

Global Growth Companies

Trailblazers, Shapers and Innovators

Models of Success from the Community of Global Growth Companies

2013 Edition



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Preface



David Aikman
Senior Director,
World Economic
Forum

The World Economic Forum's Community of Global Growth Companies brings together, and connects, the most dynamic, high-growth companies from around the world: trailblazers, shapers and innovators that are also deeply committed to the Forum's mission of improving the state of the world.

As of January 2013, the Community includes more than 360 members from 70 countries. Membership is by invitation only, reviewed by a committee that applies strict selection criteria, and limited to 50 new companies globally each year. Eligible companies generally have a turnover between US\$ 100 million and US\$ 5 billion, and consistent annual growth rates that exceed industry and regional averages during, at least, the past three years.

Global Growth Companies play a crucial role in their industries and societies: they are among the top job creators in economies around the world; they innovate constantly so that they can grow sustainably; and they seek and implement new models of leadership so that they can thrive in the complex ecosystems in which they operate. This report profiles 25 members of the Global Growth Community that provide some of the most compelling examples of their impact in these three key pillars for corporate citizenship.

The World Economic Forum is proud of the Global Growth Companies Community. We are confident that these new champions will fully leverage the platform that the Forum provides them, and that they continue their commitment to our mission to improve the state of the world.

A handwritten signature in black ink that reads "David Aikman". The signature is fluid and cursive, with a large initial 'D'.

Executive Summary

The World Economic Forum Community of Global Growth Companies (GGC) connects the most dynamic, high-growth companies which are deeply committed to improving the state of the world. In doing so, it inspires their leaders to drive sustainable growth and achieve corporate excellence through three main pillars: employment generation; environmental sustainability; and leadership in the role of business in society.

In the 2013 edition of the Trailblazers, Shapers and Innovators book, the Forum highlights some of the best-of-breed multinationals which focus on these three dimensions – success models of companies that in growing their business, and becoming global players, are also playing a key role in the societies in which they operate.

Jobs for Growth and Growth for Jobs

The eight job creators profiled in this section inevitably intersect with the strengths of the GGC Community. Many boast strong sustainability practices and commitment to eco-friendly initiatives. Many also have a history of outstanding leadership and, above all, a marked dedication to creating employment opportunities around the world.

From companies based in India to Ivory Coast and Mexico, and across diverse sectors, these leaders are providing higher-quality employability and vocational skills to the future global workers. From Namibia to Pakistan, they are contributing to job creation through the cultivation and management of land expanses and infrastructure, or creating modern retailing in Indonesia and generating boundless opportunities in the manufacturing sector. Other companies have ignited a grass roots entrepreneurial spirit, transforming, for example, the cinema-going experience for a myriad of citizens or improving the quality of life for local farmers while also contributing to overall economic growth and development.

Each of these eight companies serves as a gold standard for job creation across the globe and addresses some of the challenges stated by the Forum's Global Agenda Council on Employment.¹ By creating and maintaining a loyal, versatile workforce, they ensure excellence not only in their own companies but also in each country where they operate. By fostering local and national entrepreneurship, offering apprenticeship programmes to university graduates or bringing jobs to underserved regions, they perform a critical role in the development of the global economy.

Driving Growth through Sustainability

"Sustainable development" is a phrase that first appeared in a 1987 report published by the World Commission on Environment and Development, in response to a summons from the United Nations General Assembly to create "a global agenda for change". The General Assembly later adopted and popularized the term, as well as its core definition: "Development which meets the needs of the present, without compromising the ability of future generations to meet their own needs." Twenty-five years later, the need for corporate social responsibility and its role in sustainable growth around the globe is even more pressing. The good news is that a growing number of companies are acknowledging that corporate social responsibility is not only an idea whose time has come but also one that can underlie a successful corporate strategy that benefits stakeholders and the planet. Having imagined the future, they are focused on acting now. The Forum has offered an unparalleled platform for its member and partner companies in this realm and the GGC Community is also at its forefront.

¹ « Jobs for Growth and Growth for Jobs » Global Agenda Council on Employment – World Economic Forum, 2012

The eight GGCs highlighted in this section are all global leaders in sustainability. Each has created a business model that will inspire all industries in a world where resources are limited, shortages and scarcities are a fact of life, populations are soaring and climate change can no longer be ignored. They are environmental pioneers, from a visionary company in China, which reclaimed and transformed 5,000 square kilometres of desert, to a government-owned Korean company responsible for securing and managing South Korea's water resources, to an integrated waste and resource management leader in the Middle East and North Africa that inspires youth to digitally participate in green initiatives. They all demonstrate that placing eco-friendly concerns at the top of business and political agendas can help to preserve the world and achieve impressive business results.

LeRoy Nosbaum, the Chief Executive Officer (CEO) of Itron, a global technology company, put it best when he observed that, although talk about sustainability is fine, companies also need to transform concern into action. The Forum's selected environmental leaders are doing just that. Their example reminds us that, now and in the future, eco-friendly platforms can coexist profitably with business results, creating long-lasting benefits to stakeholders and the countries and people they serve.

New Models of Leadership

Leadership can take many forms. It can be traditional business or industry pre-eminence, involve a new business model that redefines the boundaries of a particular sector, embody a founder's mission or, in some cases, encompass all of the above.

One example is a China-based GGC that has created a disruptive business model, which radically shortens companies' supply chains and product development cycles from a few weeks to days. Or a pioneering business that recognized the economic challenge and opportunity of demographic shifts and became a franchiser of home healthcare domestically and overseas.

Other companies spotlighted in the third section have accomplished everything from creating, transforming and reinventing their country's sector landscapes to assuming a bold leadership position on behalf of industry transparency. They are shepherded by dynamic CEOs, who are devoted to improving the nation's economy, culture, politics and society. A Vietnamese holding is responsible for many "firsts", such as establishing itself as the first privately owned local business focused on media and entertainment, and the first company to bring licensed international entertainment to indigenous audiences. A Chinese business is an industry pioneer in high-end construction and engineering services, as well as the first Chinese member to sign the World Economic Forum's Partnering Against Corruption Initiative in 2011, requiring a zero-tolerance stance against corruption and graft.

One thing is clear: leadership and employability are alive and well, inciting and inspiring GGCs such as these throughout the world to lead with vision, courage and an eye to the future and, by doing so, achieving responsible, sustainable growth and contributing to the positive general effect of business in society.

Global Growth Companies Success Stories

a.

Jobs for Growth and Growth for Jobs





Al Dahra Agriculture Company

Locally Grown...and World-Class

Location: United Arab Emirates

Industry Sector: Agriculture, Food and Beverage

Management: Houssam Mahmoud, Chief Executive Officer and Khadim Al Darei, Vice-Chairman

Website: www.aldahra.com



Khadim Al Darei
Vice-Chairman

The Al Dahra Agriculture Company is a prominent leader in agriculture and animal production, with global operations, farms and production facilities across the Americas, Africa, Asia and Europe. It has contributed significantly to job creation, especially in Egypt, Morocco, Namibia, Pakistan, Spain and the United States, where it employs large numbers of blue- and white-collar personnel. Its geographic expansion has produced numerous job opportunities, provided job security and economic well-being to farmers and labourers from poor rural and agricultural areas in host countries.

“We support creating a loyal, truly diversified global workforce, as we consider our human assets an anchor for Al Dahra’s future success”, states Chief Executive Officer Houssam Mahmoud, an executive with vast experience in supply chain and logistics.

A focus upon creating new opportunities in the global workplace is one of the many ingredients fuelling the success of this Abu Dhabi-based company, which has experienced swift growth and geographic expansion since its founding in 1995. Launched in a region experiencing a decrease in both farming operations and cultivable land, Al Dahra spearheaded a government agenda to preserve, sustain and ensure long-term water and food security. The company now supplies high-quality forage, produce, dairy products and commodities to the United Arab Emirates (UAE) and international markets, while specializing in the management of food supply chains and logistics.

Al Dahra is a dominant player in UAE agriculture, and owns and manages state-of-the-art farms and eco-friendly greenhouses. It produces a wide variety of fruits, vegetables and dairy products, as well as dates and alfalfa for local markets. With a broad portfolio of products and services, and a determined foreign investment strategy of securing uninterrupted supplies of human food and animal feed, Al Dahra is strategically positioned to anticipate and rapidly adapt to the latest trends and cultural changes in the global marketplace.

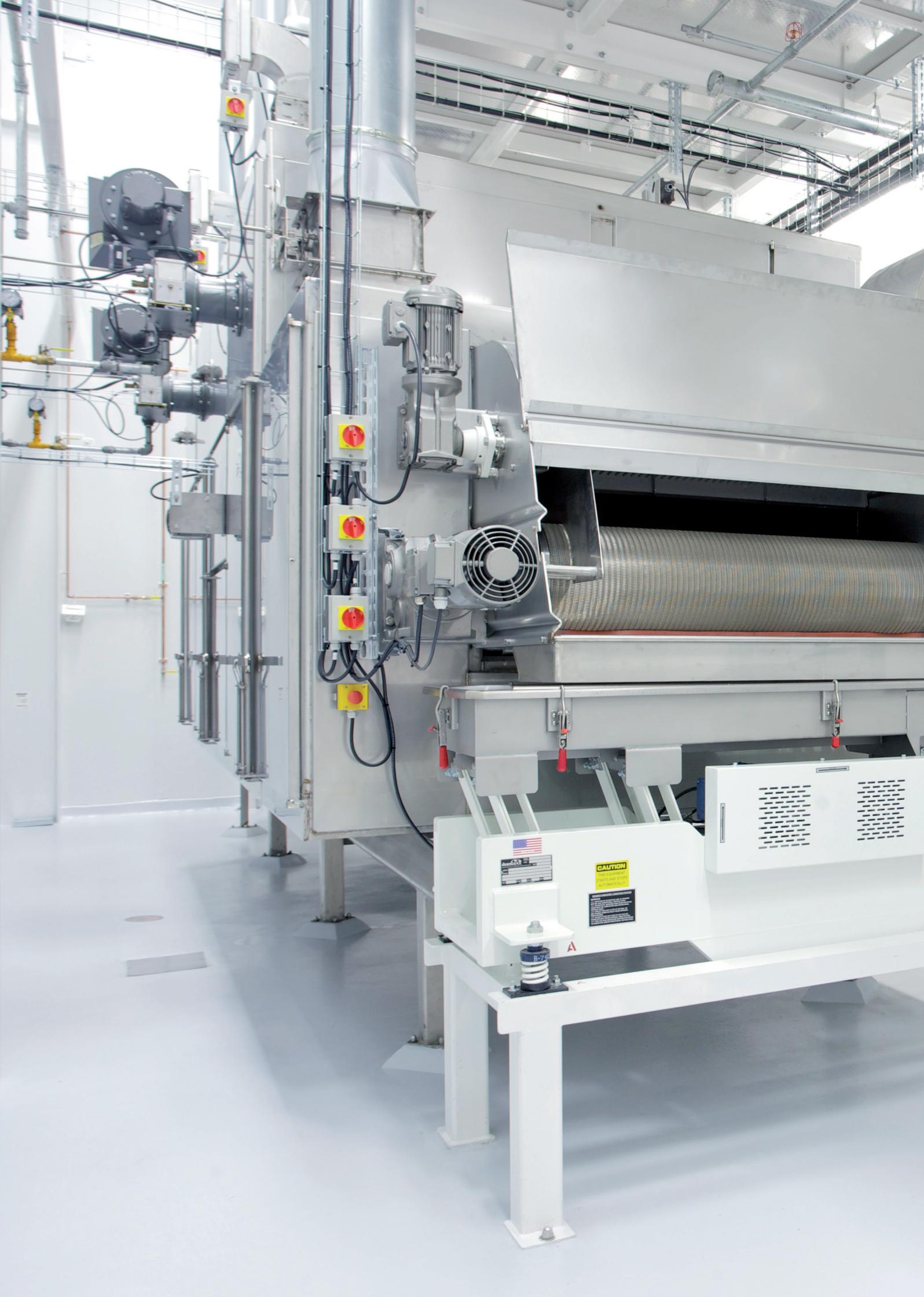
“There are multiple factors that make Al Dahra’s business model successful, but the most differentiating factor is that we manage and control the whole food supply chain from farming to cultivation, production, logistics and distribution. Al Dahra is not merely a commodity trader – it is a full-fledged agricultural company,” Mahmoud explains.

An original, global agrobusiness model enhances Al Dahra’s market position, by emphasizing not just sustainability but its impact upon local markets. Coupled with the company’s expertise in supply chain management, this singular value proposition ensures that Al Dahra generates employment by cultivating land expanses and investing in rural agricultural infrastructure, particularly in developing countries. Al Dahra also promotes knowledge transfer of qualified and technical management across its different international business units, leading to high quality organizational operating procedures and practices. And by acquiring international companies in different parts of the world, Al Dahra has helped to retain and grow the respective workforces.

Al Dahra’s focus on creating a loyal, versatile workforce naturally includes its own 1,300 employees. As a local UAE company operating by international standards, the company offers a rotational training programme that exposes its people to various specialized operations and areas of expertise in cultivation and production. It encompasses the USA and Spain for forage, Pakistan for rice, Greece for flour, Egypt for vegetables and citrus fruits, Morocco for olives, Namibia for dates and the UAE for dairy and greenhouse organic food.

As part of its ambitious investment and growth strategy, the company is currently building a regional grain hub, with offshore operations at Abu Dhabi’s Khalifa port and onshore operations located at the KIZAD free zone. As a pillar of Al Dahra’s future growth, this hub will facilitate the import of key commodities into the UAE, boost the re-export trade of commodities from the UAE to neighbouring countries and create a strategic food reserve to address international market challenges and potential shortages. The hub will also include a flour and rice mill to increase domestic production for both commodities.

