

Global Agenda

Annual Meeting of the New Champions 2014 Creating Value through Innovation

Tianjin, People's Republic of China 10-12 September



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Preface



W. Lee Howell
Managing Director
Member of the Managing Board



Olivier Schwab
Executive Director, China
Beijing Representative Office



David S. Aikman
Managing Director,
Head of New Champions

The World Economic Forum Annual Meeting of the New Champions, now in its eighth year, is the world's foremost global gathering on innovation, entrepreneurship, science and technology. Held in the People's Republic of China each September in close collaboration with the Chinese government, the Meeting is designed to bring together the ideas of the next generation of leaders – the New Champions – who are shaping future business models, sustainable growth strategies and technological innovation.

Under the theme, Creating Value through Innovation, more than 1,900 participants from 90 countries engaged in over 140 sessions to discover breakthrough scientific ideas and innovations transforming economies and societies worldwide; improve strategic and operational agility within organizations with respect to technological disruption; and introduce the next generation of research pioneers and business innovators reshaping global, industry and regional agendas.

The New Champions comprise the Forum's Global Growth Companies, Young Global Leaders, Young Scientists, Technology Pioneers, Social Entrepreneurs and Global Shapers communities. Together with the Forum's Members and Partners, they represent business leaders and entrepreneurs at the forefront of creating the future economy.

To maximize creative thinking, experiential learning and shared insights, this year's programme featured a number of innovative activities and formats that included presentations from world-renowned experts to share insights on scientific and technological breakthroughs,

and hands-on learning with live demonstrations by the top creators of disruptive technologies.

Participants also explored technological shifts and their consequences for business and society – revolutions in data, nanotechnology, robotics, energy and neuroscience – as well as advances in science and technology, and creative challenges facing many industries through an arts and culture series.

The high-level discussions during the Meeting have helped to advance understanding of how technology and innovation will shape inclusive, sustainable and economic value; that is to say, how innovation can generate more and better value for the people we serve, the organizations we lead and the societies to which we belong.

Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, underscored this point in the Opening Plenary: "To respond to the economic and social challenges we face today, courageous and comprehensive reforms are needed."

We look forward to welcoming you to next year's Annual Meeting of the New Champions on 9-11 September 2015 in Dalian.

Meet the Mentors

“Science is a truly global enterprise”

Jean-Pierre Bourguignon, President, European Research Council, Belgium



“The digital world offers tremendous opportunity for collaboration and inclusive leadership”

Natarajan Chandrasekaran, Chief Executive Officer and Managing Director, Tata Consultancy Services, India



“Start-ups are humbling experiences. Stuff goes wrong all the time”

Kevin P. Ryan, Founder and Chairman, Gilt Groupe, USA



“What we really need is an environment of free competition”

Dong Mingzhu, Chairperson and President, Gree Electric Appliances of Zhuhai, People's Republic of China

“We should never allow ourselves to slow down innovation”

Max Levchin, Founder and Chief Executive Officer, HVF, USA



“Changing the current mode of teaching on campus will be another revolution”

Subra Suresh, President, Carnegie Mellon University, USA



“We got where we are because we questioned the conventional wisdom”

Paul E. Jacobs, Executive Chairman, Qualcomm, USA



Meeting Highlights



High-growth companies honoured in Tianjin

Global Growth Companies (GGC) are fast-growing companies with the clear potential to become global economic leaders. These companies are considered trailblazers, shapers and innovators that are committed to improving the state of the world. In Tianjin, the World Economic Forum recognized 15 GGCs from Greater China, representing a broad cross section of industrial sectors. They all share a common track record in exceeding industry standards in revenue growth, promotion of innovative business practices, and demonstration of leadership in corporate citizenship.

The companies join the existing GGC community composed of over 370 companies worldwide. They will have the opportunity to contribute to Forum meetings, projects and knowledge products, which in turn support them on their path to achieving responsible and sustainable growth. Together with the Social Entrepreneurs, Technology Pioneers, Young Global Leaders, Global Shapers and Young Scientists, the GGCs make up the New Champions, a larger World Economic Forum community of pioneers, disruptors and innovators.

Find out more about the GGCs at <http://www.weforum.org/community/global-growth-companies>

Central Asian collaboration

A new World Economic Forum report, *Scenarios for the South Caucasus and Central Asia*, outlines three possible paths regarding the region's economic future by 2035. One scenario depicts a world in which the global economy is dominated by powerful trading blocs centred on the Atlantic, Pacific and Indian oceans in addition to the Eurasian Union.

Another scenario envisages a global economy that is digital, knowledge-based and dominated by South-South trade in goods and services, and in which Iran's opening has unleashed new perspectives for the region's trade with the Middle East and, later, sub-Saharan Africa.

The third paints a picture in which climate change is causing havoc in the global economy, with growing demands for environmentally responsible growth. The report concludes that the success of the region's future lies with greater cross-border collaboration. This can be done by maximizing the potential of the region's energy resources, integrating into global supply chains, creating a diversified economic base and developing a high-standard workforce.

Download the report at <http://wef.ch/scca14>



Young Scientists honoured

Thirty exceptional scientists under the age of 40 were recognized at the Annual Meeting of the New Champions for their contributions to advance the frontiers of science, engineering or technology in areas of high societal impact. During the Meeting, the honourees also engaged with business and political leaders in a number of sessions on such topics as precision diagnostics, brain research and touchless computing.

Established in 2008, the Young Scientist community represents the future of science leadership, bringing together the most forward-thinking and advanced scientific minds in the world. The scientists are selected from all regions and a wide range of disciplines.

This year's winners were chosen from more than 250 nominations from 21 leading global science institutions, including the European Research Council, *Nature Magazine*, *Scientific American Magazine*, National Institutes of Health, École Polytechnique Fédérale De Lausanne, Eidgenössische Technische Hochschule Zürich and the Global Young Academy.

More information at <http://www.weforum.org/youngscientists14>



Unlocking better healthcare for all

Healthcare systems are becoming increasingly unsustainable, and affordable care remains a luxury in most emerging economies. But innovations in such areas as e-health, clinical analytics, healthy living and consumer engagement can help redefine the healthcare delivery value chain and unearth cross-sector collaborations that unlock better value and more effective treatment. Health and healthcare featured high on the agenda in Tianjin, where leaders from various industries and key decision-makers from government, civil society and academia met to discuss new frontiers of health and healthcare in emerging and developed markets.

A series of workshops and sessions examined the transformation of health systems in emerging economies, new business models, breakthroughs in brain research, cancer prevention, integration of ancient traditions and modern innovations, and emerging technologies, including 3D printing.



Making a difference: the New Champions

The World Economic Forum celebrated the various communities it has brought together at the eighth Annual Meeting of the New Champions taking place in Tianjin, China. These new champions are transforming science, technology, commerce, civil society and other fields with their innovations and commitment to make a difference.

"We are all the new champions," said Professor Klaus Schwab, Founder and Executive Chairman, World Economic Forum. "Our world needs a new spirit, a much more collaborative spirit, a much more society-oriented spirit."

One new champion is Stéphane Bancel, President and Founding Chief Executive Officer, Moderna Therapeutics, USA. His biotech company has developed a new way to design and deliver medicines by sending messages to the patient's cells and allowing them to produce the needed healing proteins. "The patients make their own drugs," he said.

Ivana Gadjanski, Assistant Professor, Belgrade Metropolitan University, Republic of Serbia, represented the Young Scientists, a community that is reinventing what being a scientist means. She is acquiring knowledge not for knowledge's sake but to help people. "Scientists must not be good only in one field," said Gadjanski, who is also a poet. "It's being Renaissance-like – you have a blurring of science, technology and maths and a merger of science and entrepreneurship, and also the arts."

