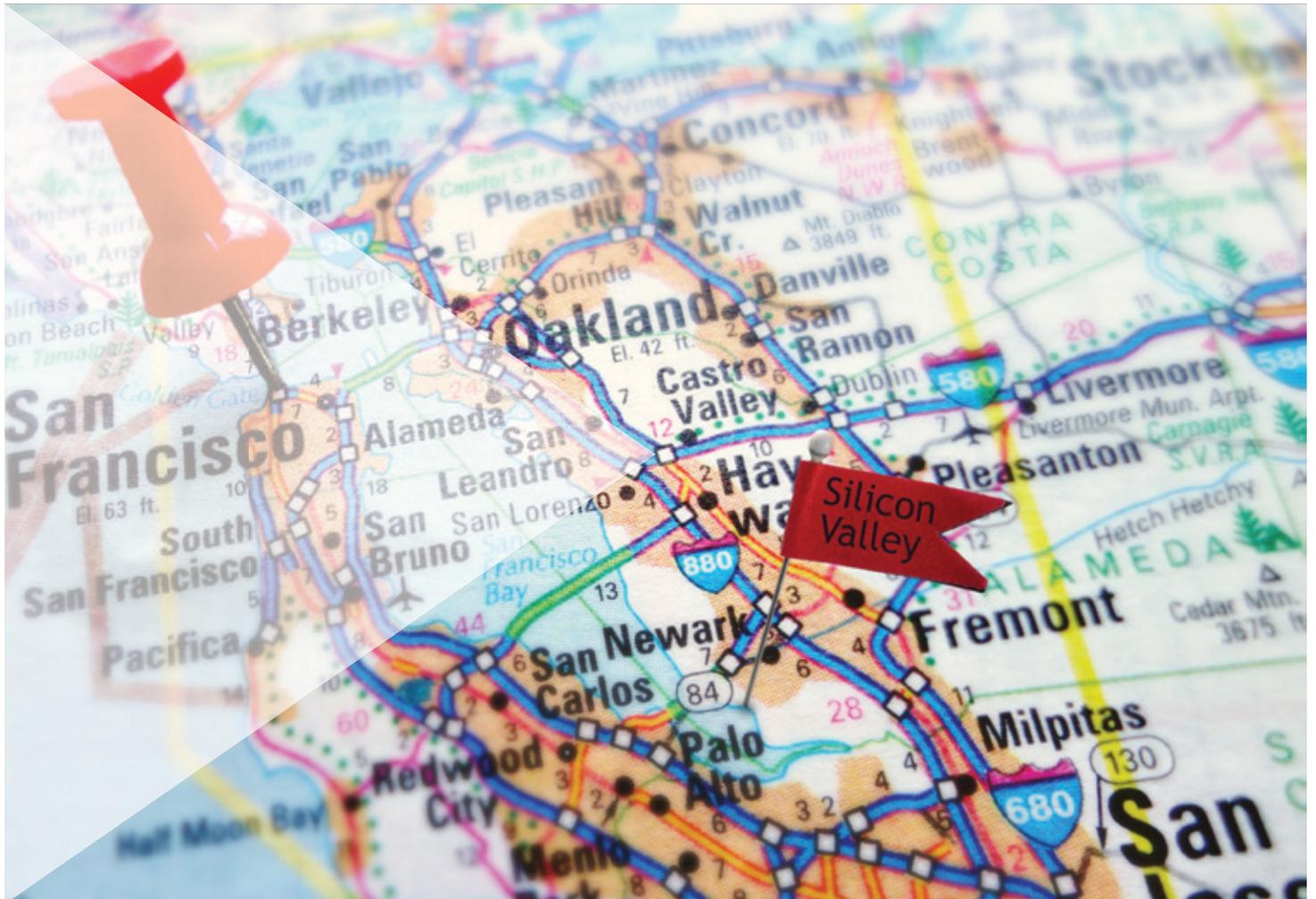


# Enterprise 2020: Leading in the Age of Adaptability

## Global Growth Companies and Technology Pioneers Workshop

San Francisco, USA 24-26 June 2015

August 2015



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# Introduction

Global Growth Companies (GGCs) and Technology Pioneers share common challenges and opportunities as they lead their companies into an ever-more complex and rapidly changing marketplace. With a horizon of 2020 and a focus on adaptability, GGCs and Tech Pioneers came together to consider the agility required to manoeuvre their firms into positions of leadership within their industries and regions. The Global Growth Companies and Technology Pioneers San Francisco Workshop, held from 24 to 26 June 2015, aimed to:

- Provide the opportunity for community development and exchange among the Technology Pioneers and Global Growth Companies through peer-to-peer interaction and shared learning
- Generate learning opportunities on issues of relevance to leaders in both communities facing high-growth business challenges
- Encourage collaboration to develop solutions on important enterprise issues related to an age of adaptability that require multistakeholder collaboration and creative foresight
- Support the development of the strategic vision needed for firms seeking to create impact in line with the Forum's mission to improve the state of the world

More than 100 Forum constituents participated in the two-day workshop in San Francisco, California.

## Highlights of Key Topics

1. Ensuring adaptability and envisioning the business landscape in 2020
2. Avoiding the constraints of today's reality by using design fiction as inspiration
3. Scaling the next innovations and prioritizing to catch the next wave
4. Managing adaptability through best practices for working with Boards and investors
5. Determining the impact to the chief executive's agenda of new markets and services and threats to existing business models
6. Integrating social impact into a company's DNA to make it stronger



**01:** David Aikman, World Economic Forum and Emily Chong, frog giving welcome remarks

# Scouting the Horizon: Envisioning the 2020 Business Marketplace

The need for relentless adaptation can be both a major opportunity and a serious threat. Many firms will need to develop abilities that have not always been a part of their repertoires. Just over the horizon, the 2020 marketplace will arise from developments in talent migration, reaction speed, new products and services, the foreseeable increase in automation and black swan events.

## Panellists

Rodney Brooks, Founder, Chairman and Chief Technical Officer, Rethink Robotics, USA

Ashley Crowder, Chief Executive Officer, Vntana, USA

Timothy Morey, Vice-President and Global Head, Innovation Strategy Consulting Practice, frog, USA

Matthew Prince, Chief Executive Officer, CloudFlare, USA

## Moderator

Andrew Thompson, Co-Founder and Chief Executive Officer, Proteus Digital Health, USA

Facing the challenge of the speed of new business development, Matthew Prince argued that, “we need better internet, which is more secure, reliable, faster, available with easy service, and that is a key component in making small companies into giants”. As the Chief Executive Officer of CloudFlare, he has seen first-hand how internet services enable the rapid expansion of business opportunities in markets across the globe.

While many sectors are facing technological disruption, Ashley Crowder commented that at the same time as jobs are declining, new opportunities are appearing. “We need to continue promoting engineering and computer science in a new way. Education is the least changed industry and we need progress in this domain,” he asserted.

Rodney Brooks shared questions that he is frequently asked: “Do we really need robots? Are robots putting us out of work?” In response to this old fear, the panel noted that factory jobs are not being actively sought, while higher value jobs are in demand. There is social pressure to change the way people work and share the value created by technological advancements.



In addition to changing how people work, companies compete for the brightest talent, and today's talent is interested in purpose. Prince noted that purpose could be viewed in a simple way: “Try the T-shirt test. Would someone wear the company T-shirt? If the answer is ‘yes’, you made something which can be adopted as part of someone's own brand and purpose.”