Regarding what he wishes to share with fellow Global Growth Companies, Mahmoud states: “Experience has taught us to value the power of public-private partnership and collaboration. As long as the government and the organization are aligned in vision and in pursuit of the same goal, the opportunities they can offer each other are immense. It is a classic example of a ‘win-win’ scenario. Towards that end, we strongly encourage mutual and continuous dialogue around the roles that the public and private sectors can come together to play.”



Red emergency stop button

Red emergency stop button

Red emergency stop button

Red emergency stop button

USA
Model: [illegible]
Serial: [illegible]

CAUTION
This equipment
contains high
voltage parts.
Do not touch.

E-72

A

Bühler

Extracting Talent Across the Globe

Location: Switzerland

Industry Sector: Agriculture, Food and Beverage

Management: Calvin Grieder, Chief Executive Officer

Website: www.buhlergroup.com



Calvin Grieder
Chief Executive Officer

Bühler Technologies, based in Uzwil, Switzerland, is a global leader in mechanical and thermal engineering and production technologies for processing grain, food and other advanced materials. Among its affiliates are a Nigerian milling plant processing untreated soybeans and corn for breakfast or infant foods, a Swiss family's chocolate plant producing roughly 1,000 metric tonnes of its artisanal chocolate 'couverture' for the confectionary, and numerous milling plants across the globe whose technology and solutions enable the production of approximately two-thirds of the world's flour. With a presence in over 140 countries, and 2011 sales revenues of CHF2131 million (a 12% increase from 2010), Bühler is at the forefront of an expanding global food and grain market. Worldwide, wheat is the basic food staple for 3.5 billion people; rice forms the dietary base for 2 billion more, and 900 million additional people rely primarily on corn.

In the words of the Bühler Group's Chief Executive Officer Calvin Grieder, "Whether it's rice, chocolate, cocoa, nuts, pet foods, or the grains that end up in pastas, breads, cereals and snacks, every day approximately 50% of the global population will consume materials or food that have passed through plants that were either designed or built by Bühler."

Along with its expertise in mechanical and thermal process engineering, the company is a leader in job creation and training. With 2,500 local employees, Bühler is one of the largest employers in eastern Switzerland, with over 10'000 people in its worldwide network. Bühler added another 700 jobs last year: China was responsible for half of the increase, with the acquisitions of German grain management specialist Schmidt-Seeger and vacuum technology specialist Leybold Optics accounting for the balance.

Bühler's Swiss-style apprentice training for local engineers across the globe demonstrates its ongoing commitment to education. At the Bühler India plant near Bangalore, the company established a "Bühler Academy" to foster talents and skills and offer top-notch training for Bühler and its local customers. This includes a Swiss-Indian Vocational Training Initiative, in conjunction with the Swiss and local Indian state governments. In North America, Bühler's apprenticeship programme in Plymouth, Minnesota, shepherds future USA employees through a three-year integral basic training course emphasizing a hands-on approach to developing technical, methodological and social skills in a broad range of disciplines.

"For us, it is not only about technology, it is mostly about people," says Grieder. He believes the company's strong global reach and extraordinary market penetration belies its size. "One of our missions is to understand our customers in all regions of the world where Bühler operates, whether it's India, Ethiopia or China, and to develop our products alongside people who genuinely understand those regions and markets. Bühler is not a Swiss company that exports its products. Instead, Bühler is in the market for the market."

With more than 7,500 patents, Bühler will continue to work globally alongside other companies, colleges and research and development institutes to develop, improve and advance existing products and solutions. The company is investing in Ecoline production in China to provide cold-chamber die casting machine technologies for local Asian markets. In the grain and food industry, Bühler has committed to a 25% reduction (by 2020) in the primary energy input per tonne of its customers' finished products, by optimizing line efficiencies and energy-efficient reductions in the value chain. The company also plans to refine its processes and control around food safety challenges, while optimizing the nutrition content of its processed foods and grains. Says Grieder: "Our pasteurization system applied to low-water activity systems, such as nuts and spices, opens up opportunities for safe food, and for companies to meet the requirements of the USA and Europe, thereby enabling trade."

Grieder looks forward to the learning exchange that membership within the Global Growth Company Community offers. "I believe the real value comes in creating strong interactions within the Forum Community, where we can contribute relevant knowledge and capabilities. With our expertise in logistics, sorting, cleaning and storing, primary agricultural processing (such as milling and malting), our food production technology capabilities or our global network of local specialists, there are several places where I am positive Bühler can contribute relevant ideas."



Business Connexion Group

Connective Intelligence™

Location: South Africa

Industry Sector: Information Technology

Management: Benjamin Mophatlane, Chief Executive Officer

Website: www.bcx.co.za



Benjamin Mophatlane
Chief Executive Officer

At the age of 23, Benjamin Mophatlane, along with his twin brother Isaac, co-founded the Business Connexion Group in 1996. Among the benefits of running a leading information and communication technology (ICT) company in Africa, he says: “Every single day in Africa we have an opportunity to create something new. London, for example, will always be London, from an infrastructural standpoint, and the same is true for New York and other cities. Here, though, we are literally in the midst of creating history. Africa is where China was two or three decades ago, and our natural resources and potential remain enormous.”

Business Connexion Group is helping Africa scale that potential, with offices in all major South African centres, six African countries (including Mozambique, Nigeria and Tanzania), the United Kingdom and Dubai. With more data centre capacity than any other South African service provider, Business Connexion creates and manages tailored, mission-critical products, services and solutions, as well as cloud computing services. It offers its services to key public sector organisations, parastatal enterprises, and small, medium and large corporate clients across a variety of sectors, including financial, telecommunication, petrochemical, healthcare and automotive. With over three decades of operational experience, Business Connexion is known for its service delivery, dependability, high quality, high performance solutions, and its blue chip business partnerships with Cisco, IBM, Microsoft, SAP and Symantec.

One of the company’s strengths resides in its more than 6,500 employees across Africa, Dubai and the United Kingdom, 30% of which come from previously disadvantaged backgrounds within South Africa. Business Connexion’s internal Graduate Internship Programme highlights the company’s commitment to youth skills development. To date, this programme has trained more than 650 university-level information technology (IT) graduates, with approximately 80% of them gaining full time employment within the company upon completion of the programme.

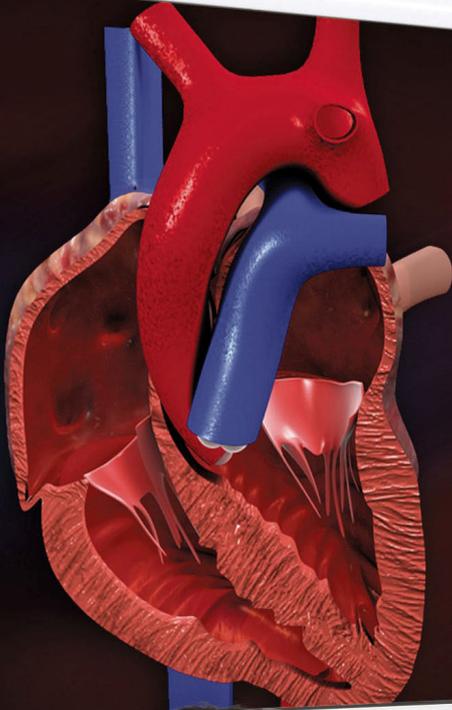
The programme not only creates an ongoing talent pool but also helps ease regional unemployment and addresses the sector’s critical skills shortage. The company regularly hosts “Open Days”, where top students from South Africa’s tertiary learning institutions are invited to engage with Business Connexion to enhance their knowledge about careers in the African ICT sector.

“Our vision was to create a highly diversified workforce that excludes no one,” says the company’s Chief Executive Officer Mophatlane. A few years ago, after profiting from a sizable contract, Mophatlane reinvested that money back into the business to grow the company’s employee base. “Business Connexion should be a place where our people not only get a paycheck but feel they are contributing in a meaningful way to African society and are helping carry the continent forward.”

In the next few years, guided by its mission statement of “Connective Intelligence™”, Business Connexion will continue to invest heavily in its data centres, to expand its capabilities in the delivery of its convergence solutions portfolio. In tandem with Africa’s economic growth, Mophatlane foresees a steady increase in the continent’s demand for ICT services, whether it be in boosting Internet bandwidth or increased mobile phone penetration. At the same time, Business Connexion’s existing clients in retail, mining, oil, gas and the financial sectors will continue expanding into the rest of Africa.

In November of 2012, the company announced its acquisition of Integr8 IT; Mophatlane believes this will enhance its competitive advantage in the mid-corporate market. This new alliance is the latest in a series of strategic mergers and acquisitions to ensure the company’s past and future industry leadership. “We are a business supremely well-positioned to look after the ICT needs across the African continent,” he says. “For companies wishing to come here, Business Connexion is the place to go. We are still an up-and-coming business, and being a part of the Forum allows us to learn from established businesses and also to exchange valuable mindshare with our colleagues from across the world.”

Educomp
smartclass™
Digital Teaching System



Educomp Solutions

Best in Class

Location: India

Industry Sector: Professional Services

Management: Shantanu Prakash, Chairman and Managing Director

Website: www.educomp.com



Shantanu Prakash
Chairman and Managing Director

A New York Times op-ed article recently noted that, while the United States spends an inordinate amount of time focusing on truant teachers, “helicopter parents” and over-coddled children, countries like China and India are investing heavily in educating the world’s future workers. The article cited a report that stated: “By 2017, India will graduate 20 million people from high school – that is to say, five times as many as in the United States.”

One company contributing to this statistic is India’s largest education company, Educomp Solutions, founded in 1994 by its Founder Chairman, Shantanu Prakash. Educomp is the only Indian company focusing on the entire educational ecosystem, including preschools, public and private high schools, colleges, governmental institutes, graduate, post-graduate, engineering, management and design institutions, vocational schools and test prep centres. The company’s goal is to deliver the highest quality employment and vocational training skills to future and job market-ready adults. By creating a model of 21st century education and dramatically improving student engagement and performance, Educomp hopes to increase national employment and create new and future generations of Indian entrepreneurs and job creators.

Educomp’s reach touches over 33,000 schools and nearly 21 million students and educators across the globe. “I believe that, over the next five years, that number can increase tenfold. In India itself, there are about 100 million children who still don’t attend school. According to Indian census figures, over 32% of its 1.1 billion population is in the age group 0-14 years. This means that the number of people in India needing primary and secondary education alone exceeds the entire population of the US!”

Educomp has two core objectives while providing learning and teaching tools across the entire socio-economic spectrum, for students, educators and communities in both modern cities and remote, poorly served regions. The first is to advance educational efficiencies by improving the quality of both curricula and teachers. Aside from owning and operating 250 popular preschools and nearly 70 high schools, Educomp is the largest teacher training company in India. To date, it has educated approximately 400,000 teachers (many who were previously uncertified) in pedagogical systems and methodologies. The company’s second goal is to produce and deliver its own core educational services and online content. The result is an innovative, disciplined 21st century model of educating men and women in a country that is a centre for global knowledge workers, particularly for the business process outsourcing industries.

This model has proven to be exportable; through Wizlearn Technologies, which targets the pan-Asian market, Educomp caters to international institutions of higher learning and corporate clients in Brunei, Indonesia, the Philippines and Singapore. “We are currently expanding our operations into China through our partnership with China Distance Education Holdings, China’s leading online education company. And our subsidiary in the US, Learning.com, is the leading Web-based K-12 company in the US.”

The backbone of its global expansion is the company’s potent research and development department, which is devoted to creating quality content and Internet protocol to serve and enhance the whole education ecosystem. Educomp’s cutting-edge range of educational aids includes 750 textbooks and workbooks, 19,000 lesson plans, 26,000 worksheets, 11,000 activities, 3,000 projects and over 500 teaching manuals. Educomp offers its initiatives online as well; its SmartClass Class Transformation System and Digital Teaching Systems bring innovation to digital classroom content and hardware, respectively. Across India, the company’s Edureach programme has collaborated with 14 state governments to bring information technology (IT) education and IT-enabled learning to some of India’s more rural and underserved schools. This was accomplished by installing computer labs in government schools, providing multimedia content in regional languages, testing and certification in computer education, and offering full-time assistants, teacher training, monitoring and supervision.

“Technology can accomplish many things,” said Prakash. “From an education point of view, it is the only way to create a level playing field. While we run a profitable, listed company and are accountable to investors, social entrepreneurship is close to our hearts. Thus, our business initiatives aim to help bridge digital and through them social divides.” He added, “Online education delivery models can break down the barriers to global education, and also stem large-scale student migration to other countries. In today’s knowledge economy, education is a new and effective tool for entrepreneurs to transform society for the better, create new jobs and still be profitable. The problems and benefits of education are exactly the same, no matter where they are – in India, China, Singapore or the US.”



Groupe Sifca

Harvesting Jobs Across Africa

Location: Ivory Coast

Industry Sector: Agriculture, Food and Beverage

Management: Jean-Louis Billon, Chairman

Website: www.groupesifca.com



Jean-Louis Billon
Chairman

SIFCA, a leading actor in the agribusiness sector in Africa, based in Côte d'Ivoire, makes a strong contribution to regional economic development. It specializes in cultivating, processing and marketing three major agricultural products: natural rubber (through its companies SIPH in France, SAPH in Côte d'Ivoire, GREL in Ghana, RENL in Nigeria and CRC in Liberia), palm oil (through PALMCI and SANIA in Côte d'Ivoire, MOPP in Liberia and SENDISO in Senegal), and cane sugar, with SUCRIVOIRE in Côte d'Ivoire.

