissemination of knowledge. However, as global economies become increasingly knowledge-driven, universities in the 21st century must move beyond their traditional academic missions and adopt an entrepreneurial orientation in order to become growth engines for their countries. In support of Singapore’s transformation into a knowledge-based and innovation-driven economy, NUS is making its transition into a world-class knowledge organization, striving for excellence in education and research, while at the same time infusing an entrepreneurial spirit and cultivating a global outlook within our community. To this end, NUS Enterprise was established as a University-level cluster to provide an enterprise dimension to NUS teaching and research involving the University’s students, staff and alumni. The functions of the Enterprise Cluster complement the academic cluster of the University to nurture talents with an entrepreneurial and global mindset. NUS Enterprise promotes the spirit of innovation and enterprise through experiential education, industry engagement and partnerships, and entrepreneurship support.”*

NUS Enterprise comprises the NUS Overseas Colleges, Industry Liaison Office, Entrepreneurship Centre, and other business units and corporate services.

From an educational perspective, the NUS Overseas Colleges (NOC) is particularly noteworthy. NOC is primarily an international internship program that provides opportunities for NUS students to immerse themselves in one of the following entrepreneurial hubs in the world: Silicon Valley, Philadelphia (Bio-Valley), Stockholm, India, Shanghai and Beijing. Students intern full-time for up to a year in a start-up company while studying part-time at our partner universities (Stanford, U Penn, KTH, Fudan and Tsinghua). NOC is proving to be a transformative experiential learning experience for our students.

How will an increasingly connected world influence your school in coming years? What will be your biggest challenges?

NUS’s tagline is *“A leading global university centered in Asia, influencing the future.”* Internationalization is indeed a recognized strength of NUS. To start with, NUS is a highly cosmopolitan community, with more than 20% of its undergraduates, 70% of its postgraduates, and 60% of its faculty international.

In terms of global education, today, NUS offers more than 60 double and joint degree programs with overseas partner universities, and has student exchange partnerships with more than 180 leading universities worldwide. It provides study abroad opportunities of a semester or more to 20% of its undergraduates. An additional 30% of our undergraduates participate in summer programs, study trips, internships and conferences abroad, totaling one in every two students who gain international exposure during their undergraduate studies. NUS also has numerous research collaborations with top research universities and institutes overseas.

In the coming years, NUS will continue to step up its internationalization effort. It strives to attract top talent to study and work at NUS, and offer its students high impact study abroad experiences. The challenge is to continue to innovate in the rapidly intensifying competitive higher education landscape with tightening resources.

Do you have some thoughts about the future of Challenge:Future?

We will continue to encourage our students to participate actively in C:F.

Sustainability is the central theme around which Earth University was developed. It is the central element in our curriculum and university operations. Sustainability is also a key element in our energy production. Using bio-digestors for energy production is one way in which Earth hopes to achieve carbon neutrality as a campus. Earth generates methane gas from animal and human wastes and uses the gas for cooking and the generation of electricity. The University has helped hundreds of small farmers build their own individual bio-gas plants for generating their own energy.

Earth University, Dominican Republic

In designing SSE Riga's study programs and activities, we adhered to a new market view - from eco-abundance to eco-constraints - that serves as a solid ground for green entrepreneurship and creative solutions.

Stockholm School of Economics in Riga, Latvia

To read more, please visit www.challengefuture.org/news/170

The 2009 initiative of Challenge:Future is considered the perfect addition to EDHEC's renovated MSc program in Marketing Management, as envisioned by Guergana Guintcheva, program director. She perceives the "Future of Connecting" as an integral part of the understanding necessary to create new, unexplored opportunities for business development, which are the focus of the program's newly conceived course "Strategies for Disruptive Innovation". The course instructor, Gaël Bonnin, is happy to integrate C:F's initiative as a practical component of his course in order to illustrate the crucial role of innovative consumer insights in real-life business.

EDHEC Business School, France

To read more, please visit www.challengefuture.org/news/45

We have a strong Social Responsibility Group that is involved with our governmental recycling program. We are also actively involved with low budget pre-schooling providing help with infrastructure needs and academic support and well-being. We sponsor regular toy drives, medicines and more recently a wheelchair fund raiser to help raise money for physically-challenged individuals. These themes are also taught throughout the majority of our core courses in some form or another.

Colegio de Estudios Superiores de Administracion, Columbia

To read more, please visit www.challengefuture.org/news/167

AUBG cannot claim to be an innovation leader as an institution, but our students are innovation leaders. For example, we graduate less than 1% of the computer scientists in Bulgaria, yet 30% of the leading IT companies in Bulgaria were founded by or are run by AUBG graduates. Alumni are distinguishing themselves as leaders in other fields including business, higher education, journalism, etc.

American University in Bulgaria, Bulgaria

To read more, please visit www.challengefuture.org/news/168

UIST encourages its students to participate in national and international innovative contests and gives them all they need to succeed. For example, one of UIST teams in Challenge:Future hosted its project on the university server. Indeed, participating in scientific contests is really helpful for our students since they will learn new material, propose bright and new ideas, explain them, have to deal with deadlines, and finally acquire some autonomy.

University for Information Science and Technology Ohrid, Macedonia

To read more, please visit www.challengefuture.org/news/171



Challenge:Future School Hall of Fame 2009/2010

Aside from the award for the Most Innovative School, Challenge:Future also honored ten universities, colleges or business schools with the most student activity in the competition by inducing them into the Challenge:Future School Hall of Fame. This year, the selected schools were:

- Faculty of Economics Podgorica, Montenegro
- ESCA Ecole de Management, Morocco
- Information Systems Management Institute, Latvia
- Izmir University of Economics, Turkey
- University of Donja Gorica, Montenegro
- University of Sydney, Australia
- Irkutsk State University, Baikal School of International Business, Russia
- American University in Bulgaria, Bulgaria
- Singapore Management University, Singapore
- Warsaw School of Economics, Poland

Part 4:

dialogues wi

the C:Future youth

Challenge:Future is all about tapping into the energy and vitality of the world's youth. This is the first generation of humans that has grown up with the internet and the digital world constantly at its fingertips. This is the generation whose character and outlook on the world have the potential to significantly alter the future.

