

Business in a Changing Society

**Festschrift
for Peter Brabeck-Letmathe**

Edited by Andreas Koopmann
1st Vice Chairman Nestlé SA

Table of Contents

Foreword and Introduction	
PAUL BULCKE	9
I Major Global Shifts and Their Drivers	19
Industry Renaissance: Reindustrializing Europe	
BENOÎT POTIER	21
Energy Leading the Way: From Investment and Innovation to 21 st Century Economic Transformation	
REX W. TILLERSON	29
Three Keys to the Bright Future Ahead	
MUHTAR KENT	37
Societal and Economic Challenges from Digitalization	
VITTORIO COLAO	41
Business and Communication in a Changing Society	
MAURICE LÉVY	50
A Vision for Saudi Arabia	
LUBNA S. OLAYAN	58
II Corporate Change—Business in Society	71
Stability, Competitiveness and Job Creation—an Outlook	
HERMAN VAN ROMPUY	73
Business in a Changing Society—Stewarding the Future	
KLAUS SCHWAB	78
Maintaining and Strengthening Corporate Culture in Times of Globalization	
FRANZ B. HUMER	84
The Concept of Creating Shared Value	
MICHAEL E. PORTER, MARK R. KRAMER	91

III On the Power of Ideas.....	101
Visionary Business Leaders and Their Role in Changing Society	
ORIT GADIESH	103
At the “End of History” Still Stands Democracy	
FRANCIS FUKUYAMA	109
From a Planned to a Free Market Economy	
TSAKHIAGIIN ELBEGDORJ.....	116
IV Civil Society—Actor and Partner.....	121
NGOs and Civil Society in the Public Policy Dialogue	
BARBARA STOCKING.....	123
Creating Lasting Value in a Changing World: Partnerships Bringing Together Businesses and the ICRC’s Independent Humanitarian Action Can Leave a Lasting Impact	
PETER MAURER.....	131
V Changes and Challenges in Global Nutrition and Health	141
The New Geopolitics of Food: Global Trends Shaping Investment	
LESTER R. BROWN	143
What is Driving Change in the Global Food System?	
RAY A. GOLDBERG	152
Healthcare or Sickcare: Reestablishing the Balance	
JULIO FRENK.....	160
Child Survival: Remarkable Progress in Recent Decades but an Unfinished Agenda	
ROBERT E. BLACK.....	166
Science-Based Innovation in Nutrition	
GÜNTER BLOBEL.....	172
Towards the Development of Personalized Brain Health	
PATRICK AEBISCHER.....	189

VI The Water Challenge—Need for Partnerships.....	201
Increasing Water Shortage—Impact on Business and Society	
EDNA MOLEWA.....	203
Water as an Economic Good: Old and New Concepts and Implications for Analysis and Implementation	
JOHN BRISCOE.....	211
Building New Partnerships for Prosperity	
JIN-YONG CAI.....	223
VII Policy Responses to Global Shifts and Challenges ...	227
Urbanization: An Ongoing Transformation of Society	
WALTER B. KIELHOLZ.....	229
A Tale of Latin American Cities	
LUIS A. MORENO.....	240
International Trade: The World Caught between Comic Opera and Tragedy	
DORIS LEUTHARD.....	247
The Fiscal Challenge of Aging Populations: A Call for Action	
CHRISTINE LAGARDE, VITOR GASPAR.....	251
Biography	
PETER BRABECK-LETMATHE.....	263
Biographies of Authors.....	269