

## About the Authors

### Scott C. Beardsley

Scott C. Beardsley is a Director at McKinsey & Company's Brussels Office. Since joining the firm in 1989, he has been particularly active in helping clients around the world on a range of strategy, regulation, stakeholder management, business in society, and performance transformation topics in the telecommunications, technology, and media sectors. He is a global leader of McKinsey's Telecommunications Practice, and heads McKinsey's Strategy Practice in Europe, the Middle East, and Africa. He has recently been leading a variety of internal research initiatives on such topics as managing the external environment through regulatory strategy and business in society, stakeholder and reputation management, strategic management, telecommunications transformation and performance improvement, next generation telecommunications regulation, and broadband. He is currently a leader of the McKinsey Technology Institute's special initiative to assess the leading technology trends that will impact business. He has published editorials in the *Wall Street Journal* and the *Financial Times* and articles in the *McKinsey Quarterly* and related publications on a variety of telecommunications, broadband, media, and strategy topics. He has also recently co-authored part of four books related to regulatory strategy, ICT, and networked readiness. Prior to joining McKinsey, Mr Beardsley was employed as Editor and Marketing Manager at the Massachusetts Institute of Technology (MIT) Sloan Management Review. Additionally, he worked in the strategic sales and product marketing functions for Advanced Micro Devices and Analog Devices of the semiconductor industry. Mr Beardsley is President of the Board of Directors of the American Chamber of Commerce in Belgium. He was a Henry S. Dupont III Scholar (highest honors) for outstanding academic performance at the MIT Sloan School of Management, where he graduated with an MBA in Corporate Strategy and Marketing. He holds a Bachelor of Science in Electrical Engineering magna cum laude from Tufts University.

### GBS Bindra

GBS Bindra is Global Director of Innovation at Logica plc, where he is responsible for innovation across the group and works closely with the executive committee to align these initiatives with Logica's strategic goals. Mr Bindra is a thought leader in the world today, with expertise spanning more than 20 years during which he has held several executive positions and has been India CEO of large multinational corporations. As an innovator, he has led design teams to create several new products and services that leverage technology to improve business outcomes. Prior to joining Logica in 2005, he led research and development at Ariba. Under Mr Bindra's leadership, Puncom received the honor of becoming the official IT services provider to create and manage an IT and com-

munications system for the ICC World Cup of Cricket in 1996 held across India, Sri Lanka, and Pakistan, reaching out to a quarter of world's population. Mr Bindra is also a committed community leader and a strong and vocal advocate of children's and women's education in under-privileged societies. He serves on numerous governmental, industry, and charitable boards and panels.

### Sheila Bonini

Sheila Bonini is a Senior Expert Consultant at McKinsey & Company's Silicon Valley Office. She has been with McKinsey for over 10 years, working out of their New York, Madrid, Copenhagen, London, and Santiago offices. Ms Bonini co-leads the Sustainability Transformation service line within McKinsey's Strategy Practice, is a leader of McKinsey's Special Initiative on Climate Change, and leads McKinsey's consumer market research focused on Sustainability and Corporate Reputation. She has significant experience advising clients across sectors on the impact of social and regulatory issues, including multiple engagements on corporate social responsibility, sustainability, stakeholder management, and regulatory strategy. Ms Bonini joined McKinsey after working for Goldman Sachs and Merrill Lynch in their investment banking divisions. Ms Bonini has published widely on sustainability and corporate responsibility topics in the *McKinsey Quarterly* and the *Stanford Social Innovation Review* as well as for the Boston College Center for Corporate Citizenship and the UN Global Compact, among other institutions. She holds a BA in Applied Mathematics from Harvard University and an MBA from the Stanford Graduate School of Business.

### Noémie Brun

Noémie Brun is a Consultant in McKinsey & Company's Lyon Office. Ms Brun joined the firm in early 2007 and has been part of the cross-industry initiative Business in Society and Regulatory Strategy developing global best practices in the management of societal and regulatory issues. She has been involved in a number of projects on corporate social responsibility, and also has experience in local economic development for the public sector and in analyzing socio-political issues and impact for industries and stakeholders. Ms Brun has an MSc in International Relations from the University of Krakow (Poland) and a BA in Business from the Universities of Jean Moulin in Lyon (France) and Turin (Italy).

