

About the Authors

César Alierta

César Alierta is Executive Chairman and Chief Executive Officer of Telefónica. He has been Chairman of Telefónica since July 2000, and is a member of the Boards of Directors of China Unicom and Telecom Italia. Since September 2010, he has been an independent Board member, Chairman of the Remuneration Committee and a member of the Nominations Committee of the Board of Directors of International Consolidated Airlines Group, the company resulting from the merger of Iberia and British Airways. Between 1970 and 1985, he was General Manager of the Capital Markets division at Banco Urquijo in Madrid. Subsequently, he was the Chairman and Founder of Beta Capital. He has also been a member of the Board of Directors and Standing Committee of the Madrid Stock Exchange. In 1996 he became Chairman of Tabacalera, S.A., where he gave his support and backing to the cross-border merger with the French company Seita. The result of this merger was Altadis, where he served as Chairman until July when he was appointed Chairman of Telefónica. He has been a member of the Telefónica Board of Directors since 1997. Among his latest awards, in June 2010, Mr Alierta received the Americas Society Gold Medal in recognition of his important contribution to the growth and development of Latin America. Five years earlier he received the Global Spanish Entrepreneur award from the Spanish/US Chamber of Commerce. Mr Alierta holds a degree in Law from the University of Zaragoza (in Spain) and earned an MBA at Columbia University.

Mark O. Badger

Mark O. Badger is an e-government specialist within YESSER's Center of Excellence for Research and Development (CERD in Saudi Arabia). He has 30 years of experience in information technology management, innovation, and research within both government and private sectors. These efforts include: e-government strategies, human capacity building, oversight of e-government implementations, and advising government leaders in India, China, Mexico, Canada, and Saudi Arabia. He has served as a state CIO in the United States and is a Smithsonian Technology Laureate for early implementation of government e-services within the United States. Dr Badger was a principal contributor to the Nobel Public Services Summits, Nobel Peace Prize, where global leaders in e-government meet and define effective strategies for future e-government goals. His book, *The Connected Republic*, outlines what citizens expect from leaders and how technologies are expected to improve the value of government. He formerly directed the Internet Business Solutions Consulting Group (Cisco Systems) public sector in Asia-Pacific and Americas. He has an extensive track record in implementing rural communications networks and is a leader in content development for higher education in social-political studies. Dr Badger holds a PhD from Cambridge University.

Jonathan B. Baker

Jonathan B. Baker is the Chief Economist of the US Federal Communications Commission and Professor of Law at American University's Washington College of Law. From 1995 to 1998, Professor Baker served as the Director of the Bureau of Economics at the Federal Trade Commission. Previously, he worked as a Senior Economist at the President's Council of Economic Advisers and as a Special Assistant to the Deputy Assistant Attorney General for Economics in the Antitrust Division of the Department of Justice. He also was an Assistant Professor at Dartmouth's Amos Tuck School of Business Administration, an Attorney Advisor to the Acting Chairman of the Federal Trade Commission, and an antitrust lawyer in private practice. Professor Baker has published widely in the fields of antitrust law and policy and industrial organization economics. He is the co-author of an antitrust casebook, a past Editorial Chair of the *Antitrust Law Journal*, and a past member of the Council of the American Bar Association's Section of Antitrust Law. Professor Baker holds a JD from Harvard and a PhD in Economics from Stanford University.

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.

Neil Blakesley

Neil Blakesley is Vice President of Marketing at BT Global Services. His nine-year career at BT has included roles as Vice President of Marketing for BT Global Services UK and Head of Strategy & Marketing for BT International. Since moving to BT Global Services, Mr Blakesley has delivered a number of key programs including the design and implementation of its international multichannel sales and marketing architecture, and its first global branding and communications campaign—The Digital Networked Economy. Before his move to BT, Mr Blakesley was a Business Director with SITEL, a global outsourcing business, where he was responsible for the sales and marketing of multilingual call centers and eCRM solutions to global corporations. As Head of Marketing for Lombard Tricity, his was a complete marketing system with product and database design, supported by call center and web activity. In addition to his work at BT, Mr Blakesley lectures for the Institute of Direct Marketing on global business-to-business marketing and marketing in financial services.

Roberto Crotti

Roberto Crotti is a Junior Quantitative Economist within the Centre for Global Competitiveness and Performance at the World Economic Forum. His responsibilities include the computation of a range of indexes as well as data analysis for various projects and studies. His main areas of expertise are quantitative research, forecasting, macroeconomics, and public economics. Prior to joining the Forum, he worked as an Analyst in the private consulting and forecasting sector. Mr Crotti holds an MA in Economics from Boston University and an undergraduate degree in Economics/Economic Policy from Università Cattolica del Sacro Cuore of Milan (in Italy).

