

Horasis Global Meeting

27-30 May 2017, Cascais, Portugal

a Horasis leadership event
under the patronage of the President of the Republic of Portugal

Co-hosts:

City of Cascais

Estoril Conferences

Government of Portugal

Report



inspiring our future

Upcoming Horasis events:

Horasis India Meeting	Interlaken, Switzerland, 25-26 June 2017
Horasis China Meeting	Sheffield, United Kingdom, 5-6 November 2017
Horasis Asia Meeting	Kolkata, India, 26-27 November 2017
Horasis Global Meeting	Cascais, Portugal, 6-7 May 2018

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Building Togetherness

■ **Co-hosts:**

City of Cascais
Estoril Conferences
Government of Portugal

■ **Co-chairs:**

Barbara Barrett	Chairman, Aerospace Corporation, USA
José Manuel Barroso	Chairman, Goldman Sachs International, United Kingdom
Eduardo Catroga	Chairman, EDP, Portugal
Vijay Eswaran	Chairman, QI Group, Malaysia
CP Gurnani	Chief Executive Officer, Tech Mahindra, India
Alan Hassenfeld	Chairman, Hasbro, USA
Werner Hoyer	President, European Investment Bank, Luxembourg
Kevin G. Lynch	Vice Chairman, BMO Financial Group, Canada
José Antonio Martínez	Founder and Chief Executive Officer, The Science of Digital, Spain
Strive Masiwia	Founder and Chairman, Econet Wireless, South Africa
Rajiv I. Modi	Chairman, Cadila Pharmaceuticals, India
Kenneth S. Rogoff	Professor of Economics, Harvard University, USA
Evgeniya Shamis	Founder and Chief Executive Officer, Sherpa S Pro, Russia
Heinrich Weiss	Chairman, SMS Group, Germany
Ann Winblad	Managing Partner, Hummer Winblad Venture Partners, USA
Deborah Wince-Smith	President, United States Council on Competitiveness, USA
William Y. Zhang	Chairman, EU-China Municipal Development Commission, China

■ **Knowledge Partner:**

Estoril Sol
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■ **Academic Partner:**

Nova School of Business and Economics

Institutional Partners:

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CIP – Confederation of Portuguese Business
Global Innovator Conference (GIC)



Horasis in Cascais – dreaming the future, embracing the past



Hotel Cascais Miragem – the venue of the Horasis Global Meeting

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Registering participants

Foreword

By Frank-Jürgen Richter,
Chairman, Horasis, Switzerland

The second Horasis Global Meeting was held in Cascais, Portugal over 27-30th May 2017. We thank our host, Cascais – a beautiful coastal city on the Atlantic coast – that is developing into a global centre for dialogue: Horasis is proud to be part of the process. Earlier Cascais hosted the 2015 Horasis China Meeting, the 2016 Horasis India Meeting, and now the Horasis Global Meeting having as its theme – *Building Togetherness*. **Marcelo Rebelo de Sousa**, President of Portugal, affirmed in his welcome speech that “... we need to build a new togetherness, to raise our belief in our inventiveness and our ability to overcome oppression.”

‘We need to build a new togetherness, to raise our belief in our inventiveness and our ability to overcome oppression.’
Marcelo Rebelo de Sousa, President of Portugal

We chose this theme because there has been a surge in populism and isolationist tendencies that run counter to good wisdom and we hoped through our discussions to explore how we can both build and cement togetherness. From the time of Adam Smith (1723-1790) we have seen counter-pressures against cooperation, even though in his book ‘The Wealth of Nations’ he stated “... in general, if any branch of trade, or any division of labour, be advantageous to the public, the freer and more general the competition, it will always be the more so.” We stress that nations and their peoples, rather than reinforce a silo or isolationist mentality ought to join openly with others, via trade and by a free exchange of labour, innovation and entrepreneurship to make the most of our global resources. At the present time, even though the world seems



António Costa, Prime Minister of Portugal, welcoming participants

to have a few populist strongmen hunting for power, the global economy is growing. It’s an interesting contradiction (noting the decoupling of economics and geopolitics) and it is a conundrum that will need some more time to decipher.

Since last year’s Horasis Global Meeting the world has seen important global changes which are beginning to challenge all of us: some are unsettling, yet others are more like a continuation of an earlier world order. Unfortunately strife continues round the world, especially violent in Syria; and its neighbour, Turkey, has its own specific issues – some of which are intimately connected with Syria (like the large number of refugees it hosts), and the claims of the Kurds for their own lands (some of whom live in Turkey). We might say the world is becoming increasingly conflicted and the globe is more stressed, in part by the unending migration of people fleeing conflict zones. In turn this creates greater pressure upon global groups like the UN, IMF, World Bank; and further along, the Food Aid Program, Disaster Relief, and medical and charity relief groups.

But, as we consider the real data, we find there are relatively few people who are being displaced. Only about 7 million were



Lord Michael Hastings,
Member of the House of Lords,
United Kingdom



Grand Opening of the 2017 Horasis Global Meeting

seeking refuge during 2016, while natural disasters dislocated a further 24 million over the same period. The hassle of populists and by the media seems to arise, less from the plight of these few millions but of the total historical number of migrants – some 250 million – who live in countries in which they were not born. The populists imply these people are mobile and will ‘flood our nations and take away our jobs’. This is not so, and delegates of the Horasis Global Meeting clearly noted that migrants bring prosperity, innovation and through their entrepreneurship foster new growth in their host nations.

For some while global citizens have been expressing their demands to alter their nation’s governance in an attempt to lessen the power of the elite and reduce inequality: the have nots want a say in their own government. The far-right populist movement has been tapped into by a few politicians who promise change and so foment uprisings of their electorates. Observers worry, because against the odds, Donald Trump won the US Presidential election in November 2016 and the people of the UK voted in a referendum to leave the European Union in June 2016. However the national elections in Austria, The Netherlands, Bulgaria and France have



Sikander Sattar, Chairman EMA
(Europe, Middle East & Africa), KPMG



Arrival of Marcelo Rebelo de Sousa, President of Portugal

returned centralist or conservative leaders suggesting populists, though strongly performing, are less of an existentialist threat. We will await future elections in Germany and next year in Italy.

Donald Trump organised an unconventional candidacy using Twitter as a medium to inform his voters, and continues to tweet as President. Like all US Presidents following the US Constitution and drawing from their prior experience Mr Trump is appointing his preferred Administration staff, but with business people (like the President himself) who may not have deep experience of diplomatic affairs but are, by definition through their success, good negotiators. World leaders are gradually absorbing these extensive Administrative changes during the initial days of the Presidency as his new incumbents guide what is still the globe’s strongest economy, though perhaps it is now more inclined to bi-lateral relationships rather than the perhaps more desirable multi-lateral accords.

‘Business need stability, and thus knowledge of the rules to be able to design their own strategies.’

*Kevin G. Lynch, Vice Chairman,
BMO Financial Group, Canada*



Opening ceremony, with Portugal's Economy Minister Manuel Caldeira Cabral speaking

The panellists in the plenary on the World Economic Outlook chaired by **Robert Friedman**, Senior Editor, Bloomberg News, USA, were acutely aware of the lack of formulation of policy by the new US Administration. **Kevin G. Lynch**, Vice Chairman, BMO Financial Group, Canada, said that “business need stability, and thus knowledge of the rules to be able to design their own strategies.” And, as **Evgeniya Shamis**, Founder and Chief Executive Officer, Sherpa S Pro, Russia, put it, “too rapid a change impedes business alliances which in turn promotes a malaise of ‘wait and see’ that the IMF complains about – too little new investment in capital stock and thus weak growth.”

Alan Hassenfeld, Chairman, Hasbro, US said “... we don't know whether we are [officially] friendly with Mexico, whether we are friendly with Canada, whether we are friendly with China, whether we are friendly with Russia.” And he stressed firms have learned to work smarter with fewer staff – so those jobs will not return no matter the bluster of President Trump. All we can say at present is that we don't know the rules under President Trump. On a positive note, **William Y. Zhang**, Chairman, EU-China Municipal Development Commission, China, concluded that “in a world beset by unpredictabilities, China has stood firm in its pledge for stability and globalization”



Pedro Duarte, Director, Microsoft, Portugal



Miguel Pinto Luz, Vice Mayor, Municipality of Cascais, welcoming participants



Werner Hoyer, President, European Investment Bank, Luxembourg



Fernando Costa Freire, Vice President, Portuguese-Chinese Chamber of Commerce



*José Manuel Barroso, Chairman, Goldman Sachs International
– ‘I believe in a European Union with future’*



*Augusto Santos Silva, Minister of Foreign Affairs, Portugal,
debating the future of Europe*

‘In a world beset by unpredictabilities, China has stood firm in its pledge for stability and globalization.’

William Y. Zhang, Chairman, EU-China Municipal Development Commission, China



*Jacqueline Otten, Professor,
Hamburg University
of Applied Science, Germany*

President Trump’s win was widely accepted as the people voting for change – away from the established order to regain a world where equality was being sought and power wrested from the bankers and politicians thought to be too remote. In Europe this was identified as a surge in far-right populist demands to curb immigration that had been voiced in the US. In the UK there was a referendum on leaving the European Union: granted to the UK people last June and the

government accepted their democratic wish to leave. Article 50 of the Lisbon Treaty has been initiated so the UK and the EU face two years of negotiating about their mutual unravelling of laws and so on before the UK must leave the Union in 2019. To unsettle matters further the UK government called a snap national election which was held on June 8th. As the poll ended in a hung parliament, the Brexit seems to be in jeopardy just before the talks with the EU are due to begin in Brussels.

This uncertainty was reflected in the ‘Update on Europe’ given by **José Manuel Barroso**, Chairman, Goldman Sachs International, United Kingdom. He shared insights based on being President of



*Xu Lingjiang, Managing Director,
Fosun Group, China*



*Carlos Moedas, European Commissioner for Research,
Science and Innovation*



*Strive Masiwisa, Chairman, Econet Wireless, South Africa,
making a point on globalization*



Ashwani Kumar, Former Minister of Law and Justice, India, speaking about values



Marcelo Rebelo de Sousa, President of Portugal, on migration and the need for an open society

Portugal from 2002 to 2004 and as Head of the European Commission from 2004 to 2014. He argued that it is more important than ever to have a strong Europe engaged in globalisation, not only globally engaged but locally within its member states.