However, SIFCA's real expertise is in local job creation and sustainable development. By employing more than 27,000 workers, the company has a longstanding tradition of purchasing a large percentage of its raw materials from smallholder farmers, thereby allowing local growers to participate in supplying the growing market demand of these products. SIFCA's relationship with farmers also boosts the sub-region's economic development while improving the quality of life and the needs of a continuously growing African population.

"Our company's goals rest on a complimentary and harmonious balance between industrial and village plantations," says Jean Louis Billon, SIFCA's dynamic chairman. "Whether it is transforming rubber, engaging in processes across the palm oil value chain, or transforming sugar cane to sugar, our contracted farmers deliver their harvest to our primary processing plants across the region. In addition to technical support, SIFCA's agricultural sites also provide factories for the creation of about 20,000 hectares of new plantations annually, which we believe generates an additional 10,000 jobs every year."

The group's influence in Côte d'Ivoire's economy does not stop there. The strong demand for rubber and palm oil on the international market has a direct impact on local farmers' incomes and the sub-region's overall development. Billon already foresees that Africa has a critical role to play in the three business lines SIFCA exploits, thanks to the fertility of its soil, optimal climate and proximity to Europe.

SIFCA's success is especially due to Billon, a well-respected businessman. Under his governance, SIFCA has grown, while supporting local industry, even during periods of civil and political unrest. "We are diversified across Côte d'Ivoire and the sub-region, which allows us to minimize our risks," Billon says. "The vitality of the sector is very real, and the growth and dynamism of our farmers and the business in general is an excellent proof of the company's health."

In the future, SIFCA hopes to increase its position essentially by integrating its activities, with a continuing emphasis on rubber and a focus on modernizing and increasing its capacity in palm oil production. It also intends to increase its development in countries where it is already established (Nigeria, Ghana, Liberia and Senegal). The company has also built a palm oil refinery in Abidjan – "the largest one in Africa", Billon says. He strongly believes that Côte d'Ivoire could one day host numerous other companies, such as itself, that could compete not only across Africa but also anywhere in the world. "Africa has enormous potential," he says, "and the continent will continue to welcome ongoing investment, particularly in the business of facilities. Fortunately, SIFCA is very well-positioned to participate and contribute to this growth."

With his colleagues in the World Economic Forum's Global Growth Community, Billon looks forward to sharing his company's deep-seated, sub-regional knowledge, as well as the expertise SIFCA has gained thanks to its partnerships with important groups such as Michelin, Wilmar, Olam and Terra. It's a benefit that has had obvious profit not only for SIFCA, but for West Africa as a whole.



Kio Networks

A Company to Mirror

Location: Mexico

Industry Sector: Information Technology

Management: Sergio Rosengaus, Chief Executive Officer

Website: www.kionetworks.com



Sergio Rosengaus
Chief Executive Officer

In Swahili, “KIO” means “mirror”, and is the namesake of KIO Networks, a leading information technology (IT) firm and data centre operator headquartered in Mexico City. It serves major cities across Latin America and offers lucrative engineering jobs to people across South America.

Explains Chief Executive Officer Sergio Rosengaus, “Considering that redundancy in our industry is critical... we believed that evoking a ‘mirror’ symbolized the critical elements of redundancy and duality that characterize all our operations.”

KIO is a fast-growing, privately-owned industry leader, which has designed, built and conducted production operations for critical IT infrastructure across Mexico and Latin America. Since being founded in 2002, KIO has provided clients in the private and public sectors with modern, reliable, secure, results-oriented IT outsourcing solutions, by implementing cutting-edge technologies. In a country that has seen many power outages, “... sometimes up to two or three times a week”, says Rosengaus, KIO’s emergency power systems have operated with a 100% success rate, making KIO the most tested data centre on the continent. “I am proud to say that 20% of our new business is a result of recommendations from our existing clients.” Among those clients are leaders in a broad range of industries, including financial, brokerage, media and entertainment, manufacturing, federal and local governments.

KIO’s three campuses and 11 data centres in Mexico offer complex hosting and solutions, applications outsourcing (from logistics to system application and products), business continuity solutions (preventative services), low latency services for the securities and financial sectors, and 24/7 services. KIO Networks is the largest, most advanced supplier of services within cloud computing in Latin America, offering businesses an efficient way of supplying IT services to attain optimal processing and data storage.

States Rosengaus: “When we launched our company, people told us that our goal of providing the most top-tier infrastructure in the world, as well as the highest levels of reliability, was foolish. But we didn’t want to go halfway. Fortunately, time has proven us right.”

In 2012, KIO was named as one of the best companies to work for in Mexico, by the Great Place to Work Institute, for its success in maintaining and promoting a pleasant, prestigious working environment where employees are empowered to make key decisions. Says Rosengaus, “When clients come to us, it is as if they are handing over a newborn baby.... One key to our success is that our engineers operate our clients’ systems as if those newborn babies are our own.”

In contrast to the industry’s median 20% attrition rate, Rosengaus notes that KIO has an exceedingly low turnover of approximately 2-3%. With KIO engineers averaging 27-28 years of age, he is especially proud of recruiting engineers straight from universities, encouraging and ensuring their professional development. “We started our company with 10 people and now our group has around 1,500 – including 45 people in Panama, 85 in Colombia and 35 in Guatemala.”

Recently KIO expanded its data network by moving into other cities. It opened a new 25,000-square-foot, state-of-the-art regional data centre in Panama in 2012, and plans to open others in two more locations to continue creating high-end employment across Latin America.

Rosengaus looks forward to his membership in the Global Growth Company Community. “The Forum always addresses a number of critical issues, not least of which is understanding how other companies – who may be colleagues or even future competitors – are developing markets and business plans and, in some cases, even creating new businesses. One of the many key take-aways I foresee is not only sharing KIO’s experiences but learning from other chief executives in the global community about capital hurdles, talent hurdles and other best practice business solutions.”



PT Mitra Adiperkasa

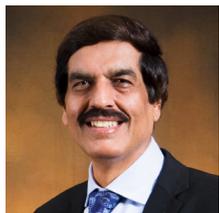
Driving Employment Across Indonesia

Location: Indonesia

Industry Sector: Retail and Consumer Goods

Management: Virendra Prakash Sharma, Chief Executive Officer

Website: www.map-indonesia.com



Virendra Prakash Sharma
Chief Executive Officer

With 242 million inhabitants, Indonesia is the world's fourth most populous country after China, India and the USA. Over the past two decades numerous foreign brands and retailers have been attracted to the sprawling archipelago's 33 provinces and 17,500 islands, due to its fast growing, increasingly educated middle class, whose numbers and appetite for imported goods are expected to increase dramatically over the next few years.

Since 1995, PT Mitra Adiperkasa, the indisputable creator of modern retailing in Indonesia, has met customers' demands. Headquartered in Jakarta, and known less formally as MAP, the company's vision to be Indonesia's top retail marketer of premier lifestyle brands and quality products has succeeded on an unprecedented scale for a local company.

Today, MAP has 1,266 retail outlets in 42 Indonesian cities, and 85 concept retail stores, including sports equipment (among them Converse, Planet Sports, Reebok, Sports Station, Sports Warehouse), fashion to lifestyle (including Marks & Spencer, Nine West, Topshop/Topman, Zara), food and beverage (Burger King, Domino's Pizza, Starbucks and others), department stores (Debenhams, Lotus, Seibu, Sogo), children's stores (Kidz Station, Oshkosh B'Gosh and more), cafes, supermarkets and bookstores. Overall, MAP is the leading area distributor for approximately 100 brands, including Reebok, Speedo, Wilson, and even Barbie and also locally manufactures apparel for retail and export.

In 2011, MAP experienced revenues of US\$ 858 million (excluding department store consignment sales), a 37% increase in operating profits in the first quarter of 2012, and a surge in stock price; this prompted Bloomberg to name MAP the "best retail performer stock in the world". The company is committed to inspiring Indonesian entrepreneurship by creating employment, training, and personal & professional development opportunities. It has appeared on lists including Fortune Indonesia's Most Admired Companies 2012, and Forbes Indonesia's Top 40 Companies 2011. MAP has played a critical role in elevating local retail standards and services, while creating thousands of jobs through its training programmes. This has provided employees with top skills and competencies to ensure their, and the company's continued growth.

"We educate many people from the university and college level, and inculcate in them a sense of entrepreneurship," says MAP Chief Executive Officer V.P. Sharma. "We also create numerous opportunities in the Indonesian manufacturing sector, as well as train our employees in IT (information technology).

Today we have more than 15,500 employees on our payroll, and another 6,000 on the supplier side. We recognize that today this country needs education and quality training, particularly in the case of underprivileged youth. And by educating and training our employees, we're helping to create a sense of entrepreneurship that can only benefit Indonesia's economy in the decades ahead."

MAP enjoys a relationship of trust with multinational partners, including DKNY, He by Mango, Kinokuniya, Kipling, Lacoste, Loewe, Massimo Dutti, MaxMara, Nautica, Next, Payless, Pull & Bear, Samsonite, Swatch and Tumi. Sharma states: "Our company believes in complete openness and transparency. Even during the economic slowdowns in the late 1990s, and again in 2008 and 2009, we were the first to approach the brand owners with the news about their companies' performance in our market. We never defaulted, not once, and to their credit, those brand owners retained their loyalty. Today, I'm happy to say we are turning down more brands than we are taking on."

Sharma also credits success to the lessons and expertise absorbed from working alongside brands like Zara and Starbucks, noting, "Whether it's branding or IT, we have learned from the best of the best." But apart from MAP's success, he is most proud of the role the company has played in Indonesia's economic development and global profile. "In a developing country, one of our biggest responsibilities is to instill a sense of entrepreneurship on a grass roots level. In our own way, we are playing a small role to help the Indonesian government attain continued economic success. And we are representing Indonesia on the global map as the last Shangri-La of retail in Asia."

MAP is well-positioned to continue capturing the swelling purchasing power of the Indonesian middle class, which experts project to double by 2020, from 36% to almost 60% of the population. Over the next few years, MAP plans on doubling its number of stores, distributing 50 additional brands, and increasing opportunities for jobs and entrepreneurship. It is a lesson Sharma hopes to convey to his colleagues in the Global Growth Company Community. "For MAP, it's not just about the business," he says. "We truly want to help our country thrive."



PVR Limited

Powering Indian Entertainment

Location: India

Industry Sector: Media, Entertainment and Information

Management: Ajay Bijli, Chairman and Managing Director

Website: www.pvrcinemas.com



Ajay Bijli
Chairman and Managing Director

Ajay Bijli, a Harvard Business School alumni and now Chairman and Managing Director of PVR, is the entrepreneur who pioneered the concept of multiplex cinemas in India. He first founded Priya Village Road Show, a joint venture with Australian multinational cinema company, Village Road Show Limited. In 1997, the company launched India's first four-screen multiplex, PVR Anupam, at Saket, New Delhi. Over the past decade, Ajay and his brother, Sanjeev Kumar Bijli, have spearheaded PVR's journey to become a brand synonymous with film, quality exhibitions and youth-oriented promotions.

PVR has developed and currently operates 44 cinemas across 13 states, with 197 screens, covering all the major markets of India. PVR has emerged as the largest cinema exhibition player in India, with an extensive exhibition network operating under the brand name PVR Pictures. For Indian filmgoers, PVR provides a better, cleaner, safer filmgoing experience, complete with superior audio-visuals and high quality service standards. Maintaining its legacy of innovation, PVR launched its premier cinema, Gold Class, then introduced the cinema experience PVR Director's Cut, which includes cafes, restaurants, lounges and bookshops stocked with film-related titles.

While transforming India's entertainment landscape, PVR also created numerous jobs in large and small cities across India. Says Pramod Arora, Group President of PVR, "With every cineplex that we open across the country, we create approximately 250 new jobs. This not only includes training projectionists and other employees, but educating them continuously about our technology and our systems."

As PVR further expands into the retail and entertainment sector, via its subsidiary PVR Leisure, it will offer additional job opportunities. In 2008, the company allied with Thailand-based Major Cineplex Group, a leading film exhibition and retail entertainment company, to launch the first in a series of youth-oriented lifestyle entertainment centres. These centres offer Xbox 360 lounges, karaoke lounges, private lounges and India's first International Standard Bowling Pro Shops. Under the brand BluO, PVR launched three bowling alley centres, two in Delhi and one in Bangalore, with plans to open additional centres in other cities. As a result of a 2012 strategic alliance with L Capital (LVMH group's private equity arm), which invested US\$ 10 million in PVR's film and leisure businesses, PVR will continue to grow its leisure formats at an annual rate of approximately 200%, creating additional job opportunities across the country.

As a respected entrepreneur, Ajay Bijli has received numerous recognitions, including the CineAsia Award, for making Delhi a better place to live. "Before PVR, Delhi lacked any options for leisure entertainment apart from bars, pubs and lounges," Pramod Arora notes. "There were no places for families to do things together. PVR has genuinely transformed not just how the people of India watch movies, but how filmgoers and families collectively enjoy leisure."

The future of PVR is promising, since India's film industry is among the world's largest, with more than 1,200 movie releases and over 3 billion moviegoers annually. Film is India's most popular form of mass entertainment, and the industry has seen double-digit growth over the past decade; compared to the USA and Europe, India remains significantly under-screened. But due to growing urbanization, a swelling middle class, favourable demographics (75% of India's population is below the age of 35), and improving economic conditions, many consumers are more willing to spend money on discretionary leisure and entertainment. PVR is poised to flourish as it continues to both create and complement its country's growth, employment and enjoyment.

