

CSAWorld

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Mission Possible

An exclusive interview with, former President of Poland, **Lech Walesa**

Find out why
"Globalization should not, and can not, be stopped."

Sir Bob Geldof asks who do you think you are?

Ever thought about **who your customers should be?**

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CSA World - Contributors



Lior Arussy, pioneer of customer experience management, received the 'Influential Leaders' award from *CRM Magazine* in 2003. In **Rethinking Who Should Be A Customer** (page 9) he challenges you to consider whether every customer is a desirable one.



George Kohlrieser, former hostage negotiator, is a clinical and organizational psychologist. In his work, the hostage metaphor is a recurring theme for individuals, teams and organizations that are trapped in internal or external conflicts. **A 'Hostage-free' State Of Mind** (page 8) asks why is it that some people feel like a hostage even without the threat of a gun?



Stéphane Garelli, specialist in competitiveness, traverses the academic, business and political worlds. His research focuses on how nations and enterprises compete internationally. Acutely aware that competitiveness has become an over-used term, he looks at the heart of this matter in **Top Class Competitors; Who Are They?** (page 9).



Frank-Jürgen Richter, is the President of Horasis. A specialist in globalization, he shares his insights about which countries and parts of society benefit less from globalization than others, see what he has to say in **Globalizing Globalization** (page 4).



Sir Bob Geldof, needs little introduction for most of us, renowned for his humanitarian work and successful music career, he is a prominent and provocative public figure. He is also a talented business man and in **Who Do You Think You Are?** (page 5) he talks of what it takes to spot an opportunity - and then make it work.



Jeremy Rifkin, influences public policy on environmental, scientific and technological issues. Credited with shaping the global debate on technology displacement, corporate downsizing and the future of work, he turns his attention to the serious issue of oil and its dwindling supply **Are We Facing Up To The Energy Crisis?** (page 4)



Ray Hammond, Europe's most published futurologist, concentrates on how trends will affect society and business. In a world where an organization's competitors rapidly launch similar products and services, competitive edge can be very short-lived. **Innovation – the Holy Grail Of Business** (page 5) argues that in the future innovative partnership will be the only route to sustainability.



Lech Walesa, former President of Poland, is internationally recognized for his tremendous leadership and political achievement. In an exclusive interview, **Mission Possible** (pages 6 & 7), he shares his thoughts on the link between innovation and leadership.



Garry Kasparov, is widely considered to be the greatest chess player that ever lived. And was the youngest ever world champion at just 22. In **Basic Instinct** (page 8), he invites you to think about intuition and trusting your instinct, which are perhaps things that many of us have lost sight of?



A Word from the Editor



Converting the unconverted

While globalization is a reality, it is a relatively recent phenomenon, which means that there is scant experience for us to draw from. What we know globalization to mean can be very different from our experience of it so far. On the face of it everyone, worldwide, is a potential customer, but at the same time that has to mean that we have many more competitors. Deciding which customers we value (*Rethinking Who Should Be A Customer, page 9*) and who is a real threat to us (*Top Class Competitors; Who Are They, page 9*) is no mean feat.

The global society can lead us to feel pressurized, even threatened, by competitors, or individuals, when in reality they are no real threat to us (*A 'Hostage-free' State Of Mind, page 8*). If we shift our perspective, think about issues in a different way that suits this global environment in which we operate, things may seem very different. Aside from astute business acumen, a part of many successful organizations, and people, it is the confidence and ability to trust their intuition (*Basic Instinct, page 8*), that can be easy to lose sight of in a whirl of data and deadlines.

Globalization has changed, and is changing, the way we all live and work. Some of the resources that we have come to depend upon, like oil, are in relatively short supply (*Are We Facing Up To The Energy Crisis? page 4*), so some serious innovation is required there at least (*Innovation – the Holy Grail Of Business, page 5*). Subsequently, we can be certain that globalization is more welcomed by some countries more than others (*Globalizing Globalization, page 4*). At the same time, we must remember the possibilities that change brings and how it has afforded some the opportunity to achieve what others thought was the impossible (*Mission Possible, pages 6 & 7*).