'It is more important than ever to have a strong Europe engaged in globalization.'

José Manuel Barroso, Chairman, Goldman Sachs International, United Kingdom

Although Mr Barroso was saddened at the UK's decision to leave the EU he remains optimistic about the future of the EU even without the UK being a member state. One example of this arose from the

EU/China Summit just after this Horasis meeting in which China and Europe affirmed their joint willingness to strengthen trade and to combat climate change. Mr Barroso said meetings like this organised by Horasis can do much to engage government departments and businesses in future-looking policies. **Augusto Santos Silva**, Portugal's Minister of Foreign Affairs confirmed these viewpoints noting that Portugal was well-placed geographically to link with all of Europe as well as the Lusophone nations.



Carlos Carreiras, Mayor, Municipality of Cascais, Portugal

In the 2017 French elections, the mainstream party candidates were eliminated on the first voting round leaving Emmanuel Macron a liberal centrist and Marine le Pen a hard right candidate to fight for the final



Robert Friedman, Senior Editor, Bloomberg News, USA – 'Globalization is here to stay'



Special address by Elisabeth Rehn, Honorary Minister of State, Finland, on inclusiveness



Stephen Vasconcellos-Sharp, Founder, Reboot the Future, UK



Special address by Pär Stenbäck, Honorary Minister of State, Finland



Manuel Caldeira Cabral, Minister of Economy, Portugal

vote. Mr Macron won the final voting comfortably with roughly 2:1 of the votes: but there were 25 percent recorded abstentions and blank submitted votes totalled 8.5 percent. Thus France remains somewhat divided and the new President has much work to do. First he has to persuade voters to his side in the Legislature elections over 11th and 18th June in which 577 members will be elected to the National Assembly.

There is a strong difference in European governance and business attitudes north/south, east/west clearly illustrated when several southern European Nations faltered economically, perhaps as a continuation of the global financial crisis of 2008.

Portugal, Italy, Ireland, Greece and Spain gathered unto themselves the disagreeable acronym PIIGS. But over time, with the help of bail-outs and loans, as well as their austere budgets (disliked by their citizens) these nations have broadly recovered though still with a legacy of high youth unemployment. We find Spain has been growing strongly through 2016 despite wrangling about its 2017 budget which was to curtail public spending further to reduce its headline deficit.

2017 was bright start for Portugal with business and consumer confidence expanding and with industrial production rising. The Bank of Portugal raised its 2017 forecast growth to 1.8 percent; its debt is well



Paul Smith, President and Chief Executive Officer, CFA Institute, USA



Peter Armand, Chief Executive Officer, AFCapital, Russia



Yoanna Gouchtchina, Founder, ZeeRabbit, Russia
– ‘Togetherness can be achieved through joint innovation’



Meeting co-chair Rajiv I. Modi, Chairman, Cadila Pharmaceuticals, India



Moncef Belkhayat, Vice President, Casablanca Region, Morocco – ‘The world is becoming increasingly conflicted’



Ann Winblad, Managing Partner, Hummer Winblad Venture Partners, USA



Cai Run, Ambassador of China to Portugal, speaking about China’s economy

below the ECB target of 3%; and it expects good fortune to be carried forward to the next years. This gave the government confidence to request it be withdrawn from the EU’s Excessive Debt Mechanism to restore the nation’s investment-grade status. Given this potential boost to the economy its unemployment rate is expected to fall, continuing a trend from 2014 – which is confirmed by rapidly rising trends in business confidence across all sectors. Throughout this Horasis Meeting its recent successes has been noted by many Portuguese CEOs, regional officers, mayors and ministers, including the Prime Minister, **António Costa**. He shared his excitement of his country’s financial recovery – the austerity and reconstruction program

worked, and the nation is not now ‘under surveillance’ by the ECB. He also applauded Portugal’s unique Lusophony relations which offer many advantages – a joint integration over centuries using the same language yielding an easy flux of immigration and emigration creating beneficial innovations and growth via their diaspora.

‘I am excited about my country’s financial recovery.’
António Costa, Prime Minister, Portugal



Florence Bindelle, Secretary General, European Issuers, Belgium



Kotaro Tamura, CEO, Japan Strategic Initiative, Japan, on global trade



Noel Akpata, CEO, Stratex Pro, Nigeria – ‘Migrants bring prosperity and innovation’



Miguel Neiva, Founder, ColorADD, Portugal



Plenary on the World Economic Outlook

Also reporting on the recent success of Portugal **Manuel Caldeira Cabral**, Minister of Economy, Portugal expects the rating agencies to improve Portugal’s rating “in the next year or so,” recalling the positive numbers of the economy, employment and the deficit. Referring to the “Lisbon miracle”, which consisted of reducing the budget deficit and accelerating economic growth, the moderator of the debate, **Anne McElvoy**, Policy Editor, The Economist, United Kingdom asked how Portugal would deal with “the elephant in the room”, referring to about 130% of public debt. Minister Cabral responded that they would use structural funds to finance investments, increase people’s confidence by not reducing wages and

pensions, and accelerate the capture of Foreign Direct Investment. The key element is to control public spending and foster growth he concluded.

‘I expects the rating agencies to improve Portugal’s rating in the next year or so.’

Manuel Caldeira Cabral, Minister of Economy, Portugal

Notwithstanding all the political issues we note the IMF has declared a cautious upswing in global economic growth. Their main caveat is that insufficient capital has been spent on upgrading manufacturing equipment and so productivity per capita remains too low, and also the efficiency of



Fan Shenggen, Director General, International Food Policy Research Institute



Clas Neumann, Senior Vice President, SAP, Germany



Huang Shuo, CEO, Linkface Technology, speaking about China’s inroads into innovation



Luigi Gambardella, President, ChinaEU, Belgium, chairing the panel ‘China and Europe’



China and Europe – Joining Hands for Innovation

resource conversion into the goods we desire is also too low. The Horasis Global Meeting has noted chief executive’s worries following the great economic melt-down of 2007 ... they have been reluctant to spend their one-time meagre cash reserves on more effective equipment in case no one could afford to buy the outputs. As time has passed unemployed staffs have lost their skill base and would need to be retrained to operate more complex equipment, plus managers face difficult decisions on the levels to which they will robotise that production. The Horasis Global Meeting addressed these issues in several of the panels – finding there is no clear-cut answer. But one aspect is clear – the world demographics are ageing so fewer workers

will have to sustain a growing cohort of elderly and longer-living people. How this is to be done is a major question.

The 2017 Horasis Global Meeting was co-hosted by the **City of Cascais**, the **Government of Portugal** and **Estoril Conferences**. Key ministers from Portugal and other nations attended as well as professors from world-class universities and well over 400 chief executives from global businesses, national enterprises and innovative start-ups. The executives, entrepreneurs and innovators included **Barbara Barrett**, Chairman, Aerospace Corporation, USA; **José Manuel Barroso**, Chairman, Goldman Sachs International, United Kingdom; **Eduardo Catroga**,



Doris Albisser, Vice Chairman, EurAsia Competence, Switzerland



James Fierro, Founder, ECO Capacity Exchange, UK, on venture capital



Christina M. Alfonso, CEO, Madeira Global – ‘Latin America is at a crossroads’



Harry Anastasiou, Professor, Portland State University, USA



Rogério Zandamela, Governor, Central Bank of Mozambique
with Prof. Nadim Habib, Nova School of Business



Victor Zoubarev, Deputy, State Duma, Russia,
making a point about Russia's current economic environment

Chairman, EDP, Portugal; **Vijay Eswaran**, Chairman, QI Group, Malaysia; **CP Gurnani**, Chief Executive Officer, Tech Mahindra, India; **Alan Hassenfeld**, Chairman, Hasbro, USA; **Werner Hoyer**, President, European Investment Bank, Luxembourg; **Kevin G. Lynch**, Vice Chairman, BMO Financial Group, Canada; **José Antonio Martínez**, Founder and Chief Executive Officer, The Science of Digital, Spain; **Strive Masiwia**, Founder and Chairman, Econet Wireless, South Africa; **Rajiv I. Modi**, Chairman, Cadila Pharmaceuticals, India; **Kenneth S. Rogoff**, Professor of Economics, Harvard University, USA; **Evgeniya Shamis**, Founder and Chief Executive Officer, Sherpa S Pro, Russia; **Heinrich Weiss**, Chairman, SMS

Group, Germany; **Ann Winblad**, Managing Partner, Hummer Winblad Venture Partners, USA; **Debra Wince-Smith**, President, United States Council on Competitiveness, USA; **William Y. Zhang**, Chairman, EU-China Municipal Development Commission, China.

The Meeting was opened with a series of updates – the first looked to the growing symbiosis of China and Europe presented in partnership with the Global Innovators Conference. We note European and Chinese businesses will develop through a better mutual understanding of the strengths of their economies and their entrepreneurship in manufacturing, and inevitably, in their services sector: it will be a continuation and



Ikram Sehgal, Chairman,
Pathfinder Group, Pakistan



Martin Lünendonk, Co-founder,
Finance Club, Germany



Jeremy Warner, Assistant Editor, The Daily Telegraph,
chairing the luncheon with Baroness Scotland



Parag Amin, Chief Mentor, iCreate, USA,
chairing a panel on Cooperating Across Geographies



*Eduardo Catroga, Chairman, EDP, Portugal
– ‘2017 was a bright start for Portugal’*



Heinrich Weiss, Chairman, SMS Group, Germany, on building togetherness

deepening of globalisation. **Keith Burnett**, Vice Chancellor of the University of Sheffield, UK, informed the meeting of his university’s high-tech focus that emphasised dynamic links with co-researchers in China with mutual benefit. **Luigi Gambardella**, President, ChinaEU, Belgium, stressed that the EU, notwithstanding the Brexit negotiations, must engage in deeper relations with China. This was a point emphasised by the two Chinese panellists on this update discussion. **Huang Shuo**, Chief Executive Officer, Linkface Technology, China, and **Xu Lingjiang**, Managing Director, Fosun Group, China, who, with the China’s Ambassador to Portugal, **Cai Run**, noted how direct investment from China into Portugal was mounting, and that China’s

One Belt One Road initiative would help Europe join with Asia, China in particular.