Key takeaways:

- Adaptability is about cultivating the ability to react quickly to new developments and transformational shifts that are occurring more frequently. Adaptability requires developing flexibility in the management team and motivating the firm and its stakeholders to take on new strategies and goals with fewer negative internal consequences.
- Looking towards the 2020 horizon, social purpose will become even more important in new and mature industries. Leaders' skills in 2020 will include emphasis on communicating a clear purpose for the company to its employees and stakeholders.

01: Andrew Thompson, Proteus Digital Health introducing the panel

02: Ashley Crowder, Vntana joining the panel in the hologram

03: Workshop participants tuning in





- The types of jobs and skills emerging on the horizon may require a reconsideration of the educational framework. Skills development has changed rapidly from job training and certificate programmes to the need for innovation and thinking skills. Education in the sciences to support technology enablement is also of the utmost importance for the talent market.
- Millennials are already exhibiting clear new behavioural patterns, and firms interested in moving forward must consider their expectations from a broader perspective. Future jobs in healthcare, education, industry and even entertainment are on the front line of the impact of technological advancements.

- Technology in the near future will sustain its position as the driver of change and disruption. Its progress will have positive and controversial impacts on people. New ways of sharing value are needed as technology will expand many jobs and social environments.

**01:** From left to right Andrew Thompson, Proteus Digital Health; Rodney Brooks, Rethink Robotics; Timothy Morey, frog; Matthew Prince, CloudFlare  
**02:** Workshop participants concentrating to the panel debate  
**03:** Workshop participants  
**04:** Rodney Brooks, Rethink Robotics demonstrating robotics with Timothy Morey, frog

“  
**Try the T-shirt test. Would someone wear the company T-shirt? If the answer is ‘yes’, you made something which can be adopted as part of someone’s own brand and purpose.**  
 ”

Matthew Prince, CloudFlare

# San Francisco “Design Challenge”

What will the marketplace look like in 2020? In an exercise designed to encourage visualizing an age when new products and services will flow into the market at an accelerated pace, Julian Bleecker challenged workshop participants to invent fictional but plausible products for the near future.

## Facilitator

Julian Bleecker, Designer, Near Future Laboratory, USA

Developing a vision is key, and the ability to view the opportunities on the horizon is a skill worth refining. Using examples from popular culture, science fiction and the technology industry, this session challenged participants to stretch their imagination and get their creative juices flowing.

Bleecker showed how visualization plays a part in the chief executive's toolbox, just as it does in an athlete's. He encouraged a discussion on future products, services and infrastructure. Realizing future potential begins with exploring the world that doesn't yet exist and asking questions that relate to it. For example, what is the emergency response to a situation in which a person leaves an item (such as keys or a child) in a driverless taxi as it picks up its next client? What happens when people jailbreak a car and drive it manually?

To help chief executives look ahead, Bleecker encouraged participants to work in visual and tactile ways by actually making prototypes, even if they are not functional, or creating related products or services to explore secondary and tertiary outcomes. Overall, freeing thinking patterns from the restrictions that business professionals learn over time, and using systematic tools and processes to make something that does not acknowledge these boundaries, can allow breakthrough moments when considering the future of one's business.

Key takeaways:

- Applying design fiction is not just for science fiction. It is a method for expanding and modelling future scenarios that have business applications.
- Removing normative boundaries of corporate expectations can lead to great insights for application at a firm's strategic level.
- Envisioning future products and services can help illuminate ecosystems' blind spots that firms need to heed as they move towards future market scenarios.



**01:** Julian Bleecker, Near Future Laboratory  
**02:** Chris Traub, SES Global Limited (left) and Alan Chang, Capricorn investment group exchanging thoughts about design fiction  
**03:** Setting the scene for the Design Challenge  
**04:** Workshop participants





“  
Freeing thinking patterns from the restrictions that business professionals learn over time, and using systematic tools and processes to make something that does not acknowledge these boundaries, can allow breakthrough moments when considering the future of one’s business.”

Julian Bleecker, Near Future Laboratory

- 01: Julian Bleecker, Near Future Laboratory challenging the participants
- 02: Workshop participants
- 03: Design tools in participants hands
- 04: Workshop participants planning their future products through design fiction
- 05: Workshop participants sharing their ideas

# The Art of Scaling

Enterprise 2020 leaders must scale the next wave of innovation while sustaining strong current performances. In this session, Geoffrey Moore imparted the key principles of scaling prioritization for growing companies. Discussion leaders Nick Nash and Christy Wyatt applied the concepts to real-world experiences in their own firms and related the lessons learned to general experiences among Global Growth Companies and Technology Pioneers. Perennially applicable principles, lessons in scaling will continue to be relevant in the 2020 business landscape despite the onrush of disruptive technologies, new market entrants and novel business models.

## Facilitator

Geoffrey Moore, Author, Speaker, Adviser, Geoffrey Moore Consulting, USA

## Discussion Leaders

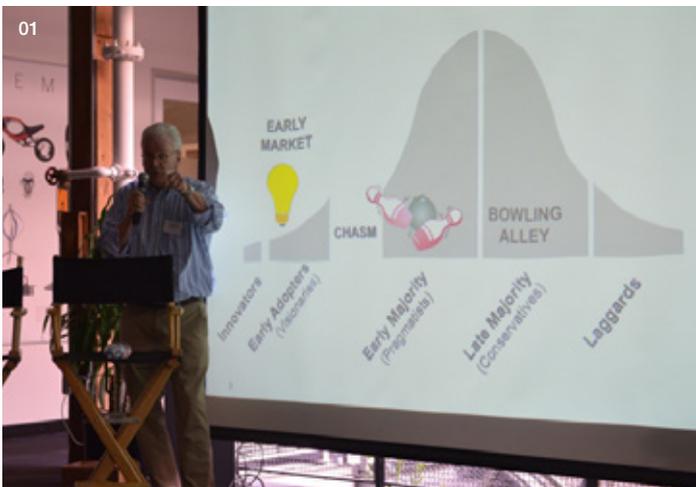
Nick Nash, Group President, Garena, Singapore  
Christy Wyatt, Chairman and Chief Executive Officer, Good Technology, USA

According to Geoffrey Moore, “Catching the next wave for established companies continues to be very difficult. Many experience difficulties scaling, and successful firms can only do one major transformation at a time.”

Nick Nash offered his experience of hyper growth, including growth from zero to 3,000 people, tornado phase change and ramping, blue ocean opportunity, the acceleration of pure network effects, and putting “virality” to work. Christy Wyatt added to Nash’s experience, discussing key growth challenges: “The first curve was very successful for us, but the second curve, from sustaining growth to the second round of disruption, takes time.” The best advice she received was “to say no to a lot”, as big bets must be selected carefully, especially before seeking buy-in from the Board, investors and other executives.

Breakout discussion groups offered participants the opportunity to discuss their own experiences and engage in peer-to-peer learning.

- 01: Geoffrey Moore, Geoffrey Moore Consulting leads off the session
- 02: Workshop participants discussing scaling
- 03: Workshop participants enjoying Geoffrey Moore’s presentation
- 04: Workshop participants sharing experiences about scaling the “next wave”





Key takeaways:

- Before the scaling tornado, two key elements in the business-to-business domain are early talent acquisition and the right approach to client engagement. Acquiring talent will become more difficult by 2020 if executives don't find a way around standard traps. Accessing talent in the current market involves unnecessary validation requirements, including training certificates, a fixed number of years in a role, established titles, and the like. For leadership in 2020, recruitment must adopt new assessment methods to stay ahead of the pack.
- When in a tornado, when all business cycles are reinforcing growth, timing becomes crucial in all dimensions: incentives and leadership, Board work and Board composition. Thus senior leaders must be proactive and react accordingly across a full range of operations. During fast-paced disruptive waves, the ability to identify second-wave timing is becoming even more important for the 2020 enterprise, as new waves move in with greater force.