In this Part, you will hear directly from a few of the Challenge:Future youth. These are a variety of essays about topics of importance to them: the dangers of stereotyping and generalizing based on ethnicity or nationality; the complexity of decision making that will occur as billions of people live longer while billions more need resources and help; the amazing shift in the power of communication in today's world; the need for a new commitment to ethical business, and the value that knowledge sharing can bring to a new society. You will also read about several initiatives that Challenge:Future undertook with its members to help the world immediately, such as relief for Haiti, and others. And finally, you can read the results of several interesting interviews our youth did with successful corporations.

Open Community

by Sayanee Basu*

The future of connecting is open!

Today we are coming to realize that ultimate power comes from sharing knowledge, not from secretly keeping it. An open community will champion this notion, constantly creating and sharing knowledge freely with everyone. The world of tomorrow will be so open that it will have heavily-networked local gatherings as well as web-based sharing of amazing ideas and discussions, all of which will be crucial to the future of connecting!

Barely two decades ago, in 1989, the CERN initiated a new project called the "World Wide Web." The platform was open, non-profit, and for the first time anyone could create and publish their content instantly and globally. The first revolution on connecting had begun and it was the open web, the internet. The next revolution occurred even faster. In 1998, Netscape Navigator's source code was available to the general public for further developments. People began using the internet not just for releasing content, but also for collaborative development of ideas, frameworks, and technology. The second revolution was already in full swing, and it was open source projects.

Another decade later, the internet and technology continue to give each of us a greater ability to create and share content easily in almost any form. With 1.7 billion internet users, each day 220 billion emails are sent, half a million blog posts are created and people are making over two billion searches in Google. These astronomical numbers just go to show that we are stopping at nothing in consuming the immensely available open information and knowledge.

But the ultimate revolution is yet to come. The third revolution will not be about technology, information, or knowledge. It will be about ideas and discussions that will lead to a greater understanding of global cultures and views. The third revolution of connecting will most importantly be about people. In the coming future, people will start harnessing these tools of knowledge and collaborative power to create shared content on the internet, to spread a culture of open dialogues and discussions, and to create global networks of local groups aimed towards a common goal.

The four key philosophies of share **Openly**, give **Permissions**, spread **Education** and create **Network** will form the backbone for "OPEN" that will be crucial to the future of connecting people in open communities.

The future of connecting will heavily depend on two types of networks - the web network but more importantly, the people net-

* Sayanee Basu is a student of Singapore Management University. She is a member of C:F Youth Advisory Board and C:F Ambassador.

I think the idea of Challenge:Future embraces everything we do in our lives. Whether it regards what we do personally, globally, or organizationally, there are never impossibilities, but only challenges of the future.

SAYANEE BASU, SINGAPORE

work. The web can be an amazing knowledge sharing and communication tool, but it will not provide leadership or call for connectivity – that will be the attribute of the people network. Open communities such as the Ignite Show have leveraged the web network to call for meet-ups, distribute information, and form local chapters around the world. The people involved in one local chapter are increasingly engaging in discussions with other chapters around the world in support of the cause of the community. In this manner, they are contributing to the diversity of ideas over various geographical locations. These connections within each network have the power to bring the spirit of the open communities beyond the reaches of the web networks, and create powerful movements in locations that need them.

This dialogue on open communities is not complete until there is a call for action among all the youths in the world. Like never before, the youthful generation right now can use the internet to collaborate and release their ideas and visions of the future through podcasts, blogs, or videos - and for free. Challenge:Future is exactly such a platform that is already harnessing the open collaborative power of global youth to connect their future visions with business opportunities. Global youth with varied interests and passions are connecting and expressing their positive future images.

Living in an age where trends are happening faster than we speak, I believe the future of connecting via open communities will be here soon. The third revolution of connecting via open communities is bubbling up. Youth will embrace open in order to stay connected. The future of connecting will be about exchanging ideas, creating, and understanding, thus Challenging the Future.

Are you ready for a connected open tomorrow?
Welcome to the future!

A Plea to End Irrational Generalizations

by Fahd Masood*

My name is Fahd Masood, and I am a proud Muslim and citizen of Pakistan. But there are times when I feel that hiding my nationality would be best for me, and then I realize it is shameful to think this way. Why are people from a certain part of the world or who practice a particular religion being cornered just because of a "few" radicalists!? We live in a world where irrational generalizations hamper the potential for peace and love among all humankind. Humanity needs to prevail above everything else but unfortunately we are too often forced to think along the wrong lines.