There were Updates about the future of Europe and of global economic growth in times of political uncertainty followed by Scene Setting panels that evolved from discussions during the first Global Meeting last year in Liverpool. They concerned Geopolitics, the Values held by society, and on developments in Technology, Management and on Trade. All would be re-addressed in subsequent plenary and panels in this conference which will also have significant focus on the effects of migration.

Pär Stenbäck, Honorary Minister of State, Finland, for example, pinpointed that geopolitical risks are hard to predict,



*Jorge Saraiva, Chairman,
Applied Dynamics, Portugal*



*Christian Rast, Partner and Head of Global Data & Analytics,
KPMG, Germany*



*Kenneth S. Rogoff, Professor, Harvard University, USA,
one of the meeting co-chairs*



*Isabel Ferreira, Executive Board
Member, Novo Banco, Portugal*



Deborah Wince-Smith, President, United States Council on Competitiveness, USA, making a point on a plenary



Nik Gowing, International Broadcaster, King's College London, chairing the opening plenary

interconnected with each other and can significantly impact societies and business.

Ashwani Kumar, Former Minister of Law and Justice, India, stressed that values help societies to function, and ultimately help to mitigate geopolitical risks.

Moncef Belkhatat, Vice President of Casablanca Region, Morocco, called on the world's stakeholders to build togetherness in order to overcome geopolitical risks.

“Corruption and conflict are the bane of society and in all nations its effects fall unfairly upon their poor,” said **Brook Horowitz**, Chief Executive Officer, IBLF Global, United Kingdom “We must applaud commentators for risking their lives in some instances, and for bringing to light the

efforts of the law-makers notwithstanding the new fashion for decrying facts that are unwelcome – describing these as ‘fake’, ‘false’ or ‘alternative views’,” added **Ikram Sehgal**, Chairman, Pathfinder Group, Pakistan. Commentary does not necessarily mean there is greater corruption, but “rather that detection through fact-finding and measurement followed by the application of the law is becoming more stringent,” as **John Cook**, Chairman, Rock Lake Associates, Switzerland, put it.

Rogério Zandamela, Governor, Central Bank of Mozambique, Mozambique defended the difficult measures such as the necessary liquidation of a bank and the rise in interest rates in his country. He suggested



Felix Ruiz, Founder and Chairman, jobandtalent, Spain



Everson S. Lopes, Partner, Valor Capital Group, Brazil



‘How to combine wealth creation with societal goals?’ – Metin Guvener, CEO, Triangle Group



William Y. Zhang, Chairman, EU-China Municipal Development Commission, China



Plenary – The Power of Nobel Prizes

there had been “... a promiscuity between finance, entrepreneurs and politicians at the heart of the country’s functioning system which was not money, but mentality”. One of the present difficulties, being brought under control was its public debt: “it went from 40% of GDP in 2013 to about 120% now, and that’s scary” he said. A different view of development was taken by **Victor Zoubarev**, Deputy, State Duma, Russia who proclaimed that energy efficiency was one route out of a financial crisis and as in Mozambique, system modernization is necessary to create economic incentives – businesses want assurance that measures to improve the efficiency of the system will be a tool for return on investment and profit.

‘Protectionism is not an answer as connectivity becomes further restricted.’

Carlos Moedas, European Commissioner for Research, Science and Innovation, Belgium

Europe’s official voice was heard in the Grand Opening of the Horasis Global Meeting by **Carlos Moedas**, European Commissioner for Research, Science and Innovation, Belgium who insisted we must give emphasis on globalisation and productivity which together spelled out the conference theme of togetherness. And, as the globe has changed over the years, leaders ought to reconsider the composition of the G7 to better reflect the rise of Asian economies. All the time however, the



Tony Raven, Chief Executive, Cambridge Enterprise, United Kingdom



Alex Polynov, Co-founder, Founderfellows, Russia on disruptive innovation



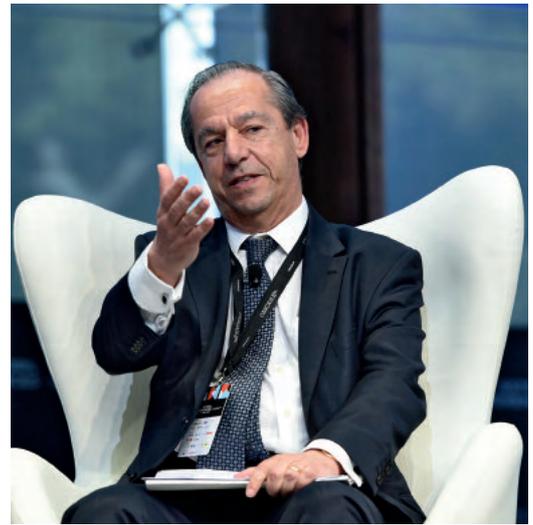
Sonu Shivdasani, Chairman, Soneva, Thailand, on sustainable tourism



Isinay Kemmler, Founder, Global Success, Germany



Ricardo Costa, Managing Director, Expresso, Portugal, introducing Nobel Laureate Rajendra K. Pachauri



Lawrence Gonzi, Former Prime Minister of Malta, chairing the plenary with Nobel Laureates

supply side is disruptive and demand side is conservative with a large dispersion of wealth. Protectionism is not an answer as connectivity becomes further restricted.

Cascais continues to thrive with good and close contacts with the capital, with its concentrations on academia and medicine.



Jorge Braga de Macedo, Former Minister of Finance, Portugal

‘Cascais continues to thrive with good and close contacts with the capital, with its concentrations on academia and medicine.’

Miguel Pinto Luz, Vice Mayor, Municipality of Cascais, Portugal

And **Miguel Pinto Luz**, Vice Mayor, Municipality of Cascais, Portugal said he was very proud to support Horasis – an organisation that had brought prestige to the City through its earlier meetings.

The building of togetherness, the meeting’s theme, was addressed in the opening plenary when **Eduardo Catroga**, Chairman, EDP, Portugal, a former government finance minister, said that the populist tendency towards anonymous blogging and denouncements is shameful, and might be harmful to EDP which is a major globalised Portuguese firm and a leading player in renewables across 14 countries. Further, the incessant blame-game on government and banking institutions’ old decisions is not helpful when the pressure is upon recovery: the latter can be seen in Portugal’s emer-



Alejandro Litovsky, CEO, Earth Security Group, UK



Jan René Fricke, Founder, Next Generation Forum, Germany, speaking on the youth panel



Isabel Perez, Partner, Hsi, Brazil – ‘How to promote harmony between people of different upbringings’



Anne McElvoy, Policy Editor, *The Economist*, UK, chairing the closing plenary



Natalie Samovich, Co-founder, Enercoutim, Portugal and Efi Stenzler, Chairman, Jewish National Fund, Israel

gence from austerity. **Deborah Wince-Smith**, President, United States Council on Competitiveness, USA noted that the US data on the first quarter 2017 was not bad in essence, especially as unemployment has fallen to historic lows. There is however concern on the routes forward which must embrace innovation and entrepreneurship. **Heinrich Weiss**, Chairman, SMS Group, Germany notes how his firm, based on traditional German management and technological practices, has nevertheless lost some trust by local people. It is important, not just locally and nationally but also globally to rebuild trust in business. Looking to the future, **Nik Gowing**, International Broadcaster, United Kingdom, challenged participants by asking how much

is the next twenty years, actually going to happen in the next twenty months.

‘There is concern for the US economy on the routes forward which must embrace innovation and entrepreneurship.’

Deborah Wince-Smith, President, United States Council on Competitiveness, USA

Equality is sought and gradually is being achieved as we heard from the recipients of the Nobel Peace Prizes on a plenary panel chaired by **Lawrence Gonzi**, Former Prime Minister of Malta. **Bernard Kouchner**, Founder, Médecins sans Frontières, France stressed that the 1999 Peace Prize was not his personally, but given for the collective



Kaspar Bänziger, Managing Director, Integral Petroleum, Switzerland



Keith Burnett, Vice-Chancellor, University of Sheffield, United Kingdom, analyzing China’s economy



Yilmaz Argüden, Chairman, ARGE, Turkey, chairing a discussion on governance



Iris de Brito, CEO, New Capital, Mozambique



Roman Shaykhtudinov, Deputy Prime Minister, Republic of Tatarstan, Russia



The Rt Hon Patricia Scotland QC, Secretary-General, Commonwealth, on global citizenry

work of Médecins sans Frontières. He feels it is not easy to be positive about the state of the world presently when his organisation is repeatedly attacked while undertaking humanitarian work. **Rajendra Pachauri**, President, World Sustainable Development Forum, India was the peace prize recipient in 2007 on behalf of the Intergovernmental Panel on Climate Change and he noted the fragility of the 2015 Paris accord – it may fail, he said. Indeed just after this meeting ended Donald Trump withdrew the US from the accord unleashing global condemnation of his action. Mr Pachauri said the Paris 2015 accord did not shake the political and business leaders sufficiently to get things moving quickly so we will need to ‘rely a lot on small initiatives’ like his own POP



Jorim Schraven, Director, Netherlands Development Finance Company (FMO), The Netherlands

(Protect our Planet) movement which empowers youth through active participation as they will inherit whatever they do not change beneficially. Pachauri mentioned he has brought light to millions of rural people with a simple solar panel business (give a panel to a village woman to be an entrepreneur) to charge battery lights for homes as well as phones for a small fee: night-time light greatly empowers the recipients. **José Ramos-Horta**, Former President of East Timor, Timor Leste was modest: he had worked hard to create the independence of Timor-Leste and though becoming its president said many had contributed to his peace prize of 1996. Finally **Jody Williams**, Chairperson, Nobel Women’s Initiative, USA, a life-long



Arad Rostampour, Founder, Zenamins, USA



Axel Bugge, Correspondent, Reuters, on poverty alleviation



Jean-Michel Six, Chief Economist, S&P Global Ratings, modelling the future of our economies



Barbara Barrett, Chairman, Aerospace Corporation, USA, speaking about space and peace



Horasis – experiencing the power of interaction

political activist, was uniquely successful in creating a global organisation to ban anti-personnel mines and to lift those already planted in the fields of war. Her prize in 1997 reflected this work and she noted that passion has to be converted into actions and we must face our responsibilities.

‘In 1990, when Nelson Mandela was released from prison, there were seven countries with regular democratic elections, and today there are fewer than seven countries that do not have regular elections. Digitization helped to make this happen.’

