



# THE 12TH

# WORLD

# KNOWLEDGE

# FORUM

WORLD  
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FORUM

SINCE 2000

**New Asian Leadership:**  
Power Shift & Global Sustainability



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& Creatinnovation

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NEW ASIA  
momentum



ON THE COVER  
Key speakers from the past WKF



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New Asian Leadership:  
Power Shift & Global Sustainability

# REGISTRATION INFORMATION

Online registration only. Please register through our official website [www.wkforum.org](http://www.wkforum.org)

## 1. Online Registration Flow Chart



## 2. Registration Fee

### A. Individual (Domestic Participants)

Category	Full Forum (Oct. 11~13)		NYU Stern Finance Master class only (Oct. 12)	INSEAD Best of Management only (Oct. 13)
	Early-bird Registration (until August 31, 2011)	Registration (September 1~ September 30, 2011)		
	Additional 10% discount	Full Payment		
Regular Price	₩2,520,000	₩2,800,000	₩1,500,000	₩1,500,000
10 % Discount	₩2,270,000	₩2,520,000		
	• 11th World Knowledge Forum Participant (2010) • Direct family member of the participant (spouse, sibling, parent, son or daughter) (If both the husband and wife participate, one son/daughter who is currently a student (high school or below) will be eligible to participate in the forum free of registration charge.) • Mael Business Network members (K-CEO, Economist Club, Diamond Club)			
30 % Discount	₩1,960,000			
	Public Officials, Professors, Embassy Staffs			
40 % Discount	₩1,680,000			
	Students (University, High school)			

### B. Group Participants

Type	Full Forum(3days, Oct. 11~13)
Type A (more than 20 persons)	30 % discount
Type B (10 persons to 19 persons)	20 % discount

### C. Overseas Participants

Category	NYU Stern Business Finance Master class only (Oct. 12)	INSEAD Best of Management only (Oct. 13)	Full Forum (3days) (Oct. 11~13)
Fee	\$ 500	\$ 500	\$ 800
• The amount in Korean won includes 10% VAT. • If you are residing in Korea, the above registration fees do not apply to you.			

## 12th World Knowledge Forum

Oct. 11~13, 2011, Sheraton Walkerhill Hotel, Seoul, Korea

### 12th World Knowledge Forum Secretariat

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■ Participants will be provided with simultaneous Korean-English interpretation in all the sessions.

■ The registration fee includes attendance of one person for all sessions, forum materials, WKF dinner, coffee breaks, and luncheon.(Exception: The registration fee for Finance Master Class & INSEAD Best of Management does not include the WKF dinner.)

■ Requests for cancellations of registration must be sent in writing by September 23, 2011, via fax or e-mail, to the registration office for a refund.

■ Please note that all service charges incurred during the registration process will be the responsibility of the registrant.  
**From September 24, registration fees will be non-refundable.**

■ Professors, students, and public officials must send a certificate of employment or studentship via fax (+82-2-2000-2419) for additional discounts.

■ Registrants receiving benefits of the "family discount": please send us a family certificate through fax.

■ The registration fee does not include room rates.

■ For further information on the program, please visit our homepage ([www.wkforum.org](http://www.wkforum.org)) or refer to our brochure.



# Invitation

Founder and Executive Chairman,  
World Knowledge Forum · Chairman and Publisher  
Maeil Business Newspaper & MBN TV

*Dae Whan Chang*

CHANG Dae Whan PH.D.

The World Knowledge Forum, the No. 1 business forum, will be hosting its 12th annual conference this year. This melting pot of knowledge will run under the theme of **"New Asian Leadership: Power Shift and Global Sustainability."**

Over 60 sessions will be held in nine tracks: **Asianomics, Global Growth in Transition, The i Factor, Industry Overview 2012, Regulation and Regrowth of Finance, Knowledge Revolution, High-Impact Leadership, The True Green, and Convergence.**

Risks and opportunities are an inseparable pair, especially at turbulent times. Asia is now at the center of the momentous shift of economic and geopolitical clout after having been in the periphery of the Euro-Americentric governance for 500 years. Asia is en route to economic hegemony, and it is time that Asia prepares a customized governance relations.

For the past two years, the World Knowledge Forum has focused on One Asia, proposing the exemplary direction for Asia while the global order had been in turmoil. Now is the time to take the giant leap, and the World Knowledge Forum will be emphasizing the importance and necessity of knowledge to shed the 'Old Asia' and to transform into the 'New Asia.'

Asia must recognize that the world is eyeing the 'New Asia' as the new paradigm for central power. A stable power shift and sustainable inclusive growth are an essential part of the process. The new order must be competitive enough to provide the correct path to accept this new wave of global order.

The World Knowledge Forum brings together global leaders to provide solutions in setting directions for inclusive growth.

Global business leaders and thinkers will discuss how creativity and innovations can resolve global imbalances by reducing knowledge gaps. New business models that provide revolutionary ideas to the existing combination of consumer electronic and IT products will also be discussed in depth. The World Knowledge Forum will be your guideline for reinventing new leadership in this time of change and growth.





## Why the World Knowledge Forum?

- Networking opportunities with new knowledge producers from 100 countries
- Exclusive speeches from entrepreneurs who have ignited their own businesses
- Various lectures on topics ranging from economy to design
- Opportunity to read future trends of Asia and regional geopolitics

## Mission of the World Knowledge Forum

- Producing solutions to knowledge gaps between countries
- Inclusive growth of global regions
- Encouraging creativity from entrepreneurs
- Maximizing the power of networking



## History of the World Knowledge Forum

### **The 11th World Knowledge Forum**

One Asia Momentum, G20 Leadership & Creatinnovation

### **The 10th World Knowledge Forum**

One Asia, New Economic Order & Recovery

### **The 9th World Knowledge Forum**

Collabonomics & Greater Asia

### **The 8th World Knowledge Forum**

Wealth Creation and Asia

### **The 7th World Knowledge Forum**

Creative Economy

### **The 6th World Knowledge Forum**

Creativity and Collaboration: Foundation for the New Era

### **The 5th World Knowledge Forum**

Partnership for Renewed Growth

### **The 4th World Knowledge Forum**

Creating a New World Order and Economy

### **The 3rd World Knowledge Forum**

Knowledge in a World of Risk:  
A Compass towards New Prosperity

### **The 2nd World Knowledge Forum**

Drawing the Roadmap for Knowledge Economy  
and Global Prosperity

### **The 1st World Knowledge Forum**

Shaping the New Millennium with Knowledge



# ***New Asian Leadership: Power Shift and Global Sustainability***





## New Asian Leadership: Power Shift and Global Sustainability.

The theme for the 2011 World Knowledge Forum is “**New Asian Leadership: Power Shift and Global Sustainability.**”

Diplomacy in Asia is far from united. But overall, the region has carved out much bigger international role. Shortly before the collapse of Lehman Brothers, many leaders of the G7 openly scoffed at the idea of enlarging their club. Now, China, India, South Korea, Indonesia and Australia have rightly claimed and secured their positions at global summits of G20.

Few would deny the power shift to Asia and other parts of the developing world. This year, China is set to overtake the US as the biggest producer of manufactured goods by value. This change is mirrored elsewhere. In 1973, Japan, China and India together accounted for 15 percent of global gross domestic product in purchasing power parity terms. This year, the three countries will have reached 24 percent, notwithstanding Japan's relative decline. Asia as a whole accounts for approximately one-third of the global GDP.

Developments in Asia's domestic economy are fundamentally altering the role that it once played in global trade. Each country is at an inflection point, driven both by its own development policies and by global trends that it is also helping to shape.

Resisting pressure to resolve global imbalances by setting targets for national currencies or current accounts, the G20 leaders who met in Seoul last year acknowledged that imbalances reflect deep-seated issues that are not resolvable by any speedy action or technical measure taken by a single country. A sustainable solution must provide a platform for action on a global, multilateral level, as well as a frame work for individual countries to address their domestic social and economic issues at the pace appropriate for them.

The core issues for any country are providing job opportunities and developing a path to prosperity. The 2011 World Knowledge Forum will be the place to hear insights and share ideas for renascent Asia.



The 11th World Knowl

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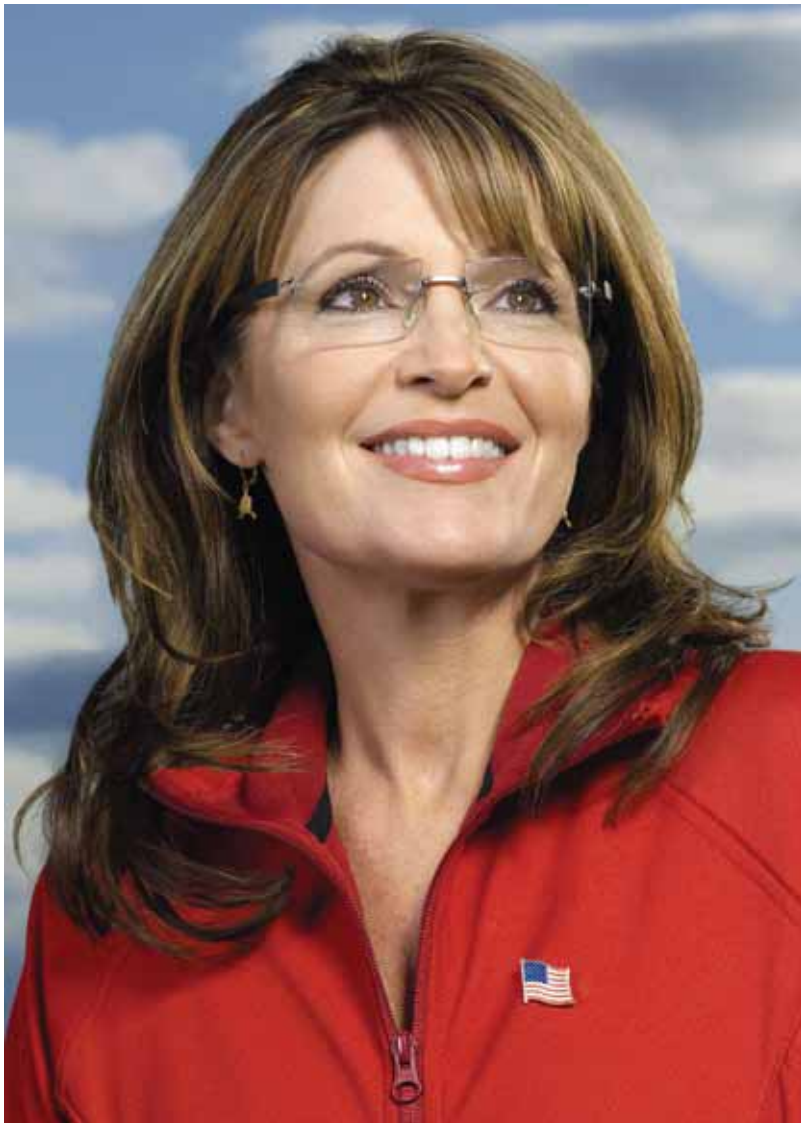
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SPEAKERS





# Sarah Palin

She was a hockey mom but became a history-making female politician. She made history in November 2006 when she was elected as the first female governor of Alaska. In August 2008 she was tapped to serve as vice-presidential running mate, becoming the first woman to run on the Republican Party's presidential ticket.