Paul de Sa

Paul de Sa is Chief of the Office of Strategic Planning and Policy Analysis at the US Federal Communications Commission. Previously, he was a Partner at McKinsey & Company, where he was a leader in the Telecom/Media, Private Equity, and Corporate Finance practices, based first in the United States and then in Korea, Rep. Prior to joining McKinsey, Dr de Sa received a doctorate in Theoretical Physics from Oxford University. He was also a Kennedy Scholar at the Massachusetts Institute of Technology and a post-doctoral Research Fellow focusing on energy and climate change in the Science, Technology, and Public Policy program at Harvard University's Belfer Center for Science and International Affairs.

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.

William H. Dutton

William H. Dutton is Director of the Oxford Internet Institute (OII), Professor of Internet Studies, University of Oxford, and Fellow of Balliol College. Before joining the OII in 2002, he was a Professor in the Annenberg School for Communication at the University of Southern California, where he was elected President of the Faculty and is now an Emeritus Professor. In the United Kingdom, he was a Fulbright Scholar 1986–87, and was National Director of the UK Programme on Information and Communication Technologies (PICT) from 1993 to 1996. In addition to directing the OII, Professor Dutton is Principal Investigator of the Oxford e-Social Science Project (OeSS) supported by the Economic and Social Research Council, and Principal Investigator of the Oxford Internet Surveys (OxIS), a key resource on the use and impact of the Internet in the United Kingdom that is one component of the World Internet Project, an international collaboration comprising over 20 nations. His recent publications on the social aspects of information and communication technologies include *Society on the Line* (Oxford University Press, 1999), *Transforming Enterprise* (MIT Press, 2005), and *World Wide Research: Reshaping the Sciences and Humanities* (MIT Press, 2010). He is currently editing a four-volume series of readings on the Internet and Politics for Routledge and a handbook on Internet studies (in progress, Oxford University Press). Beyond his academic roles, Professor Dutton chairs Ofcom's Advisory Committee for England.

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 16 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).

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.

Torbjörn Fredriksson

Torbjörn Fredriksson is Chief of the ICT Analysis Section of the Division on Technology and Logistics at the United Nations Conference on Trade and Development (UNCTAD). In this capacity, he is responsible for the annual *Information Economy Report*, one of UNCTAD's flagship publications. Mr Fredriksson is also in charge of UNCTAD's work related to measuring the information economy. He is a member of the Steering Committee of the Partnership on Measuring ICT for Development, an international, multi-stakeholder initiative to improve the availability and quality of ICT data and indicators, particularly in developing countries. Mr Fredriksson previously led the Policy Issues Section of the Investment Analysis Branch of UNCTAD's Investment and Enterprise Division. From 2000 to 2008, he was one of the principal authors of the *World Investment Report*. Before joining UNCTAD, Mr Fredriksson was Head of Research at the Invest in Sweden Agency, Head of Section in the Ministry of Industry and Commerce in Sweden and a researcher at the Industrial Institute for Economic and Social Research in Stockholm. Mr Fredriksson is the author of several books and has published articles related to international trade and investment in such publications as the *Journal*

of *International Business Studies*, *International Journal of Industrial Organization*, and the *Journal of World Investment*. He holds an MSc in International Economics from the Stockholm School of Economics (in Sweden).

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 Centre for Global Competitiveness and Performance 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 co-author of the *Global Competitiveness Report*, the *Global Information Technology Report*, and the *Global Enabling Trade Report* series 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 (in Switzerland) with a specialization in monetary and financial economics, and an MA in Economics from the University of British Columbia (in Canada).

Joanna Gordon

Joanna Gordon is Head of the Information Technology Industry Team at the World Economic Forum. She is responsible for managing a community of top industry leaders, knowledge experts, civil society leaders, and government and public figures; and for strategy and program development for the technology sector. In her role she is overseeing the World Economic Forum's project on the "Future of Cloud Computing" and "ICT and Sustainability." Ms Gordon holds a Master in Business Administration from INSEAD (in France).