Yobie Benjamin, Co-Founder and Chief Operations Officer, Avegant Corporation, USA, represented the Technology Pioneers. His company developed a device that projects images directly to the retina. It was originally designed to help with military targeting systems, but is now being developed to help the functionally

blind. "Someday, they can enjoy the same movies that you can enjoy today," he said.

Peggy Liu, Chairperson, JUCCE, People's Republic of China, is working to bring sustainability to her country. "We have brought the concept of a smart electricity grid to China and have trained 800 mayors and bureau chiefs on how to build sustainable cities," she said.

She is collaborating with organizations around the world to "giga-scale" their sustainability solutions for China. It's a difficult task given the country's 1.3 billion population and massive geography. "China is a unique place that matters when it comes to climate change," she said. "It's the only battlefield that matters today."

Marc Freedman, Founder and Chief Executive Officer, Encore, USA, represented the Social Entrepreneurs, while Matsi Modise, Founder and Chief Executive Officer, South African Black Entrepreneurs Forum, South Africa, represented the Global Shapers, the community of emerging leaders in their twenties. "The innovations in medicine, technology and commerce have to be met with social innovation that leads to sustainable societies," said Freedman.

Facts & Figures

1,000+
business leaders

370
women
leaders

1,900
participants
from over
90
countries

600+
participants from
Greater China

26
Technology
Pioneers

25,000
Meeting mentions
in the press

The webcasts
were watched over
90,000
times in over
90
countries

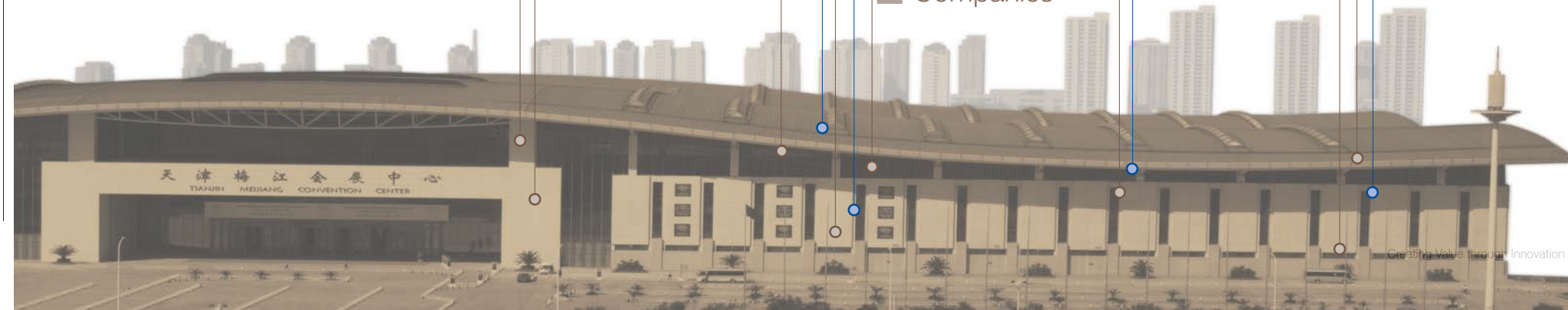
240+
Global Growth
Companies

400
Young Global Leaders
and Global Shapers

The Forum's
Facebook posts
generated
4.5 million
impressions and
reached
1.3 million
people during
the Meeting

600+
top executives

100+
academic
leaders



Smart businesses make a change for the better

From start-ups to mid-sized and large enterprises, innovation is reshaping expectations about the pace and profile of future global growth. As changes in technology, new customer behaviours and regulation disrupt the business landscape, companies will focus on how they can generate more and better value through innovation.

A device that projects images directly to the retina. The coming 5G telecom network that will link mobile phones with internet-enabled computers, wearables and other office and home devices in a grand coalition called the Internet of Things. Smart cars. Smart grids. Mobile banking. Robotics. Cradle-to-cradle manufacturing. 3D printing.

These were among the innovations pondered by participants at the Meeting. Not surprisingly, the business leaders among them paid special attention. After all,

new products and services, new business processes and new ways of managing the organization can be disruptive to industry, particularly to incumbent businesses.

But they can also be enablers, allowing established companies to scale greater heights even as newer entrants and entrepreneurial start-ups create new market niches. “Transformation and reinvention are critical now,” said John B. Veihmeyer, Global Chairman, KPMG International, USA. “CEOs are worried about the relevancy of their products.”

One of the worst hit sectors is financial services. Mobile banking and internet-based payment systems are cutting into the banks’ lucrative intermediation businesses. There is not much need for middlemen if companies can directly transact with customers, their supply chain and each other. The same dynamic is at work in retail, transportation, travel, media and other service industries.

Virtually every business is in the crosshairs, even utilities, which are among the stodgiest and most stable of enterprises. For example,

the price of solar panels is falling even as their efficiency in turning the sun’s rays into electricity is increasing. Some home solar kits can now power not only light bulbs but also TV sets and small refrigerators.

Advances in energy storage can further disrupt power generation and distribution. Once generated, power must be consumed. But what if some of that energy is stored for future use? Electric cars already use rechargeable battery packs that turn electricity into chemical energy. In the future, some homes and businesses may opt to go partly off-grid, reducing demand for the electric company’s services.

In manufacturing, robotics, 3D-printing and other innovations are forcing a reinvention of production processes. Ideas such as circular growth and the sharing economy are also affecting traditional factory floors. Cradle-to-cradle manufacturing involves the constant use and re-use of materials to make products, which requires little new inputs or none at all. The sharing economy is exemplified by mobile-enabled companies that allow consumers to share rides instead of owning cars themselves.

Business and industry leaders must respond to these innovations,

the participants at the three-day meeting were told. “If your business doesn’t change, it creates opportunities for me,” said entrepreneur Kevin P. Ryan, Founder and Chairman, Gilt Groupe, USA. In the calculus of that change, “disruption is better to give than to receive,” said Henry Chesbrough, Faculty Director, Garwood Center for Corporate Innovation, Haas School of Business, University of California, Berkeley, USA.

New industry entrants with few, if any, legacy systems may seem to have the upper hand, because they can be more agile in leveraging innovation. But the incumbents are not necessarily doomed. “It’s not true that all banks are in the same business and have exactly the same business model,” said Bunty Bohra, Chief Executive Officer, Goldman Sachs, India; Young Global Leader. They can change. “The future will not be dominated by the same institutions, but by many institutions with different niches and specializations,” he added.

Nissan Motor of Japan is progressively raising the ratio of recyclable materials in its products and is eliminating harmful emissions from its manufacturing processes and those of its supply chain. It is also recognizing the rise of women

as car buyers. “We failed to realize the importance of women for many years,” said Takao Asami, Alliance Global Vice President, Research and Advanced Engineering, Nissan Motor Co., Japan. These days, the company has women engineers, dealers and sales representatives.

In China, more deals are being structured where giants take controlling interests in start-ups yet let management continue to lead operations and expansion.

Thirteen major energy companies have formed Canada’s Oil Sands Innovation Alliance. “Intellectual property is contributed by every member and new ideas are looked at jointly,” said Gordon Lambert, Executive Adviser, Sustainability and Innovation, Suncor Energy, Canada. So far, the companies have shared intellectual property valued at \$1 billion.

Collaborations like these avoid duplication of R&D efforts and can shorten deployment time of the resulting innovation. Participants pointed to this business model as among the most powerful ways for businesses, regardless of size, to develop an idea, create new products, scale them and then continue innovating. In the new world of the internet, mobile apps and the other technologies, the one constant is change.



“Innovation is an inexhaustible engine for economic development.”

Li Keqiang,
Premier of the People's Republic of China

“We are all the new champions. Our world needs a new spirit, a much more collaborative spirit, a much more society-oriented spirit.”