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Globalizing Globalization by Frank-Jürgen Richter

A dispute is currently raging in India about whether the World Trade Organization's agreements on agriculture devalue Indian interests. Secretary of Commerce Kamal Nath says he has obtained a declaration of intent from the industrialized nations to cut agricultural subsidies. This reduction of subsidies would allow Indian farmers to perform better on the world markets in the future. Nath's critics, however, believe that the rich countries have once again "pulled a fast one" on the poor countries. After all, the price to pay for this reduction of subsidies would be a further opening of the world markets for manufactured goods and services, mostly originating from Europe and North America.

This dispute is a clear illustration of the controversial debate surrounding globalization, i.e. the increasing global integration in an economic, social, political and cultural sense. Globalization is certainly an important growth driver; cross-border trade forms links between national economies and generates more wealth. Globalization as a principle per se is good and should not be prevented. However, there are parts of society, and certain countries, that benefit less from globalization than others.

"Globalization should not, and can not, be stopped."

A process aiming towards worldwide and fair globalization is not in evidence everywhere. New borders are being created within industrialized nations as well as between industrialized and developing countries. This



Frank-Jürgen Richter

results in growing inequity and a loss of cultural identity. Globalization cannot be regarded as truly global and successful while a large proportion of the world's population remain unable to reap the benefits.

Paradoxically, attempts to increase globalization in developing countries have so far proved directly disadvantageous for less-qualified sections of the population in the industrialized nations. The outsourcing of production processes – currently to Eastern Europe and East Asia in particular – is reducing the levels of employment in industrialized countries. This is the paradox of globalization. Globalization should not, and can not, be stopped. But how can social inequality be redressed? Can exclusiveness – i.e. a situation where the benefits are enjoyed only by a few – be avoided? How can we break the 'globalization paradox'?

There are three conceivable solutions for 'globalizing globalization':

Dialogue: Opponents and supporters of globalization usually deal with each other in a

rather confrontational manner. They rarely look for common ground. As Jürgen Habermas suggests, dialogue could be a way of approaching what is different, strange and initially misunderstood in a more radical way than before. Dialogue could lead to a consensually held vision of a better world.

Standards: Niccolo Machiavelli's ideas about establishing and maintaining power at any price have found their way into politics and commerce at all levels. However, it is particularly true in a networked economy that 'the end does not justify the means'. The interaction between people, institutions and nations should be governed by standards. Multinational institutions such as the World Trade Organization should be more heavily respected and promoted than is currently the case.

Free trade: The reduction of subsidies in the industrialized countries and selective outsourcing of production can lead to increased employment and productivity in the developing countries. The loss of employment in the industrialized nations must be counterbalanced by improved training and jobs in new industries. Free trade should generate noticeable and sustainable improvements for all parties involved; otherwise, globalization will only ever work to the advantage of a few.

These three methods of resolution should be simultaneously pursued by governments, industry and society in both industrialized and developing countries. This is the only way to globalize globalization.

Are We Facing Up To The Energy Crisis? by Jeremy Rifkin

The United States, and every other country, is vulnerable to mounting internal and external threats and disruptions as we move into the last stages of the oil era. Our vulnerability is even more pronounced because of the highly centralized, hierarchical energy infrastructure, and the accompanying economic infrastructure, that we created to manage a fossil-fuel energy regime. The fossil-fuel era is characterized by a top-down organizational scheme made necessary by the difficulty of harnessing and exploiting hard-to-find forms of energy. The extraordinary costs associated with the processing of coal, oil, and natural gas

required vast amounts of investment capital and led to the formation of giant energy enterprises. Currently, ten to twelve mega-companies, both commercial and state-owned, dictate the terms by which energy flows through the whole world. By centralizing power over the Earth's energy resources, the energy companies created the conditions that rewarded economies of scale, and centralization of economic activity, in every other industry.

"Today, fewer than 500 global companies control most of the economic activity."

The burning of fossil fuels also quickened commercial life. Managing the increased density



Jeremy Rifkin

and flow of human commerce further solidified the formation of highly centralized, hierarchical commercial

enterprises. Today, fewer than 500 global companies control most of the economic activity on the planet. Globalization represents the end stage of the fossil-fuel era - a period in which fewer and fewer corporate institutions micro-manage both the flow of energy and economic activity in communities throughout the world.