### Javier Busquets

Javier Busquets serves as Chair of Department and teaches in Advanced Management Programs, the Global Executive MBA in cooperation with Georgetown University, and the Executive MBA and MBA Programs at ESADE. He has an extensive professional and executive experience in the ICT industry, where he served for 17 years. He is a member of the research project Euro-India

and was a member of the board of the Smart Business Network Conference in Beijing in 2008. He also served as Co-Chair in the International Conference of Mobile Business in 2008, and is currently a Co-Chair for the European Conference of Information Systems to be held Barcelona in 2012. Professor Busquets served as Associate Editor in the European Conference of Information Systems in 2009 and 2010. He is also author of several international papers, book chapters, and articles for journals such as *Communications of ACM*, the *Journal of Information Technology*, the *European Journal of Information Systems*, *Innovations*, and *Decision Support Systems*, among others. In 2007 he received an IBM Faculty Award dedicated to research in Service Science and Innovation in Banking. He was awarded the Ruth Green Memorial Case Award by the North American Case Research Association for the best teaching case outside the United States and Canada consecutively in 2006 and 2007. His current interests in research and teaching include ICT business models such as digital cities; global IT management, particularly in the banking sector; digital media evolution; and orchestrating networks of innovation. Professor Busquets holds a PhD in Management Science from Copenhagen Business School, and an MBA from ESADE (Spain).

#### **Cao Shumin**

Cao Shumin is Vice President of the China Academy of Telecommunication Research of the Ministry of Industry and Information Technology. She joined the Research Institute of Telecommunications Transmissions of MPT/MII in 1992 and became the Vice President in 1995. She is a member of the National 863 Project in Information Technology, Vice Chairman of China Communications Standards Association, and has been the chairperson of the Technology Working Group of 3G and B3G in ITU-R TG8/1 and WP8F from 1998 to 2003. Dr Cao obtained a Doctorate in Management from Hong Kong Polytechnic University (Hong Kong) and a Master in Electronic Engineering from Beijing University of Aeronautics and Astronautics (China).

#### **Terrence Clark**

Terrence Clark is a Senior Vice President and General Manager of CA's ecoSoftware Business Unit. His vision is to help organizations evaluate their portfolio of green choices, while showing them how to reduce their carbon footprints, save costs, seize on opportunities, and be both creative and effective in pursuing a sustainability strategy. In defining CA's innovative approach in this area, he has worked with a team of experts to develop software solutions uniquely addressing sustainability strategy, reporting, assessment, and program management, as well as enterprise carbon accounting, environmental monitoring, and environmental risk and compliance management. In addition, he is leading CA's efforts to enable companies and service providers to keep closer tabs on the energy-use, capacity, and reliability of their data centers and facilities with a centralized view of detailed energy-related information, allowing them to minimize waste, reduce energy costs, and decrease carbon emissions. Prior to his current role, Mr Clark led Engineering Services for CA's Governance Group, ensuring that customers were achieving the highest levels of success with CA's solutions in this area, including Project and Portfolio Management, Governance, Risk and Compliance, and

Information Governance. Since joining CA in 1995, he has held a number of senior leadership positions in development across a variety of solution areas, such as Service Desk and Change Management.

#### **Bahjat El-Darwiche**

Bahjat El-Darwiche is a Partner with Booz & Company and a leadership member of the firm's Communications and Technology Practice in the Middle East. Mr El-Darwiche has 15 years of strategy and business experience in the telecommunications sector acquired through various engagements in the Middle East, Europe, North America, and Asia. He advises governments, regulatory authorities, and telecommunications operators and has led engagements in the areas of telecommunications sector liberalization and growth strategy development, policymaking and regulatory management, business development and strategic investments, corporate and business planning, and privatization and restructuring. Mr El-Darwiche holds a State Engineering Diploma from the Ecole Polytechnique and a Master in Telecommunications from the Ecole Nationale Supérieure des Télécommunications (both in France).

#### **Soumitra Dutta**

Soumitra Dutta is the Roland Berger Chaired Professor of Business and Technology and the Founder and Faculty Director of INSEAD, eLab, the business school's center of excellence in teaching and research on the digital economy. His current research is on technology strategy and innovation at both corporate and national policy levels. His latest co-authored books are *Throwing Sheep in the Boardroom* (Wiley, 2008) and *Innovating at the Top* (Palgrave, 2009). Professor Dutta is actively involved in policy development at national and European levels. He has taught in and consulted with international corporations across the world. Professor Dutta's research has been showcased in the international media such as CNN, CNBC, BBC, and international publications. He is a Fellow of the World Economic Forum. He obtained his PhD in Computer Science and his MSc in Business Administration from the University of California at Berkeley.