**Catching the next wave for established companies continues to be very difficult. Many experience difficulties scaling, and successful firms can only do one major transformation at a time.**



Geoffrey Moore, Geoffrey Moore Consulting

- Business-to-consumer (B2C) scaling is completely different. Scaling B2C continues to be challenging, as identifying the slowest turning wheel, the key scaling areas, remains a challenge for the 2020 chief executive. In particular, mobile devices can pose specific challenges as it was acknowledged that clients and users do not come back to an app if it is not right the first time while, in other domains, they might be more forgiving.
- The art of scaling in established markets and businesses continues to be impacted by resource allocation constraints in mature and new business areas. Established companies find it easy to create something innovative in a niche, but it remains very difficult to scale the next wave in parallel with existing businesses. Even this dilemma is forecasted to exist in 2020. The need to focus on innovation was emphasized, as was the careful selection of big bets, the new investments or domains that a company develops simultaneously with existing business.

**01:** Nick Nash, Garena and Christy Wyatt, Good Technology leading the discussion  
**02:** Nick Nash, Garena; Christy Wyatt, Good Technology and Geoffrey Moore, Geoffrey Moore Consulting summarizing the the key takeaways

# The Rise of the Micro-Multinational

Global Growth Companies and Technology Pioneers currently have the opportunity to leverage digital technologies to expand their global value chains and join the growing trend of “micro-multinationals”. Micro-multinationals are relatively small but flexible global firms that thrive on the back of ever-more accessible and global interconnected business avenues. In support of this trend, leading experts forecast that by 2020, fundamental shifts in business value chains will be driven by consumer technology adoption, the scarcity of natural resources and shifting global economic power.

## Firestarters

Privahini Bradoo, Co-Founder and Chief Executive Officer, BlueOak Resources, USA

Alan Gershenhorn, Executive Vice-President and Chief Commercial Officer, UPS, USA

Theresa Jester, Chief Executive Officer, Silicor Materials, USA

James Z. Li, Chairman and Chief Executive Officer, E. J. McKay & Co. People’s Republic of China

## Special Remarks

David Aikman, Head of New Champions, Member of the Management Committee, World Economic Forum

## Moderator

Tan Yinglan, Adjunct Associate Professor, National University of Singapore, Singapore

Tan Yinglan opened the working lunch with remarks on how digitalization helps companies to go global but also on the challenges companies face when introduced to new markets. He asked participants to consider how companies can leverage digital technologies to take part in the networked global value chain of tomorrow.

While many new technologies evolve in leaps, business models often develop incrementally, frequently by trial and error. Theresa Jester told a story about how her company, after having established a R&D facility in Berlin and a manufacturing facility in the state of Mississippi, decided to build a commercial manufacturing facility in Iceland for its low-cost renewable energy and world-class manufacturing and transportation infrastructure. “This was not done easily. Learning how to deal with European and country-specific taxation principles in addition to currencies and recruitment are just a few of the challenges along the way.”

James Z. Li explained how business relationships outside China helped him outsource some of the research work that his business needed to accomplish. He first tried the traditional approach of reaching out to European contacts but found it challenging to recruit or partner with professionals. “The solution was finally found through the internet,” Li asserted. Internet sourcing showed him how much more efficient it is to find the right professionals and companies abroad through the digital world. He realized that especially for a small company, it is sometimes easier to recruit or partner with talent without being physically present and to not know all the details regarding a certain market and instead to just look at the facts from a distance, using technology.



**01:** David Aikman, World Economic Forum  
**02:** Tan Yinglan, National University of Singapore  
**03:** Theresa Jester, Silicor Materials



01: Working lunch at frog  
02: Workshop participants listening to the firestarters  
03: Alan Gershenhorn, UPS  
04: James Z. Li, E. J., McKay & Co.

Corporate giants are facing disruption from multiple sources, but they also are in a unique position to make transformative changes by working with micro-multinationals. Alan Gershenhorn described how the internet and global digitalization have enabled and triggered greater general curiosity towards innovation. He also suggested this development is a key driver of micro-multinational growth and stressed the importance of working closely with the new micro-multinationals. “Thanks to the internet, thinkers and innovators now have access to information sources that were previously only within reach of the few. The democratization of information has enabled talented people to look for information and feed their curiosity and creativity with very little effort.”

With so many companies providing services online, trust is becoming an increasingly important factor in the digitalized world. Systematic barriers complicate global navigation as country-specific policies are applied and not always respected in the rapidly changing world of technology and innovation. Making information available through the internet to most parts of the world also helps companies, big or small, to scale their businesses, whether it is in the physical or virtual world: “small can look big”, thanks to the internet.

“  
**Thanks to the internet, thinkers and innovators now have access to information sources that were previously only within reach of the few. The democratization of information has enabled talented people to look for information and feed their curiosity and creativity with very little effort.**

”  
Alan Gershenhorn, UPS

# Mapping Workplace and Workforce Evolution: Technology Enablers, Organizational Structure and the Global Talent Pool

## Discussion Leaders

Yobie Benjamin, Co-Founder, Avegant Corporation, USA  
Anthony Goldbloom, Founder and Chief Executive Officer, Kaggle, USA  
Stephane Kasriel, Chief Executive Officer, Upwork, USA

## Moderator

Lisa Jackson, Executive Strategy Director, frog, USA

As Millennials start to gain a foothold in the workforce, the 2020 workplace is of interest to many companies. As one participant commented, "Organizational shift is a reality and innovation comes from grass roots." Millennials are driving some grass-root change, and preparatory steps for a new decade of corporate citizenship are necessary as this pace of change accelerates.

By 2020, the workforce will spend an estimated 20% of its time and resources on innovation. Inspired by the Google model, one breakout group suggested linking this investment to efficiency gains. As individuals are improving productivity, the saved time could be transferred to innovation with a credit system to buy external, internal and other resources in support of innovation processes.

According to Yobie Benjamin, the workplace of the future will require attraction, retention and internal leadership development. "The future workplace will have less of a focus on products, and much more of a focus on brand ethos. The future workplace should make you want to stick with

the company and allow purpose to lead. Putting the brand ahead of the individual products requires the process to start with employees." Companies must create the brand internally and allow employees to reflect the brand to external stakeholders.

Participants agreed that customer-driven innovation would continue to propel growth into the 2020 marketplace, leading to a need for a variety of approaches to talent. Lisa Jackson estimated that 40% of the future workforce would be comprised of contractors. "It will dramatically impact the role of the middle class and have wide-ranging societal impacts."

As boundaries between employer, employee and the client transform, new leadership is also required. "We want to redefine leadership for the 2020 workplace: the new emphasis should be on how to lead the brand, lead diversity, lead the ecosystem around the company and how to communicate purpose and inclusiveness of new communities." In 2020, leadership won't just be about leading teams in particular geographical locations or managing traditional supply chains. Leadership will require a much more holistic perspective.

01: Anthony Goldbloom, Kaggle

02: Mapping workplace evolution

03: Workshop participants sharing output with other groups

04: Future of Work Initiatives





“  
**We want to redefine leadership for the 2020 workplace: the new emphasis should be on how to lead the brand, lead diversity, lead the ecosystem around the company and how to communicate purpose and inclusiveness of new communities.**  
 ”

Lisa Jackson, frog

- 01: Ideas about future leadership
- 02: Participant documenting future of work initiatives
- 03: Guidebook
- 04: Yobie Benjamin, Avegant Corporation
- 05: Workshop participants introduced to breakout outputs
- 06: Anthony Goldbloom, Kaggle sharing group's output on 2020 workforce

# Working with Your Board and Investors in the Age of Adaptability

“A Board has to ensure that the management team is doing things right, but also has to ensure that it is doing the right things.” To begin this session, Michael Wolf focused on the areas that commonly impact senior management, their Boards and their investors, such as early and late rounds of funding, strategic decisions, competing objectives and differing levels of experience within a Board.