Who Do You Think You Are? by Sir Bob Geldof



Sir Bob Geldof

Many of us see ourselves one way while others see us differently. For instance, I am most associated with humanitarian issues and, I hope, music. Yet there is a whole

other side to who I am; a businessman, a serious entrepreneur. While there is no problem, at all, in being predominantly known for a part of what we do, it can influence how we see ourselves – if we're not careful. Do you ever think about who you are? Or how others might see you? If you don't, you should 'cos it's an ideal way to recognise opportunity. Only by standing back and reflecting can we see possibilities.

All I've ever done is sell my ideas, my take on what is possible. You see, I like to think. I sit and reflect, but that doesn't mean that I don't live 'in the moment'. To recognise opportunity you have to be distanced from what is already

established, otherwise you can't see how it might change or evolve.

Take globalization, we didn't invent it, it happened organically with technological advancement. Yet it presents opportunities for all of us, albeit more readily for some than others. Foreseeing what those possibilities are and how they might be realised, at that particular moment, is all it takes to succeed. That's the essence of it. Believe me, a focussed thought generates energy, an energy that people will consolidate themselves around. We all know that there is no virtue in pointless action. So, talk less and think more, with a purpose.

Innovation - The Holy Grail Of Business

by Ray Hammond

Talented people have always been important to successful companies. But now patents are weakened by aggressive 'work arounds' and opportunistic legal challenges, and new business concepts are copied by ferocious competitors almost as soon as they are made public. It is becoming increasingly difficult for corporations to secure competitive advantage through traditional routes of internal research and development. Even the greatest companies have become as vulnerable as they are venerable.

In the future most businesses will have to innovate continuously whilst, at the same time, undertaking co-operative development



with outside talent pools. The old prejudice against ideas and products 'not invented here' will have to be assigned to the garbage as global innovation accelerates to such a pace that almost all companies must partner with others to achieve not only 'best practice' but also 'best *future* practice.' Only a few industry areas - pharmaceuticals and defense, for example - will be exempt from this co-operative imperative. For most businesses, heritage has become heresy.

As a result, the individuals who will be most valued by corporations will be:

1. Those people who are constantly thinking of new ways to present brands, products and services, whether in terms of customer perception, method of delivery, or in the nature of the product or service itself. Innovation not imitation is demanded.
2. Those people who are willing and able to see methods of co-operating (sometimes with competitors) to adapt a new idea, innovation or concept to their company's own use and profit. In most cases a company's internal ring-fenced 'innovation engine' is no longer sufficient to maintain



Ray Hammond

global competitive edge. Imagination must become the new incumbency.

As Google and other search engines become increasingly responsive and intelligent, it is possible to discern early features that might be called 'intelligence'; the Global Brain shows the first sign of awakening. But it is the pervasiveness of this fabulous knowledge and communications matrix - instantly available to all - which is destroying the value of old-fashioned, internally generated competitive advantage. Change itself has changed and there is no longer time to capitalise on new ideas before they are copied by others.

Now the people who matter most to business are those who can think of new ways of interacting with the knowledge this proto-brain has to deliver and who can cheerfully embrace outside innovation and turn it to the enterprise's competitive advantage. And to do so continuously. Innovation is the new Holy Grail of business.

“Freedom is the most precious value.”



Mission Possible

Lech Walesa Interview by Lisa DiVito

Former President of Poland, Lech Walesa, is internationally recognized for his tremendous leadership and political achievement. In this exclusive interview with CSAWorld he talks about what it takes to challenge the status quo.



Q Are all great leaders also great innovators?

A History shows us that great leaders became great leaders so they could change the reality. So they must have been innovators.

Q Are all great innovators great leaders?

A Not necessarily, innovation and leadership does not always go hand in hand. We know of innovators who have been working for years, holed up in their offices. Many of them have excellent vision, but they lack 'bargaining power' so their genius is often only valued by subsequent generations.

Q What do you believe is the primary skill of a great leader?

A Charisma. And it can be a natural flair or a learned behaviour.

Q How do you recognize true innovation? Distinguish it from change?

A True innovation can be recognized by the degree of difficulty in implementing it. The more difficult the task, the more innovation is required.

Innovation is a vision for the future; it is hard to proclaim and even harder to realize. You need great leadership, ownership and charisma to succeed.