States Pramod Arora: "Our vision is to remain India's dominant retail entertainment company. Over the next five years, we will be operating roughly 1,000 screens, which represents approximately 25% of the Indian box office collection. Out-of-home entertainment, and the social interactions that it creates, is a format that will never die. One of our company's core missions for our consumers is to create not 'trademarks' but 'love marks'. Naturally, we are a company committed to business results, but we are also very much in the business of making people happy." He adds, "Becoming a member of the Global Growth Company Community will allow us to absorb best practices, as well as the global perspectives that can only help PVR thrive in the years ahead."



b.
Driving Growth
through Sustainability





averda

Illuminating the Future

Location: Lebanon

Industry Sector: Renewable Energies

Management: Malek Sukkar, Chief Executive Officer

Website: www.averda.com



Malek Sukkar
Chief Executive Officer

“Fifty years from now, we believe that individual recycling will be the norm,” says Chief Executive Officer Malek Sukkar of averda International, the largest environmental solutions provider in the Middle East and North Africa (MENA). “There will be bins for cans, glass, newspapers and PET plastic, as well as for countless other specific materials. In our industry, we have the ability to transform the way others see waste, and we believe that we can easily change the way we think to live in the world that we want for children.”

For more than 35 years, averda has been an ecological pioneer across the MENA region, specializing integrated resources management for both private and public sector clients across pedestrian, residential, commercial, and industrial areas. The company’s services range from street cleaning through to waste collection, treatment, disposal and recycling, including the full-scale development of sustainable solutions for water, wastewater and solid waste of public, residential, commercial, and industrial sectors, all within a framework that respects the natural environment. averda also designs and implements full-scale solutions to recover valuable resources like paper, metals, and water. It works with residential, industrial, municipal, governmental and commercial clients in Lebanon, Morocco, Oman, Qatar, Saudi Arabia and the United Arab Emirates, in industries including healthcare, retail, hospitality, construction and education.

Most recently, averda announced its acquisition of The City Bin Co, a leading Irish waste management company with operations in Dublin and Galway. This move marks averda’s first expansion outside of the MENA region, and its first foray into Europe. The announcement came in line with averda’s aspiration to transform the environmental solutions industry by expanding and spreading its skill and technology into new markets.

“Our business operates in some regions where environmental concerns have never really been at the forefront,” says Sukkar. “Yet today, many of the governments and institutions that we serve find that the hazardous waste from ten years ago has now seeped into nearby lakes and ponds, or that a decade-old landfill now has to be relocated from the centre of the city – and that the costs involved in rectifying these problems are ten times higher than they were if they had been addressed in the first place.”

For companies and municipalities, averda first assesses industrial waste collection and disposal processes and needs, then uses its technologically advanced platforms to customize and conduct its full operational services. This includes dust removal, oil lubrication handling, wastewater purification and reuse, recycled material consolidation, or hazardous and medical waste collection and disposal.

With operations in Jeddah and Riyadh, averda has been involved in projects in Saudi Arabia with the King Abdullah University of Science and Technology, and the Princess Noura bint Abdul Rahman University, the largest women’s university in the world.

Its offices in the United Kingdom and France focus on placing environmental concerns at the forefront of the business and political agenda in the regions it serves, in an effort to influence future generations. The company believes young people can be inspired to take an active role in environmental issues. To that end, averda is guided by environmental best practices, adherence to low emission standards across the waste management cycle, and a respect for nature. “One of the things we have learned from the NGO community in Europe is that if you can win the heart of a consumer between the ages of 8-16, you have an environmentally aware person for life,” says Sukkar. “We wanted children to grow up to become advocates for the environment. So we asked ourselves: How do you get them to care?”

One method the company employs is the “averda app”, the region’s first waste management application that allows consumers to send photographs, videos and commentary. If an adolescent consumer spies overflowing trash on the street, he or she can snap a picture then text or e-mail it to an averda customer representative, who will resolve the problem. The company has also supplied over 400 ReVa Reverse Vending Machines, allowing consumers to redeem plastic bottles and cans for rewards such as Air Miles. Another averda initiative is the USA’s Environmental Protection Agency-compliant Bulb Eater Machine, a safe disposal system for recycling fluorescent lamps.

averda also offers facilities in regions where sewer networks are in short supply, including commercial centres, industries with high water consumption, hazardous or contaminated water, and for on- and offshore drilling rigs and mining locations. The company plans to expand to remote areas of the world to treat and purify water following natural disasters.

“It goes without saying that the other members of the Global Growth Company Community are people of high intellect and vision,” says Sukkar. “In one respect, it will be a great learning experience to be among like-minded people. In another respect, we believe there is much we have learned that we would like to share as well ... if we can accelerate the development of environmental thinking around the world.”



Elion Resources Group

Raising Sand

Location: People's Republic of China

Industry Sector: Energy

Management: Wang Wenbiao, Chairman of the Board

Website: www.elion.com.cn



Wang Wenbiao
Chairman of the Board

As part of the World Economic Forum's Global Growth Company Community, the Chairman of China Elion Resources, Wang Wenbiao, says: "I think our company shows that social responsibility and environmental protection can come together to create successful industry and rapid growth."

China Elion Resources has demonstrated how an innovative ecological protection platform can transform both land and lives, and create multiple industries along the way. Under the company's governance, more than 5,000 square kilometres of the Kubuqi Desert, China's seventh largest, have been afforested and rehabilitated from a state of desertification. This once fertile land had degraded due to drought, climate change, poor cultivation and irrigation, resulting in 60 to 80 sandstorms each year and forcing native workers and herdsman into poverty or migration. Today, grass, trees and flowers flourish, five new highways provide access to an international school and modern medical complex, and the new Yellow River Bridge accelerates coal transport and boosts the economy of Inner Mongolia. Drought-resistant liquorice plants and herbs used in Chinese herbal medicine sustain Elion's natural pharmaceutical industry, while sandstorms have diminished to less than six annually, increasing precipitation and positively influencing the weather conditions in Beijing, Tianjin, Korea and Japan. In this new green environment, Elion also created a low-carbon, ecologically and environmentally friendly resort fuelled by bioenergy, wind, solar and thermal energy.

In short, by creating an entirely new method of desert green-economy development, Elion has brought one of the largest deserts in China, once known as "The Dead Sea", back to life.

By understanding that science and technology can dramatically promote green development, Elion and its 6,000 employees brought together "desert, greenage and livelihood", by combining electricity, highway construction, water, telecommunication, networks and tourism. The company first invested US\$ 16 billion in solar energy, biomass and new material industry. Then finding that liquorice and various other Chinese herbs are both profitable and also sand-binding (helping to prevent desertification), Elion planted 1,500 square kilometres of liquorice. Today, the company is the leading supplier of natural and green liquorice medicine in China. Additionally, the company built a handful of resorts and attractions, including the Kubuqi Desert Seven Star Lakes Hotel, the Desert Museum and the World Sand Plant Park, which exhibits over 500 endangered sand plants.

Elion's sand-controlling, afforestation highways have provided over 100,000 jobs for local peasants and herdsman, and trained them as a new generation of ecological construction workers, tourist service staff and skilled workers. The company has built schools offering full-time nursery service, free education and food, and providing elementary education for the children of the local people. With the aid of local government, it also improved the residential quarters of local herdsman, allowing them to raise livestock and build greenhouses to grow vegetables. Nearly 130,000 people now benefit from Elion's various businesses, and the income of local farmers and herdsman has risen by 700% in just the past decade.

"What other people see in the desert is different from what I see," says Wang, himself the son of farmers. In 2012, the United Nations Conference on Sustainable Development in Rio de Janeiro bestowed Wang with an excellence award for environmental improvement and development. "By developing our desert economy, we have pushed forward desert management, which in turn helps push forward our enterprise development. I think, and I hope, that someday there will be lots of companies like ours in the world."

China Elion Resources proves that any business can bloom from the most inhospitable conditions, bringing income, hope and livelihoods to people along the way.

convenience store

enjoy ice cold

enjoy ice cold



Coca-Cola
easter
special

Lab

MOUNT FRANKLIN

MOUNT FRANKLIN

MOUNT FRANKLIN

MOUNT FRANKLIN

POWERADE

POWERADE

36

Frigoglass

Green is Cool

Location: Greece

Industry Sector: Retail and Consumer Goods

Management: Torsten Tuerling, Executive Officer

Website: www.frigoglass.com



Torsten Tuerling
Executive Officer

“As a member of the Forum’s Global Growth Company Community, we know we will benefit from the interaction with other industry leads and experts, while also gaining insight into various industries and regions,” says Torsten Tuerling, the CEO of Frigoglass, based in Athens, Greece. “In return, among many other things, we want to convey to our colleagues that there is no conflict or competition between business results and sustainability. It’s a model we invite other companies to follow.”

Founded in 1982, Frigoglass was a pioneer in launching eco-friendly, modern technologies and solutions that have complemented its growth and reach. The company is the leading, most geographically diverse player in the commercial Ice Cold Merchandisers (ICM), beverage coolers, market and also a prominent glass producer in Africa and the Middle East. Its commercial cooling and glass operations serve over 150 countries on five continents, offering custom solutions to clients including AbInBev, Carlsberg, the Coca-Cola Company bottlers, Danone, Diageo, Efes, Heineken, Nestle, Pepsi and SABMiller. In Nigeria it produces glass containers, metal crowns and plastic crates for beverage, pharmaceutical and cosmetics companies, and the recent acquisition of Dubai-based Jebel Ali Glass expanded Frigoglass’s worldwide market share in the sub-sector of packaging. Its international operations have protected it from the recent volatility in Greece.

According to Tuerling, three pillars underlie Frigoglass’s sustainability strategy: Product Responsibility, “meaning, how we address our products’ indirect environmental impact”; Sustainable Operations, “how we address the direct impact stemming from our operations”; and Social Responsibility, “which takes into account the impact of our operations on local communities, as well as the approach we take to the Frigoglass workplaces.”

These three concepts are manifested in the company’s range of Ecocool coolers, the world’s first commercially viable eco-friendlier ICMs. These new products reduce the environmental impact, are more economic to operate and consume substantially less energy by using natural refrigerants, efficient design and “intelligent” energy management systems, LED lighting and natural insulating substances. . . Tuerling explains: “Our goal was to reduce greenhouse gas emissions and energy consumption by up to 50%.” The Ecocool range then served to inspire another green innovation, the solar-panelled EcoCantina.

This non-grid powered kiosk, along with the company’s Solar ICM (a standalone unit powered by a solar panel and rechargeable batteries), solves the problem of limited electricity supplies across parts of Africa and Asia. “We will continue what we started many years ago in terms of reducing the energy consumption of coolers via technology breakthroughs,” says Tuerling. To this end, the company reinvests more than 10% of its annual operating profit across its five research and development centres in China, Greece, India, Turkey and the USA.

To reduce the environmental impact of its operations, Frigoglass assesses annually its greenhouse gas emissions and employs its own Climate Change Action Plan. The company seeks opportunities for efficiency improvements and energy savings, and is committed to promoting sustainable practices in future generations. In 2011, Frigoglass partnered with Greece’s World Wildlife Fund (WWF) to create an environmental educational workshop, entitled “Journey to the Future City”. Aimed at students of all ages, the programme highlighted the consequences of climate change and the ways that students can reduce their personal energy consumption in daily life. Says Venia Zafolia, Frigoglass’s Sustainability Coordinator, “For a long time we have wanted to do something in the communities where we operate that would both focus on energy and reflect our core values. We trained 70 educators and reached more than 3,500 students across 63 schools in the Athens and Patras area. Trained company employees were also invited to join selected school presentations. The feedback we received was very positive, and it’s something we plan on continuing in the future.”

Frigoglass believes in innovation, quality, the broadest geographic reach, a competitive cost structure and a corporate strategy wedded to an ongoing sustainability strategy. For Tuerling, the payoffs are obvious: “Creating a business that combines business results and environmental mindfulness serves both a good business purpose and good corporate citizenship. If other companies could see how successful business-wise this model is, I feel positive they would commit to a similar style.”



Itron Inc.

An Energy Star

Location: USA

Industry Sector: Renewable Energies

Management: Philip Mezey, President and Chief Executive Officer

Website: www.itron.com



Philip Mezey
President and Chief Executive Officer

Given that the world's resources are finite, countries are closely monitoring drinking water, natural gas and petroleum supplies. With global population predicted to reach 8 billion by 2025, and demand for resources along with it, utilities must be prepared to handle the challenges. Itron's President and Chief Executive Officer Philip Mezey believes that in the next two decades every country must think more strategically about energy and water use, and how utilities can deliver affordable, reliable water and energy supplies. "These issues need to be addressed by a combination of societal changes and technology innovation."

Based in Liberty Lake, Washington, USA, with more than 80 offices around the world, Itron is a global technology company and one of the world's largest suppliers of sophisticated meters, communications systems and software. It collaborates with companies worldwide to build systems and solutions that help utilities deal with energy and water more efficiently and effectively. Using Itron's technology, utilities can better inform consumers about energy and water use, and help them reduce their bills and participate in conservation programmes.

The company has been a trusted partner of utilities for over 30 years, with more than 8,000 customers in 130 countries. With over 105 million communication modules sold, 6% of its annual revenue invested in research and development, and more than 1,000 patents registered or under evaluation, Itron's goal is to harness technology that helps utilities effectively manage the three critical resources of electricity, natural gas and water.

Itron's systems can pinpoint a problem, whether in a home, along the distribution pipeline or in an individual building, to establish how much energy or water is being used and when, to help utilities offer programmes that lead to substantial savings. By combining strategic metering, advanced communications, consulting expertise and innovative software tools (Itron partners with Cisco, Microsoft and others), the company is uniquely positioned to assist utilities and consumers as they manage our natural resources.

Mezey has more than 10 years of experience as a leader at Itron, both domestically and abroad, and states: "The world we are living in is changing. The entire world is getting smarter and rapidly moving toward connected devices, shared information and advanced intelligence. This is changing the way every industry does business, including the utility industry."