## Panellists

Eric Acher, Co-Founder and Managing Partner, Monashees Capital, Brazil

Eric Anderson, Chairman, Planetary Holdings, USA

Alan Chang, Partner and Managing Director, Capricorn Investment Group, USA

Karla Martin, Director, Global Business Strategy, Google, South Africa

## Moderator

Michael Wolf, President and Chief Executive Officer, ACTIVATE, USA

What role will the Board play in the age of adaptability? How should a chief executive officer manage the balance between Board oversight for strategy creation and the actual creation of the strategy? As Karla Martin explained, “Google has 20,000 people thinking strategy and the executives are synthesizing.” “A good Board should have dynamic tensions – not just rubber-stamp decisions.” Business leaders can use the three “C”s – chemistry, capabilities, contribution – to create Boards that function as advisers rather than managers. A balance between industry veterans and functional expertise is a hallmark of a good Board.

In the future, the Board’s role will continue to be to pressure test the company strategy. But testing in a productive way is essential. Wolf turned this issue to the panel, asking, “The Board can lose confidence in the management team and vice versa, so how do we avoid unproductive incidents?” Alan Chang explained the importance of consistency. “Tell the Board what you are going to do, and do what you told them you’ll do.”

According to Eric Acher, “The role of the Board is connected to the stage of the company. The tech industry in Brazil is new – something happening in the last 10 years. We’re helping create the industry; you want an independent Board member that ideally has really relevant Board experience but, even more than that, has really built something and can be a mentor to the CEO.” As firms and industries mature, the relationship changes as needs change.

Looking at the relationship dynamic from a different view, many Board members can feel that entrepreneurs don’t communicate as much as they should. Wolf summarized the need for honest two-way communication: “Ask for advice before it’s given to you. Communicate good news and bad news – err on the side of over-communication. Also clarify the expectations of the Board upfront.”

Chris Traub, Chairman, SES Global, offered a cultural perspective and discussed the roles of chairman and chief executive officer in many parts of Asia. In Asia, the roles are often together, resulting in much less divergence in governance desires than is often the case in other parts of the world. In Asia, a relatively small number of companies follow Silicon Valley governance styles; much of this is attributable to cultural rules and the importance of relationships.

Yobie Benjamin, Co-Founder, Avegant Corporation, USA, discussed Board mechanics and governance in a more practical way: “Set the agenda, go through topics one at a time, record the Board minutes accurately. Balance diversity – background, geography, gender. Put the right people together on subcommittees – they have the crucial function of prepping people to make the right decision.” All agreed Board preparation is an essential part of managing a productive relationship. That and the axiom, “Boards don’t like surprises.”



**01:** From left to right Karla Martin, Google; Alan Chang, Capricorn Investment Group; Eric Anderson, Planetary Holdings  
**02:** Michael Wolf, ACTIVATE



**01:** Panelists tuning into audience questions  
**02:** Alan Chang, Capri-corn Investment Group sharing some humour



“  
**Business leaders can use the three “C”s – chemistry, capabilities, contribution – to create Boards that function as advisers rather than managers.**  
 ”

Karla Martin, Google

Key takeaways:

- “The most common misunderstanding I’ve seen is misunderstanding about the Board’s role. ... You need to know enough to ask the right questions.” (Eric Acher)
- “In 2020, Boards will continue to drive alignment on the big picture. The Board’s role is to give perspective and fit individual developments into the big picture.” (Eric Anderson)
- “My new favourite term is constructive contrarian. A person who points out the other perspective in a productive way. As there’s more uncertainty, greater need to move faster, greater diversity in culture, gender, geography – we want a deeper well to draw from.” (Alan Chang)
- “People don’t always need to be friends, but they need to be congenial and respectful. The more self-aware you are as a Board member or executive the more you will get out of the relationship.” (Karla Martin)

# The Digital Transformation of Industries

## Firestarters

Ron Gutman, Founder and Chief Executive Officer, HealthTap, USA

Kent Helfrich, Vice-President and Chief Technical Officer, Flextronics International, USA

Amit Narayan, Founder and Chief Executive Officer, AutoGrid Systems, USA

## Moderator

Anand Shah, Director, Corporate Strategy & Valuation, Accenture, United Kingdom

Digital transformation brings unparalleled opportunities and risks – with completely new markets and services on the one hand, and existential threats to existing business models on the other. Organizations globally are grappling with the strategic implications for their business and their industry ecosystems, seeking to better understand the emerging business environments and to de-risk concerns and threats.

Focus on digital transformation, its effects on industries, addressing new opportunities arising from the latest developments, as well as trends from digitization and the impact on business models, emphasized Bruce Weinelt, Director, Head of Telecommunication Industry, World Economic Forum, and Anand Shah to frame this topic. To make digital transformation more concrete, the session showcased three traditional industries undergoing strong transformation: mobility, energy and healthcare.

Digital transformation is torpedoing existing standards, thinking and business models in the mobility industry. Kent Helfrich explained how the automotive industry is transforming due to the constraints of new car sales and old vehicles on the road. He stated that, “US cars have an average age of 11.4 years, more than the first introduced smart phone. Key issues for the mobility industry in coming years is to accelerate the adaption rate by new business models, standardize and build customer-centric ecosystems.”

“

**Digital transformation, its effects on industries and the impact on business models, is now in the core agenda of all senior executives**

”

Anand Shah, Accenture

The energy industry has made major productivity leaps with digital transformation. Amit Narayan suggested that 30-50% savings are a reality with smart grids. He concluded that one of the key factors in future digital energy will be the customer interface, a development similar to that in the mobility industry.

Digital transformation in the healthcare sector is also strongly consumer driven. Healthcare is personalized to meet the criteria of “right care at the right time, in the right place at the right cost”, Ron Gutman commented. “Better care is available, data driven and predictive. Virtual doctors will become mainstream by 2020, representing 50% of total healthcare,” he predicted. He envisions a healthcare digitalization journey supported by automated decision-making, big data analytics, improved cybersecurity solutions and new business models.

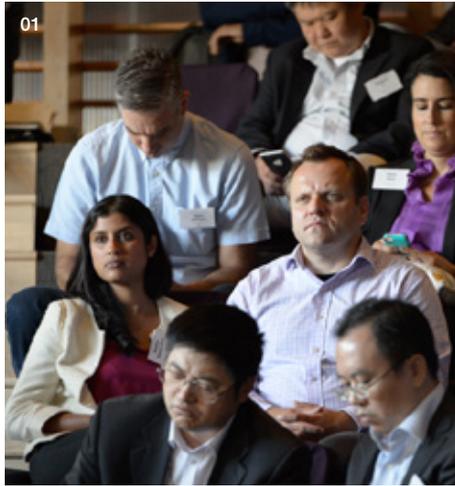
01: Bruce Weinelt, World Economic Forum

02: Amit Narayan, AutoGrid Systems

03: Kent Helfrich, Flextronics International



**01:** Workshop participants at Heroku / Salesforce  
**02:** Are We Ready for Health 2.0 breakout group  
**03:** Ron Gutman, HealthTap excited about the opportunities that Healthcare digital transformation is offering



**Key takeaways:**

- As consumer options multiply, the customer interface becomes even more important for all industries. This trend is supported by new technologies, which enable even traditional industries to customize product and service portfolios, but it also makes room for disruptor entrants. Current consumer digital ecosystem owners, like Google and Apple, are also entering the domain.
- Digital transformation is enabled by new technologies, but the constraints and growth opportunities are based on the capability of scalable business models to realize adaption rates. For the future leader, the dialogue with society and regulators is increasingly necessary to enable global digital growth, as most digital transformations have major societal impacts.
- The better use of data in most industries will lead to a more effective use of resources, enabling companies to optimize investments and drive more sustainable solutions.