Mehmet Güvendi

Mehmet Güvendi is a Principal at McKinsey & Company's Istanbul Office. He joined the firm in March 1999. During his career at McKinsey, he has worked in strategy, regulation, operations, and IT topics in many different sectors. In particular, he has extensive experience in regulation in the telecommunications sector, where he has helped clients in regions such as Europe, Asia, and the Middle East. Before joining McKinsey, Mr Güvendi was an IT Group Manager at Procter & Gamble Company. He worked as an IT Manager for six years in Western Europe, North America, and Turkey. He led multi-functional global process design teams for planning, and managed several major global pilot projects. Mr Güvendi also managed a data center and a multinational communications network, and was in charge of IT systems and operations at several manufacturing sites. He is a member of the Prime Ministry Telecom Special Expertise Committee for the development of the Turkish National Five-Year Development Plan. He sits on the Advisory Council of Bilkent University Industrial Engineering Department. Mr Güvendi holds a BS with high honors in Industrial Engineering from Bilkent University (in Turkey).

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. 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 at the World Economic Forum and the Organisation for Economic Co-operation and Development (OECD), 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.

Mosahid Khan

Mosahid Khan is a Senior Statistical Analyst at the World Intellectual Property Organization (WIPO). He is primarily engaged in the task of developing WIPO's statistical products and conducting economic and statistical studies. Before joining WIPO, Mr Khan was an economist at the OECD directorate of Science Technology and Industry worked mostly on the development of S&T indicators and methodologies. Prior to joining the OECD, Mr Khan worked for Eurostat, Camire (a consulting firm), Loughborough University, and South Bank University. Mr Khan has published in leading economic journals, such as the *Review of Economics and Statistics*, *Journal of Development Economics*, *Canadian Journal of Economics*, and *Economics Letters*. He holds a Master of Science in Economics from the University of London.

Mustafa M. Khan

Mustafa M. Khan is the Director of YESSER's Center of Excellence for Research & Development (CERD) in Saudi Arabia. Prior to this he was an Advisor to the Saudi eGovernment Program. He is involved in capacity building on a nationwide level, United Nations rankings of Saudi Arabia, awards and incentives, and building CERD as an integral part of national e-government responsibilities. Previously, he served as Director for Information Technology with the Electricity & Co-Generation Regulatory Authority, where he designed and developed the Authority's IT infrastructure and department. He also held the position of Associate Research Analyst at King Faisal Specialist Hospital & Research Center in Riyadh, where he worked with senior scientists in validating theories and assumptions. He started his career as a Support Engineer with Saudi Systems Corporation (Al Masder) and was involved in a GIS project for a major government entity. Mr Khan holds an Electronics & Electrical Engineering degree from King's College in London and executive education from Said Business School, University of Oxford; the John F. Kennedy School of Government, Harvard University; and the School of Management, Boston University.

Jeff Kelly

Jeff Kelly is Chief Executive of BT Global Services. He has extensive experience working in the global IT services market, much of it gained during his 25-year career at Electronic Data Systems Corporation (EDS). In 2007, he was given responsibility for all aspects of EDS Americas' US\$10 billion outsourcing business, including its P&L performance, customer satisfaction, and sales. Here he substantially improved top- and bottom-line performance through strong sales and operational delivery. Previously Mr Kelly managed the General Motors account for EDS. The new global contract and delivery model he put in place following his appointment in 2005 helped EDS become one of General Motors' top-performing service providers. Between 2002 and 2005, Mr Kelly led EDS' infrastructure portfolio business. Here he was the prime mover behind the company's decision to build a global MPLS private network and drove increased standardization and innovation across its portfolio. Earlier he had been responsible for all aspects of EDS' outsourcing service delivery in the Americas and, as manager of the company's healthcare division, had overseen the launch of its next-generation health platform. He gained his Bachelor of Electrical Engineering at the University of Missouri and his Master in Business Administration at the University of Michigan.

Bruno Lanvin

Bruno Lanvin is Executive Director at INSEAD, eLab, managing the teams in Fontainebleau, Singapore, and Abu Dhabi. In 2009, he was Chair of the Global Agenda Council on the Future of Government at the World Economic Forum, and in 2010 he became Commissioner of the Broadband Commission (www.broadbandcommission.org). 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 at UNCTAD and occupied various senior positions, including Chief of Cabinet of the Director General of the United Nations, 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).

Ginette Law

Ginette Law is an independent researcher and ICT consultant currently based in Canada. She holds an MSc in Social Sciences of the Internet from the Oxford Internet Institute. Prior research includes the ecology of freedom of expression online for UNESCO, mobile Internet use for ICT development, and Linked Open Data Management. She previously worked as a web and associate radio producer at Radio Canada International, specializing in online communication and digital media.