Klaus Schwab,
Founder and Executive Chairman of the World Economic Forum



Why we can all be entrepreneurs

Inevitably, there are going to be losers in the constant onslaught of innovation. In China, for instance, many distributor channels and bricks-and-mortar supermarkets and retail outlets have had to close. Their costs can account for 60% of the price tag of a product. But middlemen are no longer needed when consumers can deal directly with manufacturers through ecommerce sites like Alibaba, which can price items more cheaply because they have low distribution expenses.

What can such victims of innovation do? One solution proposed by participants at the Meeting was that these victims can themselves become the innovative entrepreneurs that disrupted their old business. “Almost everyone can become an entrepreneur,” said Kevin P. Ryan, Founder and Chairman, Gilt Groupe, USA. He was inspired to start an online discount store for fashion goods after seeing a long queue of women in Paris waiting for a samples sale. Why can’t women in other places buy the samples, too, by visiting an ecommerce site?

That is how entrepreneurship starts. The budding entrepreneur identifies a need and then figures out an innovative way to meet it. Then it is hard work and long hours to nurture the start-up.

Max Levchin, Founder and Chief Executive Officer, HVF, USA, and a Mentor at the Annual Meeting of the New Champions, discussed three stages. The first is when the sky is the limit and no idea is considered bad. Then the project crystallizes and more people come onboard. Finally, the crunchtime comes and a decision must be made whether to go ahead.

One such project that has taken off is Glow, a Shanghai-based start-up that has created a mobile phone app which helps women to predict their ovulation cycles. So far, the app has helped 30,000 women to conceive. “We are literally putting out babies by the thousands,” said Levchin, who founded the payment system PayPal and sold it to eBay in 2002 for \$1.5 billion.

Entrepreneurs will fail along the way, but they should learn from their mistakes. In a world where the internet and mobile phone are levelling the playing field, the chances of achieving entrepreneurship success are higher today than they have ever been.



01: Andrea Armani, Professor, Viterbi School of Engineering, University of Southern California (USC), USA
02: Calvin Chin, Founder, Transist, People's Republic of China
03: Thinking Ahead with the New Champions
04: Kevin P. Ryan, Founder and Chairman, Gilt Groupe, USA; Mentor of the Annual Meeting of the New Champions 2014
05: Subra Suresh, President, Carnegie Mellon University, USA; Mentor of the Annual Meeting of the New Champions 2014
06: Olivier M. Schwab, Executive Director, China, World Economic Forum Beijing Representative Office

07: Tony Pan, Inventor, Invention Science Fund, Intellectual Ventures, USA and Diva Tommei, Chief Executive Officer, Solenica, Italy





01: Janice Marturano, Founder and Executive Director, Institute for Mindful Leadership, USA
02: Sandra Wu Wen-Hsiu, Chairperson and Chief Executive Officer, Kokusai Kogyo, Japan
03: Participants in IdeasLab with the University of Oxford
04: Adrian Monck, Managing Director, Head of Public Engagement, World Economic Forum; Rebecca Blumenstein, Deputy Editor-in-Chief, The Wall Street Journal, USA; Vikram Chandra, Presenter and Editor, NDTV, India; Shuo Wang, Managing Editor, Caixin Media
05: Francis Gurry, Director-General, World Intellectual Property Organization (WIPO), Geneva
06: Ibrahim Boubacar Keita, President of the Republic of Mali
07: Chen Feng, Chairman of the Board, HNA Group, People's Republic of China
08: Participants in Building an Innovative Global Business



01: From Confucius to C-Pop
02: Panayiota Poirazi, Research Director, Institute of Molecular Biology and Biotechnology, FORTH, Greece
03: Kim Sang Ouk, Chair Professor, Department of Materials Science and Engineering, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea
04: Helmut Schütte, Dean and Vice-President; Distinguished Professor of International Management, China Europe International Business School (CEIBS), People's Republic of China
05: New Champions Plenary

Risks and opportunities in the new machine era

Breakthroughs in neuroscience, big data, virtual reality, robotics and nanotechnology took centre stage at the Meeting. But how will developments in science and technology affect the future? What are the risks and opportunities for businesses and communities?

Scientists push forward the frontlines of innovation, but their work is fundamentally shaped by public policy, funding models, consumer demand and advocacy. Each of these establishes the parameters where innovation can take place. The Meeting explored the implications of major breakthroughs in science and technology, as well as the industries that are changing most rapidly.

Some of the most profound disruptions are occurring not within particular industries but

at the intersections of fields. For example, the linkages between big data and computational neuroscience could shed light on fundamental questions about the brain, robotics and mental health, an exciting prospect. David Cox, Assistant Professor of Molecular and Cellular Biology and Computer Science, Harvard University, USA, said: “It’s an amazing time to be thinking about neuroscience and to be thinking about how this all fits together.”

New technologies to study the brain have improved scientists’

mapping of neural networks and understanding of brain interactions. The complexity of the human brain vastly exceeds standard computing capabilities and this complexity presents an opportunity for big data firms to partner in studying the brain. From Google to Baidu to Yahoo, top IT firms have acquired start-ups and hired talent in artificial intelligence and computation neuroscience.

The potential for transformation is vast, for medical breakthroughs, augmentation and more adaptive robots, among other

breakthroughs. Inevitably these innovations will also raise complex ethical questions. “If an internet-connected device is controlling my insulin level, I don’t want anyone to hack into that,” said Anne Bouverot, Anne Bouverot, Director-General and Member of the Board, GSMA, United Kingdom

Another disruption has come from the integration of information technology and academia. MOOCs (massively open online courses) can deliver top-tier academic content to billions of people worldwide at virtually no cost.

MOOCs have by no means eliminated the demand for brick-and-mortar universities. Many institutions are instead finding new ways to harness the potential of technology and transform the on-campus experience for students, as well as to extend educational offerings on a larger geographic scale.

Nonetheless, MOOCs and other technologies raise questions about the need to update academic business models and reinvent the classic college experience.

These examples demonstrate the transformative potential – in both positive and potentially destabilizing directions – of linking science with established industries and institutions. Another challenge is how to reduce the barriers

between science and business to boost entrepreneurship. Cultural gaps between scientists and businesspeople, academic silos and rigid licensing regimes are some of the impediments to reducing these barriers.

Forward-looking policy-makers are testing new models to link academia and the private sector by investing in strong ecosystem for science-business collaboration. Co-locating institutions in science parks is one way to improve connections. Instituting policy regimes that encourage mobility of talent is another strategy for catalysing innovation.

The question of developing the right policy framework will be central in order for societies to reap the benefits of science and technology. China is one of the most dramatic examples of the way in which technology and policy can change a country.

Shifts in the global economy and the rise of a new machine era have helped lift billions of Chinese out of poverty and have dramatically improved standards of living around the world. The benefits for health, longevity and GDPs are tremendous.

However, the gains from technological innovation have been uneven. While high-skilled workers



“As companies adopt internet technologies, 2.6 jobs are created for every job lost.”

Jeffrey A. Joerres, Executive Chairman, Manpower Group, USA

stand to benefit from specialized software and productivity-boosting devices, some low-skilled workers face obsolescence. In many parts of the world, the gap between high- and low-income segments of the population continues to widen.

Determining the priorities for innovation and distributing of the gains from technology fairly requires not just good science, but also savvy businesses, engaged civil society and farsighted public policy.



“If an internet-connected device is controlling my insulin level, I don’t want anyone to hack into that.”

Anne Bouverot, Director-General and Member of the Board, GSMA, United Kingdom

“We have the algorithms to save millions of lives, but only if we dismantle data silos.”