**Are We Ready for Health 2.0?**

**Discussion Leader**

Ron Gutman, Founder and Chief Executive Officer, HealthTap, USA

A redefinition of consumer and business relationships, models and operational processes is occurring in the healthcare industry, due to the pervasiveness of digital technology applied to personalized medicine. It is happening at a pace and rate of unpredictability that is unprecedented.



Data consolidation and analytics are the holy grail of personalized medicine, allowing the industry to search for patterns in the entire human body to learn from them and make diagnoses. “Diagnostics is changing dramatically, as predictive analytics, real-time data from wearables and sensors allow mobile apps for example to predict from vital signs when an asthma attack is about to come and the healthcare professional might send an alert to a smartphone or watch accordingly,” Gutman commented.

In healthcare, digitalization has started in the area of enterprises’ information technology systems, such that now consumers are becoming more empowered, demanding more from healthcare companies. The importance of data cannot be overemphasized: “How can we make even more data available to further empower consumers?” Gutman asked. A crucial factor remaining on the road map to 2020 is to open and consolidate current medical records for individual consumer ownership.

**Key takeaways:**

- Cross-industry knowledge and insights have been important in the field of healthcare, but the industry is now required to adapt quickly from other industries. One example: the consumer goods industry is already advanced in modelling what the consumer is going to buy next; the same development, as part of predictive healthcare, will take place in the healthcare context.
- Key obstacles in transforming healthcare digitalization relate to liability, data ownership, technology, the standardization of terminology, context-driven personal health records, user-experience-focused interfaces to utilize data, local and international regulation and data privacy. As many of these obstacles are regionally and nationally controlled, simultaneous and disruptive global growth on singular platforms remains a 2020+ vision.
- Wider access and digital use of healthcare data create new geopolitical risks and potential data breaches. Penetration in health records could be used not only for cybercrime but also for military purposes. Yet greater interoperability will save many lives and layered costs.
- Health 2.0 will transform value chains in major industries, such as in pharmaceutical companies, healthcare providers, payers, biotechnology, technology companies, among others. New global and data-driven companies are predicted to integrate these industries into one consumer-centric solution that will focus on keeping individuals out of traditional healthcare.

## The Digital Transformation of the Energy Sector

### Discussion Leader

Amy Myers Jaffe, Executive Director, Energy Programme, University of California, Davis, USA

The energy sector is being transformed by decentralization, decarbonization and digitalization. Digitalization enables the energy sector to be smarter, create and utilize more data, and enable end-to-end connectivity and communication. As this transformation takes place, a new space for disruptors and the adaptation of new technologies and business models occur.

Large commercial and industrial companies that benefit from economies of scale will arbitrage the cost of infrastructure. “Digital brings the opportunity to maximize the potential of electricity through, for instance, optimizing pumps and time of day (peak usage and cost), through analytics and smart grids,” Jaffe affirmed. It is forecasted that the renewables system will continue to be developed as a decentralized system. For example, 30-40 micro grids are added a month in India, with the target of 1 million micro grids in the country by 2020.

Like in population growth, where the size of a generation can be predicted fairly accurately, the demand in energy is relatively easy to forecast. But new trends will affect the equation as the current utility model is not serving consumers fully. An increasing number of consumers are installing their own systems to get off the grid, and the speed of deployment for solar is transforming the market, as it takes just four hours for solar to be installed and customers to go off-grid.

Energy technologies have progressed at enormous speed; utilities are not seen as innovative but as examples of commoditized industries. According to Jaffe, “Compared to the telecommunication industry 10 years ago, the status of utilities remains hard. Collaboration is needed to drive change at scale, but those currently owning the ‘roads’ are not willing.”



01: Participants discussing opportunities and risks of the digital transformation

Although renewables are struggling to enter the mainstream, positive examples exist. Google went directly to EDP Renewables for a 25-year deal at three cents per kilowatt (a good anchor is 6-7 cents for natural gas). As another example, China reached production of 17 GW solar capacity in one year, which took the United States 12 years to achieve.

Key takeaways:

- Decentralization and decarbonization will remain key drivers with unprecedented impacts on the capital intensive energy and utilities sectors.
- Electricity can be seen as a tax on the rich, as the marginal cost increases the more one buys it. This business model might drastically change, as technology giants enter the power and utility domain. Consumers of renewables will become increasingly interested in the energy production-consumption-sell balance than in a singular component in the equation.
- The energy sector’s existing business models and pricing structures are doomed. Currently, the broker buys in wholesale markets, where the price is not guaranteed, and then sells on. Disruption in this system will shrink the broker’s opportunities.
- The innovative utilities of the future will use data to optimize investments and new technologies to realize the potential of savings in smart grids. This will lead to changes in market pricing. As pressure on pricing increases, the importance of low customer acquisition and data enabled optimization costs becomes even more relevant. This development will help disruptive companies enter the hyper-growth stage even more rapidly.

“

**Compared to the telecommunication industry 10 years ago, the status of utilities remains hard. Collaboration is needed to drive change at scale, but those currently owning the ‘roads’ are not willing.**

”

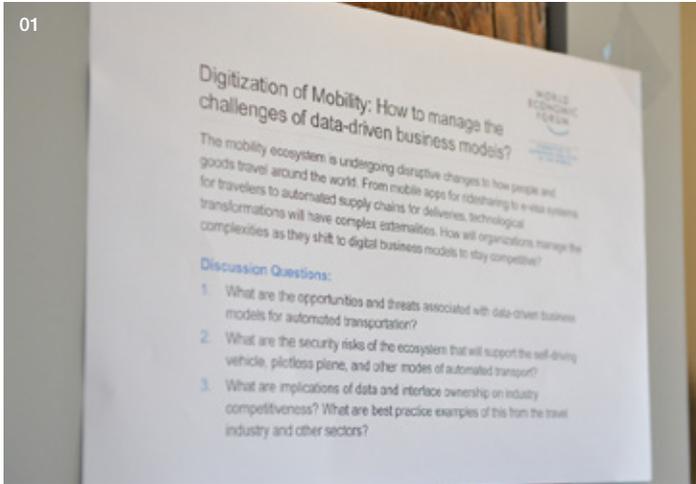
Amy Myers Jaffe, University of California

## The Digitalization of Mobility

### How can the challenges to data-driven business models be managed?

#### Discussion Leader

Christopher Thomas, Founder and Managing Director, Fontinalis Partners, USA



Automated transportation is becoming a reality, affecting the mobility industry as a whole, including individual and mass transportation. Today's business models mainly support current transportation systems as automation technology in the field of mobility was first adopted in the military sphere without the need to apply it to the consumer market. As the opportunities to introduce automated technologies to consumer markets are considered, so must the threats and security risks they pose be assessed. The security risks associated with a self-driving vehicle or pilotless plane are controversial. As arguments that stress improved safety, reliability and capacity help build support, the opposite reasoning can be applied based on similar arguments from a different perspective.