My goal in contributing this essay is to reveal how I, as a Pakistani, feel when I hear people stereotype me as a "Paki" or a "terrorist". I know there is a segment of my society that forces many people into considering every Muslim - or in fact, every Pakistani - as a hard-core fundamentalist. But Pakistan is a leading U.S. ally in the war against terrorism. As a nation, we are struggling ourselves and this added stigma doesn't do us any favors. Rather, it demotivates us and makes us look for a reason why we seek to become a nation among equals. Like everyone else in civilized society, we, too, are against Islamic fundamentalists who are not only trying to malign the image of our religion, but who are destroying Pakistan's image in the world, too. It is our people who suffer most at the hands of these radicals. Consider these statistics to demonstrate how the Pakistani people suffer:

- number of terrorist attacks/incidents in 2009: 2,586
- deaths: 3,021
- injured people: 7,334

I could write pages and pages about how the majority of people in my nation feel right now, but the crux of my argument is this: I respectfully request every reader out there to maintain your rationality and not keep generalizing about Pakistan and Pakistani people. My country has been sabotaged and our education, our sports, our tourism, and our everyday lives have been turned upside down. At the very least, we ask the young people of the world to support us in these difficult times. Trust me, it is not easy living here as suicide bombs go off on daily basis and there are Mumbai-like attacks almost on a daily basis. The value of life is quickly descending down to zero, but we are a strong nation and we will fight off these difficult times. I salute my Armed Forces who have done really well in pushing the militants back to where they came from.

Everyone needs to play his or her part in this. As for me, I am participating in the war against terrorism by conveying to all readers the feelings and hopes of average Pakistani citizens. One does not have to pick up guns to fight a war. I second the school of thought that believes the pen is mightier than the sword. My advice to all of you out there is never jump to conclusions about anyone and play your part in restoring peace to this panic-stricken Earth.

All of us need to believe in ourselves and we need to play a part in making this world a better place to live in. Life is short, so we need to be understanding and fair with each other. I love you all and ask you to wish my country peace and freedom.

* Fahd Masood is a student of Institute of Business Administration, Pakistan. He is a member of C:F Youth Advisory Board and C:F Ambassador.

We live in a world where irrational generalizations hamper the potential for peace and love among all humankind.

Stereotypes are the basis for prejudice. They represent a type of Berlin Wall against mutual human understanding.

MILOŠ POPOVIĆ, MONTENEGRO

Everyone knows what needs to be done to be fair to others in this world. But the reality is that humans will always judge others. It's in our human nature to do this. But only if we stop reacting violently towards each other based on this judgement can we achieve peace.

ANDREJS ZAHAROVŠ, LATVIA

I am the green spot,
you are the yellow
one. She's the red
stroke and he's the
brown splash.
Individually we are
nothing, but together,
we are a masterpiece.

KAYODE NUBI, TURKEY

Time Enough to Love

by Adam McRae*

Lazarus Long guesses his age to be 213 years old, but in Earth years it is closer to 2,000. Part of a good genetic line bred for longevity, and with the occasional stop at a rejuvenation center, he is essentially still in the prime of his life.

Whether or not you are familiar with the works of Robert A. Heinlein, this reference to his book *Time Enough for Love*, contains an eerie amount of foresight. What happens as people start to live longer? What values change as medical science starts to unlock the genetic fountain of youth? What does it mean when these types of services are available only to some, but not all of the world's population?

The post-baby boom world is in a unique place, and the logistical problems are showing themselves already. Most of the developed world countries are operating at sub-replacement fertility levels. Where immigration is limited (i.e., Japan, Austria), this puts an immense burden on the working population to support their ever-growing retired population. What happens when these now-retired parents and grandparents have the ability to extend their lives when new medical techniques emerge? Whose responsibility is it to foot the bill?

Think about the children being born right now. Depending on the country of birth, the life expectancy could be over 80 years. In the 20th century alone, global life expectancy has nearly doubled. How much further can this number be pushed? Is there a natural limit? Should this new generation be expected to work longer than the previous one? France says yes (minimum retirement age has now risen from 60 to 62), Germany says yes (retirement went from 65 to 67), and mandatory retirement ages do not exist anymore. In most countries, if you want to work longer, you can.

And what of those born in developing nations, nations without the medical advances enjoyed in the developed world? Will they be left behind once the rejuvenation clinics open up? Will they stop being factored into the world's averages? As the envelope of human longevity is pushed further and further, care clearly needs to be taken to address these and other glaring inequalities. The debate ranges from logical to ethical. The opportunity to play God seems difficult to pass up.

What happens
as people start
to live longer?

* Adam McRae is a recent graduate of University of Waterloo, Canada. He is the winner of C:F Stormt challenge.

The Future of Communication

by Sivasankar Ramasubramanian*

The “age of upstarts” has just begun.

Communication. It is probably the hallmark of the human race. Our ability to communicate really does set us apart from the rest of the animal kingdom. It has empowered our race to collaborate and build the world as we envision it.

But the “future of communication” is not about the intricacies of world languages nor is it about the adoption of a world standard in communication... it is about the “power of communication” in changing our lives. The most powerful man in the world, seated comfortably behind the Resolute Desk at the Oval office, tweeted his way into the White House.

The biggest dictatorships on the planet are falling over themselves trying to block Facebook, Twitter, and blogs.

The biggest economic and social problems on the planet are being solved using mobile phones and SMS.

The remotest parts of the world are being connected to the most densely populated parts as you read these words.

There was a very common expression to describe the rapid creation of wealth in the 17th and 18th century, “the age of upstarts”. In my opinion the “age of upstarts” has just begun.

The world is going to be flattened by the sheer influence of digital communication. Age, location, education, background are not going to be hindering factors anymore... it’s all about what you have to say...

So what DO you have to say... the future is listening.

* Sivasankar (Shiv) Ramasubramanian is a student of National University of Singapore. He is currently studying in Sweden.

Honesty Wins: Ethics as a New Trend

by Damjan Obal*

Only by realizing the wrongs are we able to make things right. At the moment, we live in a world where health, sustainability, and ecology are used mainly as buzz words for making huge profits. But it is time for a change in that behavior. Honesty should start within yourself. Be honest and satisfied with yourself. Don't pay attention to the saying "The grass is always greener on the other side." Never being satisfied with yourself is one of the biggest, most expansive, and dishonest tricks the corporate world can pull on us. We are constantly reminded that we are far from perfect, while at the same time (!) we are constantly offered an instant remedy, designed especially for us in the form of cosmetics or luxury items.