Q What do you admire in other leaders and innovators?

A Those that are equally effective with mission and vision are truly admirable. Very often someone has vision but lacks mission and vice versa. It is imperative to bring the two things together for long term success.

Q How did it feel to lead Poland out of communism?

A I shared the responsibility of realizing a new reality. I felt sorrow for the many that paid the price of such a fundamental transformation, but I do believe that there was no other way. Freedom is the most precious value. If I were to go through it all again I would not change a thing.

Q Was there a pivotal moment when you consciously decided to challenge the state as it was?

A When Pope John Paul II visited Poland he inspired us to change the face of our land.

We trusted that we were not alone and the world got to know that millions of people in a communist country desired freedom. It was a pivotal moment, a real spiritual change in a downtrodden nation.

Leading the occupational strike in 1980 made me believe that we could really change things. Learning from former spurts suppressed by communist powers, I knew that the only way forward was a peaceful one of negotiation. Sometimes I do still wonder how we did it; it must have been the hand of God.



“Their genius is often only valued by subsequent generations.”

Basic Instinct

by Garry Kasparov



Garry Kasparov

World renowned chess champion, Garry Kasparov, has proven that he can perform under pressure.

So we asked him: "is it a learned behavior or a natural talent?"

We must use the crucible of pressure situations to form a synthesis of our natural

gifts and our acquired skills, to hone the ultimate decision-making tool, human intuition.

The first such trial in my life came in 1984, when at the impetuous age of twenty-one I faced Anatoly Karpov in a match for the world chess championship. The champion would be the first player to win six games and it didn't look like it would last long when Karpov won four of the first nine, the others being drawn. A long string of draws followed, then another defeat. I was one loss away from a humiliating 6-0 rout.

By this point I had learned a great deal about my opponent, and myself. With the marathon match entering its unprecedented fourth month I began to counterattack, finally scoring my first win before another run of draws. I had just scored back-to-back wins in games 47 and 48 when suddenly the chess federation halted the match. They said it was to protect the health of the players, although I suspected it was to protect the champion.

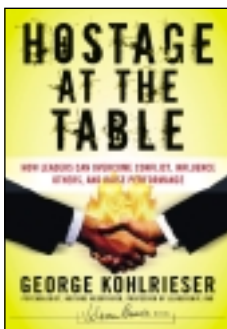
Despite this disappointment I knew I had survived a nearly impossible situation, which gave me great self-confidence. Seven months later I won the very first game of the rematch with Karpov and went on to become the youngest world chess champion in history.

While researching for my series of books on the great players of the past, My Great Predecessors, I found evidence that our intuition in the heat of battle is often more accurate than dispassionate analysis. Time and again, the greatest players found the best moves at the board at the moments of maximum stress and strain. Generations of commentators frequently missed what the players had seen in the moment.

We can all find our own "best moves" the same way they did, by trusting our instincts. Our intuition is a muscle; the more we use it the stronger it becomes. In order to harness our talent we must begin with the courage to trust in ourselves, especially when we are under pressure.

A 'Hostage-free' State Of Mind by George Kohlrieser

Former hostage negotiator, George Kohlrieser, now turns his talents to leadership and organizational behavior as a Professor at IMD. A consultant to global organizations, he works with leaders on getting people to overcome resistance to change.



In every day life there are people who do not feel like a hostage even with a gun to their head; they have the personal power to have dialogue with, and

influence on, the perpetrator. Yet in business there are people, without the threat of an actual gun, who feel like a hostage with their boss, a colleague or in a situation.

The sense of feeling hostage to the organization they are employed by is a common problem for many. Feeling trapped can block the achievements of leaders and those that they

are meant to be leading, which leads to a vicious cycle of reduced or, at its worst, poor performance.

The parallel between the actual and metaphorical hostage situation is a powerful one. Some may feel that it is an extreme comparison, so it is worth pointing out that leadership and hostage negotiation are both about achieving a desired outcome. What's more, hostage negotiators have a 95% success rate, which is far higher than a great many business leaders.

"Hostage negotiators have a 95% success rate, which is far higher than many business leaders."