In Alaska, she showed her foresight by prioritizing fiscal restraint, limiting the size of government, and focusing on equitable oil valuation.

Palin has a long record of achievement and experience in public office. Prior to her election as governor, Palin served two terms on the Wasilla City Council and two terms as the mayor of Wasilla.

Her active political presence stems from her journalist career. She started to work as a sports reporter after studying journalism at university and she now offers her political commentary in FOX News.

Now the world is asking her if she will make the history again in the next year's presidential election. Palin will give us her plan, leadership and vision.

# Gordon Brown

Better known as the “Iron Chancellor” for his prudence, Brown led the UK economy in a very stable way as Chancellor of Exchequer from 1997 to 2007. During his 10-year term, he secured 2.7 % growth rate for the UK.

While in office as the Prime Minister of the United Kingdom from 2007 to 2010, he earned the hearts of the people by introducing changes like neighborhood policing in every area and the world’s first ever Climate Change Act. The recent financial crisis came as the biggest challenge but could not beat him. He is widely credited with preventing a second great depression through his leadership at the London Summit, a meeting of the G20, which he hosted in the middle of the financial crisis. In 2009, he was named in the Time 100.

At the World Knowledge Forum, he will speak of how the world should overcome the crisis, focusing on the monetary crisis, global trade and the next stage of globalization.



# Larry Summers

An unparalleled genius, Professor Larry Summers entered the Massachusetts Institute of Technology (MIT) at the age of 16 where he originally intended to study physics but soon switched to economics. In 1983, at age 28, he became the youngest tenured professor in Harvard's history.

As Director of the White House National Economic Council and Assistant to the President for Economic Policy, Summers emerged as a key economic decision-maker in the Obama administration. He was the chief White House advisor to the President on the development and implementation of economic policy; he led the President's daily economic briefing and was a frequent public spokesman for the administration's policies.

He has also played a leading role in managing international economic relationships including China, developing the President's health care plan, opening the broadband spectrum, and leading international climate negotiations.

His straight-forward speech is one of the many characteristics that make him the hottest economist of our time. Hear how he visions the global economy of 2012.







# Michael Sandel

His lecture is a masterpiece. Harvard professor and author of *Justice: What's the Right Thing To Do?* Sandel challenges us to examine the moral and ethical assumptions underlying our debated political and social issues.

A professor of political philosophy at Harvard for 30 years, Sandel's wildly popular course, "Justice," has enrolled over 15,000 students and is the first Harvard course to be made freely available online and on public television. His international bestseller, *Justice*, examines the meaning of justice and a range of topics, from government bailouts to immigration reform, taking readers on a journey of moral and political reflection "to figure out what they think and why." Thomas Friedman, author of the international bestseller *The Lexus and the Olive Tree*, praised Sandel's teaching as being real-life examples to illustrate the philosophies of the likes of Aristotle, Immanuel Kant and John Stuart Mill. Sandel will challenge you with a series of cases about justice and markets.



## Tom Albanese

UK's *The Independent* once described Rio Tinto as one of the safest companies, saying its workers have fewer accidents than bank employees. How could the world biggest mining company be so safe? The answer is Tom Albanese. Spending 18 years at Rio Tinto, he knew how important it was to secure safety and welfare for its workers: he often visited mining places to personally meet his people and solve problems they raise. Now the company has its annual sales of \$60.3 billion (2010) and net profit of \$14.3 billion.

He is responsible for developing various mining projects including diamond extraction in Russia, iron ore extraction in Gobi Desert, and limonite extraction in Madagascar. He has spearheaded many campaigns against AIDS and promoted hydropower sustainability. He will exclusively provide metal materials for all the gold medals awarded at 2012 London Olympic Games. Albanese will share his unique strategy on how to secure indispensable metal resources at his debut at the World Knowledge Forum this year.





# Karel De Gucht

A strong advocate of free trade, De Gucht defines his mission as EU Trade Commissioner as concluser of Doha Round and FTAs. Thus he successfully secured Korea-EU FTA with an emphasis on Asia. In 2010, De Gucht visited Vietnam, Singapore, and India to initiate FTA negotiations and returned with a successful signing of EU-India FTA.

He emerged as a major figure in the EU when he was appointed as Development & Humanitarian Aid Commissioner in 2009. Prior to this position, he was the Belgian Minister of Foreign Affairs and chairman of Flemish Liberals and Democrats (VLD).

His main interests include European politics, international politics, human rights, education, modern arts & architecture. He will tell us about EU's trade map over the world at his first appearance at the World Knowledge Forum.





# Fidel Ramos

The 12th President of the Philippines Fidel Ramos was an innovative leader who transformed his nation from the 'Sick Man of Asia' to the 'Rising Asian Star.' Born in a family of renowned politicians, he was related to the 10th President of Philippines Fernando Marcos. His father was a member of Parliament and Minister of Foreign Affairs of the Philippines.

Ramos graduated from US military academy 'West Point' and served as the Army Chief-of-Staff. He also fought in the Korean War, which made him deeply connected with Korea.

He took part in the popular uprising to overthrow the dictatorship of former President Marcos. Under the leadership of Ramos, the Philippines experienced a period of political stability and rapid economic growth and expansion.

As a founder and representative of the organization 'Ramos Peace and Development Foundation', he is committed to peace and development of the Philippines and Asia. He will share his ideas on the future direction of Asia's development.

# Amy Chua

She calls herself 'Tiger Mom'. A Yale Law School professor, Amy Chua is known for her book titled *Battle Hymn of the Tiger Mother*, a parenting memoir on raising children in a Chinese way.

This raised the very sensitive issue of education in the United States, as it relates to her claims of being a typical Chinese parent. Chua chronicles her iron-willed decision, not permitting sleepovers, play dates, or other staples of American youth culture, to raise her daughters her way, which brought remarkable results: her eldest daughter got admission from both Harvard and Yale. This book was translated and published in more than 20 countries, and Chua was chosen as one of the 2011 Time 100.

On the other hand, some argue that her method of education is too forceful. Professor Larry Summers publicly opposed her. Let us hear the essence of bringing up a child in the Tiger Mom way.



Amy Chua (Left) with her daughters Sophia (Center) and Louisa (Right)