Of course, there is a clear manipulation going on through the media, producers, "corporates", and designers. All of them are dishonest in favor of their own success. We live in a world of bad examples (good for the "corporates"). We are constantly exposed to perfect graphic and product designs that tell us that some products/services are so much better, healthier than others (even though this could be far from the truth). Today's current idols look down at us from magazine covers, despising us, the "ordinary" folks. But are those idols even real? The images looking at us from covers are retouched in Photoshop, weight reduced, and certain parts enlarged. And what they are communicating is a simple message: "Don't you want to be like me?" Of course the answer is yes, but is it even possible to look as good as a model retouched for two weeks by seven graphic designers? Is it even real? In any case, it is not ethical, nor is it even aesthetic. We should listen to the ancient Greeks, who knew that perfection only comes with a balance between body and mind.

Consumers usually fall for such traps as recycled packaging, or notes that tell us that we should contribute to a good cause. Of course, because the product is ecological or sustainable or because with the purchase you are supporting a good cause, the price is higher. Well, at least that is what they tell us. Yes, it works both ways in terms of who benefits. "Corporates" make a profit and you feel better because, by simply purchasing a product, you did a good deed. Or at least that is what you are supposed to think. But we need to be asking ourselves if consuming more and living a life in abundance of things we don't really need, is actually helping make the world a better place.

Campaigns promoting good causes are welcome, yes, even if it means consuming, but the organizations ("corporates") should at least be honest about it. They should start looking at the problem as a whole. Changing to honesty does not mean a cut in profit. It could actually be a business opportunity yet to be exploited. People are slowly getting fed up with all the lies, they are losing trust in the corporate world and in organizations in general. Therefore, **honesty could really prove itself as the future trend**. And with honesty, ethical behavior follows. Design should not be an exception, the role of designers being the flag carriers of this new trend.

* Damjan Obal is the official C:F designer. He is a student of University of Lapland, Finland and University of Maribor, Slovenia.

Changing to
honesty does
not mean a cut
in profit.

It is a much easier task to lie, bash, and market in an unethical way. However, designing truthfully takes patience, research, and skill. Not only will this make you a successful designer, but also help rid the world of distasteful, misleading, and unnecessary design. Most importantly, it's black and white; you either have ethics or you do not.

Angela Pavuk, USA

In 2020, I will be worrying about the same things as I do now because by then we will realize that we have not actually solved the root causes of our problems.

Kimberly Grace Labasa, Philippines

We feel bad about the future and therefore we try to contribute to at least some good cause. And what better way than contributing while consuming. While we think we are doing something good, we could actually be contributing to an even bitterer outcome.

Oli Osterberg, Finland

Every day, more and more people have the same looks, same ideas, same banal worries. People are losing who they really are so they can follow others and become the same ... Everybody thinks people should be perfect, and we do not notice that our mistakes and defects are what makes us exceptional and unique. If people keep following others instead of following themselves, the world will end because we will experience a lack of ideas, a lack of personality, and a lack of essence.

Eliza Manzanilla, Mexico

The Benefits of Knowledge Sharing in a Community

by Darja Leskovec*

The dynamics of the web, connectivity, and the adoption of new technologies all indicate that ongoing research into knowledge sharing and technology is crucial for the sustainable development of society. A quick review of any virtual environment such as Wikipedia or even the Challenge:Future website confirms that people from different parts of the world are completely willing to share their knowledge and experience with other people, even though they may never meet in person. This growth of knowledge sharing leads us to many questions:

- What drives people to spend time to write, search, comment, post – in a word, to contribute – to a community?
- Can a small group of thoughtful and committed enthusiasts change the world?
- How can we harness the knowledge captured in virtual worlds?
- What benefits might developing countries gain from IT and widely available knowledge?

Such important questions need to be answered in the future in order to make the best of the web and of people's potential for innovation.

Inspired by these discussions on knowledge sharing, we decided to enhance the mosaic of answers to the above questions by furthering the research on knowledge sharing using the C:F community. We examined the motivational factors that significantly affect knowledge sharing behavior and the characteristics of individuals who are willing to share knowledge. For the purpose of this research, the data was collected in two different ways: 1) using a web-based survey among members of C:F, and 2) through structured interviews with members of the C:F community. Combined, the results offer some valuable insights.

First, there is a positive attitude toward knowledge sharing, and this acts as an important antecedent to knowledge sharing behavior within the virtual community. Indeed, the perception that sharing knowledge with other people is a good, valuable and enjoyable experience positively affected knowledge sharing behavior among C:F members. This finding may be correlated with the overall enthusiasm about knowledge, information, and experience exchange that young people are regularly exposed to today. Members of the C:F community and participants in the C:F competition who were connected with the C:F initiative from the beginning to its final phases all had a sense of the importance of their role in shaping the future. They felt it is important to discuss and share their knowledge about the various issues that will most probably significantly influence our future.

*Darja Leskovec is a student of Faculty of Economics, University of Ljubljana, Slovenia.

Can a small group
of thoughtful and
committed
enthusiasts
change the
world?

Second, the research results indicated that young people participate and share knowledge to enhance their reputation, status, and respect among their peers. Students, exposed to the opportunity to gain recognition on a global scale, said it was a strong motivator for being part of the C:F community. Students believe that participation in the C:F community where they share knowledge helped them develop their professional selves, gain experience, and draw attention to their abilities. Third, C:F members also valued immensely the international nature of the C:F initiative. Their knowledge sharing helps them learn a great deal about other people's cultures, opinions, and different approaches to the same problems. This, in turn, led them to feel that they could literally develop better solutions to the world's challenges, knowing how other people think.