#### **Luis Enriquez**

Luis Enriquez is a Director in McKinsey & Company's Brussels Office, where he has worked primarily in the infrastructure and regulated industries, focusing on regulation, operations and pricing in telecommunications (fixed and mobile businesses), and energy. He co-leads McKinsey's global efforts in regulation, regulatory economics, and stakeholder management, and has led the firm's functional knowledge initiatives in emerging regulatory areas, including regulatory management best practices, organizational models, and key tools and capabilities to support regulatory strategy. He co-leads the global infrastructure initiative in telecommunications and McKinsey's regulatory strategy function. He has worked in approximately 60 countries on regulatory and stakeholder management topics and is currently leading a cross-industry internal task force to gather global lessons in regulatory management and strategy across industries. He has published widely on major topics such as regulatory strategy, market dominance remedies, and the regulation of infrastructure. Prior to joining McKinsey, Mr Enriquez worked extensively in liberalization, company restructuring, and regulation issues in Europe, the United

States, and Latin America. He assisted the Ministry of Finance of the Czech Republic in developing price regulations to support the privatization of Czech Telecom (then SPT Telecom) in 1994, and taught courses and seminars on issues surrounding liberalization, competition, and interconnection. He worked in the Office of Plans and Policy with the Chief Economist of the US Federal Communications Commission during the implementation of the 1996 Telecommunications Act. He has worked with US telecommunications and energy firms on multiple regulatory topics, ranging from incremental cost pricing, rate base regulation, and wholesale pricing models to price cap regulation, interconnection, unbundling and collocation, and pricing of broadband services. Mr Enriquez has a BA in Economics from Harvard University and did his doctoral work in Economics at the University of California at Berkeley, where he focused on the economic dynamics of interconnection among telecommunications networks.

### Federico Etro

Federico Etro is Associate Professor of Economics at the University of Milano-Bicocca, where he teaches Macroeconomics and International Trade and Market Structures, and President of Intertic, the International Think-Tank on Innovation and Competition. He is also a faculty member of the Scottish Graduate Programme in Economics, for which he teaches Industrial Organization at the University of Edinburgh. He is an expert in industrial economics and policy and in macroeconomic issues, with publications on leading international journals as *The American Economic Review*, the *International Economic Review*, *The Economic Journal*, *The RAND Journal of Economics*, *Public Choice*, and the *Journal of Macroeconomics*. Professor Etro's main area of research is the theory of endogenous market structures, which analyzes industries where both strategic interactions and entry decisions are the fruit of profit-maximizing choices by the firms, deriving implications for industrial policy, trade policy, and macroeconomic policy. This research is summarized in two books edited by Springer: *Competition, Innovation and Antitrust* (2007), on microeconomic issues and antitrust policy for the New Economy; and *Endogenous Market Structures and the Macroeconomy* (2009), on empirical and macroeconomic issues and on the analysis of the Great Recession of 2009. Since 2002, Professor Etro has been working as a consultant for the public and the private sectors, in particular for the Italian Ministry of Economy and the Task Force on Competition of the International Chamber of Commerce (Paris), among others. Before obtaining a tenured position in the Department of Economics of the University of Milano-Bicocca, Professor Etro taught at the Catholic University of Milan and Luiss University in Rome. He has been a Teaching Fellow for graduate courses at the Kennedy School of Government of Harvard University. Since 2008, he has been a member of the editorial board of the *Review of Business and Economics*. Professor Etro holds a BA from the Università Cattolica del Sacro Cuore (Italy) and an MA from the University of California, Los Angeles.

### Alyssa A. Farrell

Alyssa A. Farrell is Manager at SAS Worldwide Marketing and is responsible for SAS' Sustainability Solutions, working with SAS customers around the world to understand best practices and solutions for managing their business with environmental responsibility in mind. She participates

in environmental industry groups and supports the SAS Executive Sustainability Council, the leadership team that governs SAS' sustainable business practices. Ms Farrell regularly speaks with trade associations, analysts, and the press about the opportunities organizations have to effectively manage a sustainable strategy and drive healthy economic growth, and maintains a blog on sustainability and strategy issues (*sascom voices*). Prior to joining SAS, Ms Farrell was a Senior Consultant in the Deloitte Public Sector Practice. In this capacity, she was a project manager for statewide and countywide systems implementations and was responsible for user acceptance testing, change management and training, and middleware technology selection. She is a graduate of the Eller College of Management at the University of Arizona, where she earned her MBA with a concentration in Management Information Systems. She also holds a BA from Duke University.