Mezey notes, "Utilities increasingly need the knowledge and skill to maximize the resources we have. They're facing modernizing the grid, keeping pace with renewables, providing for the growing global population, and making sure the water runs and the heat comes on as the world becomes more complex. This is where Itron's technology can really make a difference; we can help transform how the world manages energy and water."

To be in a better position to help utilities around the globe address resource management challenges, in 2011, Itron committed to expanding its business, particularly in China, India and Latin America. "Local manufacturing and exporting our sophisticated solutions into these three dynamic, interesting and fast growing regions is a tremendous opportunity for our company's growth". As an example, when Mumbai was losing 800 million metres of water daily due to antiquated infrastructure, Itron replaced old meters with automated ones, resulting in the recovery of lost water revenue and improved efficiency.

"How we use and deliver energy and water, how we address supply shortages of water and natural gas and electricity, how we work with solar and wind power and electric vehicles, these are all places where Itron will play a pivotal role in that ecosystem. We're a 'behind-the-scenes' company, in that we do what many people in many societies take for granted", says Mezey.

As a member of the Global Growth Company Community, Mezey hopes to spread the word not just about Itron, but about the 21st-century issues facing the world. "It's a great opportunity to be among like-minded companies who are exploring and implementing important practices that will shape tomorrow's world. As a society, we've been slow to realize how pressing the issues of energy and water scarcity and demand are, and as a whole we're not doing enough. ... We are not running out of time, we are already out of time. We have to reverse these trends now. Future generations depend on us."



K-water

Safeguarding our Water

Location: Republic of Korea

Industry Sector: Infrastructure and Urban Development

Management: Kim Kuen-Ho, President and Chief Executive Officer

Website: www.kwater.or.kr



Kim Kuen-Ho
President and Chief Executive Officer

Kuen-Ho Kim is the Chief Executive Officer and President of Korea's leading government-owned water and energy utility, Korea Water Resources Corporation (K-water). In reference to the environment, he stated "We have acknowledged that we are now well past the stage where being environmentally responsible is an option. We accept the fact that the demands for corporate social responsibility around the world are sharply rising, and [are] compulsory."

With decades of experience in improving and assuring the quality of life for Korean citizens by securing and managing clean and safe water resources, water supplies and wastewater treatment, K-water has shown that its mission of sustainability can contribute to the national economy and improve people's lives. Its close alignment with the Korean government's 2008 strategy of implementing low-carbon Green Growth spotlights K-water's global expertise in harmonizing economic performance with sound environmental practices.

In a nation where rapid economic growth, population density, climate change and the ever present threats of flood and drought imperil residents' access to fresh water, K-water has been Korea's leading water and energy utility for 45 years, and an industry pioneer for other companies and countries. To help with flood control, water supply and hydropower generation, K-water built and operates 16 multi-purpose dams and bulk water supply systems in Korea, and is currently constructing seven water infrastructures. In the event of future water shortages, K-water ensures quality water and healthy ecosystems, and guarantees that any region in the country can equitably and efficiently share supplies of available drinking water. With revenues of US\$ 5.5 billion in 2011, K-water has balanced the needs of a growing population with the necessities of industrial development.

As Kim noted, "K-water is also leading the way in Green Growth through the enlargement of renewable energy businesses, such as [the] Sihwa Tidal Power Plant, the largest tidal power plant in the world, and also by installing Floating Photovoltaic Power Plants on the surface of reservoirs."

K-water's Green Growth strategy focuses on reducing carbon emissions, renewable energies, ecological infrastructures and research & development for desalination. The highlight of the strategy was the Four Major Rivers Restoration Project, a US\$ 17.3 billion project completed in 2011.

K-water secured adequate water resources, established comprehensive flood control measures and improved water quality, while simultaneously rehabilitating river basin ecosystems in the Han, Nakdong, Geum and Yeongsan rivers and their tributaries.

Further, the company's Water Analysis and Research Centre is an internationally accredited institution, as well as Korea's first institution for the testing of viruses, bacteria and contaminants in drinking water. Its success has fostered global technical cooperation, knowledge exchange and capacity building with partnering institutions and countries. Recently, K-water offered its service, expertise and investment to Cambodia, China, Equatorial Guinea, Indonesia, Iraq, Mongolia, Pakistan, Vietnam and other countries, in the areas of water supply, wastewater treatment and hydropower development. Soon, K-water will participate in the Integrated Water Management Project in Thailand, a country that experienced severe flood damage in the basin of the Chao Phraya River in 2011.

"Other countries who consult with K-water will receive hands-on training from us and our 800 water experts," says Kim. "They can learn water management know-how from K-water via our experiences and knowledge. K-water allows other countries to enhance water technology in depth, along with providing them with the highest level of information technology for water resources management in the world."

In the future, K-water will continue to actively respond to issues such as global climate change. "We are developing renewable energies such as solar, wind and tidal, using the resources of K-water, and hope to continue our efforts in solving the world's water problems in the future, as a member of the international community."

K-water's mission is "Water for the happier world", and Kim looks forward to sharing K-water's success story with other members of the Forum's Global Growth Company Community. "K-water provides many practical training courses, including technical support, for developing countries. ... I am sure K-water's efforts are consistent with the Water Resources Group's goals of the World Economic Forum."



Mitr Phol Sugar

Banishing Waste

Location: Thailand

Industry Sector: Agriculture, Food and Beverage

Management: Krisda Monthienvichienchai, Chief Executive Officer

Website: www.mitrphol.com



Krisda Monthienvichienchai
Chief Executive Officer

Bangkok, Thailand-based Mitr Phol Sugar Corporation is the world's fifth largest sugar and biomass energy producer and an environmental trendsetter. "From early on, our company has maintained a zero-waste philosophy," says Chief Executive Officer Krisda Monthienvichienchai. "In all our agricultural and manufacturing activities and processes, and throughout the entire value chain, we have always looked to transform both by-products and waste products – primarily bagasse, mill mud, wastewater, ash and molasses – into successful products or inputs of their own, including fertilizer." This philosophy maximizes the economic use of the company's renewable cane crop.

Adds Krisda, "Since the early 1990s, we have also used bagasse to produce fibre-based products such as paper and particleboard, and over the past eight years have invested in technology not only to co-generate enough energy to meet our own energy needs, but also to create a surplus that can feed electricity into the local and national grid."

As Asia's largest sugar producer, Mitr Phol has a yearly cane processing capability of 30 million tonnes, yielding over 3 million tonnes of sugar annually, including white, refined, mineral, brown, rock, coffee, caster and paste sugar. These primarily serve as ingredients for food and confectionary sweets sold across Asia, Australia and the Middle East. Mitr Phol has operations and investments in Thailand, China, Cambodia, Laos, Vietnam and Australia, and produces particleboards, melamine paper and melamine-faced chipboards derived from bagasse, as well as bioelectricity, ethanol and other by-products. The company conducts research and development in the areas of sugarcane, breeding, tissue culture, plant protection, soil and plant analysis, sugar analysis, technology transfer and information technology.

Over the years, Mitr Phol has also made a name for itself as a pioneering environmental leader. Says Krisda: "Our growers' success is our success. For example, we have worked with farmers to eliminate pre-harvest burning of cane, reduction of chemical use in weed and pest control and, most recently, to improve water management in order to support higher yields, more efficient land use and better returns throughout the stakeholder chain." Molasses, he explains, is a final by-product beyond which no additional sugar can be economically extracted. In contrast to companies that create ethanol for fuel from sugarcane juice that could be processed for human consumption, Mitr Phol makes ethanol fuel exclusively from molasses.

"We have built four ethanol plants in Thailand since 2006, and are currently planning to add significant capacity in the next few years," says Krisda. The growth of the company's ethanol business has stimulated the company's interest in other bioenergy and biochemical productions, including bioplastics and biodegradables. Mitr Phol has been researching the economics of producing ethanol in China and Australia, and acquired the Australian producer MSF Sugar in 2012. Due to a sizable investment in sugar and biomass operations in Australia and South-East Asia in 2012-13, Mitr Phol is expecting annual revenues of up to an estimated US\$ 3 billion.

With the Australian government's support to biomass, ethanol and renewables, Mitr Phol's model could succeed and further underpin a sustainable agriculture sector. "Both the Chinese and Australian markets for ethanol and renewable energy hold great promise," says the chief executive. "And although I want to emphasize that supportive government policy for green economy is a critical factor for biomass or any other renewable energy investment, right now we believe the policy trends are drifting positive."

Mitr Phol has a long-term perspective on business that emphasizes sustainability. Krisda concludes: "Across four countries, our operations involve over 100,000 farmers, as well as their families and communities. Everywhere we operate, we are keenly aware of our role and responsibility to foster sustainable stakeholder chains." Sharing that role and responsibility is paramount as a member of the Global Growth Company Community. "We believe that as the world's population continues to grow, the key issues of the future will revolve around the uses of water, land, food and resources. These issues are best addressed through fostering collaboration and sustainable stakeholder systems. We hope to share our company's own experiences while gaining a better understanding of how our colleagues view these issues and formulate their own future strategies."



Rubenius

Rethinking Grid Design

Location: United Arab Emirates

Industry Sector: Energy

Management: Claus Rubenius, Chairman and Founder

Website: www.rubenius.com



Claus Rubenius
Chairman and Founder

At the United Nations (UN) Climate Change Conference in 2010, Mexico's President Felipe Calderon pledged his support to create a US\$ 4 billion, one gigawatt energy storage system in Baja California, Mexico and San Diego, California. The aim was to enable the next generation of renewable energy and help manage the power grid more efficiently. President Calderon stated: "The big problem with renewable energy is that it is intermittent. ... Renewable energy needs a backup for the moment the wind stops blowing or when the sun ceases to shine, and the current backup systems complicate and increase the price of the renewable installation."

The instigator of this project, the first in North America open to energy companies and utilities in both the USA and Mexico, was the Dubai-based, privately held RUBENIUS Group, a global alternative energy and smart grid enabler. The Group seeks to become the world leader in renewable energy generation and efficient distribution of energy and sustainability-enabling products, while making a profound global difference on the environment. By implementing more than US\$ 2.3 billion in smart technologies, the Group hopes to transform the way the world thinks about energy efficiency and storage.

"Our company is very much focused on the UN mission of creating a universal certification for the world by 2030," says company Founder and Chief Executive Officer Claus Rubenius. "We would like to be an important driver in that mission from a technological, project and maybe even funding point of view."

RUBENIUS has nearly 2,000 employees and offices in Abu Dhabi, Dubai, Johannesburg, Moscow and Shanghai, including the Amplex Group subsidiary that focuses on utility scale products and smart grid system solutions. The Group provides communities, utilities and energy producers with intelligent systems and technologies to identify water wastage, and monitor, control and redress utility inefficiencies in real time, while reducing carbon emissions via reliable, cost-efficient services. By installing smart grids throughout utilities' systems, communities can address anything from leaking pipes to damaged water mains, while minimizing the possibility of overloads or outages. In Abu Dhabi, Amplex implemented a smart streetlight system that reduced electricity use by 25%, and an automated reader system of 600,000 water and electricity meters.

RUBENIUS grew 200% between 2008 and 2009, and in the previous year it scaled another 170%. Says Rubenius: "From the beginning, we have focused on developing a business that is profitable year after year. This is still very much our focus. The conventional approach in renewable energy is to look at larger systems, which demand government support. We focus more on where green energy technologies can be applied, for example, within smaller economies."

Unlike competing clean-tech companies that largely rely on external funding sources (subsidies, government grants, venture capital funding), RUBENIUS leverages the support of its own capital arm, RUBENIUS Capital. This serves as the primary vehicle in funding and investment for all the company's projects worldwide. This investment model not only ensures the sustainability of the projects and the accountability of the investment, but also generates a reasonable return on investment.

The company's USA-Mexico alliance has sparked headlines in the environmental sector. By generating and storing power during off-peak periods, the new Energy Warehouse Number 1 storage system enables utilities and power generators to stabilize and manage their networks during peak periods. With generators operating in a more efficient, predictable way, the company foresees a dramatically decreased need for new generation power sources. RUBENIUS has future plans to build similar systems in Brazil, China, India, the Russian Federation, South Africa and other emerging economies around the globe.

Currently, the company is installing 1,000 megawatts of energy storage batteries in Mexicali, Mexico's Silicon Border (a cost-competitive science park catering to the renewable energy sector), and will continue to set an industry standard for environmental leadership. Rubenius states the company's mission as: "Clean water and green energy for everyone on the planet". To other members of the Forum's Global Growth Company Community, he wishes to convey "...how the private sector can actually make a difference in the green revolution by focusing on the right opportunities."



Vecoplan

Vecoplan

Vecoplan

Vecoplan

Never a Wasted Moment

Location: Germany

Industry Sector: Infrastructure and Urban Development

Management: Ulrich Schulte, Chief Executive Officer

Website: www.vecoplan.com



Ulrich Schulte
Chief Executive Officer

In 1969, the year that Vecoplan of Bad Marienberg, Germany, was founded, few companies in the world considered the importance of recycling or the environment. The company originally specialized in recycling and converting wood waste for sawmills, including chipping, conveying, screening and storing wood, as well as production high-quality wood chips for the particleboard, pulp and paper industries. "Our company's three founders recognized that reprocessing valuable materials would be very important for the future," recalls Chief Executive Officer Ulrich Schulte. The company's prescient mission statement was, and still is, "Technology for a Sustainable Tomorrow".

During the last four decades Vecoplan has become the world's most versatile manufacturer and global service partner for the management, processing and recycling of household and industrial waste.. Subsidiaries in Austria, Spain, the United Kingdom and the USA are also part of the global Vecoplan network, as it develops, manufactures and delivers machines and system technologies for the recycling of both primary and secondary raw materials. Its expertise is focused around the seven centres of competence of wood, biomass and pellets, refuse-derived fuel, municipal and industrial waste, paper, plastics and special applications. As one of the new Global Growth Companies, Vecoplan believes it complements the Forum's long-term focus on sustainability, by enabling large and small communities to manage waste and recycling in innovative, farsighted ways.