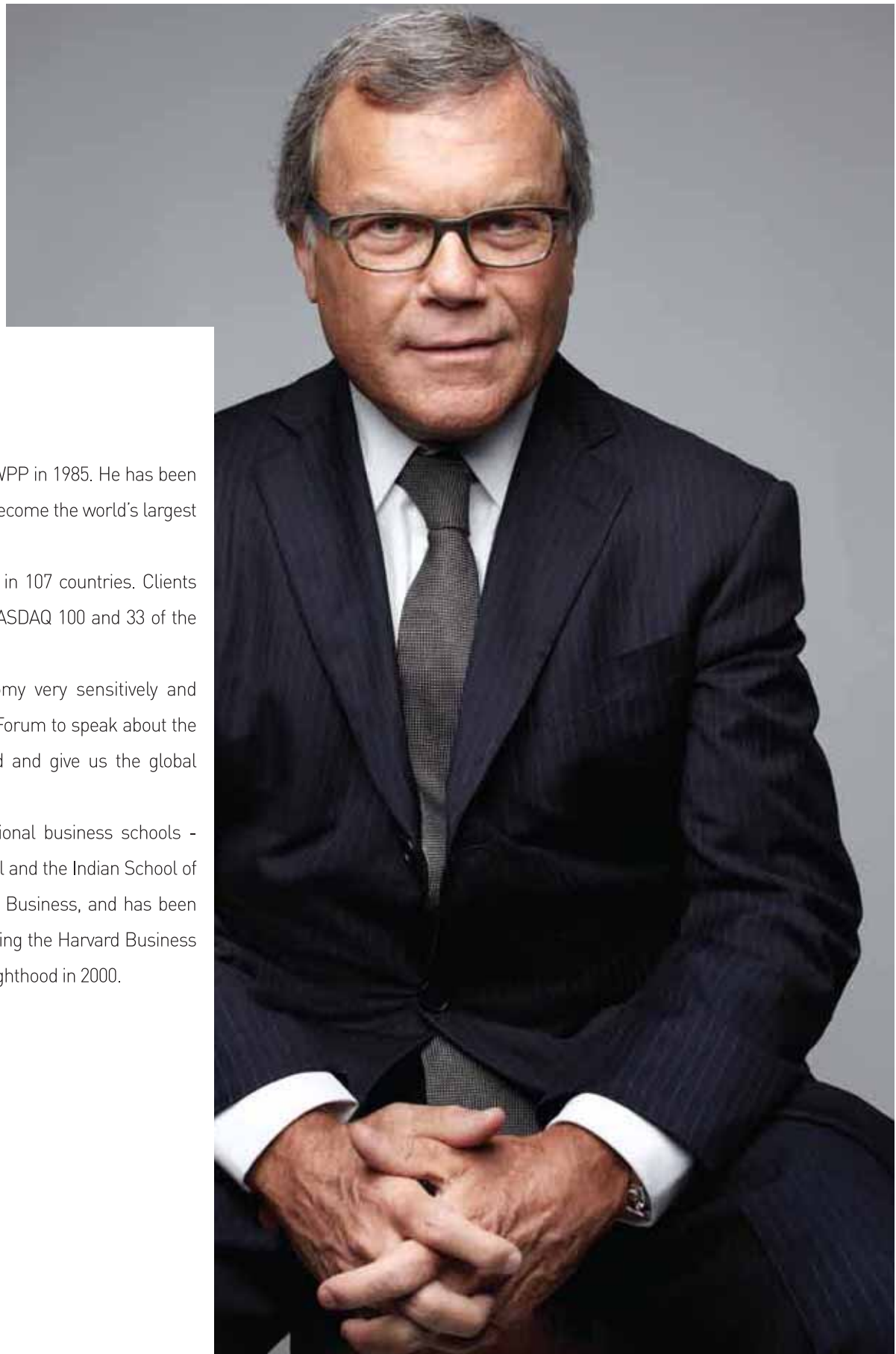
# Martin Sorrell

'The Magician of M&A,' Sir Martin Sorrell founded WPP in 1985. He has been the chief executive of the company which has now become the world's largest advertising and marketing services group.

WPP employs over 141,000 people in 2,400 offices in 107 countries. Clients include 354 of the Fortune Global 500, 60 of the NASDAQ 100 and 33 of the Fortune e-50.

Sir Martin perceives issues on the world economy very sensitively and selectively. He was invited to the World Knowledge Forum to speak about the real entrepreneurship in this fast and risky world and give us the global business trend in a bigger perspective.

He actively supports the advancement of international business schools - advising Harvard, IESE, the London Business School and the Indian School of Business. He has been an Ambassador for British Business, and has been publicly recognized with a number of awards including the Harvard Business School Alumni Achievement Award. He received knighthood in 2000.







# Christopher Pissarides

He won the Nobel Prize for Economics in 2010 by answering this question: Why can't job seekers find a job while there are slots for occupation? Christopher Pissarides, professor of economics at the London School of Economics offered 'search frictions' as an answer. Based on the existing search frictions theory that geographic distance, transportation expense, and asymmetric information structure unemployment, he proved that the government can lower the unemployment rate by providing occupation information, educating labors in declining industry, and helping companies hire workers. He is the first winner from labor economics in the 40-year history of Nobel Prize for Economics.

His award persuaded governments to solve the unemployment problem directly, not expecting solutions from the market itself. He also speaks out in practical policy, publically opposing to the UK's cutting spending.

In 2005, he was awarded the IZA Prize in Labor Economics (jointly with Dale Mortensen) for his work on unemployment. He will tell us the secret to tackling unemployment.







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SESSIONS



# Asianomics: New Type of Economic Governance



## Main Speakers +

Hans-Paul Buerkner President & CEO of The Boston Consulting Group  
Xia, Bin Director General and Developer of Financial Research Institute  
Ho, Kwon Ping Executive Chairman of Banyan Tree Hotel and Resorts  
Takenaka, Heizo Professor of Keio University

## *Skating on Thin Ice: Global Economic Outlook 2012*

Can the world economy regain its stability while it seems to be still skating on thin ice? The US, the largest economy in the world, is not showing signs of firm recovery despite its quantitative ease. Economists have expressed their concerns about bubbles created due to the continuous expansive monetary policies by the US, and have pointed out that the effect of expansion must be limited.

Double dip has become a word often used to describe the US economy in its worst case scenario. The EU also has its own problems due to the debt crisis stemming from Greece, and government bond default risk of EU countries is now spreading all over the region. Inflation risks are also threatening emerging countries including China, Brazil and India. Japan is yet to overcome its long-lasting depression while the recent nuclear tragedy still lingers over the island. Geopolitical shock and political turmoil in the Middle East and North Africa have thrown new risks to the world economy as a whole.

The world is going through a new crisis triggered by the market crash and eurozone side-effects. No one can easily speak about the global economy whether its half-full water glass status may become full or empty in the near future. The World Knowledge Forum will offer the forecast of 2012 global economy from distinguished scholars and businessmen.

**Has the global economy come into the stage of recovery?**

**What are the possibilities of the US double dip?**

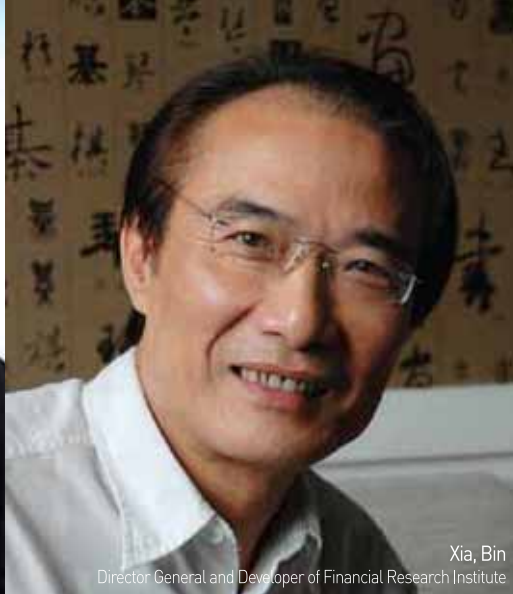
**Can inflation of emerging market threaten  
the global economy in the near future?**

**How severely can EU's sovereign debt risk hit the global  
economy?**

**How will the geopolitical shock in the Middle East and North  
Africa affect global economy?**



Hans-Paul Buerkner  
President & CEO of The Boston Consulting Group



Xia, Bin  
Director General and Developer of Financial Research Institute



Ho, Kwon Ping  
Executive Chairman of Banyan Tree Hotel and Resorts



Takenaka, Heizo  
Professor of Keio University

## Asianomics: Dynamics of Asia's Economic Growth

It is no longer relevant to ask a question of the past: What is the Asian approach toward national economic development? The mainstream theories of economics have been largely based on the west. But there were some models of Asian economic development that reflect the Asian value and practice.

China, Japan, India, Korea and South Asian countries will account for 45% of the world GDP in 2050. Independent of other regions, Asia will lead the global economy.

But which model will actually capture Asian dynamics? How can we define the Asian economic growth model, not simply by defining it as 'dynamic'? Moreover, how can Asia gain sustainability of economic growth while the Asian economic development model has yet to be shaped completely? Asia has become the engine of world economic growth. In turn, Asia should take the responsibility to develop dynamics and the driving forces of economic engine. The core businessmen and leaders who lead Asian way of economics will gather in this session to talk about the Asian economic model and its sustainability.

What is the core driving force of Asian economic growth?

Can the Asian development model be applied to global economy?

What additional efforts are needed for Asian countries to sustain its growth for long-term?

Can Asia be the main engine of global economy?

## Asia Contribution Index

For some time, many global companies have stated that their contributions to the Asian region have been substantial. But the Asian market has yet to find a reliable method to measure the actual contributions made by these business corporations. The situation remains that Asia cannot sufficiently identify the companies truly committed to the region among others who simply insist that their contributions have been numerous. It is imperative that Asia identify the corporations that have endeavored to make Asia more advanced within the criteria of job creation, capital investment, social contribution and knowledge sharing. This is an essential foundational work for Asia to move forward as the leading economy on the global stage. Therefore, global companies have an obligation to share their best practices in the Asian region.

The World Knowledge Forum this year will launch the Asia Contribution Index which measures and assesses a company's substantial contribution to the region.

## Crevice of the 3-Speed Global Economy

The global economy can be divided into 3 parts (emerging countries, US and EU, Japan) according to their growth speed, and the speed gap between them is substantial. The gap causes unpredictable tensions in various locations. Conflicts caused by the different speed of economic growth result in trade imbalances between the East and the West, inflation threats after quantitative ease, demand push, and international disputes following the collapse of global governance. All these risk factors can be seen as consequences of the gap between economies moving at three different paces. This session will forecast how the gap between them can be minimized in 2012, and other risks that we are likely to encounter in the near future.

What are the expected conflicts caused by the growth gap between 3-speed economies?

How can trade imbalance between the emerging and the advanced economies be solved?

Would it be possible to resolve inflation when many countries like the US increase money supply and emerging countries need more resources to sustain their growth?

How and when can new global governance be established?

**Ministers' Roundtable:  
Decade of DDA and Its Prospects**

The Doha Round of global trade talks has been stalled for 10 years despite the WTO's push for it. It is unclear whether the WTO Ministerial Conference will conclude the decade-long negotiation in December this year. In the worst case scenario, the talks will continue on to next year. In response, Secretary General Pascal Lamy of the WTO recently proposed a 3-way solution. As a first step, he will seek to conclude a mini round, focusing only on the issues concerning the least developed countries.

In fact, the prospect of multilateral trade agreements such as the Doha Round is not rosy. Meanwhile, bilateral free trade agreements are increasing. It is because bilateral pacts are easier to agree according to the national interest. However, the Doha Round, if concluded successfully, will yield benefits that are too lucrative to give up. A research co-conducted by Germany, the UK, Indonesia and Turkey predicted that it would increase \$350 billion to \$500 billion in world trade and 49 of the world's poorest nations will have duty-free access to OECD markets.

In this session, ministers from Asia, Europe and America will show their nation's position over free trade and its prospect. They will give us a preview of the WTO Ministerial Conference in December.

Will the Doha Round be concluded after 10 years of negotiation?

What is the most crucial factor in the conclusion of the Doha Round?