Fourth, knowledge sharing also helped them make great friendships and acquaintances, with whom they will stay in touch in the future. In sharing their ideas, they effectively developed a network for future communications, brainstorming, and action.

In short, the results of this informal research show that C:F is a promising initiative, a good example that should be followed by others. The C:F knowledge sharing community offers many lessons into the factors that impact the success of virtual communities, including that there are many ways in which the innovative potential of young people can be tapped. Most importantly, the research shows empirical evidence that young people are willing to engage, participate, and exchange. They are aware of the benefits that knowledge sharing activities bring to them on a personal level as well as to their whole community. They feel they can learn a lot from each other as they come from different cultures, be they developed or developing countries. Furthermore, they believe this exchange is crucial in the pursuit of a better tomorrow.

Challenge:Future Initiatives

Over the past year, C:F has sponsored or been involved in numerous activities that are aimed at supporting causes on an immediate basis or encouraging forward-thinking ideas that can be implemented at low cost. These are some of them:

Challenge:Future helping Haiti

Following the disaster of the January 2010 devastating earthquake in Haiti, Challenge:Future mobilized its resources to do its part to alleviate human suffering in this tragedy. Johanny Arilexis Perez Sierra from the Dominican Republic published on the community website a first-hand account of the earthquake, inviting comments and donations. The C:F team also donated funds on its own and further set a goal to increase donations via voiced comments which stimulated awareness among the wider community. In the end, over a hundred comments in total were received.

We then published a series of news reports to explain the progress of our initiative. All the funds collected in the course of the campaign (Saad Khan from Pakistan, winner of one of the mini-competitions, even donated his prize) went to the Mercy and Sharing for Haiti Children, a non-profit public charity, with some of the remaining funds going to the Red Cross.

We then conducted an educational follow-up to the initiative through our weekly hot topic, "Recovery from Natural Disasters", in which the C:F community was invited to think of the best way to help people recover from such events.

My heart goes out to you and all who were affected by this devastating event. It is amazing how quickly the world can forget an event this massive. People need to realize that a couple of weeks won't solve a tragedy of this magnitude. Recovery will take years for Haiti!

Jeff Palmer, Canada

I hope Haiti can find the cure for all that they've been through with our help as soon as possible and that its children can go back to school, continue to learn, play, and have the happiness they deserve as much as others.

Burçay Bayir, Turkey

There were numerous amounts of help and money being channeled to my country, Indonesia, after the tsunami back in 2004, but the government didn't start any redevelopment until years later. Similar situations can also be seen in Sri Lanka, and more recently in Myanmar after the cyclone in 2008. So, aside from all initiatives, there are still huge obstacles from the national government itself. This, of course, doesn't apply to all countries. After being hit by a cyclone last year, Taiwan rejuvenated itself swiftly, with help from other countries. So, I think there are still huge cultural barriers in the world that don't quite make helping each other that easy.

Antonius Suryawan, Indonesia

What can you do with €50 to make an impact?

Dozens of entries were featured in a contest C:F hosted to come up with creative and powerful ways to spend €50 for the good of a wider community. The aim of the contest was to bring attention to small things that people can do that can create a big impact. Participants across the globe described in short passages their insightful plans. India, Moldova, Macedonia, Singapore, Romania, Russia, the Dominican Republic, Latvia and Brazil are just a handful of the countries from which ideas were generated. The winner would receive €50 to implement his or her idea.

Several of the ideas were simple but humorous. Leon Soares noted that with €50, one can take a book and travel around, while Alexandru Izverschi thought of the common good when he said he will spend them to help GDP growth. Ioan Dorohov was clear, "Give it to somebody who doesn't have it." Most of the remaining ideas were more serious.

David Fuzes from Hungary, for example, suggested a competition for gathering cigarette butts; the sum would be split among the winners. This would give an incentive to smokers to keep the streets clean, and anyone living in less policed and regulated countries knows the usefulness of David's idea.

Prashant Agarwal from India made a stunning effort to generate a solution for spending only €50, and although he was not very specific in his plans, his moving impulse to gather people who are interested in climate change shined across the entries.

A powerful idea from Vladimir Plotnikov deals with replanting Siberian cedar with hundreds of seeds passed from hand to hand. In twenty years, he says, that would make a difference for the taiga, the world's largest biome. Tilen Mueller from Denmark praised Vladimir's entry for such an initiative and Saikiran Chivali from India wanted to offer loans to people who want to plant trees, thus making people "tree holders" rather than "share holders".

Among the remaining variety of ideas, the largest number and most pronounced were those that dealt with education and the empowerment of people in the developing world. This demonstrates that our youth are already quite concerned for the next generation. Vallabha Rao wanted to help improve nutrition for kids in India. Saad Khan from Pakistan said €50 would enable a willing and needy child to study for four years. Jose Albert Padin from the Philippines wanted to buy art supplies for his students and then help them sell their creations to earn money for food.

I used the www.kiva.org website to lend the 50 EUR that the organizers of C:F gave me to use for the common good. I used the money to help cover a part of the requested loans that two people from poor countries need. Microloans have a repayment rate of over 95%. This means that I will be able to help up to 40 households to permanently increase their incomes. I chose to support two African entrepreneurs, Fumi Adediran and Adjo Akoyi, with my loan.

LUCIAN CROITORU, ROMANIA

I would like to spend €50 for a girl's child education. In my country, this amount allows a child to study for one year. I choose giving it to a girl because in my country, educating a female means educating the whole family because today's girls are tomorrow's mothers. When we educate girls today, we secure our future generations. As mothers, they can develop their children from a very young age. After that €50, from the next year onwards, I intend to take care of that girl's education as I will be in my final year of being a student.