Jeremy Howard, Chief Executive Officer, Enlitic, USA

Smart machines, at your service

Self-driving cars. GPS-enabled smartphones. Health-tracking armbands. In the era of “ubiquitous computing” when the demands for being online are constant for many people, the future of smart machines seems imminent. Devices are more powerful and more integrated with our daily lives than ever before. And the market potential for these devices is vast. According to the International Federation of Robotics (IFR), service robots alone represented a \$1.2 billion market in 2012, and the annual market for non-military robotics, some suggest, is expected to grow to approximately \$120 billion in the next two decades.

The rise of “smart machines” often raises fears of a “robot revolution”. Are machines going to take people’s jobs? Will society become so dependent on technology that we will become slaves to our devices? For those who fall on the connected side of the digital divide, smartphones and hyperconnectivity have eroded the boundaries between work and private lives. For low-skill workers, automation could eliminate millions of jobs. Further, the rise of smart machines does not necessarily mean the creation of more high-tech jobs. Instead, many indicators suggest that greater automation has shifted job growth to “high-touch” sectors, such as custodial work, healthcare and food service.

Determining the contours of a smart machine future will require the participation of a wide range of players. Public policy must be attuned to the tremendous demands for job creation and for transition programmes that equip workers with new skill sets. Scientists, doctors and business leaders must collaborate to understand the opportunities for smart devices to improve health.

While the challenges are vast, many remain hopeful that technology and smart devices can be part of a better future. “The arc of history is long and it bends toward better lives,” said Erik Brynjolfsson, Director, MIT Initiative on the Digital Economy, Massachusetts Institute of Technology.



Funding models for science

While science produces knowledge on a global scale, the funding models that support it are typically national. In the last few years, those funding models have changed profoundly in some of the countries best known for scientific production. The United States, which heavily subsidized science research for the last 50 years, has recently cut government spending on research. Healthcare costs have continued to grow, but instead of public-sector funds to meet these social needs, philanthropies and the private sector have become increasingly important financial backers of scientific research.

China offers another national model for private sector spending on science and technology. More than 2% of its GDP goes to R&D spending, and nearly three-quarters of those funds come from the private sector.

These structural changes in funding have profound implications for the types of research that receive support. Companies rarely invest in basic research: such studies are typically high-risk and can take decades to produce market-ready insights. Further, private companies typically fund medical research that can generate the greatest profits, which is not the same as research that can save the most lives or deliver the greatest social benefits.

Greater collaboration between science and the private sector can offer a number of advantages, such as improving data sharing. Despite strong rhetoric about open data and interdisciplinary approaches, many scientists continue to work in silos, overlook relevant breakthroughs in allied fields and express wariness about data sharing. By contrast, the private sector often has fewer barriers to information sharing. Pre-market collaboration allows companies to pool information in the early stages, and companies frequently partner to grow markets in complementary areas.

Cross-fertilization between business and science could stimulate entrepreneurship, but society’s long-term well-being also depends on policy frameworks that will continue to support basic science and research that private-sector models overlook.



- 01:** The Future of the Internet Economy
02: Yao Ming, Professional Basketball Player (2002-2011), NBA Entertainment, People's Republic of China
03: He Zhenhong, President, China Entrepreneur Magazine, People's Republic of China
04: René Redzepi, Founder and Chef, Noma, Denmark
05: Wang Yi FM of China; Philipp Rösler, Managing Director and Member of the Managing Board, World Economic Forum; Young Global Leader



- 01:** Thad Starner, Professor of Computing, Director of the Contextual Computing Group, Georgia Institute of Technology, USA
02: Boqiang Lin, Director, China Center for Energy Economics Research (CCEER), Xiamen University, People's Republic of China
03: Andrea Armani, Professor, Viterbi School of Engineering, University of Southern California (USC), USA
04: Lama Hourani, Founder and Creative Director, Lama Hourani Creations, People's Republic of China

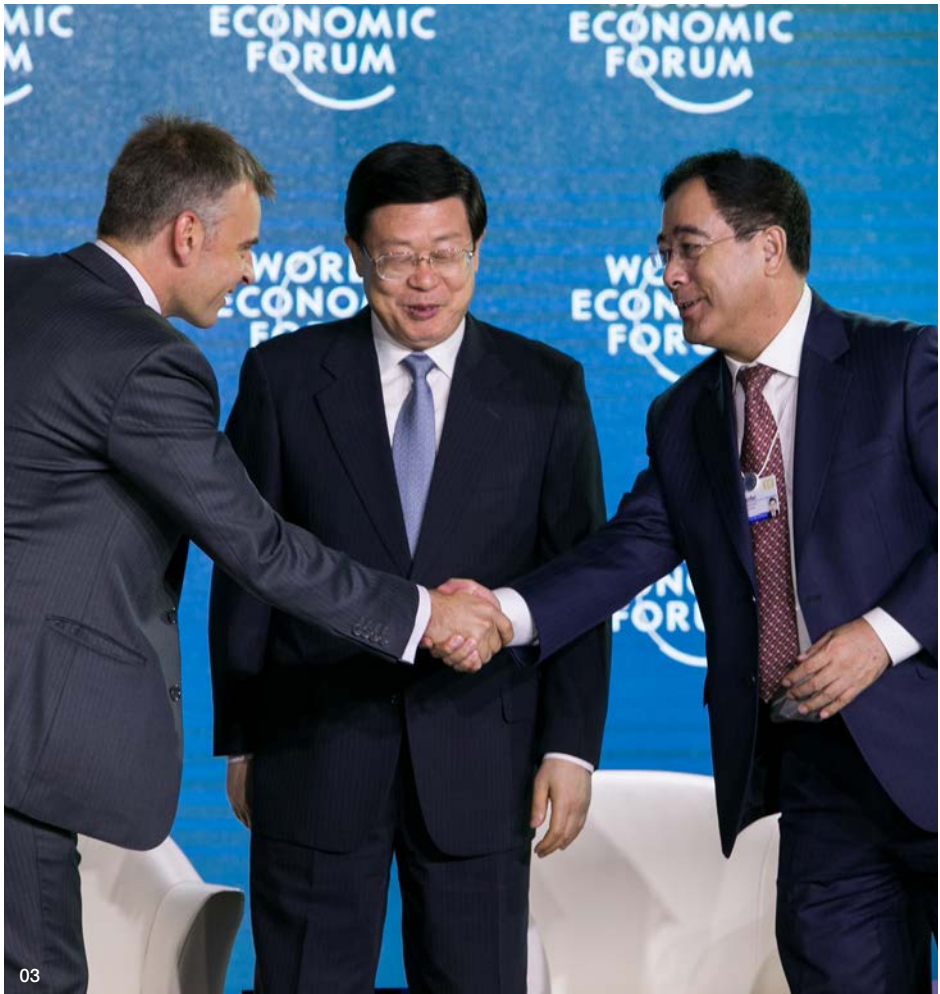




01: Dana Leong, Composer and Musician, Tateo Sound, USA; Morten Overgaard, Professor, Institute of Clinical Medicine, University of Aarhus, Denmark; Young Scientist
02: From Confucius to C-Pop
03: The New Climate Context
04: Erik Brynjolfsson, Director, MIT Initiative on the Digital Economy, Massachusetts Institute of Technology, USA



01: Vikram Chandra, Presenter and Editor, NDTV, India, BANCEL Stéphane President and Founding Chief Executive Officer Moderna Therapeutics France; GADJANSKI Ivana, Assistant Professor Belgrade Metropolitan University Republic of Serbia; BANCEL Stéphane, President and Founding Chief Executive Officer Moderna Therapeutics France; Yobie Benjamin, Co-Founder and Chief Operations Officer, Avegant Corporation, USA; Peggy Liu, Chairperson, JUCCE, People's Republic of China; Matsi Modise, Founder and Chief Executive Officer, South African Black



Sustainability & Society

Circular approach to a better future

Yesterday’s model of linear economic growth – where resources are exploited, used and disposed – is broken and cannot support a world of 8 billion people. Can the circular economy ensure more sustainable growth, job creation and a greener planet?