Schulte is justifiably proud of Vecoplan's origins. "Germany, of course, is a small country with over 80 million people. We were running out of landfill space and we don't have fossil fuels, so the need for waste treatment and alternative fuels was there from the beginning."

In 1981, in the wake of the first global oil crisis, Vecoplan was well-positioned to address the needs of the furniture industry, which wanted to use its contaminated wood waste as a low-priced, alternative fuel source. Around that same time, the company introduced the VAZ, the world's first slow-speed, high-torque single shaft shredder, capable of handling wood waste containing nails, screws and other metal impediments. "Our success story really started when Vecoplan began supplying machines and turnkey systems worldwide," Schulte says. "Our strong research and development department was faced with recycling demands from all over the world and, from that point on, Vecoplan turned into the biggest machine supplier for recycling machinery in the world."

The company remains convinced that waste avoidance, the conservation of resources and the efficient use of recyclable materials are among the most pressing issues and problems now and for the foreseeable future. Due to its multiple patents and high quality standards, it is the same bold market leader today that it was in 1969. "We are not just for paper and plastic, either," says Schulte. "Recycling and making energy, including methanol and ethanol from waste, is one of the most important issues the world faces today."

In the future, Vecoplan will continue to address and help resolve recycling issues in large and small communities across Brazil, Canada and the USA. Global concerns and challenges around waste will only increase and, thanks to Vecoplan's extensive product portfolio, the company is strategically poised to continue transforming the world's waste into valuable products. "Whenever a country wants to begin an efficient recycling initiative, Vecoplan is ready to go there."

"I look forward to being a member of the Global Growth Company Community," Schulte concludes. "It is the best possible solution for us – to exchange our knowledge with other companies. I look forward to increasing the profile not just of Vecoplan but, most of all, to re-emphasize the importance of recycling and sustainability in general."



C. New Models of Leadership





MM
450



MM
450

CSR

Wired for Excellence

Location: United Kingdom

Industry Sector: Information Technology

Management: Joep van Beurden, Chief Executive Officer

Website: www.csr.com



Joep van Beurden
Chief Executive Officer

This Cambridge, UK high-tech company may be young – it was founded in 1999 by a team from Cambridge Consultants, the product development and technology-consulting firm – but since it was established CSR (which used to mean ‘Cambridge Silicon Radio’) has evolved from creating Bluetooth components into an innovative wireless developer and provider of single chip multifunction connectivity, audio, imaging and location platforms, offering complete solutions to its customers and end consumers.

Today, across the multiple automotive, consumer electronics, camera, PC, home entertainment, health and fitness markets, CSR invests in developing and providing innovative technologies that enrich consumer experience in a location-aware, wire-free, connected world.

The company’s success story began with a vision for wireless technology to enable enhanced communication – using the then-recently-established Bluetooth standard. At the turn of the 21st century, no technology company in the world was able to create a single-chip wireless solution – a single chip that integrated a radio transmitter, microprocessor and baseband.

“Everyone said it could not be done,” says CSR CEO Joep van Beurden. “And then CSR went ahead and did it anyway, a real technical breakthrough. And that innovation coincided with a time when the Bluetooth standard really took off.” In short order, CSR found itself with a commanding technological and market leadership position for Bluetooth products.

Following the most successful technology initial public offering (IPO) on the London market in 2004, the company focused on designing its Bluetooth products in many mobile devices, fuelling significant growth; customers and consumers increasingly sought the capabilities that wireless connectivity offered. “When I joined the company in 2007, CSR was very much Bluetooth-centric, through the provision of Bluetooth connectivity solutions in handsets and many other devices,” van Beurden says. “Recognizing the highly dynamic and competitive nature of the tech space, I was concerned that other companies could very soon follow our lead. From a strategic perspective, I wanted CSR to combine certain solutions en route to creating technology platforms that could service more and different markets.”

Van Beurden is well on the way to achieving this goal. Today, through a combination of research and development investment, organic growth, strategic acquisitions, and the linking of cutting-edge software and hardware, CSR has become a leading player in rapidly growing segments of the semiconductor industry.

It offers multifunction platforms for the voice and music, automotive, camera and document imaging markets, using its connectivity, location, audio, and video and imaging technologies.

Today CSR has 22 locations around the world, approximately 2,100 employees and a reputation for strategic and ongoing innovation.

In the summer of 2012, the company announced the terms under which it proposed to sell its development operations in handset connectivity and location. This included the transfer of 310 people, together with certain rights concerning the company’s technology in handset connectivity and location, to Samsung Electronics, creating significant value for its shareholders. The deal, scheduled for completion in the fourth quarter of 2012, makes strategic sense for both companies. Going forward, Samsung will be able to further distinguish itself in the Smart Phone industry, and CSR can redouble its focus in business sectors where it already enjoys market-leading positions.

According to van Beurden, who is also the current Chairman of the Global Semiconductor Alliance (GSA), “If you open up one of the cool high-end wireless stereo headsets like Beats by Dr. Dre, or Sennheiser, you will find a single chip responsible for its exceptional wireless performance. That is our chip. It links the headset to a music playing device like your Smart Phone or Tablet and, combined with our high quality aptX technology, it enables the designers of the headphones to create a wireless music experience of extraordinarily high quality. That is what it’s about – that enriching of the end-user experience, which is very much at the centre of our work.”

Bringing broader recognition to the unseen role that CSR plays in consumers’ lives is one of the many reasons CEO van Beurden looks forward to CSR’s membership in the Global Growth Company community. “There are a great many benefits. First and foremost, we can introduce our company to other Community members and let them know CSR is the actual engine that fuels many contemporary experiences in consumer electronics and automotive.”

VINAMILK

PEPSICO

unilever

brand BUILDING



cutting edge

MEDIATOOLS



media INITIATIVES

SAIGON

BUYING POWER group



DatVietVAC Group Holdings

A History of Firsts

Location: Vietnam

Industry Sector: Media, Entertainment and Information

Management: Dinh Ba Thanh, Chairman and Chief Executive Officer

Website: www.datvietvac.vn



Dinh Ba Thanh
Chairman and Chief Executive Officer

Since its beginnings nearly two decades ago, Vietnamese communication, media and entertainment company, DatVietVAC Group Holdings, has been a leader and “first” in numerous categories. Demonstrating its distinguishing accomplishments, DatVietVAC was the first privately-owned business in Vietnam to specialize in media and entertainment, to establish itself as a media planning and buying agency, to facilitate Vietnam’s integration into international copyright practice, to create high-quality benchmarks for local TV production and content and to provide licensed international entertainment programmes to home-grown audiences.

Thanks to strong, continuous growth and dynamic leadership, DatVietVAC Media has also ranked first in Vietnam in national media market share for the past 16 years.

The first real DatVietVAC innovation was the decision to launch a media-oriented company in Vietnam in the early 1990s. “In those days, the so-called consumer did not really exist in my country,” says the company’s founding Chairman, CEO, Dinh Ba Thanh. “People were so accustomed to socialist economic practices that concepts such as “consumer” or “service” were not fully recognized in their dictionary. The market was underdeveloped, and there were few state-owned TV stations and print media in place. In those days, the media landscape was almost deserted.”

With the lifting of the US trade embargo in 1994, however, Vietnam changed overnight, with multinational brands rushing in to service an untapped market of more than 70 million people, 60% of whom were under the age of 45. “On the night the embargo ended, Vietnamese viewers could see Coca-Cola commercials on television for the first time,” says Thanh. “And the media ghost town became a boom town.”

Thanh credits what he calls his company’s “Warrior’s Spirit” with creating a transformative, media and commercial landscape. “That spirit made us stand out from the competition and put DatVietVAC on the map as one of the few great entrepreneurial initiatives in a country that was undergoing enormous changes.”

Today DatVietVAC is the first and only business in Vietnam to provide single-source integrated media, entertainment and communication. Its understanding of Vietnam’s culture, history and lifestyle, in conjunction with the adaptation of modern international practices, provides marketers and media owners with end-to-end brand architecture, media and communication solutions.

It offers clients cutting-edge customer insights, syndicated and proprietary research, and media-strategic planning and buying for all media and digital communications. As the trusted partner of more than 50 multinational and local advertisers and media agencies, DatVietVAC also provides Vietnamese audiences with international TV programmes, including dramas, feature films, music, documentaries, sports and entertainment shows, comprising reality, music, fashion, health, children and travel programming, and high-quality local content.

Among the company’s nine independent member companies are: DatVietVACOOH, which specializes in outdoor advertising; TKL, the leading media expert in TV programming development since 1997; DongTay Promotion (launched in 2000), the first company to bring internationally formatted entertainment and game shows to Vietnam; and DID Media and DID TV (founded in 2003 and 2006 respectively), the first TV channel investment- and management-dedicated subsidiaries to be launched in cooperation with state-owned TV networks. In 2008, DatVietVAC announced a strategic partnership with the Wire and Plastic Products (WPP) Group’s GroupM, a leading full-service media investment management operation. This alliance buttressed its strength, competitiveness, international management standards and reach.

Vietnam is still one of the world’s fastest growing emerging economies. “As our strategy is to go global and catch up with the fastest growing opportunities in the new social and digital world, we would like to be recognized as the media and entertainment and communication ambassador of Vietnam that can help shape the ‘Vietnam Image’ of the next decade,” says Thanh.

It is a vision he looks forward to sharing with the Global Growth Company (GGC) community. “It is a great chance for us to connect with the best organizations in the world, to meet and share ideas, experiences and success models from the best people from around the world. Through networking and knowledge sharing, we strongly believe that new businesses and opportunities for cooperation can emerge that benefit the entire GGC community.”



frog

Love What you Make

Location: USA

Industry Sector: Professional Services

Management: Doreen Lorenzo, President

Website: www.frogdesign.com



Doreen Lorenzo
President

The firm frog (lowercase is intentional) is a design, software engineering, technology, strategy, consultancy and innovation company all in one. It collaborates with *Fortune* 1,000 companies like Disney, General Electric, Hewlett-Packard, Intel, Microsoft, Qualcomm and Siemens, to reinvent, design, engineer, brand and market meaningful products, services and experiences. Founded in 1969, frog spans multiple technologies, platforms and media, in industries like consumer electronics, telecommunications, media, entertainment, retail, healthcare, energy, automotive and finance. "We imagine the ideal and make it real" is among its mission statements.

Led by President Doreen Lorenzo, a Member of the World Economic Forum's Global Agenda Council on Emerging Technologies 2012, frog has 15 offices and over 1,000 employees worldwide. Another of the company's mission statements is, "To be fanatical about improving the world", which Lorenzo believes makes it a tailored fit to the Forum's own vision.

A few of frog's best-known achievements showcase the company's versatility and revolutionary power, including the Apple IIc computer (1982); the redesign of SAP's enterprise software (1999); the re-launch of Dell.com (2000), which helped it become the highest grossing e-commerce site of its time; the collaboration with Microsoft to help create the look and feel of Windows XP (2001); and, the launch of Disney's consumer electronic products for kids (2006).

In recent years, frog designed Sharp's Android line of smart phones; worked with California's ECotality to create a series of electric vehicle chargers; partnered with UNICEF to leverage mobile technologies for maternal health community workers in Africa; and helped GE rebuild and manage a more user-based online design across all of its businesses, while designing 100 separate intranets for the InsideGE communications platform for 300,000 staffers worldwide.

According to Lorenzo, innovation is inextricably tied to good storytelling: "Nothing lives alone. For example, an iPod is just an object unless you can frame it as the ability to play and listen to music wherever you are, all over the world. Many companies in the world today aren't really listening to the needs of the actual end user, the consumer. At frog, our deep understanding of human behaviour helps us, and our clients, bring projects to market in the best way possible."

Robert Fabricant, frog's Vice-President of Creative, states, "It can be hard for the companies of today to think imaginatively and innovatively about the future, and to take that big leap. At frog, one of our missions is to take a company's vision forward. In a technological era, design is really becoming appreciated as both a lubricant and a catalyst, as well as a means of humanizing technology."

Thoughtful, targeted design can also benefit others in surprising ways. In 2008, frog and a handful of other companies launched Project Masiluleke, which *The Economist* called "the world's largest field trial in mobile health technology". Taking its name from the Zulu word for "lend a helping hand", the initiative was the first attempt to address the HIV/AIDS and TB epidemic across South Africa via a mobile solution. Beginning with a single text message, the project encouraged South Africans (90% of whom own cell phones) to use diagnostic test kits, while educating them on treatment, care and preventative behaviours. The company also supports the Forum's Rethinking Personal Data initiative, which explores how companies and leaders can unlock the potential value of personal data to achieve new business efficiencies, tailor and personalize new products, respond to global challenges and empower individuals to effectively engage in social, commercial and political activities.

Despite its legacy of innovation, "frog is all about creating the future. It's about conviction and risk-taking. Ours is an ever-green business," says Lorenzo. The Chief Marketing Officer of frog, Tim Leberecht, makes an additional distinction: "We are proud of our interdisciplinary approach. By combining design, technology and strategy, we can help our clients come up with solutions that are conscious of the interconnectedness of today's world. We can drive behaviour change across disciplines, platforms and systems."

In the future, the company wishes to uncover solutions from the increasing convergence of digital technology with consumers' daily habits. It asks, for instance: Can a car talk to a refrigerator? How can brands foster sustainable consumption? What is the future of mobility? frog believes it can design and engineer the answers to such questions.