Key takeaways:

- As many technologies enable the realization of opportunities, investments in the automated mobility domain remain high. Where the implementation of new technologies is allowed, public discussion should be promoted on how standards and regulatory frameworks could support their development.
- Mobility as a service is developing in a similar way as in the software industry. As the separation of software, hardware and ownership becomes irrelevant to the consumer, new scalable business models become even more important. Scaling opportunities lie both in the hands of business and the consumer as individuals could offer services in ways similar to developments in the hospitality industry.
- The harmonization of data models should be based on regulatory frameworks that consider the risk/benefit allocation. Best practices across the transport and travel industries can be applied, but cross-industry risk mechanisms should also be implemented, as in the financial and infrastructure sectors.



01: Digitalization of Mobility breakout session themes  
02: Workshop participants in a breakout session  
03: Kent Helfrich, Flextronics International addressing his point on future trends

“  
**As arguments that stress improved safety, reliability and capacity help build support, the opposite reasoning can be applied based on similar arguments from a different perspective.**  
”

Christopher Thomas, Fontinalis Partners

# Cross-Industry Digital Transformation Upgrades and Impacts

## Business Model Upgrade for Digital

### Discussion Leader

Doreen Lorenzo, Adviser, Vidlet, USA

As digital transformation extends across industries, businesses are obliged to absorb technology and shift their mentality towards greater risk-taking. The adoption of new technologies in companies often requires acquisitions and adjustments to the business model. The effect on business models can be seen through workplace transformations, as risks are mitigated through in-house and partnership resource allocations.

Key takeaways:

- In this era of digital transformation, the value of technology does not originate from the hardware, software, apps or data per se. The individual relationship with the data through the user experience of applications is becoming the new definition of value.
- The adaptation to new business models can easily be taken for granted but the effects on people must not be. The potential agency problem, conflicts of interest between key stakeholders, should be taken seriously when adopting new business models.
- “Co-opetition” has become a reality as companies and societies transform digitally. Identifying who is a partner and who is a competitor has become more difficult. New partnership structures across industries create new opportunities for global growth.
- The cost of data decreases as the volume of data increases. The relevance of data sciences as a discipline is in greater demand as data analytics becomes a critical factor in data utilization.



## Digitalization and Its Impact on Society

### Discussion Leader

Alan Trefler, Chairman and Chief Executive Officer, Pegasystems, USA



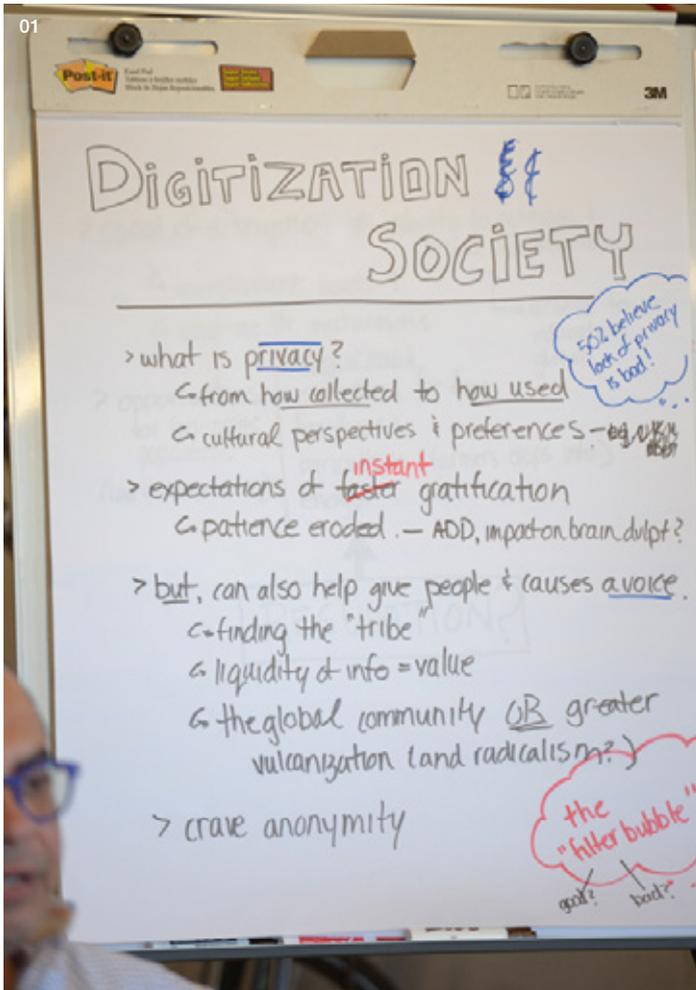
Consumers' high expectations of privacy across industries will mean that the focus on what is collected will shift to how it will be used. Alan Trefler suggested a future vision in which all apps have two prices, one with data use privileges and the other to keep one's own data private, if requested. This continuum would make data valuation more transparent and improve privacy for those who value it above openness.

Already introduced technologies enable individuals to evaluate some of their data footprint, but scattered networks and different levels of security do not currently allow a grand view of the entire personal footprint. After debate related to different generations and expectations, Trefler recommended that the issue of accessible data footprint should be taken forward as a society.

Consumers will expect much higher gratification in the future. “Why spend three hours searching for something or chasing the best deal?” Trefler asked. Behaviours are changing as apps and other interfaces enable consumers to access data with the user experience they expect, even within the more traditional industries and public services. In addition to the trend for greater gratification, a rise in the role of the internet as a tool for radicalization was noted

“As another example, the backlash against Uber seems to be more a protection of special interests – if it weren't good for society, Uber wouldn't have scaled. The disruption value is being transferred to customers at the cost of an existing scattered industry,” Trefler concluded.

01: Doreen Lorenzo, Vidlet and Thomas Philbeck, World Economic Forum  
02: Workshop participants at the Business Model Upgrade for Digital breakout  
03: Alan Trefler, Pegasystems and Kaj Työppönen, World Economic Forum



Key takeaways:

- Even as digitization is introduced as a mechanism to improve productivity, many societies have been struggling to increase their productivity in the recent years. This development should be studied carefully as the current speed of change is enormous and includes societal impacts like youth unemployment.
- As consumers give companies providing free apps the right to use their data when they access the free but not transparent apps and software, individuals should put pressure on technology companies to offer greater privacy options to meet their personal privacy preferences.
- Often old technologies are paired with old business models, and new technologies with new models. Old and new business models relate differently to privacy and data protection. Societal impacts are difficult to predict as new business models take shape and replace the models on which the current regulations are based.
- The societal impacts of digitization have been both good and bad. As regulation can kill innovation, iterations of global digitalization to 2020 and its societal impacts were recommended to bring the issue to the top of the political agenda.

- 01: Summary of the breakout
- 02: Workshop participants discussing Digitalization and Its Impact on Society
- 03: Workshop participants



## The Data Dividend

### Discussion Leader

Adam Ghetti, Founder, Chief Technology Officer and Chairman, Ionic Security, USA

Future consumers are predicted to engage even more with their data. The role of data is changing and the capacity to use mass data is becoming the new reality. Special competencies are required to succeed in a world where data analysis is increasingly becoming a key differentiator. Organizations also must adapt their organizational design to respond to data centrality. As consumer behaviour does not always reflect the security and privacy concerns of the many who do not own their data, new regulation is forecasted to play a role in this equation.

Key takeaways:

- New skill sets must be developed for adaptability. As adaptation skills become increasingly important, data access and improved user experience will encourage greater engagement with data.
- Gaining older people's interest in data remains a challenge. Sometime between 2070 and 2090, when 2020 technology and data are showcased in museums, studies of the Millennials will answer certain questions: does the older generations' reticence relate to behaviour or ageing, and will that change?
- All organizations are becoming data centric, enabling changing hierarchies. People with new visions should be paired with experienced mentors and leaders. The definitions of organizational roles will also change when robotics and "people as a service" will perform the main roles in the workforce.