Ram Menon

Ram Menon is TIBCO's Chief Marketing Officer and Executive Vice President of Worldwide Product Strategy, where he is responsible for product marketing and strategy, corporate communications, field marketing, and customer and partner enablement. His laser focus on executing innovative and impactful initiatives has allowed marketing to play a pivotal role in defining product offerings, strengthening TIBCO's brand, increasing revenues, and driving conversations among customers and prospects through the early establishment of community platforms. With Mr Menon at the helm, TIBCO has won numerous marketing awards for its creative yet cost-effective campaigns while generating one of the highest marketing ROIs according to leading analyst benchmarks. His insights on innovation and technology have been sought by analyst, business, and marketing audiences. Mr Menon has also served as TIBCO's Chief Strategist, defining and executing new product strategy and M&A direction. He also calls upon experience at Accenture, having consulted with global enterprises on supply chain and e-commerce strategies. Mr Menon holds an MA in Industrial & Management Engineering and a BS in Industrial Engineering.

Irene Mia

Irene Mia is Director and Senior Economist within the Centre for Global Competitiveness and Performance 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, innovation, ICT, and competitiveness and Latin America. Dr Mia holds an MA in Latin American Studies from the Institute for the Studies of the Americas, London University, and a PhD in International Economic and Trade Law from L. Bocconi University (in Italy).

Ricardo Monge-González

Ricardo Monge-González is the Director of the Technical Secretariat of the Presidential Council on Competitiveness and Innovation of Costa Rica and Associate Professor of Economics at the Costa Rica Institute of Technology. His work focuses on international economics, innovation economics, finance, and welfare economics. He has been an international consultant for the Central American Bank for Economic Integration, the Economic Commission for Latin America and the Caribbean (ECLAC), the Inter-American Development Bank (IADB), the International Development Research Centre, the International Labor Organization, the Organization of American States, the US Agency for International Development, and the World Bank. He was the Executive Director of the Costa Rican High Technology Advisory Committee (CAATEC) from 2001 to 2010, Director of strategy and research at Coalición Costarricense de Iniciativas para el Desarrollo (CINDE) from 1996 to 2001, and Economic Advisor to the Office of the President of Costa Rica from 1998 to 2002. He was also a Vice-President of the National Bank of Costa Rica from 1999 to 2004. He has co-authored 10 books and has written working papers for the World Bank, IADB, and ECLAC, as well as several articles in important magazines and newspapers. He has received three distinctions: the Outstanding Thesis Award from Ohio State University, the Premio Ancora La Nación, and a nomination for the 2002 World Technology Award for Policy. Dr Monge-González holds a PhD in Economics from Ohio State University, as well as two Masters from the same university, one in Agricultural Economics and the other in Economics.

Vineet Nayar

Vineet Nayar is Vice Chairman and CEO of HCL Technologies. Since 2005, first as President and then as CEO, he has led a remarkable turnaround that saw the company triple its revenues and income and enjoy robust growth even during the economic downturn. The transformative management practices he has introduced at HCL have been the subject of a Harvard Business School case study and have prompted *Fortune* magazine to characterize the company under his leadership as having "the world's most modern management." HCL has been cited by *BusinessWeek* as one of five "most influential emerging companies," and it was named Best Employer in India by the global human resources services company Hewitt Associates. Mr Nayar recounts the story of HCL's transformation in his book *Employees First, Customers Second: Turning Conventional Management Upside Down* (Harvard Business Press, 2010). He also is a regular blogger for *Harvard Business Review* (<http://blogs.hbr.org/hbr/nayar>) and at www.vineetnayar.com. He joined HCL in 1985 after earning his MBA from XLRI, one of the leading business management schools in Asia. In 1993, he created the start-up company Comnet, where he developed and implemented many of the ideas that are core to the Employees First, Customer Second philosophy. In 2005, he became President of HCL Technologies and in 2007 was named CEO. He became

Vice Chairman in November 2010. He is an active member of G100, a group of CEOs of some of the world's most significant companies. He is also one of the founding members of the Asia Gender Parity Group and an active member of the Global Gender Parity Group at the World Economic Forum. Other World Economic Forum roles include Governor for the ICT industry, and a Steering Board member of the Global Education Initiative, the ICT and Sustainability Initiative, and the Young Global Leaders group.

Derek O'Halloran

Derek O'Halloran is a Project Manager within the Information Technology Industry Team at the World Economic Forum. He is responsible for a number of projects including leveraging data and technology to improve understanding of technology's impact on work as well as cyber security and risk. He has 10 years of experience in the IT industry covering the Far East, the United States, and Europe, serving both private- and public-sector clients. Mr O'Halloran has completed an MPA in International Finance and Economic Policy at the School of International and Public Affairs at Columbia University, as well as an MA Hons in Philosophy at Edinburgh University.