Strive Masiyiwa, Founder and Chairman, Econet Wireless, South Africa

Developing the digital economy was addressed in a plenary chaired by **Christian Rast**, Partner and Head of Global Data & Analytics, KPMG, Germany. According to **José Antonio Martínez**, Founder and Chief Executive Officer, The Science of Digital, Spain, Companies are increasingly aware that digitalization is driving the economy forward and that it is essential in long-term strategy to remain competitive in the global context. “The main challenge facing Africa is not only African, it is global, and is unemployment, especially job creation for young people, which is the biggest challenge in the world,” suggested **Strive Masiyiwa**, Founder and Chairman, Econet Wireless, South Africa. One positive aspect is the increase of African democracy.



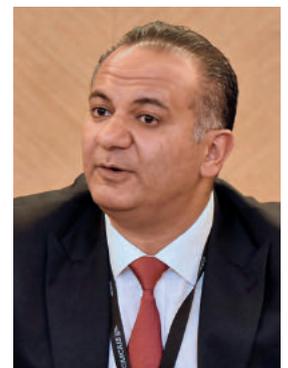
Karen Tang, Executive Director, The Better Hong Kong Foundation, Hong Kong



Jan Stael von Holstein, Visiting Professor, Hong Kong Polytechnic, Hong Kong SAR



Jonathan Baillie, Chief Scientist, The National Geographic Society, USA, chairing the science panel



Tamer Bazzari, Chief Executive Officer, Genero Capital, UAE



Mustafa Odeh, Chairman, Dar Alhai for General Trading and Investment, Jordan



Eddie Thai, General Partner, 500 Startups Vietnam

In 1990, when Nelson Mandela was released from prison, there were seven countries with regular democratic elections, and today there are fewer than seven countries that do not have regular elections. Digitization helped to make this happen.



Ahmed Emara, Founder, ReAya Holding, Saudi Arabia

CP Gurnani, Chief Executive Officer, Tech Mahindra, India said was upbeat about many aspects of Indian growth including its inclination to a greener planet which is embraced by Tech-Mahindra but concurred youth unemployment was a hurdle to cross. According to **Zaheer Merchant**, Director, QI Group, Malaysia, many Asian nations have 10-year plans to develop their IT industry while the EU or the US has no coherent strategy. What is needed is a

more inclusive education system which embraces digitization. **Ann Winblad**, Managing Partner, Hummer Winblad Venture Partners, USA suggested that CEOs sometimes do not fully understand technology, partly as its development outpaces their abilities. All in all building togetherness and trust is quite a time-consuming task.

Another plenary session was ably moderated by **Anne McElvoy**, Policy Editor, The Economist, United Kingdom who questioned and guided his panellists to consider taking a middle way, to try to accommodate the harsh views of extremism.



Akinori Niimi, Managing Partner, ACA Investments, Japan



Prabhakar Atla, Senior Vice President, Cyient, about the new value drivers for management



Abdulaziz A. Albakr, President, Business Management Technology, Saudi Arabia



Mats Hellström, Former Minister for Foreign Trade, Sweden, on the failure of the Doha round



Julio Andrade, Vice Mayor of Malaga, Spain, talking about smart urbanization



Tan Chin Nam, Chairman, Temasek Management Services, Singapore, making a point

‘Capitalism has never been as successful as it has been in the past 30 years. Society will eventually adapt to the accelerated advancement of technology, even if it predicts that inequalities, particularly incomes, will increase in the coming decades.’

Kenneth S. Rogoff, Professor of Economics, Harvard University, USA

Kenneth S. Rogoff, Professor of Economics, Harvard University, USA noted how global economies are changing; in part for the better, but through some aspects of technology, for the worse. He continued, noting the rise of extremist and populist phenomena in various parts of the world is viewed with apprehension by economists.

With some of the biggest economies in the world moving towards the path of protectionism, what space is left for those who continue to defend the ‘middle way’? “However, capitalism has never been as successful as it has been in the past 30 years,” and that society will eventually adapt to the accelerated advancement of technology, even if it predicts that inequalities, particularly incomes, will increase in the coming decades: thus guaranteed income systems will be explored to reduce societal tensions. **Werner Hoyer**, President, European Investment Bank, Luxembourg noted how it was difficult to discern differences between the right and the left-leaning activists as their strident wishes obviate searches for a middle way that



Mirjana D. Perko, Chairperson, inCon, Slovenia



Kola Karim, CEO, Shoreline Energy International, Nigeria – ‘Inequality remains high in Africa’



Pranjal Sharma, Anchor, Zee Network, India, hosting a session on Asia



Robert Capurro, CEO, Canning House, United Kingdom

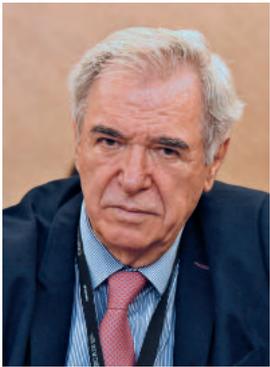


Norman Pearlstine, Vice Chairman, Time Inc., USA, in discussion with António Costa, Prime Minister of Portugal



Daniel Schwartz, Chief Executive Officer, Porticus, The Netherlands

accommodates the will of the masses. This is not to say we ought to aspire for the average, but rather we should reject the extreme. He thought Brexit’s main cause was that Britons felt ‘ignored’ by Brussels, and the vote was a vote ‘against those institutions.’ Yet the main concern of institutions and the solution to political and economic crises is to “invest in sectors that have a social impact that meets the real needs of people, because citizens want to be heard and want to feel included in the decisions of their governments.”



Pablo Bravo, Ambassador of Spain (ret.), Spain

‘The main concern of institutions and the solution to political and economic crises is to invest in sectors that have a social impact that meets the real needs of people, because citizens want to be heard and want to feel included in the decisions of their governments.’

Werner Hoyer, President, European Investment Bank, Luxembourg

Barbara Barrett, Chairman, Aerospace Corporation, USA reminded us of her views derived from space and how, having been lucky to have been an astronaut, she continued to support the wonders that can be made available through science and technology. These cannot be taken for granted, but have to be nurtured to be



R. James Breiding, CEO, Naissance Capital, Switzerland



Saruhan Hatipoglu, Chief Executive Officer, BERI, USA, chairing the session on geopolitics



Raphael Minder, Correspondent, New York Times



Panellists reflect on the economic and social benefit of widespread digitization

beneficial. This was a view supported by **Rajiv I. Modi**, Chairman, Cadila Pharmaceuticals, India who noted how new medication was costly in time and finance but which had the potential to relieve the pressures on many people’s lives. **Roman Shaykhutdinov**, Deputy Prime Minister, Republic of Tatarstan, Russia also stressed that as Mister in charge of communications he was at pains to listen to his public and to consider how to relieve local difficulties while being attentive to more globalised effects.

The Horasis Global Meeting addressed many issues in detail, ranging from the need to develop Venture Capital as well as how best to use Philanthropy, or reduce

resistance to start-up innovation. “We need to embrace failure as a learning mode, though this is finely nuanced with respect to blatant negligence, and also it is entwined within some nation’s laws to avert bankruptcy as that is a punishable form of negligence,” said **Eddie Thai**, General Partner, 500 Startups Vietnam, Vietnam. A further aspect, commonwealth, was addressed by **The Rt Hon Patricia Scotland QC**, Secretary-General of the Commonwealth of Nations who outlined the Commonwealth’s powerful potential to support peace-building, stability, resilience and sustainability through shared values and the cooperation of governments – “Common law, shared language, and similar systems of governance, administration, and regulation,



Jeffries Briginshaw, CEO, BritishAmerican Business, United Kingdom



Timothy J. Nichol, Dean of Business School, Liverpool John Moores University, about the future of work



Jon Aarons, Senior Managing Director, FTI Consulting – ‘How to create sustained growth?’



Miguel Santo Amaro, Co-founder, UniPlaces, Portugal



José Ramos-Horta, Former President of Timor-Leste; Nobel Peace Prize 1996



Yilmaz Argüden, Chairman, ARGE, Turkey, in discussion with John Danilovich, Secretary General, International Chamber of Commerce, France

give us a truly remarkable advantage when we work together,” she said. She also stressed the importance of drawing on the strength of the huge pool of female talent now available within the Commonwealth and beyond” which advances women’s political participation, leadership, and economic empowerment.



Martin Haemmig, Visiting Professor, Renmin University, China

‘Common law, shared language, and similar systems of governance, administration, and regulation, give us a truly remarkable advantage when we work together.’

The Rt Hon Patricia Scotland QC, Secretary-General of the Commonwealth of Nations

Grappling with the big view, one panel struggled to redefine its subject matter – smart cities – but decided it was adequate to consider these as collectives of people and businesses that aim to uphold general well-being while moving towards being carbon neutral having aspects under the control of one administration. To this end mayors have an important role explained **Efi Stenzler**, Chairman, Jewish National Fund, Israel. Mayors are the highest authority who are still in touch with the people (usually above the city are regional and national administrations.) He noted the growing importance of the world-wide club of big-city mayors who all face similar issues and who solve these in unique ways that may act as templates for others. This is



José Antonio Martínez, Founder, The Science of Digital, Spain



Linda Pereira, Chief Executive Officer, CPL Events, speaking about women’s rights



Paulo Trezentos, CEO, Aptoide, Portugal – ‘We need to shape the narratives for a brighter future’



Plenary – Building Togetherness

important as more people are moving to cities – it is expected that 70 percent of the world population will be urban by 2050, and that most urban growth will occur in less developed countries: India has the largest rural population with 857 million, followed by China with 635 million.

Four panellists discussed the changing attitudes over time as one Chinese city grew from a green-field site. **Tan Chin Nam**, Chairman, Temasek Management Services, Singapore; **Sein-Way Tan**, Chairman, Green World City Organization, Australia; **Karen Tang**, Executive Director, The Better Hong Kong Foundation, Hong Kong, and **Jan Stael von Holstein**, Visiting Professor, Hong Kong Polytechnic, Hong Kong

SAR discussed the development of Suzhou, a city that was founded in 514 BC but is often thought to be a new city. The new city is correctly called the Suzhou Industrial Park designed in partnership between Chinese and Singaporeans from 1994. It was constructed upon a new infrastructure followed by its factories and temporary dwellings for workers who made the objects the new city needed to grow into the dynamic of businesses, homes and its broader economic and social services. Initially many thought the process was failing, but gradually the city has turned into a success. Time is thus an important consideration – one with which the Chinese are grappling as they build 200 new cities to cope with its current rural



Lawrence Bloom,
Secretary General,
Be Earth Foundation, UK



Michael Hacking, Founder, Mocoh SA, Switzerland,
speaking about Africa's transformation



Colin Habberton, Founder, Relativ Group, South Africa
– 'Conflict often have cultural causes at their roots'



James Song, Managing Principal,
Faircap Partners, Myanmar



Rajive Kaul, Chairman, Nicco Group, India, on the benefits of globalisation



Ricardo Marvão, Co-founder, Beta-I, Portugal – ‘We need to foster collaboration’



Stacy Kenworthy, Chief Executive Officer, HellaStorm, USA, chairing the technology panel

depopulation, an issue which the Indian nation will soon face.