### Roman Friedrich

Roman Friedrich is a partner with Booz & Company, where he specializes in strategic transformation in fixed-line, convergent, and mobile communications; sales and marketing; new company build-up support; program management; technology-based transformation; and wargaming. Based in Dusseldorf and Stockholm, Dr Friedrich's geographic focus extends throughout northwest and continental Europe, where he is a recognized thought leader in telecommunications strategy, commercial strategies, and operations and performance improvement for communications and technology clients. Prior to joining the firm, he worked as a scientist in the field of theoretical elementary particle physics at the Gesellschaft fuer Schwerionenforschung and the University of Tübingen (both in Germany). Dr Friedrich earned a PhD in Physics from the University of Tübingen and a Diploma from the Technical University of Darmstadt (in Germany).

### John Garrity

John Garrity is part of the strategy team in Cisco's Emerging Markets Business Development Group. He holds a Master in Applied Economics from Ohio State University and, before joining Cisco in late 2006, worked for the US Federal Trade Commission and the World Bank.

### Thierry Geiger

Thierry Geiger is Economist and Associate Director within the Global Competitiveness Network and a Global Leadership Fellow at the World Economic Forum. His responsibilities include the development and computation of a wide range of indexes as well as analysis for a number of regional and topical projects. His main areas of interest include econometrics, trade, and finance, while his geographical focus is Asia. He is a co-author of *The Global Competitiveness Report*, *The Global Information Technology Report*, and *The Global Enabling Trade Report* series. He is also a contributor to *The Financial Development Report* and co-editor of *The Ukraine Competitiveness Report* series. Prior to joining the Forum, he worked for the World Trade Organization and Caterpillar Inc. He is also Co-founder of Procab Studio SA, an IT company based in Geneva. Mr Geiger holds a BA in Economics from the University of Geneva (Switzerland) with a specialization in monetary and financial economics, and an MA in Economics from the University of British Columbia.

**Fernando Gil de Bernabé y Varela**

Fernando Gil de Bernabé y Varela is a Senior Director at Cisco, where he manages a portfolio of initiatives for and from China to grow Cisco business worldwide (“China 3.0”). He assembles and leads multi-functional teams to identify, create, and incubate new opportunities in existing and adjacent markets combining organic growth, mergers and acquisitions, and strategic alliances, often collaborating with Chinese government institutions. Mr Gil de Bernabé y Varela has over 19 years of international experience in the United States, Europe, Latin America, and Asia, focusing on the convergence of the Internet with telecommunications, media, consumer technologies, and software industries. His functional expertise is in corporate strategy, market management, and sales operations, bringing projects from conception through implementation. He joined Cisco in 1999 in Europe, where his team drove innovation in Cisco sales operations, developing the Customer Partnership program and introducing the Client Director structure and Big-Bet programs. He led a number of projects on SP sales strategy, which resulted in annual growth of 20 percent over a four-year period. In July 2007, he was appointed to Managing Director in the Internet Business Solutions Group Strategy and Consumer Practice. He also led a number of global thought-leadership initiatives, including the set of scenarios *Service Provider 2015*, the publication *Connected Homes*, and the Broadband Quality Score study, with frequent engagements with media and analysts.

**Peter Graf**

Peter Graf serves as Chief Sustainability Officer and Executive Vice President of Sustainability Solutions at SAP AG. Dr Graf is responsible for developing sustainable solutions that best serve the needs of SAP’s global customers, while also driving sustainable operations within SAP. During his tenure at SAP, Dr Graf has held various management positions. Previously, he was the Executive Vice President of Solution Marketing at SAP. In this role, he was responsible for shaping the company’s industry solution, application, and platform strategy. Based out of SAP Labs in Palo Alto, California, Dr Graf holds a Master in Computer Science and Economics as well as a PhD in Artificial Intelligence.

**Praveen Gupta**

Praveen Gupta is an Associate Manager with the Green Initiatives team at Infosys. He is responsible for sustainability management and reporting, sourcing green power, and spreading awareness about the same. He is also working with the regulatory agencies in the country to create conducive regulation for promotion of renewable energy. He is a Chartered Accountant with an Executive Management Degree from the Indian Institute of Management in Bangalore.