Enrique Rueda-Sabater

Enrique Rueda-Sabater is Senior Director, Strategy and Economics for Cisco Systems, Inc., in Emerging Markets. In addition to strategic and economic analysis, 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. In connection with this work, he has co-authored a chapter in each of the four most recent *Global Information Technology Reports* and recently led a project on scenarios for the future of the Internet to 2025. Before joining Cisco, Mr Rueda-Sabater spent two decades at the World Bank. His last role there was as Director of Corporate Strategy and Integrated Risk Management. In addition to being responsible for managing annual planning and risk assessment exercises, he developed tools for strategic choice analysis and led a team developing long-term scenarios (Rehearsing for the Future: The World in 2020). He also was Senior Advisor to the United Nations and played a key role behind the Monterrey Consensus adopted at the 2002 summit on Financing for Development, and was Strategic Advisor to the Multilateral Investment Guarantee Agency. Mr Rueda Sabater has been a visiting professor at ESADE and the University of Malaysia, and has lectured for academic, think tank, and business audiences in China, Europe, Latin America, and the United States. Among his extracurricular activities, he is currently a member of the Global Business Network and Vice-Chair of the nonprofit Center for Transformation and Strategic Initiatives, and has advised the Rockefeller Foundation on the role of technology in development. Mr Rueda-Sabater holds an MBA from ESADE (Spain) and has done graduate work in Economics, Agricultural Economics, and Economic Policy first at the University of Reading and then at Pennsylvania State University.

Karim Sabbagh

Karim Sabbagh is a Partner with Booz & Company. Based in the Middle East, 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's 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 (in 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 have 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 (in Colombia), and an MBA with high honors from Solvay Business School (in 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 (in India).

Lucilla Sioli

Lucilla Sioli is the Head of the Economic and Statistical Analysis Unit in the Information Society and Media Directorate-General of the European Commission. The unit monitors economic trends and performance in the area of IT and telecoms. She is also responsible for the benchmarking activities, the Digital Agenda Scoreboard, and the data strategy in the information society area. Dr Sioli holds a PhD in Economics from the University of Southampton and from the Catholic University of Milan (in Italy), and has been a civil servant with the European Commission since 1997. Before her current position, she spent a few years in the Directorate-General's Enterprise and Industry and Economic and Financial Affairs.

Vilma Villalobos

Vilma Villalobos is the Corporate Affairs Manager and Corporate Citizenship Lead for Microsoft Multi Country Americas covering Central America, the Caribbean, Ecuador, Bolivia, Paraguay, and Peru. She joined Microsoft in 2003 and her responsibilities are to lead the regulatory and public policy area on key IT issues such as interoperability, technological neutrality, procurement, standards, intellectual property, e-government, Internet safety, privacy, security, and cybercrime. The corporate social responsibility program responsibilities include topics such as technology in education, innovation, digital gap, and Internet safety. She also leads the engagements with the industry, NGOs, think tanks, and policymakers, among others. From 2002 to 2003 she was Minister of Economy, Industry and Commerce in Costa Rica and in charge of dictating public policies on internal commerce regulations (consumer protection, technical standards, anti-trust, dumping policies, countervailing duties; safeguard measures, policies for developing and strengthening the small and medium businesses sector, coordination of the National Competitiveness Plan; red tape and regulatory reform; and regulatory reforms on telecommunications, energy, insurance market, environmental issues). From 1998 to 2002 she was the Executive Director of the Regulatory Reform Program for the Government of Costa Rica, and under her leadership the *Investor's Manual* (a guide on how to establish a business in Costa Rica) was developed. She also was a legislative advisor and an economic consultant and researcher for several institutions. Ms Villalobos holds an MSc from Ohio State University and a Bachelor in Economics from the University of Costa Rica, as well as post graduate studies in Business Administration from the same university.

Sacha Wunsch-Vincent

Sacha Wunsch-Vincent is Senior Economic Officer at the World Intellectual Property Organization (WIPO). From 2003 to 2010 he has been Economist at the Science, Technology and Industry Directorate of the OECD in Paris, where for the last two years he has been a co-leader of the OECD Innovation Strategy. He teaches International Economics and the Economics of Intellectual Property at the Institut d'Etudes Politiques de Paris and the World Trade Institute (Berne, Switzerland). He holds a Master in International Economics from the Maastricht Economic Research Institute on Innovation and Technology, University of Maastricht (in the Netherlands), and a PhD in Economics from the University of St. Gallen (in Switzerland).