Katja Schenke-Layland, Director, Fraunhofer Institute for Interfacial Engineering, Germany

Another panel illustrated the difficulties a region faced in building togetherness – the Middle East where conflicts abound. Again, mayors were said to be key actors in alleviating tensions. **Ahmed Emara**, Founder and Group Chief Executive Officer, ReAya Holding, Saudi Arabia, noted how cross-border trades were continuing as they had done for decades, if not millennia, as clan-ships persisted notwithstanding border changes. **Mustafa Odeh**, Chairman, Dar Alhai for General Trading and Investment, Jordan was optimistic for the future of the region – with local issues sorted locally aided by national and inter-

national interventions. **Tamer Bazzari**, Chief Executive Officer, Genero Capital, UAE also noted that business leaders would play a significant part in this development process as their direction, to support their staffs families contributed greatly to local and regional fiscal stability. And, as **Abdulaziz A. Albakr**, President, Business Management Technology, Saudi Arabia, concluded, we will witness the Middle East’s New Renaissance.

‘We will witness the Middle East’s New Renaissance.’

Abdulaziz A. Albakr, President, Business Management Technology, Saudi Arabia



Joséphine Goube, Chief Executive Officer, Techfugees, France



Tarek Tawfik, President, Cairo Poultry Group, Egypt – ‘Global risks have systemic impacts’



Mel Horwitch, Dean, CEU Business School, Hungary, chairing the update session on management



Canon Sarah Snyder, Archbishop of Canterbury's Adviser for Reconciliation, UK



'Faith freely chosen is the hallmark of a stable society' – Elder Neil L. Andersen, The Church of Jesus Christ of Latter-day Saints, USA

We must more readily accept people as the globe's life-force and all must feel needed and valued more equally. Several discussion streams touched on equality of opportunity and how we all must develop this concept: we need to empower youth but not for them to be destructive, said **Akinori Niimi**, Managing Partner, ACA Investments, Japan; also we need to redevelop faith noting much is determined by our inner faith rather than by a defined church – though the formal church has much to offer, as **Abdool Magid Wakil**, President, Islamic Community of Lisbon, Portugal, put it. In response **Elder Neil L. Andersen**, Member of the Quorum of the Twelve Apostles, The Church of Jesus Christ of Latter-day Saints,

USA stated "... faith freely chosen is the hallmark of a strong and stable society and people of faith must set aside their differences and join others in common causes for good." **Cardinal Peter Turkson**, President, Pontifical Council for Justice and Peace, Vatican City noted the Church is entrusted to deal with all humans and will deal each day at multiple levels providing solutions and developing trust throughout all aspects of geopolitics. The Church he emphasised is uniquely poised to reach out to every person across all faiths – an aspect strongly supported by **Canon Sarah Snyder**, the Archbishop of Canterbury's Advisor for Reconciliation. They stressed we must remember our anthropological



Saskia Kunst, Founder, Consiglio Corporate Development, The Netherlands



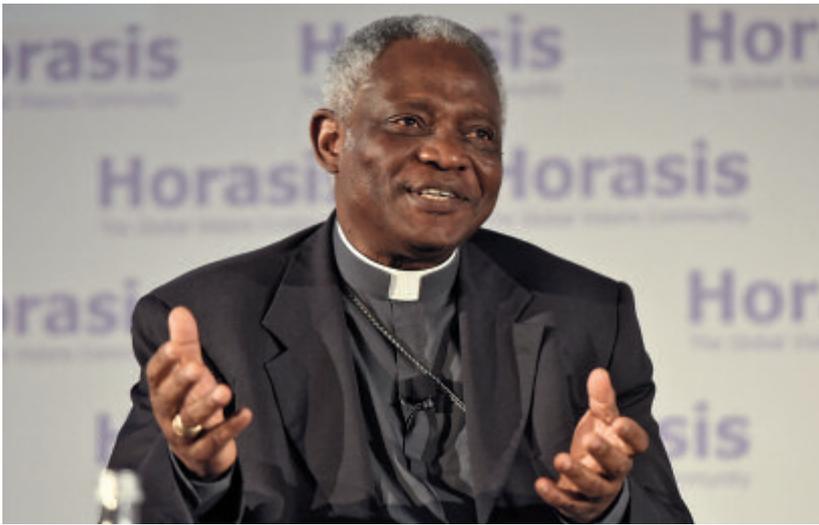
Carlos Moreira, Chairman, WISEKey, Switzerland, chairing a session on knowledge creation



Rob Leslie, Founder, Sedicii, Ireland, on anti-hacking technology



M. Salman Ravala, Attorney, Criscione Ravala, USA



Cardinal Peter K. A. Turkson – ‘Togetherness is the opposite of fragmentation’



Abdool Magid Wakil, President,
Islamic Community of Lisbon, Portugal

base of a man plus a woman with their children to take forward our humanism.

business we hope a broad view will have been instilled. We hope that lasting friendships will have been nurtured – even if we agree to differ, since tensions openly discussed can lead to considered cooperation.



Wang Jincheng, Director,
Confucius Institute, Portugal

‘The Church is entrusted to deal with all humans and will deal each day at multiple levels providing solutions and developing trust throughout all aspects of geopolitics.’

*Cardinal Peter Turkson, President,
Pontifical Council for Justice and Peace, Vatican City*

Above all a balanced view is needed and we hope that our discussions will have achieved this – round the tables, while taking coffee breaks, and at meal-times. Through germinal discussions between people of all nations and their leaders in politics, commerce and

Important conclusions arising from the meeting were that we have to strengthen international organizations, and that globalization is here to stay. But we must not forget the fellowship given by commonwealth – the strength of historicism. Lusophony was mentioned frequently, but **Shashi Tharoor**, Chairman of the Parliamentary Standing Committee on External Affairs, India reminded us how many nations still hanker after a renewal of the UK link that was once the Empire.



José Pedro Soeiro, Chief Economist,
Banco Atlântico, Angola,
on Lusophone Countries



Ruben Atekpe, President, Mecowa Group, Ghana,
making a point on Africa’s competitiveness



Eileen Aranda, President, Claremont Lincoln University, USA,
chairing a session on culture



António Amorim, Chief Executive Officer, Corticeira Amorim, Portugal, on the Portuguese economy



Plenary on Migration and Lusophony

“Do the UK’s and the world’s citizens wish for an age of de-globalisation? Is this to be an era of anti-establishment strongmen riding waves of populism, threatening institutions of global governance and geopolitics?” asked **Norman Pearlstine**, Vice Chairman, Time Inc., USA. Ultimately, democracy is not under threat, replied Tharoor. But in future re-developing that old, over-bearing management with a new organisation and attitude which embraces globalisation that can work outside of the EU and still work within its rules.

‘Globalisation has developed an unstoppable momentum, which if anything is likely further to accelerate over the decades ahead.’
Shashi Tharoor, Chairman of the Parliamentary Standing Committee on External Affairs, India

To conclude I will indulge in a brief philosophy upon *Building Togetherness*, this conference’s theme:

The world seems to out of balance, with populist and sometimes even chauvinist leaders taking over power around the globe. Delegates from around the world have gathered in Cascais, Portugal to discuss new approaches towards togetherness, counterbalancing the prevalent concepts of



Nitin Datta, Managing Partner, Chanks Business Services, United Kingdom



Diana Skelton, Deputy Director General, ATD Fourth World, France, taking notes



Brook Horowitz, CEO, IBLF Global, UK, chairing a session on corruption



Fernando Pinto, CEO, TAP Portugal, Portugal



Horasis Summary Plenary – Taking the Middle Way

globalisation. These arose after the 1900s with the merging of firms into conglomerates. At that time the vast majority of productive citizens were working the land – they tilled and harvested the crops and herded the animals needed as food. Now it is rather different, with the UN stating over half the world’s population live in cities: in the 1990s they noted there were only 10 mega-cities (with 10 million or more inhabitants) yet by 2030 they expect to see over 40, with the majority located in Asia. Few people now work the land and the rest are dependent on some sort of work in a factory– the modern conglomerates. The people harbour feelings of helplessness and agitate for change: but what is their new utopian dream?

Many citizens incline towards a new liberty. A liberty that is promised by politicians offering a return to the ‘good old days’ of small, beautiful, and local – away from the grasping hand of conglomerate capitalism and away from globalisation. Many people believe these promises even though the proposed changes seem confusing. They say it is wrong to support a theory of globalisation stating, roughly, if a good or service can be provided more economically elsewhere then we ought to buy into that, and invest our efforts into other aspects which we can do well locally. Thus many local jobs moved off-shore as managers, always pressed by their stake-holders for greater profits, have sought ways to reduce their overall costs. Time-consuming back-office



Henri Hie, Professor, Polytechnic University of Hong Kong



Ulf Beyschlag, Chief Executive Officer, Clipessence, Germany



Carlos Silva, Co-Founder, Seedrs, UK – ‘We need to embrace failure as a learning mode’



Evgeniya Shamis, Founder, Sherpa S Pro, Russia, on Russia’s economic prospects



Harald Einsmann, Member of the Supervisory Board, Tesco, United Kingdom, asking a question from the floor



A boardroom dialogue session

jobs that employed many in the accounting and legal professions shifted to low-wage economies in Asia, initially in India. Editing and proof-reading for instance would be done in hours in Asia rather than weeks in Europe. In parallel, global supply chain management ensured sub-assemblies could be transhipped in a timely fashion to an Asian assembler and the finished goods shipped quickly to world-wide customers.