# Strengthening Companies, Strengthening Communities

## Discussion Leaders

Shantanu Prakash, Chairman and Managing Director, Educomp Solutions, India  
Morgan Rogers McMillan, Executive Director, Entrepreneurs' Foundation of Colorado, USA  
Andrés Ruzo, Chief Executive Officer, Link America, USA  
Jorge Soto, Founder, Data4, Mexico

## Facilitator

Josh Aranoff, Vice-President, Ignite Innovation, Salesforce, USA

Giving back is a critical component of the Enterprise 2020 corporate culture. The benefits of fostering a culture of corporate citizenship for both internal and external stakeholders, the engagement of all employees and their sense of purpose, and the creation of sustainable value propositions that can make the world a better place remain high on chief executives' agenda.

Salesforce has been dedicated to giving back since its founding. Josh Aranoff gave credit to the long partnership with the Forum for giving value created in successful businesses back to the communities in which they operate. "To build a culture takes forever but to destroy it takes only seconds," he summarized. Morgan Rogers McMillan of the Entrepreneurs' Foundation of Colorado introduced the "Pledge 1%" initiative inspired by Salesforce, and it was suggested that all companies can find ways to give back, no matter what stage they are in.

## Key takeaways:

- Strong cultures are enriched by strong subcultures. The sense of a shared and common purpose by everyone in the company allows appropriate subcultures to develop, which will attract and retain talent and clients in the long run.
- Transparency in an organization is important, but even more important is for senior management to invest time in bottom-up discussion. In one fishbowl conversation with employees, an executive might learn more than in 10 executive meetings. Transparency must take into consideration the right style and level of communication.
- Building a culture involves investing time in collaboration and discussing the purpose of the organization, as well as ensuring the management team visibly demonstrates the company values in its members' behaviour.
- Age, gender or cultural background are not factors that differentiate values or purpose. Everyone should relate to values and purpose similarly even though different subcultures might exist.
- Giving back and building a sustainable culture go hand in hand – the alignment of vision and purpose with action remains a key focus for Enterprise 2020 leaders.



01: Jorge Soto, Founder, Data4 sharing his experience of building giving back culture

02: From left to right Andrés Ruzo, Link America; Shantanu Prakash, Educomp Solutions; Jorge Soto, Data4; Josh Aranoff, Salesforce

# Community Receptions

Welcome reception hosted by CloudFlare at Matthew Prince's private residence  
Founders Fund hosted the community reception



# List of Participants

| Participant           | Position                                | Organization   | Organization Country       |
|-----------------------|---|--|----------------------------|
| Anand Shah            | Director Corporate Strategy & Valuation | Accenture  | United Kingdom             |
| Michael Wolf          | President and Chief Executive Officer   | ACTIVATE Inc.  | USA                        |
| Michael Altendorf     | Co-Founder and Chief Executive Officer  | Adtelligence GmbH                                    | Germany                    |
| Tom Shields           | Founder, Yieldex                        | AppNexus Inc.  | USA                        |
| Amit Narayan          | Founder and Chief Executive Officer     | Autogrid Systems Inc.                                | USA                        |
| Yobie Benjamin        | Co-Founder                              | Avegant Corporation                                  | USA                        |
| Malek Sukkar          | Chief Executive Officer                 | averda   | Lebanon                    |
| Zhang Xiangdong       | Chairman                                | Beijing Organic and Beyond Corporation               | People's Republic of China |
| Privahini Bradoo      | Co-Founder and Chief Executive Officer  | BlueOak Resources Inc.                               | USA                        |
| Alla Oliinyk          | Managing Partner                        | Borsch Ventures LLC                                  | Ukraine                    |
| Jean-Marc Frangos     | Managing Director, External Innovation  | BT Group Plc   | USA                        |
| Matthew Silver        | Founder and Chief Executive Officer     | Cambrian Innovation Inc.                             | USA                        |
| Alan Chang            | Partner and Managing Director           | Capricorn Investment Group LLC                       | USA                        |
| Apparao V Mallavarapu | Chairman and Managing Director          | Centum Electronics Ltd                               | India                      |
| Hu Bo                 | Chairman                                | Ciming Medical Examination & Health Management Group | People's Republic of China |
| Hu Yihan              | Member of the Board                     | Ciming-Oasis Medical Wellness Club                   | People's Republic of China |
| Matthew Prince        | Co-Founder and Chief Executive Officer  | CloudFlare   | USA                        |
| Michelle Zatlyn       | Co-Founder and Head, User Experience    | CloudFlare   | USA                        |
| Linda Abraham         | Co-Founder                              | comScore Inc.  | USA                        |
| Simon Taylor          | President                               | Comtrade Inc.  | USA                        |
| Bill Tai              | General Partner                         | CRV  | USA                        |
| Jorge Soto            | Founder                                 | Data4  | Mexico                     |

|                             |   |                                       |                            |
|-----------------------------|---|---------------------------------------|----------------------------|
| James Z. Li                 | Chairman and Chief Executive Officer                                      | E. J. McKay & Co. Inc.                | People's Republic of China |
| Eben Bayer                  | Founder and Chief Executive Officer                                       | Ecovative Design LLC                  | USA                        |
| Shantanu Prakash            | Chairman and Managing Director  | Educomp Solutions Ltd                 | India                      |
| Carlalberto Guglielminotti  | Chief Executive Officer   | Electro Power Systems SpA             | Italy                      |
| Morgan Rogers McMillan      | Executive Director  | Entrepreneurs' Foundation of Colorado | USA                        |
| Rina Gee Kupferschmid-Rojas | Chief Executive Officer   | ESG Analytics                         | USA                        |
| Kent Helfrich               | Vice-President and Chief Technical Officer, Flextronics Automotive        | Flextronics International Ltd         | USA                        |
| Christopher Thomas          | Founder and Managing Director   | Fontinalis Partners LLC               | USA                        |
| Lisa Jackson                | Executive Strategy Director   | frog                                  | USA                        |
| Timothy Morey               | Vice-President and Global Head of Innovation Strategy Consulting Practice | frog                                  | USA                        |
| David Frigstad              | Chairman  | Frost & Sullivan                      | USA                        |
| Nick Nash                   | Group President   | Garena Interactive Holding Ltd        | Singapore                  |
| Geoffrey Moore              | Author, Speaker, Adviser  | Geoffrey Moore Consulting             | USA                        |
| Christy Wyatt               | Chairman and Chief Executive Officer                                      | Good Technology                       | USA                        |
| Karla Martin                | Director, Global Business Strategy  | Google                                | South Africa               |
| Simone Ranucci Brandimarte  | Chief Executive Officer   | goSwift Ltd                           | Singapore                  |
| Jesús Arenas Wiedfeldt      | Co-Founder and Vice-Chairman  | Grupo Arfeldt SA de CV                | Mexico                     |
| Helmy Eltoukhy              | Chief Executive Officer   | Guardant Health Inc.                  | USA                        |
| K. Shan Padda               | Chairman and Chief Executive Officer                                      | Health Integrated Inc.                | USA                        |
| Ron Gutman                  | Founder and Chief Executive Officer                                       | HealthTap                             | USA                        |
| Michele Guarnieri           | Chief Executive Officer   | HiBot Corporation                     | Japan                      |
| Paul R. Hogan               | Chairman and Founder  | Home Instead Inc.                     | USA                        |
| Nicholas Chitov             | Chairman of the Board of Directors  | Housing Finance Bank                  | Russian Federation         |
| Héctor Robledo Cervantes    | Executive President   | HRC Latinoamerica                     | Mexico                     |
| Dale Ford                   | Vice-President, Technology Thought Leadership                             | IHS                                   | USA                        |