**Mikael Hagström**

Mikael Hagström is Executive Vice President of Europe, the Middle East, and Africa (EMEA) and Asia Pacific at SAS. He leads a growing global team of more than 4,000 professionals in over 50 countries throughout EMEA and Asia Pacific. With a more than 20-year track record in leading high-performance organizations, he is responsible for delivering consecutive revenue growth, ensuring profit, harnessing the potential in the current market, and preparing the organization for the future. From 1998 to

2000, as Country Manager of SAS Norway, Mr Hagström restructured the office and led SAS Norway to record growth, doubling new sales each year for three consecutive years. Over the next few years, additional geographies and P&Ls were consistently added to his growing level of responsibilities, and he was promoted to Vice President of Sales for EMEA in 1993. He currently works from SAS Worldwide Headquarters in Cary, North Carolina. Mr Hagström is Vice-Chair of the American Chamber of Commerce to the European Union Executive Council and a member of the Executive Committee of the US Council for International Business, and is a frequent speaker on the multinational business climate at the World Economic Forum and the Organisation for Economic Co-operation and Development, in particular. He is a board member, head officer, or chairman of more than 30 SAS subsidiaries. He holds an MSc in Industrial Automation Engineering and Administration.

**Jonathan Hornby**

Jonathan Hornby is Director, Worldwide Marketing – Performance Management at SAS. As a visionary and thought leader in the field of performance management and sustainability, he currently leads global marketing direction for SAS in these areas. His experience comes from a hands-on background within the UK banking sector, followed by extensive travel, dialogue and collaboration with customers, management consultants, and respected thought leaders across the world. Mr Hornby led the design and introduction of SAS® Strategy Management—a solution that supports the balanced scorecard—and was responsible for the acquisition of ABC Technologies in 2002 to provide cost and profitability optimization. He has also led strategy and product management for SAS’ risk solutions. His most recent work focuses on the economy. Together with 10 respected thought leaders, he led a four-part webcast to explore how organizations can not only survive, but thrive during times of uncertainty. He is the author of *Radical Action for Radical Times: Expert Advice for Creating Business Opportunity in Good or Bad Economic Times*. Joining SAS in 1996, Mr Hornby brought 15 years of business experience from the banking sector, including activity-based management, process re-engineering, performance analysis, and marketing. He regularly speaks at conferences around the globe, and maintains a blog (<http://blogs.sas.com/beyondbusiness>).

**Tawfik Jelassi**

Tawfik Jelassi is Dean and Professor of e-Business and Information Technology at the School of International Management, Ecole Nationale des Ponts et Chaussées in Paris. Prior to that, he was on the faculty of INSEAD and Co-ordinator of the Technology Management Department there. His research focuses on technology-based innovation and the strategic use of IT, e-business, and electronic commerce, and he has authored or co-authored five books, the latest of which is entitled *Strategies for e-Business: Creating Value through Electronic and Mobile Commerce* (Financial Times / Prentice-Hall, 2008). Professor Jelassi has also published over 80 research articles in leading conference proceedings and refereed academic journals, including *Management Information Systems Quarterly*, the *Journal of MIS*, *Management Information Systems Quarterly Executive*, the *Journal of Electronic Commerce Research*, *Decision Sciences*, the *Journal of Strategic Information*

*Systems, Information & Management*, the *European Journal of Operational Research*, *Theory and Decision*, *Decision Support Systems*, *Group Decision and Negotiation*, *OMEGA: The International Journal of Management Science*, and the *European Management Journal*. Professor Jelassi has won international research paper / case study writing awards from the US-based Society for Information Management, the European Foundation for Management Development, and from the European Case Clearing House in several years. He was also awarded or nominated for the teaching excellence award at several international business schools, including INSEAD. He has taught extensively in MBA and executive education programs in over a dozen countries around the world and has served as an advisor to several governments and international corporations. Professor Jelassi holds a PhD in Management Information Systems from New York University (Stern School of Business) and graduate degrees from the Université de Paris-Dauphine (France).