In the face of mounting societal and environmental pressures, participants at the Annual Meeting of the New Champions rethought economic growth by focusing on sustainability as an investment in social development.

Today’s entrepreneurs are pioneering new technologies geared towards creating a better planet through the cradle-to-cradle business model. This is the circular growth model, which eschews the take-make-dispose view and decouples economic growth

from resource consumption. The circular economy proffers unlimited potential for innovation, job creation and economic development.

Social challenges abound: food security; disease; climate change; inequality; unemployment, particularly among young people, driven by a widening skills gap; and growing geopolitical, economic and political risks. These challenges can largely be met by market-driven solutions. And business is taking the lead, often working within a policy vacuum,

by pursuing innovations that create value for their societies. The role of government then is to drive transformation by providing a framework, which includes economic incentives, standards and regulatory instruments that encourage innovation.

In a world where one-third of all food produced is wasted each year field-to-fork, food security is fragile; one person in six is deprived of adequate nutrition. Global food production must be made more efficient and sustainable. Farmers

need support to become more productive, more entrepreneurial and more sustainable – this is the business case for food security.

Nutrition is the cornerstone of sustainability. A healthy planet can only be sustained by healthy populations. Today’s cheap food mindset is driving unhealthy production, fraud, disasters and scandals. Most of the populations in low- and middle-income countries are not genetically prepared for the rapid switch to Westernization in their diets and way of living, which is leading to an epidemic of cancer. Globally, 15%-20% of bowel cancers and 8% of all cancers are caused by poor diet.

Innovation in this sector is blossoming. Dickson Despommier, an academic at Columbia University, has developed vertical farms to replace traditional agriculture with a system that uses 80% less land, 90% less water, with no pesticides or transport costs.

Before farming can be revolutionized, the private sector should focus on developing supply chains to bring food from areas of surplus to areas of deficit. Governments must address the trade barriers, tariffs, non-tariff measures and standards that impede feeding the world’s hungry billions.

Rising inequality worldwide also undermines growth and sows the seeds for crisis. It is a pervasive risk that must be managed. Governments need to create safety nets and embark on ambitious reforms in pension, healthcare and education systems.

The obvious response to inequality is to create jobs. Unemployment rates are skyrocketing, particularly among young people. Yet 36% of employers worldwide report that they cannot fill positions due to lack of available talent.

Some argue that the world has recovered from the financial crisis. Emerging markets, which account for 50% of global domestic product, have rebounded from a temporary capital flight last year and are thriving.

However, looming geopolitical threats are casting a long shadow over the stability of many regions as trading partners and investment destinations.

Looking on the bright side, huge opportunities are presented by different blocs coming together in emerging markets: China is trading with Russia; European small and medium-sized enterprises are doing business in Asia to profit from the rising middle class; Chinese companies are working in



“Sustainability is an investment in future economic growth.”

Helle Thorning-Schmidt, Prime Minister of Denmark

Japan and Africa; and people-to-people and business-to-business relationships are thriving.

This year’s Meeting showcased political leaders, individuals and companies that are transforming science, technology, commerce, civil society and other fields with their innovations. Their commitment to make a difference is benefiting their communities and society.



“So long as we sail for innovation, the giant ship of the world economy will navigate to great prosperity.”

Huang Xingguo, Mayor of Tianjin, People's Republic of China

“Mother Earth is not helped by targets and good intentions, but real innovations to change things.”

Feike Sijbesma, Chief Executive Officer and Chairman of the Managing Board, Royal DSM, Netherlands



A world of good, by design

Imagine living in world where we can turn what's next into what's now. Imagine a world where we can design materials that go back to nature safely. William McDonough, Consulting Professor of Civil and Environmental Engineering, Stanford University, USA, believes in creating a world of good by design. We should not only protect the planet from ourselves but also we should redesign human activity to improve the planet.

Instead of looking at carbon as the driver of destructive climate change, why not look at it as a source of life? "Carbon should become an asset rather than a liability. But it has become a toxin. We did that. We need to upscale to ensure things get better every day, not just less bad," McDonough told participants.

Innovative scientist turned entrepreneur Mark Herrema, Co-Founder and Chief Executive Officer, Newlight Technologies, USA, is heeding the call. His company turns carbon emissions from farms and facilities into polymers used to create plastic products, including chairs, bags and cell phone cases. It took 10 years of intensive research before this technology pioneer achieved the breakthrough to turn carbon into plastic.

Herrema doubts that upcoming climate negotiations will result in a global agreement on emissions reductions. Instead, market-driven solutions to climate change will be led by consumers and businesses.

"If our governments cannot do it for us, consumers can take on this problem. Industry is taking climate change into its own hands and sequestering carbon," he said. "It is possible to reverse the 'take-make-waste' cycle."





01: Participants in IdeasLab with the University of Oxford
02: Teymoor Nabili, Executive Editor and Presenter, Channel News Asia, Singapore
03: José Manuel Salazar Xirinachs, Assistant Director-General for Policy, International Labour Organization (ILO), Geneva



01: Chen Zhangliang, Vice-President, China Association for Science and Technology, People's Republic of China
02: David Christian, Professor of History, Macquarie University, Australia
03: Daan Roosegaarde, Artist, Netherlands
04: Dana Leong, Composer and Musician, Tateo Sound, USA; Richard (DJ Qbert)

Quitevis, Musician, USA in Special Performance: Pushing the Limits
05: Ocean Experience





01



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- 01:** Participants in Rebooting Chinese Finance
- 02:** Mande Holford, Assistant Professor, Chemical Biology, Hunter College, City University of New York (CUNY), USA
- 03:** Pardis Sabeti, Associate Professor, Harvard FAS Center for Systems Biology, USA; David B. Agus, Professor of Medicine and Engineering, USC Center for Applied Molecular Medicine, USA
- 04:** Jamil Anderlini, Beijing Bureau Chief, Financial Times, People's Republic of China; Zhang Xiaoqiang, Executive Vice-Chairman, China Center for International Economic Exchanges (CCIEE), People's Republic of China; Oleg V. Deripaska, Chief Executive Officer, RUSAL, Russian Federation; Cheung Yan, Chairwoman, Nine Dragons Paper Industries, People's Republic of China; Lord Turner, Senior Fellow, The Institute for New Economic Thinking (INET), United Kingdom; Ma Jun, Chief Economist, Research Bureau, People's Bank of China, People's Republic of China

- 01:** Global Science Outlook
- 02:** Aparna Rao, Artist, Pors & Rao, India
- 03:** Ancient Remedies for Modern Ailments

What happens when art meets science?

Artists, musicians and scientists explore together the fundamental life skills needed to fuel innovation. Their new and exciting perspectives on global issues rekindle the power of imagination and inspire people to fulfil their potential

From the very first day of the Meeting, participants were queueing up to view *Coral: Rekindling Venus*, a dazzling film on coral reef and marine conservation. It was a rare opportunity to embark on a journey deep into the ocean to discover the fascinating yet fragile ecosystem of corals and sea creatures through a captivating video installation where art, technology, music and science converge.

This augmented-reality, full-dome planetarium presentation was designed to nurture an emotional connection between a global audience and the planet's

endangered coral reefs. The long queues and extras screenings attested to its resounding success.

From visual arts and music to literature and dramatic performance, the arts exert a powerful influence on societal development. Artists often challenge commonly held perspectives with out-of-the-box thinking. They raise awareness about social issues, break down barriers to cross-cultural understanding and global dialogue, and inspire creative thinking.