|                            |  |                                  |                            |
|----------------------------|--|----------------------------------|----------------------------|
| Adam Ghetti                | Founder, Chief Technology Officer and Chairman                 | Ionic Security Inc.              | USA                        |
| Nathan Eagle               | Chief Executive Officer  | Jana                             | USA                        |
| John McLaughlin            | Head, United States  | JinkoSolar Holding Co. Ltd       | People's Republic of China |
| Anthony Goldbloom          | Founder and Chief Executive Officer                            | Kaggle Inc.                      | USA                        |
| Sergio Rosengaus           | Chairman and Chief Executive Officer                           | KIO Networks                     | Mexico                     |
| Temitope Ola               | Chief Executive Officer  | Koemei SA                        | Switzerland                |
| Patricia Rios Haniger      | Global Director, KPMG Technology Innovation Center             | KPMG LLP                         | USA                        |
| Jonathan Kyaw Thaug        | Chief Executive Officer  | KT Group                         | Myanmar                    |
| Carlos Andrés Uribe Arango | President  | Ladrillera Santa Fe              | Colombia                   |
| Andrés Ruzo                | Chief Executive Officer  | Link America                     | USA                        |
| Kevin Mahaffey             | Chief Technology Officer and Co-Founder                        | Lookout Inc.                     | USA                        |
| Jean-Marc Levy             | President  | LRN Corporation                  | USA                        |
| Brian Behlendorf           | Managing Director  | Mithril Capital Management LLC   | USA                        |
| Eric Acher                 | Co-Founder and Managing Partner                                | Monashees Capital                | Brazil                     |
| Yves Pitton                | Senior Adviser and Senior Vice-President, Advertising          | Nagra Kudelski Group             | USA                        |
| Tan Yinglan                | Adjunct Associate Professor                                    | National University of Singapore | Singapore                  |
| Julie Howard               | Chief Executive Officer and Chairman of the Board of Directors | Navigant Consulting Inc.         | USA                        |
| Scott W. Wyatt             | Partner and Chairman of the Board                              | NBBJ                             | USA                        |
| Julian Bleecker            | Designer   | Near Future Laboratory           | USA                        |
| Kohey Takashima            | Chief Executive Officer and Founder                            | Oisix Inc.                       | Japan                      |
| Jaime Nack                 | Chief Executive Officer  | One Drop Interactive             | USA                        |
| Eric David                 | Co-Founder and Chief Strategy Officer                          | Organovo Inc.                    | USA                        |
| Alan Trefler               | Founder and Chief Executive Officer                            | Pegasystems                      | USA                        |
| Anand Deshpande            | Founder, Managing Director and Chief Executive Officer         | Persistent Systems Limited       | India                      |
| Eric Anderson              | Chairman   | Planetary Holdings               | USA                        |

|                       |  |                                       |                            |
|-----------------------|--|---------------------------------------|----------------------------|
| Ryan Pople            | President and Chief Executive Officer                    | Proterra Inc                          | USA                        |
| Andrew Thompson       | Co-Founder and Chief Executive Officer                   | Proteus Digital Health Inc.           | USA                        |
| Michael Fertik        | Founder and Chief Executive Officer                      | Reputation.com                        | USA                        |
| Rodney Brooks         | Founder, Chairman and Chief Technical Officer            | Rethink Robotics                      | USA                        |
| John A. Amster        | Chief Executive Officer                                  | RPX Corporation                       | USA                        |
| Ram Shanmugam         | Chief Executive Officer                                  | Sacrum Inc.                           | USA                        |
| Walter Schindler      | Founder and Managing Partner                             | SAIL Capital Partners LLC             | USA                        |
| Josh Aranoff          | Vice-President, Ignite Innovation                        | Salesforce                            | USA                        |
| Matt Garratt          | Sr. Director Corporate Development & Salesforce Ventures | Salesforce                            | USA                        |
| Brian Millham         | President, Commercial Sales                              | Salesforce                            | USA                        |
| Chris Traub           | Chairman   | SES Global Limited                    | Taiwan, China              |
| Cyriac Roeding        | Co-Founder and Chief Executive Officer                   | shopkick Inc.                         | USA                        |
| Theresa Jester        | Chief Executive Officer                                  | Silicor Materials Inc.                | USA                        |
| Srikar Reddy Palem    | Managing Director and Chief Executive Officer            | Sonata Software Limited               | India                      |
| Kapil Shishir Nevatia | Managing Director  | Sunjewels Group                       | India                      |
| Kesav S. Kumar        | Chief Commercial Officer                                 | Sutherland Global Services            | USA                        |
| Henry Sun             | Vice-President; Chief Executive Officer, North America   | Tasly Holding Group                   | People's Republic of China |
| Rahul Bhuman          | Head, Mahindra Educational Institutions                  | Tech Mahindra Limited                 | India                      |
| Gregory McKeown       | Chief Executive Officer                                  | THIS Inc.                             | USA                        |
| Bi Yujuan             | President  | Tianjin Cotton Exchange Market (TCEM) | People's Republic of China |
| Li Yueming            | Chairman   | Tianjin Cotton Exchange Market (TCEM) | People's Republic of China |
| Fang Qiuming          | Deputy Director, General Office                          | Tianjin Municipal People's Government | People's Republic of China |
| Li Jianning           | Chief Representative, USA                                | Tianjin TEDA Group Co. Ltd            | People's Republic of China |
| Salomon Sredni        | President and Chief Executive Officer                    | TradeStation Group Inc.               | USA                        |
| Vineet Agarwal        | Managing Director  | Transport Corporation of India Ltd    | India                      |

|                     |   |   |             |
|---------------------|---|---|-------------|
| Amy Myers Jaffe     | Executive Director, Energy Programme  | University of California, Davis               | USA         |
| Alan Gershenhorn    | Executive Vice-President and Chief Commercial Officer   | UPS   | USA         |
| Stephane Kasriel    | Chief Executive Officer   | Upwork  | USA         |
| Kiron Shah          | Managing Director   | Velankani Information Systems Private Limited | India       |
| Doreen Lorenzo      | Adviser   | Vidlet Inc.                                   | USA         |
| Ashley Crowder      | Chief Executive Officer   | VNTANA  | USA         |
| Keely Stevenson     | Chief Executive Officer   | Weal Life, PBC                                | USA         |
| David Aikman        | Head of New Champions, Member of the Management Committee   | World Economic Forum                          | Switzerland |
| Rodolfo Lara Torres | Director, Head of the Global Growth Companies Community   | World Economic Forum                          | Switzerland |
| Fulvia Montresor    | Director, Head of Technology Pioneers   | World Economic Forum                          | Switzerland |
| Kaj Työppönen       | Global Growth Companies, Mastering Hypergrowth Project, Seconded from EY Strategic Growth Markets | World Economic Forum                          | Switzerland |
| Bruce Weinelt       | Director, Head of Telecommunication Industry  | World Economic Forum                          | Switzerland |
| Silvia von Gunten   | Director, Head of Business Engagement, North America  | World Economic Forum USA                      | USA         |
| Adam Werbach        | President and Co-Founder  | yerdle  | USA         |

# Acknowledgements

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The World Economic Forum would like to thank GGC Partner frog, and Strategic Partner Salesforce/Heroku for hosting the workshop. Special thanks also go to CloudFlare and Founders Fund for hosting the receptions.

Grateful appreciation is extended to all moderators and panellists, and to those who shared their visions in the sessions. Finally, thanks also to the Forum team. We hope to see you in China next September at the Annual Meeting of the New Champions 2015.

World Economic Forum, Global Growth Companies and Technology Pioneers Communities



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