Thus politicians as well as activists have argued in the US and across northern Europe to bring jobs back on-shore. President Trump said he would do this; the UK referendum and its subsequent political manoeuvrings has told the population that immigration would be tightly controlled in

the low ten-thousands; the 2017 French elections partially fought along these lines. However in these countries the unemployment rate is about five percent, a figure that economists equate to full employment. Of course there are pockets of higher unemployment, especially among the youth of southern Europe, but the new on-shoring of tasks would not work – there is no spare labour, and older workers have become de-skilled. Expert opinion notes if the overseas people residing in the UK are repatriated the nation would immediately lose 3.9 million essential workers. Global Futures, an independent think-tank, has stated the UK will need long-term more than 200,000 net migrants to avoid the collapse of many economic sectors, and to



Robert H. Kahn, Managing Director, Automated Financial Systems, USA



Manuel João Ramos, Professor, University Institute of Lisbon, Portugal, chairing the Africa panel



Scott Arpajian, Chief Executive Officer, Softonic, Spain – ‘We need to disrupt the status-quo’



Michael Altendorf, Co-founder, Adtelligence, Germany



Panellists of the technology-session



*Lou Marinoff, Professor of Philosophy, City College of New York
– ‘What new philosophical schools are on the rise?’*

combat societal aging. They continue “... not only for the UK ... it is entirely possible that the debate on immigration may shift from questions about whether levels are too high to asking what we do to make sure numbers are sufficient to meet the needs of the country.” This is a question that is to be faced by all nations, and their governments will in the short-term face a large populist outcry.



*Shirlayne Quayle,
Founder and Managing Partner,
SASI, USA*

New philosophical movements are adding clarity to the aimless populist arguments that seem only to advocate ‘overthrowing the present’. One is the ‘degrowth’ paradigm that suggests down-scaling production and consumption while upholding greater human well-being through the enhancement of local

and global ecological conditions. Although this may be a rejection of the capitalistic market model its aims encompass the humanitarian goals of the UN/Sustainable Development Model. Another is Critical Community Psychology which is concerned with how people feel, act, experience and work together to resist oppression and create a better world.

Such fundamental changes cannot take place as a global revolution – there are simply too many actors and too many sub-themes. We must look to today’s conglomerate managers, the business managers, who hold the power and knowledge to effect change and who understand the complex global flux of finance, manufacturing and



*Riku Sugie, President,
Shinsei Financial, Japan*



*Venkat Matoory, Chief Executive Officer, Junior Achievement
of India, on the empowerment of youth*



*Toomas Danneberg, Vice Rector, Estonian Business School, Estonia,
making a point on education*



The meeting was covered by the international media



Early morning brainstorming

distribution that can be commanded digitally at any minute of the day. These business leaders must re-interpret their firm's goals to merge with the emergent forces of change.

Within the Horasis Global Meeting government ministers and academics discussed how the world's stakeholders can build a new spirit of togetherness. It is hoped, per the constructs of degrowth, that global leaders will evolve a new inclusive globalization to undo protectionism and the ineffective nationalism so craved by ill-informed citizens. When delegates of the Horasis Global Meeting travel back to their homes and offices they might be able to re-interpret and question

the cultural, economic, and political principles of their nations, as well as the assumptions underpinning their societal systems.

A good example of the theoretical and practical issues is China's Belt and Road initiative which endorses globalisation. It's a very ambitious plan covering almost 65 percent of the world's population, a third of the world's GDP, and a quarter of all globally traded goods and services. An obvious comparison is with the Marshall Plan, which helped the regeneration of Europe after the Second World War: but that was one-twelfth the size of the Belt and Road initiative. China's ambition is enormous, and the cash-flows are equally enormous.



*Diederick van Thiel,
Chief Executive Officer,
AdviceRobo, United Kingdom*



Xie Yuanmo, Artist and Graphic Facilitator, China, taking notes



Mikhail Treyvish, President, OmniGrade Universal Crowdsourcing Agency, Russia, studying the programme



*João Romão, Founder,
GetSocial, Portugal*



Prime Minister António Costa with EU Commissioner Carlos Moedas and Frank-Jürgen Richter



Religions leaders at the Horasis Global Meeting

Overall the initiative's governance is still being debated, and EU representatives resisted full endorsement at the Belt and Road Forum in Beijing earlier in May as they remained sceptical of the Initiatives' governance – but perhaps they were pandering to their own electorate's populist fears.



*Sham Bathija,
Senior Economic Adviser to
the President of Afghanistan*

While our global population continues to grow we must be capable of feeding, clothing and housing our citizens, as well as delivering socially acceptable policies for their well-being well into the future. It is only through building togetherness and thus understanding can this be achieved.

It is our hope that the Horasis Global Meeting has contributed to build togetherness – developing a new philosophy of working together, in business and politics. We need to abandon the Machiavellian mind-set which seems pervasive within the world. Togetherness can be achieved through joint innovation and entrepreneurship – and especially by the empowerment of youth, because it is the youth which will decide our common future.

Finally Horasis is glad to announce the next meeting and to welcome you all to the 2018 Horasis Global Meeting that will be held in Cascais, Portugal, 6 – 7th May 2018.



*Karen Guggenheim, Co-founder,
World Happiness Summit, USA*



Closing dinner at the Estoril Casino



The meeting was opened with a series of update sessions

Former European Commission chief optimistic about EU future despite Brexit

By Mu Xuequan, Xinhua, 28 May 2017

Former European Commission Chief **Jose Manuel Barroso** said on Sunday that he was optimistic with the European Union's "future" despite the "mistake" of Brexit. "I believe in a European Union with future," he said at during the **Horasis Global Meeting** in Cascais, around 30 km from capital Lisbon, according to Lusa news agency. "Now more than ever we need a EU, which is an example of globalization."

Barroso admitted he was disappointed with Britain's decision to leave the EU and with the way it was managed, however "the EU existed before and it will continue, just as the UK will," he said. Barroso, who was the European Commission chief between 2004 to 2014 and also prime minister of Portugal between 2002 and 2004, became chairman of Goldman Sachs last year.

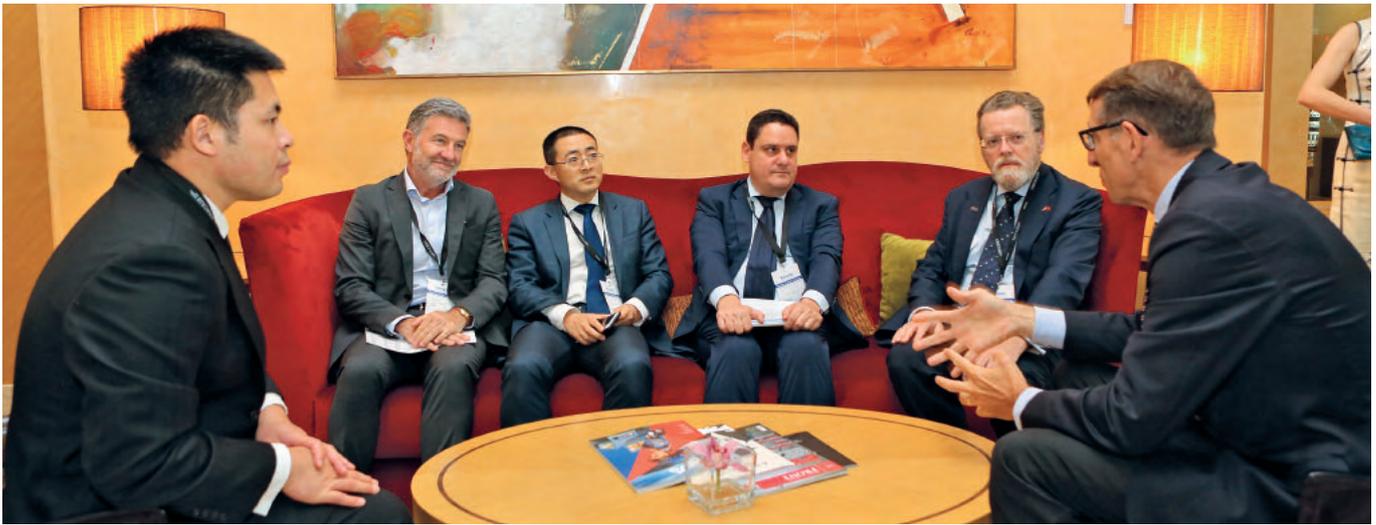
Several EU leaders have voiced their concerns with Britain leaving the EU and have defended stiff divorce terms, with European Commission President Jean-Claude Juncker recently claiming British Prime Minister Theresa May didn't understand the complexity of the task, and EU chief negotiator for the exit, Michel Barnier pointing out that the Brexit deal had to be settled before negotiating future trade relationships.



Pedro Oliveira, Founder, Patient Innovation, Portugal, chairing 'The Next Big Idea'



Tiago Freire de Andrade, President, BET - Bring Entrepreneurs Together, Portugal



Panellists prepare the next panel

US companies no longer know rules of game under Trump

By Axel Bugge, Reuters, 29 May 2017



Virgilio Viana, CEO, Sustainable Amazon Foundation, Brazil

Confusion surrounding the trade policies of U.S. President Donald Trump’s administration means U.S. companies no longer know the rules of the game, a board member and former CEO of toymaker Hasbro told an international conference on Monday.

Alan G. Hassenfeld, whose family founded America’s second largest toymaker in the 1920s, said: “We thought, you know, if you run a business today you would like to know what the rules of the game are,”

Hassenfeld told at the **Horasis Global Meeting**, attended by business leaders, politicians and academics to discuss globalization and other challenges for corporations.

“Right now in America we don’t know what the rules of the game are. They are changing constantly,” said Hassenfeld, a billionaire with a large stake in Hasbro, whose stock has risen 34 percent this year and is now at all-time highs. Hasbro makes many of its toys outside of the United States and has markets



Pat Milligan, Senior Partner, Mercer, USA



Alan G. Hassenfeld, Chairman, Hasbro, USA, commenting on President Trump



Kevin G. Lynch, Vice Chairman, BMO Financial Group, Canada



António Saraiva, President, CIP – Confederation of Portuguese Business

worldwide. Hassenfeld said there was great uncertainty on trade with Trump.

“Right now we don’t know whether we are friendly with Mexico, whether we are friendly with Canada, whether we are friendly with China, whether we are friendly with Russia,” Hassenfeld said. Trump has said he wants to renegotiate the North American Free Trade Agreement (NAFTA) between the United States, Mexico and Canada to try to win better terms for U.S. workers and manufacturers.