Are increasing bilateral FTAs compatible with the WTO trade norms?

Is free trade always beneficial to each nation and the world economy?

What solution is needed if the Doha Round compromises individual nation's interest?

**Mapping the Asia-EU FTA**

South Korea has become the EU's gateway to Asia. Since the Korea-EU FTA entered into force in July 2011, Korea has become the first Asian nation to have the FTA with the EU. Following the Korea-EU FTA, many Asian nations are preparing for the FTA with the EU. Malaysia and Singapore are already under negotiations for the FTA with the EU while Japan and Vietnam will soon launch negotiations. With China on the move, EU's Asia trade map will be completed. The reason for Europe's focus on Asia is simple: Asia holds the future. Therefore, the result of Korea-EU FTA will be a litmus test for trade between Asia and Europe. The Korea-EU FTA is also expected to bolster political and security cooperation. However, opposing voices cannot be neglected. Controversial questions behind the FTA (e.g whether the tariff reduction actually benefited the consumers or whether the Korean agricultural market was hurt as expected) should be answered. In addition, there are areas that the Korea-EU FTA was unable to fully resolve: non-tariff barriers, such as standardization and environment regulations, remain as issues to be tackled. In this session, top government officials from Korea and the EU in charge of trade will speak about whether the Korea-EU FTA has been implemented as originally designed; if not, what remedy is required and what would be concrete ways for better economic cooperation beyond the trade between Asia and Europe.

What role will Korea play as a bridge of igniting FTA between the EU and Asia?

What is the real meaning behind the EU's pick of Korea as first Asian FTA partner?

What results will the Korea-EU FTA produce three months after ratification?

What steps are left for Korea and the EU to establish stronger economic ties?

Will Korea-EU FTA strengthen relations between Asian nations and the EU?

**G-Shock: What's Next After the Democratic Wave?**

'Geopolitical shock (G-shock)' gained attention in the international politics and economy. Though the G-shocks happened repeatedly throughout world history, protests in North Africa and Middle East opened a new chapter in modern history. People staged strong anti-government protests, demanding democratization for the first time in the Arab world, a movement which rapidly spread to neighboring countries and resulted in regime change. This G-shock was different from previous ones in terms of its cause, development and effects. Among other things, democratization was recognized as a firm cause for G-shock. If this event had happened in the 1990s, the Clinton administration would have welcomed it, citing 'democratic peace theory'. However, the US showed a very cautious approach because it is very hard to predict where the democratic wave will head. Some have warned that this shock could expand over to Central Asia, possibly China. Experts on Middle East and Africa will speak in this session about the implication of this G-shock and its impact.

What impact does G-shock in North Africa and Middle East give in the region?

Does this G-shock play a positive role in democratization in the region?

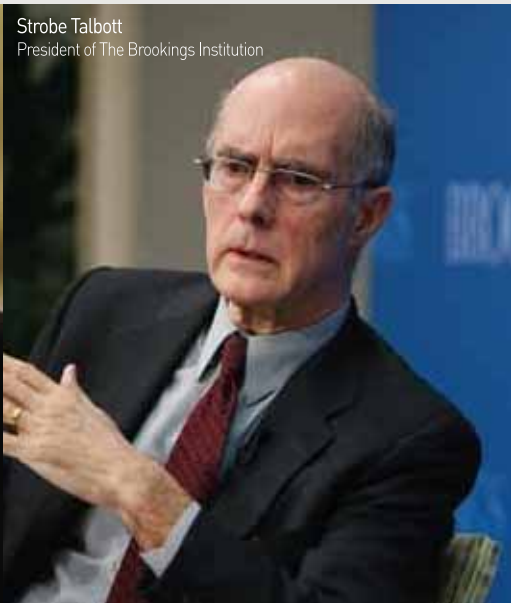
How should the global community react to the G-shock in North Africa and Middle East?

Does the democratic wave always play a positive factor in causing G-shock?

If another G-shock happens, how should the world respond?



Andrei Illarionov  
Senior Fellow of Cato Institute



Strobe Talbott  
President of The Brookings Institution



Shinohara, Naoyuki  
Deputy Managing Director  
of the International Monetary Fund



Parag Khanna  
Columnist of The Foreign Policy



## Africa: Next Chapter on Earth

Transcending negative images of poverty, civil war, disease and corruption, Africa is growing as the new consumer market, resource supplier and production base. Africa is, on average, estimated to reach 6% of economic growth rate in the next 10 years. Among the 10 fastest growing nations in the next 5 years, 7 are African nations. Africa enjoys the largest reservoir of chrome, cobalt, diamond, and gold in the world. Most of Africa is not yet explored for natural resources. Global companies are flocking to Africa to take advantage of affordable labor cost. Recently, emerging nations like China and India have been competing with the old stakeholders of Europe. However, problems such as political instability, poor infrastructure and lack of education service still remain unsolved. What should the international community do for the development of Africa, the last engine of growth in the earth? Some nations' predatory behavior must be dropped. This session will look at the way for inclusive growth in Africa.

What is the real growth potential of African market? Will Africa fully escape from the past image of poverty, disease and civil war?

What role should the international community play for the emerging African economy? Will simple aid do?

What does Africa need most?

China and India are competing for the African market. What would be best win-win partnership model?

## The BRICS Decade: The Past and the Future

It has been exactly 10 years since Jim O'Neill of Goldman Sachs invented the term 'BRICs (Brazil, Russia, India and China)' in 2001. The BRICs economies have made remarkable growth in the past decade. A portion of those four countries in the world GDP jumped from 8.3% in 2001 to 17.4% in 2010. Their total GDP is expected to surpass that of the G7 in 2027. With the new membership of South Africa, BRICS will likely account for 30% of the world GDP in 2015. Meanwhile, BRICS is raising its political and economic voices in the international level by holding BRICS Summit since 2009. This year, BRICS leaders argued for a new key currency to replace the US dollar. Some predict BRICS will develop into more developed group like the G7. This session touches on how BRICS will develop in the future with insight from each member country's representative CEOs.

Will the BRICS economy keep growing in the future?

Do the BRICS nations well reflect other emerging nations?

When will the BRICS become an advanced economy? If so, what can be expected from them?

Will the BRICS Summit replace G8, becoming a strong international political organization?

## March to an Aged Society

Many warn that demographic shifts toward an aged society will soon bring disaster in the world. In the aged society, reduction in the workforce will shrink the economy and the graying population will impose a burden on the younger generation. Prospects for the elderly look bleak in many areas such as pension, healthcare, job security, and so on.

In particular, aging in Asia holds a shockingly high rate. The aging problem in Asia first hit Japan, and spread over to Korea and China. In 2025, China is expected to account for 25% of people aged 65 or above in the world. Just as the dawn of modernization began in the West and then Japan, and marched to Southeast Asia, the clouds of aging are moving toward Asia.

However, some experts argue that the aged society is not necessarily a lost cause. For example, the silver industry, if activated, could boost the dormant economy. Some predict that retirement will be retired in the aged society. In this session, experts like a Nobel Prize winner in economics, a director of China Research Center and a CEO of the consulting firm on silver industry will share their views on the challenges and remedies of aging and possible opportunities in aging.

Asia is faced with upcoming crisis with an aged society. How far will the aged society spread in Asia in 50 years?

What impact will aging in Asia impose on this region's economy?

What would be the proper response of Asia to the aging problem?

What are the hidden opportunities in an aged society?

# Global Growth in Transition

### Main Speakers +

Andrei Illarionov Senior Fellow of Cato Institute

Strobe Talbott President of the Brookings Institution

Shinohara, Naoyuki Deputy Managing Director of the International Monetary Fund

Parag Khanna Columnist of The Foreign Policy



## ***iNGENIOUS: Global CEO Roundtable***

How can an entrepreneur keep the growth of his firm, while constantly improving its structure?

In the aftermath of global economic crisis, crisis-management has emerged as the best factor in evaluating the performances of firms. However, a number of firms successfully escaped the shocks and its leaders began to acknowledge that the most important factor in running a firm is making growth each year. This does not mean a growth in look, such as a profit increase, but introducing sustainable growth engine through structure reform. Tom Peters, founding guru of business management practices, proposed a revolutionary idea that "Business in the 21<sup>st</sup> century cannot be successful solely on the basis of reform but only a radical change through destruction can secure success," and thereby introduced "The Destruction Imperative." He explains that gradually improving the business practices of past centuries does not necessarily correlate to a better chance of success. Furthermore, he labels these precedents as an obstacle that imposes servile spirit and inhibits utilization of new technology in business practice. Above all, the obsolete practices must be destroyed in order to make way for an innovation on a large scale. In sum, Peters defines 'ingenious strategy' as a movement away from the traditional business methods and a step towards introduction of a new business structure. The reasons for promoting ingenious strategy are self-evident. In an age when reorganization of economic and industrial sectors occurs at an incredible pace and corporate life-span is shortened, firms that do not practice 'ingenious strategy' face a high possibility of being sifted in the business world. The downfall of Nokia as the global leader in mobile device manufacturing can be attributed to its inability to assess the market trend and enactment of out-dated business practices. On the contrary, corporations that faced financial crisis including GE and DuPont were able to overcome it by resorting to ingenious strategies that were compatible with the ongoing market trend. This year's global CEO roundtable session will discuss how global corporations formulate and execute their own ingenious strategies.

Despite the truth that many companies put great effort to acquire unique competitiveness, only few companies make success stories. What makes this difference?

Does ingenious strategies always make the best results?

If ingenious strategy causes rising of company's operating expenses, Does CEO of that company still pursue ingenious strategy?

What are the examples of ingenious strategies that most prominent companies are taking?