Shweta Birla, India

I know a lot of people have great ideas about micro-finance and using €50 as a loan to a small business. I love those ideas, and if you know any good micro-finance institution that you trust, please use it. I would like to emphasize that education is the key. Fifty EUR can easily buy books and pay for their shipping to a rural school. I taught in a rural school for a few days, and they really need good books, something we take for granted.

Ryan Teo, Singapore

Fifty EUR is about 210 RON, which would provide basic food and water supplies for about seven to ten homeless people for up to five days in my country. I would consider this the best investment, because I would say that survival is most important need of all. And that amount of money is too small to provide enough resources for any other significant changes (shelter for example), even for one person.

Ioan Cernavca, Romania

Entrepreneurship in Your DNA

Interview with **Sandi Češko**, CEO of Studio Moderna and C:F Finals Judge, prepared by C:F members Sayanee Basu, Singapore and Ivan Repenko, Russia

Studio Moderna is undergoing many changes, including extensive globalization and IPO activities. What strategies does Studio Moderna implement to balance continuous evolution over the time? How difficult is to create the internal environment for continuous innovations?

From the perspective of a classical corporation, this sounds like a nightmare. But for a true entrepreneurial company like us, this is part of our DNA. The most important element is the basic philosophy of the company. From the beginning, the customer has been in the center of our business, and for this reason we have been constantly implementing changes to serve our customers in the best way. It's almost like in the fashion business where it is inherent that change comes every season and nowadays, with companies like Zara, it comes even more often. The same is true with the culture of Studio Moderna; we never stop changing everything, except our focus on the customer.

Joel A. Barker's *Five Regions of the Future* stresses the existential importance of balancing among five distinctly different kinds of technology and the future world each is creating. Analyzing the Studio Moderna products and services of daughter companies, we have already found an interesting balance of different technologies. Which technologies will be the most important drivers of further development for Studio Moderna in the next ten years?

In the center will be IT and CRM applications, which will allow us to understand and to serve customers better. These will also allow us to react faster and to customize our offerings for each segment and later even individually. We expect that this will allow us to be better connected with customers and finally to bring them into the decision-making process of Studio Moderna. In terms of products, we are technology agnostic, meaning that we are interested in everything and anything that can be attractive and useful for our customer.

Studio Moderna is a partner for many youth-related initiatives such as the "Balkan Children and Youth Foundation" as well as "Youth International Foundation." What motivates Studio Moderna to continuously support such youth-related activities? If you were to select one problem that needs immediate action based on your experiences with the two above mentioned initiatives, how might the C:F community help?

We support all the motives for which these initiatives were established. We want also to be integrated into the community around us and to help to change it for the better. This is our responsibility to those who can't help themselves and to all of us who believe in a better world. You are welcome to participate in both projects. There a lot of things that can be done. If you devote some of your free time it would be fantastic contribution.

We never stop changing everything, except our focus on the customer.

Studio Moderna works in 21 countries and has a staff of around 900 employees. With such a breadth of talent within the company, how does Studio Moderna help in personal and professional development of its employees across cultures and different areas of expertise? Which talent and skills will be essential for succeeding in business in next twenty years?

We have actually more than 4,000 employees. We invest a lot in different kind of education, including MBA degrees, international conferences, and seminars. We have an internal digitalized exchange of best practices and also the Studio Moderna Academy. We believe that open-minded, multitasking talents with a gift for empathy and social responsibility will be crucial for our success.

Your several management and board positions with various organizations, banks, and companies have consistently shown your leadership skills. In your opinion, what “soft skills” should leaders possess in order to direct an organizational vision?

I believe that the most important thing is to understand the strengths and weaknesses of your team of people. According to these, you can allocate properly your people. We can't change people, at least not dramatically, but you can help a team by giving them the right positioning and opportunity. I also think that it is important that people have direct access to you when they need you and I try to step into their shoes as well when it is necessary. Besides all the things that we know, I would emphasize also one more element: one has to take out of the game the “rotten apples” fast.

Studio Moderna was created almost 18 years ago. Which principles do you stand by in your life and business that have not changed all these years?

The most important principles for me are the basic values that civilization has put in Bibles and constitutions and in many other documents. People have to feel secure that their company and its leadership can make mistakes but when a mistake happens, everybody will be treated and protected by this basic value that human civilization has built through its history. In terms of the business, I can only repeat the noted advertising man, Leo Burnett: *“What is good for people is good for business.”*

The Future is in Design

Interview with Franjo Bobinac, CEO of Gorenje, prepared by C:F members Damla Aktan, Turkey and M. Ibnur Rashad, Singapore

Behind every successful brand lies an amazing team of individuals. Beneath these individuals lies a great collection of stories. What inspired and motivated the founding of Gorenje in 1950 and also its transformation in the last ten years?

Gorenje was founded in a small village holding the same name and at the time of its establishment, it had only about ten employees who produced fruit mills. A lot of conditions had to be fulfilled in order to enable the company to grow into a multinational firm with over 10,000 employees that exports to 70 countries worldwide. But the main motor for development was the idea and the desire of Gorenje employees to pursue the idea and to continually set new goals after the old ones had been achieved.

Starting from scratch is not an easy process for anyone to achieve. What was the hardest challenge that Gorenje faced throughout this long process? What is today the most unique strength of Gorenje that gives the company a competitive advantage in the globalized world?