Control panel with various camera labels and video feeds:

- NX1P1 SD
- NX2P1 SD
- NX1P2 HD
- NX3P1 HD
- PST - ICON SD
- PST - ICON HD
- SAT RJ D1
- SAT RJ D2
- SAT RJ HD1
- SAT RJ HD2
- SAT SP D2

Other visible text includes "Porang" and "Re".

Channel	Label	Color
1	A	Red
2	B	Green
3	C	Blue
4	D	Yellow
5	E	Purple
6	F	Orange
7	G	Light Blue
8	H	Light Green
9	I	Light Purple
10	J	Light Orange
11	K	Light Green
12	L	Light Purple
13	M	Light Orange
14	N	Light Green
15	O	Light Purple
16	P	Light Orange
17	Q	Light Green
18	R	Light Purple
19	S	Light Orange
20	T	Light Green

Channel	Label	Color
1	A	Red
2	B	Green
3	C	Blue
4	D	Yellow
5	E	Purple
6	F	Orange
7	G	Light Blue
8	H	Light Green
9	I	Light Purple
10	J	Light Orange
11	K	Light Green
12	L	Light Purple
13	M	Light Orange
14	N	Light Green
15	O	Light Purple
16	P	Light Orange
17	Q	Light Green
18	R	Light Purple
19	S	Light Orange
20	T	Light Green

Channel	Label	Color
1	A	Red
2	B	Green
3	C	Blue
4	D	Yellow
5	E	Purple
6	F	Orange
7	G	Light Blue
8	H	Light Green
9	I	Light Purple
10	J	Light Orange
11	K	Light Green
12	L	Light Purple
13	M	Light Orange
14	N	Light Green
15	O	Light Purple
16	P	Light Orange
17	Q	Light Green
18	R	Light Purple
19	S	Light Orange
20	T	Light Green

Grupo Jaime Câmara

The News from Brazil

Location: Brazil

Industry Sector: Media, Entertainment and Information

Management: Jaime Câmara, Chairman and Cristiano Câmara, Chief Executive Officer

Website: www.gjccorp.com.br



Jaime Câmara
Chairman

The Brazilian regional media group, Organizacao Jaime Camara (OJC), is a pioneering 75 year-old media company led by CEO and third-generation family member Cristiano Camara. OJC is the main communications complex for central and northern Brazil, consisting of 11 television stations affiliated with Rede Globo (the second largest TV network in the world); three daily newspapers serving Goias, Tocantins and Brasília; nine radio stations; multiple Internet portals; and a telemarketing company. The company delivers high-quality, targeted information, music, culture and entertainment to 10 million people, 24 hours a day, seven days a week. Its ongoing history of innovative, civic-minded leadership places it at the forefront of technology and innovation in TV and news transmission across the regions it serves.

Regarding membership in the Global Growth Company (GGC) community, Camara says, “As a founding member from Brazil, we know from past experience that the GGC community is able to bring all sorts of benefits to our company. The access to high level information and discussions about economic, political, management and institutional issues will continue to help OJC shape our views towards the future.”

In the 1970s, OJC built the largest broadcast network in the country. “Later, when digital TV was launched in Brazil, we were the first affiliate of Rede Globo to implement digital technologies and broadcasts in Brazil. We used a singular industry concept called Digital Casting, meaning that all our operations were, and are, digitally controlled from a single node. This ensures the highest-possible quality, security and consistency of our commercial services for our customers.” Adds Camara, “It’s worth noting that television in Brazil is huge. Considering the size of this country, I would say that TV is this country’s common language, or glue.”

Organizacao Jaime Camara takes pride in its responsibility towards the various markets it serves, in a country where approximately 25% of all citizens are functional illiterate. “Media, of course, is a very powerful tool, especially in a developing country that has seen its share of inequality,” says Camara. “As a non-partisan company that hopes to give voice to all people of all beliefs, our vision is to contribute to the improvement of the economy, the culture, the politics and the society.”

Despite its booming economy, Brazil is a difficult country for a media communications firm to target. Due to its size, population (190 million people and growing), geographical, educational and economic diversity, media patterns and trends vary sharply across the nation. In one region, young people are evolving towards digital-based media; in others, many Brazilians have not yet begun to digest even traditional forms of media. Today, Brazil’s fast-growing middle class (known as the C-Class) represents over 50% of all households and controls roughly 60% of all consumption and e-commerce sales. Yet in central and northern Brazil, this swelling demographic lacked a high-quality, popular news source addressing its values and concerns. “This is the opportunity that we saw, and it worked out far better than we anticipated. Despite our projections that we might sell anywhere from between 20-25,000 copies a day, the actual number turned out to be 200,000,” says Camara.

The country’s size and diversity also mean that Brazil has not kept pace with the same evolving media consumption trends as other countries, which has worked to the advantage of the Brazilian media industry. According to Camara, “We can learn from trends in the US and Europe – the increase in streaming video, for example, or what is happening to newspaper ad revenue in many countries – and strategize accordingly.” As a result, television and OJC’s successful newspaper arm are flourishing in Brazil.

True to its history, and despite Organizacao Jaime Camara’s ongoing innovations, the company maintains its accountability towards the demographics it serves. “We’re a company that takes great pride in its history of collaborating with, communicating to, and working alongside the development of Brazil. We believe that corporate social responsibility and high editorial standards all contribute to a better society. More than anything else, I hope this is our legacy.”



Haohe Engineering and Construction

In a Separate Class

Location: People's Republic of China

Industry Sector: Infrastructure and Urban Development

Management: Kenneth Zhang Yixiao, Chief Executive Officer

Website: www.hecan.com.cn



Kenneth Zhang Yixiao
Chief Executive Officer

With corruption a nationwide issue and focus in China, it is paramount for a private-sector construction company to operate cleanly and transparently. That is one reason why the Haohe Engineering and Construction Company is a leading industry innovator.

In 2011, Haohe was the only Chinese member to sign the World Economic Forum's Partnering Against Corruption Initiative (PACI), a risk-mitigation platform that helps companies design and implement policies and systems that target corruption and requires its signatories to adopt a zero-tolerance policy toward graft. Haohe's continuing and long-term success serves as an inspiring example to other companies that integrity and success can profitably coexist.

"Our quality and our reputation are paramount," says CEO Kenny Zhang. As an example, in 2008, Haohe's application for a Class 1 design license was repeatedly rejected. Zhang opted not to hire a special agent who could expedite the process, however. It took over a year and a half, but Haohe's license was finally approved. "This is only one of the cases we encountered over the years," says Zhang, "but we are committed to doing the right thing, no matter how big the challenge is before us."

Haohe Engineering and Construction is also a standout leader and innovator in its field, having completed over 300 major projects over the past 29 years. Headquartered in Guangzhou, Haohe is both a Class 1 Design Institute and a Class 1 General Contractor, providing complete design-and-build or EPC (engineering, procurement and construction) services in five disciplines, through six regional branch companies across China. Established in 1983 by Zhang Hecan, the father of the current CEO, Haohe has evolved from its beginnings in Guangzhou Province into a national presence and currently is engaged in over 60 ongoing projects in 16 cities and towns across China.

The company's five principal fields are architectural design; civil and structural engineering; electrical and mechanical installation; interior decoration and façade; and structural steel construction. Haohe has thrice received the Lu Ban Award (China's highest construction award), and for nine consecutive years been honoured with The Most Reliable Contract Enterprise Fulfilment Award.

In the industrial sector, Haohe has built world-class buildings for numerous global Fortune 500 companies, including 3M, Abbott, Amway, Avon, Baxter, Coca-Cola, CSR, DuPont, Kraft, Pepsi and Proctor & Gamble. Haohe is also involved in real estate; through strategic partnerships with Venke, Gemdale and Midea, it has built apartments, shopping malls, hotels and offices across China. In the public sector, Haohe builds highways and landmark projects, which have included the Guangdong Baiyun International Conference Center, the Guangzhou Opera House, the Shenzhen Futian Sports Stadium and the Guangzhou Planning Exhibition Center. It also renovated the United States Embassy in Beijing.

With Haohe's legacy of trustworthiness and integrity, Zhang notes that most of the company's business comes from repeat customers. "They always can trust that we are not going to cheat them. If we make mistakes, we will pay for them, and we will forgive employees if they make an honest mistake. Also, every Friday, the management team sits down and discusses how we incorporated Haohe's values in our work. Was there integrity? Passion? Initiative? Good quality? Teamwork? Continuous improvement?"

While it is unusual among Chinese construction companies, Zhang says he strongly believes in the importance of worker education. Each year, Haohe invites its approximately 20,000 site workers to take part in different training programmes, such as safety and quality, and requires management staff to train online in Haohe E-college. "We have a worker school in every single project site," says Zhang. "Aside from our quality and our construction methods, we believe education is the very best way to ensure good safety and good quality. And in order to maintain that quality, we have to have good workers to conduct our business and carry out their jobs."

Consequently, Haohe's dual mission and vision are, "To diligently improve the working and living environment for all people", and "To be the most trusted construction company in China". An upcoming initial public offering and subsequent internationalization plans provide Haohe the opportunity to expand its core mission of improvement and integrity to other countries on a global scale. In the interim, Zhang looks forward to being a part of the Global Growth Company community. "I am very pleased to share with others what we are doing in China. We are doing something different." It is different, innovative and inspiring.



Home Instead Senior Care

Enhancing the Lives of Ageing Adults and Families

Location: USA

Industry Sector: Global Health and Healthcare

Management: Paul R. Hogan, Chairman and Founder

Website: www.homeinstead.com



Paul R. Hogan
Chairman and Founder

Hundreds of millions of families across the world face the same difficult issue: the stress and emotional complexity of caring for an ageing relative. In western societies and others, the elderly are living longer. Many of the aged live alone, cannot drive and need assistance with the routines of everyday life, like housekeeping, laundry, communications, errands, shopping, meal preparation and managing medication.

In the USA, the population of those aged 85 and older is expected to more than triple between 2008 and 2050. Globally by 2050, the number of 80 year-olds and older is expected to reach about 400 million. Besides health considerations, these numbers reflect a growing, widespread need for non-medical home care and companionship services beyond what family members and friends can provide dependably.

Home Instead Senior Care, based in Omaha, Nebraska, created a new business segment by constructing a franchise model that provides home care to the world's ageing populations. Founded in 1994 by entrepreneurs Paul and Lori Hogan, today Home Instead is the largest privately-held senior care business in the world, with over 900 independently owned-and-operated franchise businesses, and revenues of US\$ 907 million (2011). Currently, Home Instead's franchise owners employ 60,000 trained caregivers, who provide 45 million hours of service annually to 65,000 elderly citizens in Australia, Austria, Canada, Finland, Germany, Ireland, Italy, Japan, the Netherlands, New Zealand, Portugal, South Korea, Switzerland, Taiwan, the United Kingdom and the United States. The company's mission is "To enhance the lives of ageing adults and their families".

"Early on we found that you didn't have to be a doctor or nurse to have a huge impact on a senior," says Hogan, whose own experience with his 88 year-old grandmother inspired the idea for the company. Launched from an office in his mother's home, by the mid-1990s Home Instead began to franchise; in 1998 it had grown to nearly 100 offices. A partnership with an Osaka, Japan-based corporation then followed and in time expansion around the globe materialized.

"We don't replace family," Hogan is careful to point out; "We augment family. Eighty per cent of family care is still carried out across the world by family and friends. We also tend to do very well in countries that have a high regard for their seniors.

What surprised me the most when Home Instead started out was how many hours our clients would use our services. I had anticipated anywhere from three to five hours a week, but the average, it turned out, was closer to 10-20 hours."

Then, as now, Hogan and his franchisees seek caregivers who show a genuine passion for helping seniors live independent lives, whether they are living at home or residing in short- or long-term nursing or assisted care facilities. Each potential employee – most of them female, and 55 or older – is screened, bonded and insured, before embarking on a comprehensive senior care training programme. The training encompasses topics like planning activities, recognizing illnesses and symptoms, safety training, and working with dementia and Alzheimer's clients.

"Whether our caregivers are helping clients take their medications, eat regularly or get a good night's sleep, our research shows that home care helps reduce doctor, emergency room and hospital visits from an average of 19 to 10 a year," says Hogan. Additionally, a 2011 study conducted by Dr. Frank Lichtenberg at the Columbia University Graduate School of Business, concluded that in 2008 alone, thanks to a decade of growth in home healthcare, the USA may have saved as much as US\$ 25 billion in total hospital payroll costs. This finding potentially has major implications for global healthcare policy.

Home Instead's market share and reach will increase with the ageing of the "boomer" population, many of whom grew up with, and have come to expect, home services. Hogan notes that the future ageing population offers numerous opportunities for technology-based entrepreneurial initiatives, ranging from telemedicine to addressing the issue of helping seniors manage chronic conditions. "The default way many people look at old age is 'burden and decline'. I look at it as 'opportunity and promise'."

Hogan further adds, "I would love to communicate the value of our services and not just the reduction in medical costs. Some countries that impose a high tax on our services don't realize that they are in fact driving up the cost of care, and that it is more cost-effective to keep seniors in their homes. Being surrounded by newer, younger, dynamic, growing companies [within the Global Growth Company community] who want to have a great impact on the world is tremendously energizing."



PCH International

Geography is History

Location: People's Republic of China

Industry Sector: Supply Chain and Transportation

Management: Liam Casey, Chairman and Chief Executive Officer

Website: www.pchintl.com



Liam Casey
Chairman and Chief Executive Officer

The Pacific Coast Highway, known locally as PCH, runs up and down the far-western rim of California. It hugs sheer cliffs, snakes around resorts and golf courses, and yields dramatic vistas on either side.

