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- **MARTHA STEWART** ON LIVING THE GOOD LIFE
- DOING SUCCESSFUL BUSINESS IN **APAC**
- INSIDER'S VIEW OF THE **HEALTH & BEAUTY BUSINESS**
- OPPORTUNITIES FOR SMES IN **KENYA**

> **FUTURE SNAPSHOTS** < with Anne Lise Kjaer



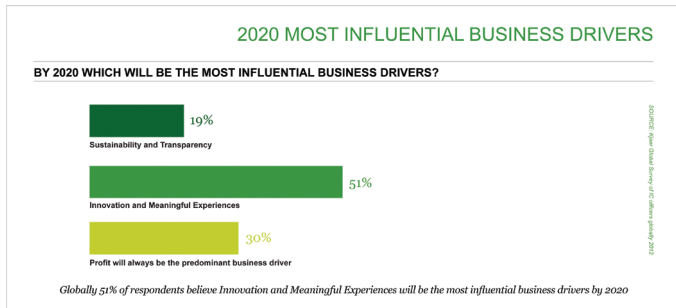
GLOBAL LEADERSHIP IN THE 21ST CENTURY

So what defines global companies and leadership in the 21st century? Our poll of internal communications (IC) experts on both sides of the globe set out to explore just that. Our findings show that many organisations still have work to do if they want to stay ahead of the curve, achieve organisational success and be relevant to tomorrow's talent.



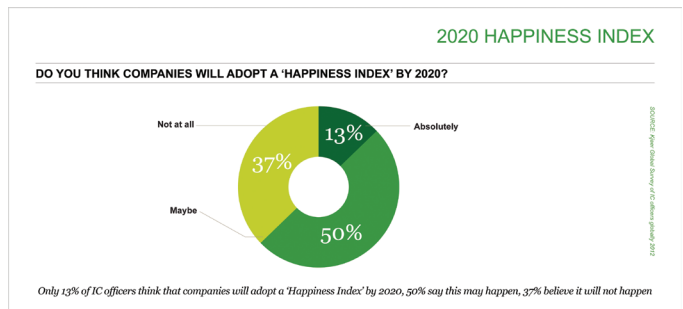
MOST IMPORTANT LEADERSHIP QUALITY We asked IC officers what they see as the single most important leadership quality by 2020. On a global level, almost 2/3 (61%) of communications experts agree that Employee Engagement is the most important leadership attribute. Much lower on the list are Customer Satisfaction (17%) and Talent Retention (15%). Emphasis on profitability is perceived as the least important leadership quality, indicating that on both sides of the globe – UK and Australia – the 20th century focus on Profit as a top-priority is being challenged by a 21st century value driven model: success is no longer equated with profit alone. Our poll result demonstrates that people embrace a wider definition of value, where engagement is a top-priority goal. The 4P (People, Planet, Purpose and then Profit) approach to doing business is already seen as essential for successful 21st century leadership by top-level communicators.

EMPLOYEE ENGAGEMENT & LOYALTY Tapping into the value universe of our communications specialists, we asked them if they would recommend their organisation to a friend. Once again, results show that business performance is not only about numbers, but also about empowering employees to nurture their loyalty. Globally, over half (58%) say 'yes, I share my company's values and ethos'. The vote of confidence is less enthusiastic among more than a quarter of respondents, with (28%) saying they would recommend their organisation but believe other companies are performing much better. The remaining 14% tell us, no, they would not recommend the company they work for. In the UK, communications specialists are somewhat more positive about their organisation's values and ethos, however, looking at the whole picture, it is evident that almost half of all organisations are either not performing as well as they should or are doing so badly they don't even win a vote of confidence from their own communications team. Betterness starts with integrity and a truly 21st century leader walks the talk, living and breathing the brand's values and ethos in order to inspire internal and external stakeholders.



MOST INFLUENTIAL BUSINESS DRIVERS In a quest to define tomorrow's global sustainable business model, we asked what will be the most influential business drivers by 2020. Globally, well over two thirds of respondents agree that there will be core drivers other than profit. There is a strong unity of opinion, with over half (51%) saying that Innovation and Meaningful Experiences will be the primary business indicator of success. In the UK, Sustainability and Transparency are named as most influential business drivers by over a quarter (27%) of respondents, compared to 15% in Australia. Despite these variances, our poll clearly shows that a majority (70%) of communications specialists do not see Profit as the primary business driver by 2020. While at a global level Profit is cited by 30%, looking behind the two datasets we discover that the proportion of Australia's IC officers convinced that capital will still come first is somewhat higher than in the UK (33% and 27% respectively). It is fairly significant that Sustainability and Transparency are more integrated values in the UK's business mindset than in Australia. However, the writing is on the wall: there is a paradigm shift happening, with profit no longer seen as a goal in itself but, rather, the balanced outcome of 'good' business practice.

2020 HAPPINESS INDEX Our final poll question considered whether 'Happinomics' – which looks beyond prosperity to the other factors that create a happy and a balanced culture – is an idea that has yet found a place within corporate strategy. As this is still a nascent area of debate among governments, economists and thinkers, it is encouraging to see that globally more than half (63%) of our top-level communications specialists believe a Happiness Index either may or definitely will be adopted by their organisation by 2020. There is a clear convergence of opinion on both sides of the globe – suggesting that the concept of 'Happinomics' is gaining in influence, even if practical implementation remains a key challenge for business organisations in the 21st century. This positive response shows that, more than ever, businesses are open to 'other perspectives' of evaluating success, which in this case will mean more balanced alternatives to the narrow and wholly profit-focused business model.



Anne Lise Kjaer's insight into every area of futures - from energy, cars and technology to health, food and fashion, to the next big thing in culture, retail and travel has given her a worldwide client base and a unique ability to engage and inspire her audiences. A figurehead in the global forecasting community she says "The future is not some place we go but one we create". Follow the Trends on www.kjaer-global.com **SME**