There have been many challenges Gorenje has been exposed to during 60 years of existence. One of the hardest was the breakup of Yugoslavia followed by wars in some of the former Yugoslav countries, which made it impossible for Gorenje to continue with sales in those markets. Gorenje used the challenge for its own benefit and started to expand its sales network in Europe. The current economic downturn has been a harsh challenge as well, as the unemployment rate in European countries is on the rise and so money is tight. However, Gorenje has always managed to survive and flourish due to its capability of quickly and effectively adapting to new situations.

In 1950, Gorenje had a humble beginning as a manufacturer of agricultural machinery and building materials. This decade, we will see breakthrough developments in energy management, machine intelligence, and nanotechnology that could be integrated with household appliances. How would you envision Gorenje as a brand in the next ten years?

Development of household appliances is a never-ending story due to continuous improvements in the field of technology and the changing needs and expectations of home appliance users. Immediately after a generation of appliances has been developed and launched on markets, development of the next generation starts. There is much competition among white-good producers but Gorenje has proven to be a strong brand. We will continue to develop it into a brand that is synonymous with technological advanced appliances with attractive design.

Gorenje is greatly respected for its design, ergonomics, and environmental sensitivity. What sort of a sustainable and attractive design can be created by Gorenje as you imagine the year 2030?

I expect that the use of energy and water by appliances will have reached its lowest point by 2030, and that innovative nanotechnologies will be applied in order to provide more efficient appliance solutions. I think it will be common to control all appliances over the internet or by mobile phones.

Innovative for 130 Years

Interview with **Janez Škrabec**, CEO of Riko, prepared by C:F members Krste Kostoski, Macedonia and Zhikica Pagovski, Macedonia

What is the magic formula to change so many product lines and at the same time stay successful on the market for more than 130 years? Does that mean that you are always alert to future trends?

Riko originates from the Ribnica valley, which is located a mere 50km to the south-east of Ljubljana. More than 500 years ago, the inhabitants of this place began manufacturing and selling wooden household products all over the Austro-Hungarian Empire and even beyond its borders. For many centuries, this business - combining craftsmanship, commercial ambitions, and marketing approaches - provided a good life for the inhabitants of the Ribnica valley and developed and refined their values in the course of the centuries, equipping them with iron discipline, diligence, flexibility, and innovativeness.

These values have also shaped and honed the company Riko - in all of its phases. To this very day, we can stand up to the challenges of the future thanks to these values. I believe that the tradition of entrepreneurship has polished our attitudes to the degree that we have become adaptable, diligent, and skilful entrepreneurs who can see several steps ahead, and we manage to transform these anticipations into business opportunities.

What are the greatest challenges of Riko Group to reach global success in the year 2020 as well? Which technology developments will be the most important driving force?

In terms of Riko, whose basic business activity is engineering, I give priority to correct, adequate and efficient management, an appropriate organizational structure, and management of social capital. I believe that for us, who engage in the implementation of technology solutions in varied projects for well-known clients, the most successful driving force lies in this organizational structure based on the high quality of our services, flexibility, openness, knowledge and values. This structure must enable us at all times to provide the best solutions and offer economically reasonable possibilities for their realization.

We can see from past projects that Riko is a very good friend of social causes. What is your motivation to sponsor the arts, heritage, artists, musicians, and education?

First and foremost, the reason for our support can be attributed to my personal fascination with tradition and heritage, the arts, music, and humanism. My personal system of values developed as early as my teenage years, and solidarity with humanity has become a basic value of mine. Today I look at this solidarity as an important heritage of the previous system, which used to interfere in my personal views and business attitudes. When my entrepreneurial skills were being honed through my experiences, I realized that investing in the growth and development of the environments where I am active is a necessity if I want to establish a relationship with these environments. Today, all three concepts are reflected both in my personal and Riko's sponsorship program.

What is your vision of Macedonia's development in the next ten years? Does your company have any plans for improving the society of our country, Macedonia?

For me personally, Macedonia is the most prospective market in the area of former Yugoslavia. Your proximity to the EU is immediate, you have opened up to foreign investors, much is invested to improve your infrastructure, and, at the same time, democratic values and international relations are strengthening, and the value of knowledge and education is increasing. You have an exceptionally rich culture and varied history. This heritage of yours is the foundation for developing your prospects. During the years in which I have travelled to Macedonia due to the construction of the hydroelectric power station, Sveta Petka, the growth and development of the country have been noticeable - and this is only the beginning of the upswing.

The Best Advice I Ever Got

The best things in life are free, like good advice. Some advice can seem like just common sense, while other advice is borderline complicated or even crazy. Some advice you can take to heart immediately, while other recommendations you have to experience yourself to truly understand them. Challenge: Future members were asked to share advice they received in an open contest.

"I can." Two words,
infinite possibilities.

JACKIE TAN, SINGAPORE

A wise man said to
me once when I was
entering a big new
thing which I thought
could change
everything: "Nothing
is crucial."

SANDI ČEŠKO (C:F FINALS JUDGE),
CEO STUDIO MODERNA, SLOVENIA

"u" is just a letter
"we" can make it
better

SIBI PANDIAN, INDIA

Life isn't about the
number of breaths you
take, it's the moments
that take your breath
away.

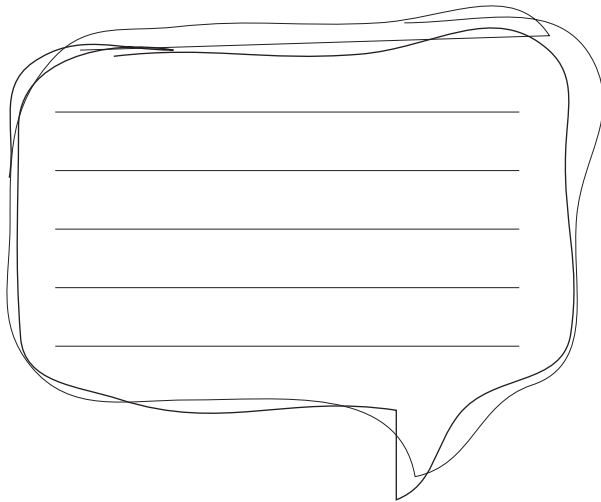
THUY NGUYEN, VIETNAM

Fight with your HEAD.