Hassenfeld said the confusing situation had been created by so much “white noise, and smoke, coming out of the White House right now that the most important thing is basically to improve confidence.”

Hassenfeld said gridlock in the U.S. Congress on Trump’s election promises of fixing healthcare, spending on infrastructure and tax reform was not helping.

“Right now, our Congress and in some cases our courts, are caught up in trying to figure out what they are going to do with the executive branch,” he said. “So right now, we are in that – almost twilight zone – that we are really not sure where things are going.”

He said Trump’s promise of bringing jobs back to America was doubtful. “Even if they (the jobs) did come, we’ve all learnt how to automate, we’re all spending money to innovate.” Hassenfeld was CEO and chairman of Hasbro between 1989 and 2008.



Lawrence Pratchett, Dean of Business, Law and Government, University of Canberra, Australia



Pedro Vasco, CEO & Co-Founder, Unbabel, Portugal



Pedro Santa Clara, Professor, Nova School of Business and Economics



Peter Somers, CEO, SprintPack Group, Belgium



Daisy Guo, Co-founder, Tezign.com, China



*Ninel Seniuk, Director,
Global Strategy Centre, Russia*



*Heinz Haller, Executive Vice President,
Dow Chemical, USA*



*Shashi Tharoor, Chairman,
Parliamentary Committee on External Affairs, India*

Why Princess Diana offers a unique window into the world of globalisation we must seize post-Brexit

By Jeremy Warner, The Daily Telegraph, 30 May 2017



*Miguel Azevedo,
Managing Director and Head
of Investment Banking Africa,
Citigroup, UK*

There are many ways of depicting globalisation, but one of the most vivid I've yet encountered comes from **Shashi Tharoor**, the ever thoughtful chairman of India's parliamentary committee on foreign affairs.

Think of Diana Spencer, he told executives at the **Horasis Global Meeting** in Cascais, Portugal, last weekend – an English rose who became Princess of Wales. Estranged from her husband, she's staying in a Paris hotel with her Egyptian escort; she climbs

into a German car powered by a Dutch made engine, and is pursued by Italian paparazzi on Japanese motorcycles.

She enters a Swiss dug tunnel where the car crashes, and is attended at the scene by a French doctor, who applies medicines made in Brazil; a couple of American tourists who happen to be passing meanwhile make thousands of dollars selling images of the wreckage to newspapers around the world.



*Alain Tschudin, Executive Director,
Good Governance Africa,
South Africa*



*Rodrigo Rodrigues, Partner &
Strategic Ideator, TorkeCC, Portugal*



*André G. Shearer, Chairman,
Cape Classics, South Africa*



*Barbara Fischer, Founder,
Arena Ventures, Switzerland*



CP Gurnani, Chief Executive Officer, Tech Mahindra, India



Jody Williams, Chairperson, Nobel Women's Initiative, USA; Nobel Peace Prize 1997

Her death is not just a British, but a global event.

There has been much talk since the financial crisis – compounded by Trump and Brexit – of “peak globalisation”, of nations wanting to reclaim borders and the whole process going into reverse.

Yet despite the current backlash, there is, as Mr Tharoor’s observation powerfully illustrates, no turning back the clock; globalisation has developed an unstoppable momentum, which if anything is likely further to accelerate over the decades ahead.

What the present, angry rebellion tells us, however, is that future globalisation will need to take different forms if it is to gain renewed acceptance.

There seems to be little further appetite for the top down form of it epitomised by the European Union. Progressive subjugation of national sovereignty might seem a logical model for a globalised world, but its advocates should not be surprised when people rise up against it. What are the alternatives?

One such, shamefully neglected by the United Kingdom during its 45-year immersion in European markets, is the Commonwealth, a unique collection of proudly independent, culturally and geographically diverse nations based not on unified government but around shared values and goals.

It is easy to think of the Commonwealth as a mere relic of empire, a sort of last days of the Raj club of some sentimental value



António Mateus, Presenter and Coordinator, Portuguese Public TV (RTP), Portugal



Chitra Narayanan, Associate Fellow, Geneva Centre for Security Policy, Switzerland



Basar Akpınar, Chief Executive Officer, P.I. Works, Turkey



Seamus Smyth, Partner, Carter Lemon Camerons, United Kingdom



Stéphane Frappat, Member of the Board of Directors, Summa Group, Russia



Bernard Kouchner, Founder, Médecins sans Frontières; Nobel Peace Prize 1999

but of little real substance or geo-political importance.

Yet recent research has shown this to be very far from the case; in fact the Commonwealth is undergoing something of a renaissance as an increasingly important driver of trade, improved governance, and global dialogue based not on harmonised standards, but on best practice and shared history. Only with Brexit are British government ministers beginning to recognise the enormous opportunities it presents.

But please let's not call this opportunity "Empire 2.0", as some Brexiteers who hark back to a bygone age are somewhat prone to. Nothing would be more guaranteed to squander the goodwill that the Commonwealth generates than to depict it as a

recreation of the British empire in new form. There can be no return to the days of "imperial preference".

Imperial history can in any case be as much a hindrance to Britain in dealing with its former colonies as an advantage. The UK is still not forgiven by many in India and Pakistan for the disgraceful and extraordinarily destructive manner of its departure from the sub-Continent. Nor is it forgiven for closing its markets to Commonwealth members when it joined the EU.

Yet we should also be careful not to view the Commonwealth as an alternative to the EU; the Commonwealth is not a formal trading bloc. What it does offer is unrivalled networks through which to expand trade and investment among member states.



Petra Becker, Managing Director, International Art Bridge, Germany



Sergio A. Fernández de Córdova, Chairman, P3SmartCity, USA



Rohan Williamson, Dean, Georgetown University McDonough School of Business



Sherif El-Gabaly, Chairman, Polyserve Fertilizer and Chemical Group, Egypt



Ted Pendleton, Senior Vice President, AlphaPoint, USA



Peter Williamson, Professor, University of Cambridge, UK, chairing a panel



Sanjit Sethi, Corcoran School of the Arts and Design, and Oltmann Siemens, Trustee, Orient Institute

In an age where trade in goods is becoming less important as a driver of growth, and services, networks and connectivity much more so, the Commonwealth offers vast potential, far beyond Europe’s substantially protected markets.

Its 52 nations cover about 20 per cent of the world’s land mass, and account for around a third of its population. What’s more, the demographics are spectacularly conducive to growth, with around 60 per cent of its 2.5 billion souls under the age of 30.

Europe is rich, but ageing and defensive; the Commonwealth – apart from advanced member economies such as Australia and New Zealand – is overwhelmingly poor. But it’s young, fast growing and ambitious. Intra-Commonwealth trade is growing at

about three times the rate of global trade as a whole, with GDP expected to double over the next 15 years to \$US20 trillion.

Commonwealth Secretariat research shows that when both bilateral partners are Commonwealth members they tend to trade 20 per cent more, and generate 10 per cent more foreign direct investment inflows, than would otherwise be the case.

Something quite remarkable is happening; despite the apparent constraints of distance, of often widely different cultures, language, and stages of economic development, Commonwealth countries like to trade and interact more among themselves than with others – so much so that nations that were never a part of the British empire, seeing the advantages that it brings to neighbours,



Simone Kimpeler, Head of the Competence Center Foresight, Fraunhofer Institute, Germany



Fakhri Ahmadov, Managing Director, Ahmadoff & Company, UK



Susanne Mueller Zantop, Chairwomen, CEO Positions AG



Georg Dutschke, Professor, Atlântica University, Portugal



Bo Inge Andersson, CEO, Bo Group Enterprises, Sweden



Shireen Shelleh, Managing Director, Center for Engineering and Planning, Palestine



Paulo Andrez, President Emeritus, European Business Angels Association



Mahomed Iqbal, Managing Partner, The Partnership, Portugal



Marcelo de Andrade, Partner, Earth Capital Partners, United Kingdom

have become members and adopted many Commonwealth mores.

Why is this? **Baroness Scotland**, director general of the Commonwealth of Nations, puts it down not just to historical ties and wide use of English, but to similar legal and parliamentary systems, based on common law and the Westminster model. These provide a common DNA which makes interaction and business easier.

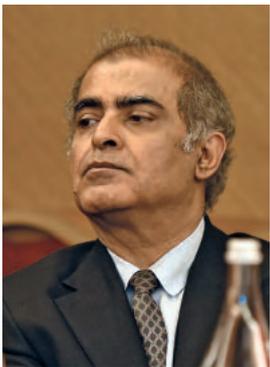
Despite sometimes violent disagreement between Commonwealth nations, they all feel themselves to be essentially the same family.

Part of the tension Britain has felt during its years of EU membership is that it was never comfortable with attempts to

harmonise some 24 separate national legal systems – I’m not counting Malta, Cyprus and Ireland, as like Britain, they are based on the same common law – into a single, compromised and messy European construct.

Some form of the British system is what substantially rules in much of the rest of the world. It’s not the end of the road for globalisation, despite reclaimed national borders.

He may be a nationalist, but India’s Narendra Modi is also truly global in his outlook. There doesn’t need to be a contradiction between the two.



AbdelGadir Warsama Ghalib, Member of the Board, Bank of Bahrain and Kuwait, Bahrain



Nuno Sebastião, Chairman, FeedZai, USA



Salimo Abdula, President, Intelec Holdings, Mozambique



Mathew Jacobson, Founder, Ducere, Australia



Manuel S. Pietra, President, FreeBalance, USA



Zaheer Merchant, Director,
Qi Group, Malaysia



João Marques Gomes, CEO,
Nova Healthcare Initiative



João Andrade, Head of Venture
Capital, Banco de Investimento
Global, Portugal



Christiane Riedel, Chief Operation
Officer, Center for Art and Media
Karlsruhe, Germany

Governor of the Bank of Mozambique says the country’s public debt is “frightening”

Macauhub, 29 May 2017

Mozambique’s public debt has risen from 40% of gross domestic product (GDP), the highest level since 2013, to around 120% now, “a frightening fact,” said the governor of the Bank of Mozambique on Sunday in Cascais, on the outskirts of the Portuguese capital.

Rogério Zandamela, answering audience questions during a debate at the **Horasis Global Meeting**, which runs until 30 May, said that part of the increase in public debt stems from “undisclosed debt, which is a large amount.”