#### **Bruno Lanvin**

Bruno Lanvin is Executive Director at INSEAD, eLab, managing the teams in Fontainebleau, Singapore, and Abu Dhabi. Since 2009, he has been the Chair of the Global Agenda Council on the Future of Government at the World Economic Forum. From 2000 to 2007, Dr Lanvin worked for the World Bank, where he was inter alia Senior Advisor for E-strategies and Regional Coordinator (Europe and Central Asia) for ICT and e-government issues. He also headed the Capacity Building Practice of the World Bank's Global ICT Department, and was Chairman of the Bank's e-Thematic Group. From June 2001 to December 2003, he was the Manager of the Information for Development Program, infoDev. In 2000, Dr Lanvin was appointed Executive Secretary of the G8 DOT Force. Until then he was Head of Electronic Commerce in the United Nations Conference on Trade and Development (UNCTAD) in Geneva and occupied various senior positions, including Chief of Cabinet of the Director General of the United Nations in New York, and Head of Strategic Planning and later Chief of the SME Trade Competitiveness Unit of UNCTAD/SITE. He was the main drafter, team leader, and editor of *Building Confidence: Electronic Commerce and Development*, published in January 2000. He co-edited the 2003 and 2004 editions of *The Global Information Technology Report* series. He holds a BA in Mathematics and Physics from the University of Valenciennes, an MBA from Ecole des Hautes Etudes Commerciales (HEC), and a PhD in Economics from the University of Paris I - La Sorbonne (all in France).

#### **Julian Lighton**

Julian Lighton has been Vice President of the Strategy and Business Development for Cisco's Emerging Markets since the beginning of 2006. In this capacity he is responsible for strategy development, business intelligence, government affairs, new theater alliances and partnerships, and investments and acquisitions. Mr Lighton joined Cisco in 2002 as General Manager and Vice President of Business Technology Architecture and as leader of Cisco's Knowledge Management Strategy. In 2003, he was also given responsibility for the Services Strategy and Business Development organization, helping the services organization triple its revenues in just over three years. Prior to joining Cisco, Mr Lighton was

Corporate Vice President of Strategy, Corporate Development and Investments for Hitachi Americas Ltd., where he was responsible for a large portfolio of companies that he refocused on information technology businesses. He was the youngest vice president in the company's 80-year history. He was previously a Partner at McKinsey and Company, where he led the US Software and Services Practice. He has also held senior positions with Cambridge Technology Partners; Andersen Consulting; and Godel, Escher, Bach in the United States and Europe. Mr Lighton received a BA and an MA in Jurisprudence from Magdalen College, Oxford, and an MA in Comparative and International Law from University of Paris I – La Sorbonne (France). He is an accredited Negotiator from the Kennedy School of Government, Harvard University.

#### **Liu Yunjie**

Liu Yunjie is a Member of the China Academy of Engineering and Director of the Science and Technology Committee of China Unicom. He served as Director of the Data Communications Institute of the former Ministry of Post and Telecommunications (MPT), Deputy Director of the Telecommunications Bureau, and Director of the Data Communications Bureau of MPT, President of Post Science and Planning Research Institute of MPT, and General Engineer and Vice President of China Unicom. He had leading positions in a number of key national projects of scientific research in data communications and made a number of important achievements. He took a leading role in the design, construction, and operation of the national public data network, the computer Internet, and high-speed broadband, which have been an important basis for building the information society in China. He also played a leading role in the design, construction, and operation of China UniNet (a unified network platform for multiple services), bringing an end to such problems as uncontrollable and unmanageable IP services and unreliable quality of service, as well as the problems of incorporating multiple telecommunication services including telecommunications, the Internet, and video on the same network platform, providing a feasible solution for the integration of three networks. This has been successfully implemented on a large scale in the evolution to the next-generation network and has generated remarkable social and economic benefits. Mr Liu was awarded a first-grade National Prize for Progress in Science & Technology, and, twice, the first-grade Ministerial Prize for Progress in Science & Technology. He graduated from the Department of Physics at Peking University (China).

#### **Luo Wen**

Luo Wen is an expert in Industry Strategy and Management. He is currently President of the China Center for Information Industry Development (CCID) Group and President of CCID Consulting, a Chinese leading research, consulting, and IT outsourcing service provider. He has been engaged in industry development strategy and enterprise management consulting for more than 20 years. He was in charge of several significant consulting projects, including the Electronic Information Industry Competitiveness Enhancement of Guangdong Province and the 2004–2020 Industry Development Planning of Yiyang City of Hunan Province. He has published many books and articles, including *From Normal Management to Result-Oriented Management*,