# ***The iFactor***



### **Main Speakers +**

John Rice - CEO of Global Operation&Growth of GE  
Dennis Nally - Chairman of PricewaterhouseCoopers International Limited  
Frank Kern - Senior Vice President of IBM  
Phil Martens - CEO of Novelis

## ***INTEGRATION: Developing Global Know-Hows***

In the past, global firms have focused their management on one single global strategy. In other words, they did not take into consideration the singularity of environment in each and every market and country. In fact, they applied the same strategy to all the markets. As the world economy westernized, the Asian market had to reluctantly accept the Westernized products and services. Now Asian markets have emerged as the center of world economy, and multinational firms now focus their interest on Asia, confirming that Asia is the new hub of global economy. It is true that global firms once entered the markets in Asia and developing countries with a westernized perspective. But most firms now take advantage of the localization strategy that closely fits to the environment in each local market.

It is time to pay close attention to the CEOs from multinational firms. They will provide details about how the growth of Asian countries was possible and what survival strategies they applied.

**Can we apply localization strategy to any industry ?**

**In order to understand the emerging market in Asia what efforts Should global companies make?**

**Would generalization of localization strategy be an opportunity or a threat to the global company?**

## ***INTEGRITY by Brand Marketing***

Social standards for business have steadily risen and customers now hold higher expectations for corporate sustainability development. This phenomenon indicates the importance of brand marketing. True, there has been much emphasis on brand marketing in the past but it was focused primarily on the quality and design of products. On the contrary, recent trend stresses 'Brand Integrity.' Business theorist Philip Kotler introduced this term in his book *Marketing 3.0*. He characterized it as "a brand which leaves an everlasting impression on the customers that can be described as dependable, trustworthy, caring, courteous, and most importantly, respectable." In a global competition that shifts its focus from quality to integrity, most multinational corporations are striving not only to improve their product quality but also to transform their image into liability. As the technological gap between corporations is drastically reduced, establishing its own brand identity is the road to survival for any corporation. In fact, customers no longer consume products; they consume brands. Sales analysis indicates that customers are willing to purchase a product embodying brand integrity even at an expensive cost. The fact that Korean corporations recently have not been able to secure profit-returns corresponding to their competitive product-quality demonstrates the value of brand integrity. In this session, world-leading marketing experts will discuss the significance of brand integrity.

## ***INSIGHT: The Secret Facts of Century-Old Companies***

As companies come and go, only few have survived over 100 years. Fortune magazine states that the average period of survival for the 100 Global Companies is only 30 years.

The success of long-living corporations lies in its ability to change, adapt and transform together with the market, and to not be slowed down by its success. We will hear about the companies that were able to sustain themselves at the competitive level through creativity and innovation despite the radical changes of the global economy and the frequent crises.



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*Reinventing Post-Crisis Leadership*

At one point or another in our lives, we go through a time of difficulty which changes our perspective toward whatever situations that we experience. Let’s look back at the recent financial crisis which still has the on-going debate on whether we are over it or not. Let’s look back at the devastating tsunami Japan experienced at the beginning of this year. Let’s look at the companies that go through the continuous task of surviving today’s intense market competition. It would be profoundly reassuring to view such crises as simply some rough spells that we need to get through. Unfortunately, uncertainty will prevail even after we learned some lessons. However, they will merely set the stage for a sustained or even permanent crisis of serious and unfamiliar challenges. In this session, we will look at how the leaders of today have managed the past crises, and how they are preparing for the forthcoming ones.

How has crisis management of leaders changed after the financial crisis?

What have leaders learned after having gone through such crises?

What kind of characteristics is required when confronting crisis?

What’s the next crisis leaders should prepare for?

How has leadership changed over the crises?

*Gold Rush for Human Capital:  
Why Women are the Solution*

The world is involved in a war for talent. Without enough brain power, multinationals can’t succeed in these markets. The solution is hiding in plain sight: the millions of highly educated women. Women can represent the growing need for soft power in today’s world. Increasingly women boast better credentials, higher ambitions, and greater loyalty than their male peers. In this session, speakers share their experience as a woman holding power in their work force and present strategies for remaining competitive: sustaining ambition by stretching opportunities, building an infrastructure for female leadership, and introducing flexible work arrangements to accommodate family obligations. This session is highly recommended for all companies seeking to strengthen their talent pipeline.

How do female leaders pursue their success?

How can women contribute to the diversity within an organization?

What outcome are they producing?

What does women leadership mean within Asia’s emerging economies?

Women are still faced with disadvantages within the work force. What would be the ultimate solution?

*Young Minds at Work: Creativity<sup>2</sup>*

Young and clueless? Talk about old school. The game-changers today are the young leaders that shape up the industries. We often come across talented young people who exercise authority: leading a company or project team, running a product-development group, starting a new business unit, or creating a phenomenon. At the core of their works is creativity, the engine that propels them to the top. Creativity is essential to the entrepreneurship that gets new businesses started and that sustains the best companies after they have reached global scale. This session will gather vibrant young individuals who will discuss how they extract their creativity DNAs and how they manage their creativity.

How can young leaders innovate their organizations?

What drives innovation and creativity? Can it be taught?

What cautions should leaders take when being creatively oriented?

Why does creativity matter?



Nishida, Atsutoshi  
Chairman of Toshiba



Supachai Panitchpakdi  
Secretary General of UNCTAD



Michele Norsa  
CEO of Salvatore Ferragamo



Ryan Holmes  
CEO of Hootsuite

*Taking CSR to the Next Level*

Corporate social responsibility (CSR) remains a deeply controversial issue in business circles. Critics argue that CSR is a stealth tax that starves the value-creation process of capital. Proponents contend that CSR itself is a wealth-creating opportunity.

Rather than engaging in this unwinnable argument, managers should turn to innovative financing techniques and a new class of assets to fund CSR projects. Instead of requiring all shareholders to contribute to CSR investments, they should use capital only from investors who opt in, with the understanding that the objective is not simply to make money but also to do good.

Global players should now see the present challenge for their companies to move CSR to the next level -- from 'doing what's right' to fully integrating CSR into their business strategy. Let's see how sustainable companies are transforming CSR as their winning value at this session.

Do companies practicing CSR experience a short term devaluation of company value? Is there evidence that shows that CSR actually uplifts brand value?

What are some best practices of your company's CSR?

CSR has been in the market for years. It's time we take it to the next level. What is the next level?

How can CSR permeate into the company's business strategy?

# High-Impact Entrepreneurship

**Main Speakers** +

- Nishida, Atsutoshi
- Chairman of Toshiba
- Supachai Panitchpakdi
- Secretary General of UNCTAD
- Michele Norsa
- CEO of Salvatore Ferragamo
- Ryan Holmes
- CEO of Hootsuite



## *Multipolar Currency Power: Transformation of the Global Financial System*

It is not easy to predict where the global financial governance will head. Hegemony of the dollar, hegemony of the euro and hegemony of the yuan are all moving toward their own direction.

The World Bank published a report in May 2011, saying that the dollar will lose its dominant power in 2025. Reforming governance of the World Bank and the IMF itself is a hot issue in global society as well.

But the curiosity about 'the next dollar' will not be easily cleared until the next dollar really shows up under our nose. There are ideas about triumvirates of the dollar, the euro and the yuan. Also, there are other ideas about currency basket comprised of the currency standards of emerging countries. The IMF's Special Drawing Rights (SDR) is another candidate running against the dollar. But it is too early to tell which candidate will be dominant as no alternative has taken the upper hand for now. The World Knowledge Forum will discuss which one could be more realistic.

**What are the alternatives after the possible collapse of dollar which enjoyed superpower status?**

**What are the backgrounds behind those alternatives?**

**What would be the winner among the candidate currencies to replace dollar as global currency?**

## *Asian Capital Market Integration*

It has been a long time since global investment banks predicted that the Asian capital market would be integrated. The fact that Coca-Cola was listed on the Shanghai Stock Exchange will boost international companies to move into the Asian capital market, and also to seek new financial opportunities. Asia could be more intense once it catches its chance to integrate into a larger capital market. As Asian countries grow together, regional M&A deals will also increase. Since Asia enjoys more homogeneously similar culture than other regions, it has more chances to get capital market integrated. Asian companies will have firm background to step into global operation when they have integrated capital market with high valuation. Get insight from the most renowned bankers' perspective on the possibility of a One Asia capital market.

**How do you forecast 2012 Asian capital market?**

**What are the results of increased capital in and out in Asia?**

**What effects can Chinese international stock exchange give to companies in the region?**

# *Regulation and Regrowth of Finance*



### **Main Speakers +**

**Yang, Kaisheng** President and Vice Chairman of Industrial and Commercial Bank of China (ICBC)  
**John Gieve** Senior Advisor of GLG Partners  
**Fan Gang** Director of The National Economic Research Institute (NERI)  
**Miyauchi, Yoshihiko** Chairman and Chief Executive Officer of ORIX Corporation



## Finance Leaders' Roundtable: New Regulations, New Products & New Growth

We will wait 2 more years for the Basel III, which will introduce new regulation to financial institutions. The Basel III is expected to act as a barrier to the 'Black Swan' risks which may surface again in the future. Excessive regulation may slower the growth of the financial industry and economic development of a country. However, new environment is another word for new challenge. The CEOs of financial institutions should find new path to prosperity in new regulation. Pension funds in aging countries will have to seek new return opportunities in order to meet higher required yields. There are requests from clients sent to CEOs of financial firms asking if there are new vehicles of investment.

The CEOs of financial firms should seek new innovative ideas when they have to meet the needs of both the regulators and clients. Could new asset classes such as hedge funds, stressed bonds, infrastructure funds, and Islamic bonds substitute classic asset class quickly in this environment? Let us listen to new ideas for financial innovation.

What are the new opportunities that financial institutions can seek after the Basel III?

What asset class should we focus on considering that the Asian region is rapidly aging?

What would be a pragmatic long term investment strategy in such a vague situation?

What kind of financial asset will gain higher risk-adjusted returns in the next 5 to 10 years?

## The Great Wall Street

The powerful Chinese yuan will soon become a reality. The yuan already circulates widely within the cities of South Asian countries. It appears as if the dollar is stepping down to clear the stage for the yuan.