Despite this, the governor of the Mozambican central bank, quoted by Portuguese news agency Lusa, said he was confident of the country’s ability to overcome the current economic, budgetary and financial crisis, but did not hide that there are many challenges ahead.

In Maputo, director Waldemar de Sousa said that the central bank expects prices to rise by between 12.5% and 14.5% this year and Gross Domestic Product (GDP) will grow between 3.0% and 4.0%.



Ana Bénard da Costa, Researcher,
Lisbon School of Economics and
Management (ISEG), Portugal



Alexandre Nilo Fonseca,
Chief Executive Officer,
A2D Consulting, Portugal



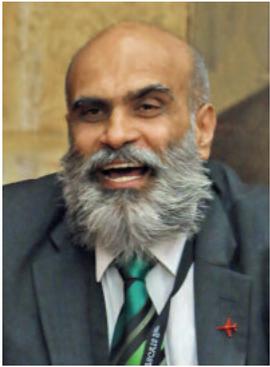
Zhu Li, Member of Council,
China Society of World Economics,
China



Miguel Szymanski, Correspondent,
der Freitag, Germany



Anton Grachev, Chief Executive
Officer, Kazan IT Park, Russia



Praful Talera, Chief Executive Officer, Dynamic Logistics, India



Simon Galpin, Managing Director, Bahrain Economic Development Board, Bahrain



Taliya Minullina, CEO, Tatarstan Investment Development Agency, Russia



Ricardo Borges Rodrigues, Professor, University Institute of Lisbon, Portugal

Sousa, speaking at the National Business Council organised by the Confederation of Economic Associations of Mozambique, said that restoring the trust of donors and the International Monetary Fund in the State Budget, “is a challenge.”



Andreas Irmen, Professor of Economics, University of Luxembourg

“We are all anxious to see what the outcome of the international debt audit will be, given that it is essential that we regain the support of our partners,” added Sousa, recalling that the Mozambican state budget on average depends on 50% to 60% external resources



Jakub Klepal, Executive Director, Forum 2000 Foundation, Czech Republic



Luis Correia da Silva, Managing Partner, Think Tour, Portugal



Gonçalo Lage, Executive Board Member, PME investments, Portugal



Pedro Vargas David, CEO, Alpac Capital, Columbia



Michael Wilson, Managing Partner, The Migson Group, Ghana



Rui Diniz, Member of the Executive Board, José de Mello Saúde, Portugal



Magnus Qvant, Secretary General, Resilient Regions Association, Sweden, speaking about smart cities



Miguel Branco, Sculptor and Painter, Portugal, chairing a session on art

New wave of robots will be beneficial to all

By Frank-Jürgen Richter, *Global Times*,
30 May, 2017

In 2013 Carl Frey and Michael Osborne, researchers at Oxford University, predicted that robots would take over nearly half of US jobs. Their finding has been supported in principle by the McKinsey Global Institute, but they say it will take ages, though the near-term effect will be to beneficially transform work. I broadly concur with the institute, and suggest that an open, informed discussion of the effects of robotization should be at the forefront of all governments' agendas. The nature of globalization, demographics, and how a nation's elderly population can be supported were discussed

when more than 400 delegates gathered in Cascais, Portugal for the **Horasis Global Meeting** over the weekend.

Robotization was discussed in this meeting as one solution for the long term, and it was of particular interest to Chinese delegates as they have just heard that Moody's Investors Service has downgraded China's credit rating for the first time in almost 30 years. Moody's cited China's falling financial strength as its growth slows. Robots in the future will be able to perform tasks as broad as offering social support to the ill, as well as performing surgical procedures guided by a remote specialist: In fact, few tasks are immune from robotic



António Moreira Teixeira,
President, European Distance
and E-learning Network, UK



Ren Siyi, Founder and Chief
Executive Officer, Tea Plays, China



Steven Braekeveldt, CEO,
Ageas, Belgium



Oliver Reichenstein, Founder,
Information Architects, Japan



Michele Orzan, President,
EuCham, Hungary



Catarina de Albuquerque, Executive Chair, UN Partnership Sanitation and Water for All, delivering the award



Fang Tingting, Co-Founder, Heyshop, China, on China's 'One Belt One Road' project

support. Thus I suggest that robotization will have future wide-spread economic benefits based on three inter-connected present-day observations.



Dmitri Gromov, Chairman, RTS Telecom, Russia

First, US President Donald Trump is attempting to renegotiate many US laws; one concerns Corporate Tax. In essence he alleges that too many US firms have profits totaling \$2.5 trillion hidden overseas to avoid US tax. He wishes to allow the repatriation of this wealth so the US will gain tax income. If the reform is sensitive, firms will gain additional freedom to reallocate cash, as well as utilize a huge amount of money hidden “under the mattress for a rainy day” located in the US itself. While the IMF notes global growth is resurgent it says the manufacturing and services base remains weak,

with low total factor productivity (TFP). They suggest firms are retaining old machines and old-fashioned working methods.

My second consideration notes that the global population may grow to about 11 billion by the end of the century even though many nations have a falling birth rate. In many developed economies unemployment levels are falling below 5 percent – a figure accepted by economists as “full employment” though the details must be carefully considered. In this group are a few who choose not to work or are between jobs, and those who are physically and mentally incapacitated. With low TFP, firms cannot expand output without employing more people or re-engineering the work-place or employing robots.



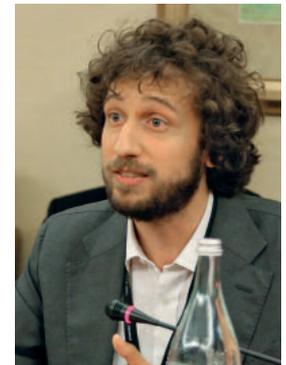
João Barros, Founder, Veniam, Portugal



Piers Cumberlege, Chairman Europe, Veracity, United Kingdom



Pedro Manuel de Oliveira Cardoso, CEO, Banco Nacional Ultramarino, Macau



Brian Pallas, Founder, Opportunity Network, USA



Ernesto van Peborgh, Founder and President, El Viaje de Odiseo, Argentina



Erik Berglof, Professor, London School of Economics and Political Science



David J. Lipkin, Correspondent, Forbes Israel, Israel



Puneht Ala'i, Founder and Executive Director, For The Unseen, USA

Interwoven are populist demands in many nations: “Bring back our jobs [from overseas] and return them to our own people! Stop immigration!” This strident message does not heed demographers who tell us we need more immigrants to uphold our work force numbers to maintain the dependency ratio as our populations become more elderly. Globally there are too few suitably qualified migrants to slot into the vacant jobs in our nations. Thus employing more people seems a non-starter, and we must look to re-engineering the work-place and employing robots.

There is a resistance to re-engineering based on new machines as there are many cheap nearly-new machines in scrap-yards,

and the current work-force will need little re-training to use them. But old machines remain inefficient – in human and mechanical terms, as they will not increase TFP. Nor would it allow for the dependency ratio to be raised enough to increase income tax and thus create more cash for social welfare schemes to support the elderly.

My third point arises from a re-evaluation of the global population. To raise TFP the working population has to work smarter and use robots. Just as workers used machines to augment their muscle power following the Industrial Revolution we must accept future electro or digital aid by robots. Modern Luddites worry that jobs will be taken away by robots. This is unlikely to be so.



Brian J. Grim, President, Religious Freedom & Business Foundation, USA



Esteban Gómez Nadal, Managing Partner, Palladium, UAE



Frédéric de Mevius, Chairman, Verlinvest, Belgium



Brian C. Henderson, Founding Partner, Henderson International Advisors, USA



Natasha Lance Rogoff, Founder, Ingredients for Education, USA



Nuno Venturinha, Assistant Professor of Philosophy, Nova University, Portugal



Olav zu Ermgassen, Managing Director, Ermgassen & Co, Germany



Thomas Eymond-Laritz, Executive Director, APCO Worldwide, United Kingdom



Heli Bathija, Director, Geneva Foundation for Medical Education and Research, Switzerland

Robotization will not occur overnight. This mode of employing robots will be a gradual process taking perhaps three to six generations: certainly the employment scene will be very different 60 years from now.

In conclusion, there is an imperative for all governments to engage their citizens in open and honest discussions about their demographic needs. What are the economic benefits of more or less immigration? What will occur if there are too few workers? And in much more visionary terms, what will occur when the migrant pool dries up? These are not easy questions to ask when faced with the daily tasks of governing, and when many governments have explicit restrictions on immigrant numbers, or who

have promised their electorate to cut immigration. In truth, there are few mobile immigrants – the figure has been stable at about 3 percent of the global population for years, but many citizens are unduly frightened and they forget all nations were built upon immigrant stock.



Rajeev Singh, Director General, Indian Chamber of Commerce, India



Ji Bo, Assistant Dean, Cheung Kong Graduate School of Business, China



Diogo Alves, Co-founder, KickUp Sports, Portugal



Tim Mescon, Executive Vice President, AACSB International, USA



Volkert Doeksen, Founder, AlplInvest Partners, The Netherlands



The Horasis Global Meeting gathered senior business leaders from around the world.



A narrative diagram to capture the essence of a Horasis session



Update on technology



The journey continues



The meeting featured 50 sessions, with always five concurrent sessions at a given time.



Mariza – the reigning diva of fado – performing during the soirée



Cascais, the emerging centre for global dialogue



A group of delegates visiting Cascais



Discovering Cascais



Cascais is the perfect location for Horasis, and for days on the beach

How to get involved

Horasis meetings are supported by selected partner companies that contribute their expertise and resources to Horasis by setting the agenda of its meetings. Our partners share with us the belief that the future can only be inspired through joint efforts within a visions community.

The following partnership schemes are currently on offer:

	Global Partner	Strategic Partner	Knowledge Partner	Networking Partner
Duration	1 year	One meeting	One meeting	One meeting
Meetings (Global, Asia, India, China)	All of one year	One meeting	One meeting	One meeting
Logo	Main backdrop Alongside Horasis logo	Side backdrop	Side backdrop	
Booth	Booth in registration area			
Speaking slots	Introducing a politician Chairing a plenary session Chairing a dialogue session	Chairing a plenary session Chairing a dialogue session	Chairing a dialogue session	
Further offerings	Hosting of a reception	Presenting the Award		Hosting a coffee break
Delegates	10	5	3	2

Please contact Horasis for further information.



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