"Art, to me, is part of the human body. It's a nerve. It's invisible,

but it also supports the activities of the whole of society," said Li Da, Managing Director of the Beijing Poly International Auction Company, in the session, From Confucius to C-Pop.

When you pair an artist with a scientist you can further explore the human condition and spark new insights. This was reflected in the new "Creative Spark" series. Each day during the Meeting an artist and a scientist paired up to explore the human condition and the life skills needed to fuel innovation.

Why pair artists with scientists for an event focused on innovation?

"Artists and scientists tend to approach problems with a similar open-mindedness and inquisitiveness. They do not fear the unknown, preferring leaps to incremental steps. They make natural partners," said John Maeda, a designer and Member of the World Economic Forum's Global Agenda Council on New Growth Models.

In the session, How to Build Resilience, artist and filmmaker Lynette Wallworth and environment scientist Peter Edwards came together to explore survival, resilience and adaptation. "If we don't care about something, we don't feel the need to act, but art can make us care," said Wallworth, the artist and filmmaker who brought *Coral: Rekindling Venus* to the Meeting.

Another connection made was between the chef René Redzepi and computational neuroscientist Panayiota Poirazi in How to Embrace Experimentation, which explored the act of doing and of making do with what is at hand to create something new. And neuroscientist Morten Overgaard and musician Dana Leong worked together to focus on the mechanics of developing confidence. "I like the idea that we are all coming together as a community in supporting conversations in such an open way. This is the future," said Leong, who together with DJ Qbert, "pushed the limits" in an emotionally

charged musical performance that celebrated the week's imagination, diversity and innovation.

Participants also had a chance to engage with the work of the artistic duo Pors & Rao. Aparna Rao presented *Untitled*, a composition of three camouflaged panels mounted on a wall. Pors & Rao's work is focused on interactive exhibits that draw the viewer in. It is a meditation on finding one's place in a world constantly in motion.

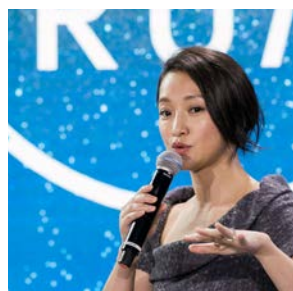
The intersection between culture and creativity extends well beyond the artistic and scientific communities. From the world of sports, the Chinese basketball legend Yao Ming offered a unique take on how innovation in his field could contribute to the maintenance of a strong and resilient society. "In physical education, there is often much focus on competition, but I would also like more focus on the connection between sports and education," Yao said. "Training and physical exercise makes you healthy but also teaches the importance of transparency and rules – that you cannot be a player and a referee, and that you must respect your competitor. This is important in a mature society."

China's evolving film industry was also feted at the Meeting in two packed sessions with two of the country's most popular actresses – Yao Chen and Zhou Xun. Both

represent a new generation of cultural figures in China who are using their celebrity status to promote important social and environmental issues and engage with a wider audience. "Becoming a celebrity is not something I really wanted, but I believe now that to have public attention and influence is a great honour, and with that comes huge responsibility," said Yao Chen, who has 73 million followers on the Chinese microblogging site Weibo and is a Goodwill Ambassador for the United Nations High Commission for Refugees.

This year's cultural programme was designed to interact with cultural leaders and enhance creative thinking through experiential learning. New formats included: The Challenge, an informal space where participants exchanged ideas on some of today's biggest challenges; Thinking Ahead, where New Champions revealed unconventional ideas and bold initiatives; and Discover!, featuring live demonstrations by top creators of disruptive technologies.

Albert Einstein, whose words were projected on the wall of one of the Discover! Sessions, aptly sums up the Meeting's Creativity & Culture track: "I am enough of an artist to draw freely upon my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world."



"Acting is only one part of my life. I am also an advocate for environmental issues."

Zhou Xun, Actress, ZhouXun Studio, People's Republic of China; Young Global Leader

"The number of my followers is not significant. What is significant is mobilizing people to help disaster-stricken areas."

Yao Chen, Actress, HuaYi Brothers Media Co., People's Republic of China



Deep dive under the sea

Coral reefs are one of the most biologically diverse ecosystems on the planet, providing habitat for many marine species. Without urgent action to address climate change, pollution, overfishing and other threats, these beautiful life-sustaining organisms could disappear. In the next 25 years, scientists predict that up to 50% of the world's coral reefs could be lost.

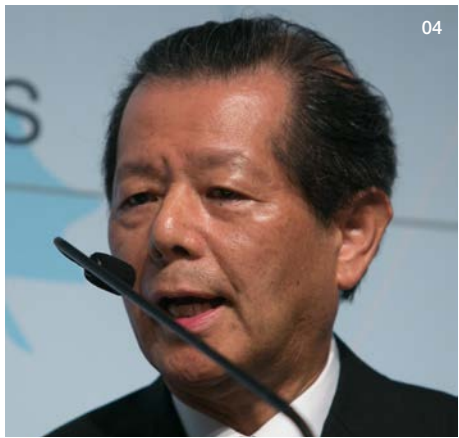
Participants were invited to *Coral: Rekindling Venus*, a multi-media film experience in a planetarium designed to immerse viewers in the fascinating and fragile world of corals and marine life. This underwater journey into a vibrant, productive, fluorescent world is a meditation on a complex, sophisticated community that will disappear if predicted global temperature increases come to pass. The film experience gives voice and image to a community desperately reliant on human intervention if it is to survive, and is meant to be a call for everyone to work together to rescue the world's reefs.

Over 20 screenings took place during the three-day Meeting, with business executives and government officials queueing up to watch the film. The project aimed to create for participants a renewed sense of connection with the natural environment in the hope of inspiring leaders to take the necessary actions to protect the planet from further degradation.

Coral: Rekindling Venus was created by the Australian artist Lynette Wallworth and features original deep-sea photography from Emmy award-winning cinematographer David Hannan, and music by Antony and the Johnsons, renowned Australian Indigenous artist Gurumul and German composer Max Richter.

The World Economic Forum, through a number of environmental initiatives and its Global Agenda Council on Climate Change, is developing innovative ways to get more people involved in climate change mitigation to ensure that everyone plays their part in reducing greenhouse gas emissions. Unless more is done, extreme weather and climate events are likely to be stronger and more frequent, sea levels will change as a result of warming and the melting of glaciers and ocean acidification will continue, affecting the future of the planet's coral reefs.

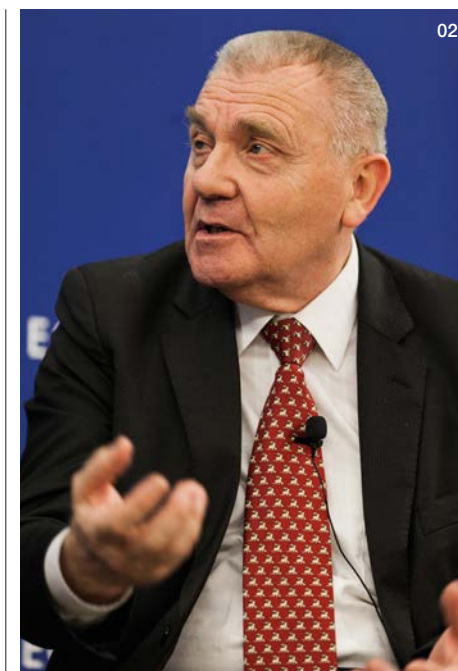
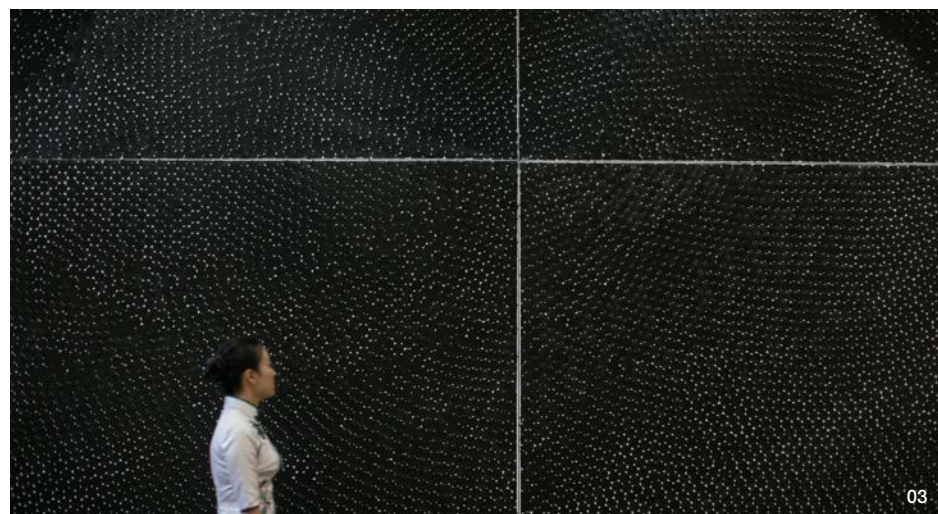