It seems a likely scenario that the Wall Street banks from the dollar age may give way to the Chinese banks like ICBC and CCB. In 2010, ICBC was placed first in the world in terms of net income which totaled 32.5 billion dollars. Second was CCB, and third was JP Morgan. ICBC has not lost the champion belt of 'the largest bank by market capitalization' ever since it went into public offering. Chinese banks are building their own 'Great Wall Street' in Beijing, Shanghai and other major cities. This session will elaborate more about Chinese banking sector's potential growth and its strategy.

What differences can we find between the Wall Street era and the Great Wall Street era?

Will the Chinese banks escape possible bad debt problem?

What are the global operation strategies of Chinese banks to cultivate future chances?

## The Intelligent Investor 2012 (3~4 Small Solo Speeches)

*The Intelligent Investor*, the classic work of Benjamin Graham, advised readers not to accept market price as determining factor of investment decision, but to concentrate on value and real performance such as dividends. As the US seems like heading into stagflation, we have to admit that the emerging countries provide new opportunities to investors and portfolio managers. But we have to ask ourselves if we have prepared appropriate investment strategies and policies when approaching emerging markets. Still, there are large fluctuations of inflows and outflows of money in the market. In this session, you will learn about the investment opportunities and strategies taking place in the hottest region among emerging countries, such as China and the Middle East. The most advanced specialists will help you make better investment decisions. Be intelligent.



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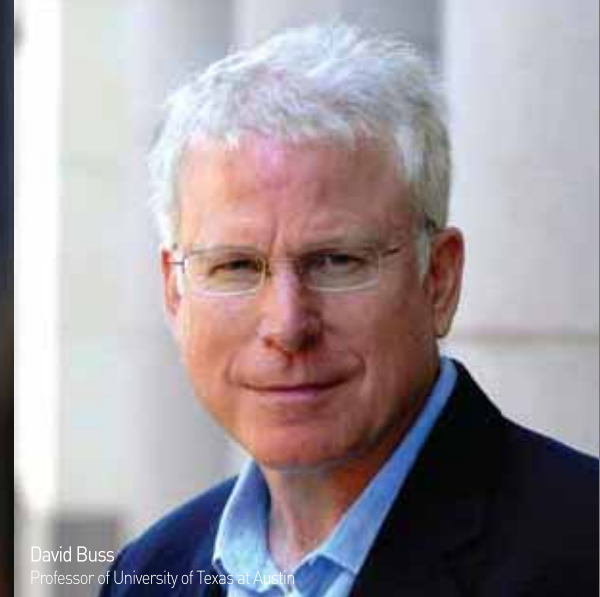
Andrei Shleifer  
Professor of Harvard University



Mahmoud Mohieldin  
Managing Director of The World Bank Group



Dipak C. Jain  
Dean of INSEAD



David Buss  
Professor of University of Texas at Austin

### *Asia-Applied Behavior Science*

Daniel Kahneman, Professor of Princeton University and the 2002 Nobel Prize Laureate in Economics, opened a new page in economics by introducing behavior economics. Behavior economics, which begins and ends with the premise that humans are irrational, is quickly becoming more than just a theory.

The World Knowledge Forum is spotlighting behavior science at the time when the world economy gives attention to Asia. What can Asia learn from this new territory of social sciences? What are the common errors Asian entrepreneurs make in the aspect of behavior science? Has the rational expectation hypothesis lost its value since the global economic crisis? If humans can no longer rely on rational expectations, what then can we rely on?

### *Nurturing Future Talent*

Human resource management is becoming more and more essential in business. Female workers are increasing in the labor market and labor forces are under process of fast aging. CEOs and HR officers are keen to nurture future talents within enlarged and diversified pool of human resources. At the same time, top officials are looking for an incentive to motivate their workers as part of HR management. And HR management will inevitably change as the working environment is changing for more efficiency and advanced technology, which spawned so-called 'smart office' where people can work beyond the limit of physical space of office with high-tech and efficient tools. Then, how can a company manage its core workers? Let's hear from HR heads from global companies on how to deal with new realities of HR managements.

**How can we manage human resources with diversified cultural background?**

**What are the obstacles and solutions for HR managers when there are more women and aged workers available in the labor market?**

### *Knowledge-Based New Innovation*

Knowledge is becoming the most important asset of companies, institutions and countries. The capability of making knowledge productive will be the critical element in the process of value creation. Financial capital, natural resources and labor will remain important assets. However, their capacity of transforming knowledge into competencies for gradual improvement and radical innovation will become the essential fuel for the growth engine of value creation in companies, institutions and countries.

As value creation is one of the prime objectives and responsibilities of leadership in business and governments it is extremely important not only to understand the process of knowledge productivity but also how to put it into day-to-day practice. High levels of education, large numbers of graduates and the availability of financial means are just not sufficient prerequisites. Knowledge productivity as the growth engine for value creation requires an attractive learning climate that encourages boundary less thinking, and an imaginative and entrepreneurial spirit, not only at the top but at all levels in companies, institutions and countries. For this reason, we will discuss in this session the implications of knowledge productivity and value creation and what this means for leadership. For upgrading knowledge productivity in our organizations to the highest-level just conventional knowledge management is insufficient to maximize value creation for achieving our vision and goals. How can we build an organizational culture that nurtures knowledge productivity and what are the major roles of leadership in this challenging enterprise?

# *Knowledge Revolution*



## Main Speakers +

Andrei Shleifer Professor of Harvard University

Mahmoud Mohieldin Managing Director of The World Bank Group

Dipak C. Jain Dean of INSEAD

David Buss Professor of University of Texas at Austin



## ***War Over Natural Resources: Transcending Resource Nationalism***

Many industries are on the look-out for natural mineral resources. As industries ranging from manufacturing to cutting-edge IT are having a difficulty securing mineral resources, resource nationalism is gaining ground. Rare metals, in particular, which are used to make new industry materials such as mobile phones and secondary batteries, have sparked a scramble for world minerals. China already weaponized its resources by declaring a quota for exporting rare earth, and Latin American countries are introducing stricter regulations against foreign resource developers. The EU even considers applying WTO dispute settlement process against countries that limit the supply of mineral resources. All these bustles happen for a good reason: the price of rare earth minerals has jumped over 4 times in the past year. However, successful global resource companies still find opportunities in times of crisis. Major mining companies like Rio Tinto have successfully implemented the iron ore project in nations such as Guinea. About 90% of the world's rare earth production comes from China but China's reserve accounts for 30% in the world: which means additional supplier of rare earth has yet to emerge. This session will share strategies for prevailing over resource nationalism, developing overseas mineral resources market, predicting supply and demand of mineral resources in the future and seeking a way for effective cooperation among resource companies.

**Some nations make use of natural resources as economic weapons. Can the international community reach an agreement to avoid a war of natural resources?**

**What is the best way for a company to secure natural mineral resources without instigating resource nationalism?**

**In what level will the price of mineral resources be set next year?**

**How should resources companies cooperate for mutual benefit?**

## ***Corporate Sustainability through Eco-Management***

The environment is drawing attention as a new factor in the corporate growth strategy. With 'eco-friendly' as the new key word, companies must treat environmental policies with their top priority. Such evidence is found in the expansion of new positions such as Chief Sustainability Officer (CSO) and Environmental Adviser that were first introduced in the 2000s. In fact, corporate environmental policy is directly related to revenues regardless of whether the company causes pollution. Companies can cut spending by transforming their investment and management in a more environment-friendly way. They can also seize an opportunity in the environment business. Being labeled as an environment-friendly, a company can create positive corporate image. This session will offer ways of surviving the period of post-economic crisis with strategic environment policies under the strengthened government regulations.

**How should companies react under the pressure of environment regulation?**

**What is the best environment policy as a company's growth strategy?**

# ***The True Green***

### **Main Speakers +**

Artem Volynets CEO of EN+ GROUP

James Hogan CEO of Etihad Airways

James Adams Vice President of East Asia & Pacific of The World Bank Group

Michael Traem CEO of Arthur D. Little

## ***Future Smart City & Seoul***

Cities draw attention as basic units or pillars of the world economy. Only 600 cities represent 60% of the world GDP. World top 10 cities hold stronger political and economic power than some countries. Major cities in the emerging market grow bigger and bigger with the inflow of massive population.

Then, in what direction will cities develop in the future? Many mention a 'mega city' as an answer. However, an MGI report said that a 'smart city' will dominate in the future while a mega city will lose its economic influence over time. In the smart city, energy efficiency should be enhanced with environment-friendly technology, and facilities for telecommunications should be well established in the every corner. In other words, the nation's competitiveness in IT, healthcare and environmental technology is all reflected in the city. This is why each nation strives to develop smart cities.

In this session, city experts will discuss the smart city and more specifically the future of Seoul.

**In what form will cities develop in the future?**

**Will a 'smart city' be an ultimate winner?**

**How will the smart city be defined in the future?**

**What would be the future blue print of Seoul as smart city?**

## ***Debate: Saving or Dumping the Kyoto Protocol***

In November this year, South Africa's Durban will see the fate of the Kyoto Protocol. Since the protocol is set to expire in 2012, it may be doomed to banish without an alternative. Many environmentalists argue for stricter environment regulations while skeptics deny a correlation between greenhouse gas and global warming. Who is right? Amid the conflicting views, will the Durban meeting be successful? Andrei Illarionov, senior fellow of the Cato Institute, an anti-Kyoto Protocol scholar, has argued against global warming on international stages. Katherine Richardson, who assumed chairmanship of the Danish Commission on Climate Change Policy from 2008 to 2010, leads the Danish environmental policy consistent with the Kyoto Protocol spirit. Through this one-on-one debate, the audience will hear which side is more persuasive and what fate the protocol will face.