Across the world is the crowded city of Shenzhen, China, with its 15 million inhabitants. Here, eight local facilities, operated by PCH International, are busy designing, prototyping, manufacturing, packaging and filling accessory orders for e-readers, tablets, smartphones, cameras and laptops, on behalf of the world's best-known consumer electronics and personal computer brands. Clients of PCH, named after its California relative, are private; however Apple recently listed PCH among its production suppliers.¹

While Shenzhen's industrial streets have little in common with the California coastline, PCH demonstrates how 21st-century entrepreneurship and innovation dissolves geographic boundaries. PCH founder and CEO Liam Casey is a native Irishman, who lives in a Shenzhen hotel room and speaks no Chinese. However, in only 17 years he managed to create and sustain a disruptive business model that shortens the supply chain and product development cycles of companies from months, to weeks, to only days. "In our world," says Casey, "time is the number one currency. If one of the world's top brands misses a product launch by a day, it can lose up to 5-10% of its share price, which equates to billions of dollars."

With corporate headquarters in Cork, Ireland, and operational headquarters in Shenzhen, PCH International is both an invisible hand and a full-service enabler. It offers global clients integrated solutions that span all stages of the consumer product development and supply chain, including concept, design, manufacturing, engineering, retail packaging and order management/delivery. It does this in a lean, flexible, asset-light, design-to-delivery model that few western companies can duplicate. The company's success is demonstrated by revenues that increased from US\$ 153 million in 2009, to US\$ 413 million in 2010, and US\$ 710 million in 2011; PCH International now handles over US\$ 10 billion of retail product per year.

But Casey is not satisfied with just revolutionizing the traditional supply chain. In 2011, PCH also launched its Accelerator programme, dedicated to bringing selected innovative hardware products to commercial readiness, in exchange for a percentage of equity.

Applicants must first have venture capital funding and a world-class hardware idea. They then ally with PCH's design and engineering team, which carefully manages the entire manufacturing and logistics process, including product design, sourcing, production and fulfilment. PCH's inaugural start-up is LARK, a wireless body sensor and silent alarm clock that combines science and technology to improve sleep patterns, while enhancing sleep quality via a personalized sleep coach. A year after LARK founder Julia Hu met with Liam Casey and his team, the LARK bracelet went on sale at Apple stores.

"Today's entrepreneurs just want to sell products and don't even think about borders or politics," says Casey. "You'll find small companies on Kickstarter that are shipping to 88 countries, while grasping any and all opportunities to do business in places they might have never even heard of. The availability of information and technology has eliminated borders." To that end, PCH's 10 regional offices are dispersed across multiple time zones; as a result, Silicon Valley clients can speak to customer service in Ireland. "We don't own any factories here in Shenzhen," Casey points out, adding that PCH's lean efficiencies allow it to deliver a package to a consumer's door, from China to the USA, in under 72 hours.

PCH International is expanding rapidly to meet increased demand for its services. Within months the company plans to double its current 1,200 global workforce, expand new energy-efficient facilities and launch new service offerings. In the summer of 2012, PCH acquired Lime Lab, a leading product development firm based in Silicon Valley, to expand its product development and engineering capability in the USA. PCH also plans to hire more than two dozen experts in product development and export some of PCH's electrical, mechanical and industrial engineers from China to assist clients in design and construction; this move has booked US\$ 10 million worth of contracts so far.

Arguably, the greatest tribute the company has received came recently when a Chinese company asked PCH to design and fulfil one of its products, using the company's China Direct Service. "It was a huge compliment," Casey says. "The future is not about barriers, geographic or otherwise. An entrepreneur can conceive a product and ship it anywhere in the world. Geography is history. There are no restrictions anymore – none."

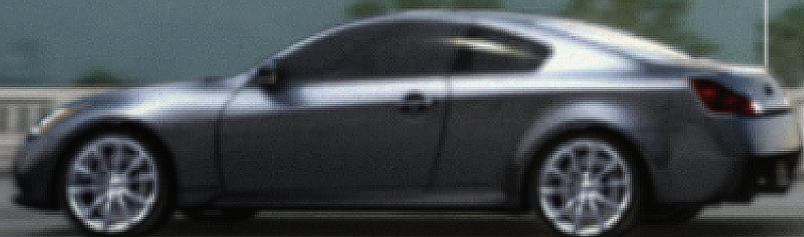
¹ http://images.apple.com/supplierresponsibility/pdf/Apple_Supplier_List_2011.pdf.

MARKET

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\$34,864

TRUECar.



TrueCar

An Engine of Change

Location: USA

Industry Sector: Automotive

Management: Scott Painter, Founder and Chief Executive Officer

Website: www.truecar.com



Scott Painter
Founder and Chief Executive Officer

For the past two decades, entrepreneur Scott Painter has been on a quest, believing that truth should be the foundation of any 21st-century business. He is convinced that by harnessing previously unavailable data, objectivity, transparency and trust can transform all industries, while bringing solutions that benefit consumers and corporations alike. In 2007, he entered the entrenched, byzantine American automobile industry, determined to radically improve how cars were bought and sold across the USA; today, his company is among the fastest growing companies in America.

Headquartered in southern California, TrueCar is a free, online automotive information and communications platform devoted to creating a better car buying experience for both consumers and dealers. By transparently publishing the actual prices that other consumers have paid for a particular car during the past 30 days (both locally and nationally), TrueCar revolutionizes the automotive status quo. Consumers are informed of the fairest possible price, while dealers maintain high-quality sales velocity, gain incremental market share and reduce their costs.

“The automotive ecosystem – whether it’s sales, manufacturing, financing, leasing or maintenance – makes up approximately 20% of US gross domestic product,” Painter says. “Yet from the consumer’s point of view, it’s still the most disconnected, opaque and frustrating of all industries. The price distribution between what two consumers pay for a single model of car can vary by as much as 40%. But by creating a balanced ecosystem among consumers and dealers, everybody wins.”

This is accomplished by scrutinizing information culled from various sources, including vehicle configuration data, government records, customer and dealer incentives data, registration, insurance, loan and financing information. TrueCar’s market-based information thereby provides motivated consumers with an unbiased understanding of what both local and national consumers have recently paid for similar vehicles. TrueCar then connects these informed consumers with participating dealers in its network, allowing consumers and dealers to agree upon the fairest possible deal. The result has been historic, hassle-free transparency that enabled TrueCar’s over 5,000 participating dealer partners to sell nearly 500,000 new vehicles last year alone, saving consumers approximately US\$ 100 million dollars each month.

Further, TrueCar’s platform opens the doors to the most vulnerable demographics in the car buying process, namely minorities and low-income consumers, who may lack access to Internet data or have poor credit references, and women, who influence or control roughly 80% of all household buying decisions in the USA. TrueCar’s simple, cogent online info-graphics turn novice consumers into informed car buyers.

Like many industry-busting companies, TrueCar has met with pushback, in part due to its growing relevance with consumers. “We have been wildly profitable since early on,” says Painter. “But in 2011, a small but very vocal group of detractors came together to argue against both transparency and our model. At the end of 2011, we went from 6,000 dealers in our network to less than half that.”

As a result, TrueCar Director of Communication Kasey Soll Pitillo recalls, “[Painter] talked the talk and he walked the walk.” He travelled across the USA meeting with dealers, clarifying TrueCar’s business model, and establishing a 20-member national dealers’ counsel. To the TrueCar team, Painter re-emphasized his conviction that truth, objectivity and transparency could set the automotive industry free. “Today, I’m happy to say, we are back to nearly the level we were in early 2011. We’ve also garnered new momentum based on balance and the belief that a freer market, combined with transparent information, is sustainable,” he says.

TrueCar is currently enjoying increased, mass adoption from consumers and dealers alike. Painter predicts that in five years, the way people relate to cars will “completely transform”, and consumers will eventually negotiate, finance and trade-in their old cars from the comfort of their mobile phones. Dealership success will be based on the quality of the customer-service experience. With the automotive “hard sell” increasingly a thing of the past, Painter predicts the car dealerships of tomorrow will become even more valuable and essential to the car buyer.

In conclusion Painter says, “The implications of what we are doing are profound, not just for the US automotive industry, but for every industry there is. And I look very much forward to sharing this belief with the other members of the Global Growth Company community.”

Zhejiang Panshi Information Technology Company

Advertising for Success in China

Location: People's Republic of China

Industry Sector: Information Technology

Management: Tian Ning, Chairman and Chief Executive Officer

Website: www.adyun.com



Tian Ning
Chairman and Chief Executive Officer

According to Tian Ning, Founder and Chairman of Hangzhou-based Zhejiang Panshi Information Technology Company, the number of “Netizens” (a word that combines “Internet” and “citizens”) across China is now approximately 500,000,000, and growing. He adds, “Based on data provided by the China Business Research Center, the average time that a Netizen spends online is 2.7 hours a day. In contrast to traditional media advertising, which costs a lot and also lacks audience-point accuracy, we believe that Internet advertising is the future of advertising in China.”

Foreseeing the tremendous possibilities of the World Wide Web as a student at Zhejiang University, Tian founded Panshi in 2004 and is an inspiration to contemporary Chinese youth. As many businesses across China shifted their strategy from industry investment-driven growth to sustainable green growth, Tian identified a tremendous growth opportunity in Internet-based advertising. Taking note of the diminishing effectiveness and increasing costs of traditional media, as well as the fragmented nature of the Internet universe, he wondered which websites small and medium-sized businesses could use to optimize their advertising spend.

Eight years later, Panshi has become an industry leader in global Chinese Internet advertising, serving tens of thousands of local and international businesses and agencies. As China’s largest, most popular and influential online advertisement network alliance (serving the largest number of Netizens in any country), Panshi encompasses 115 industries and reaches 95% of all Chinese Internet users. This is due to the more than 400,000 high-quality websites that have joined the Panshi Network Alliance, a comprehensive online advertising platform that owns some of China’s best-known portals, vertical websites, online video and e-mail platforms.

When a Chinese Netizen enters one of Panshi’s websites, the company locks on to them by targeting their browser, site, keywords, behaviour and geography. It then presents promotional or ad-based information in the form of text, pictures, animations and other forms.

Panshi uses sophisticated population-analysis technology, real-time bidding and results-based payment systems, enabling advertisers to optimize both brand value and sales in cost-efficient ways. This is accomplished whether through pop-ups, window-style ads, suspended window ads or other impressions.

Panshi’s reach and reputation is growing globally. In 2012, the company announced an agreement with UNESCO, the first such agreement the UN agency has ever made with a Chinese software company. Among the highlights of the announced alliance: the translation of UNESCO’s website into Chinese, infrastructure support and the marketing of all the agency’s programmes via Panshi’s technological solutions and broad social national media outreach.

Aside from its industry leadership and quality technical and customer service, Panshi’s vision revolves around the slogan “rock-solid” – words it knows will continue to buttress its reputation and ensure its future growth. These words also represent the company’s over 1,000 veteran engineers (some from Google, IBM, Microsoft) who work in the company’s research and development and creative departments. Not least is CEO Tian, a 2010 World Economic Forum Global Growth Company (GGC) member, who was nominated as a Young Global Leader 2012 by the World Economic Forum.

“We have flourished and expanded our business this year, and Panshi has further developed as a national and even a global company”, Tian says. “For us, perseverance equates to victory. Our future vision revolves around taking responsibility for providing continued marketing solutions for small and medium-sized Chinese enterprises, and maintaining our status as ‘The World’s Largest Chinese Web Alliance’. Joining the GGC community is an enormously positive step. As the continuing leader of the Internet advertising industry, we hope we can connect an increasing number of global websites with the Panshi Web Alliance.”

Global Growth Company Partners and Industry Shapers

Global Growth Company Partners

Global Growth Company Partners are among the most influential and successful companies within their industries. These companies are well respected in their home markets and have grown successfully beyond their borders since inception.

GGC Partners are exceptionally committed to the mission of the World Economic Forum and contribute actively to the Forum's projects and initiatives.

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Global Growth Company Industry Shapers

Global Growth Company Industry Shapers are exciting new companies from around the world that have demonstrated strong potential to disrupt the value chain, displace incumbents and transform their respective industries.

Industry Shapers are an integral part of the Community of Global Growth Companies. They play an important role in shaping specific industry issues and contributing to the Forum's programmes and projects through their innovative approaches.

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Annexes

Community of Global Growth Companies Agenda

The Global Growth Companies, as a major World Economic Forum community, participate in many of the Forum's foremost events including:

- The Annual Meeting of the New Champions. As the community's flagship event, the Annual Meeting of the New Champions is a privileged occasion for peer-to-peer interaction and networking with outstanding industry leaders and experts from academia and the business world.
- Regional meetings. Held on five continents, region- and country-specific events constitute an excellent opportunity to contribute to regional issues and explore local growth opportunities.

World Economic Forum Events 2013

7-8 April	Strategic Dialogue on the Future of the South Caucasus and Central Asia	Baku, Azerbaijan
15 April	CEO Workshop on Innovation, Entrepreneurship and Global Growth*	London, United Kingdom
23-25 April	World Economic Forum on Latin America	Lima, Peru
8-10 May	World Economic Forum on Africa	Cape Town, South Africa
24-26 May	World Economic Forum on the Middle East and North Africa	Dead Sea, Jordan
5-7 June	World Economic Forum on East Asia	Nay Pyi Taw, Myanmar
28-29 June	Tech Pioneer and Global Growth Company Community Workshop*	Palo Alto, USA
11-13 September	Annual Meeting of the New Champions 2013	Dalian, People's Republic of China
November	World Economic Forum on India	India

*In addition, Global Growth Companies have the privilege of participating in private community events held throughout the year. Exclusively reserved for Members of the Global Growth Company Community, these modules are the occasion to address the unique needs and opportunities of Global Growth Companies through peer interaction and to reaffirm community links.

Acknowledgements

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Further reading

Global Agenda Councils on:

- New Models of Leadership
- Emerging Multinationals
- The Role of Business
- Emerging Multinationals
- Employment
- Sustainable Consumption

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