01: Participants in The Challenge: Embracing Migration
02: Daniel Isenberg, Professor of Entrepreneurship Practice, Babson Executive Education, Babson College, USA; Peter Edwards, Director, Singapore-ETH Centre, Future Cities Laboratory, ETH Zurich, Switzerland;
03: Lynette Wallworth, Artist, Australia
04: Yoichi Funabashi, Chairman, Rebuild Japan Initiative Foundation, Japan
05: Participants in The Challenge: Supporting Ageing



01: The Beam at the World Economic Forum Annual Meeting New Champions
02: Ali Asghar Tofigh, Deputy Minister of Training, Research and Technology, Ministry of Industry, Mines and Trade of Iran
03: Klaus Schwab, Founder and Executive Chairman, World Economic Forum and David Aikman, Managing Director, Head of New Champions, World Economic Forum
04: Luis Alberto Moreno, President, Inter-American Development Bank, Washington DC; World Economic Forum Foundation Board Member
05: Christoph Nettesheim, Senior Partner and Managing Director, The Boston Consulting Group (BCG), Singapore
06: Liu Jiren, Chairman and Chief Executive Officer, Neusoft Corporation, People's Republic of China
07: Carol Liao, Senior Partner and Managing Director, Boston Consulting Group, Hong Kong SAR



- 01:** Creative Disruption at the World Economic Forum
- 02:** Jean-Pierre Bourguignon, President, European Research Council, Belgium; Mentor of the Annual Meeting of the New Champions 2014
- 03:** The panellists in Discover! Robot Revolution
- 04:** Strategic Shifts in Information Technology



01: Ashraf Salman, Minister of Investment of Egypt
02: The Challenge
03: Arts in Tianjin
04: The Challenge: Reinventing Media
05: V. S. Parthasarathy, Chief Financial Officer, Group Chief Information Officer, and Executive Vice-President, Group M&A; Member of the Group
06: Subra Suresh, President, Carnegie Mellon University, USA; Mentor of the Annual Meeting of the New Champions 2014
07: Anand P. Raman, Editor-at-Large, Harvard Business Review Group, USA; Kasim Reed, Mayor of Atlanta, USA; Zhu Dajian, Professor and Director, Institute of Governance for Sustainability, Tongji

University, People's Republic of China;
Andrew Wales, Senior Vice-President, Sustainable Development, SABMiller, United Kingdom; Feike Sijbesma, Chief Executive Officer and Chairman of the Managing Board, Royal DSM, Netherlands

The China model for driving innovation

There have been enormous strategic shifts and transformations in China and the world’s fastest-growing economies. How can they improve their performance on the global stage, as well as harness their young talent and foster entrepreneurship to drive further dynamic economic growth?

The Annual Meeting of the New Champions 2014 took place on the eve of the much-anticipated initial public offering of Chinese ecommerce giant Alibaba on the New York Stock Exchange. The listing is a milestone in China’s emergence as a driver of innovation and enterprise, as well as a signal event in the deepening integration of China with the US and the global economy.

China is not only developing its domestic innovation systems but also plugging into the global network. This includes universities, science and technology labs and

research and development hubs as well as sources of vital components for innovation including financing and talent pools. This is a model for emerging economies that are aiming to find their niche in the global economy.

In his opening speech, Premier Li Keqiang of China stressed the importance of promoting innovation to drive new growth in his country and accelerate its shift to a more balanced and sustainable economic model. “Innovation is essential to upgrading the Chinese economy and improving its performance,” Li said. “We will make good use

of the ‘golden key’ of innovation and promote institutional as well as innovation in science and technology. By so doing, we will be able to maintain a medium-high growth rate, move towards medium-high level of development, create more value and upgrade the Chinese economy.”

China’s reform process over the past three decades has itself been a huge innovation drive, Li noted. The task now is to turn what was once a lumbering command economy into a dynamic society of innovators and entrepreneurs. He asked participants to imagine

the enormous economic power that China could generate if its 900 million workers all embraced entrepreneurship.

That future is happening already. Twenty years ago, China, Japan and Korea accounted for just over 7% of the patents filed worldwide; today, their share is 39%. The government, Li said, had to “remove all institutional obstacles to development so that everyone interested in starting a business is given more space for entrepreneurship and the blood of innovation could flow unhampered in a society where everyone is full of the spirit of self-development”.

The proper role of government in an innovation-driven economy is as an enabler. “Rather than support from the government, what we really need is an environment of free competition,” Dong Mingzhu, Chairperson and President, Gree Electric Appliances of Zhuhai, People’s Republic of China; Mentor of the Annual Meeting of the New Champions 2014, said in a session on China’s evolving business context.

While China’s state-owned enterprises (SOEs) remain the dominant players in the economy, they can still be nimble and innovative, if left alone to compete in the global market and recruit and nurture the best young talents, Dong advised.

Enabling policies are needed not only in spheres such as education that have an obvious connection to promoting innovation. They are also required across a host of supporting areas such as finance (to ease access to capital by small and medium-sized enterprises, or SMEs), infrastructure (to help businesses communicate with the rest of the world and plug into regional and global supply chains), healthcare and social benefits (to provide safety nets that give budding entrepreneurs the courage to take risks), the rule of law, foreign direct investment, energy, food, cybersecurity and even climate change.

These policies should be framed for the future and not just adapted from old rules and regulations that may have worked for developed economies in the past. Intellectual property rights protection, for example, should be appropriate for the digital age, while reskilling initiatives should take into consideration the needs of those displaced by the robotics revolution.

The government shapes the ecosystem needed to cultivate entrepreneurship, said Mark Weinberger, Global Chairman and Chief Executive Officer, EY, USA. “You can’t train entrepreneurs; they are born,” he argued. “But you can help them to succeed.” And help them to fail without shame,



“Pricing risks in China is difficult. We have to have the right risk-and-return framework.”

Nicolas Aguzin, Chairman and Chief Executive Officer, Asia-Pacific, JPMorgan Chase, Hong Kong SAR

learn from the experience and then rebound. “Sometimes the fear of failure prevents them from taking risks,” Weinberger said. This means introducing “hard budget systems” in the real economy and banking so that defaults, failures and bankruptcies are properly managed.

“A market system has to be disciplined by the possibility of failure,” said Lord Turner, Senior Fellow, The Institute for New Economic Thinking (INET), United Kingdom, in a session on reforming China’s financial sector.



“The opportunities offered by private companies are the new vitality of the Chinese economy and represent the future competitiveness of China.”