**Will the Kyoto Protocol survive in the Durban Meeting in November?**

**Is climate change going on at all? How can environmentalists and skeptics strike a balance?**

## ***Nuclear 2.0: Fukushima Impact & Truth***

Safety of nuclear energy is back for hot debate following the Fukushima nuclear disaster in March. The issue has been rekindled like the Chernobyl disaster in 1986. First among other things, the opponents of nuclear power raised their voices. In the light of Fukushima incident, German Chancellor Angela Merkel changed her mind for the end of all nuclear power by 2022. Similarly, Japan has turned pessimistic toward its plan to increase nuclear power plants. What's worse, Japan suffers from mental shock as well as economic downturn in the aftermath of the disaster. The global market of nuclear power plant is in the doldrums.

However, right before the Fukushima accident, nuclear power received the spotlight as the alternative to fossil fuels which have been identified as the cause of global warming. Meanwhile, supporters of nuclear energy still argue for expansion of nuclear energy. In fact, the majority of nations that still retain nuclear power plants opt for a status quo or an expansion of nuclear power plants because the nuclear power is environment -friendly and cost effective as long as it is operated safely. Proponents of nuclear energy stress that nuclear energy is not an option but a must as an energy source until renewable energies are widely put in use.

What is the truth? The answer will be seen at this debate by the chief of OECD Nuclear Energy Agency and leader of anti-nuclear energy at Greenpeace. The two will show their argument based on scientific foundation.

**Are nuclear power plants scientifically safe?**

**What should be the international community's response to prevent the Fukushima accident from happening again?**

**What is the alternative energy source to nuclear power plants should they be abolished?**



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## *The Smart Evolution: Mobiles, TVs, PCs and Cars*

Smart devices are endlessly evolving through technologies as if they aimed to catch up with human brains. Not only do smartphones, smart tablet PCs, smart TVs, smart cars, and smart air-conditioners form the progress of 'smart' evolution, but every device is getting smarter with advanced technologies such as so called Apps, expecting integrated platform in an Open Ecosystem environment and public Wi-Fi infrastructure which is being upgraded with LTE (Long Term Evolution) network.

Smart is going to be around you anytime anywhere, and first of all, home appliances are ready to be equipped with 'Smart'. One of future technologies that will make us smart is M2M (Machine to Machine) communications: Smart washing machine diagnosis problems itself and connects to the repairman automatically in accordance with the analysis. A smart refrigerator will let you know where the certain food is, which food is out of date, and update you with notice on your smartphone's application what to buy and how much it is in grocery store near you. Smart vacuum cleaner gets weather information like yellow dust and works accordingly.

Another force for making smart smarter is convergence. Cars are going to be smarter with smartphone, SNS, LBS, and IT that it can integrate safety as well as infotainment (information and entertainment).

We will have close look on examples of car, cellphone, tablet PC, and white goods that how much they will transform to resemble human. We will listen from representatives of selected industries about how smart devices will reconstruct the future.

**What are the explicit examples of how car, mobile phone, PC, white goods can be evolved with smart technology?**

**Is there a possibility that smart technology can get into emerging markets?**

**What direction is the smart technology developed to change our daily lives?**

## *Working on Cloud*

Surprisingly, we are not aware of the fact that we are active users of cloud computing. Googling, using Yahoo! mail, uploading pictures on Facebook, and using the Augmented Reality Technique with the mobile devices are all the examples of using the cloud computing system. Cloud is not a new concept but it has been reaching the ears of the public in past few months, and hopefully, we will be able to witness the evolution of cloud in 2012.

Manufacturing companies will focus on speed of processors, contrary to the past strategy of making bigger storage size. The demand and need for cloud will spread not only to mobile devices but also to companies, hospital, and even service business industry.

Speakers at this session will discuss how cloud can reduce cost and what impact cloud can impose on the flexibility and capabilities of an organization. Learn how cloud can change consumers' patterns in our daily lives and prepare for potential privacy breaches and security problems concerning cloud.

**How will cloud change the working environment in an organization?**

**How can cloud change consuming patterns of customers?**

**What is security problems and remedy to it?**

## *Learning Innovation from Airlines*

As the colossal continent of Asia once linked by Silk Road evolves into 'One Asia', 'Sky Road' in the Asian region also faces revolutionary changes. The pattern that we have seen from Europe and the US with Ryanair and JetBlue is ready to be seen in Asia, too. Such observation indicates that Asian countries are geographically getting closer to each other. Korean, Chinese, Japanese, and Indian airlines are ready to target Asia introducing their own version of Low Cost Carriers (LCCs).

LCCs have been nominated as one of the best innovative business models by many scholars. Southwest Airlines had almost 1 billion dollar M&A with AirTran in early 2011, a business transaction which heralded the birth of the biggest LCC airline business in history. We will likely see a fierce competition between LCC airlines and non-LCC ones.

In this session, we will look into how sky road hegemony will be made, and try to find innovative and competitive elements that would work to succeed in conquering the Asian skyway.

**What would be the competitive elements of global airliners to dominate Asian sky road?**

**What would be the key point to succeed as an LCC?**

**Would luxury branding work in Asia?**

## *Smart Healthcare in an Aging Society*

As the aging society becomes a reality in the 21st century, the healthcare market is in spotlight and ready to receive huge investment. U-healthcare is the next health-related industry that is going to be the new engine for future growth. U-health is defined as an advanced healthcare combined with IT solution. Chronic disease, individual health record, and medical image sharing technology can greatly improve with IT technology to efficiently manage and treat patients.

Many specialists have pointed out that there have been many limits on the process of solving problems such as medical expense, the quality of medical treatment, and accessibility. Because these fields possess huge potential, a new paradigm on medical system is desperately needed.

In response to the recent rise of U-health as the blue ocean, not only major Korean companies like Samsung, LG, SKT, but also global conglomerate such as GE health and Johnson & Johnson are enhancing healthcare businesses, providing revolutionary new products, and focusing in the global U-health market.

# *Industry Overview 2012*

### **Main Speakers +**

Rajiv Kumar Secretary General of FICCI

Andy Bird Chairman of Walt Disney International

Feng, Jun CEO of Aigo

Soraya Darabi Founder of Foodspotting





## Trans Media: Platform Revolution

The world of media is changing from a unilateral communication to an interactive information-sharing community which gives viewers an opportunity to take part in the process of making content and sharing it, thus ushering in the 'Trans Media' era. In this age, broadcast system, newspaper, internet, mobile and other platforms for the content merge together and share information.

As the boundary of TV and mobile newspaper gets blurred, media companies are choosing different strategies to survive in this time of transformation. The biggest cable corporation Comcast took over NBC Universal and increased its size. Big media companies such as News Corporation and CNN are trying their best to secure contents as well as platform. Korea is also facing a media big bang, a part of which is 'General Programming Channel' bound to arrive late this year.

As 'Trans Media' becomes a fierce battleground, we will examine what strategies and visions the industry has, and sketch the roadmap for media companies.

## The New Global Geometry of SNS

Even before the term 'Social Network Service [SNS]' came into common usage, Cyworld, personal blogs with some functions of SNS, was a huge hit in Korea. Until now, 25 million people have been registered, exceeding the total number of users of Twitter and Facebook in Korea. People had their personal blogs to communicate online, keeping a diary to describe their feelings and memories to share, with mutual agreement with buddies in advance, making the experience more intimate than an ordinary web blog.

The trend has shifted to Twitter, Facebook, and Instagram. Social networking games like Cityville and Farmville have gathered tremendous interest from the younger generation, making Zynga the second largest game company in the world. People chat via applications such as Kakaotalk and Whats App. Social commerce also demonstrates that 'social networking' has become an indispensable part of life.

In this session, we will listen from the representatives and professionals of SNS on what is hot and how they analyze what is happening today and how they forecast the future of SNS.

**Will SNS be a one-time quick fever or a long-lasting trend in accordance to the smartphone development?**

**To get 500 million users, TV took 13 years. 1 year for Facebook, and 8 months Twitter. What's next Social Media and how long will it take to get popularity from public?**

**What are possible side effects?**

## Passion for Fashion

The Duchess of Cambridge (former Ms. Katie Middleton) whose passion for fashion has impressed the media embodies a new trend: Fortune of fashion favors the bold. More so than some people are willing to admit that fashion shapes one's first impression especially in a business setting. Is it not implicitly understood that the cut of a businessman's suit reflects his sharp and aggressive approach in a board meeting? Or doesn't the color of a businesswoman's jacket dictate her tone? As corporate lifestyle becomes the career norm in Korea, a demand for expressing and managing one's business image via fashion is hotter than ever. Global giants in the fashion industry seem to ground their success on 'Glocalization' strategy. Sweden's H&M, Spain's Zara, and Japan's UNIQLO have stormed the world market with strategies blending diversity and unity. As the global market becomes more intimate, business transaction has transformed into personal interaction. When corporate customers strive for versatility of business image, the fashion industry must cater to the various needs of its global clientele. Now, we understand that keeping up with the latest trend at a fashion show while also completing work assignments at the office can be overwhelming. So, this session will explore the world of fashion business and how fashion influences business today.

**How does fashion influence corporate image and translate to economic result?**

**How does the fashion industry meet the growing demands of corporate sector?**

**What are the common grounds of success in the cases of H&M, UNIQLO, and Zara?**

**What are the strategies necessary to launch Korean fashion industry abroad successfully?**

**What are the prospects for Korean-and more generally, Asian-fashion industry in the world market? How can they encounter the reality of Europe as the global fashion powerhouse and establish themselves to coexist as the emerging world fashion hubs?**



Rajiv Kumar  
Secretary General of FICCI



Andy Bird  
Chairman of Walt Disney International



Feng, Jun  
CEO of Aigo



Soraya Darabi  
Founder of Foodspotting

# Convergence



## Main Speakers +

Clotaire Rapaille Anthropologist and Author of *The Culture Code*

Bill Moggridge Director of the Smithsonian's Cooper-Hewitt, National Design Museum

Hernan Lopez President and CEO of Fox International Channels

Joel Towers Executive Dean of Parsons The New School for Design

## **Radical Convergence of Industrial Designs**

Products are being integrated to a single platform: Mobile phones with PCs, TVs and refrigerators. Semiconductors are being converged with solar power, healthcare industry with IT and the telecommunications industry, IT with cloud computing and SNS.