Maximizing performance, achieving that desired outcome, is all about a leader's ability to focus their 'mind's eye' on the benefits, the positive, not the pain, the negative. My work with leaders concentrates on the power of the leader to focus their mind, create a bond with everyone, to influence, persuade and negotiate to a mutual benefit. The 'eye' determines how we



George Kohlrieser

view a particular situation and how we will act or react. Leaders who can positively influence the states of followers will achieve the highest levels of success. And yes, you can deliver even criticism and tough feedback in a positive way.



Rethinking Who Should Be A Customer

by Lior Arussy



Lior Arussy

Is every customer a desirable customer? Should each person who is willing to purchase your products and services be a potential customer? For companies whose principal objective is to increase market share, the answer is a resounding yes. However, for those companies whose principal concerns are customer retention and profitability, the answer is a clear no.

Although customers may generate revenue through their purchase of products and services, they often consume considerable amounts of limited service resources at the expense of other, more profitable customers.

“Too often companies will take any customer willing to pay.”

In their attempts to address undesirable customers, some organizations have gone as far as firing their customers. When the CEO of Samsung pulled his company's products from the shelves of Wal-Mart and Target, many analysts and competitors believed that he was committing corporate suicide. No CEO had ever pulled products from the giant of Bentonville. While other suppliers continued to reduce their prices in the name of market share, Samsung realized that

offering premium-priced products required the removal of its products from discount retailers. Samsung is not unique. ING Direct, the web-based bank offers particularly attractive interest rates to account holders. Although the company does retain a staff of customer service representatives, customers are encouraged to utilize the company's self service capabilities. However, if customers frequently utilize the customer service staff, ING Direct will recommend that they take their business elsewhere. ING Direct understands that offering high interest rates necessitates limiting customer access to the company's expensive customer service staff. Understanding the economics of relationships and possessing the discipline to select the right customers is critical to ensuring a profitable match between companies and customers.

Despite your customer centric strategies, policies, processes and products, you will always have disappointed customers. Are these customers desirable? Will you encourage these customers to maintain their business with your organization? Will you offer them discounts and additional services to prevent their departure? Too often, companies will take any customer willing to pay. However, some companies are utilizing innovative

methods to identify and rid themselves of undesirable customers. HomeBanc, the Atlanta-based mortgage company, provides customers with a money back guarantee if they are not satisfied with the service. Hampton Inn Hotels allows customers to determine the value of their stay and those guests who believe that their stay is worth less than the rate set by the hotel are encouraged to pay what they believe is fair value. These two companies represent a small fraction of the growing list of organizations that are utilizing novel strategies to identify disgruntled customers and create longer, profitable and stronger relationships with their other customers. Providing money-back guarantees and allowing customers to determine the price of products and services illustrates their commitment to the customer. Customers will undoubtedly appreciate this commitment and will reaffirm their own commitment to these companies by increasing spending, repeating business and providing referrals.



Stéphane Garelli

Top Class Competitors; Who Are They?

by Stéphane Garelli

Competitiveness is the most used and abused term in modern economics. Three decades ago it was unheard-of; today a Google search produces more than 35 million matches. Competitiveness has taken the world by storm with frequent name-checks from politicians, business leaders, journalists and academics alike. But is competitiveness a fad or for real? And, incidentally, who are these top class competitors?

In the words of Thomas Edison, “If we did all the things we are capable of, we would

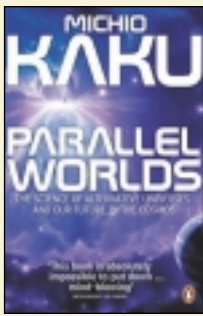
astound ourselves!” Top class competitors develop and use their full potential. The victory of the gold medalist at the Athens Olympic Games 100m sprint – Justin Gatlin – could simply be attributed to the fact that he ran the race in 9.85 seconds. Competitiveness theory takes the analysis one step further and looks at the totality of competences that he had to manage in order to get to the top: a good diet, efficient training, aerodynamic clothing, the right shoes and even good mental preparation.

Competitive nations, companies or individuals do the same: they excel at bringing together and managing resources, infrastructure, and policies to succeed. They also thrive on a diversity of management competencies and

personal skills, and share some characteristics: a higher level of energy, a deeper sense of purpose, and a remarkable resilience to failures.