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### **Barry McSweeney**

Barry McSweeney is the Director of the Irish Knowledge Society Strategy and Chairman of the National Marine Research and Innovation Implementation Group. Based at the Department of Communications, Energy and Natural Resources, he has designed and implemented innovative research capacity programs in energy, marine, and geosciences. His initial career as a clinical biochemist included working in hospitals and industry in Ireland, the United States, France, and Switzerland. Mr McSweeney held senior positions in Warner Lambert, General Diagnostics Division (Ireland); American Hospital Supply Corporation (Switzerland and Belgium); and Biocon Biochemicals (France and Ireland). He was appointed Director of the Irish National Biotechnology Programme in 1987, and was Founder and Chief Executive of BioResearch Ireland, a contract research organization. He moved to the European Commission in 1995 and held senior positions in the Directorate General Research and the Joint Research Centre (JRC) in Ispra, Italy. He held the position of Director General of the JRC, a 3,000-person organization, until he left the European Commission in 2004. He was responsible for the development of the Marie Curie research training programs and led the JRC to become a research-based support and advisory organization to the European Commission, Parliament, and Council. He was appointed Chief Science Advisor to the Irish Government in 2004. He is the lead author of the report of the Irish Government *Technology Actions to Support the Smart Economy*, published in July 2009, and is working on an e-health report to be published in 2010. In 2003, he was awarded the Great Gold Medal of Comenius University Bratislava for his contribution to EU enlargement and in 2004 received the Distinguished Alumnus Award in Science from University College Cork. He holds a BSc in Biochemistry from the University College Cork and an MSc in Clinical Biochemistry from Trinity College in Dublin.

### **Irene Mia**

Irene Mia is Director and Senior Economist within the Global Competitiveness Network at the World Economic Forum. She is also responsible for competitiveness research on Latin America and Iberia. She has written and spoken extensively on issues related to national competitiveness, serving as lead author and editor on a number of regional and topical competitiveness papers and reports; notably, she is the co-editor of *The Global Information Technology Report* series. Before joining the Forum, she worked at the headquarters of Sudameris Bank in Paris for a number of years, holding various positions in the international affairs and international trade divisions. Her main research interests are in the fields of development, international trade, economic integration (with special reference to the Latin American region), innovation, and competitiveness. Dr Mia holds an MA in Latin American Studies from the Institute of Latin American Studies, London University, and a PhD in International Economic and Trade Law from L. Bocconi University (Italy).

### **Janaki Murali**

Janaki Murali is a Principal with the Education and Research team at Infosys. She runs a program on English and brought the British Council website LearnEnglishProfessionals (LEP) to the Infosys intranet Sparsh, and the external portal for students, Campus Connect. She manages an organization-wide corporate social responsibility initiative, Spark, and is a member of the Sustainability Executive Council. She will be writing the *Sustainability Report 2010*. She has nearly 25 years of experience in media, has worked in leading Indian newspapers, and is a published novelist.

### **Kiran Pereira**

Kiran Pereira is an Associate Principal with the Education and Research team at Infosys. She works on developing learning interventions for sustainability within the organization. She has recently assumed the leadership of the eco-groups across the organization and is spearheading the effort of the "eco-warriors." She works closely with the Green Initiatives team in planning several environmental awareness campaigns in order to spread the word within the organization.

### **Enrique J. Rueda-Sabater**

Enrique J. Rueda-Sabater joined Cisco in 2006 and is currently Director, Strategy and Business Development for Emerging Markets. His role involves working on a unique "win-win" strategy: Cisco's business in emerging markets will grow inasmuch as its activities help those countries to harness the potential of IT and network connectivity for economic growth, competitiveness, and social inclusion. Before joining Cisco, Mr Rueda-Sabater spent two decades at the World Bank. His last role was as Director of Strategy and Integrated Risk Management. Earlier stages in his World Bank career included policy roles, fund-raising activities, and operational work with countries in East Asia, Africa, and the former Soviet Union. He worked for Procter & Gamble early in his career and has lectured for academic, think tank, and business audiences around the world (including on his work on Global Scenarios for 2020). He is now Vice-Chair of the nonprofit Center for Transformation and Strategic Initiatives. Mr Rueda-Sabater holds degrees in Business and Economics.

### **Karim Sabbagh**

Karim Sabbagh is a Partner with Booz & Company. Based in Dubai, he leads the company's work for global communication, media, and technology clients. With more than 20 years of experience in the field, he has expertise in deregulation strategies, privatization, strategy-based transformation, mergers and acquisitions, investment strategies, and operating and governance models. Dr Sabbagh's engagements have included economic master planning for telecommunications and media clients and the development of technology incubators for economic development programs. Dr Sabbagh is a member of the advisory council of the School of Business Administration of the American University in Dubai. He is a member of the firm Marketing Advisory Council and also the Chairman of the Ideation Center that serves as the firm's think tank in the Middle East. He holds a PhD with honors in Strategic Management from Century University, and both an MBA in Finance and a BBA with distinction in Marketing from the American University of Beirut (Lebanon).