Convergence is the new buzzword and how we integrate it to our daily lives will be the task for industrial leaders. Global businesses increasingly appreciate how design and design thinking can provide them with high-level, strategic value and competitive advantage. In an intensely competitive market, with ever more diverse and demanding customers, executives are often left unsure of exactly which products, communications and services to create for the different segments of the market. This session will discuss how businesses can use design to explore emerging opportunities, solve complex problems, and achieve lasting strategic advantage.

**In what form of design will future convergence of industries show?**

**How will technology affect design convergence?**

**How should entrepreneurs apply design convergence?**

**How will design convergence redesign future business trends?**



Clotaire Rapaille  
Anthropologist and Author of The Culture Code



Bill Moggridge  
Director of the Smithsonian's Cooper-Hewitt, National Design Museum



Hernan Lopez  
President and CEO of Fox International Channels



Joel Towers  
Executive Dean of Parsons The New School for Design

## Crossover Commercial Designs

What is a good design? How is design created? We are surrounded by designs but among them, only a few are successful. Creation of a successful design coupled with the construction of a firm brand requires understanding of brand identity. A good design is directly related to the value of the company. This session discusses how designs can influence consumers' perception and what outcomes unique ideas and styles can produce through crossover commercial designs.

What is a good design?

What are the trends of today's industrial designs?

What changes can be expected?

What are some best practices of good designs? How has a good design changed over the course of the decade? How will it change in the future?

What procedures must be taken to create an outstanding design? How is the procedure changing?

## Techno Art Robots: The Next Me

Remember Pinocchio? He was one of the earliest forms of robots. But now robots are no longer in the future as they are already out there. The world is interested in both applied and theoretical issues in robotics, and there is an expectation that the ever growing technology in robotics will help build a better human society.

This session will provide a unique opportunity for the audience to get in level with the new challenges, and hear how robot experts share solutions and discuss research directions for the future.

How will robots evolve?

How will the human-robot relationship develop in the future?

How will robots affect humans? Why is the robot industry so important?

## Players, Fans, Sponsors: The Real Team Spirit

The use of various emerging media and electronic communication methods, including the use of smart phones, net-books, laptops, applications on some cable television boxes, and internet-based resources are enhancing sport marketing in the new decade. The management of sports has become a very sophisticated yet evolving process of discovery and exploration.

On the platform of this dynamic development of the world of sports, sports marketing is creating a new environment for communication, exchanging past and present experiences as well as ideas and future trends with sponsors and CEOs.

Asia-oriented companies are confronting the agenda of opening new doors for new forms of sports marketing. With the Formula 1 Korea hold right after the World Knowledge Forum, and the 2012 London Olympic Games coming up, speakers representing industry, as well as academic scholars and researchers will present and discuss the latest topics in contemporary and prospective sports management issues, focusing on strategies, experiences and directions.

The sports industry is growing rapidly, naturally causing more capital to run into management of sports teams. What is the future of sports marketing? How can sports marketing be used to uplift company value?

What needs to be done in order to increase brand value via sports business?

What are some of the best practices of sports marketing?

There's more to sports marketing than just brand promotion. What is the secret behind successful sports marketing?



# NYU Stern

## Finance Master Class 2011

We will be studying two topics: 1) Rules for making investment decisions and 2) Real Options.

The first topic primarily focuses on the IRR (Internal Rate of Return) rule, which is widely used in practice. This rule has a number of serious problems, which are often not known by practitioners, or at least not well understood. The purpose of this lecture is to point out these shortcomings and to contrast the IRR rule with the NPV (Net Present Value) rule, which is the investment rule generally favored by academics. The second topic discusses how to make investment decisions when projects have embedded real options, such as the option to wait with undertaking the investment and the option to undertake follow-up investments after the initial investment is made. Incorporating these real options into investment decisions is important and can explain why, e.g., it may be optimal to undertake an initial investment which, when viewed as a stand-alone investment, may have a negative NPV.



Dean Peter Blair Henry  
of NYU Stern School of Business speaking the WKF 2010



# THE 12TH WORLD KNOWLEDGE FORUM

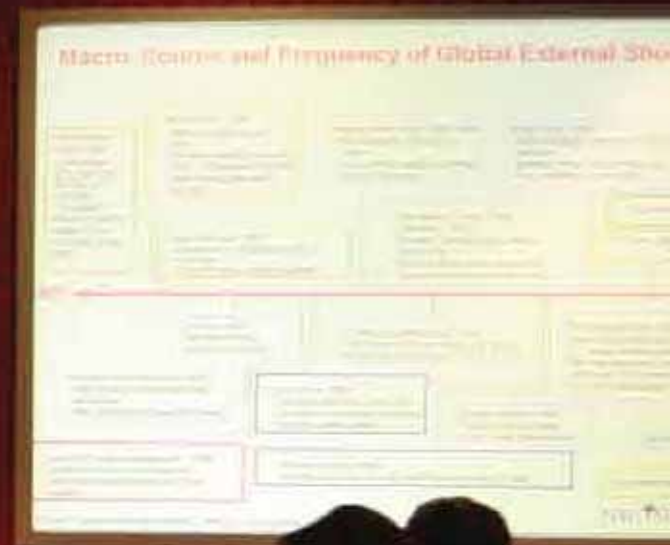
New Asian Leadership:  
Power Shift & Global Sustainability

World Knowledge Forum

Momentum | 820 Leadership & Creativity

NYU  
STERN

Finance Master Class



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# THE 12TH WORLD KNOWLEDGE FORUM

**New Asian Leadership:**  
Power Shift & Global Sustainability

## INSEAD

**The Business School  
for the World®**



Professor Jean-Claude Larreche leading his MBA class at WKF 2010



The Business School  
for the World®

# INSEAD

## *Best of Management 2011*

As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas from around the world to change lives and to transform organizations. A global perspective and cultural diversity are reflected in all aspects of our research and teaching. With campuses in Europe (France), Asia (Singapore) and Abu Dhabi, INSEAD's business education and research spans three continents. Our 145 renowned Faculty members from 36 countries inspire more than 1,000 degree participants admitted annually in our MBA, Executive MBA and PhD programs. In addition, more than 9,500 executives participate in INSEAD's executive education programs every year. Drawing on INSEAD's leading edge research in the fields of business management, we have put together a series of thought provoking lectures by our faculty to focus on the theme "New Asian Leadership". Join us as we take a critical look at how business leaders and managers can utilize the strengths they have to revolutionize their businesses through innovative strategy, leadership and talent development.

Celebrating 10 years' keen relationship with the World Knowledge Forum, Dean Dipak C. Jain is visiting and opening the INSEAD Best of Management session. Expert in Marketing, professor Jean-Claude Larreche is giving a lecture on 'A Discovery Culture for Quality Growth', which is his 4th visit to the WKF. Professor Paul Evans, professor of organizational behavior, speaks on 'Working through the Dualities of Talent Development', and Professor Jean-Francois Manzoni lectures with 'Decision Traps and Cognitive Biases: Forewarned is Forearmed' based on his major of management practice. Last but not least, Professor Karan Girotra, professor of technology and operations management, will talk about what is 'Business Model Innovation'.



THE 12TH  
WORLD  
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New Asian Leadership:  
Power Shift & Global Sustainability

SPEAKERS

Ahn, Kyung-soo	Noroo Paint	Chairman
Alexander Huberts	Mellon Capital Management	President of Investments & Finance
Alexei Pushkov	TV-Center	Author, Anchor and Executive Producer
Alice Chen	Harvard-MIT Division of Health Sciences and Technology (HST)	Biomedical Engineer
Amy Chua	Yale University	Professor of Law
Andrei Lankov	Kookmin University	Professor of History
Andrei Illarionov	Cato Institute	Senior Fellow
Andrei Shleifer	Harvard University	Professor of Economics
Andy Bird	Walt Disney International	Chairman
Andy Rubin	Pentland Group	CEO
Anil Menon	Cisco Systems Inc.	President of Globalization and Smart+Connected Communities
Anthony Stevens	Oliver Wyman	Partner and Head, AP
Artem Volynets	EN+ GROUP	CEO
Ayesha Khanna	Hybrid Realities	Managing Director
Bill Moggridge	Smithsonian Institution, Cooper-Hewitt, National Design Museum	Director
Carl Lukach	DuPont Company	President, East Asia
Chang, Dae Whan	World Knowledge Forum	Founder and Executive Chairman
Charlie Welsh	The Mergermarket Group	Group Editor-in-Chief
Chin, Young	Pyramis Global Advisors	Chief Investment Officer
Choi, Hong	ING Investment Management	CEO, Korea
Christopher Pissarides	LSE	Professor of Economics
Claudio Fernandez-Araoz	Egon Zehnder	Partner
Clotaire Rapaille	<i>The Culture Code</i>	Anthropologist and Author
Craig Wightman	Kinneir Dufort	Design Director
Daniel Lee	University of Pennsylvania	Professor of Electrical and Systems Engineering
David Ciclitira	Parallel Media Group (PMG)	Chairman
David Buss	University of Texas at Austin	Professor of Psychology
Dennis Hong	Virginia Tech	Professor of Mechanical Engineering
Dennis Nally	PricewaterhouseCoopers International Limited	Chairman
Dho, Young-shim	UNWTO ST-EP Foundation	Chairperson of Board of Directors
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Dmitry Yudin	EN+ GROUP	Strategy Director
Donald Johnston		Former OECD Secretary-General
Fan Gang	The National Economic Research Institute (NERI), China	Director
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Fidel Ramos		12th President of the Philippines
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Hori, Yoshito	Globis University, Globis Capital Partners	Founder and Dean, Managing Partner
Hur, Kyung Wook	Korean Delegation to the OECD	Ambassador

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