But above all else, competitive people are doers. As one CEO – who shall remain anonymous – put it: “The problem in my company is that we study a good idea until it becomes a bad one!” Competitive people do not shy away from taking risks and do not feel constrained by past corporate success or history. They fight complacency and arrogance while, at the same time, raising the level of ambition throughout the organization.

At the end of the day, competitive people are a lot more than just competent people...



Michio Kaku

Parallel Worlds: The Science of Alternative Universes and Our Future in the Cosmos

Kaku uses the latest astronomical data to explore the Big Bang, our cosmic future and other astonishing possibilities. His wonderfully clear scientific account leads to some mind-boggling speculations; are we condemned to watch a single universe slowly run down, becoming a dark, cold wasteland? Or can we dream of escaping into one of many parallel universes, each born of a new Big Bang, or even existing in another dimension?

Parallel Worlds tells the story of the ultimate fate of the universe, delving into the possibility that one day we might be able to make the perilous journey from our universe into another, more hospitable one via wormholes and dimensional portals.



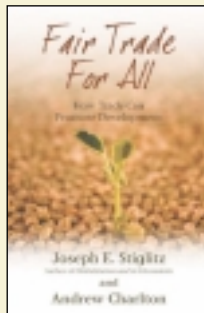
Robert Tomasko

Bigger Isn't Always Better: The New Mindset for Real Business Growth

Tomasko explains that the secret to achieving success is to change the way we think about it. Real business growth is dependent on reaching the maximum potential and

has little to do with reaching the maximum size. Drawing on ten years research and through various examples, including Nike, Pepsico and HarperCollins he reveals how to uncover hidden opportunities and how to move an organization forward – to grow smarter, not fatter.

Bigger Isn't Always Better is an insider's look at organizational effectiveness. It identifies seven key habits of mind that lead to real growth, and shows, through many examples, how they have been applied successfully.

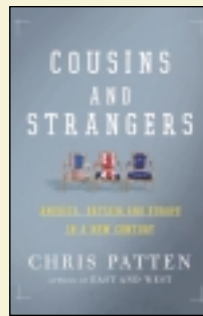


Joseph Stiglitz

Fair Trade For All: How Trade Can Promote Development

Stiglitz and his co-author Andrew Charlton address one of the key issues facing world leaders today; how can the poorer countries of the world be helped to help themselves through freer, fairer trade? They explore the different ways to ensure the world trading system is truly supportive to international development and not just to the most powerful economies and they put forward a radical and realistic new model for managing trading relationships between the richest and the poorest countries.

Insightful and accessibly written *Fair Trade For All* is packed full of empirical evidence and analysis and is most certainly a must read for anybody interested in the current debate.



Chris Patten

Cousins and Strangers: America, Britain, and Europe in a New Century

Patten draws on his wealth of diverse experiences to explore the relationship within the Western alliance since the fall of the Berlin Wall. He explains that despite the past fifty years of peace and prosperity between the United States, Great Britain and Europe the relationship has now come under strain and it is time for the leaders of these regions to address the current threats of terrorism, environmental decline and conflicts between rich and poor nations. He explores a range of political issues, often revisiting old debates with imaginative arguments and the kind of hard-won perspective which only a few political veterans attain.

Cousins and Strangers is a thoroughly insightful commentary into the world's troubles, challenges, and opportunities. Those in search of enlightenment about transatlantic relations will find it here.



Stéphane Garelli

Top Class Competitors: How Nations, Firms and Individuals Succeed in the New World of Competitiveness

Garelli reveals why competitiveness is the most powerful tool available to unleash new levels of prosperity

for nations, profit for companies and success for people. Three decades ago competitiveness was unheard-of; today it has taken the world by storm. To stay at the top we need to constantly re-invent ourselves and stay ahead of the competition; nations must tackle education and security to sustain economic development and companies must manage 'soft' issues such as brands and perceptions.

Top Class Competitors explores how competitiveness works, how its issues are intertwined and ultimately how it is the missing link to success. Insightful and truly informative it is sure to be a necessity for today's business leaders.