NEJC ZEMLJIČ, SLOVENIA

No matter whether
one loses or
succeeds, the
negative remarks are
always more lasting
than the cheering.

JATIN KATARIA, INDIA



I once read something
that I took as advice:
“Every morning in Africa,
a gazelle wakes up. It
knows it must run faster
than the fastest lion or it
will be killed. Every
morning in Africa, a lion
wakes up. It knows it
must outrun the slowest
gazelle or it will starve to
death. It doesn’t matter if
you are a lion or a
gazelle. When the sun
comes up, you better
start running.”

MARIA ANGELA CEPERO, COLUMBIA

Time is money, and
once gone, it will
never come back.

MUHAMMAD FASIEH, PAKISTAN

Aim at the stars and
you will at least
reach the top of a
mountain rather than
aiming at the
mountain top and
only reach its foot.

LUCIAN CROITORU, ROMANIA

The best hockey player in history, Wayne Gretzky, once said that “A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be.”

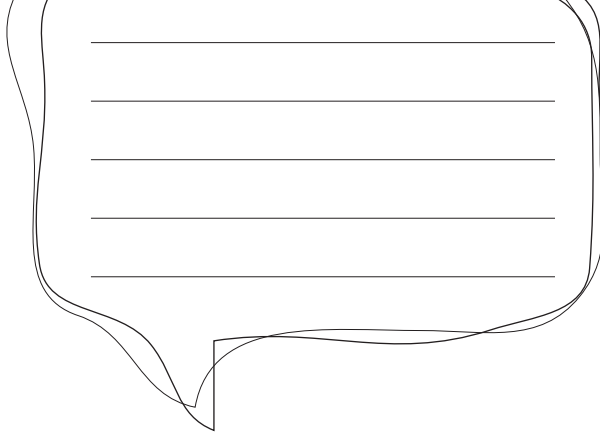
FRANJO BOBINAC, CEO GORENJE, SLOVENIA

The following phrase is certainly at the core of my success: “a moment of inspiration – and then much perspiration!” You know, we excessively indulge in ideas – also in business ideas. If you want to make something from your ideas, you must work hard for them. This phrase reveals the secrets of all success.

JANEZ ŠKRABEC, CEO BIKO, SLOVENIA

Life is like a coin. You can spend it however you want, but you can spend it only one time!

KRISTIJAN RISTESKI, MACEDONIA



“Never undermine the power of human imagination and human determination,” said Jelani Aliyu, Senior Creative Designer for General Motors and Project Team leader for the Design of the Chevrolet Volt.

KAYODE NUBI, TURKEY

Pay attention to small things.

BATRIC KRIVAVAC, MONTENEGRO

Instead of cursing the dark, be the first one to light a candle.

GERGANA TYANEVA, BULGARIA

“What is behind us and what is in front of us is just a small detail compared to what is inside of us,” says a Chinese proverb.

ŽIGA VAYPOTIČ, AUTHOR OF “MY VERY OWN BOOK”, CO-FOUNDER OF YPSILON INSTITUTE, SLOVENIA

Our children will hold us
accountable through
negligence for the state
of the world...and
they'll be right.

JAKE JONES, UK



Action Adaptability Agriculture **Air** Air traffic Aliens Art Aspiration Australia Big
Biotechnology Bomb blast Brazil Breath Broadband Business 2.0 Challenge **Chance**
Change **Clean water** Communication Complexity Connecting Consensus Constructive
energy COP 15 Core power mover Creative blitz Culture erosion Cyber Radio Do it
Dreams **Earth** Education Efficiency Empowerment Evolving cities Experience **Faith**
Family Fly Food distribution Forests Free trade **Friends** Future Gene-on-chip
Generation Y **Genetics** Global warming Good Haiti Health **Healthcare** Hibernation
Holograms **Home** Homeless Hope Hug **Humans** Humility Hydrogen Hype media
Idea Imagination India Inflation Innovation Inspiration Interaction **Jobs** Knowledge Large
Hadron Collider (LHC) Latvia Leadership Less **Light** Lineage Love Macedonia Mayans
MBA+ Media **Media control** Microloans Mobile health assistance Mobile teachers
Mobile technologies Money Montenegro **Morality** Morocco Moving sidewalks My
News **Nanorevolution** Natural disasters Nature Opportunity Oxygen Pakistan
Pandemic outbreak **Parliament of Youth** Peace People diversity Pocket media
Pollution Population Poverty **Power** Prosperity Reborn Recession **Recycling**
Renewable Ridesharing Robots Romania **Russia** Scarcity Security Sensory technology
Singapore **Slovenia** Smart Smile Social entrepreneurship **Social innovation**
Social media Stereotyping Sustainability **Talent** Tears Terrorism The Flu **Think** Time
Tomorrow **Transforming** Transportation **Trees** Trust Turkey United Kingdom USA
Velocity Vietnam Virtual **Vision** Waste management **Why** Win Work **Youth**

This book contains 43,414 words.

If you spent half an hour a day reading it at an average speed, it took you about five days.

In these five days,

306km² of rainforest have been destroyed,
more than 400 animal and plant species have become extinct,
1,250,000m³ of polar ice cap has melted.

The world has changed.

Have you?