**Sergio Sandoval**

Sergio Sandoval is an Engagement Manager/Expert in McKinsey & Company's Benelux Office. Mr Sandoval joined the firm in late 2001 and has been part of McKinsey's global efforts in regulation, regulatory economics, and stakeholder management. He has also been one of the co-authors of the articles produced by McKinsey for *The Global Information Technology Report* series since 2005. The articles were focused on topics of regulation, next generation networks, and the economic impact of high-speed broadband networks. Prior to joining McKinsey, Mr Sandoval worked with Colombia's Presidency of the Republic as Economic Advisor to the President. He holds a BS and an MA in Economics from Los Andes University (Colombia), and an MBA with high honors from Solvay Business School (Belgium).

**Milind Singh**

Milind Singh is a Senior Associate in the Communications, Media, and Technology Practice at Booz & Company. He has more than 10 years of strategy and operations experience gained across North America, Europe, Asia, Africa, and the Middle East. Mr Singh has worked with governments in defining their sector policies and development strategies, advised operators on their corporate strategies and operational turnaround programs, and helped investors develop and execute their sector investments and acquisition strategies. Mr Singh holds an MBA from the University of Oxford and a Bachelor in Engineering from the University of Bombay (India).

**Jim Hagemann Snabe**

Jim Hagemann Snabe is Co-CEO at SAP AG. He also leads the Business Solutions & Technology organization, and is responsible for product development of large enterprise solutions, SME solutions, and the technology platform. He joined SAP in 1990 and has been a member of the Executive Board of SAP AG since July 1, 2008. During his time at SAP, Mr Snabe has held several different positions, notably the Managing Director of SAP Sweden of the SAP Nordic region, and part of the SAP EMEA management team. He also served as Senior Vice President and Chief Operations Officer of SAP's business solution group responsible for product development for SAP's flagship enterprise resource planning software, SAP ERP, as well as SAP solutions for financial and public services industries. In 2006, Mr Snabe was appointed Corporate Officer of SAP AG and subsequently was named a member of the Executive Council, which shares responsibilities for both customer-facing and product topics. Mr Snabe is also the Chairman of the board of Linkage A/S and a member of the supervisory board of Crossgate as well as the boards of Mannaz A/S and Thrane & Thrane A/S in Denmark. He holds a Master in Operational Research from the Aarhus School of Business (Denmark).

**Daniel Torres Mancera**

Daniel Torres Mancera is the Director of the Spanish National Observatory for Telecommunications and the Information Society. From 2004 to 2008 he was Advisor to the Secretary of State for Telecommunications and the Information Society, and a member of the board of directors of Inteco (a public company developing accessibility and e-confidence technologies). Prior to that, he was Assistant to the CEO of Telefónica Procesos y Tecnología de la Información. He is a lecturer in marketing at EO

Escuela de Negocios, a business school. He has also worked as the international cooperation projects' director for the Spanish Human Rights Association. He has extensive experience with business development projects in Spain, Europe, and Latin America for Grupo Telefónica, as director of Projects Development, eBusiness, and OSI. As head of Corporate Human Resources in Grupo Telefónica, he was responsible for the implementation of the performance and results evaluation system that is currently used for the professional career plan and remuneration calculations for the company's more than 150,000 professional staff. Additionally, as head of eBusiness transformation at Grupo Telefónica Media, he led quality and business process optimization projects for Antena3TV, Onda Cero, Radio Intercontinental y Telefé (Buenos Aires), Vía Digital, and Endemol, involving more than a hundred professionals in the different teams and contributing toward achieving operational cost savings of over €1.5 billion in four years. Mr Torres Mancera is a Telecommunications Engineer and holds an Executive MBA from Instituto de Empresa and ISEM, University of Navarra (Spain).

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Darren Ware joined Cisco in 2005 and is a key member of its Emerging Markets Strategy and Business Development team. He focuses on creating strategic market expansion concepts and field tactics that target macro opportunities. Prior to joining Cisco, he was in IT market research and consulting at IDC. He has been involved in the technology industry and strategy for over a decade, often in Latin America. He holds a BA and a Master of International Business Studies, both from the University of South Carolina.