C.K. Prahalad

The Future of Competition: Co-creating Unique Value with Customers

Prahalad and his co-author Venkat Ramaswamy explain how the role of the customer has changed so dramatically. Despite unbounded opportunities for innovation, companies are struggling to satisfy their customers and sustain profitable growth. Customers are no longer passive recipients of the products and services companies created for them, instead they are now active participants who actually co-create the value they receive, from products and services they help develop, test, and distribute. In this emerging opportunity space companies must create a new theory on how to compete build new strategic capital.

The Future of Competition redefines strategy for the information age and assists managers with the production of a new framework for value creation.



VITAL SIGNS

Only successful organizations attract top talent. Here we showcase the most recent additions to our range of speakers and share with you what some of our clients are saying about the service we provide.

New Speakers

" 76% find our speaker profiles very useful" *

Beatrice Weder di Mauro,
former Economist at the IMF and the World Bank and currently Professor of International Macroeconomics and member of the German Council of Economic Experts. She has invaluable expertise in:

- **European and International Financial markets**
- **Trends in the World Economy**
- **The Future of Europe**

Otmar Issing,
former member of the board of Directors of the European Central Bank is also a Chief economist of the EZB. An expert in economic development, his specialist areas are:

- **Currency regulation**
- **The Euro**
- **The Political Economy**

Jutta Kleinschmidt
is the most successful woman rally driver ever, "the Dakar Queen". She created motor sport history with her triumphant victory in the 2001 Paris-Dakar Rally and, at the same time, blew away the myth that men are the best drivers. With her audiences she shares her:

- **Strategy and motivation for success**

" 78% say that we are very easy to work with" *

" We're extremely happy with CSA's service."
Accenture

Audience Feedback

Larry Hochman

"Larry Hochman's keynote speech on 'Customer Care' was perfect for our event - exactly what we were looking for. He kept the audience truly engaged and proved to be very thorough and totally professional. He was rated as the best speaker in the event."

Editorial El Tiempo



and was very good! His keynote speech on 'Security for the World and Europe' was interesting and well received by the audience."

Raiffeisen Informatik GmbH

Gian-Luigi Longinotti-Buitoni

Gian-Luigi Longinotti-Buitoni is an excellent communicator and



we were extremely pleased with his presentation on 'Ferrari: Transforming Products into Irresistible Brands.' He is very warm, accessible, engaging and very pleasant to work with.

Strat X

James Rubin

James Rubin proved to be a very popular keynote speaker at our Joint Investment Conference. He created great discussion amongst the audience and they particularly liked the way he dealt with questions.

MIP - Marketing in Partnership Limited



teams. All delegates were enthused, this reflected in outstanding ratings of 5 out of 5, by most of them, for the value and style of the presentation. The overall rating was 4.9 out of 5."

LEF Leading Edge Forum

Yossi Ghinsberg

"Yossi Ghinsberg's story was truly inspirational! Whilst we will never have to undergo such hardship and privation in our business lives, Yossi taught us many lessons which will equip us to deal better with the more everyday difficulties and adversities we encounter in our working environment."



NDS

John Naisbitt

"John Naisbitt spoke at The Meet Information Technology 06 conference in Austria



" No improvements needed in our working relationship with CSA."
Department for Education and Skills

Kjell Nordström

"Kjell Nordström's presentation on 'Life and Business in the Global Village' offered fantastic insights into the broader economic challenges and how to foster innovation through more diverse



*source CSA client survey 2006

We know how important it is for you to get the right speakers for your events. So, in addition to the advice we give you, we offer testimonials*, DVDs of the speaker in action* and a profile of the speaker's style, topics and background.

To help you get an idea of how a speaker profile might help your event planning, here's a sample...

Joschka Fischer

Former Foreign Minister and Vice-Chancellor of Germany



Joschka Fischer is one of the most famous German politicians, respected worldwide for his successful eight year tenure as Foreign Minister and Vice-Chancellor. Through the governing red & green coalition he helped the Green party become more influential in national and European matters.

His period in office ended in 2005.

What he offers you

He gives an insight into the tendencies of international political developments and the socio and business scene.

He also demonstrates what it takes to successfully negotiate on the international platform.

* Where available

"A leading political figure and expert in current affairs and crisis management."

Topics

- Current Political Themes
- Foreign Politics
- The Future of Europe
- Globalization
- Crisis Management
- Environmental Issues

Languages

He presents in English and German.



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