Fu Chengyu, Chairman, China Petroleum & Chemical Corporation (Sinopec Group), People’s Republic of China

“We need to give opportunities to young people. We need to give that segment of society better access to the financial system so that they have the same chances as the SOEs.”

Klaus Kleinfeld, Chairman and Chief Executive Officer, Alcoa, USA; World Economic Forum Foundation Board Member



The ‘opportunity cost’ of rivalry

With conflicts across the world in the spotlight, there are the obvious costs to consider – casualties, lost livelihoods, the consequences of interrupted schooling and the physical damage. There are also “opportunity costs” to increased friction between countries, Katinka Barysch, Director, Political Relations, Allianz SE, Germany, cautioned in a session on geosecurity.

“If you have tense relations among large powers, we will have less opportunity to cooperate on initiatives to maintain globalization and the benefits of globalization.” For example, effective collaboration to address climate change may be rendered impossible to achieve, she noted.

Countries – even those with long-held disputes between them – should keep economics and trade separate from geopolitical concerns or arguments, Pan Wei, Professor at the Center for Chinese and Global Affairs in the School of International Studies of Peking University, said. “I hope the world will abide by this new value.” However, this may not be possible in a world of intense rivalries, Barysch reckoned. “Interconnectedness may be used by countries to hurt each other. We not only shoot at each other but there are cyberattacks, energy cut-offs, the stopping of financial flows. As tensions escalate, countries will use those interconnections as weapons.”

Behind the scenes, however, businesses are working together in ways that political leaders cannot, demonstrating how pragmatism should trump geopolitics. Despite the bitter territorial dispute between Japan and China, Japan is the biggest investor in China, while Chinese companies are increasing investments in Japan. Japanese and Chinese companies collaborate in many parts of the world.

Victor L. L. Chu, Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR; World Economic Forum Foundation Board Member, said: “For business, it is much easier to build effective and profitable win-win alliances.”



01: Arts in Tianjin
02: Xue Cheng, Spiritual Leader, Longquan Temple, People's Republic of China
03: Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum with Global Shapers
04: Geosecurity Review



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01: Victor L. L. Chu, Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR; World Economic Forum Foundation Board Member; Arkady Dvorkovich, Deputy Prime Minister of the Russian Federation; Bernard Lo, Anchor, CNBC Asia, Hong Kong SAR; Ashraf Salman, Minister of Investment of Egypt; Kenneth Rogoff, Thomas D. Cabot Professor of Public Policy and Professor of Economics, Harvard University, USA; Min Zhu, Deputy Managing Director, International Monetary Fund (IMF), Washington DC; World Economic Forum Foundation Board Member at the World Economic Forum
02: The Challenge: Re-Engineering the Human Body
03: The New Champions
04: Participants in an Introduction to Tai Chi
05: Robert Xiao Hong, Chief Executive Officer, Perfect World Co., People's Republic of China



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01: Participants in Technology for Prosperity at the World Economic Forum
02: Tian Wei, Moderator and Host, CCTV News, China Central Television, People's Republic of China
03: Hilde Schwab, Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship
04: Li Keqiang, Premier of the People's Republic of China and Klaus Schwab, Founder and Executive Chairman, World Economic Forum



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01: Asias Business Context
02: Bunty Bohra, Chief Executive Officer, Goldman Sachs, India
03: Mina Guli, Chief Executive Officer, Thirst, People's Republic of China
04: Sathasivam Subramaniam, Minister of Health of Malaysia
05: Victor L. L. Chu, Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR; World Economic Forum Foundation Board Member at the World Economic Forum
06: René Redzepi, Founder and Chef, Noma, Denmark; Panayiota Poirazi, Research Director, Institute of Molecular Biology and Biotechnology, FORTH, Greece; Daniel Isenberg, Professor of Entrepreneurship Practice, Babson Executive Education, Babson College, USA

07: Mitchell Baker, Executive Chairwoman, Mozilla Foundation, USA; Natarajan Chandrasekaran, Chief Executive Officer and Managing Director, Tata Consultancy Services, India; Mentor of the Annual Meeting of the New Champions 2014



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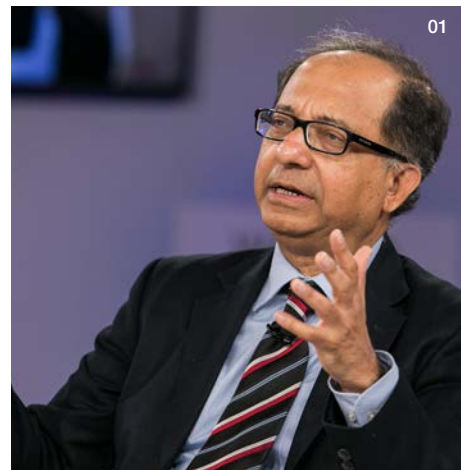
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01: Kaushik Basu, Chief Economist and Senior Vice-President, The World Bank, Washington DC
02: The Art of Change: Susan Fisher Sterling, Director, National Museum of Women in the Arts, USA
03: Min Zhu, Deputy Managing Director, International Monetary Fund (IMF), Washington DC
04: Henry Chesbrough, Faculty Director, Garwood Center for Corporate Innovation, Haas School of Business, University of California, Berkeley, USA
05: Jason Li Yat-Sen, Director, The George Institute for Global Health, People's Republic of China
06: Creative Disruption



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Acknowledgements

The World Economic Forum wishes to recognize the support of the following companies as Partners and Supporters of the Annual Meeting of the New Champions 2014.

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The official host broadcaster for the Annual Meeting of the New Champions 2014 is Tianjin TV Eurovision.

Further Information



Annual Meeting of the New Champions 2014

Tianjin, People's Republic of China 10 - 12 September 2014

Go to this event page for more information

The event page of the Annual Meeting of the New Champions 2014 provides access to a richer level of content from the Meeting, including videos, photographs, session summaries and webcasts of selected sessions. <http://wef.ch/amnc14>



This report is also available to download in PDF or HTML format: <http://wef.ch/amnc14report>

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The World Economic Forum thanks The Value Web for the graphic facilitation at the Annual Meeting of the New Champions.

Upcoming Meetings

Special Meeting on Unlocking Resources for Regional Development

Istanbul, Turkey 28-29 September 2014

Following Turkey's first direct presidential elections in August, Turkey will assume presidency of the G20 in December, creating new opportunities for shaping both the domestic and international agendas. The World Economic Forum Special Meeting is an opportunity for senior global and regional stakeholders to better understand, adapt to and shape these national and regional transformations by engaging with key economic decision-makers and other leaders from business, government and civil society.

For more information, email: istanbul@weforum.org

India Economic Summit

New Delhi, India 4-6 November 2014

Marking the 30th year of the World Economic Forum's active engagement in India, the meeting will offer participants an opportunity to engage with the new government to discuss key issues that challenge inclusive growth, and provide a platform that brings together international and national leaders who are invested in building a sustainable roadmap for India's future.

For more information, email: india@weforum.org

Summit on the Global Agenda 2014

Dubai, United Arab Emirates 9-11 November

The Summit will bring together over 900 members of the Forum's Network of Global Agenda Councils in Dubai to explore the latest developments in business, society and technology, to provide a better understanding of the fundamental transformations impacting our world, and to collaborate in interactive workshops to provide innovative recommendations on some of the most pressing global challenges.

For more information, email: gacsummit@weforum.org

World Economic Forum Annual Meeting 2015

Davos-Klosters, Switzerland 21-24 January

We live in a fast-paced and interconnected world, where breakthrough technologies, demographic shifts and political transformations have far-reaching societal and economic consequences. More than ever, leaders need to share insights and innovations on how best to navigate the future. The Annual Meeting remains the foremost creative force for engaging the world's top leaders in collaborative activities, which are focused on shaping the global, regional and industry agendas.

For more information, email: AnnualMeeting@weforum.org



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